

Appendix 17-1: Legacy Report on Maximising Benefits

Calderdale Energy Park

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Calderdale Energy Park: Creating a Legacy

A Report to



February 2026



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Executive Summary

Calderdale Energy Park has the potential to generate substantial economic benefits for host communities and the approach taken by the Applicant will help realise this potential.

Calderdale Energy Park (the Proposed Development) is an proposed onshore wind farm near Hebden Bridge, West Yorkshire that is expected to consist of 34 turbines.

The Proposed Development could generate more than **£33 million Gross Value Added (GVA)** for the Calderdale economy and around **340 years of employment¹** during the development and construction phase. Once operational it could generate **£0.9 million GVA each year** for the local economy, supporting **10 local jobs (FTE)**.

Realising this economic opportunity and ensuring the Proposed Development delivers a positive legacy for host communities, will require collaborative action between Calderdale Windfarm Ltd. (the Applicant), key stakeholders and local communities. The report identifies four areas where action will be needed to maximise the benefits of the Proposed Development and 13 commitments the Applicant has proposed to progress this.

The Applicant has proposed 13 commitments to maximise the benefit of Calderdale Energy Park.

These commitments reflect the Proposed Development's relatively early stage of development and are expected to evolve as more information becomes available and discussions with stakeholders are concluded. This means that the commitments made by the Applicant and the benefits realised from the Proposed Development may ultimately look somewhat different to those presented in this report. This is normal for a project of this nature and consistent with the flexible approach needed to ensure benefits are maximised.

Experience elsewhere shows that the strategic approach adopted by the Applicant is critical for ensuring potential benefits are maximised. This assessment concludes the Applicant's approach is consistent with good practice, providing good reason to be confident the benefits of the Proposed Development are likely to be maximised.

¹ Years of employment is used to measure temporary employment. It measures the number of years of full-time employment generated by a project. For example, one person working for 18 months would be reported as 1.5 years of employment.



1.

Introduction

This report sets out how the Proposed Development can create a positive legacy for the local area. It is based on the latest available good practice in the UK.

Calderdale Energy Park is a proposed onshore wind farm development located near Hebden Bridge, West Yorkshire. It is expected to consist of 34 turbines, with the capacity of approximately 240MW of power..

To secure planning permission for the Proposed Development, Calderdale Wind Farm Limited (the Applicant) must apply for a Development Consent Order (DCO) from the Secretary of State for Energy Security and Net Zero. BiGGAR Economics was commissioned by the Applicant to support this process.

As part of this work BiGGAR Economics was asked to assess the economic benefits the Proposed Development could bring to the local area and identify steps the Applicant could take to enhance these to ensure the Proposed Development leaves a positive legacy for the local area.

1.1 Approach

BiGGAR Economics has been assessing the economic impacts of onshore wind farms for 20 years. The approach used to quantify the economic impacts of the sector in this report builds on this experience. This includes supply chain analysis BiGGAR Economics has undertaken for some of the major onshore wind developers in Scotland and sector wide studies completed for RenewableUK² and BEIS³. The methodology developed by BiGGAR Economics is the most widely used in the UK and has become accepted best practice across the industry.

BiGGAR Economics also has an established process for working with developers to maximise the impact of their investments. This process has been developed in response to recent changes in Scottish planning policy, which mean that developers of renewable energy projects in Scotland are now required to maximise the net-economic benefits of their proposals. In early 2025 Scottish Renewables, the trade body for the renewable energy sector in Scotland, published guidance setting out what developers should do to comply with this new policy requirement.

Although this policy obligation does not apply in England, the guidance developed to support its implementation is widely applicable. As it represents current best practice within the industry it has therefore been used to guide this report.

² RenewableUK (2015) Economic Impacts of Onshore Wind in 2014, BiGGAR Economics

³ Dept. of Business, Energy & Industrial Strategy (2012) Onshore Wind: Direct & Wider Economic Impacts



The purpose of the guidance is to help ensure the benefits of projects are maximised rather than to identify and set out how any negative effects could be mitigated. For this reason this report is fundamentally different to the socio-economic assessment, often required as part of an Environmental Impact Assessment (EIA).

1.1.1 Maximising the Benefits from Renewable Energy Developments

The Scottish Renewables Guidance (the 'Guidance') identifies four main ways in which onshore wind energy projects are likely to generate local economic benefits:

- by developing the onshore wind **supply chain**;
- by developing the **skills** needed to deliver Scotland's 2030 deployment target of 30GW of renewable energy generation capacity, which is critical to realising the UK target of 95% low-carbon generation by 2030;
- by **empowering communities** through effective design and management of community benefit funds and ownership arrangements; and
- through **proactive land management**.

However, the Guidance also makes it clear that it is not possible to specify a general standard that can be applied to all projects and that every project should therefore be assessed on its own merits. To do this, the guidance suggests it is important to consider not just *what* developers propose to do but *how* they plan to do it and the context within which this takes place.

To help developers achieve this, the Guidance identifies six principles that can be used to make a judgement on whether a project has been developed in a way that is consistent with the objective of maximising net economic impact. These are:

- **Place-based:** every project and community is slightly different, so packages of benefits that are tailored around the needs and capacity of the community in question are likely to generate greater benefits than a standardised approach.
- **Innovative:** many of the benefits that have been realised by renewables to date have happened because of innovation at the project level. To maintain this culture of continuous improvement developers must continue to innovate.
- **Collaborative:** many of the benefits of renewable energy developments are not directly within the gift of developers. They require input from others in the public, private and third sectors to realise, making a collaborative approach essential.
- **Transparent:** effective collaboration requires the parties involved to trust each other and an open and transparent approach is crucial for establishing this trust.
- **Flexible:** a lot can change between project inception and completion, and these changes can make a big difference to the benefits ultimately realised. A flexible approach that responds positively to such changes is therefore important.
- **Deliverable:** providing communities with realistic expectations about what can be delivered during the construction and operation and maintenance phase of a project will help achieve trust with relevant stakeholders.

This report is therefore structured as follows:

- **Section 2** provides an overview of the needs and aspirations of the local area;



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- **Section 3** quantifies the potential scale of the economic opportunity;
 - **Section 4** looks at how supply chain opportunities could be maximised;
 - **Section 5** considers skills and employment opportunities;
 - **Section 6** describes the Applicant's approach to community empowerment;
 - **Section 7** considers the Applicant's approach to active land management; and
 - **Section 8** contains a conclusion on net economic benefit.



2.

Local Needs Assessment

Productivity in the local area is low relative to the UK average, but the local economy is well placed to secure contracts related to renewable energy developments, which could help to address this gap.

No two projects or communities are exactly alike. This means there can be no one size fits all approach to maximising the benefits from new infrastructure investment and any action taken to realise the potential of a new project must be based on the specific needs of the local community.

This assessment uses two sources of evidence to identify these needs. First, a statistical socio-economic profile was constructed using official statistics to help identify pertinent challenges and underlying trends. Next, relevant strategies and action plans pertaining to the local area were reviewed to identify how these challenges and trends are being addressed in local policy and how the Proposed Development could contribute to this.

2.1 Economic Context

2.1.1 Demographics

The population of Calderdale is slightly older and projected to grow much more slowly than the wider region or the UK as a whole.

In 2024, the population⁴ of Calderdale was estimated at 210,929. Working-age people (16-64 years) accounted for 61.6% of residents, which is slightly lower than the regional (62.3%) and national (62.8%) averages. The population of Calderdale is projected to grow by 2.9% between 2022 and 2042. This is significantly slower than the UK's projected growth rate of 11.4%.

2.1.2 Economy and Industrial Structure

Calderdale's economic output is below average but local businesses are well placed to secure contracts related to Calderdale Energy Park.

In 2023, GDP per capita⁵ in Calderdale was 78% of the UK average, a gap that has widened since 2019. This is reflected in the industrial structure⁶ of the local economy, which has a relatively high concentration of jobs in sectors that tend to have relatively low levels of productivity. For example, 16.5% of jobs in Calderdale are in wholesale and retail trades and 11.2% are in administrative and support services

⁴ ONS (2025), Mid 2024 Population estimates for local authorities.

⁵ ONS (2025), Regional economic activity by gross domestic product, UK: 1998 – 2023.

⁶ ONS (2025), Business Register and Employment Survey, 2023.



compared to 14.7% and 8.2% (respectively) across the wider Yorkshire and Humber region.

However, Calderdale also has a higher share of employment in construction (5.3%) and manufacturing (13.3%) than the wider region (4.9% and 10.6% respectively). This is important because these sectors are amongst those most likely to be involved in providing goods and services to a new wind farm, implying local businesses may be well placed to secure contracts associated with the Proposed Development.

2.1.3 Employment, Education and Skills

Education levels and economic activity rates in Calderdale are lower than the UK average, contributing to the gap in economic performance with the rest of the UK.

At 71.8% the economic activity rate⁷ in the local area was also lower than both the regional (75.6%) and UK (78.3%) rates.

The local workforce has lower qualification levels⁸ than the national average. Only 36.2% of the population have achieved at least a level four qualification (equivalent to the first year of a degree), compared to 47.1% in the UK. The proportion of residents with no qualifications is 8.1%, higher than the UK average of 6.9%. Despite this, median annual gross wage⁹ of Calderdale residents is £31,708. This is higher than the regional average for Yorkshire and the Humber (£30,682) but lower than the UK average (£32,890).

2.2 Policy Priorities

2.2.1 National Planning Statements

The National Policy Statements (NPS) provide the primary legal framework used to determine applications for Nationally Significant Infrastructure Projects. EN-1 (the Overarching NPS for Energy) came into effect in January 2026. It establishes the "urgent need" for new low-carbon infrastructure. The economic rationale for this is grounded in concerns over national energy security and price stability.

Section 5.13 of EN1 recognises the construction, operation and maintenance and decommissioning of energy infrastructure may have local and regional socio-economic impacts including:

- the creation of new jobs and training opportunities;
- the development of low-carbon industries;
- the provision of additional local services and infrastructure improvements;
- indirect benefits relating to the use of local businesses and supply chains;
- effects on tourism; and
- effects associated with temporary employment during the construction phase.

⁷ ONS (2025), Annual Population Survey – data for January 2024 – December 2024.

⁸ Ibid.

⁹ ONS (2025), Annual Survey of Hours and Earnings – Residents Analysis 2025.



2.2.2 The Calderdale Local Plan 2018/19 to 2032/33

The Calderdale Local Plan contains several objectives. One of which is to follow the principles of sustainable development, which the UK Government defines as:

- living within the planet’s environmental limits;
- ensuring a strong, healthy and just society;
- achieving a sustainable economy;
- promoting good governance; and
- using sound science responsibly.

The Proposed Development is closely aligned with these principles. For example, the Proposed Development will help meet the needs of future communities by generating more green energy, making the UK less reliant on fossil fuels for its energy needs, resulting in reduced carbon emissions and pollution that would otherwise negatively affect the health of future generations living in the UK. The Proposed Development will also directly contribute to the UK’s ability to live within the planet’s environmental limits.

The third objective within the Local Plan focuses on “Economy and Enterprise”. The Sustainable Community Strategy for Calderdale established an ambition of “Safeguarding Calderdale’s future and fostering economic prosperity for all”. The renewables sector is one which is growing significantly and so building the infrastructure for generating renewable energy is key to taking advantage of this increased demand for clean energy.

Objective eight aims to “narrow the gap” across a number of socioeconomic outcomes. The Proposed Development generating more energy would make the UK less reliant on importing energy from abroad and therefore less sensitive to geopolitical events such as the Russian invasion of Ukraine causing household energy prices to soar. In the long-term, projects like the Proposed Development will also help to reduce the price of energy, leaving households with more money to spend on essentials like food, accommodation and utilities and making it easier for them to heat their home.

2.2.3 West Yorkshire Plan 2040

This plan **includes three** missions that are central to the vision for the region and which are relevant to this Proposed Development:

- **A prosperous West Yorkshire** - an inclusive economy with well paid jobs. The renewables sector is expected to grow significantly. The Proposed Development would create jobs that allow individuals to develop the technical skills necessary to meet the skills demand of the sector in the future.
- **A happy Yorkshire** – great places and healthy communities. More specifically, reducing the percentage of households in fuel poverty. The Proposed Development would add to the energy generation capacity of the UK, making the country less exposed to geopolitical events abroad that would affect energy prices for individuals in Yorkshire and the Humber.



- **A sustainable West Yorkshire** – making lives greener. The Proposed Development would contribute a significant amount of renewable energy to the UK. This would help deliver the local and national ambitions of a Net Zero economy.

2.2.4 The Hull and East Yorkshire Economic Strategy (2024)

This strategy includes four strategic themes. One of the themes is “increasing productivity”. In this case, the focus is on labour productivity - a measurement of the efficiency of the region’s workforce i.e. how much value is created per worker or per job. The Proposed Development would improve productivity by creating more employment opportunities in the renewables sector – an area of the economy where job productivity is much higher than the national average.¹⁰

The second theme is delivering a sustainable future, including reaching net zero carbon emissions. Achieving this goal will require a significant expansion of the amount of renewable energy generation. The Proposed Development would make a direct contribution by producing more clean energy, helping to secure the region’s transition to Net Zero.

The third theme is promoting economic inclusivity, including improving work opportunities for all. A large portion of the employment opportunities that the Proposed Development will create will be in the construction sector – which is typically more accessible¹¹ to individuals with lower qualifications who often struggle to obtain management level roles.

2.2.5 The Inclusive Economic Strategy for Calderdale (2024)

This strategy identifies five goals to achieve an inclusive economy for Calderdale. The first goal is to increase business innovation, enterprise and investment. Specifically, encouraging business enterprise through B2B collaboration and trade. The Proposed Development would provide an opportunity for local businesses to collaborate and compete for contracts they could not win alone.

The second goal is creating good work for all, including young people. The Proposed Development would create employment opportunities in skilled roles within Calderdale and the wider Yorkshire and the Humber region.

The third goal is creating wealth and retaining it within local communities. This means ensuring that investment into the region benefits the local community. The Proposed Development would bring a significant amount of investment into the region through various different channels. A key source of investment would be in large upfront spending on contracting out jobs to local businesses.

¹⁰ Confederation of Business Industry (2025), The Future is Green: The Economic Opportunities brought by the UK’s net zero economy.

¹¹ The Chartered Institute of Building (2016), Social Mobility and Construction: Building routes to opportunity



2.2.6 Calderdale Visitor Economic Strategy 2024-2029

The main goal of the Visitor Economy Strategy is to create more and longer trips to Calderdale, benefitting the local economy and leading to increased jobs. The Proposed Development would contribute to the Calderdale economy by providing a community benefit fund which would support local initiatives. Local stakeholders within Calderdale could elect to allocate a portion of the funding to developing the region's tourism facilities to improve the visitor experience. The Applicant would contribute indirectly through the improvement of local infrastructure, such as roads, digital connectivity etc. These developments make Calderdale more accessible and attractive to visitors.



3.

The Opportunity

Businesses in Calderdale are expected to secure contracts during the development, construction, operation and maintenance and decommissioning of the Calderdale Energy Park, supporting jobs and economic activity in the local area and wider region.

3.1 Development and Construction

The development and construction of onshore wind farms requires a wide range of skills, goods and services. These can be broken down into four main areas:

- **Development** – all activity up to the breaking of ground. This is often contracted to businesses in the region where projects take place, so could potentially create opportunities for businesses in the local area and wider region, for example in environmental services and planning.
- **Turbine** – the manufacture, transportation and assembly of the wind turbines accounts for most capital expenditure. Most of this economic activity occurs outside the UK, where the main manufacturers are based but there are likely to be opportunities for local/regional ports and specialist haulage services.
- **Balance of Plant** – balance of plant includes all the additional engineering works required to prepare a site for the arrival of the turbines. Most of this work is completed by general civil engineering contractors. This is likely to be the largest area of economic opportunity for the local and regional economy; and
- **Grid Connection and electrical balance of plant** – this includes the construction of substations and the installation of specialist electrical equipment. This is a potential opportunity for the local area and the wider region.

Economic activity during the development and construction phase is driven by the contracts awarded in each area. The nature and value of these contracts will vary between projects with contracts awarded based the capacity of companies to meet the technical demands of the Applicant at a commercially viable cost.

3.1.1 Potential Contract Value

The Proposed Development is expected have an overall capacity of approximately 240 MW and the economic impact that follows has been based on a layout of 34 turbines. The potential contract value associated with a development of this scale can be estimated by applying assumptions on the average spend per MW and the average spending per turbine, or a combination of the two, as appropriate.

These assumptions were based on research undertaken by BiGGAR Economics on behalf of RenewableUK and more recent data from evaluations of onshore wind farm



developments. Using this method the total development and construction cost for the Proposed Development was estimated to be £384.3 million.

The proportion of development and construction spending within each of the main categories of contract was informed by BiGGAR Economics' research into operational wind farms. This indicates that less than half of the capital expenditure associated with the Proposed Development (CAPEX) is likely to be spent on turbine contracts, a similar amount is likely to be spent on balance of plant contracts and around 7% is likely to be spent on development and planning, and 13% on grid connections (see Table 3-1).

Table 3-1 Development and Construction Expenditure by Type of Contract

	Proportion of CAPEX	Value (£m)
Development	7%	27.3
Turbine	42%	161.4
Balance of Plant	38%	147.2
Grid Connection	13%	48.4
Total Spend	100%	384.3

Source: BiGGAR Economics Analysis. Totals may not sum due to rounding.

The next step was to estimate the proportion of each type of contract that could be secured in each of the three study areas, including; Calderdale, the wider Yorkshire and Humber region and the UK. The assumptions used to do this were based on research published by RenewableUK¹², analysis of the industries and professions in each study area, and BiGGAR Economics' previous experience.

Using this approach, it was estimated that businesses in Calderdale could secure contracts worth up to £57.7 million, with the largest opportunities likely to be contracts related to balance of plant. (see Table 3-2).

¹² RenewableUK (2015), Onshore Wind: Economic Impacts in 2014.



Table 3-2 CAPEX by Contract Type and Study Area

	Calderdale		Yorkshire & Humber		UK	
	%	£m	%	£m	%	£m
Development	11%	3.0	26%	7.2	89%	24.2
Turbine	1%	1.2	3%	4.4	13%	20.8
Balance of Plant	31%	45.9	49%	71.5	100%	147.2
Grid Connection	16%	7.7	45%	21.9	79%	38.2
Total Spend*	15%	57.7	27%	105.0	60%	230.4

Source: BiGGAR Economics Analysis. Totals may not sum due to rounding. *Totals are approximate and may not sum due to rounding. Totals relate to total inclusive UK spending – i.e. Y&H includes Calderdale and the UK includes Y&H and Calderdale.

3.1.2 Direct Economic Impacts During Development and Construction

To estimate the direct GVA from each of the main contract categories, each contract was split into sub-contracts. Using industry-specific Office for National Statistics (ONS) data on turnover and GVA, turnover/GVA ratios were applied to each specific sub-contract to estimate GVA.

In this way, it was estimated that development and construction contracts associated with The Proposed Development could generate £24.7 million GVA in Calderdale, £43.6 million GVA in Yorkshire and the Humber and £97.2 million GVA across the UK (see Table 3-3).

Table 3-3 Development and Construction: Direct GVA Generated (£m)

	Calderdale	Yorkshire & Humber	UK
Development	1.6	3.9	12.7
Turbine	0.7	2.2	9.5
Balance of Plant	19.6	29.5	61.3
Grid Connection	2.8	8.0	13.7
Total Spend (£m)	24.7	43.6	97.2

Source: BiGGAR Economics Analysis. Totals may not sum due to rounding.

Contracts associated with the Proposed Development would also support employment. The amount of employment that could be supported was estimated by applying turnover per employee ratios (published by ONS) for the industries involved to value of contracts that could potentially be secured by each industry.

In this way, it was estimated that The Proposed Development could directly support 1,063 years of employment across the UK (see Table 3-4). These impacts are



reported in job years¹³ because the roles associated with these contracts will be temporary.

Table 3-4 Development and Construction: Direct Employment Supported (job years)

	Calderdale	Yorkshire & Humber	UK
Development	19	47	139
Turbine	13	39	145
Balance of Plant	198	302	627
Grid Connection	32	93	152
Total employment (job years)	263	481	1,063

Source: BiGGAR Economics Analysis. Totals may not sum due to rounding. Employment effects have been rounded to the nearest 5.

3.1.3 Indirect Economic Impacts During Development and Construction

There would also be knock on effects in the supply chain and from spending by employees in the local economy. These effects were estimated by applying Type I (indirect) and Type II (indirect and induced) GVA and employment multipliers published by the UK Government to the direct GVA and employment impacts.

Using this approach, it was estimated that The Proposed Development could generate £272.6 million GVA and support nearly 3,146 years of employment across the UK during development and construction (see Table 3-5 for breakdown).

Table 3-5 Development and Construction: Total GVA and Employment Supported

	Calderdale	Yorkshire & Humber	UK
Total GVA (£m)	33.4	77.2	272.6
Total employment (job years)	340	800	3,146

Source: BiGGAR Economics Analysis. Totals may not sum due to rounding. Employment effects have been rounded to the nearest 5.

3.2 Operations and Maintenance

Once operational The Proposed Development will continue to stimulate spending across the economy. It was estimated that annual operations and maintenance (O&M) expenditure associated with the Proposed Development could amount to £6.4 million.

¹³ Years of employment measures the number of years of full-time employment generated by a project. For example, one person working for 18 months would be reported as 1.5 years of employment.



To estimate the economic impact of this, it was first necessary to estimate the proportion of contracts that could be secured in each study area. The assumptions needed to do this were based on the RenewableUK report cited above, analysis of the industries present in each study area and BiGGAR Economics' previous experience in onshore wind farms across the UK. Using this method, it was estimated that businesses in Calderdale could secure £1.3 million in O&M contracts.

The GVA and employment impacts arising from this were estimated using the method described above. In this way it was estimated that The Proposed Development could generate a total of £7.1 million GVA for the UK economy each year and support around 75 jobs during the O&M phase (see Table 3-6).

Table 3-6 Operations and Maintenance: Total GVA and Employment Supported

	Calderdale	Yorkshire & Humber	UK
Total annual GVA (£m)	0.9	2.2	7.1
Total employment (jobs)	10	25	75

Source: BiGGAR Economics Analysis. Totals may not sum due to rounding. Employment effects have been rounded to the nearest 5.

3.3 Supporting Local Services

In addition to supporting local businesses through the award of contracts, the Proposed Development will also pay non-domestic rates to the local authority each year. The non-domestic rates paid will depend on the valuation of the Proposed Development for non-domestic rates, the poundage rate and the installed capacity. Based on an installed capacity of around 240MW and valuations of other onshore wind projects, the annual non-domestic rates could be around £5 million per annum.

Recent changes in local government funding mean that non-domestic rates paid by new wind farm developments are now retained directly by the local authority where they are collected rather than being pooled centrally for redistribution as is the case with non-domestic rates paid by other sectors. This means these payments will be used to support the delivery of local services, which will support employment in Calderdale, a further additional economic benefit of the development.



4.

The Supply Chain

Stronger local supply chains are one of the most beneficial legacies a wind farm project can leave, maximising the value generated from goods and services needed to build and operate it.

Most of the value associated with an onshore wind farm is associated with the goods and services needed to develop, construct and operate it. The more of this investment that can be secured by local businesses, the greater the local economic impact of the Proposed Development will be. While it is not always possible to obtain specialised components and equipment locally, securing less specialised goods and services from local firms can make a big difference, stimulating economic activity and supporting jobs.

Maximising the local content of a project also benefits developers. Locally sourced content costs less to transport, which is good for project budgets. Local businesses may also be able to resolve issues faster than national corporations with centralised decision-making processes, helping avoid costly delays and minimise overheads.

A high proportion of local content is therefore in the mutual best interest of developers and local people.

There are steps developers can take during the procurement process to make it easier for local businesses to bid for and secure contracts. However, the scale of local content will ultimately depend on the capacity of the local supply chain to exploit these opportunities. Experience elsewhere shows collaborative effort between industry and public agencies can help develop this capacity. Over the long-term this can help improve regional economic prospects, creating a positive legacy for the future. This is likely to be most effective in areas without much experience of wind farm development, where supply chains are less well developed.

4.1 Supporting Supply Chain Development

As discussed in Section 3, the main opportunities for local businesses arising from The Proposed Development are likely to be related to balance of plant activities. This covers all the necessary infrastructure and works needed to develop the Proposed Development, except the turbines themselves, including things like site preparation, trenching, cable route corridors, landscaping, foundations and access tracks. As estimated above, businesses in Calderdale have the potential to secure balance of



plant contracts worth around £20 million. Maximising local access to these opportunities is therefore particularly important.

4.1.1 Influencing Sub-contractors¹⁴

A common criticism levelled at renewable energy developers is that the potential social value of a project identified during the planning stages does not always materialise. One reason for this is that much of the work needed to deliver projects is often undertaken by sub-contractors, who are committed to delivering contracts for a specific price. This means social value activity that is not core to contract delivery can become a target for efficiency savings once a project is underway.

As is typical for onshore wind projects, most of the work required to develop The Proposed Development will be delivered by sub-contractors. The Applicant proposes to ensure the social value potential of the Proposed Development is realised by including it as an explicit criterion for evaluating tenders. Doing this will create a strong incentive for sub-contractors to incorporate social value activity into their fee proposals from the outset, mitigating the risk of activity being reduced once the Proposed Development is underway.

The Applicant is minded to do this by asking sub-contractors to set out how they will deliver social value without stipulating exactly how this should be achieved because this will encourage sub-contractors to think creatively about what they could do based on the distinctive capabilities and priorities of their business. By taking this approach the Applicant hopes to encourage competition between suppliers on this dimension, helping to enhance the overall social value delivered by the Proposed Development.

4.1.2 Promoting Opportunities

To help give potential local suppliers the best possible chance of securing work on the Proposed Development the Applicant also proposes to host information events about the Proposed Development in 2026. The details of these events have not yet been confirmed but are expected to include at least one general information event designed to inform prospective suppliers and other interested stakeholders about the Proposed Development and at least one 'meet the buyer' event, aimed specifically at businesses that may be interested in providing goods and services for the Proposed Development.

4.1.3 Helping Local Businesses Secure Opportunities

Beyond simply advertising opportunities, the Applicant has also considered how to actively help local businesses secure contracts. As many of the contracts associated with the Proposed Development will be delivered by sub-contractors, this is likely to involve encouraging the lead contractor to identify potential local sub-contractors and take appropriate steps to support them in compiling competitive bids.

¹⁴ It is anticipated that the requirement to deliver social value will relate to both maximising local supply chain and labour market opportunities. For the sake of brevity this commitment is not replicated in Section 5 (workforce skills).



There are various ways in which this could be achieved. One example, relates to health and safety reporting requirements.

Experience of similar projects elsewhere shows the stringent health and safety reporting requirements typical of large projects can often be significant barrier for local suppliers. This is because small businesses often lack the internal processes to demonstrate compliance with these requirements, making it difficult for them to compete effectively with larger national suppliers.

One way in which local businesses could be supported to develop competitive bids would be to help them implement the training and systems needed for compliance. This approach will not only make it easier for local businesses to secure contracts associated with the Proposed Development but should also help build capacity for future projects, leaving a stronger legacy than preferential procurement policies.

Another option that was considered was to offer preferential procurement terms to local suppliers (e.g. committing to awarding contracts to local suppliers if their bid is within 10% of the best offer). However, this option was discounted because experience shows that local procurement is often naturally cheaper so this approach would be unlikely to make a material difference.

4.1.4 Establishing a Collaborative Ecosystem

The Applicant is committed to maximising local content at the Proposed Development and has already initiated steps to enable this. However, given the Proposed Development's multi-year timeline, the local economic landscape will likely evolve, presenting new opportunities that cannot be fully envisaged at the time of writing.

To ensure these opportunities are identified and acted upon, the Applicant has invited Calderdale Council and key stakeholders to form a working group. This group will help shape the outline Employment, Skills and Supply Chain Management Plan (oESSCMP), for the DCO application, ensuring it meets the needs of local communities and fosters a sustainable local supply chain.

The group's draft terms of reference include specific actions to identify how local businesses can be integrated into the supply chain during the construction and operation and maintenance of the Proposed Development. While the group's specific actions are still being defined, its establishment is a tangible demonstration of the Applicant's commitment to maximising the local benefits of the Proposed Development.



5.

Workforce and Skills

Wind farms can generate substantial benefits for host communities by providing high-quality jobs and training opportunities for local people.

Stable employment is a major determinant of personal wellbeing, offering people social interaction, purpose, and the opportunity to do work they find fulfilling. Similarly, gaining new qualifications and participating in work-based training also has a powerful effect on wellbeing, equipping people with the skills they need to pursue meaningful work and take control of their future. Wind farm projects can provide all these benefits, but it is not just local people who gain.

Employing local people also provides significant benefits for developers. When workers live nearby, accommodation and travel expenses are lower, which helps reduce project budgets. Moreover, workers who do not need to commute long distances or stay away from home are likely to be more satisfied with their job and experience less stress, which can enhance performance. Local workers are also more likely to be personally invested in the success of their area, making them highly motivated and perhaps more prepared to 'go the extra mile'. Finally, local employees often possess valuable local knowledge, which may make it easier for them to manage site-specific challenges more effectively than remotely based personnel.

There is much developers can do to raise awareness of employment opportunities amongst the local labour force but how effective this is will ultimately depend on there being a sufficient pool of local labour with the skills needed to undertake available roles. Where this does not exist, developers may take a longer-term approach by focusing on developing the next generation of workers instead. Cultivating a local talent pipeline can help secure a role for the local area in the long-term development of the sector and create a positive legacy for the Proposed Development.

Using local labour to build and operate wind farms generates value for local economies and efficiency savings and enhanced performance for developers.

5.1 Supporting Labour Market Development

5.1.1 Connecting Local People to Opportunities

Much of the work needed to develop and construct the Proposed Development will be delivered by sub-contractors, so the Applicant will not have direct control over



most of the recruitment decisions made in relation to the Proposed Development. However, there are still things the Applicant can do to ensure local people benefit as much as possible.

Local people will only benefit from the jobs created by the Proposed Development if they are aware of them. Establishing reliable channels to communicate these opportunities is therefore fundamental.

One of the most direct ways of doing this is by participating in careers fairs hosted by local universities and colleges. The Applicant is committed to doing this as part of this project and intends to encourage sub-contractors to participate.

The Applicant is also keen to consider other potential channels that could be used to promote opportunities to local people. This could involve partnering with local stakeholders such as Calderdale Council to promote opportunities via relevant local employability initiatives. These opportunities will be explored with stakeholders through the proposed working group highlighted at Section 4.1.4 with any actions identified incorporated within the oESSCMP identified above.

5.1.2 Engaging Young Learners

The Applicant is also conscious of the importance of developing the skills of young people to help build the labour force needed to drive the energy transition, a priority explicitly acknowledged in the UK Industrial Strategy and the Inclusive Economic Strategy for Calderdale (2024).

The first step in achieving this is to inspire young people to consider a career in renewable energy. Engaging young people in science, technology, engineering and maths (STEM) subjects is an important foundation for this. Once engaged, it is then important for young people to see clear career paths in the sector. Making them aware of the type of opportunities available, helping them understand the skills needed to pursue them and how they can develop these skills are all part of this.

Various programmes and initiatives have been established across the UK in recent years to help achieve this. An example of this is the 'Powering Futures' initiative¹⁵, a Scottish-based social enterprise that provides a project-based learning programme designed to link secondary school pupils and young workers with businesses to address real-world sustainability challenges.

Something similar could be replicated in Calderdale. This could involve contractor staff spending time volunteering in schools and local colleges to provide insight into the kind of opportunities available and what it is like to work in the sector. The Applicant has also undertaken early discussions with another developer working on a similar project elsewhere in the region with a view to establishing a joint approach.

The Applicant is keen to work with the local authority and other relevant local stakeholders to determine what might be possible in relation to school/college

¹⁵ <https://www.poweringfutures.com/about-us>



engagement and develop a collaborative approach to achieving this. Opportunities will be explored through the working group highlighted at Section 4.1.4 with any actions identified incorporated within the oESSCMP.

5.1.3 Developing Green Skills

The transition to Net Zero is a once in a generation economic opportunity. For the people of Calderdale to realise the full potential of this opportunity, it is vital that young people in the area are equipped with the skills and qualifications they need to participate in the green economy. The Proposed Development can help make sure this happens by working collaboratively with local colleges and training providers to provide training opportunities for young people.

This will be most effective if the training opportunities provided relate directly to the kinds of roles likely to be created by the Calderdale Energy Park. This could include a variety of roles, and it will be important these are fully explored by the Applicant and interested stakeholders.

Establishing such an initiative could be an effective way of ensuring local people are able to access employment opportunities associated with this project. Once these skills have been developed, they could then be applied to similar projects elsewhere, helping create a source of competitive advantage for local firms that could help position them to secure more contracts in the future. This is a good example of how the Proposed Development could help create a legacy for the local area.



6.

Community Empowerment

Effective community empowerment enhances community outcomes while simultaneously de-risking the development process for developers.

Wind farms provide many benefits to host communities. Some, including new jobs and economic activity, are intrinsic to the development. They would happen, to some extent, without any extra effort by the developer. Others only happen because developers decide they want to create a positive impact on local communities.

These kinds of benefits, often termed 'community benefits', can include both monetary (in-cash) and non-monetary (in-kind) contributions designed to improve conditions for local people. Community benefit funds for nationally significant infrastructure projects currently sit outside of the planning regime and are entirely voluntary. They can include funding to support community projects and priorities or in-kind benefits, such as direct investment in local infrastructure.

There is good evidence that, when used wisely, community benefit funds can generate substantial and lasting benefits for host communities. Research undertaken by BiGGAR Economics¹⁶, for example, found that every £1 of community benefit funding from two large wind farms in the Scottish Highlands generated between £3.56 and £5.12 in wellbeing benefits for the local area and around £4.18 in economic value. The same study also estimated that over 14 years the two funds helped build stocks of human, economic and social capital valued at around £15 million that will help sustain these benefits in the future

Evidence from Scotland shows community benefit funds can generate substantial and lasting social value and build the foundations of future prosperity.

Developers often use community benefit funds as a way of signalling their intention of becoming a 'good neighbour' and building goodwill with host communities. This is important because when local people believe their community is likely to benefit from a project, they are more likely to support it, which can significantly streamline the planning process. Furthermore, a positive track record in one area can create a favourable disposition towards developers' future proposals in other regions.

¹⁶ BiGGAR Economics (2025), Impact Assessment of SSE Renewables Achany and RWE Rosehall Wind Farms Community Benefit Funds, commissioned by SSE Renewables, RWE and Foundation Scotland.



Effective community empowerment can therefore simultaneously enhance local outcomes while also helping de-risk the development process.

6.1 Delivering Community Benefits

The question that often commands the most attention when considering a community benefit fund is what the value of the fund will be. However, experience in Scotland shows this is not the only important, nor necessarily the most important, question that needs to be answered. Issues such as what the funding priorities should be, how and by whom these will be determined and what distribution mechanism(s) will be used to achieve this are all equally important.

6.1.1 Community Benefit Fund Value

In Scotland it is now standard good practice for developers of onshore wind farms to establish a community benefit fund as part of a new development, with most developers choosing to adhere to guidance¹⁷ that suggests payments should be made at a rate of £5,000/MW (index linked for the duration of the development).

There is, as yet, no equivalent guidance in England, however in its recent consultation¹⁸ on community benefits the UK Government focused on £5,000/MW as a potential level of benefit. While the Government is yet to issue a response to the consultation, it is possible that this could become the recommended rate, should the Government bring forward policy, guidance or legislation in the future.

Recognising this context, the Applicant therefore proposes to establish a community benefit fund as part of the Proposed Development worth £5,000/MW index linked for the duration of the Proposed Development. The Proposed Development is expected to have a capacity of approximately 240MW, implying a fund worth around £1.2 million/year. However, this will be subject to the final design and installed capacity of the Proposed Development.

6.1.2 Funding Priorities and Governance Arrangements

Experience elsewhere suggests good governance and a clear link between local priorities and fund distribution are vital and recent experience in Calderdale points to how this can be achieved effectively.

Experience gained through the development of a strategy for North Halifax¹⁹ shows an early focus on identifying the outcomes communities would like to see (what they would like the future to look like) rather than 'what' should happen or 'how' it should be delivered is important. This approach means that once priorities are identified, responsibility for delivery can be passed to an experienced independent third party, avoiding the risk of competition between different local groups with conflicting ideas

¹⁷ Scottish Government (2018), Scottish Government Good Practice Principles for Community Benefits from Onshore Renewable Energy Developments.

¹⁸ Department for Energy Security and Net-Zero (May 2025), Community Benefits and Shared Ownership for Low Carbon Energy Infrastructure, working paper.

¹⁹ Calderdale Council (2024), A Strategy for North Halifax.



about how priorities should be delivered. This approach also helps ensure ideas are selected on merit rather than how skilfully a funding application has been completed, helping avoid the ‘survival of the fittest’ type competition between local groups.

To take account of this experience the Applicant proposes to appoint an independent third party with experience in fund administration to manage the community benefit fund. This arrangement will provide local people with access to specialist skills that may not exist within the immediate community, enabling them to focus on where they add the most value: providing insight into what their area needs.

The Community Foundation for Calderdale (CFFC) is well-suited to perform this role. Established in 1991, CFFC has a strong track record, having distributed more than £35 million to hundreds of local organisations. With significant expertise in grant-making, fund management, and monitoring, CFFC is ideally placed to act as an intermediary for the Applicant. The Applicant has had positive initial discussions with CFFC and is keen to engage them, or a similar organisation, to administer the proposed community benefit fund.

6.1.3 Indicative Fund Arrangements

If agreement is reached with CFFC, the fund would be governed under the umbrella of CFFC and its board of trustees, ensuring robust governance, regulatory compliance, and strategic oversight. A representative Fund Panel would be formed to advise on grant decisions. This panel would include representatives of:

- the Applicant;
- Calderdale Council;
- the community and environmental sector;
- young local people; and
- the local private sector.

This hybrid structure ensures accountability and community involvement while benefitting from CFFC’s charitable governance framework.

A tiered programme designed to encourage a mix of high-impact flagship initiatives and grassroots community-led action has been proposed. This could involve:

- a flagship grant of up to £500,000 to support a major, high-profile initiative with long-term impact;
- three strategic grants of up to £100,000 to support innovative or scalable projects;
- three multi-year grants of £25,000 per year to give medium-sized organisations the ability to plan and deliver positive change over time; and
- up to 20 small grants of between £5,000 and £10,000 to support grassroots, volunteer-led, and pilot projects across Calderdale.

This structure is consistent with Calderdale Council’s desire to ensure funding is used to support strategic projects that will deliver wide-reaching and long-lasting



benefits for the area, whilst simultaneously nurturing the capacity of smaller/less experienced groups to deliver projects.

It is also proposed that regular community consultations would be used to collaboratively shape priorities. These would be designed to reach out to underrepresented groups and include thematic calls for proposals on topics like:

- community energy;
- biodiversity and habitat restoration;
- retrofit community buildings and green jobs; and
- climate education and youth action.

These proposals have been structured to deliver both immediate wins and long-term transformation and align with good practice from elsewhere in the UK.

6.1.4 Alternative Distribution Mechanisms

While one of the most common ways of delivering community benefit is through a community benefit fund, over the last 20 years, as experience of delivering projects and understanding of community priorities has grown, a plethora of other mechanisms have evolved, the most important of which are:

- provisions for shared equity arrangements with host communities; and
- local electricity discounts and other direct financial benefits for residents.

The Applicant has considered these alternative mechanisms and reached the view that, while some of these mechanisms may seem superficially appealing, for this project a traditional community benefit fund is likely to deliver the greatest benefits. In the spirit of transparency, the reasons for this decision are discussed below.

The potential **community ownership** of wind farms is something that has gained significant attention in recent years and is increasingly supported through policy, however to date uptake of community ownership offers has been limited.

Feedback from developers and communities²⁰ suggests an important reason for this is the challenge communities face in securing funding to acquire an initial equity stake. Another important factor are the risks associated with such arrangements. For communities, risks are mainly associated with the uncertainty of future returns. Financial risk is also a concern for developers as are the risks associated with regulatory compliance.

The Applicant considered the merits of community ownership in its response to the UK Government's recent consultation on community benefit and concluded it is not well suited to large developments like the Calderdale Energy Park. This is because provision for shared equity would make financing arrangements more complicated, which is likely to deter investors and make it less likely the development would

²⁰ BiGGAR Economics (2024), Developing a New Model to Maximise Local Economic Benefits from Development in Moray and the Highlands, a report to Moray and Highland Councils.



proceed. If this were to happen then no benefits would be realised for the local area. The Applicant has therefore concluded a community benefit arrangement is likely to be more beneficial and does not propose to make a shared equity available as part of this development.

Local energy discount schemes, that involve wind farm operators offering local customers discounts on their electricity bills, are another mechanism that has proven popular in parts of the UK. One of the main criticisms of these schemes is that because benefits take the form of regular payments to individuals, the approach is unlikely to generate a meaningful legacy for local communities. These kinds of schemes also tend to be more effective in very rural areas where the population is small enough to ensure the benefits received by each household are large enough to make a material difference to household finances. This is not the case in Calderdale, so the Applicant does not intend to offer such an arrangement as part of the Proposed Development.



7.

Land Management

Robust land management protocols can provide immediate and long-term benefits for communities and developers alike.

The proposed PEIR Boundary for the Proposed Development is part of an existing Catchment Restoration Plan and is well used by the public. As such, appropriate land management arrangements are already in place to help maintain an appropriate balance between public access and environmental protection. While it is anticipated that the detail of these protocols may change to accommodate the proposed development, the need for ongoing land management is recognised.

The benefits associated with this will depend on the precise nature of the protocols agreed and could include new employment opportunities for local people. If environmental considerations (for example, impacts to ornithology) allow, it may also be possible to design the Proposed Development infrastructure, such as access tracks, for dual use, creating opportunities to enhance recreational access and generating immediate and tangible benefits for local communities.

Effective land management can provide material benefits for developers. Establishing a reputation for responsible stewardship helps build trust with public agencies responsible for environmental regulation, which can contribute to a smoother planning process. Furthermore, developers with a track record of efficient delivery are likely to be more attractive partners for landowners, which may make negotiating land agreements for future sites easier. This can help reduce the risk of costly and time-consuming delays, thereby de-risking the entire project. Crucially, the additional investment required to realise these benefits is often negligible.

7.1 Actions to Maximise Impact

The PEIR Boundary for The Proposed Development is environmentally sensitive due primarily to the presence of a substantial amount of peatland, much of which is in a degraded condition. The Applicant is anticipating a requirement to undertake some restoration work to mitigate likely significant environmental effects associated with the development and is committed to delivering its obligations in this regard.

7.1.1 Responsible Environmental Management

The Applicant is investigating opportunities to enhance existing recreational and educational use of the Proposed Development, but is mindful of the need to do this in a way that is consistent with environmental sensitivity of the PEIR Boundary. Decisions about how to balance enhanced recreational access with environmental



protection will be undertaken collaboratively within the internal EIA team and with local community and environmental stakeholders.

Whatever decisions are taken in this regard the Applicant recognises there will be a need for some form of ongoing land management, which is expected to create some employment opportunities. The Applicant is committed to ensuring these opportunities are actively promoted to local people in the first instance.

7.1.2 Supporting Education and Mental Health

To progress its plans for the Proposed Development the Applicant intends to acquire an unused lodge, the Walshaw Deal Lodge, located within the PEIR Boundary. The Applicant is currently considering how to use the building and is keen to identify an appropriate use that will benefit the local community and is engaged in discussions with Calderdale Council about how this could be achieved.

No firm plans have yet been agreed but the suggestions made to date include using it as a base for delivering educational programmes and/or mental health interventions. The Applicant remains open to suggestions from the Council, other stakeholders and the local community about potential reuse and will continue to engage proactively on this with a view to bringing forward deliverable proposals acceptable to stakeholders.



8.

Conclusions and Next Steps

There is good reason to be confident the Applicant's approach will enable the impact of the Proposed Development to be maximised and the proposed commitments outlined in this report provide a strong foundation for achieving this.

8.1 Conclusions

The fact that this report has been commissioned illustrates that the Applicant is committed to ensuring the Proposed Development delivers real and lasting benefits for the local community and the evidence presented within it suggests meaningful steps have already been taken to ensure that this happens. The approach the Applicant has taken to date is well aligned with the principles set out in the Scottish Renewables guidance referred to in Section 1.1:

- The proactive approach taken to bringing relevant stakeholders together in a formal working group (Section 4.1.4) provides strong evidence of the Applicant's desire to **collaborate** to enhance the benefits of the Proposed Development.
- The Applicant's openness to work with local stakeholders to identify a productive reuse for Walshaw Deal Lodge (Section 7.1.2) reinforces this conclusion, while demonstrating the Applicant's **flexibility**.
- The Applicant's rationale for choosing a community benefit fund as their preferred option for delivering community benefits over alternative mechanisms that have been used elsewhere (Section 6.1.4) provides good evidence of the Applicant's commitment to **transparency**.
- The proposals and ideas described in this report are all based on practical experience from other projects elsewhere in the UK, suggesting the Applicant's approach is likely to be highly **deliverable**.
- The Applicant's commitment to ensuring that decisions about how the community benefit fund is used are directed by local people with direct lived experience and personal understanding of the needs of the local area is consistent with the **place-based** approach recommended in the guidance.
- The Applicant's proposal to help upskill the local workforce to deliver peatland restoration is also indicative of a place-based approach. This proposal, along with the proposal to help local sub-contractors comply with industry standard health and safety requirements, can also be considered **innovative**.

Taken together this provides reasonable grounds for confidence that the impacts of the Proposed Development will ultimately be maximised.



8.2 Next Steps

The Applicant recognises that ensuring the Proposed Development will deliver wide ranging benefits to local people is vital for securing the social licence it needs to operate. This report has set out various actions that are being considered to help achieve this. Turning this outline into a firm plan of action will take time and require a constructive working relationship with the local community and local delivery bodies.

The foundation for any constructive relationship is trust, which is built on transparency. To help provide this, the Applicant will put in place a robust monitoring and evaluation process to help track progress toward agreed outcomes over time. The starting point for this will be a clear set of commitments that set out what the Applicant proposes to do to enhance the benefits of the Proposed Development.

An initial outline of what these commitments may include is set out below based on the areas of activity discussed in this report. This list will need to be refined and developed by the Applicant in collaboration with the local community and relevant stakeholders during the project development phase. It is proposed that the working group referred to in Section 4.1.4 should be used to monitor delivery of the preliminary commitments identified in Table 8-1 and guide development of a longer-term monitoring and evaluation plan.

Table 8-1 Preliminary Suggested Commitments

Long-term Intended Outcome	(Preliminary) Commitment
Supply Chain Development	
Sub-contractors working on CEP are incentivised to deliver social value.	Develop an acceptable form of words to be included in tender invitations.
Local businesses are aware of relevant contracts associated with CEP and know how to tender for them.	Identify a schedule of meet the buyer and awareness raising events.
Local businesses possess the knowledge and internal processes they need to develop compliant bids, enabling them to compete effectively for sub-contracts.	Identify appropriate and effective steps that could be taken to help local businesses put in place internal processes needed to develop competitive tenders and make arrangements to provide this support.
A collaborative eco-system that makes it easier to maximise the potential benefits of CEP is in place.	Establish a joint working group with representation from relevant delivery partners.
Skills and Workforce Development	
Local people are aware of relevant work opportunities associated with the CEP and know how to apply for them.	Attend relevant careers fairs and develop a form of words to include in agreements with sub-contractors.



Local school children and college students are more engaged with STEM subjects and more aware of renewable energy career paths.	Identify a delivery partner for delivering STEM engagement activity and explore collaborative opportunities with other developers working in the region.
Local people are better equipped with the 'green skills' they will need to benefit from employment opportunities relating to the transition to net-zero.	Initiate discussions with relevant delivery partners to explore how training opportunities could be provided to help local people secure employment related to the Proposed Development and similar projects in the future.
Community Empowerment	
A community benefit fund of £5,000/MW is in place supported by robust governance arrangements.	Agree fund management arrangements with an appropriate delivery partner.
The community benefit fund delivers demonstrable legacy benefits for local communities, whilst nurturing the capacity of smaller/less experienced groups to deliver projects.	A tiered funding structure is implemented alongside robust monitoring and evaluation processes to share learning from projects supported.
Land Management	
The Proposed Development is managed to achieve an appropriate balance between public access and environmental protection.	Explore Proposed Development aspirations and constraints as part of the EIA process and with the local community and environmental stakeholders.
Walshaw Deal Lodge is actively used for the benefit of the local community.	Explore potential reuses with local stakeholders and bring forward deliverable proposals for reuse.
Monitoring and Evaluation (M&E)	
A robust plan is in place to maximise the benefits of CEP underpinned by transparent M&E arrangements.	Work with relevant stakeholders to iteratively develop this preliminary list into a robust M&E plan.

Source: BiGGAR Economics

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