SOFIA
OFFSHORE WIND FARM

Sofia
Offshore Wind Farm

Survey Response Report

Organised by

NOF

Supported by

ENERGI COAST
North East England's Offshore Wind Cluster

NOF issued a survey on behalf of RWE; the objective of this survey was to identify supply chain bottlenecks and highlight ideas for improved supply chain engagement with developers and Tier 1 & Tier 2 contractors.

The survey was shared with the NOF database, key stakeholders and via social media.

Questions included in the survey were as follows:

Is your company registered on the Sofia Offshore Wind Farm supplier portal?	What could developers / Tier 1 and Tier 2 contractors do better to raise awareness of upcoming opportunities?
Do you currently work within the offshore wind sector?	Which of the following would you like to hear more about
Do you know where you sit within the broader offshore wind supply chain and who your 'customers' are?	Would increased 'air time' with developers and/or Tier 1 and 2 contractors add value to you/your company/organisation?
How do you currently find out about contracting opportunities?	How do you think the offshore wind sector could improve engagement across the supply chain?
Which of these channels do you find most valuable for engaging with developers, Tier 1 and Tier 2 contractors?	Any further observations / suggestions on how the sector can meet the UK Government's UK content ambitions.
What are the main barriers you encounter when trying to identify and follow up on supply chain opportunities?	

NOF anticipated 100 responses to the survey would be received over the two-week period allocated. Expectations were exceeded and 120 participants completed the survey.

The following feedback can be used to plan how RWE Renewables and their Tier 1 and 2 contractors engage with the supply chain going forward.

Certain questions generated a significant response overall, so these full responses can be seen in the appendices.

<u>Survey Results</u>

Geographical split

Global	UK	North East England (including Tees Valley)	Tees Valley
20	100	40	18
17%	83%	33%	15%

Countries included in the global breakdown are:

- USA
- Italy
- The Netherlands
- Denmark
- Poland
- Norway
- Belgium
- Deutschland
- Indonesia
- Vietnam

Is your company registered on the Sofia Offshore Wind Farm supplier portal?

Yes	No	Not Yet
68	9	43
57%	7%	36%

Do you currently work within the offshore wind sector?

Yes	No
105	15
87.5%	12.5%

Do you know where you sit within the broader offshore wind supply chain and who your **'customers' are?**

Yes	No	Maybe
88	12	20
73%	10%	17%

If you have selected no/maybe, what would help you to identify your customers?

List of customers/contractors operating in the broader offshore wind sector
Details of Tier 1 Suppliers and locations of Marshalling facilities
Cable Transit and PIPE Penetration Sealing Systems
People in need of graphic design, branding, marketing, signage, web design
Reaching people with Health & Safety responsibility
Ocean Infinity bring new technology with Un-crewed Surface Vessels and Remote Operations. Our services may be directed at Lead Contractors; however, we will need full support from developers and owners to allow new operations on site
Those suppliers in the North East who are asked to enter into bonds
We supply many of the tier 2 contractors, but from a supplier's perspective it can be very difficult to identify the best communication route. I've heard a lot about utilisation of the UK supply chain which I guess is an obligation placed by UK Govt on the tier 1 contractors. So, for example you direct us toward the tier 2 contractors, but they invariably use the supply chain in their home country! there are other consequences from this. There's clearly a big push - active beginning now - from the UK govt to decarbonise the "North Sea" including in WF activity. But who self regulates? Tier 1 contractors or do they leave it to Tier 2 contractors? An example from another sector. HS2 have contractually obliged their Sub contractors to use Biodegradable Lubricants, it proved the only way of progressing the topic with confidence. Is there a simar plan for Windfarms?
Advise if any need for stainless-steel stock holder
A better understanding of the supply chain structure for wind turbine assembly and maintenance
From more Industry intelligence, information in publications and from associations
Which companies would be looking for contractors for offshore operations, maintenance and installations
Introductions at the right level for "Approved Suppliers List" qualification
Identifying upcoming projects

Clear guidance on project owners, sub-contractors and how they divide procurement responsibility
Clear identification of where decision making responsibilities lie in the chain
Knowing if the hang offs will be part of the cable supply contract or purchased directly from the hang off supplier
Better understanding of where certain key decisions are made within projects
Identifying specific company dealing with the purchase of our product lines can be an issue
Is there a need for GRP and Steel floor gratings to Offshore wind projects base on Teesside, and would appreciate to opportunity to assist with design and quote for the work packages

How do you currently find out about contracting opportunities (tick all applicable)?

Conferences/exhibitions	92	77%
Register for portals	85	71%
Direct emails	80	67%
Renewables media	74	62%
Direct phone calls	62	52%
Offshore wind clusters	59	49%
Presentations with Q&A sessions (online)	53	44%
Developer led workshops	52	43%
Trade bodies	40	33%
Send marketing materials	36	30%
Project newsletters	36	30%
Focus groups	28	23%
Scope	17	14%
Other (please specify)	15	12.5%

Others specified

LinkedIn, news
Government contact
Many of our contracts are customer referral as new sites set up
Webinars
Word of mouth + b2b matching virtual fairs
NOF
Traditional and industry media as well as social media (such as LinkedIn)
Notifications from NOF (who we are a member of)
4C Offshore, Rystad Energy
Contacts within the OWF industry
Networking groups like NOF, THMA, EEEGR. But I think the communication could be more proactive.
Support through local authority school / career initiatives
Inherent searches, LinkedIn

Which of these channels do you find most valuable for engaging with developers, Tier 1 and Tier 2 contractors? (Please tick a maximum of 3)

Direct emails	59	49%
Conferences/exhibitions	58	48%

Direct phone calls	57	47%
Developer led workshops	50	42%
Presentations with Q&A session (online)	45	37%
Offshore wind clusters	38	32%
Registering for portals	32	27%
Focus groups	21	17%
Renewables media	17	14%
Send marketing materials	14	12%
Trade bodies	13	11%
Other (please specify)	11	9%
Project newsletters	8	7%

Others specified

Supplier engagement events, meet the buyer events
Recommendation
Probably the most significant part is being known by the developer in the first place
Direct referral
Without doubt face to face dedicated meetings
Word of mouth + b2b matching virtual fairs
So far, we have not had much success with any of these methods
NOF
Through existing OWF projects with existing clients
We've not found any to be useful

What are the main barriers you encounter when trying to identify and follow up on supply chain opportunities?

See Appendix 1 on page 7

What could developers / Tier 1 and Tier 2 contractors do better to raise awareness of upcoming opportunities?

See Appendix 2 on page 11

Which of the following would you like to hear more about? (tick all those relevant)

Project/supplier supply chain plans	113	94%
Tendering / procurement processes	100	83%
Future market opportunities such as floating wind / diversification	73	61%
How to pitch and present to the offshore wind industry	70	58%
Innovation challenges & opportunities	66	55%
Wind farm stages / phases of project lifecycle	61	51%
The Offshore Wind Sector Deal / UK Government support and ambitions for the future of the industry	60	50%
Round 4 / ScotWind	57	47%
Export opportunities	40	33%
Decarbonisation / environmental performance / expectations around net zero	35	29%
Skills & education initiatives	32	27%

Other (please specify)	3	2%

Others specified

Government incentives and initiatives for International Trade
Green Energy opportunities / H2 generation / Re-purposing of offshore assets (within O&G)
Developments with Green hydrogen

Would increased **'air time' with developers and/or Tier 1 and 2 contractors add value to you/your** company/organisation?

Yes	No
106	14
88%	12%

If yes, how?

See Appendix 3 on page 15

How do you think the offshore wind sector could improve engagement across the supply chain?

See Appendix 4 on page 17

Please add any further observations / suggestions on how the sector can meet the UK **Government's UK content ambitions.**

See Appendix 5 on page 20

Appendix 1

What are the main barriers you encounter when trying to identify and follow up on supply chain opportunities?

Supplier registration portal

Pre-qualification questionnaires, registration on portals
Our products don't fit into your categories, and we have other services that we would like to offer. How do you manage this?
We are in a niche sector as ROV providers. Often there is not a section to cater for us when registering interest in a project. Often, we are stuck between Tiers
It seems pointless to register on portals as it is a one-way process - this could be much more engaging - details of scopes could be published, including smaller scopes. Even a timeline for when these might happen would be useful - and who to contact if you are interested. Online events are useful, but not a substitute for real meetings

Accessing the right personnel

Covid has not helped along with GDPR and companies refusing to give out names & numbers
Identifying the right person to contact and hoping that they reply to your emails etc. How do we get the communication started and then ongoing?
Accessing the right personnel for each project to speak with as many firms have different teams on each so no continuity
Identifying and having access to the decision makers
Identifying the right people to engage with. Those responsible for entering into contract agreements when bonds are required
Access to the right people, technical authorities, direct purchasers
Trying to find the right person to talk to. The person listening has already determined what you do and capabilities without listening. Companies also have their biases and favourites. Sorry very honest!
Lack of clarity regarding who is the most appropriate person to speak with directly
We need to speak to the technical teams who understand the problems and want to learn about solutions in the industry. It is sometimes difficult to get past procurement and engage with the right people
Lack of direct contact information
Being able to go directly to wind farm operators/builders
Identifying the correct entity that is responsible for making the decision, and then being able to speak to them directly
Initial contact. Once we show the system the conversion rate is excellent
Consistent points of contact and forward work plans. With RWE specifically, opportunities are siloed into projects. We work across several RWE projects and could offer significant advantages and cost savings if we were able to be engaged by RWE as a whole
Finding the correct contact for the discrete service we provide. As we have a very broad and diverse service portfolio, a developer or Tier 1 contact may know us for one single element, so trying to find the right person for other elements is not always straightforward - especially if the developer is a JV
Finding the right person to talk to. We are selling a service that will help our clients. However, without explanation and demonstration we cannot engage

Not learning of the opportunities because of not having a direct contact within procurement. It would be helpful if it was easier to engage with individuals more regularly to ensure all products and services can be highlighted
I'm not sure that the Supply Chain Managers necessarily understand the type of services that I'm offering so trying to get engagement with the end user of the service is a challenge

Knowledge of the projects / obtaining information / visibility of project timeline

No clear information, hidden data, undisclosed information
Not knowing where developers are issuing tenders. Nonstandard industry method of issuing opportunities, all developers have different approaches and registration requirements. Supply chain can be decided pre Tier1/ Tier2 notification by the developer. Tier1 or Tier2 operate internal procurement processes and may not have a supplier database to register interest, so it relies on the company being known in the first place or 'cold' calling. Incorrectly used CPVs, e.g., miss opportunities
Not always clear where to find the opportunities. Some publications will notify us of opportunities but not how to access them
The majority of our business comes from word of mouth and existing customers. We monitor supply chain opportunities but are often unable to find the actual tender documents, despite keeping an eye on supplier portals, as well as TED and Achilles. Most often we work directly with developers, but sometimes developers prefer us to engage further down in the supply chain, so it's difficult to keep track on what method different developers prefer and where we fit in the supply chain
Realistic Timelines
A single register with all opportunities within the renewable and energy transition industries.
Knowing where the contract is coming from and when tendering rounds are taking place
Understanding what product services are or aren't needed
It's difficult to identify Tier 1 and Tier 2 Contractors involved in the projects
Lack of knowledge of product specifications leading to sourcing of product outside of the UK
Making sure we are on the approved supplier list day 1
Early visibility in order to engage in the "whole" procurement cycle
Access to notification of supply chain opportunities. Use of alerts on e-mail etc would be beneficial
Lead time for say new build opportunities. Early engagement meetings (1 year plus) would be needed

Early engagement and client response levels

It's often late in the day when these are made known to us; being engaged at an earlier stage would be helpful
Get a response from the company and not being sent to website or portal
Very difficult to share what our offer is. We attend many supply chain engagement programs and are always pointed to register on a portal, then never hear back from the developer
Lack of communication through procurement and sourcing departments
Lack of response/interest in new suppliers
Once applied and presented our offering, receiving feedback on how we did and what we need to do to improve out offering in the future. Have we been considered and at what stage we are in the supply tendering process?

Not enough opportunity for highly specialized companies like us to present their advantages. rather the huge companies are always contacted instead of the highly specialised and experienced smaller ones who can bring in true added value
Maintaining dialogue with developer and their Tier 1/2 contractors
Next steps with feedback. Always interesting first discussions. Some progress, some don't. However, for those that don't it would be good feedback as to why
Not managing to speak directly with someone
Supply Chain people are often overwhelmed with enquiries and can be difficult to engage with them on account of this
No one engages with local engineering consultancies. It's all lip service. We have never had an opportunity to tender on even the smallest packages of work
Little or no feedback / the opportunity to obtain assets or equipment to do the work
Making sure that we have done enough with registration to receive RFQs for our scope of supply
Quite often your directed to portal sites which are quite generic and don't give the supply chain the opportunity to engage directly with the people involved
Getting though the door, once through we can show what we can really do

Use of UK supply chain

Preference of cheaper material available in the supply chain from Asian countries
We already have a supplier for that and in most cases they're either not local to the project or even from the country of the project
Not enough focus on main activities of what we can supply. Some of the contract already fulfilled by others. Not enough UK content
Some EPCI contractors have only used EU mainland suppliers and are reluctant to change - also they purchase purely on price alone and don't take account of lessons learnt by experienced suppliers
Reluctance of Tier 1 and tier 2 to engage, they point at each other and generally in my experience the talk of UK Supply chain utilisation isn't followed through by action

Willingness to embrace new suppliers

Our scope is in CAPEX and it seems that the Supply-Chain for these items is often already established with the Tier 1 / 2 suppliers
A lot of companies don't want to have an increasing Supplier option and it's hard to get on their supplier register
Our expertise and added value are very difficult to understand.
Initial contact and getting an opportunity to bid for work. It seems that there is a default list of suppliers who get the majority of the work. As a small consultancy it is difficult to get noticed
As a producer of innovative digital Project Data Management software (SaaS) we find that our prospective clients prefer to continue using their old 'heritage' or 'legacy' software and do not seek to step up to the use of new technology and the enormity of the benefits it brings with it
Often contractors/developers don't have the time to genuinely investigate innovation or change. Small "evolutionary" changes are easier to get accepted but large "step" changes often get ignored
Not showing interests in OEM products such as lighting in the development and engineering phase. Too late when they have all lights off during production, understanding the importance
Non-response or lack of openness regarding new solutions/suppliers from Developers & Tier 1+2

The contracting strategy of is not helpful as the Tier 1 contracts tend to have closed supply chains. They need to form theses to bid for the work and it is difficult to break in after they have been awarded the contract by the developer
Many services wrapped up in Tier 1 scopes which doesn't help UK engineering supply chain which has a lot to offer
We often find the successful Tier 1 & 2 Contractors have engaged their established supply chain partners well in advance of highlighting supposed contracting opportunities which the developer has an ambition to make available to the wider supply chain

Appendix 2

What could developers / Tier 1 and Tier 2 contractors do better to raise awareness of upcoming opportunities?

Developers

Sharing information / project intelligence

Updates on social media including LinkedIn, direct emails & newsletters to suppliers
More information re up-and-coming contracts
More awareness/advertising of project workshops etc
Online promotions of opportunities- email out potential suppliers direct, or a website with opportunities
More open communication
Be more explicit about what the opportunities are and feedback more importantly on whether successful or not
I think developers currently publish plenty of material and the level of awareness is high
Explain your problems
Collate anticipated requirements of Tier 1 & Tier 2 contractors and list out on the project portal with points of contact for direct engagement
Publicity through major industry organisations such as Energi Coast, NOF, RUK
Many developers use Achilles or other systems where supplier must pay to be on the portal and submit details, but unlike the system for oil and gas these developers don't give any visibility of what they could tender for
Show who has won the work in more detail
Set standards for the Tier 1 and 2 contractors to follow. At the moment you're left with a feeling that you're in a void.
Communicate industry challenges better to give SME's a chance to do product development
Highlight which decisions have been delegated to which contractors
Target SME's where possible, Assess Innovation better

Organise events

Meet the buyer style event (face to face when allowed)
Hold more contact days where the Tier contractors are obliged to attend. Sessions should be split into the different phases of the planning so one-on-one sessions can be made with the relevant member of that team

Provide timescales and engage early

Look to the supply chain earlier in the process to enable lessons-learnt and /or challenges to be shared and discussed
More engagement with suppliers
Clearer information on when and where opportunities will be issued
Notify earlier about tier 1/ tier 2 contractors and any preferential designs
Scheduling timeline for contract releases
Keep suppliers within OWF projects aware of timescales and progress being made with timelines
Communicate key milestone plans for delivery of projects
Engage with the supply chain at a very early project stage, even as early as the concept phase

Speak to us and engage early - we can amend our focus and service offering to fit life of field and engage local content.
Time line of all bidding opportunities of basic details of how to register an interest.

Use of portals / procedures

Forward work plan portal where suppliers can express capability
Speak to those registered in advance where a contract maybe within their remit
Use the supply chain portal and those companies registered on the portal

Build supply chain knowledge

Send out future tenders to new suppliers they can identify
Issue specific RFQ's applicable to our supply
Publishing the list of Tier 1 bidders before they submit their bids so subcontractors have a chance to be included in the bidding process.

Misc

Promote UK suppliers
Monitoring their own UK content and mandating their Tier 1's UK content - with penalties for non-compliance
Ensure tier 2 and 3 use local UK suppliers
Engage with SPECIALIST supply chain
Use their influence to encourage tier 1 and 2 contractors to use specified products to develop new supply chain entrants
Understand the importance of operation & maintenance when they do not follow marine regulations for products and choose for instance lighting fixtures not suitable for marine environment

Tier 1 and 2 contractors

Sharing information / project intelligence

Updates on social media including LinkedIn, direct emails & newsletters to suppliers
More detailed breakdown of supply chain opportunities
More information, more widely disseminated
Issue specific RFQ's applicable to our supply
Online promotion of opportunities - email potential suppliers direct
Understanding their contracting strategy and how we fit in it
More visibility of project opportunities with projects being broken down into more detail.
Clear advertisement of significant tenders which may be coming to market.
More communication
Enable open engagement sessions with Procurement, for example, host periodic awareness sessions for Procurement showcasing changes in industry standards and innovation. These would enable a procurement team to learn more about the products than a 1-D spreadsheet

Be more transparent in their needs
A full and specific list of all services they are looking to procure

Use of portals / procedures

Forward work plan portal where suppliers can express capability
Registration portals with email notifications
Engage with those suppliers who have taken time to register on their Portals
Harmonise on one ITT/RFx portal - preferably a subscription-free portal

Provide timescales and engage early

Look to the supply chain earlier in the process to enable lessons-learnt and /or challenges to be shared and discussed
Ability to meet virtually if required with decision makers
Notice a week or so before an opportunity will be released and where to find them
Early call for services
Make opportunities known sooner
Communicate the timescales and org chart of decision makers
Acknowledge the supply chain correspondence and better identification of the correct lines of communication
Invite companies to give feedback, this survey is a good example
Follow up with supply chain queries and engagement
Engage with lower tier suppliers prior to Project Engineering starting
Involve Vendors in early phase in their Engineering and Operations

Provide access to the right personnel

Have a supplier designated technical contact who feeds the solutions we bring to the relevant project team
Identify points of contact within their organisation for SMEs to contact
Open communication with the right people
Speaking with their suppliers once they have gained contract to support OWF clients

Build supply chain knowledge

I think awareness at this level is lacking and if we knew which sub-contractors were involved in which aspects of projects, we could target the correct people
Send out future tenders to new suppliers they can identify
Transparency on supply chain process
At the moment we have to guess who is doing what and perform a blanket approach which is not an efficient use of resources

Organise events

Promote and hold more supplier days
Publicise their involvement, attend events with Q&A
Provide opportunity to hold face to face meetings with decision makers

Embrace new suppliers

I think they should engage with the community of the products or services they are trying to source; we never see this on a large scale, usually they stick with who they know
Following the specifications without having their own input and procure fairly
Make greater effort to identify new sources of supply for the products & services they require to complete their contract scopes within the supply chain clusters which are local to the project development site

Misc

Propose and define solutions and USP
Awareness is fine
Distribute work within the UK
Engage with SPECIALIST supply chain
Use experience to influence and drive change within the supply chain. Support local content and encourage the development of new products designed to overcome problems and exercise lessons learnt

Appendix 3

Would increased **'air time' with developers and/or Tier 1 and 2 contractors add value to you/your** company/organisation?

If yes, how?

Gaining a better understanding of supply chain capabilities

In order for us to better understand what they want and for them to fully understand what we do and why we are different
Understand what the H&S requirements are for offshore wind
Gain better understanding for all supply chain of bond requirements and how they can be supported to win the available contracts
It would, if there is CLEAR information as to where and when opportunities will be available and what the contractors are looking for. It will also allow for us as a company to be more visible to tier 1 and 2's and also allow us to present ourselves and our full scope of services we can offer
Understand better the opportunities that co-exist between various Energy sectors (new & existing/traditional)
Understanding their requirements would give confidence to know the scale of opportunity and whether investment should be made with companies
The more we engage the better placed we are to focus on and understand client requirements
Just to get more of an understanding of not only what is going well and the good news. But also, what isn't going well. This might provide more opportunities to tailor the service offering to them
Better understanding of how SMEs could help develop products for the offshore wind sector which means they should end up with a better product and probably save money too

Access to right personnel

Generate awareness and real people contacts - not just a D/B entry
Opportunities to meet key project personnel from key contractors
Better structured engagement. Very difficult to engage with the right person who appreciates what you offer
It can be challenging presenting our technologies and services succinctly as we target many stages of the wind farm and need to speak to different project teams
It would perhaps enable the correct person within the supply chain to become aware of our services. However, this seems somewhat inefficient as we would waste the time of many people at the wrong level of the SC
Only by engaging with clients can we meaningfully explain how we can support them. Emails/literature are limited - even if you can get through to the right person

Showcase of products and services

This would allow us to fully frame the scopes and efficiencies our flexible models support in critical safety, PPE and lifesaving appliances. Typing these into a portal and waiting for the phone to ring does not benefit the customer nor the supplier
It would allow the company's engineering & innovation capabilities to be highlighted & demonstrated so that additional products and/or services that are most needed or sought after within the industry can be added to the company's portfolio
Would help with brand awareness and highlight the specialist service we offer

Opportunity for vendors to present the technical relevance for and capability to deliver on the project.
Being able to deliver information on our support services directly to the project team that it is relevant to will raise awareness. Greater feedback will also be given on what challenges they face which in turn feeds innovation from the supply chain
By enabling us to actively promote what we are trying to provide and also benefit from an increased understanding of issues being faced by developers and/or Tier 1 and 2 contractors such that our services can be tailored to address those issues
Raise profile and flush out any real opportunities and cut out the “background noise”
Opportunities are always most welcome as it will bring through the possibility of new business and for me to create awareness of our products and services
It would allow opportunity to discuss if any interest in your service, save time for both parties
It would help inform our 'Voice of the Customer' process and shape our products and services. It would also give us the opportunity to introduce our company, what we do and why

Building relationships and early engagement

Being able to establish a working partnership rather than a procure & provide relationship
Trying to make them engage with new suppliers, especially when it comes to new initiatives - willingness
Build relationships - understand the need for procurement portals, but these do not truly allow material value to be shown
We need early engagement and two-way communication
To build relationships, very difficult in this remote world
Look to the supply chain earlier in the process to enable lessons-learnt and /or challenges to be shared and discussed

Misc

Online feedback forums, with performance KPIs to allow T1 & T2 contractors the opportunity to continuously monitor and improve their performance
At conferences/webinars, a 5 or 10 minute 1-2-1 is often not enough to go through capabilities
To raise awareness in the schools and colleges of the career pathways and job opportunities in the sector
In the area in which I operate, there are specific strategic challenges that the developers/Tier 1 and Tier 2 contractors may not be as aware as perhaps they should be. Therefore, to be able to get increased air time with them could well benefit my organisation

Appendix 4

How do you think the offshore wind sector could improve engagement across the supply chain?

Communication and promotion of opportunities

Planned project newsletters
Things like the supplier portal is a great start. Greater engagement through the local supply chain networks, such as the Yorkshire and Humber Supply Chain Network, might also help
Keep liaising with the clusters to allow them to publicise opportunities to the members. Publicise opportunities through the portals for registered suppliers
A central procurement centre/ portal for all opportunities, information on developments and equal opportunities for all suppliers. Also, more communication directly to those signed up to any mailing lists
A standardisation of how opportunities are advertised would help more suppliers engage with developers/ Tier1
Meaningful communication, I.e., two way not just announcements
Be clearer during tendering about the technical requirements of equipment. There are too many grey areas, or non-transparent scope descriptions which significantly slows the submission down
Be clearer about the different solutions they require so we can clearly identify where we fit in! Also - be clearer about what their key business drivers and challenges are for the future are - UK v Global opportunities

Provide access to the right personnel

Increased engagement with decision makers within the business and more detail about your specific procurement process and scoring mechanisms
Ensure decision makers and operational leaders are involved in the procurement process and supplier engagement
Be more accessible and not use portals as barriers

Provide timescales and engage early

It is at the early development stage we can deliver most innovation and cost saving - to help them do things differently
Early engagement in project development - even though all the details may not be clear
A clear timeline of tendering strategy, when we can expect certain lots to come to the market. This is very good at the moment
Transparency on projects, contracts and who information on supply chain as it becomes available
Open forms that are well publicised or at least with more than a few weeks' notice before the event takes place
Visibility across the supply chain, timeline management & updates regarding the process. Uniformed Tender processes / timelines across projects (this could be unrealistic based on project needs)

Events / meetings

Hosting more events such as supplier engagement, meet the buyers and workshops where supplier products and/or services can be demonstrated
More workshops and offer greater opportunity for (face to face) 1 to 1 meeting when requested

Supplier days with a focus on local businesses
Hold rounds for specific suppliers of specific parts and services in the supply chain
Developer & EPIC contractor make teams of people available relevant to each phase of the lifecycle. Perhaps a speed dating idea where they can follow up with technology/services of interest
More resources and activities aimed at engaging with schools and colleges
Open site tours of facilities

Enhance supply chain understanding of the offshore wind industry and knowledge sharing

Explaining what makes up a typical offshore wind farm development infrastructure & systems wise and how those requirements would usually be parcelled out so the supply chain knows where best to focus their efforts to engage & influence
Sharing of challenges/ experience/ information we can all learn and develop together instead of 'reinventing the wheel' over and over

Willingness to embrace new suppliers

More client, contractor focus groups, greater visibility to tender opportunities and a more collaborative approach not only to new developments but to aging offshore wind infrastructure. In the North East we have a highly competent workforce and companies leading the way in Offshore Wind. I think there is a tendency to overlook the smaller companies in favour of large tier 1 contactors who manage the whole process
Be more open to other industries where transferrable skills and experience can be used
It could improve it by ensuring all size contractors who want to be involved in the renewables sector are given a fair opportunity to have direct communication with the tier 1 and 2 contractors. this would help in understanding the requirements
More honesty - most tenders seem to have been decided beforehand and the whole process is just a paperwork exercise
More transparency for suppliers, more willingness to engage with potential new suppliers and action rather than words about using the UK supply chain
Engage with overseas partners
Engaging with the lower tier suppliers
Opening to new suppliers, i.e., greater competitiveness, which results in lower prices and maintaining good quality
Stop trying to buy large packages from just one large company. Split down into smaller packages for smaller organisations to supply
Openness towards and more involvement of the different levels / Tiers (also the lower ones). They often have innovative solutions that would benefit the entire supply chain
Those companies currently working in the Oil and Gas Sector should be respected by the Offshore Wind Sector for their track records and accept that the transition or diversification to renewables more readily than they currently do. We all want to live in a cleaner energy environment but oil and gas is still required until the day comes when we can rely on renewable energy. There are currently 'transferable skills, engineering and innovation' available in the Oil and Gas sector
I believe the improvements are needed with the Tier 1 & 2 contractors, they need to engage with all businesses that can offer them the service or product. Lots of eyes are better than one
Be more inclusive and not just tick boxes - actually mean it

Appoint the SME representatives to the OWIC as recommended in the Whitmarsh report two years ago. Earlier engagement of innovation for portfolio development (as opposed to just projects, which are SPVs and so don't have a business case for innovation) Open up small consultancy roles and provide feedback, be honest about that feedback, and engage in discussion to ensure that your assessment had been fair

Misc

There is minimal continuity or industry coordination of the supply chain, with project being completed and disbanded with no follow-on continuity
Stop large, intensive procurement processes for small work packages. We frequently have to go through whole-market, competitive processes for £10k work packages. As a whole, it costs the supply chain more to respond than the work is worth. It adds cost and inefficiency to our business. Please recognise your key suppliers and arrange strategic frameworks across the RWE portfolio
Consistency of supply chain vendor lists and use of portals
Improved communications and direct engagement
Providing feedback on if we were/weren't successful, how we can improve and key decision dates.
By developing local content
Promote the UK suppliers
Use local suppliers other than logistics

Appendix 5

Please add any further observations / suggestions on how the sector can meet the UK **Government's UK content ambitions.**

Early engagement

Plans for NetZero are great and the government needs to take all steps necessary to ensure execution and drive the UK economy in the right direction. SMEs should be engaged with on a bigger scale and more often and given more opportunities for business as they will allow expansion to the supply chain as well as provide added value
Include specialist subcontractors in early discussions to use their experience to help develop future construction and logistics methods, plans etc
Engage early with contractors who can plan the whole journey with an understanding of the UK offshore market
Engagement is key to foster ideas which will reduce cost. For example, we have a specialist mooring inspection service which could advise inspection requirements for FOW. It will show where technology is now and where it needs to be for future FOW applications. Cost implications for O&M can be understood now if developers would like to engage with us
As the industry grows supply chain capacities are sometimes stretched and early planning and collaboration is appreciated to ensure supply and demand are matched
Engage with local companies during the FEED stage

Support the UK supply chain

Supply chain development and engagement, support for UK sector and include more UK content as a requirement
To be seen & demonstrate the engagement with SME's particular with micro-SME's
Clarity on what 'UK content' means. The value placed on the circular economy benefits of contracts placed with companies that pay VAT and income tax into the UK
Make everyone aware of Free-trade agreement locations and their benefits inc working with local companies

Collaborate

Open procurement. Share requirements early, allowing preparation to be done
Collaboration and partnerships

Support and funding

Think it will come down to funding. The UK government have ambitious plans. But the question is do those in government actually know the budget and resources required in order to achieve that
It is a very competitive market and more focus needs to be placed on whole life costs, at the moment there is a huge focus on Capex costs
UK needs to give tax breaks to the UK sector since BREXIT
Providing support to tier 1,2,3 and 4 in the UK (financial or non-financial) increasing awareness of bond support so they do not deter from bidding due to this issue

Innovation and technology

By better use of technology, speed up the commissioning and installation processes, remove paper, reduce travel and therefore assist in achieving the targets set
Making sure the wind turbine output capacity is the optimum amount for the certain areas within capabilities, i.e., floating compared to fixed
Collaborate and look for new innovative ideas through the supply chain
I think the content ambitions from a steel perspective are non-existent, we fall down here, we have our own steel mills, lets utilise them to not only help them to thrive but to show the rest of the world that we can
Minimise carbon where possible - electric/hydrogen boats
Invest in fixed structure innovation, that has a product line which extends into floating, conforms to the required standards (so is certifiable, insurable and therefore project financeable), has been independently demonstrated to be a cost reduction (by BVG Assoc.) and had as credible development and market entry plan. Just like the Gravity Tripod
Better alignment of key skill-sets & solutions they require from the supply chain e.g., "idea generation" sessions - "none of us can do this alone "

Training and skills development

More training and awareness, and national training frameworks
An agreement between OPITO and GWO on transferrable training certification from oil and gas to wind would immediately make a larger workforce available to the industry without the inefficiency of what is essentially repeat training
Ensure there is policy and plans (with teeth) to build experience within the UK
Stronger investment at graduate, apprentice level to ensure longevity of the industry within the UK.
In and around engaging with academia

Misc

What the government wants to do and what the developers/contractors want to do are two separate things
Overall strategy which is well explained and developed would be positive. As would be investment in innovation and really put a flag in the ground as to ensure our place as global leaders in energy transition. It feels like the rest of the world is catching us up and the gap is narrowing
Transparency on project requirements
Local content is a hot topic, but there is a concern that local business' that would technically and commercially compare are being overlooked
RWE are good to be honest - better than others - when EPCI contractors are involved they must give the UK supply chain a fair chance - that's all we ask
Put strict demands on local content. Where local content is not yet available, immediately instigate a phased local content policy with commitments to train local personnel/businesses etc
Developers, tier 1's and 2's need to sign up to some agreement which requires them to pick UK companies as suppliers and if they don't, there needs to be justification for this
I think the sector needs to think about how it can bring the manufacture of the core WTG back to the UK instead of just buying them in from Europe or elsewhere!!

UK supply chain can deliver every inch of all developments. It just needs to be given the opportunity
Perform a "deep dive" scoping study of local supply chain clusters and its capabilities in the area where the development is to take place to help match individual businesses to the Tier 1 & Tier 2 contractors who're bidding for certain packages
Much of the equipment utilised on the offshore turbine side is imported from Europe when there is an extensive UK Supply Chain offering the very same equipment here and carry stock to back the industry up
Long term visibility on needs so that UK supply chain can make investments and get prepared. It is not as simple as referring to 'UK content' because ScotWind is seriously prioritising Scottish content. England and Wales should be following suit
Government scrutiny on Developer local content levels and UK engagement with supply chain. There appears to be increasing disappointment from UK suppliers on level of awards for UK companies in latest round of offshore wind development
A law to demand UK supply. If working in UK waters, only companies based in the UK to carry out 75% of the project content
Investment targets look realistic but supporting supply chain to get involved could be better