HM Government

Industrial Strategy: government and industry in partnership

Offshore Wind Industrial Strategy

Summary of Responses to Call for Views

August 2013

Introduction

The offshore wind industrial strategy, published in August 2013, promotes innovation, investment and economic growth in the UK-based supply chain for offshore wind. The strategy was developed in partnership between Government and industry through the Offshore Wind Industry Council and Offshore Wind Programme Board.

The strategy takes account of existing evidence, as well as new evidence gathered through a series of discussions with companies and responses to a call for views issued specifically for the development of the strategy. This document summarises the responses received.

This summary of responses covers the following themes:

- Supply chain
- Procurement
- Export
- UK content
- Innovation
- Access to finance
- Skills

Methodology

The views of industry and other key stakeholders were collected in the following two ways.

1. A series of one to one meetings
2. A call for views

One to One meetings

One to one meetings were held with a selection of industry participants, including developers, trade bodies and businesses along the supply chain, between December 2012 and May 2013.

Call for views

The call for views was issued to enable a wider range of stakeholders to provide information and evidence to support the development of the strategy. The call for views took the form of a questionnaire (see Annex 2) posted on the GOV.UK website. The call for views was issued on 11th January 2013 and organisations were encouraged to respond by 4th February 2013, although responses received after that date are also taken into account in this summary.

47 organisations responded to the call for views and 35 one to one meetings were held with organisations (in some cases organisations had a one to one and responded to the call for views). A list of businesses and organisations that answered the call for views and took part in one to one meetings can be found in Annex 1.

Supply chain

Summary of key issues

Businesses consider that the UK-based offshore wind supply chain excels in a number of areas such as engineering, installation, professional and environmental services. Respondents attribute this to the strengths in the UK oil and gas sector that are transferable to the offshore wind sector.

> *"The 2012 report of State of the Industry gives a fair view on those areas that UK-based offshore wind supply chain is doing well, i.e. the construction for foundations and towers and their material supplies."*
>
> Supplier to Wind Turbine Manufacturer

Respondents consider that the number and variety of port locations in the UK convenient for offshore wind developments and availability of suitable vessels to support the sector are key factors.

Other areas of UK strength identified include expertise in innovation, the knowledge base and academia.

Respondents note that these areas of excellence are supported by strengths in areas such as composites, gearboxes, generators, cabling, fabrication, digital aerial bird surveys, onshore infrastructure and advanced manufacturing.

Many businesses consider that the UK economy is in a position of strength in terms of building and growing a renewable industry given existing expertise in the oil and gas industries and the strong desire for the UK to develop a lead in the renewables industry.

> *"We have a world class oil and gas industry and turnkey engineering providers with examples where we excel and are a major asset providing synergies with the offshore wind industry."*
>
> Local Authority

However, according to the responses received, the UK-based offshore wind supply chain currently falls short for a number of reasons:

1. Uncertainty and lack of investment

The major problem identified by respondents is a perceived uncertainty in UK Government energy policy leading to a lack of market confidence and investment in the UK supply chain.

> *"Suppliers need some certainty and incentives to enter the wind market."*
>
> Supplier to Wind Turbine Manufacturer

Whilst many respondents cite UK ports as a key asset, concern is expressed about the lack of development within ports and the absence of a clear investment policy for ports to support the industry in the UK.

> *"For offshore wind turbine manufacturers, the lack of suitable ports (storage area, water depth, quay bearing, quayside length, waterways) for the construction of assembly or manufacturing facilities is still considered to be a barrier for business development in the UK."*
>
> Offshore Wind Developer

2. Competition from Europe and lack of awareness of UK capabilities

The lack of turbine manufacturers in the UK and competition from European supply chains is identified as a challenge to the industry in the UK by many businesses. Businesses also consider that awareness of UK products and services is low.

3. Barriers to new entrants

The majority of respondents agree that there are significant barriers to entry for new potential suppliers to the offshore wind market and that this affects the development of a UK supply chain. Additionally it is reported that the multinationals are hard to access and that small businesses lack access to finance/investment.

Key barriers to entry identified by respondents are:

- the scale of investment required to gain entry to the market
- the need for a track record to compete in the industry
- a perceived lack of energy policy certainty and consequent lack of market confidence
- the requirement for investment in port infrastructure
- strong competition from established companies outside the UK already operating in this area

There is a mixed response on the question of whether there are significant barriers to developing existing or new facilities in the UK to serve the offshore wind market.

Concerns are raised about the lack of product standardisation.

4. Confusion over support for business

Respondents consider that existing support for business needs to be better co-ordinated across Government and communicated more effectively to the industry. Lack of support in non assisted areas is seen as a problem, as are long decision making processes and due diligence periods.

Suggested solutions

In seeking the key drivers for building a competitive UK-based supply chain, there is a consistent ask from respondents for a clear energy policy framework along with coherent support mechanisms, infrastructure investment and access to finance.

Businesses consider that the following steps could be taken to build a strong UK based supply chain:

- open access support on innovation
- more effective test facilities
- contract conditions that include a UK content requirement
- funding mechanisms to build manufacturing facilities
- delivery of Electricity Market Reform (EMR) to the planned timetable
- increased investment in ports and manufacturing facilities

Procurement

Summary of key issues

Many businesses raise concerns about procurement. Smaller businesses, in particular, find industry procurement practices difficult and consider that this acts as a barrier to them getting contracts. Another common issue for smaller suppliers is a lack of awareness of contract opportunities. However, some larger suppliers report that they understand the procurement processes and are able to have conversations ahead of time with developers.

> *"Smaller companies struggle with supplier agreements etc. We don't as a company but know of others that do."*
>
> Marine Logistics Company

Businesses identify a number of problems with current procurement practices affecting the UK supply chain:

1. Risk aversion

Complex and risk averse procurement processes are seen as favouring experienced suppliers and posing a barrier to newer suppliers. Some businesses consider that developers are too conservative in their procurement practices which makes it difficult for new companies to win contracts.

2. Shifting of risk

Some respondents report that contract terms and demands for bonds shift unacceptable risk to small suppliers which prevents them from bidding for contracts.

> *"Our experience in this sector is that very often risks are passed down the supply chains that are not proportionate to the commensurate level of reward or criticality in terms of the overall value of the contract and this can make it harder for UK component suppliers to enter the market."*
>
> Offshore Wind Developer

3. Poor information and short time scales

Poor information and inconsistent procurement timetables are considered an issue for many businesses in the industry. Some companies report that procurement timetables are often unclear and do not allow them time to increase capacity in order to bid for contracts. On the other hand, some suppliers consider that engagement comes at too early a point in the process to be meaningful.

> *"PQQs and ITTs arrive with little or no warning making it difficult to return a meaningful response and to plan resources."*
>
> Foundation Manufacturer

Small businesses find that their lack of experience in this sector means that they struggle to gain contacts, but also lack the chance to gain the experience needed to bid for contracts. Furthermore, some businesses consider that a lack of incentives for developers to use local firms means that UK businesses struggle to win contracts.

Suggested solutions

There are a number of suggested actions. Better and more consistent information and longer procurement lead-in times is seen by respondents as desirable. There is also support for better information in the form of an open and free to access database of all procurement opportunities.

> *"Having more open information about contracts and how they are progressing would be useful. 4C Offshore hold a good database but a lot of the information is on a subscription only basis, which isn't viable for many SME companies."*
>
> Operations and Maintenance Business

There are several suggestions for helping smaller businesses engage with the procurement process including: better engagement from Government and developers; training and fora to share best practice; and local 'meet the buyer' events to help businesses engage. Sub-contracting and collaborative procurement from developers are seen as practices that can help businesses enter the market.

Collaborative procurement is also mentioned in the context of providing a large enough framework order to incentivise investment from a supplier.

> *"If developers could procure collaboratively it could provide large enough framework orders to start the supply chain moving in terms of investments."*
>
> Port Developer and Operator

Standardised and simpler procurement processes are seen as key to solving some of the issues raised. Some respondents call for an independent review of the procurement processes in the industry.

> *"An independent review and recommendation on the procurement process with a body of relevant supply chains should be set up."*
>
> Foundation Manufacturer

Export

Summary of key issues

Many businesses consider that there is potential for the UK supply chain to develop expertise and export. It is noted that the UK is possibly uniquely placed to develop itself as a real centre of excellence and expertise for offshore wind and could export research and knowledge as well as products.

> *"Focus on the UK's strengths. There are many companies with Oil & Gas and maritime experience which is transferable to the offshore wind sector."*
>
> Consultant to the Offshore Wind Sector

However it is considered that in order to be seen as a serious contender in the export market, UK suppliers have to develop expertise and critical mass at home first before serious attempts are made to build an export market.

> *"Export of business overseas will be dependent on demonstration of capabilities within the UK market."*
>
> Foundation Manufacturer

Some respondents express concern that some elements of the UK supply chain are not currently competitive enough to be able to export and that UK suppliers need to ensure they are able to compete with non UK companies. A key issue identified is that of cost: some respondents are concerned that currently UK companies cannot compete on cost and need to address this if potential for export is to be realised.

One of the concerns of smaller businesses is that they lack access to foreign markets to export their products and need some extra assistance to ensure that their products are promoted to overseas markets. Small businesses are also keen to attend trade shows but find the costs of attending prohibitive.

Businesses comment favourably on existing events run by The Crown Estate and UKTI, finding them useful platforms to gain access to overseas buyers. Small businesses in particular find these sorts of events useful.

> *"We have attended a number of UKTI events in Denmark, Paris and soon Madrid, these are excellent, however now becoming costly. The costs of these events needs to be minimised because otherwise they are not viable to attend."*
>
> Operations and Maintenance Business

Suggested solutions

There is a strong desire for continued and increased Government help with promoting the industry abroad. Businesses report that overseas exhibitions organised by UKTI are helpful and should continue and if possible be expanded. There are calls for financial help for smaller businesses to attend these events. There is support for the idea of Government holding events in the UK and inviting overseas buyers.

There is a call for Government to "champion" the industry to ensure that oversees buyers and investors get the message that the Government supports the offshore wind industry. It is suggested that a UKTI offshore wind champion could help this process.

> *"The provision of a clear, long-term and consistent message from the UK Government about its intention to back renewables as part of a move towards a low carbon economy [would help exports]."*
>
> Offshore Wind Developer

Credit guarantees from the Government for exports are seen as a way to help businesses, particularly smaller ones, export their goods.

Businesses consider that there are other proactive steps the Government could take to help the supply chain develop the expertise needed to be in a position to export. These include:

- specify UK content for Round 3 to enable UK suppliers to develop expertise
- support the development of UK ports
- incentivise a Tier 1 supplier to set up business in the UK
- prioritise the UK offshore wind industry for support and development

UK content

Summary of key issues

This question was aimed at developers so in the main it was only answered by them, although some other businesses also provided their thoughts.

The majority of businesses who responded to this question consider that 50% UK content in capital expenditure is ambitious and only achievable with certain caveats, for example a wind turbine manufacturer located in the UK. High UK content is possible in particular elements, such as foundations.

Other respondents consider that, before any conversations can be had about UK content, the UK supply chain needs to develop and ensure it is competitive with the rest of the world.

> *"It is pointless attempting to be prescriptive over percentages of the content of offshore wind developments that are from the UK unless the supply chain is adequately developed."*
>
> Offshore Wind Developer

> *"The first priority will be for the UK supply chain to develop the capability that could allow the 50% vision to be achieved. That in itself will be a significant task."*
>
> Offshore Wind Developer

There is strong opposition to mandated levels of UK content. Businesses consider that any attempts to force UK content would have serious legal and ethical implications. Some businesses point out that mandated UK content would put them into conflict with their duty to procure competitively and at good value.

That said, developers strongly support voluntary initiatives to try and increase UK content. Some developers cite actions that they already take to try and help UK companies bid for work. Others state that they already try to use labour and services that are local to their development and encourage their contractors and suppliers to do the same.

> *"For all of its developments in the UK's energy infrastructure, [developer name] looks to involve local supply chains and business where possible."*
>
> Offshore Wind Developer

Respondents consider that many UK companies struggle to compete for contracts because of their lack of track record in this area.

Suggested solutions

Better engagement with the supply chain, such as improving information about opportunities and helping companies to bid for contracts, is seen as the key way to increase UK content, rather than mandating targets.

Developers cite work they are already doing in terms of trade shows and information sharing. It is suggested that more events of this nature should take place. Developers also see an opportunity for them to ensure that UK suppliers are aware of contracting opportunities and the products and skills that are needed.

In addition to this, several respondents propose that Government could specifically offer help to UK firms who want to bid for high value contracts by providing some form of credit support.

Innovation

Summary of key issues

Businesses largely agree that innovation support is important to the offshore wind industry. Some respondents cite the commercial models for test & demonstration and R&D facilities as particularly important. Many businesses note that there is a strong need for more demonstration sites that they believe will help de-risk the sector and enable investment.

There is some disagreement in the sector as to whether Government support for innovation is focused correctly to meet the needs of the sector. A number of key issues are identified by respondents in relation to support for innovation:

1. The need for better coordination

Many respondents state that there is a need for better co-ordination of existing support for innovation. Respondents suggest that a package of support could be created in place of the current provision of separate programmes which is thought to be confusing.

2. Insufficient test facilities

Some respondents consider that there are insufficient test facilities for the needs of the industry. However there is some disagreement and no clear collective position. Respondents point to a lack of test sites with particular conditions, eg deep water, and challenges with the location, capacity, planning constraints and financing models of existing test sites.

> *"[Test] sites both on and offshore are in short supply in UK & elsewhere in Europe. The UK has been aware of this for some time, but progress has been slow."*

Wind Turbine Manufacturer

3. Insufficient funding

Many respondents consider that current funding for supporting innovation is insufficient for the needs of the industry and what there is could be used more effectively.

Suggested solutions

Many respondents call for more Government funding and an increase in the number of test sites, whilst others consider that existing support and test sites could be better used by the industry. There are calls for support to be packaged to avoid confusion and help SMEs, in particular, to access support.

> *"Funding could be 'bundled' into a package of incentives i.e. funding for design concept, if successful then funding to develop and if successful funding to manufacture and finally to production."*
>
> Supplier to Offshore Wind Turbine Manufacturer

There are suggestions that funding be redirected to demonstration within commercial wind farms, as opposed to dedicated sites, where innovation would be tackled more effectively in a commercial environment, making better use of public funds.

Access to finance

Summary of key issues

Access to finance is seen by almost every business as a key issue facing the offshore wind industry. However, a small number of companies report that, whilst it might be a problem for the wider industry, their companies do not experience any issues; this is particularly the case for companies which are in the position to use other financing methods such as using existing capital.

Small and medium sized businesses find access to finance a particular problem. However many concede that this may well be symptomatic of the wider financial climate rather than an issue confined to the offshore wind industry.

There is an additional issue for the supply chain. In order to get finance to develop and grow, businesses need contracts in place. The developer practice of requesting bonds is considered to cause issues for smaller businesses when they try to access finance.

There are a number of key issues identified by businesses that they consider affect the industry's ability to access finance:

1. Uncertainty

Many businesses note that the perceived energy policy uncertainty affecting the industry is a main contributor to problems accessing finance.

> *"Policy uncertainty has been a major issue for many potential investors because the Government policy in offshore wind 'makes' or 'breaks it'".*
>
> Foundation Manufacturer

> *"There is clear need for EMR, and in particular the CfD regime, to be advanced within the timescales proposed by Government. This would underpin the confidence required by developers to progress projects to the point of FID and make the associated contractual commitments."*
>
> Offshore Wind Developer

2. The wider financial climate

The wider financial climate and in particular the shortage of lending to small businesses has inevitably had an impact on the industry's ability to access finance. This is seen as particularly affecting smaller businesses.

3. Risk

Businesses of all sizes report concerns that finance is difficult to access as traditional finance providers often regard offshore wind as high risk and unproven so are reluctant to invest. Furthermore, some businesses report finding it difficult to access finance to develop the new and innovative technologies the industry needs.

Some respondents report a positive experience of applying for Government support. However, there are concerns expressed by businesses that grants and funds aimed at allowing businesses to grow are often difficult to access and could be "hit and miss" in terms of their usefulness.

> *"There are funds available for the sector but it is confusing around what is available and for what purpose."*
>
> Foundation Manufacturer

Some larger businesses make the point that offshore wind is competing for finance with other large infrastructure projects that may be seen by finance providers as safer and more certain investments than offshore wind.

Suggested solutions

Many respondents consider that if the Government provided more energy policy certainty for the industry this would unblock some of the issues the industry is experiencing with access to finance. Other respondents want Government to take a more "interventionist" role and help mitigate some of the perceived risk by committing to back loans, particularly to those companies seeking finance for innovative and untested technology.

There is support for direct grants and loans from Government and other bodies such as Local Enterprise Partnerships. Some respondents consider that a Government-backed fund specifically aimed at small businesses which currently struggle to get finance would be a great help.

There are hopes that the Green Investment Bank will play a part by offering to finance demonstration sites and construction phases of projects.

Some respondents consider the industry could help itself by seeking out alternative sources of finance as well as seeking to educate finance providers about the industry in an effort to remove the perception of it as a high risk investment.

Skills

Summary of key issues

Many businesses agree that lack of skills is a significant issue for the industry. Specific and problematic skills gaps are reported in engineering, offshore skills, technician roles, offshore specialisms and offshore wind specific roles such as environmental analysis, lifting and helicopter/boat pilots. Whilst there are skills shortages in offshore wind specific roles, many of the skills shortages are seen as driven by a wider lack of skilled engineers and lack of younger people choosing engineering as a career.

> *"Work is needed in attracting new, younger workers into engineering as a whole."*
>
> University specialising in training and R&D for Offshore Wind

However, a small number of respondents, particularly in specific manufacturing and maintenance areas, consider that they have enough skilled staff and that attracting sufficient qualified staff will not be an issue in the future.

> *"We do not consider there to be a skills shortage at present. [We] tend to train staff itself for turbine, or process, specific skills. Therefore we are not necessarily looking to recruit workers with specialist skills as we would expect to train them ourselves."*
>
> Wind Turbine Manufacturer

There are a number of key factors identified as driving skills shortages for the industry:

1. Uncertainty

Many businesses cite the uncertainty affecting the industry as a key factor that is preventing investment and recruitment and also making the industry a less attractive career for skilled staff.

2. Competition from other sectors

Many of the skills needed are identified as common to the wider energy industry, for example the oil and gas industry is cited as a sector that requires many of the same skill sets, can pay more and offers more certainty.

> *"Although there is an existing workforce with relevant skills from the oil and gas sectors, offshore wind developments are not as lucrative and struggle to compete for the highly specialist workforce."*
>
> Offshore Wind Developer

3. General shortage of engineering skills

Lack of skilled engineers is seen as a problem across the sector. In particular many respondents identify engineering as suffering from an aging workforce and a lack of qualified young people joining the profession.

4. The relatively low profile of the industry

Offshore wind is a relatively new industry and businesses consider that the low profile of offshore wind as a career option in schools and universities could contribute to skills issues as young people are unaware of the skills and qualifications the industry needs.

Almost all those involved in the industry see a risk that Round 3 and the subsequent increase in capacity may result in demand for skilled staff that cannot be met.

> *"A shortage of skilled workers in delivering Round 3 is a potential barrier to the UK Government's ambitions for offshore wind deployment."*
>
> Offshore Wind Developer

However, a number of developers consider that, if Round 3 has a soft start then the predicted skills issues may not arise.

There is significant concern over training and recruiting "ahead of time". Many respondents point out that businesses, especially small business, are reluctant to train and recruit staff ahead of Round 3 due to the uncertainty that affects the industry. However, it is acknowledged that if the industry were to wait until the predicted growth happened that it would be too late and the industry would struggle to recruit the required number of skilled staff.

Suggested solutions

There are a number of suggested actions that emerged from consultations with industry. There is demand for additional Government support to overcome the issue of skilling up ahead of time. Many businesses consider that more work needs to be done by both industry and the education sector together to ensure courses are fit for purpose and students are aware of careers in offshore wind.

"Industry needs to work with education and training providers to ensure disciplines/courses are fit for purpose enabling persons to move into employment."

Local Authority

Many replies point out that the current skills landscape is fairly complex and difficult for smaller businesses to navigate. There are calls for Government to help the industry navigate this landscape. Finally, there is recognition that, as offshore wind demands many of the same skills as other energy industries, particularly oil and gas, there is a need for the energy industry to work together to maximise training and skills.

Annex 1

List of organisations consulted via the call for views and/or one to one meetings

1. 4C Offshore
2. Able UK
3. Alpha Energy
4. APEM Ltd
5. Areva
6. Arup
7. Balfour Beatty
8. BAM Nuttall Ltd
9. BEEMS (Southampton Council)
10. Blue Water Danbrit UK
11. BRC
12. BSI Group
13. Carbon Trust
14. Celsa UK
15. Centrica
16. David Brown Gear Systems Ltd
17. Durham University
18. Dytan Ltd
19. EDF Energy
20. Essex County Council
21. ETI
22. Falek Nutec
23. Forte Maritime Ltd
24. Furness Enterprise Ltd
25. Gamesa
26. Gravitas Offshore Ltd
27. H&Askham Ltd
28. Hochtief Solutions AG
29. Hull City Council
30. Humber Local Enterprise Partnership
31. KBR
32. LM Wind Power
33. Locate in Kent
34. Mainstream Renewable Power

35. Mezaro Energy Ltd
36. Mitsubishi
37. Ngentec
38. NOF Energy
39. North Devon Council
40. OGN
41. PMT Industries
42. Private Individual
43. Re Power UK Ltd
44. RenewableUK
45. RWE npower Renewables
46. Scottish Renewables
47. ScottishPower
48. Seajacks
49. Siemans
50. Skanska
51. Society of Maritime Industries
52. SOREC
53. SSE
54. TAG Energy
55. Tata Steel
56. Team Humber Marine Alliance
57. Technip
58. Tees Valley Unlimited
59. The Spencer Group
60. University of Hull
61. Vattenfall Wind Power Ltd
62. Vestas
63. Vow UK

Annex 2

Questions asked in the call for views

Your name, organisation (if applicable) and contact details Please specify if you are responding as an individual rather than representing the views of an organisation.
Business sector ■ Please specify your sector: ■ developer ■ wind turbine manufacture (WTM) ■ foundation manufacture (FM) ■ cable manufacture (CM) ■ substation topside manufacture (STM) ■ installation service ■ operations and maintenance ■ supplier to WTM, FM, CM or STM ■ business representative organisation/trade body ■ other – please specify
Business size Please specify your business size: ■ Micro business (up to 9 staff) ■ Small business (10 to 49 staff) ■ Medium business (50 to 250 staff) ■ Large business (over 250 staff)

Business operations

Please state what UK facilities (if any) your company currently operates that supply the offshore wind market or could supply the offshore wind market.
If offshore wind is not your main business sector, please state the other sector(s) in which you do significant business.

Building a competitive UK-based offshore wind supply chain – general questions

1. In what areas does the UK-based offshore wind supply chain excel and why do you think this is?

2. In what areas does the UK-based offshore wind supply chain fall short and why do you think this is?

3. What do you think are the key drivers (or contributing factors) to building a competitive UK-based supply chain? Please comment on whether you think these drivers are in place and, if not, how you think that can be addressed.

4. Are there significant barriers to entry for new potential suppliers to the offshore wind market? If so, we would welcome information on what the barriers are and your suggestions for how they can be addressed.

5. Are there significant barriers to your company developing existing or new facilities in the UK to serve the offshore wind market? If so, we would welcome information on what the barriers are and your suggestions for how they can be addressed.

6. What are the key factors that your company considers when deciding on where to locate new facilities?

7. Is UK support for the offshore wind supply chain focused correctly to meet the needs of the sector? Please explain your view and your suggestions for maintaining or improving the current support which includes: support for offshore wind manufacturing at ports sites in the assisted areas of England, POWERS fund – Prototyping for Offshore Wind Energy Renewables Scotland, Regional Growth Fund and Advanced Manufacturing Supply Chain Initiative. Innovation support is covered separately in the next section.
8. Do you have confidence in the Offshore Wind Developers Forum's vision of over 50% UK content being met? Please explain your view and your suggestions for enabling this vision to be reached (if not already covered in your answers above).
Innovation, technology development and knowledge transfer
9. To what extent is an active UK innovation environment and support important to your company's UK activities? Please indicate whether you are engaged, or plan to be engaged, in innovation in offshore wind related technologies.
10. Is UK public sector support for innovation (eg support from DECC, Scottish Enterprise, Technology Strategy Board, Energy Technologies Institute and Carbon Trust) focused correctly to meet the needs of the sector? Please explain your view and your suggestions for maintaining or improving innovation support.
11. Are there sufficient onshore and offshore test sites to test and demonstrate products and components for the offshore wind market? Please explain your view and your suggestions for addressing any gaps.

Skills
12. Is there a current shortage of skilled workers in the sector? If so, we would welcome information on the extent and nature of the shortage and what is causing it.
13. Do you foresee a future shortage of skilled workers when Round 3 starts its construction phase /operating stage? If so, we would welcome your view on what should be done – by government or industry – to address the issues.
Procurement
14. Do procurement practices in the industry create any barriers to UK-based supply chain companies winning contracts? Please explain your view and your suggestions for addressing any issues.
15. Are you made aware of procurement opportunities in sufficient time to submit a tender? We would welcome ideas on what can be done to give sufficient sight of contract opportunities.
Access to finance
16. Are there barriers to accessing finance for investment in existing / new facilities by offshore wind supply chain companies? If so, what are they and your suggestions on how they can be addressed?
Export potential
17. What should be done – by government or industry – to assist the UK-based supply chain to export and win more business overseas?

UK content in offshore wind farm development

This section is directed to developers.

18. What would be a realistic long term goal for UK content in offshore wind farm projects for 2030 (bearing in mind the Offshore Wind Developers Forum's current vision of over 50% UK content)? Please explain your view.

19. Do you stipulate a requirement for UK content in your tender documents? If so, we would welcome information on what you stipulate and how you use the information in your procurement decisions.

20. What actions do you take to open up your procurement opportunities to UK-based suppliers and to facilitate the ability of UK-based suppliers to bid successfully for your contracts?

21. What further actions could you take to open up your procurement opportunities to UK-based suppliers and to facilitate the ability of UK-based suppliers to bid successfully for your contracts?

Summary

22. What is the one thing each of the following players should do to enable growth in the UK-based supply chain for the offshore wind market (feel free to pick a suggestion made earlier in the questionnaire):
    - Government
    - Developers
    - Supply chain

Any other comments

Commercial sensitivity

Please indicate the level of confidentiality which you wish us to apply to your response. You could ask for all parts of your response to be treated with the same level of confidentiality or request a different level of confidentiality for your responses to different questions. We suggest you do this by putting your text in the following formats:

- ***Response should remain confidential to Government***
- **Response may be used or quoted outside Government but not attributable to you or your organisation**
- Response may be used or quoted outside Government and attributed to you

Any enquiries regarding this publication should be sent to us at offshorewindindustryenquiries@bis.gsi.gov.uk

This publication is available for download at www.official-documents.gov.uk

This brochure is produced on Symbol Free Life Satin which is an environmentally friendly ECF paper which is FSC certified. It contains a minimum of 25% selected recycled material.

URN BIS/13/1093