

Fit 4 Offshore Renewables (F4OR)

F4OR
Fit For Offshore
Renewables

Delivered by

CATAPULT
Offshore Renewable Energy

Applicant Guide

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Context

The Fit 4 Offshore Renewables (F4OR) programme is designed to help UK companies measure their current operations against the standards required to supply the offshore renewables industry; and take the necessary steps to enter and / or grow in the market, including development and construction, manufacturing, operations and maintenance and decommissioning.

F4OR, which includes the principles of the well-respected Fit 4 Nuclear 'Business Excellence' model, has been developed by the Nuclear AMRC and the Offshore Renewable Energy Catapult. The programme also includes a comprehensive parallel sector specific strand to focus on the offshore renewables market.

The F4OR process will identify any gaps in your company's operations in terms of meeting the standards expected by the project developers and operators and their supply chain partners in key areas of business operation and performance.

Overview

One of the objectives of the Fit 4 Offshore Renewables (F4OR) programme is to identify and recruit appropriate organisations, for participation in the programme.

There are two key factors to consider in the selection process. Firstly, is the F4OR programme right for the organisation who is applying. Secondly, is the organisation applying the right organisation for the F4OR programme. The application process outlined in this document has been developed to ensure these factors are considered in detail during the application process.

This guide is aimed at providing an overview of the process, and relevant guidance, to an applicant organisation.

State Aid

Participation in F4OR may count as state aid for your organisation. Either under the General Block Exception Regulations (GBER) Article 28 (Innovation Aid for SMEs) scheme or the General Block Exception Regulations (GBER) Articles 107 and 108 (De minimis) scheme. Prior to confirming your participation in the programme we shall require a declaration from your organisation stating the total amount of aid received under these schemes in the past three years.

Participation Agreement

Your organisation will not be contractually obliged to complete the programme. Your participation in the F4OR programme is in good faith. Your organisation is free to retire from the programme at any stage.

However, your participation in the programme will be promoted publicly and communicated to key stakeholders. As such, it is important your organisation carefully considers its commitment to the programme, and its ability to complete the programme, prior to starting. This will be discussed in detail in the Participation and Offer stage of the selection process.

Progression through the programme will require significant resources on the part of the participating company. Companies should only apply if they have a strategic objective to enter or grow their presence in the offshore renewables market, and have senior management commitment to provide the necessary resources to implement recommended improvements.

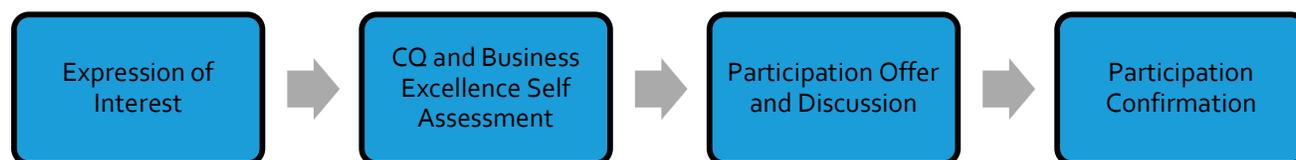
Confidentiality

Please note, this document has been provided to your organisation as an applicant to the F4OR programme. This document is for use by your organisation during your application to the F4OR programme.

This document is confidential and should not be shared outwith your organisation.

Application Process

The application process includes a number of distinct stages which are outlined below.



The table below outlines the format, objective, and next steps for each stage.

Stage	Format	Objective	Next Steps
Expression of Interest	Online form, via F4OR webpage.	Collect basic information about applicant organisation.	All EOIs shall be reviewed by the F4OR Team and a "long list" of potential participants produced. "Long listed" organisations shall be invited to participate in the next stage.
Competence Questionnaire and Business Excellence Self-Assessment	Online, via the F4OR portal	Collect detailed information about applicant organisation, including current status of core management systems.	All CQs and Business Excellence Self Assessments (BESA) shall be reviewed by the F4OR Team and a "short list" of potential participants produced. "Short listed" organisations shall be invited to participate in the programme.
Participation Offer and Discussion	Invitation via email, discussion via phone or MS Teams.	Review details of EOI, CQ and BESA with applicant organisation.	Participation confirmed or not, by mutual agreement.
Participation Confirmation	Confirmation via email	Confirm participation of organisation.	Programme commences.

Table 1: F4OR Application

Expressions of Interest – Guidance

An overview of the EOI form is included in Annex 1 of this document. The EOI itself is available on the F4OR webpage.

Prior to completing the EOI, please review all questions in advance, and associated word limits. It is recommended you prepare a draft submission offline in advance, involving relevant colleagues as required. Relevant text and information can then be copied into the online EOI form. We also recommend you keep this text as a record of your submission.

It is important you complete the EOI accurately and honestly.

Once you have completed the EOI, it is submitted electronically online. Upon submission you shall receive an on-screen confirmation of submission, and an acknowledgement email within 48 hours. The acknowledgement email shall provide details of when you should expect to hear from the F4OR regarding your application.

EOIs are reviewed by the F4OR team to produce a long list of potential participants. Selection is based on guiding principles as shown in the table below. These criteria are required to ensure the programme is able to develop a portfolio of granted companies who can offer real value to the offshore renewable energy industry, and to ensure the programme is making best use of the funds provided to deliver it

Organisations which are not included in the long list shall be contacted to confirm this. Where relevant, guidance will be provided regarding other supply chain development programmes which may be more appropriate for those organisations.

Area	Criteria
Revenue	>£1m
(Direct) Employees	>10
Product / Service	Engineering or technology-based product or service
Location	UK based trading entity and majority of product or service-related employees based in the UK
Strategic Focus	Offshore renewable energy must have been identified of an area of strategic opportunity for the company
Contact	Senior Manager or someone with relevant delegated authority
Business Excellence Status	Good, minimum threshold in business excellence areas
Strategic Alignment	High, the company must show significant potential to add value to the offshore renewable energy supply chain. Either through high quality product / service delivery, novel product / service delivery or offering products / services which are acknowledged by the industry to be challenging to procure (in line with industry requirements)

Competence Questionnaire and Business Excellence Self-Assessment – Guidance

Organisations who are long listed will be invited to complete a capability questionnaire and online self-assessment. A copy of these is available in Annex 2 and Annex 3 of this document.

Both the capability questionnaire and online self-assessment are managed in the online F4OR portal. Login details are provided by the F4OR team at the point you are invited to progress to this stage.

You will have around 10 days to complete the capability questionnaire and online self-assessment. To ensure you complete the capability questionnaire and online self-assessment in an accurate and timely fashion we would recommend you take the following approach.

We recommend you appoint a “F4OR Business Lead” to act as the primary point of contact and project coordinator in your organisation, and a “F4OR Senior Sponsor” who is able to facilitate access to the required team members and guide colleagues with respect to prioritising this work.

Capability Questionnaire:

This is used to collect more detailed information about your organisation, with a number of metrics of specific relevance to the programme. Please complete this to the best of your ability using existing management information.

The capability questionnaire shall require input from your finance, operations, HSEQ and commercial teams. We would recommend that the F4OR Business Lead works with these teams to collate the relevant information and populate the capability questionnaire on the portal.

Business Excellence Self-Assessment:

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The self-assessment has been designed so that the six sections can be separated out and completed by different people (depending on the size of your business) to share the task. We would however suggest that the whole response receives senior management approval before submission.

The scope of the business excellence online self-assessment is broad and covers the following areas.

- Strategy and Leadership
- People Excellence
- Health, Safety and Environment
- Quality
- Design and Project Delivery
- Process and Operations

We would recommend that the F4OR Business Lead works with relevant teams to self-assess the status of the relevant management systems in these areas.

A separate document, Annex 3, will be provided to you upon being asked to progress to this stage.

This document lists the questions you should answer to complete the online F4OR self-assessment. It is intended to help you prepare to fill out the online self-assessment and keep track of your responses. We recommend that you print this document to use to prepare your answers before starting the online self-assessment.

It is critical that this self-assessment process is completed in an open and honest manner. We would recommend the F4OR Senior Sponsor provides relevant context to these teams in advance to encourage open and honest assessment.

Participation Offer and Discussion

Organisations short-listed for participation in the programme may be invited to attend a short call with the F4OR team. The call is an opportunity for both sides to discuss the programme and satisfy themselves that participation in the programme is appropriate for the organisation and the programme. No additional questions or assessment are included in this phase, just a discussion on the programme and information collected about the organisation.

Participation Confirmation

Confirmation of participation in the programme shall be provided by the F4OR team directly to the participating organisation in writing.

Data Protection

During the F4OR application process a range of relevant data is collected by the Offshore Renewable Energy (ORE) Catapult and the Nuclear Advanced Manufacturing Research Centre (NAMRC). This data is collected to ensure the ORE Catapult and NAMRC select appropriate organisations for participation in the programme. It may also be used by the ORE Catapult as the basis to recommend other relevant programmes, products and services to your organisation.

Contact Information:

ORE Catapult needs the contact information you provide to us to contact you about our products and services. You may unsubscribe from these communications at any time. For information on how to unsubscribe, as well as our privacy practices and commitment to protecting your privacy, check out our Privacy Policy.

Expression of Interest:

The data within the Expression of Interest will be shared with the Nuclear Advanced Manufacturing Research Centre as they are our partners in the program and will hold the data on their system. All of the information held by the ORE Catapult relating to the Expression of Interest will be processed and managed by us in accordance with our

obligations and duties under the: Data Protection Act 1998. Freedom of Information Act 2000. The Environmental Information Regulations 2004; and All other laws relating to access to information.

Competency Questionnaire, Online Self-Assessment:

The business information you provide in response to the online questionnaire and self-assessment will be held securely. Operational and performance data will only be used by the Nuclear AMRC and ORE Catapult and delivery partners for the purpose of your company's participation in the F4OR programme. Before proceeding with the online self-assessment, you will be asked to accept data sharing terms and conditions, as detailed on the F4OR online portal.

General:

Your information, including your personal information, may be the subject of a freedom of information request by another member of the public. When responding to such requests we may be required to release information, including your personal information. Our response to such requests will be in accordance with the above legislation.

Once you have completed the F4OR programme, the Nuclear AMRC and ORE Catapult may also share your contact details with businesses where appropriate.

If you have any queries regarding the F4OR programme, please email F4OR@ore.catapult.org.uk

Fit For Offshore Renewables questionnaire, online self-assessment and all content is copyright Nuclear AMRC.

Annex – 1 – F4OR EOI Form

1. Company Name
2. Companies House Number
3. Contact Person
4. Email
5. Street Address
6. Mobile Phone Number
7. Landline Number
8. Website URL
9. Number of Direct, Full-Time Employees
10. Number of Indirect Employees* (eg contractors)
11. Overview of business activities in New Anglia and the rest of the UK?* (Word Count 300 Max)
12. What products and / or services do you currently provide from the facility named above?* (Word Count 500 Max)
13. Which market sectors do you work in today? Please describe the sector and detail the percentage of your business that comes from each sector.
14. Sector 1 e.g. Offshore Wind xx%
15. Sector 2 e.g. Oil & Gas xx%
16. Sector 3 e.g. Subsea Survey xx%
17. Does your company currently supply the offshore renewable energy sector? If so, who are your key customers? (Word Count 300 Max)

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18. What relevant accreditations does your organisation have? (Word Count 300 Max)
19. Has your organisation identified offshore renewable energy as a strategic opportunity for growth? If so, how will your Senior Management Team act to ensure that resources are available to facilitate engagement and deployment through your company in the F4OR programme, if selected? (500 words max).

Some short simple responses to the following questions will help to focus your replies. Whist high level detail if available is very helpful, "Not at this time", would be an equally valid answer.

- 1) Is Offshore Renewables referred to in your Strategic Plan?
 - 2) How do you maintain strategic awareness of the business opportunities in Offshore Renewables?
 - 3) Do you have a plan to deploy this to relevant parts of your business?
 - 4) Do you have one or several senior managers who will lead the change required, with the authority to allocate the necessary resource?
 - 5) Do you have a plan or a process to communicate your strategy both internally and externally?
21. How did you hear about F4OR?
 22. Would you like to receive Re-Energise Online, ORE Catapult's monthly email newsletter?

Annex – 2 – Capability Questionnaire

Company:

- Name
- Registration number
- VAT number
- Ownership
- Website
- Definition (large company, SME, micro-enterprise)
- Local Enterprise Partnership (LEP)
- Previous offshore renewables experience?
- Registered trading address
- Assessment address

Contact person:

- Name
- Email
- Job title
- Telephone

Collaborative or strategic alliances

Performance

Turnover

- Turnover reported
- Percentage of turnover from export
- Turnover in-year forecast
- Percent of in-year forecast from export
- EBIT (as percentage of turnover: <0; 0–5%; 5–10%; >10%)

Employment

- Number of direct employees
- Number of indirect employees

For the following topics, we can accept data in a range of metrics – please use whichever measure you use internally.

Safety (choice of metrics)

- Number of RIDDOR reported incidents in last year
- Number of lost time accidents in last year
- Number of days since last lost time accident
- Number of H&S training days in last year
- % of H&S audits completed

Quality (choice of metrics)

- Number of customer complaints in last year
- % internal scrap or % lost time (services) due to error in last year
- Rework in last year
- Cost of quality in last year

- Number of major non-conformances raised in last year
- Number of minor non-conformances raised in last year
- Number of internal audits completed last year
- Other

Delivery (choice of metrics)

- % OTIF (on time in full) last year
- Number of deliveries missed in last year
- Delivery schedule achievement % last year
- Project on-time completion %
- Other

People (choice of metrics)

- Productivity added value per employee
- Absence percent
- Training spend per employee per annum
- Staff turnover

Profitability (choice of metrics)

- Profitability (choice of metrics)
- Gross profit for last financial year
- Net profit for last financial year
- Gross profit margin
- Net profit margin
- Other

Gearing (choice of metrics)

- Debt shareholder funds
- Stockturn
- Other

Products

- Capability (select relevant areas)
- Bearings, seals & drives
- Castings
- Coatings & treatments (inc heat treatment)
- Enclosures
- Fasteners
- Forgings
- Heating & ventilation
- Heavy fabrications
- Instrumentation & control equipment
- Light and medium fabrications
- Mechanical handling & cranes
- Pipework systems & seals
- Power & data supply
- Precision machining
- Pressure vessels, heat exchangers & tanks
- Pumps & valves

- Steel fabrications
- Testing & inspection
- Workshop equipment
- Ancillary equipment (back-up power, lighting, fire safety ventilation, heating systems, etc)
- Blade technology
- Cables (within turbine, inter-array or export cable)
- Certification
- Coatings and treatments
- Electrical systems (generator, power converter, transformer etc)
- Environmental Survey
- Foundations and structures
- In-situ asset testing and inspection
- Lubrication or hydraulics systems (tanks, pipes, pumps etc)
- Marine operations (vessels, marine coordination, divers etc)
- Material supplier
- Mechanical systems (bearings, gearbox, motors, shafts, brakes, etc)
- PPE
- Remote refurbishing, root cause and component testing
- Sensors, instrumentation, control and communications hardware
- Software and data systems
- Training
- Vessels
- Workshop equipment
- Other

Suppliers (list)

Do you manufacture a product in the UK?

UK products and services (list)

Products and services manufactured outside the UK

Customers (list)

Registered client portals (list)

Supplier contacts (list)

Codes and standards (list)

Maintain continuous improvement plan?

Accreditations (list)

Additional supporting information

Agree to data sharing