

# Fit 4 Offshore Renewables: Our Impact in 2023

What F4OR delivered for the UK supply chain in 2023



GENERIC REPORT

Author: Davood Sabaei

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In partnership with:



NUCLEAR AMRC



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group



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## DOCUMENT HISTORY

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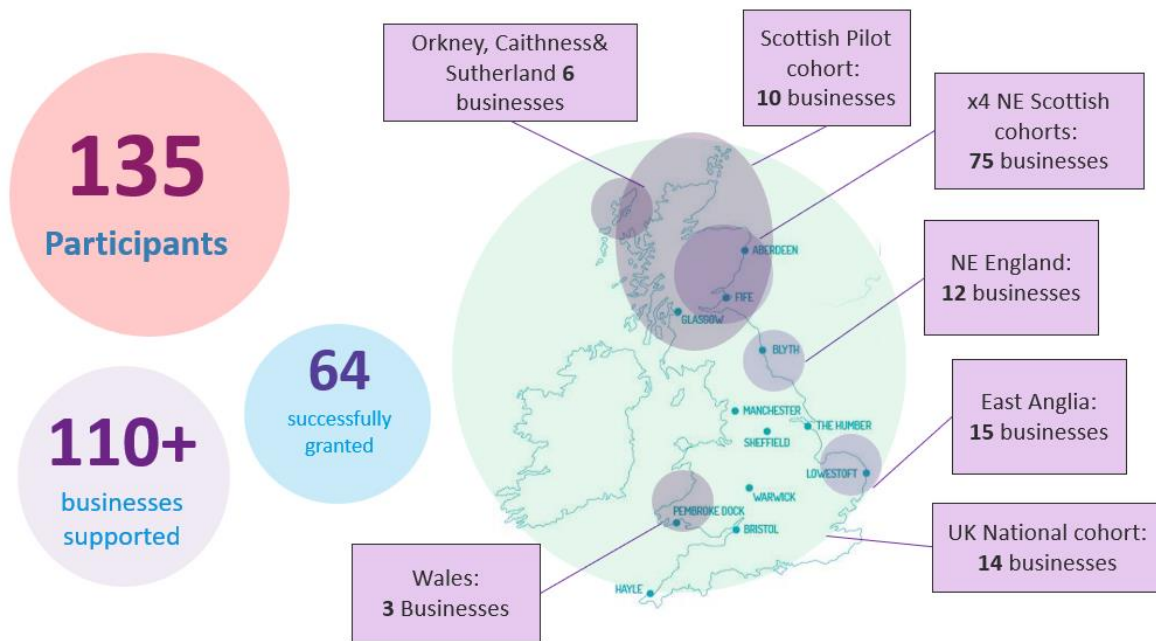
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## 1 WHAT'S IT ALL ABOUT?

The Offshore Renewable Energy (ORE) Catapult's Fit 4 Offshore Renewables (F4OR) programme offers a unique service to prepare the UK supply chain for opportunities in the rapidly expanding offshore renewable energy sector. This programme facilitates business improvement and sector-specific capability development through a proven process that typically spans 12 to 18 months. Participating companies are meticulously guided through each phase by expert advisors. However, to ensure that recommendations are effectively implemented and fully integrated, companies must commit substantial resources and secure the engagement of senior management.

The programme builds on the established principles of the Fit 4 Nuclear programme, which was developed by the Nuclear Advanced Manufacturing Research Centre (Nuclear AMRC) and has been further refined by ORE Catapult with contributions from Opergy Ltd.



Key stats to date

To ensure the development of a supply chain that is well-prepared to secure contracts in the offshore renewables sector, the programme has been meticulously crafted with the guidance of senior industry representatives. This collaboration ensures that, upon completion of the programme and achieving 'granted status', companies are operating at a standard that aligns with the expectations of contract issuers.



*F4OR industry advisory group*

For companies to excel within the programme, they must effectively articulate their value proposition, comprehend their position within the supply chain, and identify their potential customer base. These capabilities should be underpinned by a robust framework of core business management practices, a high standard throughout.

To date, eight successful regional schemes have been launched, and 2023 marked the introduction of our first private sector funded cohorts, enabling us to harness top talent from across the UK. This year, the programme has continued to evolve, with significant updates and enhancements to our syllabus. The improvements have helped participating companies achieve increasingly substantial contract wins.

## 2 SELECTING THE MOST PROMISING UK BUSINESSES

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Selecting participants for the F4OR programme is an intensely competitive process. We typically experience a demand that is 337% greater than the number of available places.

Our aim is to identify companies that not only offer highly sought-after products or services but also demonstrate potential for improvement in Business Excellence or Sector-Specific competence. Successful applicants are usually firms with more than 10 full-time employees and a turnover of at least £1 million. They must meet a minimum business excellence self-assessment score and be strategically committed to expanding their footprint in the offshore renewables sector. Equally critical for selection is a company's explicit commitment to allocate the necessary personnel and time to implement the recommendations made by F4OR advisors. This approach ensures that we maximise the impact of the programme on our cohort.

## 3 ALIGNMENT TO KEY GOVERNMENTAL AMBITIONS

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We are incredibly proud of the role our programme plays in assisting promising businesses to make their initial foray into the offshore renewables sector. We have successfully attracted applicants from diverse UK business sectors, such as nuclear, shipping, and automotive, though the majority have transitioned from oil and gas. This aligns with the core goals of the

UK and devolved governments to transition our energy supplies from fossil-based sources to sustainable ones, aiming to protect and create jobs rather than eliminate them.

In 2023, we observed a more distinct theme of cross-sector transition, particularly with the applications to our Northeast Scotland 3 cohort, which provided a significant influx of new entrants that underscored this trend.

The data underscores this shift: for 88% of participants, the offshore renewables sector is not their primary market, yet we have successfully engaged 30% of our participants from outside the sector for the first time.

Our regional F4OR programmes also contribute to the UK Government's 'levelling up' agenda, with nearly all participating companies based outside London and the South-East.

### 3 BUILDING A COMMUNITY

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At the time of writing, our F4OR community—comprising businesses that have either been 'granted' status or are currently 'on the journey'—includes 77 businesses and continues to expand. A pivotal element of our programme, and central to our methodology, is the facilitation of inter-company learning and relationship-building, which we refer to as our 'cohort model'.

By organising regular workshops and educational sessions, we foster dialogue and enhance awareness among the cohort members. This not only elevates their profiles, but also provides them with invaluable insights from their peers. Through this collaborative process, we have witnessed numerous businesses strengthen their connections and explore possibilities for joint ventures, illustrating the profound impact of our community-driven approach.

### Case Study: Three60 Energy and Dron & Dickson

THREE60 found the programme to be of huge value through the opportunity to learn about the wind sector and significantly enhance our specific understanding of the lifecycle and challenges of an offshore wind farm development. The process also qualified our understanding of the potential involvement that the sector offers the supply chain. As part of the first cohort, it also introduced the business and our personnel to a broader network of likeminded businesses, while our sector specific advisor underlined and demonstrated the importance placed on true and effective collaboration within offshore wind.

The EPCC business has since developed a strong and compelling collaborative offering with fellow cohort members Dron & Dickson, which has generated several exciting and promising conversations and opportunities.



## Combined Offering



" THREE60 and Dron & Dickson have collaborated to streamline delivery and reduce interfaces at multiple stages in the lifecycle. Including:

- Engineering
- Project Management
- Specification
- Procurement
- Installation
- Commissioning and Maintenance

Covering Mechanical, Electrical & Instrumentation solutions, across the lifecycle of plant and equipment in the energy sector.

We bring together our knowledge, experience, and combined capabilities to offer integrated packages, improve efficiencies and deliver value."



## 4 MEASURING SUCCESS

As companies progress through the programme and attain 'granted' status, we are observing a tangible impact on their businesses. This advancement enhances their capabilities and significantly increases their success in securing contracts. The measurable improvements underscore the effectiveness of the programme in fostering not only business growth but also a deeper competence within the offshore renewables sector.

F4OR was recognised as the Runner-up for Supply Chain Innovation of the Year at the Global Offshore Wind Awards of 2023.



#### 4.1 Building competence

At the outset of their journey, a company's proficiency in business practices and sector-specific knowledge is assessed, and this evaluation continues at regular intervals throughout the programme until completion. An upward trend in these scores signifies a growing competence among the participants.

On average, we have observed a **14 percentage point increase** in business excellence scores, and **24% point increase** in Sector Specific score. This consistent enhancement reflects the substantial value added by the programme to each participating company.

#### 4.2 Company growth

Throughout the duration of the programme, companies typically experience significant growth in their business scale. For instance, there is an average reported increase of **28% in turnover**. This substantial growth not only demonstrates the effectiveness of the programme, but also highlights the enhanced market position and financial health of the participating companies.

#### 4.3 Contract wins

Contractual success within the sector serves as a definitive indicator of the programme's impact. While such achievements are more typically realised after attaining 'granted' status, numerous businesses have already secured significant contracts shortly after enrolling in the programme.



### Case Study: Weatherquest

With the help of the refinements to our value proposition and the creation of an Executive Summary to accompany our tender documentation, *Weatherquest Ltd* was the sole weather service provider selected by RWE, leading to the signing of a Framework Agreement in September 2021. Based on this, Operations and Maintenance (O&M) weather services have since been launched during 2022, in support of nine RWE northern European offshore windfarms, in addition to existing support to the pre-construction phase of RWE's Sofia windfarm.

With the benefit of this growing reputation, *Weatherquest's* weather service was sought as a key sub-contracted component of 4 of the 5 bids which were submitted in summer 2022 in response to the procurement of an integrated Marine Management & ...



... Communications system for a major North Sea Wind Farm construction project – significantly increasing our chances of success. With the help of the F4OR programme we are now in a much stronger position to compete and to partner with a wide range of collaborators to provide integrated services offering added value.

In August 2022, *Weatherquest* were chosen by Oceanwinds to provide weather support during the Construction phase of the Moray West windfarm.

**Case Study: PD&MS**

After achieving granted status in May, PD&MS have seen a range of fantastic contract wins. In November 2022 they secured a three-year framework agreement to support SSE Renewables on the 1,075MW Seagreen Offshore Wind Farm located off the coast of Angus in the North Sea firth. Once completed, it will become Scotland’s largest – and the world’s deepest – fixed bottom development.

Previously in September 2022, PD&MS secured a three-year statutory inspections contract to support the same windfarm. The award, which also has options to extend for a further two-years, will see PD&MS carrying out best-in-class inspections on the development’s infrastructure which connects its power generating equipment to the grid to ensure it remains safe and operational. This includes providing embedded support and inspection technicians to work across the wind turbine generator jacket foundation, transition piece, offshore substation platform, onshore substation and the onshore operations and maintenance (O&M) base.

In August 2022, PD&MS also secured a



three-year operations and maintenance (O&M) contract with Vattenfall, supporting the developer’s offshore wind portfolio across the UK and Europe. The contract will see the company work across Vattenfall windfarms in the UK, Netherlands, Sweden and Denmark. The award also includes options to extend the contract for a further two-year period.

**5 TESTIMONIALS**

*“We are now tendering for two offshore wind packages [where] the F4OR [programme] has given us a better understanding how the system works. We have filled in gaps in our procedures and processes that were brought up during the process [which] will help the company moving forward in all areas not just wind.”*





*“Support from the F4OR programme places TECOSIM on a strong competitive footing to win more work in the offshore renewable energy, gain further exposure and experience in the energy sector, and further develop their skills. We have built up good relationships with other companies on the cohort and we now understand the language of the industry and importantly which areas would benefit from our*

*technologies.”*

*“A major blocker to companies, particularly SMEs diversifying their businesses, is access to experts with a deep understanding of those diversification areas who can help understand technical and commercial enablers. F4OR offers a **rich learning experience**, a **robust test** of a business’s existing processes, procedures and practices and support to improve them in a targeted way that facilitates entry and establishment within the offshore renewables industry. **Optimus are simply better for the experience** and already building on our existing experiences in offshore wind and wave power to better serve the offshore renewables industry moving forward.”*



*“The programme has given us **greater sector knowledge and understanding** of what it takes to work within the offshore wind industry. Following the F4OR programme has enabled us to define our working processes, procedures, and communication throughout the business and we continue to do so.”*

## 6 GRANTED BUSINESSES

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Our ‘granted community’ is made up of promising businesses that we confidently believe are well-prepared to secure contracts within the sector. As of this publication, it includes 64 companies, and we anticipate significant growth in this number throughout 2023.

Each business listed below has demonstrated that they operate at a high standard, are committed to sustaining business excellence over the long term, and have a strategic focus on the offshore renewables market. Find out more about each business via our [F4OR website page](#).

Granted businesses			
2H Offshore Engineering Ltd	Fugro GB (North) Marine Limited	PanGeo Subsea (now Robotics) Kraken	Warren Services Ltd
Apollo Engineering Consultants Limited	Genesis Energies	PD&MS Energy Ltd	Weatherquest Ltd
Aquaterra Energy Ltd	Glacier Inspections Services	Peritus International	Whittaker Engineering (Stonehaven) Ltd
Armultra Ltd	Houlder Ltd	Petrofac	Wozair Limited
Aubin	ICR Integrity Limited	Ponticelli	
Balmoral Comtec Ltd	Instrument Transformers Ltd	PPI Engineering Ltd	
Birlinn Offshore Ltd	Intermoor Ltd	Prior Power Solutions Limited	
BMT Ltd	ITC Hydraulic Services Ltd	Proeon Systems Ltd	
Brimmond	JBA consulting	Renewable Parts Ltd	
CarnaudMetalbox Engineering Ltd	JGC Engineering & Technical Services Ltd	Rix Renewables	
CMP Products Ltd	KRG Specialist Engineering Services Ltd	Safinah	
Deep Ocean	Leask Marine Ltd	Sealand Projects	
DOF Subsea	Lintott Control Systems	Smulders UK	
Dron & Dickson Ltd	MacLean Electrical	Southampton Marine Services Ltd	
eBlast & eTest (eGroup)	MJR Power & Automation	Stowen Clean Energy Ltd	
EnerMech	Motive Offshore Group Ltd	TECOSIM Technical Simulation Ltd.	
Fern Communications (OEG Group)	North Star Renewables	THREE60 Energy	
First Marine Solutions Ltd	Optimus Aberdeen Ltd	Tyne Gangway (Structures) Ltd	
Forsyths Ltd	OSBIT Ltd	Tyco Fire & Integrated Solutions (UK) Ltd	
EnerMech	Osprey Shipping Ltd	Verlume Limited	

## 7 CONTINUING THE JOURNEY

Support for F4OR alumni does not conclude upon achieving ‘Granted’ status. Our support model ensures that the improvements made by companies are deeply integrated into their operations, allowing the wider workforce to embrace the principles of continuous improvement. This foundational work equips these companies to continue growing and enhancing their competitiveness, creating a robust platform for them to secure new contracts in the offshore renewables sector.

Additionally, the F4OR team actively promotes our alumni through networking events and tailored matchmaking with other industry participants. A notable example is the inaugural Supply Chain Spotlight event, co-hosted by ORE Catapult and the Offshore Wind Growth Partnership (OWGP) in Edinburgh in December 2023. This event provided F4OR alumni with an exclusive opportunity to showcase their capabilities and connect with potential partners, suppliers, and customers through a procurement session and an investor session, attracting hundreds of businesses and fostering unique networking opportunities.






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**GLASGOW**

ORE Catapult  
Inovo  
121 George Street  
Glasgow  
G1 1RD

+44 (0)333 004 1400

**BLYTH**

National Renewable  
Energy Centre  
Offshore House  
Albert Street, Blyth  
Northumberland  
NE24 1LZ

+44 (0)1670 359555

**LEVENMOUTH**

Fife Renewables Innovation  
Centre (FRIC)  
Ajax Way  
Leven  
KY8 3RS

+44 (0)1670 357649

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**GRIMSBY**

O&M Centre of Excellence  
ORE Catapult, Port Office  
Cleethorpe Road  
Grimsby  
DN31 3LL

+44 (0)333 004 1400

**ABERDEEN**

Subsea UK  
30 Abercrombie Court  
Prospect Road, Westhill  
Aberdeenshire  
AB32 6FE

07436 389067

**CORNWALL**

Hayle Marine Renewables  
Business Park  
North Quay  
Hayle, Cornwall  
TR27 4DD

+44 (0)1872 322 119

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**PEMBROKESHIRE**

Marine Energy Engineering  
Centre of Excellence (MEECE)  
Bridge Innovation Centre  
Pembrokeshire Science  
& Technology Park  
Pembroke Dock, Wales  
SA72 6UN

+44 (0)333 004 1400

**CHINA**

11th Floor  
Lan Se Zhi Gu No. 15  
Ke Ji Avenue,  
Hi-Tech Zone  
Yantai City  
Shandong Province  
China

+44 (0)333 004 1400

**LOWESTOFT**

OrbisEnergy  
Wilde Street  
Lowestoft  
Suffolk  
NR32 1XH

01502 563368

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