



# Wind Expert Support Toolkit (WEST) Programme 2021

Supporting companies to become more competitive  
within the Offshore Wind Supply Chain

## Scope & Guidance

May 2021



[owgp.org.uk](https://owgp.org.uk)

## Contents

---

1	Offshore Wind Growth Partnership .....	3
2	Aim.....	4
3	Target.....	4
4	Opportunity Summary .....	5
5	Definitions .....	6
6	Eligibility .....	6
7	Scope .....	7
8	Application Process .....	7
9	Evaluation .....	15
10	Key Dates.....	16
11	Submission Guidance .....	17
12	Delivery .....	17
	12.1 Applicant Responsibilities .....	17
	12.2 Provision of Support.....	17
13	Confidential Information and Intellectual Property .....	18

## 1 Offshore Wind Growth Partnership

---

The Offshore Wind Growth Partnership (OWGP) is a long-term business transformation programme that has been established as part of the UK Offshore Wind Sector Deal. It will promote closer collaboration across the supply chain, implement structured productivity improvement programmes and facilitate shared growth opportunities between developers and the supply chain.

Over the next 10 years, the OWGP will invest up to £100 million in projects, activities, products and services that provide direct support to high growth companies in the UK offshore wind supply chain. The programme will deliver a combination of strategic capability assessments, business support services and grant funding to grow existing companies, drive greater collaboration, increase business competitiveness, champion innovation and attract new entrants.

The OWGP is a national programme that encourages companies from all sectors and locations to participate. It consists of four main strands:

**Strand A** - Enhanced developer / supply chain engagement leading to increased competitiveness of the UK supply chain in UK projects. This is led by the developers and builds on and intensifies their supply chain plans.

**Strand B** - Business competitiveness improvements for existing UK supply chain companies to enable them to meet the quality, cost and quantity requirements of the offshore wind market. This strand provides companies with a structured business improvement programme.

**Strand C** - Expanded supply chain delivered by intensive cross-sector engagement to promote the sector and identify and address the barriers to new entrants. This targets UK strengths in sectors outside of offshore wind to introduce new approaches and technology to support the growth of the sector.

**Strand D** - Future supply chain development based on next generation technology to ensure the UK remains at the forefront of offshore wind technology. This leads to new UK products and services entering the UK and global markets.

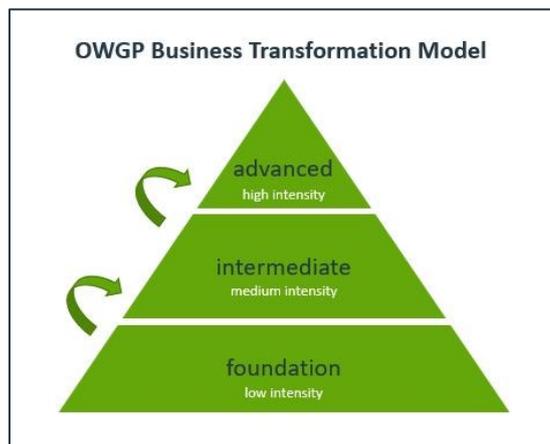
**This Business Transformation opportunity focuses on Strand B: Business Competitiveness and Strand C: Building New Capacity.**

## 2 Aim

---

In line with the Strand B and C objectives, the purpose of this business transformation opportunity is to help companies become more competitive by providing structured business improvement activities and also to encourage more UK businesses into the offshore wind supply chain by helping potential new market entrants to overcome barriers to diversification.

WEST is a low intensity intervention activity which aims to support growth of offshore wind supply chain companies through specialist advice, market intelligence and business planning.



WEST is a short entry point foundation activity that will include the provision of assessment, support, feedback and recommendations of next steps and action plans for further support as and where required. This will be delivered by Expert Consultants and will provide a needs-focused approach to business support.

The WEST Programme will additionally provide OWGP with a greater understanding of the needs of the supply chain to better inform future intervention activities and business transformation offerings.

## 3 Target

---

This business transformation opportunity is targeted towards companies in the following categories:

- Start-up companies based in the UK who wish to work in the offshore wind sector.
- Established UK companies who work in other sectors (such as Aerospace, Oil & Gas, Nuclear, Defence or Automotive) who wish to transition into the offshore wind sector.
- UK companies already working in the offshore wind sector requiring more strategic input to enhance their future direction and growth opportunities.

## 4 Opportunity Summary

Supporting companies to become more competitive within the Offshore Wind Supply Chain	
Objectives	<ul style="list-style-type: none"> <li>To support growth of offshore wind supply chain companies through specialist advice, market intelligence and business planning activities.</li> <li>To provide OWGP with a greater understanding of the needs of the supply chain to better inform future intervention activities and business transformation offerings.</li> <li>Support growth of the UK offshore wind sector by increasing turnover, jobs and exports of UK supply chain companies.</li> </ul>
Eligibility	<ul style="list-style-type: none"> <li>Applicants must be a UK-registered company of any size.</li> <li>Applicants must provide evidence as part of their application of a desire to work within or have an existing foothold in the offshore wind supply chain.</li> <li>Applicants who have been awarded support from an OWGP business transformation programme launched in the last 12 months are not eligible to apply to this opportunity.</li> </ul>
Scope	To help companies become more competitive by providing structured business improvement activities and to encourage more UK businesses into the offshore wind supply chain by helping potential new market entrants to overcome barriers to diversification.
Activity Duration and Expectations	<p>Intervention activities with selected companies will be delivered by Expert Consultants on a rolling start basis.</p> <p>OWGP will endeavour to meet a minimum of two (2) top needs of each successful applicant company through the WEST programme.</p> <p>Support is expected to be delivered over a 6 to 8 week period from the kick-off meeting, with focused support provided by an expert delivery partner. <b>Please note:</b> the effort required to deliver against the identified needs will vary from company to company but is expected to require 3 – 10 days of effort from the expert delivery partner over the support period. Please be aware that not all of this time will be spent with the participating company.</p> <p>Participating companies will be required to facilitate calls, face to face meetings (where possible) or online meetings with Expert Consultants and OWGP to allow detailed understanding of their business and needs to be conveyed.</p> <p>Building of a relationship and effective communication is essential for the successful delivery of the WEST Programme.</p>
Support Type	<p>This opportunity will provide successful applicants with a selection of specialist advice, market intelligence or business planning tools as appropriate to meet the needs of the applicant company.</p> <p>Company needs will be established from both the Expression of Interest Application responses and from discussions during the kick-off and subsequent meetings.</p> <p>OWGP and expert delivery partners will endeavour to support a minimum of 2 needs of each successful applicant. Applicants may receive support on further identified needs following review between OWGP and the expert delivery partner which will be subject to funding availability.</p>
Applications Open	Wednesday 19 <sup>th</sup> May 2021
Applications Close	Friday 25 <sup>th</sup> February 2022 (applications will be assessed and onboarded on a rolling basis) – see Section 10 for further details.

## 5 Definitions

---

The following terms shall have the meaning as described in the Definitions shown below:

Term	Definition
Applicant	A UK-based company that makes an application to the OWGP for support.
Assessor	An OWGP appointed assessor that reviews the Applications.
Support Agreement	An agreement which will be signed between the successful Applicant and the OWGP. Under this agreement, the Applicant will agree to support the delivery of the needs focused activity against the Intervention Plan which is set out after the kick-off meeting. The OWGP will agree to make available to the Applicant an Expert Consultant to deliver against the Intervention Plan.
Needs List	The agreed set of specific needs and associated activities which will be delivered as part of the intervention.
Expert Consultant	A service provider who will be paired with successful Applicant(s) to provide specialist knowledge/expertise to the Applicant to meet needs agreed between OWGP, the Assessor and the Applicant.

## 6 Eligibility

---

To be supported through the WEST Programme, the Applicant must meet the following criteria:

- Be a UK-registered company of any size. (Please note, academic institutions and RTO's are not eligible for this opportunity)
- Show a clear intent to diversify their business into offshore wind or demonstrate existing capability in the sector.
- Can clearly articulate their desire to enter / grow their presence in the offshore wind market.
- Understand their own needs and deficiencies as a business and have a proactive attitude to business improvement and constructive feedback.
- Provide detailed information to an Expert Consultant and OWGP to allow support delivery.
- Demonstrate how the intervention would impact their business and the additionality it would provide by having identified needs met.
- Have not been awarded support from an OWGP business transformation programme launched in the last 12 months.

Applicants who receive support in this opportunity wave are expected to develop their company in the offshore wind sector based on the support received prior to receiving further support from OWGP.

## 7 Scope

---

The aim of the WEST Programme is to support companies to become more competitive by providing structured business improvement activities and to encourage more UK businesses into the offshore wind supply chain by helping potential new market entrants to overcome barriers to diversification.

Companies are invited to submit an expression of interest (Eoi) application for support against a range of possible needs to support their establishment and/or growth in the offshore wind sector.

Applicants will complete the application form, identifying their top three (3) company needs and provide further information about their company, products / services and ambition within the offshore wind sector.

During the delivery phase, a minimum of two (2) company needs will be addressed by the Expert Consultant and OWGP.

OWGP will monitor successful Applicants and track progress in line with key performance indicators for the programme. Intervention activities led by Expert Consultants will be delivered over a 6 – 8 week period from kick-off and Applicant companies should ensure they have suitable bandwidth and capability to support activities as a condition of application.

Please note: The WEST Programme will operate a rolling application and start date process.

## 8 Application Process

---

The WEST Programme has a one-stage application process. Applicants may submit their application on a rolling basis via **Microsoft Forms**. You can access the Application Form [here](#).

Please refer to Section 10 for further details on application wave closure and proposed kick-off timescales.

**PLEASE NOTE: You will NOT be able to save and return to your application within the online form. We strongly recommend that you draft responses to the questions below before copying into the online form for submission.**

The WEST Application consists of 5 Sections with a total of 45 short questions that will enable the OWGP to determine the company and project eligibility. Sections 2 – 5 will be assessed against the evaluation criteria set out in Section 9.

## Section 1: Contact Details & Company Information

Question Number	Question	Response Type
1	Applicant Name	Text Response
2	Applicant Position	Text Response
3	Applicant Email Address	Text Response
4	Applicant Contact Telephone Number	Text Response
5	Company Name	Text Response
6	What is the ownership structure of the company?	Text Response
7	UK Company Registration Number	Text Response
8	Number of Employees	Text Response
9	Company Turnover	Text Response
10	Company Postcode	Text Response
11	Company Website	Text Response
12	Have you or other(s) in your organisation applied to OWGP programmes in the past?	Drop-down Selection: - <b>Yes</b> - we made an application and we received support from OWGP - <b>Yes</b> - we made an application and we were unsuccessful - <b>No</b> - we have never made an application to OWGP for support
13	To which programmes have you previously applied?	Text Response - required if <b>Yes</b> to above Dependent on previous question response

## Section 2: Tell us about your company and your plans for growth in the Offshore Wind Sector

Question Number	Question	Response Type
14	What does your company offer and what are your core capabilities?	Text Response Max 200 words
15	How would you describe your organisation's maturity in relation to understanding of the Offshore Wind Sector	Drop-down Selection:  <ul style="list-style-type: none"> <li>- <b>Low</b> - We have little understanding about the sector / where our organisation might fit and would benefit from help knowing where to start</li> <li>- <b>Developing</b> - Developing - We have done some research and have some understanding of where our products or services might fit, but we would benefit from further insight</li> <li>- <b>Mature</b> - Mature - We have been operating in the sector for some time and know what is necessary to win work, we need deeper insight to accelerate our growth</li> <li>- <b>Expert</b> - We have been operating in the sector for some time and are very familiar with the landscape and where we fit - we would benefit from strategic help</li> </ul>
16	Do you have a track record in the Offshore Wind Sector? If so, please indicate what % of your business this is.	Text Response Max 100 words
17	Which market sector / industry would you describe as your primary sector / industry?	Select one option from the following:  <i>Aerospace, Agriculture, Automotive, Chemical Industries, Construction, Defence, Education, Financial / Professional Services, Offshore Wind, Oil &amp; Gas, Onshore Wind, Other Renewables, Nuclear, Rail, Shipping / Ports, Other</i>
18	Which offshore wind sub-sector is your primary focus?	Select one option from the following:  <i>Development (e.g. engineering and environmental surveys), Engineering Services, Manufacture/Fabrication (turbines and balance of plant), Installation and Commissioning, Operations and Maintenance (including inspection), Decommissioning, Other</i>
19	What size is your company?	We will base this definition on Full Time Equivalent (FTE) staff headcount  Select one option from the following:  <ul style="list-style-type: none"> <li>- <b>Micro</b> (&lt;10 FTE)</li> <li>- <b>Small</b> (&lt;50 FTE)</li> <li>- <b>Medium</b> (&lt;250 FTE)</li> <li>- <b>Large</b> (&gt;=250 FTE)</li> </ul>
20	How many contractors do you currently have working for your company?	Value response - must be a number (can be zero / 0)

21	Describe the business need, challenge or opportunity within the Offshore Wind Sector you are addressing or hoping to address through your business / product offering	Text Response  <i>We are looking to understand your intent and ambition here (Max 100 words)</i>
22	How big do you consider your market opportunity in the Offshore Wind Sector?	Text Response  <i>Tell us what you know / don't know - this will help us understand what stage you are at (Max 100 words)</i>

**Section 3: Tell us about your Company Needs**

**Q23:** Using the following table, please select your top three (3) company needs which if met would support your growth / understanding of the Offshore Wind Sector

*Please only select your top three needs statements from those provided - i.e. you should only have one selection in each column*

	Selection 1	Selection 2	Selection 3
Sector understanding including products, services and how the industry works	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Exploration of opportunities in relation to our own product / service offering or skills / processes in relation to the offshore wind sector	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understanding of the long-term offshore wind horizon (UK / Europe / Global) and strategic decision-making points in relation to our business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understanding of delivery mechanisms and how projects and contracts are bid for and won in the sector	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Customer and competitor analysis and supply chain positioning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Definition of our product / service value proposition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assessment of market need and commercial potential	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technical risk of a product / service offering development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Table continues on next page**

	Selection 1	Selection 2	Selection 3
How to certify a product for the offshore wind sector	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improving our business model	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Timescales and investments required to commercialise my offering into offshore wind	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understanding costings and margins within the sector (relative cost)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Knowing which bodies, organisations and networking opportunities exist and can benefit my business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support for a marketing and sales strategy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Question Number	Question	Response Type
24	If what you think your organisation needs doesn't feature above, please provide us with further insight	Text Response <i>OWGP may be able to provide support in areas not listed in the needs lists, however, no guarantees can be made to satisfy unlisted support (Max 200 words)</i>
25	For each of the three needs you have identified, please provide a brief summary of; - What addressing the need will enable you to do? - Quantify and describe the impact on your business of not having the needs met	Text Response Max 400 words

#### **Section 4: Understanding your company / site commitment to improvement & growth**

<b>Question Number</b>	<b>Question</b>	<b>Response Type</b>
26	Have you made any investments as a business to gain traction in the offshore wind sector?	Text Response Max 100 words
27	How would support via WEST be additional to “business as usual” activities?	Text Response Max 100 words
28	As a company, do you now or plan to invest in improvement activities? Please provide examples as / where relevant	Text Response Max 100 words
29	Have you previously gained any support through other business support mechanisms either publicly or privately funded? If so, please specify which programme(s) / mechanism(s) and when your company participated	Text Response Max 100 words

#### **Section 5: How do you envisage support from OWGP will support economic growth for your company?**

OWGP’s activities are measured against impact made to UK companies in terms of Jobs, Turnover, Exports and IP in the Offshore Wind Sector.

Please provide a baseline figure against each measurable area in relation to your activities today in the Offshore Wind Sector.

Then provide forecasts for each measurable area at:

- 1 year after support
- 3 years after support
- 2030

Zero values can be accepted

<b>Question Number</b>	<b>Question</b>	<b>Response Type</b>
30	Baseline - Jobs in the Offshore Wind Sector	<i>Please provide a numerical value as Full Time Equivalent (FTE)</i>
31	Forecast - 1 year after support - Jobs in the Offshore Wind Sector	<i>Please provide a numerical value as Full Time Equivalent (FTE)</i>
32	Forecast - 3 years after support - Jobs in the Offshore Wind Sector	<i>Please provide a numerical value as Full Time Equivalent (FTE)</i>
33	Forecast - at 2030 - Jobs in the Offshore Wind Sector	<i>Please provide a numerical value as Full Time Equivalent (FTE)</i>

34	Baseline - Turnover attributable to the Offshore Wind Sector	<i>Please provide a numerical value in £</i>
35	Forecast - 1 year after support - Turnover attributable to the Offshore Wind Sector	<i>Please provide a numerical value in £</i>
36	Forecast - 3 years after support - Turnover attributable to the Offshore Wind Sector	<i>Please provide a numerical value in £</i>
37	Forecast - at 2030 - Turnover attributable to the Offshore Wind Sector	<i>Please provide a numerical value in £</i>

38	Baseline - Exports attributable to the Offshore Wind Sector	<i>Please provide a numerical value in £</i>
39	Forecast - 1 year after support - Exports attributable to the Offshore Wind Sector	<i>Please provide a numerical value in £</i>
40	Forecast - 3 years after support - Exports attributable to the Offshore Wind Sector	<i>Please provide a numerical value in £</i>
41	Forecast - at 2030 - Exports attributable to the Offshore Wind Sector	<i>Please provide a numerical value in £</i>

42	Baseline - IP attributable to the Offshore Wind Sector	<i>IP refers to the creation of a new marketable product or service to the Offshore Wind Sector. Your response should be in relation to the number of new products of services you bring to the sector.</i>
43	Forecast - 1 year after support - IP attributable to the Offshore Wind Sector	<i>IP refers to the creation of a new marketable product or service to the Offshore Wind Sector. Your response should be in relation to the number of new products of services you bring to the sector.</i>
44	Forecast - 3 years after support - IP attributable to the Offshore Wind Sector	<i>IP refers to the creation of a new marketable product or service to the Offshore Wind Sector. Your response should be in relation to the number of new products of services you bring to the sector.</i>
45	Forecast - at 2030 - IP attributable to the Offshore Wind Sector	<i>IP refers to the creation of a new marketable product or service to the Offshore Wind Sector. Your response should be in relation to the number of new products of services you bring to the sector.</i>

## 9 Evaluation

---

Applications will be reviewed by Assessors based solely on the information provided by Applicants.

Assessors will be asked to score the applications against the following criteria:

Criteria	Weighting	Guidance
Company background and relevance to this opportunity	20%	An applicant must have clear intent to operate within the offshore wind supply chain and have some understanding of the possible challenge or opportunities within the sector they are hoping to address through their products or services.
Understanding of their own needs and the impact of having these needs met	30%	An applicant must show a clear understanding of the challenges it is facing (needs) and the impact of addressing these needs in relation to their business and growth.
Culture and approach to improvement	20%	An Applicant must demonstrate their companies' desire to embrace improvement opportunities, change and where possible provide examples.
Alignment with OWGP KPIs	30%	An applicant must demonstrate how they envisage the support provided by OWGP will align with the overall programme KPIs in supporting company growth in relation to turnover, jobs, export opportunities and IP.

## 10 Key Dates

The following table provides a list of key dates for this opportunity:

Event	Date
Eol Applications Open	19 <sup>th</sup> May 2021
Online Briefing Event	28th May 2021 from 2:00pm – 3:00pm
Eol Application Assessment Wave Closure(s)	25 <sup>th</sup> June 2021 – Wave 1 27 <sup>th</sup> August 2021 – Wave 2 29 <sup>th</sup> October 2021 – Wave 3 24 <sup>th</sup> December 2021 – Wave 4 25 <sup>th</sup> February 2022 – Wave 5
Applicants notified	Applicants will be notified within 4 weeks of their closest Assessment Wave Closure Date  <i>i.e. if a company makes an application on the 14<sup>th</sup> July 2021, the application will be assessed after the 27<sup>th</sup> August 2021. The applicant should expect to hear from OWGP by 24<sup>th</sup> September 2021.</i>
Indicative Programme Start Dates	2 <sup>nd</sup> August 2021 – Wave 1 4 <sup>th</sup> October 2021 – Wave 2 6 <sup>th</sup> December 2021 – Wave 3 7 <sup>th</sup> February 2021 – Wave 4 4 <sup>th</sup> April 2021 – Wave 5  <i>Please note – start dates will be allocated by OWGP based on the quality and number of applications received. Where high volumes of high-quality applications are received in an assessment wave, successful applicants may onboard onto the programme later than the indicated programme start dates above.</i>
Application Closure	Friday 25 <sup>th</sup> February 2022, 17:00

## 11 Submission Guidance

---

The Application form for this opportunity is available from the OWGP website or by [clicking this link](#).

Applicants will be able to complete and submit this form until the stated EoI Application closing date and time.

**PLEASE NOTE:** You will **NOT** be able to save and return to your application responses within the form. We strongly recommend that you draft responses to the questions outlined in Section 8 before copying into the form for submission.

Once submitted, a confirmation email will inform the Applicant that the submission has been received and you will be able to save a copy of your submission in PDF format. Please contact OWGP at [info@owgp.org.uk](mailto:info@owgp.org.uk) if you do not receive a confirmation email after submitting a response. We recommend that you check your junk mail before doing this and wait 24 hours before contacting.

## 12 Delivery

---

### 12.1 Applicant Responsibilities

Successful Applicants will be required to:

- Provide an internal champion or Project Manager to own the relationship with the OWGP and Expert Consultant to manage the agreed communications and activities outlined by the Expert Consultant aligned to the needs of the Applicant.
- Commit commensurate internal resource to support the implementation plan to address specified needs, as agreed by the Applicant, OWGP and Expert Consultant.
- Report to the OWGP on results and major business milestones following engagement with the OWGP.
- Provide feedback to the OWGP Programme Team on the impact of the intervention against turnover, jobs, exports and IP (as appropriate).
- Be open to publicity about participation in the WEST Programme with the OWGP and where possible, participate in case studies to promote WEST and the impact of the intervention.

### 12.2 Provision of Support

Needs based support will be provided to successful Applicants through the Expert Consultant(s). OWGP will endeavour to meet a minimum of two (2) top needs of each successful applicant company through the WEST programme. Internal resource to support the implementation plan is required by the Applicant as above.

Applicants will receive a bespoke and individual company information pack detailing the needs highlighted, information relevant to addressing the agreed needs, the potential route forward and recommended next steps.

In some instances, the support provided may take the form of workshops, training or other collaborative activities if deemed necessary and appropriate to address the highlighted needs of the company.

OWGP may at its sole discretion, provide more support to the Applicant, if it is deemed that this will provide further measurable benefit in-line with the OWGP's Key Performance Indicators.

Applicants will not receive any payment from OWGP as part of WEST Programme – all support will be provided through the outputs of the Expert Consultant(s).

## 13 Confidential Information and Intellectual Property

---

The business information you provide in your online Application will be kept strictly confidential and will be used solely by the OWGP and Assessors for the purpose of this call.

It is the intention of the OWGP that a confidential and intellectually safe environment be created by the Call where Applicants will feel free to share their ideas and concepts without fear of plagiarism or impact on their secrecy. As a result, the OWGP will ensure that the Intellectual Property (IP) included in submissions to the Call and IP that will be developed during any subsequent phase is and will remain property of the provider, will be treated in confidence and exclusively for the purpose of assessing and evaluating the Call Application. If the Applicant does not want to share the outputs of its work with the OWGP, the OWGP will need some other form of proof that the work was completed.

The OWGP may use your contact details to approach you about future activities and initiatives (programmes, projects, events, training opportunities, etc.).



---

ORE Catapult | Inovo 4<sup>th</sup> Floor | 121 George Street | Glasgow G1 1RD