



WHITESTONE
solar farm

WHITESTONE SOLAR FARM

Volume 5 – Reports and Statements

5.18 outline Skills and Supply Chain Management Plan

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Whitestone Solar Farm

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Contents

1	EXECUTIVE SUMMARY.....	6
1.2	Purpose.....	6
1.3	Opportunities.....	6
1.4	Delivery and Governance	6
1.5	Monitoring	6
2	INTRODUCTION.....	7
2.1	Purpose and Status of this Outline Plan	7
2.2	The Order Limits	7
2.3	The Applicant.....	7
2.4	The Proposed Development	7
2.5	Structure of this Document.....	8
2.6	Socio-Economic Baseline and Policy Context.....	9
2.7	Employment and Economic Activity	9
2.8	Employment during the Construction Phase.....	10
2.9	Employment during the Operational Phase	11
2.10	Employment during the Decommissioning Phase.....	11
2.11	Qualification Levels.....	11
2.12	Earnings.....	12
2.13	Employment in Key Industries.....	13
2.14	Population, Workforce and Labour Market Characteristics	13
2.15	Local, Regional and National Policy Review.....	14
2.16	Local and Regional Policy / Strategies and Guidance	14
2.17	National Policy and Guidance.....	15
3	CONSTRUCTION WORKFORCE AND SKILLS REQUIREMENTS	17
3.1	Estimated Workforce.....	17
3.2	Construction Labour Market Area (CLMA).....	17
3.3	Key Job Roles and Skills Needed.....	17
3.4	Operational Workforce Requirements.....	17
3.5	Future Skills Gaps and Training Needs Analysis	21
4	SUPPLY CHAIN REQUIREMENTS	22
4.1	Overview.....	22
4.2	Key Categories	22
4.3	Local Supplier Opportunities	22
4.4	Ethical Procurement Commitments.....	22
5	STRATEGIC OBJECTIVES OF THE OUTLINE PLAN.....	24
5.1	Employment.....	24
5.2	Skills Development	24
5.3	Tier 1 Contractors	24
5.4	Supplier Engagement	24
5.5	Diversity, Equity and Inclusion	25
5.6	Long-term Outcomes	25
6	STAKEHOLDER ENGAGEMENT	28
6.1	Role of Local Authorities	28
6.2	Contractors	28

6.3	Education and Training Providers	28
6.4	Business Representative Groups.....	29
6.5	Developer and Cross NSIP Collaboration	29
6.6	Skills and Supply Chain Working Group (SSC WG)	29
7	OPPORTUNITIES	30
7.1	Overview	30
7.2	Apprenticeships	30
7.3	Other Training	30
7.4	STEM Education	30
7.5	Recruitment within the Local Community	31
7.6	Diversity, Equity and Inclusion (DEI).....	31
7.7	Potential Outputs and Outcomes	31
7.8	Access to Employment, Upskilling and Reskilling	33
8	ROLES AND RESPONSIBILITIES	34
8.1	Framework for Delivery	34
8.2	Internal Governance	36
8.3	Delivery Partner Framework	36
8.4	Tier 1 Contractors	36
9	PROGRAMME TIMELINE.....	37
10	MONITORING, REPORTING AND CONTINUOUS IMPROVEMENT	38
10.1	Monitoring Framework	38

Tables

Table 2-1:	Economic Activity and Employment	10
Table 2-2:	Construction Phase Employment (FTE pa) (2027 - 2029)	10
Table 2-3	Operation and Maintenance Phase Employment Impacts	11
Table 2-4	Qualifications Achieved	12
Table 2-5	Population Profile.....	14
Table 3-1	Employment Skills and Experience.....	18
Table 5-1	Key Measures and Actions	26
Table 7-1	Potential Outputs and Outcomes	32
Table 8-1	Key Activities and Timescales	34
Table 9-1	Milestone Actions.....	37

Glossary

Term	Meaning
<i>Order Limits</i>	Total area comprising the Site and Cable Corridor Options.
<i>The Applicant</i>	Whitestone Net Zero Ltd.
<i>The Proposed Development</i>	The proposed Whitestone Solar Farm

Whitestone Solar Farm

Term	Meaning
<i>The Site</i>	The land planned to be used for solar PV array and associated infrastructure, BESS, substations, and landscaping and habitat enhancement. The Site is split into W1, W2, and W3
<i>Whitestone 1 (W1)</i>	The northern parcels of the Whitestone Solar Farm
<i>Whitestone 2 (W2)</i>	The middle parcels of the Whitestone Solar Farm.
<i>Whitestone 3 (W3)</i>	The southern parcels of the Whitestone Solar Farm/

Acronyms

Acronym	Meaning
APS	Annual Population Survey
ASHE	Annual Survey of Hours and Earnings
BESS	Battery Energy Storage System
BRES	Business Register and Employment Survey
CoD	City of Doncaster
CLMA	Construction Labour Market Area
CDC	City of Doncaster Council
DCC	Derbyshire County Council
DCO	Development Consent Order
DEI	Diversity, Equity and Inclusion
EPC	Engineering, Procurement and Construction
ES	Environmental Statement
ESG	Environmental, Social and Governance
ESSC WG	Employment Skills and Supply Chain Working Group
FE	Further Education
FTE	Full Time Equivalent
GCSE	General Certificate of Secondary Education
GDPR	General Data Protection Regulation
GVA	Gross Value Added
H&S	Health and Safety
HE	Higher Education
HR	Human Resources
HV	High Voltage
LPA	Local Planning Authority
NEDDC	North East Derbyshire District Council
NPPF	National Planning Policy Framework

Whitestone Solar Farm

NSAfc	National Skills Academy for Construction
NSIP	Nationally Significant Infrastructure Project
ONS	Office for National Statistics
oSSCMP	outline Skills and Supply Chain Management Plan
PV	Solar photovoltaic
RMBC	Rotherham Metropolitan Borough Council
RQF	Regulated Qualifications Framework
SMART	Specific Measurable Achievable Relevant Time Bound
SME	Small and Medium Enterprises
SSCMP	Final Skills and Supply Chain Management Plan
SSCWG	Skills and Supply Chain Working Group
STEM	Science, Technology, Engineering and Maths
SYMCA	South Yorkshire Mayoral Combined Authority
UKSPF	UK Shared Prosperity Fund
UTC	University Technical College

Units

Acronym	Unit
cm	Centimetres
dB	Decibel
GHz	Gigahertz
GW	Gigawatts
ha	Hectares
hr	Hours
HV	High Voltage
kHz	Kilohertz
km	Kilometres
kV	Kilovolts
kW	Kilowatt
LV	Low Voltage
m	Metres
m bgl	Metres below ground level
mm	Millimetres
mph	Miles per hour
MV	Medium Voltage
MW	Megawatts
ppb	Parts per Billion
s	Second
µg/m ³	Micrograms per cubic meter
£	pound

1 EXECUTIVE SUMMARY

1.1.1 This outline Skills and Supply Chain Management Plan (oSSCMP) has been prepared on behalf of Whitestone Net Zero Ltd ('the Applicant') to set out how the Applicant will maximise the economic benefits of Whitestone Solar Farm by promoting local employment, skills and training, and supply chain participation, while embedding ethical procurement and a robust monitoring framework in relation to the Development Consent Order (DCO) Application for the construction, operation, maintenance, and decommissioning of Whitestone Solar Farm (hereafter referred to as the 'Proposed Development').

1.2 Purpose

The Plan focuses on three themes:

1. Information from and collaboration with authorities, education providers and business groups
2. Local access to employment, upskilling and reskilling (including apprenticeships)
3. Expanding supply chain access by leveraging supplier mapping, meet the buyer programmes, and targeted Small and Medium Enterprise (SME) capacity-building

1.3 Opportunities

Five potential opportunities have been identified in relation to outline skills, supply chain and management planning. These are:

1. Apprenticeships
2. Other training such as non-apprenticeship learning opportunities.
3. STEM education
4. Recruitment within the local community
5. Diversity, equity and inclusion (DEI)

1.4 Delivery and Governance

Delivery of the oSSCMP will include engagement with Tier 1 contractors, Local Authorities, Jobcentre Plus, Further Education (FE) and Higher Education (HE) providers and business groups.

1.5 Monitoring

SMART (Specific Measurable Achievable Relevant Time Bound) indicators will track jobs, training and supplier outcomes; an "adjust and improve" protocol will update actions if targets are missed; and all processing will be General Data Protection Regulation (GDPR) compliant.

2 INTRODUCTION

2.1 Purpose and Status of this Outline Plan

- 2.1.1 This oSSCMP explains the intended approach to maximise local socio economic benefits during construction, operation and decommissioning. It will form the basis for a detailed Skills and Supply Chain Management Plan (SSCEP) prior to commencement.
- 2.1.2 The main purpose of the oSSCMP is to upskill and train the workforce in the local area and understand the local equipment market better so that more of the jobs and value created remain within the local area.
- 2.1.3 The oSSCMP is subject to discussions that are ongoing between host Local Authorities and the Applicant. Therefore, it must be noted that this plan will be subject to amendments prior to becoming implemented, reflecting local initiatives that may be in place at the appropriate time.

2.2 The Order Limits

- 2.2.1 The extent of the Order Limits is shown in **Location Plan [EN0110020/APP/2.1]** and the Proposed Development is described in full in the **Environmental Statement Chapter 5: The Proposed Development [EN0110020/APP/6.5]** and shown spatially on the **Works Plans [EN0110020/APP/2.3]**.

2.3 The Applicant

- 2.3.1 The Proposed Development is being promoted by Whitestone Net Zero Ltd which is a wholly owned subsidiary of Net Zero One Ltd, a specialist renewable energy development business founded in 2021 to establish a funding pipeline to build, operate and decommission the Proposed Development and other similar projects.
- 2.3.2 The Applicant is part of the Green Nation family of companies established in 2011; Green Nation is a UK-based solar developer and manager of operational sites with extensive experience in both rooftop and ground-mounted solar projects. Green Nation currently manages 75 solar farms and more than 700 rooftop installations across the country. Its solar farm portfolio totals over 200 MW of electricity producing capacity for the UK.

2.4 The Proposed Development

- 2.4.1 The Proposed Development comprises the construction, operation and maintenance, and decommissioning of a solar photovoltaic (PV) electricity generating facility, referred to as Whitestone Solar Farm. The electricity generated by the Proposed Development will be exported to the new substation at Brinsworth (Long Lane 400kV Substation).
- 2.4.2 The Proposed Order limits as described in **The Site and Surrounding Area Volume 1, Chapter 3: [EN0110020/APP/6.3]** and shown in **Volume 2, Figure 3.1: Order Limits** and would contain the following components:

- Solar PV Infrastructure;
- BESS;
- Substations;
- Cable Corridor Options;
- Ancillary Works;
- Temporary Construction Compounds;
- Highway Works;
- Landscaping and biodiversity mitigation / enhancement;

- 2.4.3 The Proposed Development qualifies as a Nationally Significant Infrastructure Project (“NSIP”) under Section 15 of the Planning Act 2008, as the generating capacity of the development exceeds 100 megawatts (MW). Accordingly, consent for the Proposed Development is required through a Development Consent Order.
- 2.4.4 The location of the Proposed Development is shown in **Location Plans [EN0110020/APP/2.1]** and described in **ES Chapter 3: Site and Surrounding Area, ES Volume 1, Chapter 3 [EN0110020/APP/6.3]**, with a consideration of alternatives described in **ES Chapter 4: Alternatives and Design Evolution, ES Volume 6, Chapter 4: [EN0110020/APP/6.4]**.
- 2.4.5 The consent sought for the Proposed Development is temporary, with the solar farm expected to operate for approximately 60 years from final commissioning, after which the development will be decommissioned.
- 2.4.6 Decommissioning will involve the removal of the above-ground infrastructure associated with the solar farm, including solar panels, mounting structures, battery storage units and associated electrical infrastructure. Underground cables may remain in situ where appropriate and where agreed with landowners.
- 2.4.7 Further details of the Proposed Development are provided in **ES Chapter 5: The Proposed Development, ES Chapter 5, Volume 5 [EN0110020/APP/6.5]** document submitted as part of the **Environmental Statement (ES)**.

2.5 Structure of this Document

- 2.5.1 The structure of this document is as follows:
- Section two provides the economic baseline, giving a summary of the existing local and regional employment, with economic characteristics of the area. This also gives a profile of local population skills and qualifications. This section also gives a review on local, regional and national planning policy;
 - Section three summarises the requirements for construction workers in the area and the key jobs and skills needed;
 - Section four gives an outline of the supply chain requirements including materials, components and services needed;
 - Section five discusses the strategic objectives of the plan focusing on local employment and skills development;
 - Section six outlines the ways the Applicant proposes to engage with stakeholders;

- Section seven gives outline details on the proposed opportunities to promote delivery of the objectives once DCO consent has been granted;
- Section eight considers roles and responsibilities for the delivery framework of the final SSCMP, including an internal governance lead and external stakeholders;
- Section nine gives proposed details of the programme timeline;
- Section ten outlines a potential monitoring framework, including target outputs and outcomes, and a draft mechanism for ensuring the implementation and reporting of employment welfare and safeguarding;

2.6 Socio-Economic Baseline and Policy Context

- 2.6.1 This section of the oSSCMP sets out a summary of the socio-economic baseline analysis with local policy context which has informed the oSSCMP. Full details of this are set out in the **Environmental Statement – Volume 6, Chapter 15: Socio-Economics, Tourism and Recreation, and Land-Use [EN0110020/APP/6.15]**.
- 2.6.2 The Plan draws on analysis of the Construction Labour Market Area (CLMA), demographic and skills profiles, deprivation hotspots, and local economic strengths to target interventions effectively.
- 2.6.3 The national, local and neighbourhood Study Areas are defined as follows:
- The national Study Area is England;
 - The local Study Area refers to the local administrative areas of City of Doncaster Council (CDC) and Rotherham Metropolitan Borough Council (RMBC); and
 - The neighbourhood Study Area comprises wards from Doncaster and Rotherham that have been selected to determine an area of 'best fit' with the local potentially affected neighbourhoods. Ward boundaries changed in 2024 and so the wards used in the Census 2021 do not directly align with those used in more recent Office for National Statistics (ONS) datasets. Census ward boundaries are shown in **ES Volume 3, Figure 15.1: Socio-Economics Study Area (2019) [EN0110020/APP/6.19]** and the 2024 ward boundaries are shown in **ES Volume 3, Figure 15.2: Socio-Economic Study Area (2024) [EN0110020/APP/6.19]** ;

2.7 Employment and Economic Activity

- 2.7.1 Data from the Annual Population Survey (APS) for the year of 2025 up to September shows that the rate of economic activity recorded in both Rotherham and Doncaster is below the national average. As shown in **Table 2-1** the rate of economic activity recorded in both Rotherham and Doncaster is below the national average. In Rotherham, however, the rate of economic inactivity is significantly higher than in Doncaster and England. This suggests there could be more capacity within the labour force in Rotherham than other areas. The oSSCMP could therefore assist with boosting the labour force in both areas.

Table 2-1: Economic Activity and Employment

Economic Activity and Employment	Doncaster	Rotherham	England
Economic activity rate (aged 16-64)	78.3%	75.6%	79.3%
Economic inactivity rate (aged 16-64)	21.7%	24.4%	20.7%
Employment rate (aged 16-64)	75.3%	72.3%	75.8%
Unemployment rate (aged 16-64)	3.8%	4.4%	4.4%

Source: APS, 2025 Volume 6, Chapter 15: Socio-economics, Tourism and Recreation, and Land Use [EN0110020/APP/6.15]

2.8 Employment during the Construction Phase

- 2.8.1 Employment and GVA benefits regarding the Construction, Operation and Decommissioning of this scheme are summarised below. Full details can be found in **Volume 6, Chapter 15: Socio-economics, Tourism and Recreation, and Land Use [EN0110020/APP/6.15]**.
- 2.8.2 If extrapolated from the 750MW Whitestone project to the targeted national build of almost 50GW of solar by 2035, these projects will create up to 200,000 person years of work over that period, at least some of which will be available to residents of Rotherham and Doncaster.
- 2.8.3 Based on the method described above, **Table 2-2** below shows that the construction phase of the Proposed Development would create or safeguard an estimated 1,616 Full Time Equivalent (FTEs) per annum over the twenty-four to thirty-six months construction period including direct, indirect and induced FTEs. Indirect employment refers to jobs created as a result of linked purchases within the supply chain, and induced employment refers to those created by local spend by direct and indirect workers. These numbers are not fixed, and the outcome will be determined in part by the supply of potential workers with the required skills within the catchment of the Proposed Development

Table 2-2: Construction Phase Employment (FTE pa) (2027 - 2029)

Construction Phase Employment	Local	National	Total
Direct Employment	253	506	759
Indirect Employment	236	473	709
Induced Employment	49	98	147
Total	538	1,077	1,616

Volume 6, Chapter 15: Socio-economics, Tourism and Recreation, and Land Use [EN0110020/APP/6.15]

2.9 Employment during the Operational Phase

- 2.9.1 Once fully operational the development will create new and long-term opportunities of employment over its operational phase. These new roles will cover (but not be limited to) maintenance and management of the land. Also, roles in site management, engineering and other technical jobs will be produced.
- 2.9.2 **Table 2-3** below shows a breakdown of estimated employment for the first full year of operation (2029). We estimate the operation and maintenance phase could create 39 Full Time Equivalent jobs in both local and national areas. The initial projection is that 15 of these will be local jobs. As with construction phase jobs, the ultimate outcome will depend on how many workers with the required skills can be found in the local area, and to what extent the local workforce taps into the wider opportunities created nationally by the growth of solar power. Early engagement with all stakeholders regarding skills is therefore imperative.

Table 2-3 Operation and Maintenance Phase Employment Impacts

Operation and Maintenance Phase Employment Impacts	Local	National	Total
Direct employment	8	13	21
Indirect employment	5	8	13
Induced employment	2	3	5
Total	15	24	39

Volume 6, Chapter 15: Socio-economics, Tourism and Recreation, and Land Use [EN0110020/APP/6.15]

2.10 Employment during the Decommissioning Phase

- 2.10.1 There will also be employment opportunities at the decommissioning phase, although the Applicant has not attempted to quantify those roles as this would be at least sixty years from now.

2.11 Qualification Levels

- 2.11.1 Qualification levels in Doncaster and Rotherham are below national averages. **Table 2-4** shows that both areas, and Doncaster in particular, have fewer residents with Level 4 qualifications and more with no qualifications compared to national figures. This suggests skills gaps in the local workforce which may limit access to higher-skilled employment opportunities and affect economic resilience.
- 2.11.2 The Outline Skills and Supply Chain Management Plan (oSSCMP) has been developed to address the mismatch between local qualification levels and employment opportunities associated with the Proposed Development. During the construction phase, the oSSCMP will prioritise roles that do not require higher level formal qualifications, providing accessible entry points for individuals with

low or no qualifications. These roles will be supported by on the job training, site based learning, apprenticeships, and vocational pathways, enabling participants to gain recognised qualifications and practical experience while employed. This approach directly responds to the identified shortage of Level 4 qualifications by supporting progression from lower qualification levels rather than treating it as a barrier to employment.

- 2.11.3 During the operational phase, the oSSCMP will focus on promoting opportunities that typically require higher technical competence and formal qualifications, such as electrical roles. The oSSCMP will achieve this via engagement with local colleges, training providers, and industry bodies to encourage skills development aligned with these requirements. This will help to build a pipeline of suitably qualified local candidates over time. Through this approach, the oSSCMP seeks to both maximise inclusive access to employment during construction and contribute to longer term improvements in qualification levels and workforce resilience in Doncaster and Rotherham.

Table 2-4 Qualifications Achieved

Qualifications Achieved	Doncaster	Rotherham	England
RQF4+	25.5%	33.2%	46.8%
RQF3+	53.4%	52.5%	67.3%
RQF2+	79.5%	76.1%	86.5%
RQF1+	83.4%	81.0%	89.0%
Other qualifications	6.6%	4.1%	4.4%
No qualifications	10.0%	14.9%	6.6%

Source: APS, 2024

2.12 Earnings

- 2.12.1 Resident earnings in Doncaster and Rotherham are below the national average. Data from the 2025 ONS Annual Survey of Hours and Earnings (ASHE) shows that median weekly earnings were £697 in Doncaster and £671 in Rotherham compared to £770 for England. The lower wages will reflect the types of jobs available locally and the skill profile of the workforce.
- 2.12.2 In both Doncaster and Rotherham, resident earnings are higher than workplace earnings. Doncaster and Rotherham residents earn £26 and £32 more per week, respectively, than the average workforce salary in their areas. This indicates that some residents commute out of the area to access higher-paid jobs. During both the Construction and Operation phases of the DCO these earnings could potentially go up as skills increase and jobs become more widely available. This could also mean fewer people commuting out of the area for work.

2.13 Employment in Key Industries

- 2.13.1 The construction, operation and maintenance, and decommissioning phases of the Proposed Development could create employment and supply chain effects in key employment sectors within the local and neighbourhood Study Areas including manufacturing, construction, and logistics. The oSSCMP can potentially encourage
- Employment Creation;
 - Access to employment;
 - Quality of employment;
 - Supporting training and development;
 - Career progression;
 - Inclusive employment;
 - Impact on local employment;

2.14 Population, Workforce and Labour Market Characteristics

- 2.14.1 One point six million workers live within a 30-minute commute of Doncaster. The cost of employment is around 12% below national average. This represents a material consideration for the oSSCMP as it indicates the availability of the labour market that could support the construction and operational phases of the development.
- 2.14.2 According to the 2021 Census, the population in the neighbourhood Study Area was 117,280. The neighbourhood study area comprises wards from Doncaster and Rotherham. **Table 2-5** presents a breakdown of the population profile across the Study Areas. While the demographic structures are similar, the neighbourhood Study Area exhibits a smaller working age population and a more elderly population than nationally. This indicates that there is a smaller labour force pool in the area immediately surrounding the Proposed Development. Additionally, the proportion of the working age population is also slightly lower than average across Doncaster and Rotherham. As the oSSCMP places emphasis on upskilling and training within the neighbourhood study area it will seek to mitigate the effects of the ageing local population by encouraging skills and development and long-term careers in clean energy.

Table 2-5 Population Profile

Population Profile	Neighbourhood	Doncaster	Rotherham	England
Population aged 0-15	18.5%	19%	19%	18.4%
Population of working age (16-64)	60.1%	61.0%	61.3%	62.9%
Population of pension age (65+)	21.4%	19.6%	19.7%	18.7%

Source: Volume 6, Chapter 15: Socio-economics, Tourism and Recreation, and Land Use [EN0110020/APP/6.15]

2.15 Local, Regional and National Policy Review

2.15.1 The key drivers for this oSSCMP are local stakeholders and it is important to understand their economic aspirations.

2.16 Local and Regional Policy / Strategies and Guidance

- A review of any policies and economic development strategies of those bodies that are local to this scheme has been conducted. Relevant documents are listed below;
- City of Doncaster Council (CDC) ;
- City of Doncaster (CoD) Local Plan 2015 - 2035 (adopted 2021);
- Doncaster Economic Strategy 2030;
- City of Doncaster Council Corporate Plan 2024 – 2025;
- Doncaster Local Plan Adopted September 2021;
- Doncaster Borough Strategy 2026-2030;
- Doncaster Economic Strategy 2030;
- Doncaster Education and Skills Strategy 2030;
- Doncaster Environment Sustainability Strategy 2020-2030 v6;
- Rotherham Metropolitan Borough Council (RMBC) Core Strategy 2013 - 2028 (adopted 2014) ;
- Rotherham Financial Inclusion Plan 2026 – 2028;
- Rotherham Council Plan 2025 -2030;

- Rotherham Metropolitan Borough Council Sites and Policies Document, adopted June 2018;
- North-East Derbyshire District Council (NEDDC) Local Plan 2014 - 2034 (adopted 2021) ;
- North-East Derbyshire District Council UK Shares Prosperity Fund place based evaluation (UKSPF) updated December 2025;
- Bolsover, Chesterfield and North East Derbyshire Economic Needs Assessment Study March 2025;
- Derbyshire County Council (DCC) ;
- South Yorkshire Mayoral Combined Authority (SYMCA) Strategic Economic Plan 2021-2041^{vi};

2.17 National Policy and Guidance

- 2.17.1 National planning policies that are relevant to this scheme have also been considered. These include
- 2.17.2 National Planning Policy Framework (NPPF) (December 2024) ('NPPF') (last updated February 2025)
- Section 6, paragraph 85 states *“Planning policies and decisions should help create the conditions in which businesses can invest, expand and adapt. Significant weight should be placed on the need to support economic growth and productivity, considering both local business needs and wider opportunities for development. The approach taken should allow each area to build on its strengths, counter any weaknesses and address the challenges of the future”* ;
- 2.17.3 Overarching National Policy Statement for Energy (EN-1), December 2025 ('NPS EN-1')
- 2.17.4 Section 5.13.4 of the Overarching National Policy Statement for energy (EN-1), 2025 – Socio-Economic Impacts states that *“applicants should consider all relevant socio-economic impacts which may include:*
- *The creation of jobs and training opportunities;*
 - *The provision of additional local services and improvements to local infrastructure, including the provision of educational and visitor facilities;*
 - *Any indirect beneficial impacts for the region hosting the infrastructure, in relation to use of local support services and supply chains.”;*
- 2.17.5 NPS for Renewable Energy Infrastructure (EN-3), 2025 (designated in January 2026) ('NPS EN-3')
- Section 1.6.2 states *“infrastructure covered will also apply to renewable generation proposals of the types listed above, (Solar photovoltaic (PV) (>100 MW2 in England) whose capacity is below the relevant threshold, which are directed into the Nationally Significant Infrastructure Project (NSIP) regime under section 35 of the Planning Act 2008”;*

2.17.6 NPS for Electricity Networks Infrastructure (EN-5) 2025 (designated in January 2026) ('NPS EN-5')

2.17.7 Clean Power 2030 Action Plan: A new era of clean electricity (December 2024):

- Page 47 *“What clean power means for local places”*;
- *“It will ensure that the benefits of clean power are spread throughout the country, driving new investment and industry into local places and communities. For example, enabling the development and growth of new energy intensive industries such as data centres across Scotland. These changes will have a profound impact on people’s livelihoods, as they bring with them new, higher value, future-proof jobs and employment.”*;

2.17.8 Sector evidence on the growth and skills offer July 2025:

- Section 1, Employment Growth states *“If historic trends were to continue, substantial job growth would be expected in many industries which are key to the priority sectors.¹³ However, new government ambitions, including the Industrial Strategy and the five missions, are likely to substantially alter these projections. In some sectors, policy has already been announced which will have a clear impact on demand.”*;
- *“The new Clean Power 2030 Action Plan will increase demand for multiple roles in the clean energy sector, such as the workers required to build more clean power projects.¹⁵ Based on an assessment of external reviews, the Climate Change Committee estimated that the transition to net zero could create between 135,000 725,000 net new jobs in low carbon industries by 2030.¹⁶”*

3 CONSTRUCTION WORKFORCE AND SKILLS REQUIREMENTS

3.1 Estimated Workforce

3.1.1 The project will require a blend of civil, electrical, mechanical, logistics and site services roles, peaking during civil and racking/panel installation phases with smaller but skilled operational teams thereafter.

3.2 Construction Labour Market Area (CLMA)

3.2.1 A practical CLMA typically extends to approximately eighty kilometers (KM) (subject to site specifics), with a primary focus area closer to site for proactive employment and training actions.

3.3 Key Job Roles and Skills Needed

3.3.1 Illustrative roles include:

- Civil works teams (site prep, and earthworks track construction, trenching, foundations);
- Electrical engineers;
- Racking structure assembly and panel installation;
- Electrical installation and commissioning;
- Fencing, security, and temporary works;
- Landscape installation and environmental works;
- Site logistics, plant/machinery operation, traffic management;
- Utility workers (drainage, maintenance, site upkeep);

3.4 Operational Workforce Requirements

3.4.1 Operational roles typically include technicians/engineers, performance monitoring, vegetation and landscape management, financial and commercial management, site security, and periodic panel cleaning/repairs

3.4.2 **Table 3-1** below shows an overview of employment skills and roles that may be required during the construction and operations phases.

Table 3-1 Employment Skills and Experience

Phase	Role Title	Role Summary	Skills and Experience Required	Likelihood relevance to local employment pool
Construction	Civil Engineering Operatives	Site set-up and preparation including excavation, topsoil handling, access road construction, trenching, and groundwork for solar, substation and BESS infrastructure.	Operation of excavators, dump trucks, compactors and cranes.	Likely – local established businesses available
Construction	General Labourers	Manual support activities such as installing ducts and cables in trenches and moving materials around the site.	No formal qualifications required.	Likely as No formal qualifications required
Construction	Building Works Operatives	Construction of on-site storage and ancillary buildings.	Relevant construction trade qualifications.	Likely – works may be delivered by local contractors under Engineering, Procurement and Construction (EPC) supervision
Construction	Solar Racking Installers	Installation of solar mounting structures using piling or ramming equipment.	Skilled ramming machine operators and semi-skilled assembly workers.	Partly Likely – specialist operators may be non-local, with local operatives supporting installation

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Construction	Electricians	Electrical connection of panels to inverters, substations, transformers and grid infrastructure	Skilled in DC and Solar equipment	Partly Likely specialist solar and HV roles may be recruited nationally, with local electrical contractors supporting installation activities
Construction	PV Module Installers	Fixing photovoltaic panels onto completed mounting structures.	Experience with electromechanical hand tools.	Likely – local established businesses available
Construction	Electrical Installation and Cabling Operatives	Electrical connection of panels to inverters, substations, transformers and grid infrastructure.	Electrical installation and cabling competence.	Likely – local established businesses available
Construction	Cable Installation (Open Trench)	Formation of cable trenches including excavation, bedding preparation and cable placement.	Experience in trench excavation and soil control.	Likely – local established businesses available
Construction	Cable Installation (Horizontal Directional Drilling)	Trenchless cable installation using directional drilling techniques.	NVQ Directional Drilling Levels 1 and 2 or equivalent.	Partly likely, specialist roles may be recruited nationally, supported by locally sourced operatives
Construction	Site Security Personnel	Monitoring and protection of the construction site.	Experience in site security operations.	Likely – local established businesses available
Construction	CCTV Installation Operatives	Installation of surveillance systems across the site.	CCTV system installation skills.	Likely – local established businesses available

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Construction	Boundary Fencing Operatives	Installation of perimeter fencing and access gates.	Fencing installation experience.	Likely – local established businesses available
Construction	Landscaping Operatives	Delivery of landscaping and planting works for site reinstatement.	Landscaping and environmental works skills.	Likely – local established businesses available
Operations	General labourers, farmers, contractors	Manual support activities such as hedge trimming, grass cutting, ditch clearing, raising sheep	No formal qualifications required.	Likely – local established businesses available and neighbouring landowners
Operations	Electrical Operations Engineers	Ongoing monitoring and fault resolution of electrical systems during operation.	LV, MV and HV electrical system expertise.	Likely – roles typically sourced from regional electrical contractors
Operations	High Voltage Technician	Installation, testing and operation of HV electrical equipment	Experience on substations, grid connections or other renewables	Partly likely, specialist roles may be recruited nationally, supported by locally sourced operatives
Operations	Performance Monitoring Managers	Remote monitoring of system performance and diagnosis of faults using digital platforms.	Software systems and performance monitoring expertise.	Partly likely, specialist roles may be recruited nationally, supported by locally sourced operatives
Operations	Security and CCTV Operatives	Continuous monitoring of site security systems during operation.	Operational security and surveillance experience.	Likely – local established businesses available
Operations	Landscape and Ecology Managers	Implementation of irrigation regimes and long-term monitoring of landscaped and ecological areas.	Landscape, ecology and site management experience.	Likely – local established businesses available

3.5 Future Skills Gaps and Training Needs Analysis

- 3.5.1 The Applicant is aware of the importance of collaboration between local businesses, the LPA, and other authorities to ensure job opportunities and training are retained within the local area.

4 SUPPLY CHAIN REQUIREMENTS

4.1 Overview

4.1.1 A wide range of materials, components and services will be required, creating opportunities for local and regional businesses beyond solar specialists.

4.2 Key Categories

- Aggregates and civil materials (e.g. Gravel, concrete, steel);
- Electrical and mechanical components (cabling, transformers, inverters, mounting systems);
- Fencing, drainage, and earthworks;
- Security and CCTV systems;
- Transport, haulage and logistics support;
- Waste management, accommodation, and catering;
- Professional and technical services (planning, surveying, legal, project management);

4.3 Local Supplier Opportunities

4.3.1 The Applicant will work with established local networks to identify potential suppliers to the scheme. The first step will be to engage with Doncaster and Rotherham local initiatives. If suitable candidates cannot be found locally, the focus will extend to areas outside of the Rotherham and Doncaster districts.

4.3.2 Doncaster Chamber of Commerce has in the past run supply chain expos and Business Doncaster may potentially be able to assist the Applicant with arranging a “meet the buyer” event. The Applicant is currently in talks with representatives from both CDC and RMBC to further explore this and firm up events.

4.3.3 The Applicant will endeavour to be ready to offer briefings on standards (Health and Safety (H&S), quality, Environmental, Social and Governance (ESG), insurance, and tendering requirements for discussion during these events.

4.3.4 The Applicant is also open to working with local business and other organisations on collaborative research and development activities, they could potentially share experiences to promote working and supplying within the clean energy sector.

4.4 Ethical Procurement Commitments

4.4.1 The applicant is committed to ensuring that all procurement activity undertaken in connection with the project is conducted in accordance with the highest ethical standards.

- 4.4.2 All international suppliers will be required to meet the minimum standards of environmental, professional, and ethical working practice as established and agreed by the members of Solar Energy UK. These standards include, but are not limited to, the prohibition of suppliers or manufacturers that engage in slavery, forced labour, or any related form of exploitation. Compliance with these standards will be a condition of appointment and will be subject to ongoing due diligence throughout the project.

5 STRATEGIC OBJECTIVES OF THE OUTLINE PLAN

5.1 Employment

- 5.1.1 The Applicant will establish communications channels with Job centres in Rotherham and Doncaster, local hubs and schools' partners; there will be a particular focus on areas with higher unemployment or other socio-economic stress factors.
- 5.1.2 To support disadvantaged groups, the Applicant will look to ensure contractors also provide pre-employment and interview support and promote inclusive recruitment.

5.2 Skills Development

- 5.2.1 The Applicant will seek to work with existing local Further Education (FE) and Higher Education (HE) institutions to explore availability and take up of relevant training, from introductory bootcamps to accredited vocational pathways and apprenticeships, aligned to project phasing.
- 5.2.2 The Applicant does not anticipate creating apprenticeships directly, however it will encourage the appointed contractors and sub-contractors to assist in offering apprenticeships in order to open up opportunities for new entrants to the workforce and to grow the local skills base.

5.3 Tier 1 Contractors

- 5.3.1 The applicant will make a commitment to ensuring local supply chain and employment delivery is a requirement when appointing Tier 1 Contractors. This could be done by
- Including a "Local Supply chain and Employment Method Statement" in any recruitment of Tier 1 suppliers;
 - Contracts could include provisions that are binding to require delivery of local employment;
 - The SSCEP will ensure Tier 1 Contractors commit to using a SMART (Specific, Measurable, Achievable, Relevant and Time bound) tracking system;

5.4 Supplier Engagement

- 5.4.1 As mentioned above, the Applicant and potential contractors would participate in meet the buyer and market warming events with Doncaster Chamber or other groups discussed beforehand with the LPA to set expectations on standards, safety and social value, and to reach out to local suppliers to boost local content.
- 5.4.2 Prior to the appointment of an EPC contractor, the Applicant will engage with potential contractors to understand recruitment approaches, use of local workforce, training pathways, how they upskill the workforce, apprenticeship

provision, and how they employ local SMEs. This early dialogue will inform post consent delivery and subsequent detailed Skills and Employment Plans.

5.5 Diversity, Equity and Inclusion

- 5.5.1 Once the DCO is consented, the Applicant will investigate measures to maximise the diversity of the workforce. This measure could relate to a variety of demographic or disadvantaged groups. This could be achieved by
- A review of local labour market data to identify where groups may be underrepresented in the workforce;
 - Engagement with local authorities and employers to understand where barriers may be faced by disadvantaged groups;
 - Use any evidence gathered to target interventions for those groups;
 - The Applicant will require contractors to use inclusive job descriptions and encourage flexible working where a role may permit;

5.6 Long-term Outcomes

- 5.6.1 The Applicant is seeking to add long term value to both careers and employment, recognising that the benefits of the Proposed Development can extend beyond the construction and maintenance phases. Subject to Tier 1 Contractor arrangements, the Applicant will support the development of skills and experience that are transferable across the renewable energy and wider energy infrastructure sectors, including construction, operation, maintenance, health and safety, and project delivery roles.
- 5.6.2 Given forecast growth in electricity demand and the ongoing requirement for new renewable and low carbon energy projects to meet national energy security objectives, these skills are expected to remain in demand over the medium to long term. The Applicant recognises that the successful delivery of future energy projects across the UK will depend on the availability of a skilled and adaptable workforce capable of supporting multiple project phases and technologies.
- 5.6.3 Accordingly, subject to contractor arrangements, the Applicant intends to support the upskilling of the workforce engaged during the Project, with the aim of enhancing employability and supporting progression into future energy developments. This approach is intended to contribute to a lasting skills legacy, helping to retain expertise within the UK energy sector and supporting the ongoing delivery of renewable and low carbon infrastructure into the future.
- 5.6.4 The table below **(5-1)** shows key measures and actions for long term employment and skills development

Table 5-1 Key Measures and Actions

Theme	Objective / Commitment	Key Measures and Actions
Employment	Maximise local recruitment during construction, operation, and decommissioning.	<p>Set clear local hiring targets supported by employment brokerage.</p> <p>Engage Business Doncaster</p> <p>Work with local recruitment agencies and Job Centre Plus</p> <p>Investigate measures requiring contractors to promote local employment.</p> <p>Encourage Tier 1 Contractors to use local recruitment companies.</p> <p>Advertise roles locally.</p> <p>Focus on roles aligned with the local skills base.</p>
Skills Development	Support skills development aligned to project phases and local demand.	<p>Work with local Further (FE) and Higher (HE) Education institutions.</p> <p>Explore training availability and uptake.</p> <p>Support bootcamps, vocational pathways and apprenticeships.</p> <p>Align training provision with construction and operational phasing</p>
Tier 1 Contractors	Embed local employment and supply chain delivery in Tier 1 appointments.	<p>Require a Local Supply Chain and Employment Method Statement</p> <p>Include binding contractual provisions.</p> <p>Require Specific, Measurable, Achievable, Relevant and Time Bound (SMART) tracking of employment and supply chain outcomes.</p>
Supplier Engagement	Increase awareness of opportunities and boost local content.	Participate in meet the buyer and market warming events.

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		<p>Work with Doncaster Chamber and agreed partners.</p> <p>Set expectations on standards, safety, and social value.</p> <p>Engage local suppliers.</p>
Diversity, Equity, and Inclusion	Promote a diverse and inclusive workforce following DCO consent.	<p>Review local labour market data.</p> <p>Engage with local authorities and employers.</p> <p>Target interventions for under-represented or disadvantaged groups</p> <p>Require inclusive job descriptions.</p> <p>Encourage flexible working where roles permit.</p>
Long Term Outcomes	Deliver a lasting skills and employment legacy beyond construction.	<p>Add long term value to careers and employment.</p> <p>Support transferable skills across the energy sector.</p> <p>Subject to Tier 1 Contractor arrangements, support workforce upskilling</p> <p>Enhance employability and progression into future energy projects.</p> <p>Retain skills within the UK energy workforce.</p>

6 STAKEHOLDER ENGAGEMENT

6.1 Role of Local Authorities

- 6.1.1 For the SSCMP to be a success it is vital the Applicant works closely with external stakeholders. The applicant has conducted initial conversations with representatives from CDC and RMBC. They have been approached to provide policy alignment, mobilisation of networks, introductions to providers, access to schools/adult learning, and guidance on targeting priority communities.
- 6.1.2 The Applicant intends to contact the below list of representatives as well as others recommended
- Members of Barnsley and Rotherham Chamber of Commerce;
 - South Yorkshire Apprenticeships Hub;
 - South Yorkshire Mayoral Combined Authority;
 - Further and Higher Education Colleges as listed in 7.8;
 - Local secondary schools;
 - Local recruitment firms as mentioned in 7.5;

6.2 Contractors

- 6.2.1 Given that the majority of construction phase employment will be generated through the appointed (EPC) contractor, early engagement with potential EPCs prior to consent will assist in shaping training pathways and recruitment strategies aligned with anticipated construction skills requirements

6.3 Education and Training Providers

- 6.3.1 The Applicant will endeavour to establish opportunities to work with local Higher Education (HE) and Further Education (FE) providers to support the design and delivery of apprenticeships.
- 6.3.2 The Applicant does not anticipate that they will create apprenticeship opportunities directly but will actively encourage any Tier 1 Contractors to offer apprenticeships where possible, thus encouraging apprentices to become part of the employed workforce in both the Construction and Maintenance stages. For STEM education, this scheme will participate in raising awareness of renewable energy amongst young school aged children, addressing barriers where under attainment is above the average for the UK.
- 6.3.3 It is worth noting that the skills required across solar projects are broadly similar, regardless of the specific scheme involved. Investing in targeted skills development and relevant courses now will therefore be of lasting benefit to the local community, irrespective of the timing of this DCO. Engagement with education and training providers at this stage can help build a pipeline of skilled workers that will serve the region well across the wider growth of the renewable energy sector for now and the future.

6.4 Business Representative Groups

- 6.4.1 After initial discussions with the LPA in early April 2026, it is envisaged that Doncaster Chamber, along with Barnsley & Rotherham Chamber of Commerce could assist the Applicant in supporting market engagement, skills alignment and supplier events. These discussions are ongoing and will develop further

6.5 Developer and Cross NSIP Collaboration

- 6.5.1 The Applicant is committed to collaborating with other developers across Rotherham and Doncaster to share and transfer knowledge forecasts and align initiatives across overlapping project pipelines to reduce competition for labour and improve training outcomes and retention. The Applicant has already reached out to another developer in the area.

6.6 Skills and Supply Chain Working Group (SSC WG)

- 6.6.1 If the DCO is granted the Applicant intends to set up an SSC WG. The remit is to include approving annual action plans; oversee monitoring; coordinate with contractors/providers; advise on targeting and continuous improvement.
- 6.6.2 Membership of the group could include (amongst others) a chairperson, host authorities from Doncaster and Rotherham, local Jobcentre Plus, Further education colleges, Barnsley FE college, Rotherham FE college and Dearne Valley college, University of Sheffield, University centre Rotherham and University Campus Doncaster, Rotherham and Doncaster chambers and Tier 1 contractor representatives.
- 6.6.3 The Applicant proposes quarterly meetings, setting up sub-groups for skills, employment and the supply chain.
- 6.6.4 Once the final SSCMP is approved, both the working group and the Applicant will work in unison to ensure that all opportunities for employment, upskilling and re-skilling are defined as early as possible.

7 OPPORTUNITIES

7.1 Overview

7.1.1 As mentioned in the Executive Summary the potential opportunities are listed below, reflecting likely impacts in relation to outline skills, supply chain, and employment planning.

7.2 Apprenticeships

7.2.1 Apprenticeships provide opportunities for people to earn while they learn, combining paid employment with formal training. They help develop a skilled workforce tailored to the specific needs of a project or organisation.

7.2.2 In the context of outline skills and employment planning, apprenticeships can:

- Create long term career pathways for young people;
- Address skills shortages in key trades and professions;
- Support local economic growth by retaining skills within the area;
- Strengthen links between employers, training providers and local authorities;

7.3 Other Training

7.3.1 Other training refers to non-apprenticeship learning opportunities such as short courses, certifications, upskilling programmes, and on-the-job training. These programmes support both new entrants and existing workers.

7.3.2 This opportunity can:

- Improve workforce readiness and productivity;
- Enable employees to adapt to new technologies, processes or regulations;
- Support reskilling for individuals returning to work or changing careers;
- Provide flexible learning options aligned with project phases or supply chain needs;

7.4 STEM Education

7.4.1 STEM (Science, Technology, Engineering and Mathematics) education focuses on developing technical, analytical and problem solving skills that are essential for many modern industries.

7.4.2 Opportunities linked to STEM education include:

- Inspiring future talent through school engagement, workshops and mentoring;
- Building a pipeline of skilled workers for technical and professional roles;
- Supporting innovation and digital capability across the supply chain;
- Encouraging young people to pursue further education or careers in growth sectors;

7.5 Recruitment within the Local Community

- 7.5.1 Recruiting from the local community ensures that employment benefits are shared directly with people living near a development or project site. This approach supports social and economic sustainability.
- 7.5.2 Key benefits include:
- Reducing unemployment and underemployment locally;
 - Cutting commuting times and associated environmental impacts;
 - Strengthening community support and social value outcomes;
 - Improving workforce retention through local loyalty and place-based employment;
- 7.5.3 Further to discussions with representatives from CDC and RMBC we have been given the names of six local recruitment firms to reach out to:
- 7.5.4 There is also support available from “Advance Doncaster Employment Hub”

7.6 Diversity, Equity and Inclusion (DEI)

- 7.6.1 DEI focuses on creating fair access to opportunities, recognising individual differences, and ensuring inclusive workplace cultures. It is increasingly central to responsible employment and supply chain planning.
- 7.6.2 DEI initiatives can:
- Widen participation for under-represented groups;
 - Promote fair recruitment, progression and pay practices;
 - Improve organisational performance through diverse perspectives;
 - Demonstrate social responsibility and compliance with equality legislation;

7.7 Potential Outputs and Outcomes

Table 7-1 below indicates the potential measurable outputs and outcomes of the oSSCMP strategy.

Table 7-1 Potential Outputs and Outcomes

Opportunity	Potential Outputs	Potential Outcomes
Apprenticeships	Number of apprenticeships funded or taken up	Reduction in the proportion of the population with no formal qualifications
Other Training	Number of relevant vocational or skills-based qualifications achieved	Reduction in the proportion of the population with no formal qualifications
STEM Education and Careers	<ul style="list-style-type: none"> a. Number of schools engaged. b. Number of STEM-related events delivered. c. Number of pupils participating. d. Increased awareness of STEM education and career pathways 	<ul style="list-style-type: none"> a. Improved GCSE attainment in participating schools b. Increased progression to STEM subjects in further education
Recruitment within the Local Community	Number and proportion of workers employed from the local area	Increased employment levels within the local area
Diversity, Equity and Inclusion	<ul style="list-style-type: none"> a. Proportion of the workforce employed from target or underrepresented groups. b. Proportion of employees reporting satisfaction with the working environment and organisational culture. 	Increased employment levels among target and underrepresented groups

7.8 Access to Employment, Upskilling and Reskilling

7.8.1 Any contractual requirements for contractors to provide opportunities for the creation of apprenticeships and vocational training during the project lifecycle and beyond will be confirmed in the SSCMP. Listed below are some potential training providers:

- Doncaster College;
- Doncaster UTC;
- University campus Doncaster;
- University of Barnsley;
- University of Rotherham;
- Dearne Valley College;
- Rotherham FE college;

The South Yorkshire Apprenticeship Hub could also be a useful partner for the above.

7.8.2 To support disadvantaged groups, the Applicant will look to ensure contractors also provide pre-employment and interview support and ensure inclusive recruitment.

8 ROLES AND RESPONSIBILITIES

8.1 Framework for Delivery

- 8.1.1 The below shows a potential framework for delivering the Skills and Supply Chain Management (SSCM) Plan once DCO consent is granted.
- 8.1.2 A SSCM Plan function lead will be appointed to drive the SSCM Plan with Members of the Applicant management team involved.
- 8.1.3 Other External partners and stakeholders could be engaged as appropriate from CDC and RMBC, education providers from local HE colleges and chambers of commerce. The local knowledge and expertise are vital for the success of the SSCEP.
- 8.1.4 The Table below **(8-1)** sets out key activities that are proposed to effectively promote opportunities for businesses and local people arising from the development.

Table 8-1 Key Activities and Timescales

Potential Focus Area	Activity	Timescales
Information/Communication Communicate with stakeholders and other organisations. Aim - to ensure businesses/schools/public sector bodies can understand and plan for skills and supply chain opportunities associated with the development	Forums/discussions with LPA These are established to co-ordinate any skills and workforce development across Rotherham and Doncaster. Achieved through ongoing discussions	Mid to late 2026
	Attend job fairs/career days at local HE/FE colleges - to promote opportunities for jobs in renewable energy	Post submission - summer 2026 onwards
	Collaborate with other NSIPs Reach out to other NSIP developers in the region to transfer knowledge and gain insight in order to deliver economic benefits for local people	Mid to late 2026
	Advertise Post job opportunities on recruitment websites and	Pre-construction

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Potential Focus Area	Activity	Timescales
	with job centres - to provide information on any employment opportunities to local people seeking work. This may include posting online or advertising with local job centres	
Intervention	<p>Identify gaps in current education provision</p> <p>Work with the Local Councils to discover where more skills are needed and in which areas. Work with stakeholders to highlight needs that are not currently addressed by programmes in the local area. This will help education providers to tailor courses to the industry requirements.</p>	Summer 2026
	<p>Provide academic support</p> <p>Provide on the job training for apprenticeships during construction and operations</p>	During construction
	<p>Support STEM in schools and colleges</p> <p>Hold assemblies, invite children and young people to site during construction</p>	During construction
	<p>Community Engagement</p> <p>Provide community engagement by work shadowing roles with construction staff</p>	During construction
Alongside Activities	<p>Working Group</p> <p>Set up a working group to collaborate with all organisations above</p>	Post-decision

Potential Focus Area	Activity	Timescales
	<p>Oversight</p> <p>Working group to provide oversight on the delivery of the final plan</p>	Post-decision
	<p>Full SSCMP</p> <p>Develop the full SSCMP Plan</p>	Post-decision

8.2 Internal Governance

8.2.1 The SSCM Plan Function Lead, who would be within the senior members of the Applicant management team would be accountable for delivery, supported by HR, community engagement and commercial/procurement.

8.3 Delivery Partner Framework

8.3.1 The Applicant will aim to produce and maintain a live matrix of providers (e.g., colleges, schools specialist training centres) in order to keep a program of offers, funding routes and course lead times to align with recruitment windows. Some courses and students currently in a training program will align with timeframes for construction. Other newer courses and students may only align with maintenance roles.

8.4 Tier 1 Contractors

8.4.1 The Applicant will require Tier 1 contractors, through contractual provisions to:

- Participate in SSCMP reporting;
- Actively promote local employment and skills initiatives;
- Support apprenticeships and training where practicable;
- Comply with ethical procurement and modern slavery requirements;

9 PROGRAMME TIMELINE

9.1.1 **Table 9-1** sets out potential dates for the delivery of this programme

Table 9-1 Milestone Actions

Phase/Milestone	Action
2026 After Submission	<ul style="list-style-type: none"> Continue to Engage with LPA stakeholders, look for introductions to local colleges and training providers;. Reach out to relevant business sector groups;
2026 After Submission	Begin discussions with supply chain stakeholders
2027 Post Consent	Working group to be formed
2027 Post Consent	Develop oSSCMP into the full SSCMP in collaboration with the working group
2027 Post Consent	<ul style="list-style-type: none"> Send out invitations to tender to Supply Chain contractors; Engage with local businesses and recruitment companies; Attend meet the buyer events organised by representatives of Rotherham and Doncaster councils;
2028/29 During Construction	<ul style="list-style-type: none"> Continue delivery of activities to include training and schools' programs; Continuing engagement with local businesses and recruitment companies; Develop strategies with supply chain contractors to deliver SSCMP requirements in contracts;
2030 – Operational Phase	Continuing engagement with all stakeholders to ensure operational roles are offered to locals along with training and upskilling

10 MONITORING, REPORTING AND CONTINUOUS IMPROVEMENT

10.1 Monitoring Framework

- 10.1.1 Success of the oSSCMP will be understood through the effective delivery of its objectives, as demonstrated by measurable outputs and outcomes relating to local employment, skills development, apprenticeships, training provision, and supply chain engagement. This will be assessed through proportionate monitoring of agreed indicators, qualitative feedback from stakeholders, and ongoing review to ensure the approach remains responsive to local needs and project phases.
- 10.1.2 The Applicant is proposing to Develop a Monitoring and Reporting Plan as part of the full SSCMP plan. This will be submitted to Doncaster and Rotherham Local Authorities for review in order to assess whether the plan is achieving in its goals.
- 10.1.3 Indicative monitoring areas could include
- Number of jobs supported during construction and operation;
 - Proportion of workforce residing within the CLMA;
 - Number of apprenticeships and training placements supported;
 - Number of local SMEs engaged in the supply chain;
 - Stakeholder engagement activities delivered;
- 10.1.4 Performance monitoring can be conducted via SMART performance indicators against standard performance indicators set out in the National Skills Academy for Construction (NSAFC) Read the attached framework
- 10.1.5 If an output is missed, the working group will:
- Review causes;
 - Agree remedial actions;
 - Adjust targets if warranted;
 - Record changes in the live plan;



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