

Rosefield Solar Farm

Outline Employment, Skills and Supply Chain Plan

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Rosefield Energyfarm Limited

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1. Executive Summary

- 1.1.1. This Outline Employment, Skills and Supply Chain Plan (hereinafter referred to as the Outline Plan) describes how Rosefield Energyfarm Limited (the Applicant) would promote the delivery of economic benefits generated by the Proposed Development to people and businesses across Buckinghamshire. These benefits are:
- Access to employment, upskilling and re-skilling opportunities for people; and
 - Enhanced business growth and productivity and potential to increase capabilities and specialisms in green construction and manufacturing.
- 1.1.2. If the Development Consent Order is granted, this Outline Plan would be developed into a Detailed Plan in consultation with stakeholders engaged in access to employment, skills and business representation.
- 1.1.3. Throughout the 30-month construction phase, approximately 600 workers may be needed on-site. Most of the potential economic benefits would arise during this phase. This is the focus of this Outline Plan.
- 1.1.4. The Applicant is committed to supporting the creation of the underlying conditions required to:
- deliver economic benefits for Buckinghamshire's people and businesses arising from the Proposed Development; and
 - enable the wider Region's pipeline of green energy and other major infrastructure projects, to gain timely access to the construction and manufacturing workforce and skills they need.
- 1.1.5. The conditions are summarised below:
- A structure and processes for collaboration between green energy developers and other major infrastructure projects. This would enable the definition of collective contemporary and projected workforce and skills needs and the clear articulation of these to relevant stakeholders, to shape education and skills curricula;
 - The presence of a mature education, skills development and business growth support infrastructure with capability to respond in a timely way to contemporary employer need;
 - The willingness and commitment of infrastructure developers to collaborate, regularly and practically, to take forward collective actions to attract the workforce they need;
 - The engagement of relevant agencies from across the public, private, charitable/voluntary and community sectors, to harness their knowledge

of the barriers to engaging in the labour market and what works, locally, to address them; and

- A focus on Diversity, Equity and Inclusion, creating opportunities for everyone to access potential benefits.

1.1.6. The objectives of the Outline Plan are summarised below:

- Promote opportunities for people who are unemployed or currently employed to access employment and skills development opportunities. This includes young people who are Not in Education, Employment or Training;
- Create opportunities for businesses to tender for work and join the supply chain of the Proposed Development; and
- Harness the potential of the Proposed Development to motivate and encourage young people to stay in Buckinghamshire and pursue careers here, benefitting all employers.

1.1.7. The Applicant has engaged with stakeholders with a key role in promoting access to education, skills and business to test the relevance of proposed Outline Plan actions with contemporary economic opportunities, challenges and local policy priorities. A stakeholder working group would be established to provide oversight on the development and delivery of the Detailed Plan and monitor outcomes.

1.1.8. The Outline Plan would support project activity across the following three core themes:

- Theme 1 - Information and Collaboration.
 - Promote opportunities to work in the renewable energy sector;
 - Clearly articulate workforce and skills requirements; and
 - Work with education and skills providers, individual businesses and business representative agencies to provide access to training and jobs.
- Theme 2 - Access to Construction Employment, Up-skilling and Re-skilling.
 - Tier 1 contractors would define construction roles and volumes required across the development phases; and
 - Outreach, skills development and jobs brokerage activities would be delivered in collaboration with local stakeholders from the public, private and charitable sectors.
- Theme 3 - Opening up the Supply Chain.
 - Tier 1 contractors would define supply chain needs across the work phases; and

- Activities would be delivered in collaboration with organisations that engage with businesses, to promote awareness of contracting opportunities for local businesses.

1.1.9. The Applicant is committed to working to ensure sustainable, ethical practice across supply chains, and will not tolerate fraud, corruption or abuse of human rights. The Applicant will ensure delivery of a robust ethical procurement process. There are three main aspects to this:

- Modern Slavery risk evaluation in operations and supply chains;
- Sustainable procurement and due diligence process; and
- Certification and ESG audits for solar panel suppliers.

1.1.10. The Applicant would ensure that a robust performance monitoring and reporting framework and system is established for the suite of activities proposed in the Detailed Plan.

2. Introduction

2.1. The Purpose of the Outline Employment, Skills and Supply Chain Plan

- 2.1.1. This Outline Employment, Skills and Supply Chain Plan (hereinafter referred to as the Outline Plan) has been prepared on behalf of Rosefield Energyfarm Limited (the Applicant) and describes how the Applicant would promote the delivery of economic benefits generated by the Proposed Development to people and businesses across Buckinghamshire. A full description of the Proposed Development, as well as details of how it would be constructed, operated, maintained and decommissioned is provided in **Environmental Statement (ES) Volume 1, Chapter 3: Proposed Development Description [EN010158/APP/6.1]**.
- 2.1.2. The economic benefits that the Proposed Development could generate are:
- Access to employment, upskilling and re-skilling opportunities for people; and
 - Enhanced business growth and productivity and potential to increase capabilities and specialisms in green construction and manufacturing.
- 2.1.3. Set within the broader infrastructure development context, the Proposed Development could promote opportunities to gain skills in civil engineering, green energy and modern construction that would benefit the development of energy and other infrastructure right across Buckinghamshire.
- 2.1.4. The Outline Plan sets out:
- The key elements of the socio-economic context that have informed the Outline Plan and will form the basis for the themes and balance of measures to be developed at the next stage; full details of which are set out in **ES Volume 2, Chapter 14: Population [EN010158/APP/6.2]**;
 - The key policies and priorities set out across Buckinghamshire's economic strategies that this Outline Plan is able specifically to support;
 - The underpinning conditions required to successfully promote economic benefits;
 - A set of core objectives, which would form the basis for marshalling collective action by the Applicant, its Tier 1 contractors and regional stakeholders with a role in promoting access to employment, workforce development and business prosperity;
 - Key stakeholders with which the Applicant has engaged in order to understand the opportunities and challenges that would form the context for delivery of economic benefits and the approaches that would

work best from the perspective of Buckinghamshire's stakeholders, communities and businesses;

- Organisations that the Applicant would seek to collaborate with to successfully promote opportunities and translate these into employment, skills and business benefits;
- A suite of actions, which the Applicant would drive forward, in collaboration with partner stakeholders; and
- How the Applicant would engage with stakeholders to produce a detailed Employment, Skills and Supply Chain Plan (hereinafter referred to as the Detailed Plan) if the Development Consent Order (DCO) is granted and how the Applicant intends to deliver and monitor the activities set out within the Detailed Plan.

2.1.5. As referenced above, this Outline Plan would be developed into a Detailed Plan in consultation with stakeholders engaged in access to employment, skills and business representation primarily within Buckinghamshire County, but also more widely across the South East Region if appropriate. The Detailed Plan would be a more comprehensive articulation of the content of this Outline Plan and would be secured through the DCO.

2.1.6. Most of the potential economic benefits from the Proposed Development would arise during the 30-month construction phase. Those that would arise through the operation phase would be more limited, but they would still provide opportunities for Buckinghamshire's people and businesses. This Outline Plan focuses, in the main, on promoting the potential benefits that would arise during construction. However, the Detailed Plan would incorporate activities relating to both the construction and operation phases.

2.2. The Socio-economic Baseline and Economic Policy Context

2.2.1. The focus and proposed actions set out within this Outline Plan have been shaped in response to initial estimates of the construction workforce required and the Construction Labour Market Areas; a socio-economic and population baseline analysis and a review of the economic policy drivers and priorities for Buckinghamshire. These are set out in full in **ES Volume 2, Chapter 14: Population [EN010158/APP/6.2]** and summarised below:

Construction Workforce and Labour Market Area

2.2.2. The number of direct Full Time Equivalent (FTE) construction jobs anticipated to be created during the construction phase has been estimated by the Applicant, based on professional judgement and experience of the delivery of solar projects throughout the UK.

- 2.2.3. It has been estimated that throughout the 30-month construction phase, approximately 600 workers may be needed on-site.
- 2.2.4. As set out in **ES Volume 2, Chapter 14: Population [EN010158/APP/6.2]**; applying additionality assumptions (displacement, leakage) to this figure results in an estimated net additional employment average of:
- approximately 420 to 470 FTEs per year within a radius of up to 50 miles from the Proposed Development; or
 - approximately 180 FTEs per year within 10 miles of the Proposed Development.
- 2.2.5. This is explored further in 'construction industry characteristics' below.
- 2.2.6. The jobs created on-site would be required for land preparation, installation and grid connection. The employment opportunities would encompass a range of different positions, occupations and skill levels.
- 2.2.7. In general, it is anticipated that the construction phase would require a mix of occupational skills across a range of construction industry sub-sectors, but predominantly civil engineering/civils construction roles including earth moving, ground preparation, cable laying and plant operative roles, skilled mechanical and engineering trades and vehicle operation and electrical installation.
- 2.2.8. These construction roles would be supported by non-construction and relatively low skilled construction roles including security, maintenance, banksmen, traffic management, administration and site management and operations.
- 2.2.9. Employment would be in a range of tenures depending on the nature of the work package.

Construction industry characteristics

- 2.2.10. Construction employment is highly mobile. For construction, and especially for specialist construction, travel-to-work patterns are far wider than average with Construction Industry Training Board (CITB) surveys showing workers travelling up to 50 miles/90 minutes daily on a regular basis.
- 2.2.11. At a regional scale, CITB survey information sets out that 24% of construction workers in the South East live in a different region to their place of work. The average journey for a construction worker from home to Site is 18 miles. Overall, in the South East in the 12 months prior to May 2024:
- 30% worked within 10 miles distance from their home;

- 54% worked within 10-49 miles distance from their home; and
- 16% worked further than 50 miles from their home.

- 2.2.12. As such, it is anticipated that the Proposed Development would draw its construction workforce from a substantial Construction Labour Market Area (CLMA) of up to 50 miles that includes (as a 'best fit' comparison to administrative geography) all Local Authorities in Warwickshire, Oxfordshire and Hertfordshire, in addition to some local authorities in Leicestershire, Cambridgeshire, Hampshire, Surrey, Essex and London.
- 2.2.13. This is the primary construction labour market from a travel-to-work perspective and also covers the primary administrative geographies with a statutory interest in skills, employment and education (i.e. County and Unitary Authority scale).
- 2.2.14. It is noted that workers are not spread evenly over the CLMA and there is a greater propensity for workers to live closer to work within the CLMA. This is an important consideration for guiding the focus of the Outline Plan, so that it effectively advances potential for local employment and skills development. The assessment of the geographical construction workforce draw concludes that an area of approximately 10 miles would be an appropriate primary target area for proactive activities delivered through the Outline Plan, covering an estimated 30% of the construction workforce.
- 2.2.15. This 10-mile area includes a large portion of the Buckinghamshire County area as well as some smaller parts of Cherwell, Milton Keynes, South Oxfordshire and Dacorum. This area is termed the CLMA Focus Area.
- 2.2.16. Importantly, the Applicant is aware that the Proposed Development is one of a number of infrastructure projects proposed and in development across Buckinghamshire and adjacent Local Authorities. These projects would collectively impose a significant demand upon available construction labour; a challenge that would need to be addressed at County and wider Regional level.

Construction employment and businesses

- 2.2.17. The CLMA has a residential population of c.693,000 engaged in construction (ONS,2021) and hosts c.454,000 construction jobs (BRES, 2023).
- 2.2.18. The CLMA Focus Area has a residential population of over c.25,800 engaged in construction (ONS 2021) and hosts c.12,000 construction jobs (BRES, 2023).

- 2.2.19. Buckinghamshire has a residential population of c.24,000 people engaged in construction employment (ONS, 2021), and hosts c.15,070 construction jobs (BRES, 2023).
- 2.2.20. Both the CLMA and the CLMA Focus Area are recorded to have lower concentrations of construction employment when compared to the national average. Despite this, when looking at the 3 digit SIC code categories within the construction sector, the 'manufacture of other general-purpose machinery', 'manufacture of metal forming machinery and machine tools', 'construction of road and railways', and 'technical testing and analysis' are recorded to account for a higher concentration of employment within the CLMA Focus Area when compared to national concentrations, with location quotients of 1.68, 2.36, 1.29 and 2.51, respectively.
- 2.2.21. According to UK Business Counts, there were approximately 33,100 and 1,060,000 active businesses within the CLMA Focus Area and the CLMA respectively in 2024, with construction firms accounting for 12% and 11.3% of all businesses respectively (just below the national average of 12.5%). When using a local authority best fit area for the CLMA, construction sector Gross Value Added (GVA) is estimated to be approximately £53.6m per annum.

Key economic activity characteristics

- 2.2.22. According to data from the 2021 Census, economic activity rates (the proportion of the working age population who are either employed, or unemployed and actively seeking work) within the CLMA (65%) and the CLMA Focus Area (67%) are greater than regional and national rates. Retirement was recorded to be the main reason for economic inactivity in Buckinghamshire.
- 2.2.23. The unemployment rate within the CLMA is 6%, which is greater than rates within the CLMA Focus Area (4.4%), the South East (4.9%) and England (5.7%).
- 2.2.24. Data from the Annual Population Survey (April 2023 to March 2024) suggests that 23% of Buckinghamshire's economically inactive population want a job, which is higher than proportions in both the South East (17.2%) and England (18%).
- 2.2.25. Claimant count data from March 2025 reveals a claimant rate (as a proportion of all working age residents aged 16 to 64) of 4.9% in the CLMA, which is higher than rates within Buckinghamshire, the South East and England.
- 2.2.26. Data from the ONS on Jobseeker's allowance by occupation in March 2025 suggests that 12% of jobseekers in the CLMA sought to work within construction-related occupations.

Qualifications, apprenticeships and vocational skills

- 2.2.27. According to data from the 2021 Census, approximately 41% of residents above the age of 16 within both Buckinghamshire and the CLMA were recorded to have higher or further education qualifications, which was higher than regional and national proportions. At 14%, the proportion of Buckinghamshire and CLMA residents with no qualifications is lower than regional and national proportions.
- 2.2.28. According to education statistics collected by the English government, Buckinghamshire currently outperforms the national average of apprenticeship starts for 16-24 year olds, with this particularly being the case for higher-level apprenticeships. In addition, Buckinghamshire also outperforms national averages for both 'Digital Technology' and 'Construction, Planning and the Built Environment' apprenticeships.

Occupational skills

- 2.2.29. Around 9% of residents are employed in 'skilled trades' occupations in Buckinghamshire (c.25,400). This proportion is slightly lower than the proportion of residents working in 'skilled trades' at the South East and national levels (10%). However, Buckinghamshire is recorded to have a lower proportion of individuals working in low skilled roles (sales and customer service, process, plant and machine operatives and elementary occupations) (17%) when compared to regional (21%) and national levels (25%).

Socio-economic deprivation

- 2.2.30. **ES Volume 3, Figure 14.5: Indices of Multiple Deprivation** [EN010158/APP/6.3] shows that the Site is not within an area that is amongst the top 30% most deprived in the country.
- 2.2.31. However, there are some pockets of deprivation to the north east of Buckinghamshire and to the south of the Site that fall amongst the top 10%-30% most deprived areas in England. This deprivation is being driven by living environment deprivation and barriers to housing and services (two of the seven domains used in the Index of Multiple Deprivation).
- 2.2.32. Additionally, areas within Buckinghamshire suffer from deprivation driven by shortfalls within education, skill development and training. Areas within Aylesbury, High Wycombe, Princes Risborough and Chesham fall amongst the top 20% most deprived areas in England for this domain.

Economic policy and priorities

2.2.33. The key policies and priorities set out across Buckinghamshire's economic strategies, including the Local Skills Improvement Plan, that this Outline Plan is able specifically to support are set out below:

- Create new employment opportunities and career pathways, ranging from work placements and entry level positions through to apprenticeships and other roles requiring higher-level skills;
- Support economic growth and increase employment rates;
- Stimulate learner demand and increase recruitment and skills to create the talent pools required to expand Buckinghamshire's priority sectors. These include construction and engineering and a cross-cutting focus on the drive to net zero;
- Encourage young people, in particular, to invest their futures – and their future careers - in Buckinghamshire, retaining them and supporting them to thrive as a key component of a prosperous local economy;
- Unlock opportunities for communities to achieve across the economic pillars of the Opportunity Bucks initiative; targeting 10 wards across Aylesbury, Chesham and High Wycombe where people are experiencing disproportionate levels of hardship;
- Embed partnership working and collaborations between employers, educators, public sector and charitable and community sector organisations, to create an informed skills system capable of flexing and adapting to the needs of employers and job seekers and anticipate change;
- Support businesses to prioritise workforce development and training and embed a culture of continuous learning;
- Boost business productivity and specialisms within the green economy; and
- Drive up innovation through employer/Further and Higher Education collaborations.

Socio-economic characteristics and policy context – a summary

2.2.34. According to latest available data sources:

- Workforce supply is high, with 25,800 residents within the CLMA Focus Area engaged in construction, rising to 693,000 in the CLMA and economic activity rates within both are greater than national averages.
- Construction firms account for 12% and 11.3% of all businesses within the CLMA Focus Area and CLMA respectively.

- The population of Buckinghamshire is ageing, with retirement being the main reason for economic inactivity.
- The proportion of Buckinghamshire's unemployed population who want a job is higher than regional and national averages.
- Residents within Buckinghamshire and the CLMA have higher level skills than national averages.
- A lower proportion of Buckinghamshire residents are employed in skilled trades occupations than the national average. The proportion engaged in low skilled roles is also lower.
- Deprivation is low across Buckinghamshire, but there are pockets of deprivation that are the subject of targeted initiatives to increase social mobility and open up more opportunities for residents.
- The Proposed Development could, particularly, contribute to policy objectives relating to creating new employment and career pathways and attracting new talent into construction and the wider renewable energy sector; stemming the out-flow of young people from Buckinghamshire; increasing employment rates, growth and innovation within a priority sector; extending and reinforcing cross-sector collaborations; and focusing efforts on increasing opportunities in the most deprived communities.

2.2.35. It is important to recognise that growth in the UK construction and wider energy sectors will exert significant workforce demands over the coming years.

2.2.36. The Department for Energy Security and Net Zero (DESNZ) has refreshed its evidence base on the potential for renewable electricity technologies to support domestic jobs in Great Britain (England, Scotland and Wales). DESNZ estimates that the solar PV sector could support up to 35,000 jobs (both people employed directly by the sector and those employed by suppliers of the sector) across Great Britain by the end of the decade **[Ref.14-1]**.

2.2.37. The CITB predicts a significant increase in construction jobs across the UK, with just under 50,000 new workers required per year from 2025 to 2029 **[Ref.14-2]**.

2.3. Conditions Required to Successfully Promote Economic Benefits for People and Businesses

2.3.1. The Applicant is committed to supporting the creation of the underlying conditions set out below. These are prerequisites for delivering economic benefits for Buckinghamshire's people and businesses arising from the Proposed Development. They also underpin the ability of the wider Region's pipeline of green energy and other major infrastructure projects, to gain timely access to the construction and manufacturing workforce and

skills they need, as far as possible from within the Region rather than drawing upon wider geographies. The key conditions are:

- A structure and processes for collaboration between green energy developers and other major infrastructure projects. This would enable the definition of collective contemporary and projected workforce and skills needs, and articulation of these clearly to shape education and skills curricula;
- The presence of a mature education, skills development and business growth support infrastructure with capability to respond in a timely way to contemporary employer need;
- The willingness and commitment of infrastructure developers to collaborate, regularly and practically, to take forward collective actions to attract the workforce they need;
- The engagement of relevant agencies from across the public, private, charitable/voluntary and community sector. This is necessary to successfully reach communities with high levels of deprivation and low social mobility. It is also necessary in order to harness their knowledge of the barriers to engaging in the labour market and what works, locally, to address them; and
- A focus on Diversity, Equity and Inclusion, creating opportunities for everyone to access opportunities.

2.4. Objectives

2.4.1. The objectives of the Outline Plan are to:

- Promote opportunities for people who are unemployed or currently employed to access employment and skills development opportunities. This includes young people who are Not in Education, Employment or Training;
- Create opportunities for businesses to tender for work and join the supply chain of the Proposed Development;
- Clearly define the workforce, skills and supply chain requirements of the Proposed Development and articulate these in a clear and timely way to relevant stakeholders involved at a County and Regional level in supporting education, access to employment, skills development and business engagement;
- Harness the potential of the Proposed Development to motivate and encourage young people to stay in Buckinghamshire and pursue careers here, benefitting all employers; and
- Contribute to an evidence base to support the planning and delivery of education and skills curricula and training capable of delivering the workforce and skills needed across the County and wider Region, at the

right time, to support the business competitiveness of all energy and construction projects.

2.5. Collaboration

- 2.5.1. The prosperity of the renewable energy sector, local communities and businesses is increasingly dependent upon inter-agency and cross-company collaborations.
- 2.5.2. In relation to collaboration with other developers, the Applicant has explored with Buckinghamshire Council existing structures that could provide vehicles for this collaboration. Options are included in the table below. The Applicant considers that much could be gained from engaging with infrastructure developers across Buckinghamshire and potentially the wider sub-region and commits to playing an active role in such collaboration.
- 2.5.3. The section below relates, chiefly, to relationships and associated roles that will be required to deliver benefits from the Proposed Development, but it is suggested that the same agencies would have a role to play in achieving the wider sub-regional co-ordination required.
- 2.5.4. It is important to note that the Applicant and the Tier 1 Contractors would work in tandem to identify and open up opportunities for businesses. However, the Applicant and Tier 1 Contractors would be dependent upon close collaborative working with local stakeholders and organisations across Buckinghamshire to translate these opportunities into jobs, skills, and contracts for local people and businesses.
- 2.5.5. The list of core partners that the Applicant and Tier 1 Contractors would seek to work with and examples of their roles in promoting and achieving benefits for people and business, is set out below. The detailed definition of which stakeholders the Applicant would work with and how would be the subject of further discussion with Buckinghamshire Council if the DCO is granted.

Table 2.1 Core Stakeholder Partners and Roles

Stakeholder Group	Stakeholder	Example Role
Regional and Local Government	Buckinghamshire Council's Planning, Economic Development Services, Education and	Connect the Applicant and Tier 1 Contractors with networks, business clusters and infrastructure designed to achieve collaboration on addressing regional workforce, skills and supply chain needs;

Stakeholder Group	Stakeholder	Example Role
	Adult Learning Services	<p>Collaborate with other local stakeholders to secure funding to provide additional or different training to address workforce demand;</p> <p>Provide intelligence on accessing communities generally and targeting communities that have disproportionate levels of multiple deprivation and low social mobility including Opportunity Bucks delivery networks;</p> <p>Support access into Buckinghamshire's schools and Adult Learning provision, to support the deployment of contractors engaged on the Proposed Development to inspire young and older people to consider and pursue careers in solar and other green energy sectors.</p>
Other Public Sector Organisations	Department for Work and Pensions/ Jobcentre Plus Regional Partnership Manager and local Jobcentres	<p>Keep the Applicant and Tier 1 contractors abreast of structural changes within government funded access to employment and careers services, pertinent to the delivery of activities set out in the Outline Plan;</p> <p>Incorporate the workforce and skills support needs of the Proposed Development into</p>

Stakeholder Group	Stakeholder	Example Role
		<p>submissions for National Government funding for skills training and recruitment support;</p> <p>Promote employment opportunities to local job seekers and support the development of job readiness support, including sector-focused initiatives e.g. the Sector Based Work Academy Programme;</p> <p>Provide job entrants on the Proposed Development with access to in-work support if required, including wraparound assistance designed to address other needs, to enable candidates to sustain work.</p>
	Buckinghamshire College Group and Milton Keynes College	<p>Identify candidates from the college learner bases as potential candidates for employment or upskilling opportunities;</p> <p>Provide insight into skills gaps and deliver training to equip students with the knowledge and skills to gain and sustain work and skills development;</p> <p>Explore the development of new, customised solar sector-specific provision in collaboration with other solar and clean energy developers. This would include a particular opportunity to connect with</p>

Stakeholder Group	Stakeholder	Example Role
		<p>Milton Keynes College Green Skills Centre and the Bucks Green Energy Skills Hub;</p> <p>Enable the roll out of 'Destination Renewables', designed to raise young peoples' awareness of opportunities within the renewable energy sector and create connections with employers to enable them to pursue careers within the sector (Destination Renewables is described in greater detail below).</p>
	Buckinghamshire New University and University of Buckingham	<p>Provide access to job seekers and existing relevant skills provision;</p> <p>Engage in technical knowledge transfer and encourage innovation regarding solar and other renewable energy development and storage;</p> <p>Explore the development of new, customised solar sector-specific provision in collaboration with other solar and clean energy developers.</p>
Business Representative Groups	The CITB and the Civil Engineering Contractors Association (CECA)	<p>Support alignment of Detailed Plan actions with the CITB National Skills Academy for Construction;</p> <p>Facilitate skills and workforce intelligence sharing between the Proposed Development and the CITB/CECA-co-ordinated Infrastructure Sector Skills Plan, Employer</p>

Stakeholder Group	Stakeholder	Example Role
		<p>Intelligence Networks and Training Provider Networks;</p> <p>Collaborate on organising and delivering market warming events to signpost potential contracting opportunities to businesses and support their readiness to tender;</p> <p>Support the supply chain to access grants and other support available for workforce development including the New Entrants Support Scheme and potential for Shared Apprenticeships.</p>
	Buckinghamshire Business First	<p>Support the connection of activities set out in the Outline Plan with the initiatives co-ordinated by Buckinghamshire Business First, including the Local Skills Improvement Plan and its stakeholder delivery partnership; the Buckinghamshire Skills Hub and schools network; and the Construction Employers Network;</p> <p>Provide businesses engaged in the supply chain of the Proposed Development with access to business advice, training and networking events;</p> <p>Collaborate on organising and delivering market warming events to signpost potential contracting opportunities to</p>

Stakeholder Group	Stakeholder	Example Role
		businesses and support their readiness to tender; Support the geographical targeting of actions and opportunities.
	The Thames Valley Chamber of Commerce & Industry and Federation of Small Businesses	Support the creation of connections between the Proposed Development and businesses with goods and services that match the supply chain needs of the Proposed Development; Partner in the design and delivery of local business market warming events.

2.5.6. At the time of submission of the DCO application, the Applicant is in the process of engaging with the stakeholders listed above to ensure that the actions proposed within the Outline Plan are relevant to contemporary economic opportunities and challenges and chime with local policy priorities. The Applicant has had discussions with Buckinghamshire Council; the Department for Work and Pensions and Jobcentre Plus at Regional level; the Federation of Small Businesses; the CITB; Buckinghamshire Business First; Milton Keynes College; Buckinghamshire College Group; and HS2. The Applicant has reached out to the Thames Valley Chamber of Commerce and Industry and Buckinghamshire New University. On the basis of discussions held to date, the Applicant is confident that it would be possible to build effective practical relationships with all stakeholders listed to support the actions set out within this Outline Plan.

2.5.7. The Applicant has committed to becoming one of 25 sponsors being identified by Buckinghamshire Business First to support the activities of the Bucks Skills Hub for a year from September 2025. The Bucks Skills Hub develops links between the business community and education and training providers to help young people and adults to develop the skills and qualifications required to enter and progress in the workplace. The Bucks Skills Hub incorporates several programmes promoting careers opportunities including the annual Bucks Skills Show, the Confident

Futures Show (supporting young people with Special Education Needs and Disabilities) a Green Schools Challenge, apprenticeships support for businesses and coordination of a Skills Advisory Panel for Buckinghamshire. This engagement will provide valuable opportunities for the Applicant to start to build important relationships with schools, skills providers, businesses and other stakeholders and partnerships that have a role in promoting and delivering investment in communities. The intelligence gained and relationships developed through the engagement would both inform the development of the Detailed Plan and enable prompt delivery of relevant actions to promote economic benefits to communities.

2.6. Employment, Skills and Supply Chain Working Group

- 2.6.1. The Applicant would set up a clear structure for working with partners to deliver benefits arising from the Proposed Development and also to act as a focal point for embedding the Proposed Development within relevant structures and networks across Buckinghamshire, particularly those that connect into planning for employment and skills.
- 2.6.2. To this end, an Employment, Skills and Supply Chain Plan Working Group (hereby referred to as the 'Working Group') would be formed on receipt of DCO consent. The initial task for the Working Group would be to galvanise, at an early stage, the collaborations required to develop the Detailed Plan and endeavour to ensure that the right partners are in place to deliver a suite of actions to benefit people and businesses.
- 2.6.3. The content of the Detailed Plan would be a more detailed articulation of the principles and suggested actions set out in this Outline Plan. The Detailed Plan would be approved by Buckinghamshire Council as a requirement of the DCO. It is understood that the Detailed Plan would require approval prior to commencement of construction.
- 2.6.4. It is envisaged that Buckinghamshire Council would be at the core of the Working Group. Other stakeholders would include at least some, if not all, of the organisations and networks set out above. Membership of the Working Group and terms of reference would be agreed with Buckinghamshire Council.
- 2.6.5. The Working Group would provide oversight on the delivery of the Detailed Plan. It would also oversee systems for monitoring and recording economic benefits arising from the Proposed Development. It would also engage in evaluating progress and integrating lessons learned into the development and delivery of the Detailed Plan over time, so that delivery properly reflects any changes in contemporary local economic baseline conditions. Importantly, it would support Buckinghamshire Council to ensure that the conditions for delivering economic benefits from the

Proposed Development, as articulated within the DCO, are appropriately discharged.

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

3. Proposed Activities

3.1. Introduction

- 3.1.1. The Outline Plan would support project activity across three core themes. The three core themes are as follows:
- Theme 1 - Information and Collaboration;
 - Theme 2 - Access to Construction Employment, Up-skilling and Re-skilling; and
 - Theme 3 - Opening up the Supply Chain.
- 3.1.2. It is considered by the Applicant that these, collectively, would be required to effectively promote opportunities for local people and businesses arising from the Proposed Development.
- 3.1.3. The following activities focus upon opportunities that would arise as part of the construction phase, given that this is when the greatest number and range of opportunities will be generated.
- 3.1.4. There is not yet a delivery model to guide local access to opportunities in relation to solar developments. However, in order to maximise the potential success of the Proposed Development to deliver a legacy of positive impacts by adopting tried and tested approaches, this Outline Plan reflects all of the core elements of the CITB's National Skills Academy for Construction (NSAfC). The primary purposes of the NSAfC are to encourage new entrants into the construction industry and enhance construction skills.
- 3.1.5. The Applicant would make available an Education and Skills Fund to increase opportunities in the renewable and sustainable development sector. It is envisaged that the Education and Skills Fund would support the priorities set out in the Detailed Plan. The sum of £50,000 would be allocated annually, from the Date of Commencement until the Date of Decommissioning. Arrangements for allocating the Fund would be agreed by the Applicant and Buckinghamshire Council.

3.2. Theme 1 - Information and Collaboration

- 3.2.1. As set out above, the Applicant is committed to working with Buckinghamshire Council and a range of other relevant regional and local stakeholders to deliver socio-economic benefits for communities and businesses. Importantly, the Applicant would work with education and skills providers, individual businesses and business representative agencies to drive up the availability of local talent pools to meet contemporary industry needs, with a particular focus on renewable energy,

but also across the construction and manufacturing sectors. The Applicant would:

- Provide regular and timely insights into the workforce and skills requirements of the Proposed Development. Combined with parallel data collected in relation to other approved, pipeline and operational NSIPs within the wider sub-region, a 'skills prospectus' could be developed, which would inform the planning and delivery of education and skills curricula pertinent to workforce and skills needs across the Region. This would support sustainable business and workforce planning across all energy and major construction projects. The Working Group would be an important conduit for regularly sharing contemporary data on workforce and skills needs of the Proposed Development during both the construction and operation phases.
- Participate in relevant forums, established to co-ordinate workforce and skills development across Buckinghamshire.
- Attend job fairs, careers days in schools and colleges, and other jobs and careers awareness events, promoting the opportunities for jobs and careers in solar and other renewable energy.
- Collaborate with other developers across Buckinghamshire to share and transfer knowledge and insights into effective approaches that deliver economic benefits for people and communities and coordinate activities to support workforce development and transfer.
- Collaborate with the Milton Keynes Green Skills Centre and Buckinghamshire based Universities to transfer knowledge and encourage innovation regarding solar and other renewable energy development and storage.
- Provide knowledge, experience and advice to test the feasibility, and enable the roll out, of Destination Renewables in Buckinghamshire. Destination Renewables was developed through a collaboration between DP Energy, Pembrokeshire College and EDF Renewables, supported and welcomed by the Welsh Government. It has been developed through strong collaboration between organisations within and beyond the energy sector, working with education providers, to address talent and skills gaps, to support the creation of renewable energy and progress to net zero targets. It provides a comprehensive introduction for young people, aged 16 - 18, to the opportunities that a career in renewable energy can open up for them. This has potential not only to benefit learners and influence decisions on future careers, but also to provide a practical mechanism to marshal and embed joint working between significant infrastructure providers and other developers. 12 subject areas are covered. A college tutor provides a classroom based introductory session on each subject and this is followed by a session by an industry partner, who showcases the application of the subject in the world of renewables through a

combination of classroom-based learning and site visits. The course can either be stand-alone or run alongside existing science-based courses. The learning can be linked to an Extended Project Qualification. Core teaching materials and guidance manuals are provided for both students and teachers and support is available to industry partners to ensure accessibility of their course content to learners. A key strength of Destination Renewables is the opportunity it creates for introductions between learners and employers.

3.3. Theme 2: Access to Construction Employment, Up-skilling and Re-skilling

3.3.1. The Applicant would:

- Engage with Tier 1 contractors to define construction roles and volumes required across the different development phases. More detail on the likely roles is set out in **ES Volume 2, Chapter 14: Population [EN010158/APP/6.2]**; This would be shared with employment brokers and education and skills providers. Working Group members would be requested to support recruitment by distributing the information across elements of their network that engage regularly with the communities that Buckinghamshire Council and the Applicant agree should be targeted for active skills and employment interventions (see targeting below).
- Establish a practical system of outreach and jobs brokerage. A communications campaign would be delivered to raise awareness on jobs and skills opportunities, using appropriate local networks and communications media. Contractors would be required to connect with employment brokers. The Applicant would very much welcome a close collaboration with the Department for Work and Pensions/Jobcentre Plus in this respect, but it is hoped that this would extend to other organisations as advised by the Working Group and would include local authority employment hubs, voluntary and community sector/charitable organisations that connect with target communities and the employment engagement divisions of relevant schools, colleges and skills providers.
- Create access to a suite of skills and work opportunities. The precise mix of opportunities would be, primarily, led by the workforce needs of the Proposed Development. These could include work experience placements, entry level jobs and joint Apprenticeships across industry partners. Training and upskilling opportunities would be provided and could extend to employability support like interview training and CV support for those wishing to access entry level jobs. In order to avoid duplication and build on what works, existing access to jobs and skills provision would be used where possible. However, the Applicant and contractors would share with stakeholders knowledge and experiences of effective approaches that have been successful in other areas and how local and regional provision could be enhanced to meet business

need. The Working Group would play a crucial role in supporting the connection of people to the opportunities.

- Open up access to wider employment and skills opportunities within Applicant organisations, including Apprenticeships and Graduate Entry.

3.3.2. The Applicant and Buckinghamshire Council could agree targeting parameters for proactive recruitment drives and skills delivery. This may include the following, with the top three constituting the primary target areas, followed by the whole of Buckinghamshire as a secondary target area.

- Residents within the CLMA Focus Area;
- Residents from areas within Aylesbury, High Wycombe, Princess Risborough and Chesham that fall within the top 20% most deprived areas in England for the IMD education, skills development and training domain;
- Residents from the 10 Opportunity Bucks wards; and
- Residents from across Buckinghamshire.

3.3.3. As stated above, the Applicant would welcome opportunities to collaborate with other businesses, particularly the solar energy developments within adjacent geographies, on the above recruitment and skills development actions.

3.4. Theme 3: Opening Up the Supply Chain

3.4.1. Projects involving the installation of solar photovoltaic infrastructure require a high level of specialism in terms of expertise and equipment across the supply chain. However, the wide range of materials and services required across the construction programme as a whole creates opportunities not only for solar specialists, but also more generic suppliers. The Applicant would:

- Define and promote supply chain opportunities: On appointment, contractors would define supply chain needs across the different work phases. The Applicant and its contractors would engage with business representative agencies to share insights into the requirements of suppliers.
- Offer an online platform for businesses to view opportunities and register interest in tendering for work on the Proposed Development. The Applicant and Buckinghamshire Council would agree an area within which the Applicant and Tier 1 contractors would actively promote work opportunities for businesses in order to deliver local benefit. This would include businesses that have either a base or a substantive workforce in this defined geographical area.

- Participate in market warming events. The Applicant and the main contractors would participate in awareness raising, market warming events to provide businesses with information on supply chain opportunities and the key capacity and capability requirements they would need to meet. It is hoped that these would be designed and delivered in collaboration with organisations that connect with, and represent, businesses including Buckinghamshire Business First, the Thames Valley Chamber of Commerce, the Federation of Small Businesses, the CITB and the CECA. It may be possible or preferable for these events to be collaborations across wider industry groups; notably the solar farms.

3.5. Ethical Procurement

The importance of robust ethical procurement processes

- 3.5.1. Delivering the Proposed Development and doing business in an ethical way is of utmost importance to the Applicant. The Applicant is committed to working to ensure sustainable, ethical practice across supply chains, and will not tolerate fraud, corruption or abuse of human rights.
- 3.5.2. The Applicant recognises that Modern Slavery and human trafficking are growing global concerns and consistently strives to ensure that its own operations, and those of the supply chains, are appropriately evaluating the risks of Modern Slavery and human trafficking.
- 3.5.3. The Applicant recognises the increased risk of Modern Slavery in the solar energy supply chain, particularly due to the complexities associated with the manufacture of solar PV panels. These risks are taken seriously and a rigorous approach is applied to ensure that all supply chain partners align with the Applicant's values and legal obligations, including compliance with the Modern Slavery Act 2015.
- 3.5.4. The Applicant is a joint venture and formal procurement would commence only after DCO consent is secured. EDF Renewables intends to solely build and operate the Proposed Development should consent be granted. EDF Renewables is part of the wider EDF Group, which operates under robust and proven procurement policies developed through delivery of other solar PV and battery energy storage system (BESS) projects. There are three main aspects to the supply chain management framework and these are set out at A – C below. These policies and processes are directly applicable to the Proposed Development and provide a tested framework for managing ethical supply chain issues.

A. Modern Slavery risk evaluation in operations and supply chains

- 3.5.5. The Applicant has stringent internal procedures for evaluating and mitigating the risk of Modern Slavery, both in its own operations and throughout its supply chain. These measures include:
- **Supplier Onboarding:** All framework suppliers and contractors must demonstrate ongoing compliance with the Modern Slavery Act 2015 as a condition of engagement. This is assessed through a detailed anti-slavery questionnaire, supported by documentary evidence.
 - **Site Audits:** Compliance checks are conducted physically at supplier premises where necessary, especially for high-risk categories (for example Photovoltaic (PV) Module, BESS Cells, Inverters).
 - **Contractual Safeguards:** Contracts contain a clause that permits immediate termination in the event of non-compliance with anti-slavery requirements. These clauses also mandate compliance by subcontractors and enable EDF to audit all levels of the supply chain.
 - **Employee Vetting:** Direct employment is conducted in strict compliance with applicable national employment legislation, with additional screening to prevent forced labour or exploitation.

B. Sustainable procurement and due diligence process

- 3.5.6. EDF Renewables sustainable procurement process provides a structured approach to identifying and mitigating modern slavery risks. This process comprises:

Phase 1: Desktop Screening

- 3.5.7. Qualified suppliers complete a comprehensive Environmental and Social (E&S) questionnaire that addresses:
- Prohibition of child and forced labour;
 - Anti-discrimination and harassment policies;
 - Freedom of association and collective bargaining;
 - Compliance with International Labour Organization Conventions and UN Guiding Principles on Business and Human Rights;
 - Commitment to fair working conditions, fair wages, and working hours; and
 - Freedom of movement for workers.
- 3.5.8. Responses are reviewed by EDF's Sustainability Department, and each supplier is assigned an E&S score which feeds into the overall qualification assessment (alongside quality and cost metrics).

Phase 2: Onsite Verification

- 3.5.9. High-risk or strategically significant suppliers undergo an onsite audit to verify the accuracy of responses given in Phase 1. This includes direct assessment of labour practices, worker accommodation, and subcontracting arrangements.

Contractual clauses and flow-down requirements

- 3.5.10. All contracts include an E&S clause requiring compliance with environmental and social standards. Suppliers must cascade these obligations to their subcontractors and provide proof of compliance on request. EDF retains the right to audit the full supply chain, including subcontractors and production sites.

C. Certification and ESG audits for solar panel suppliers

- 3.5.11. Specifically for PV module suppliers, the Applicant conducts a multi-layered due diligence process, including:
- Environmental, Social and Governance (ESG) Evaluation: Suppliers undergo evaluation across four core ESG areas:
 - Environmental, Social and Governance;
 - Environmental Management;
 - Social Management; and
 - Responsible Procurement Practices.
 - Production Site Audits: For solar panels, site-level audits are undertaken to assess working conditions, traceability of raw materials (e.g. polysilicon), and adherence to international labour standards.
 - Ongoing Monitoring: Suppliers are subject to regular review by EDF's corporate audit team, with support from regional teams with proximity to the manufacturing sites. This layered governance model ensures both global oversight and local engagement.

Securing these measures

- 3.5.12. The above measures will be secured through the Detailed Plan and will be carried through into the detailed design and delivery stages. They will be embedded into the procurement strategy and contractual frameworks to ensure enforceability. The Applicant remains committed to continuous improvement in responsible sourcing and welcomes engagement with regulators and stakeholders to further strengthen Modern Slavery protections.

4. Monitoring

4.1. Performance measurement systems and processes

- 4.1.1. The Applicant would ensure that a robust performance monitoring and reporting framework and system is established for the suite of activities proposed in the Detailed Plan. These would be developed in consultation with the Working Group and agreed by Buckinghamshire Council. This would ensure that the delivery of actions and outcomes reflect DCO Obligations. This would include recording results against standard infrastructure-related performance indicators set out within the NSAfC framework; the location of Buckinghamshire businesses engaged in the supply chain; and the location of residence of people gaining access to employment and skills through proactive approaches to encourage local employment.
- 4.1.2. All systems and processes will comply with General Data Protection Regulations.

5. References

- **Ref.14-1** Department of Energy Security and Net Zero (June 2025). Job Estimates for Solar PV by 2030.
- **Ref.14-2** Construction Industry Training Board, Oxford Economics (June 2025). The Construction Workforce Outlook, Labour Market Intelligence Report 2025 – 2029



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