



Triton Knoll Offshore Wind Farm Project

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EV130: TKOWFL Skills Audit Scope of Work



Triton Knoll Offshore Wind Farm Project



Scope of Work – Skills Audit

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CONFIDENTIAL

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1 PURPOSE

This paper sets out the need for skills auditing and the process by which Triton Knoll will assess skills needs, the availability of skilled resources, any shortfalls in skills provision and the necessary actions to address skills gaps.

This activity is necessary to ensure that the project will be able to secure and maintain the resources it needs for construction, O&M and decommissioning.

Failure to complete the skills auditing process would, at best, expose Triton Knoll to the risk of intense competition between projects for scarce resources, driving up construction and operating costs. Under worst case conditions, skills shortages in particular sectors could threaten our ability to deliver the project safely, on time and within budget.

2 TIMING

2.1 Pre-Construction Skills Audit

At a point when the Triton Knoll port decisions are understood and procurement activities are sufficiently developed such that Triton Knoll has a clear understanding of the Tier 1 contracting structure, a full audit of our skills requirements for construction, operation and decommissioning should be undertaken. An early start is necessary such that any agreed actions can be implemented in time to support the project delivery. It is likely that the Skills Audit will commence in the first half of 2017.

2.2 Pre-O&M Skills Audit

Early in the construction process (possibly early 2018) the Skills Audit will be reviewed to reassess any O&M skills gaps in view of:

- Performance of actions resulting from the initial exercise
- Any additional learnings from the initial exercise,
- Additional decisions on O&M operational needs,
- Offshore industry developments (competition, new technologies, new techniques, industry guidance, best practice, etc), and
- Local skills sector developments

2.3 Pre-Decommissioning Skills Audit

There is little point in setting out plans for this activity at this stage, but during the O&M phase, a review of skills for decommissioning will be undertaken.

3 SCOPE OF WORK

3.1 Project Needs

Triton Knoll must review the roles that the project needs for each stage of the project life, building up a comprehensive assessment of the staffing requirements within the direct Triton Knoll team, for each of the construction packages under the Tier 1 partners, for the operation of the windfarm and for decommissioning.

Interviews will take place with each of the Tier 1 suppliers and the Triton Knoll Package Managers to assess the project needs for each stage of the construction process and for O&M and decommissioning. Interviews will also take place with other projects (within the parent group) to provide comparators and to corroborate the findings of the assessment.

The output of this assessment will be a comprehensive analysis of the manpower resources required for the Triton Knoll Project including, but not necessarily limited to, number of staff, the roles, the skills and qualifications required.

3.2 Industry Capability

Triton Knoll will assess the ability of the labour market to meet the project needs for each of the skills sets that the project requires, taking account of:

- a) the existing skilled resources in the area. The Humber Local Enterprise Partnership will be a key partner in supporting our assessment in this area
- b) the capability of existing training facilities including re-skilling options. Each of the training providers will be reviewed for current capacity, training offered and barriers to growth.
- c) the potential for alternatives eg new training providers.
- d) the likely competition between operational, construction and planned wind farms over the life of the asset.
- e) The potential for resource drain from competing industries

3.3 Resource Gap Actions

Taking account of the above, an assessment of any shortfalls in the availability of skilled or unskilled resources will be made.

In order to address any resource gaps, Triton Knoll and its Tier 1 partners will develop and implement specifically tailored skills plans to ensure that the project has and maintains a skilled workforce that is that is able to deliver for Triton Knoll and to leave an industry legacy .

4 ANTICIPATING OUTCOMES

4.1 Regional Context

A number of offshore wind projects have been developed in the East Coast region and specifically out of the Humber estuary; Triton Knoll's preferred construction and O&M base. This means that the region has already enjoyed a significant investment in skills development such that several training providers are available, offering a range of apprenticeship schemes, vocational training, offshore wind skills development and safety courses. Although this is reassuring, Triton Knoll is concerned that the number and scale of additional projects planned for the region could result in intense competition for key resources.

A potential outcome from the review could be that attracting and retaining staff on the Triton Knoll project may be difficult in key areas.

4.2 Actions in Anticipation

Triton Knoll has recognised that it needs to take action to ensure there are sufficient resources, with appropriate skills, in the area, at the right time to ease any resource constraints. Therefore, prior to the selection of a construction port, prior to the selection of key suppliers and prior to the completion of a Construction Skills Audit, the project is seeking to take early action by:

- a) encouraging students into Science and Engineering, through sponsorship of the Humber UTC and a commitment to supporting STEM work in local schools. We hope to encourage growth of the potential skills pool.
- b) supporting local efforts to retrain skilled personnel to support the offshore wind industry, eg through North Lincolnshire Council's British Steel Response Task Force. Developing the skills pool by encouraging local businesses to diversify, develop staff and compete for contracts on Triton Knoll. This diverts skills from a declining sector into offshore wind.
- c) reviewing options for the provision of apprentices from local training providers such as HETA, Grimsby Institute, North Lincolnshire College and the Humber Energy Campus..
- d) supporting the development of the Humber Energy Campus as a regionally coordinated initiative to grow relevant local skills.
- e) considering the role that local training providers can make in developing the skills of our construction and O&M teams.
- f) setting out a range of actions with the Humber Local Enterprise Partnership for us to engage with the skills and recruitment sector in the Humber region such that we can learn from peers and share our experience and concerns with local employers, the training providers and the wider skills stakeholders.

4.3 Review of Anticipatory Actions

The Skills Audit must review these initial actions and determine whether they have been appropriate and successful. The audit process should include recommended actions on continued engagement in these areas and any necessary proposals for delivery plans.

5 RESOURCES

5.1 Skills Audit Team

A project team will be assembled to conduct this work including a member of the Triton Knoll Senior Management Team who will be accountable for delivery, a project manager, peer review from industry experts (possibly including external consultants), internal Resource Managers and the Humber Local Enterprise Partnership.

5.2 The Project Management Team

The project management team have been assessing the capability of potential suppliers throughout the Tier 1 procurement process. This information is a key part in the selection process. However, the knowledge being developed will be captured in the Skills Audit through the involvement of each of the Package Managers.

5.3 Tier 1 Suppliers

The Tier 1 partners will be required to engage with the Skills Audit process to ensure that the analysis is driven down through the supply chain

5.4 Peer Review

In order to ensure expert, peer review, in the identification of project needs (3.1 above) Triton Knoll will consider either of the following:

1. Triton Knoll may determine that suitable expertise is available from within the Project Management team or within one of the parent company projects to provide appropriate peer review of the skills identification process. In this case, one or more suitable individuals will be appointed to a temporary role as Skills Audit Consultant. Or alternatively,
2. External resources with experience in all phases of the Offshore Wind project cycle but especially in construction may be employed to support the process to identify skills needed. Suitable external agencies to provide this resource might include:
 - a) BVG Associates
 - b) 8.2 Aarufield
 - c) DNV GL
 - d) The Renewables Consulting Group

It is likely that this support to the project will be needed in mid 2017 and will include intermittent activity over a period of around 2 months.

6 ACCEPTANCE

The Skills Audit process, findings and recommended actions will be presented to the Senior Management Team and Triton Knoll Advisory Committee for approval prior to actions being taken. If considered necessary under the delegated scales of authority, the Skills Audit will also be presented to the Triton Knoll Board.



TRITON KNOLL

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