

Tidal Lagoon Swansea Bay

Employment and Skills Plan

DCO Requirement 41

May 2020

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Table of Contents

1	Introduction.....	4
1.1	The TLSB Project.....	4
1.2	DCO Requirement.....	4
1.3	Linkages to other plans	4
2	Construction Phasing.....	5
2.1	Construction Phasing Scheme overview	5
2.2	Construction phasing in relation to DCO Requirement 41	6
3	TLSB construction work packages	7
3.1	Construction work packages	7
3.2	Other TLSB work areas.....	7
3.3	Further long term employment areas.....	8
4	Scope.....	9
4.1	Aims and objectives	9
4.2	Schedule 4, Section 106 Agreement	9
5	Employment creation and skills development.....	10
5.1	TLSB and the Independent Tidal Lagoon Industry Advisory Group's Skills and Training Sub Group	10
5.2	TLP/TLSB work shadowing and internships	10
5.3	TLSB and contractors' commitments to employment and skills development	11
6	Engagement.....	13
6.1	TLSB's local engagement to date – industry and industry groups.....	13
6.2	TLSB's local engagement to date – education.....	14
7	Procurement	15
7.1	TLSB Procurement Policy	15
7.2	TLSB and contractors' procurement commitments	15
8	Reporting and monitoring.....	17
8.1	Monthly reporting	17
8.2	Monitoring	17
9	Summary	19
10	Appendix 1: Section 106, Schedule 4, Local Employment and Materials	20
11	Appendix 2: Tidal Lagoon Industry Advisory Group Terms of Reference.....	23
12	Appendix 3: Tidal Lagoon Industry Advisory Group Charter	25

Table of Tables

Table 2.1	DCO Requirement 41 Construction Phasing.....	6
Table 3.1	Overview of work packages.....	7
Table 5.1	Training/development target numbers during construction of the TLSB Project ..	13
Table 9.1	Reference documents.....	20

Abbreviation	Definition
BB&M	Beyond Bricks and Mortar
CCSC	City and County of Swansea Council
CSR	Corporate Social Responsibility
CITB	The Construction Industry Training Board
DCO	Development Consent Order
E&S Plan	Employment and Skills Plan
FTEM	Full-time equivalent months
HR	Human Resource
ITLIAG	Independent Tidal Lagoon Industry Advisory Group
MW	Mega Watts
NEET	Young people Not in Education, Employment or Training
NPTCBC	Neath Port Talbot County Borough Council
O&M	Operation and Maintenance
RLSP	Regional Learning and Skills Partnership South West & Mid Wales
RSP	Regional Skills Partnership
R&D	Research & Development
R&ED team	Regeneration & Economic Development team
SoS	Secretary of State
SBTL	Swansea Bay Tidal Lagoon
SMEs	Small and medium-sized enterprises
STEM	Science, technology, engineering, mathematics
S106	Section 106 agreement
TLP	Tidal Lagoon Power Ltd
TLSB	Tidal Lagoon Swansea Bay Plc
UK	United Kingdom

1 Introduction

1.1 The TLSB Project

- 1.1.1 The Tidal Lagoon Swansea Bay (TLSB) Project will be the world's first purpose built tidal energy lagoon. The generating station will have an installed capacity of 320 megawatts (MW) and will enclose part of Swansea Bay, from the eastern side of the River Tawe to the eastern edge of the new Swansea University Bay Campus. In total the seawall will form an approximately 9.5km-long, U-shape which will encompass approximately 11.5km² of the seabed, foreshore and intertidal area of Swansea Bay.
- 1.1.2 Tidal Lagoon Swansea Bay Plc (TLSB) made an application to the Planning Inspectorate on 7 February 2014 for a Development Consent Order (DCO) for a tidal lagoon (the TLSB Project) in Swansea Bay, South Wales. Examination of the application closed on 10 December 2014 and development consent was granted by the Secretary of State (SoS) on 9 June 2015.

1.2 DCO Requirement

- 1.2.1 Agreement of an Employment and Skills Plan (E&S Plan) is Requirement 41 of the DCO, and as such has been prepared by TLSB for approval by the City and County of Swansea Council (CCSC) and Neath Port Talbot County Borough Council (NPTCBC).
- 1.2.2 DCO Requirement 41 – Employment and Skills Plan:
- 41.— (1) The authorised development shall not commence until an employment and skills plan detailing arrangements to promote employment and skills development has been submitted to and approved in writing by both The City and County of Swansea Council and Neath Port Talbot County Borough Council.*
- (2) The plan must include proposals for promoting such opportunities for local residents and the approved employment and skills plan must be implemented and maintained during the construction of the authorised development, and operation of the authorised development.*
- 1.2.3 DCO Requirement 41 includes elements that are relevant to both CCSC and NPTCBC, therefore, this E&S Plan is provided to both planning authorities for approval.

1.3 Linkages to other plans

- 1.3.1 The following DCO plan provides information relevant to this E&S Plan:
- DCO Requirement 3 – Construction Phasing Scheme
- 1.3.2 The plan listed above is not required for approval of the E&S Plan but is listed for ease of reference only.

2 Construction Phasing

2.1 Construction Phasing Scheme overview

- 2.1.1 The Construction Phasing Scheme is Requirement 3 of the DCO. The Construction Phasing Scheme is prepared in accordance with the indicative sequence of construction and phases set out in the Environmental Statement (6.2.4 ES Project Description). The Environmental Statement sets out the main stages of construction work, with the first phase involving mobilisation and set up of the construction support site.
- 2.1.2 The Construction Phasing Scheme defines five phases of construction work, with commencement of the authorised development in Phase 1 being terrestrial only. The Construction Phases are:
- Phase 1 – Mobilisation
- Phase 2 - Further mobilisation, western seawall, start of eastern seawall
- Phase 3 - Turbine and sluice gate structure, continue eastern wall
- Phase 4 - Turbine and sluice gate structure, continue eastern wall
- Phase 5 - Finishing and other works
- 2.1.3 Under Schedule 1 Part 1A and Part 1B of the DCO, the authorised development is broken down into numbered Works, ancillary and necessary Works, and, connected 'further development' and 'further ancillary works'. A Construction Phase may contain one or more Work from the DCO, or part of a Work or Works, and may also include 'further development' (as defined under Part 1A from a) to i)) and/or 'further ancillary works' (as defined under Part 1B) - see Appendix 2 of the Construction Phasing Scheme.
- 2.1.4 The Scheme links DCO Requirements to DCO Construction Work(s) as listed in Parts 1A and 1B of Schedule 1 of the DCO. Each DCO Work represents a phase of construction for the Authorised Development (DCO Works Phase). Relevant DCO Works cannot commence until the DCO Requirements related to it are approved by the Relevant Planning Authorities, in accordance with the Construction Phasing Scheme.
- 2.1.5 The Construction Phasing Scheme identifies the Requirements and/or parts of Requirements that must be approved prior to commencement of the authorised development. A phased approach to approval of Requirements allows for the relevant pre-commencement Requirements to be addressed in a timely manner. The Phased Approvals Matrix (Annex 1 of the Construction Phasing Scheme) indicates the pre-commencement approvals required prior to commencement of the authorised development.
- 2.1.6 The DCO Works Construction Sequence sets out the earliest construction commencement date for a specified Work (as listed within Part 1A and 1B of Schedule 1 of the DCO, and Appendix 1 of this Construction Phasing Scheme).

2.2 Construction phasing in relation to DCO Requirement 41

- 2.2.1 The E&S Plan has been produced to satisfy the criteria of DCO Requirement 41 in accordance with the Construction Phasing Scheme (DCO Requirement 3). In accordance with the Construction Phasing Scheme, the Employment and Skills Plan must be approved in full prior to the commencement of the first phase of the authorised development.

3 TLSB construction work packages

3.1 Construction work packages

- 3.1.1 The construction of the TLSB Project involves four main primary packages of work. TLSB's appointed Tier One contractors will be responsible for delivering one or more of the four main work packages. An overview of the key activities associated with each work package is provided in Table 3.1 below.

Table 3.1 Overview of main works packages

Work package	High level scope	Marine/Terrestrial/Both
Turbine Generator Plant and Supporting Mechanical & Electrical Plant	Mechanical & electrical generating plant, sluice gates and hydraulic bulkheads, 275kV cable and National Grid connection works, turbine house permanent cranes, mechanical and electrical balance of plant.	Both
Marine Works	Breakwater, temporary cofferdam and dredging	Both
Civils	Turbine house and sluice gate structure	Marine
Ancillary Civils	Site enabling and Ancillary civil works (site compounds and lay down areas, as well as services in western breakwater)	Both

- 3.1.2 The main works packages are relevant to Construction Phases 2 to 5.
- 3.1.3 In advance of these main work packages, there will be an initial phase of mobilisation work (Construction Phase 1). This is a small and focused work package dedicated to initial work on land only, in connection with the partial commencement of the authorised development associated with Work 7a. Given the nature and scale of the Phase 1 construction works package, the obligations of the Employment and Skills Plan will not apply in full, though contractors will have had regard to the Employment and Skills Plan. The Employment and Skills Plan applies to all other elements of the project, as described further in this document.
- 3.1.4 Labour market intelligence reports commissioned by Welsh Government indicate that 2,232 direct jobs will be sustained during the construction of the TLSB Project.
- The Construction Industry Training Board (CITB)/Whole Life Consultants Ltd report titled "A study to determine the construction labour and skills demand, supply and gaps associated with the creation of the Swansea Bay Tidal Lagoon" states that the construction labour demand is forecasted to peak at 1,035 people.
 - The Miller Research/Semta report titled "A study to forecast the manufacturing & assembly labour requirements for the Swansea Bay Tidal Lagoon" states that the labour demand for the manufacturing and assembly of the main components required for the project is forecasted to support around 1,197 full-time equivalents during a five year build period.

3.2 Other TLSB work areas

- 3.2.1 As well as the TLSB work packages introduced above, other work packages entail additional building work and operation and maintenance (O&M) of the TLSB Project.
- 3.2.2 Although not consented under the DCO, as specified in the S106, TLSB will provide and retain the Western Landfall Facility and Offshore Building with associated public

amenities to supplement the power generation plant. The day to day running of such facilities, together with other permanent O&M provisions detailed below, is expected to create a number of permanent roles at the tidal lagoon.

- 3.2.3 TLSB's strategy for operating and maintaining the TLSB Project is to act as a thin client that outsources its activities, leveraging the expertise from the supply chain and creating the potential to maximise the use of local skills and services. These activities have been grouped into relevant packages of work that will be delivered by Tier One O&M contractors as outlined below.
- 3.2.4 TLSB will enter into a key O&M agreement with the preferred bidder for the turbine generator plant work package. The O&M strategy assumes an initial of 5 + 5 year contract term which may be changed if TLSB decide to undertake O&M activities directly; potentially requiring new high skilled roles to be recruited locally.
- 3.2.5 Other TLSB O&M work packages are summarised as follows:
- Lagoon Maintenance: including maintenance of the lagoon seawall, turbine housing structure and marine services, as well as maintenance dredging;
 - Public Realm Infrastructure Maintenance: including maintenance of the Offshore Building, Western Landfall Facility, roads, car parks, landscaping and lighting; potable, foul and surface water system; 11kV supplies; IT & telecoms infrastructure; and
 - General Facilities Management Services: facilities management for day-to-day operational activities such as public access control, security, transport, cleaning and waste disposal.

3.3 Further long term employment areas

- 3.3.1 TLSB is required to submit to the relevant planning authorities/Natural Resources Wales, for approval:
- a Construction Environmental Management Plan (CEMP) (DCO Requirement 5);
 - an Operational Environmental Management Plan (OEMP) (DCO Requirement 5); and
 - an Adaptive Environmental Management Plan (AEMP) (DCO Requirement 6).
- 3.3.2 The requirements of these documents would support or create employment opportunities, for example in:
- Monitoring of environmental impacts;
 - Reporting on those impacts;
 - Surveying of data; and
 - Implementation of management strategies.

4 Scope

4.1 Aims and objectives

- 4.1.1 The TLSB Project is the first of a proposed fleet of United Kingdom (UK) tidal lagoons which could deliver up to 8% of UK electricity demand. TLSB provides a scalable blueprint for this vision, demonstrating that tidal lagoons offer a cost effective, viable and sustainable alternative to fossil fuels. Enhancing local skills to support job creation is imperative to maximising the opportunities arising from the TLSB Project and the proposed fleet of tidal lagoons being developed by Tidal Lagoon Power (TLP).
- 4.1.2 TLP sees the TLSB Project as more than merely a power station; it is part of a move towards energy generation that has a social conscience. TLP's Corporate Social Responsibility (CSR) Policy will set out an ambition to ensure that its developments have a lasting legacy, generating long term skilled employment in the UK. This E&S Plan sets out the ways in which the TLSB Project seeks to achieve this.
- 4.1.3 The E&S Plan reflects the commitments made in Schedule 4 (Local Employment and Materials) of the Section 106 Agreement (S106) made with the CCSC, NPTCBC and Associated British Ports which was signed on 8 December 2014.
- 4.1.4 All suppliers to the TLSB Project will be required to show how they comply with the E&S Plan and TLSB will monitor their progress in maximising the use of local labour, contractors, goods and services during the construction and operation of the TLSB Project, so far as is lawful and practicable having regard to the nature of the development and the programme for its delivery.
- 4.1.5 Following an open and competitive procurement process for the main work packages (table 3.1), a team of reputable national and international Tier One contractors will be engaged by TLSB to deliver different elements of the TLSB Project. All tenderers and appointed contractors will be aware of Schedule 4 of the S106, as well as this E&S Plan, and will enter into contracts that commit them to delivering the TLSB Project on this basis. Furthermore, the size, status and track record of the contractors will mean that they all have existing internal 'best practice' policies and processes relating to employment and skills. TLSB will ensure that they are consistent with, or complementary to, the commitments within the S106 and this E&S Plan as part of its procurement process.
- 4.1.6 TLSB will solicit plans from each of its Tier One contractors to detail those strategies identified to deliver against the pledges within the E&S Plan. This document will act as the framework for the formation of such plans. In addition, this document details TLSB's own ongoing work streams which are relevant to the development of local employment and skills.

4.2 Schedule 4, Section 106 Agreement

- 4.2.1 Schedule 4 (Local Employment and Materials) of the S106 is included in Appendix 1 for easy reference.

5 Employment creation and skills development

5.1 TLSB and the Independent Tidal Lagoon Industry Advisory Group's Skills and Training Sub Group

- 5.1.1 TLSB's work with the Independent Tidal Lagoon Industry Advisory Group (ITLIAG) includes collaborating with its Skills and Training Sub Group in order to better understand the skills required to deliver the TLSB Project and the proposed future fleet of tidal lagoons being developed by TLP. The ITLIAG's Terms of Reference and Charter can be seen in Appendix 2 and Appendix 3 respectively.
- 5.1.2 The ITLIAG was formed in January 2014 with the aim of demonstrating the world class cluster of manufacturing, assembly and construction businesses in Wales and the UK, which are capable of creating a supply chain for the delivery of the TLSB Project and a further five tidal lagoons across the UK.
- 5.1.3 The ITLIAG is led by Roger Evans MBE (Managing Director, Schaeffler (UK)) while other members have a range of backgrounds including manufacturing, engineering, heavy industry, construction and recruitment. The ITLIAG has identified a range of sub-groups focused on various aspects of supply chain development and support; competitiveness, commercial, R&D/innovation, skills and training, business support, supply chain, infrastructure, measurement and finance/funding.
- 5.1.4 The Skills and Training Sub Group, is a collaboration between sector skills councils, Further and Higher Education bodies, industry bodies, recruitment companies, the Regional Learning and Skills Partnership South West & Mid Wales (RLSP), the Department for Work and Pensions, and the Welsh Government's Department for Education and Skills. This work will be important to tidal lagoon related skills and employment developments in the long term, given TLP's ambition to deliver a fleet of tidal lagoons subsequent to the TLSB Project. Examples of collaboration are provided in section 6.

5.2 TLP/TLSB work shadowing and internships

- 5.2.1 TLP and TLSB welcome applications from individuals wanting to gain work experience, whether this be a work shadowing placement or an internship. TLSB has provided a number of such placements to local individuals which have been very successful. TLSB has developed a work shadowing / internship policy which has been launched company-wide. This policy includes the following provisions:
 - Records of speculative applications will be kept and TLSB's Human Resource (HR) department will be responsible for notifying individuals should suitable work shadowing placements or internships arise;
 - Interns will be paid no less than the national living wage and work shadowing placement students will be able to claim up to £5 lunch expenses per day;
 - HR will liaise with departments within the company that wish to offer work shadowing placements or internship opportunities and will produce a list of available opportunities on an annual basis; and
 - The HR department will keep a list of local schools, colleges and universities that may be interested in supplying interns or work-shadowing candidates to TLSB. The HR department will contact these institutions annually in order to confirm available placements and to invite applications from interested candidates.

- 5.2.2 TLSB will liaise with CCSC and NPTCBC in order to establish a process to allow CCSC's Beyond Bricks & Mortar (BB&M) team and NPTCBC's Regeneration & Economic Development (R&ED) team to advertise work experience, work shadowing and internship opportunities with their employability partners.

5.3 TLSB and contractors' commitments to employment and skills development

- 5.3.1 In accordance with Schedule 4 of the S106, TLSB and its contractors will:

- Notify CCSC's employment scheme, BB&M, and NPTCBC's R&ED team of every vacancy at the TLSB Project at least three working days prior to any recruitment process being commenced;
- Provide details to the Councils and other bodies outlining how liaison will take place to maximise access of the local workforce to information about employment opportunities at the TLSB Project;
- Make available criteria for initial screening of candidates for employment, and for matching of candidates to the vacancies;
- Make available scoring systems used to consider job applications to CCSC and NPTCBC, for information;
- Adhere to equal opportunities during recruitment/interview processes;
- Undertake interviews as soon as reasonably practicable following the closing date of application;
- Provide feedback to applicants on their application in a reasonable timeframe;
- Offer the national living wage for appropriate areas of recruitment and training;
- Collaborate with CCSC and NPTCBC, as well as organisations (inter alia) with whom they work, to agree on the best approach to maximise the access of the local workforce to employment opportunities. This to begin prior to any recruitment;
- Collaborate with CCSC and NPTBC to maximise awareness of opportunities at the TLSB Project for local people through use of appropriate means such as newsletters/websites/social media/other appropriate communication channels;
- Make plans for generating opportunities for all groups but specifically targeted towards:
 - Experienced people,
 - People not in employment,
 - People not economically active,
 - Young people not in education, employment or training (NEET) and
 - Students.

- 5.3.2 TLSB will use reasonable endeavours to procure that the contractors engaged in the construction of the TLSB Project interview and if appropriate recruit suitably qualified applicants, providing such assistance as is reasonably practicable to those contractors (see S106, Schedule 4, paragraph 2.3).
- 5.3.3 Regarding graduate opportunities, work experience and apprenticeships, the following commitments are expected of all main work package Tier One contractors (with support to be provided from lower tier contractors):
- Collaboration with CCSC and NPTCBC to provide work placements to local people facing barriers to employment as well as for students at schools, colleges and universities;
 - Collaboration with CCSC and NPTCBC to identify apprenticeship and traineeship positions that would benefit the local community and build on local capabilities.
 - Plans to be made detailing the measures to be taken to offer and provide college and/or work placement opportunities at the TLSB Project to students within the locality; and
 - Plans to be made detailing how suitable training procedures are being provided for those recruited to fulfil staff/employment positions, including apprenticeships.
- 5.3.4 TLSB and its main work package Tier One contractors will work with CCSC and NPTCBC to produce a TLSB Project Charter that reflects the agreed social benefit priorities of TLSB, CCSC and NPTCBC.
- 5.3.5 The TLSB Project entails diverse construction, manufacturing, assembly and installation work (as shown in section 3). Consequently, each work package calls for different skills as well as providing different opportunities.
- 5.3.6 An estimate of the target numbers to be met by the TLSB Project in relation to training and skills development opportunities is under development but early outputs are as follows:

Table 5.1 Training/development target numbers during construction of the TLSB Project

<i>Work package:</i>	Turbines/power generation	Marine	Civils	Ancillary civils
Apprentices (full-time equivalent months (FTEM)):	120	60	180	72
NEETs (FTEM):	240	60	360	144
Graduates (FTEM):	126	48	210	48
Researchers/PhD's (FTEM):	36	12	24	
Work experience (FTEM):	48	48	48	48

6 Engagement

6.1 TLSB's local engagement to date – industry and industry groups

- 6.1.1 The scope of the TLSB Project is broad (as outlined in section 3). As a result, pressure will be placed on local capacity demanding a clear engagement strategy and regional collaboration. This section summarises the various means of engagement now completed or ongoing.
- 6.1.2 TLSB has taken steps in line with its ambition of creating long term employment. Specific focus is being placed on the following topics:
- Labour skills;
 - Technical skills;
 - Centres of excellence including research and development (R&D);
 - Manufacturing capability; and
 - Investment creation.
- 6.1.3 TLSB and its contractors are committed to working with CCSC and NPTCBC's initiatives (e.g. CCSC's BB&M and those facilitated by the NPTCBC's R&ED team) that have been set up to generate training and employment opportunities for unemployed or economically inactive people in Swansea and Neath Port Talbot. Accordingly, introductory meetings have taken place between TLSB, BB&M and NPTCBC's R&ED team. TLSB will continue to work with both bodies as specified in Schedule 4 of the S106 and will introduce its preferred Tier One contractors to BB&M and NPTCBC's R&ED team in due course. Where there are no existing relationships between the Councils' initiatives and the contractors, discussions will be held between TLSB, the Councils' initiatives and the main work package Tier One contractors to identify the best means of jointly facilitating employment opportunities.
- 6.1.4 TLSB will continue to work with the ITLIAG, as set out in section 5.1, above.
- 6.1.5 TLSB in conjunction with Welsh Government (Business Wales and Construction Futures Wales) has held a series of supply chain awareness events in South West Wales (Swansea, Llanelli and Pembroke Dock). The purpose of the events was to introduce construction, manufacturing and operation and maintenance businesses to the TLSB Project's preferred Tier One delivery partners at that point in time. Among others, General Electric-Andritz Hydro (as a consortium), Alun Griffiths, China Harbour Engineering Company and Laing O'Rourke presented at the events. All three events were well attended and TLSB received positive feedback from the supply chain companies. A further similar event was staged close to TLP's Gloucester office in response to local demand to become involved in the TLSB Project. Following the retender of the TLSB Project's marine works package, a series of 'Meet the Buyer' events will be planned in due course led by TLSB and its contractors and arranged in consultation with CCSC and NPTCBC.
- 6.1.6 TLSB, in conjunction with the ITLIAG and Welsh Government, has held a meeting to introduce the TLSB Project to recruitment companies and agencies. Attendees at this event included representatives from CCSC, NPTCBC, the Department for Work and Pensions, the Engineering Construction Industry Training Board and the CITB, as partners of TLSB. The event was planned as a method of promoting TLSB's

ambitions and to set out a process for managing the recruitment of people required for construction and O&M.

- 6.1.7 TLSB will continue its discussions with CITB in relation to the potential of achieving National Skills Academy for Construction status. Under such development, TLSB will use the E&S Plan as a foundation to meet CITB skills targets.
- 6.1.8 TLSB works with the Welsh Regional Skills Partnerships (RSPs) who are tasked with the production of an annual Regional Employment and Skills Plan for the Welsh Government. The purpose of these plans is to analyse and influence the provision of skills by considering the regional need, including key infrastructure projects and industry skills requirements that are important to support economic growth in the area. TLSB supported the RLSP as they produced their 2016 Regional Employment & Skills Plan as well as an addendum report which focused on Swansea Bay Tidal Lagoon's (SBTL) skills needs. This E&S Plan has a different purpose to the Regional Employment and Skills Plans produced by the RSPs, but TLSB will continue to work with the RLSP and the equivalent partnerships in South East Wales and North Wales to inform their work, as TLSB and TLP's plans progress.

6.2 TLSB's local engagement to date – education

- 6.2.1 TLSB has run an Education Programme and has presented at a number of local careers events to promote career opportunities associated with the TLSB Project and the proposed fleet of tidal lagoons. TLSB will continue to engage with primary, secondary, Further and Higher Education providers which will include school visits and participation at careers events. This will include running an Education Programme during the construction phases and during operation of the TLSB Project, as specified in the S106. On a similar basis, TLSB's contractors will be required to take part in these engagement activities. In particular, TLSB and its contractors will take part in raising awareness of science, technology, engineering and mathematics (STEM) subjects by providing technical talks, careers talks and/or helping with group projects locally. In collaboration with TLSB, main work package Tier One contractors will be required to:
- Provide career talks (in their respective fields) for local schools, colleges and universities, organised in consultation with CCSC and NPTC/CBC and their partners;
 - Contribute to guest lectures at local universities/colleges highlighting the TLSB Project and opportunities within their particular sector;
 - Engage with local universities and colleges to identify specific employment and/or placements that could be filled locally and promote such opportunities to staff/students;
 - Explore opportunities to develop training/courses with local universities/colleges/training providers which could benefit persons through the provision of opportunities at the TLSB Project and/or future tidal lagoons; and
 - Engage with local universities/research bodies where R&D could benefit both parties from a collaborative project.

7 Procurement

7.1 TLSB Procurement Policy

- 7.1.1 Procurement activities carried out by TLSB or its contractors will be required to support the commitments of this E&S Plan and the TLSB Procurement Policy. With specific regards to employment and skills, the following commitments are included:
- TLSB will ensure that its requirements are clearly communicated to the market;
 - TLSB will use reasonable endeavours to ensure that all suppliers associated with or engaged in supporting the project will achieve excellence in:
 - Sustainability,
 - Health and Safety,
 - Occupational health,
 - Development of small and medium-sized enterprises (SMEs),
 - Equality, diversity and inclusion, and
 - Leaving local community legacy enhancements;
 - TLSB will ensure that supply chain engagement is directed at all tiers such that information is shared to develop future capacity, capability and skills;
 - TLSB is working closely with the ITLIAG to assist in maximising the ability to secure delivery while maximising local content and it will continue to take note of the guidance offered by this group;
 - TLSB will ensure that the basis of all procurement evaluations takes adequate and appropriate recognition not just of local ownership of suppliers but of local content within the supply chain;
 - TLSB will ensure SMEs and those forming local consortia, joint ventures and the like are not disadvantaged during procurement;
 - TLSB will monitor and report its performance against commitments and targets; and
 - TLSB will encourage the use of longer term contract arrangements to support the development of the whole lagoon fleet.
- 7.1.2 Procurement that is subsequently undertaken by lower tiers of the supply chain in connection to the TLSB Project will need to have regard to the TLSB Procurement Policy.

7.2 TLSB and contractors' procurement commitments

- 7.2.1 The TLP website provides the opportunity for suppliers to register their interest in supplying services to the TLSB Project. This information is shared with TLSB's contractors. TLSB also uses this database of companies to keep registered parties informed of TLSB Project progress and supply chain related updates.

- 7.2.2 TLSB has been working with Sell2Wales and has set-up a SBTL project page under the 'Welsh Projects' section of the Sell2Wales website (www.sell2wales.gov.wales). Notices have already been listed on this page while other notices will be added by TLSB and its contractors as contract opportunities arise. Sell2Wales is being used as a facility to advertise supply chain opportunities.
- 7.2.3 TLSB and its contractors will use reasonable endeavours to ensure that any contractor it employs shall post all supply chain and sub-contracting opportunities with a contract value in excess of £5,000 on the Sell2Wales website (www.sell2wales.gov.wales) and notify CCSC and NPTCBC that such opportunities are posted on that website.
- 7.2.4 In order to offer opportunities to as many local businesses as possible, TLSB and its contractors will develop and implement means to raise awareness and share key information. Already, in conjunction with CCSC, NPTCBC, Welsh and UK Government, TLSB and its contractors have participated in supply chain awareness events in Wales and the UK (as set out above). In future, it is planned to repeat this engagement by scheduling 'meet the buyer' events as well as offering upgraded supply chain registration functionality through the TLP website.
- 7.2.5 TLSB's contractors who have existing relationships with CCSC/NPTCBC will use the TLSB Project to continue positive collaboration. TLSB's contractors who are new to working within the Swansea Bay area will be required to facilitate positive collaboration with CCSC and NPTCBC in order to support the commitments detailed in the E&S Plan. All contractors will work with their respective supply chains to deliver against their employment and skills obligations and targets.

8 Reporting and monitoring

8.1 Monthly reporting

- 8.1.1 The monthly reporting requirements in Schedule 4 of the S106 are repeated here for easy reference:
- 8.1.2 TLSB will provide CCSC and NPTCBC with monthly details of the origins, qualifications, numbers and other details of candidates for any recruitment and those employed including (subject always to TLSB's reasonable requirements as to the confidentiality of the data contained therein):
- the number of weeks employment of trainees and postcodes (within the councils' areas) of those trainees;
 - details of sub-contracting opportunities and postcodes of subcontractors/suppliers to the construction of the Development;
 - a schedule showing for each contractor and each subcontractor employed in the construction of the Development:
 - the numbers and postcodes of all people engaged on the site in any capacity relating to the construction of the Development;
 - the number of personnel starting on site in the period and cumulatively relating to the construction of the Development; and
 - the number of vacancies arising on site relating to the construction of the Development;
 - a schedule listing the firms invited to tender/price for subcontracts and supply contracts indicating which of these were successful; and
 - the total value of subcontracts and supplies contracts that have been awarded to firms within the councils' areas
- 8.1.3 The above detail will be compiled on a monthly basis by the main work package contractors in each tier and issued to the Councils by TLSB on their behalf.

8.2 Monitoring

- 8.2.1 Using the monthly reporting detailed in 8.1 as the basis of discussions, TLSB's main work package Tier One contractors will be required to attend monthly meetings (to be revised subject to agreement by all parties) with CCSC and NPTCBC as a means of on-going engagement, specifically to review progress and to facilitate forward planning around employment and skills development to support the TLSB Project.
- 8.2.2 Upon commencement of the main work packages (table 3.1), TLSB will provide CCSC and NPTCBC with a six monthly review of progress against the E&S Plan.
- 8.2.3 Frequency of reporting to be agreed with the Councils thereafter.
- 8.2.4 The six monthly review will include details on the following:
- Confirmation of the extent to which the TLSB Project achieves the objectives of CCSC's BB&M initiative;

- Confirmation in the case of NPTCBC of the extent to which the TLSB Project achieves the objectives of the Neath Port Talbot Employer Support Group;
 - The effectiveness of monitoring schemes being implemented; and
 - Identification of lessons learnt and areas for improvement to be implemented in the TLSB Project and as part of TLP's proposed fleet of tidal lagoon developments.
- 8.2.5 Prior to the delivery of the Offshore Building, TLSB will agree details on how the associated permanent staff/employment opportunities will be advertised in the areas of the Councils.
- 8.2.6 TLSB's contractors will complete the Welsh Government Community Benefit measurement tool on an annual basis.
- 8.2.7 TLSB's contractors will be required to set strategies to deliver the commitments made in this E&S Plan. Evidence will be needed by TLSB from its contractors to satisfy that progress is being made against those commitments. This evidence will be shared with CCSC and NPTCBC's initiatives (i.e. BB&M and NPTCBC's R&ED team) for verification.
- 8.2.8 As specified in 4.1.6, such strategies would be expected in the form of a plan from each of the Tier One contractors. Throughout the course of TLSB Project construction and O&M, the development of those plans would be expected to take place as an evolving exercise which would include social responsibility considerations such as the following;
- Human rights: to reflect day to day civil and political rights;
 - Labour practices including grievance: having regard to the fact that productive employment with positive implications can act as a critical personal development tool; and
 - Fair operating services: including the manner in which the contractor operates and interacts with other organisations/companies.
- 8.2.9 TLSB will provide CCSC and NPTCBC with details of the procedure for monitoring the sources of labour employed in the development and will report the results of such monitoring to the Councils.

9 Summary

- 9.1.1 As noted within this document, TLSB is fully committed to maximising local employment and skills development opportunities. A collaborative approach between TLSB, the contractors and CCSC and NPTCBC will be critical to deliver successfully against the strategies defined within this document.
- 9.1.2 TLSB will monitor the progress of the deliverables of the E&S Plan in consultation with the Councils in order to measure success and agree on ways in which the plan can be reasonably adapted.

Table 9.1 Reference documents

Document name	Author(s)
A study to determine the construction labour and skills demand, supply and gaps associated with the creation of the Swansea Bay Tidal Lagoon	CITB, Whole Life Consultants Ltd.
A study to forecast the manufacturing & assembly labour requirements for the Swansea Bay Tidal Lagoon	Miller Research, Semta
Regional Employment & Skills Plan South West & Mid Wales 2016	Regional Learning and Skills Partnership South West & Mid Wales
Section 106 Agreement	Agreement between CCSC, NPTCBC, TLSB and Associated British Ports
TLP Corporate Social Responsibility Policy	TLP
TLSB Procurement Policy	TLSB

10 Appendix 1: Section 106, Schedule 4, Local Employment and Materials

TLSB will implement a local employment scheme to secure the use of local labour, contractors, and goods and services during the construction of the Project, so far as lawful and practicable having regard to the nature of the Development and the programme for its delivery. (TLSB will seek to use its local employment scheme with regard to staffing the Offshore Visitor Centre and Education Facility).

1.0 Definitions and interpretation

Where in this Schedule the following defined terms and expressions are used they shall have the following respective meaning unless otherwise stated:

"Beyond Bricks and Mortar" means CCSC's initiative to create training and employment opportunities for economically inactive and unemployed people. The initiative engages with the following partners in helping people into opportunities: Jobcentre Plus, Work Programme, Workways (referred to as 'Swansea Workways' in the S106 dated 8/12/14), local Colleges and Universities, Shaw Trust, Remploy and other local worklessness projects; and

"Jobcentre Plus" means the executive agency of the Department for Work and Pensions that is responsible for assisting people with finding work through its network of offices or such other agency or body that is responsible for these functions as may be the case from time to time.

2.0 Local Employment and Materials

2.1 TLSB shall provide to the Councils the following details:

- 2.1.1 confirmation in the case of CCSC of the extent to which the Project achieves the objectives of CCSC's initiative Beyond Bricks and Mortar;
- 2.1.2 work with Beyond Bricks and Mortar to provide access to the local workforce through the organisations (inter alia) with which Beyond Bricks and Mortar works;
- 2.1.3 how the initial staff/employment opportunities at the Development including in relation to the operation of the visitor centre will be advertised in the areas of the Councils, which shall have as an objective the maximisation of suitable recruits from those areas;
- 2.1.4 how liaison with the Councils and other bodies including but not limited to Jobcentre Plus will take place in relation to maximising the access of the local workforce to information about employment opportunities in relation to the Development;
- 2.1.5 how suitable training procedures are being provided for those recruited to fulfil staff/employment requirements including the provision of apprenticeships;
- 2.1.6 criteria for initial screening of candidates for employment, and for matching of candidates to the vacancies;

- 2.1.7 the measures to be taken to offer and provide college and/or work placement opportunities at the Development to students within the locality;
- 2.1.8 means of liaison with contractors engaged in the construction of the Development to ensure that they also apply these provisions so far as is practicable having due regard to the need and availability for specialist skills and trades and the risks and programme for constructing the Development;
- 2.1.9 the procedure for monitoring the sources of labour employed in the Development and reporting the results of such monitoring to the Councils; and
- 2.1.10 monthly details of the origins, qualifications, numbers and other details of candidates for any recruitment and those employed including (subject always to TLSB's reasonable requirements as to the confidentiality of the data contained therein):
 - 2.1.10.1 the number of weeks employment of trainees and postcodes (within the Councils' areas) of those trainees;
 - 2.1.10.2 details of sub-contracting opportunities and postcodes of subcontractors/ suppliers to the construction of the Development;
 - 2.1.10.3 a schedule showing for each contractor and each subcontractor employed in the construction of the Development:
 - a. the numbers and postcodes of all people engaged on the Site in any capacity relating to the construction of the Development;
 - b. the number of personnel starting on site in the period and cumulatively relating to the construction of the Development; and
 - c. the number of vacancies arising on Site relating to the construction of the Development;
 - 2.1.10.4 a schedule listing the firms invited to tender/price for subcontracts and supply contracts indicating which of these were successful; and
 - 2.1.10.5 the total value of subcontracts and supplies contracts that have been awarded to firms within the Councils' areas.
- 2.2 So far as reasonably practicable TLSB shall, and shall use reasonable endeavours to ensure that its contractors shall notify every vacancy at the development to Beyond Bricks and Mortar and NPTCBC at least 3 Working Days prior to any recruitment process being commenced. Any candidates identified by the Councils before the deadline for all candidates to reply to the relevant advertised vacancy shall be considered in the selection process for the relevant vacancy providing the candidates meet the necessary employment criteria.

- 2.3 TLSB shall use reasonable endeavours to procure that the contractors engaged in the construction of the Development interview and if appropriate recruit suitably qualified applicants providing such assistance as is reasonably practicable to those contractors.
- 2.4 TLSB shall use reasonable endeavours to ensure that any contractor it employs shall post all supply chain and sub-contracting opportunities with a contract value in excess of £5,000 on the Sell2Wales website (www.sell2wales.gov.wales) (referred to as www.see2wales.gov.uk in the S106 dated 8/12/14) and notify CCSC and NPTCBC that such opportunities are posted on that website.

11 Appendix 2: Tidal Lagoon Industry Advisory Group Terms of Reference

TIDAL LAGOON INDUSTRY ADVISORY GROUP TERMS OF REFERENCE

1. Primary Purpose

1. To support the fostering of a world class cluster of manufacturing, assembly and construction businesses capable of supplying an initial 6 tidal lagoons in the United Kingdom, with the potential thereafter to supply further UK locations and up to 50 locations worldwide. This with particular emphasis on developing a supply chain to ensure that Tidal Lagoon Power achieves:

- 65% UK content rule.
- 50% Welsh content rule.

In doing this, all Group members will work in accordance with the Industry Advisory Group's Charter.

2. Composition and Election

1. The Tidal Lagoon Industry Advisory Group will comprise of individuals with the necessary skills and expertise in helping to deliver against the Primary Purpose. The Board is currently made up of:

- a) Mark Coia, Managing Director & CEO, Fairwood Fabrications Ltd
- b) Owain Davies, Managing Director, Amcanu Ltd
- c) Roger Evans MBE, Managing Director, Schaeffler (UK) Ltd
- d) Nick Revell, Managing Director, Ledwood Mechanical Engineering Ltd
- e) Winston Hall, Director, JW Morris & Son Ltd
- f) Gherold Davies, Chairman, Fairwood Fabrications Ltd
- g) Russell Scaplehorn, Managing Director, Hornbill Engineering Ltd
- h) Robert Williams MBE, Group Chairman, WRW Group
- i) Adrian Davies, Business Development Director, Acorn Recruitment
- j) Gareth Barker, Managing Director – Forge Division, Sheffield Forgemasters Engineering Ltd

2. The democratically elected Chairperson will maintain his/her post for a maximum of two years, where another Chairperson may be elected, or the current Chairperson may be re-elected.
3. The number of members may be increased following the agreement of the existing membership.

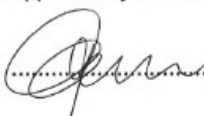
3. Duties

1. The democratically elected Chairperson of the Group shall, in the event of an equality of votes, have a second or casting vote.
2. The quorum of the advisory group shall be four.
3. The Group may appoint sub-groups for any such purposes as in its opinion would be better considered by means of a sub-group, and any shall be Chaired by a member of the core Advisory Group, who shall report to the Group. The Group may authorise any such Sub-Group to provide advice on the matter delegated to it by the core Advisory Group.
4. The Chairperson of the Group shall be responsible for reporting fairly the deliberations of the Group to Tidal Lagoon Power.

4. Organisational Matters

5. Minutes/Action points of the Advisory Group will be produced and distributed to the members. Individual members are responsible for further dissemination within the area they represent.
6. The Industry Advisory Group will meet at least four times annually, but more frequently if agreed by Group members.

Approved by the Tidal Lagoon Industry Advisory Group:

 (Chairman)

Date: ...29.02.16...

12 Appendix 3: Tidal Lagoon Industry Advisory Group Charter

TIDAL LAGOON INDUSTRY ADVISORY GROUP

CHARTER

The Tidal Lagoon Industry Advisory Group is not a consortium, but will represent businesses across Wales and the UK, identifying commercial supply chain opportunities for all. We will operate with absolute transparency and conviction, and widening the core Group when appropriate.

Our purpose is to:

- Champion a new tidal lagoon industry in the UK, which is centred within Wales. That industry based on a world class cluster of manufacturing, assembly and construction businesses which is capable of creating a supply chain for Swansea Bay Tidal Lagoon and further lagoons across the United Kingdom, and beyond.
- Identify commercial opportunities for businesses of all sizes in the UK that are able to demonstrate the skills, experience and capacity required to deliver critical components.
- Develop relationships with potential tier 1 contractors, showcasing the capacity and capability that Wales/UK has in order to ensure that we secure a minimum of 50% spend within Wales, and 65% spend within the UK.
- Understand that joining the Tidal Lagoon Industry Advisory Group provides strategic advantage but not individual benefit. We will not discuss individual business opportunities or prevent any other business from accessing supply chain opportunities.

Signature



Date:

29.02.16