

Supply Chain Plan Questionnaire

Contracts for Difference Allocation Round 8

For onshore wind projects equal to or greater
than 300MW

Contents

Contents	2
How to complete this questionnaire	4
Project Summary.....	5
Contact Details	5
Project Details.....	5
Key Statistics	5
PS1. Job Creation – Direct Jobs.....	5
PS2. Job creation – Indirect Jobs.....	6
1. Green Growth	7
Question 1.1 Supply Chain Competition.....	7
Question 1.2 Supply Chain Opportunities	8
Question 1.3 Procurement Value Drivers.....	9
Question 1.4 Sustainable Production and Manufacturing, Transport, Installation and Construction.....	10
Question 1.5 Supply Chain Resilience.....	11
2. Infrastructure.....	12
Question 2.1 Decarbonisation: Monitoring	13
Question 2.2 Supply Chain Infrastructure: Major Investments.....	13
Question 2.3 Supply Chain Infrastructure: Other Investments.....	14
Question 2.4 Planning for Sustainable Decommissioning	16
3. Innovation.....	17
Question 3.1 Investment in R&D	17
Question 3.2 Investment in New Technologies	19
Question 3.3 Using SMEs.....	20
4. Skills.....	21
Question 4.1 Skill Gaps and Shortages.....	21
Question 4.2 Apprenticeships, Scholarships and Trainees	22
Question 4.3 Equality of Opportunity and Reducing the Disability Employment Gap	23
Annex A: Examples of what is being sought.....	25
Annex B: Key Definitions	27
“Key components”	27
“Demonstrable links” between past activity undertaken and the current project	27
“Ambition significantly exceeds industry standards or common practice”	27
“Key measurable outcomes / KPIs”	27
“How delivery will be assured”	27

“Detailed” or “comprehensive” information vs. “some” or sufficient information vs. superficial” or “insufficient” information	28
“New manufacturing facility”	28
“Significantly upgraded manufacturing facility”	28
“Incrementally upgraded manufacturing facility”	28
“Sustainability”	28
“Resilience”	28

How to complete this questionnaire

This questionnaire is specifically designed for onshore wind projects that are above 300MW in size. All solar projects above 300MW should use the solar questionnaire.

Please read the Supply Chain Plan guidance before completing this form, which provides valuable information on how to answer this questionnaire. Please ensure your submission is complete and includes all required documentation. Details of any additional documentation required are included in the Supply Chain Plan guidance.

Applicants must provide the information in the format shown in this document. This means that each heading in each scoring table must be explicitly addressed. Applicants may use the Department for Energy Security and Net Zero tables, adapted to their own corporate templates, or make their own response template that sets out explicitly the headings provided in each question. Any use of an applicant's own corporate template must be subject to the formatting rules set out in the guidance.

Where appropriate, all questions need to be answered with a clear, specific, measurable, unambiguous commitment, except where otherwise stated in the scoring table (some questions do not ask for commitments). Any commitment that does not meet those criteria will be awarded no points, regardless of any of the supporting information provided.

Note that applicants cannot include commitments that merely reflect the fulfilment of their legal obligations, unless the commitment in question goes well above and beyond the minimum legal requirement. For example, if the planning process requires an applicant to perform a specific action, that action cannot count as a commitment to the Department for Energy Security and Net Zero, unless it is demonstrably going beyond what is legally expected.

The project summary section is not scored but must be completed. Your application will not be assessed until the relevant information has been submitted. Sections 1-4 of the Supply Chain Plan questionnaire, excluding annexes, are scored and will count towards the assessment for your Supply Chain Plan Statement of Approval. Examples of what is being sought under most questions can be found in Annex A. Key definitions of terms can be found under Annex B.

Each question comes with a full breakdown of how it will be scored. You must pass each scored section of this questionnaire, with at least 60% of the points available per section, to receive your Supply Chain Plan Statement of Approval. Table 1 shows how many points are available per section.

Table 1: Summary of Supply Chain Plan questions and points available.

Question	Points available
1. Green Growth	223
1.1 Supply Chain Competition	45
1.2 Supply Chain Visibility and Fair Contracting	38
1.3 Procurement Value Drivers	40
1.4 Sustainable Procurement	60
1.5 Supply Chain Resilience	40
2. Infrastructure	178
2.1 Decarbonisation: Monitoring	20
2.2 Supply Chain Infrastructure: Major Investments	60
2.3 Supply Chain infrastructure: Other investments	56
2.4 Planning for Sustainable Decommissioning	42
3. Innovation	210
3.1 Investment in R&D	90

3.2 Investment in new technologies	60
3.3 Using SMEs	60
4. Skills	177
4.1 Skill gaps and shortages	82
4.2 Apprenticeships, scholarships and trainees	55
4.3 Equality of opportunities	40
Total number of points	788

Project Summary

Contact Details

Company name		Authorised representative(s)	
Company address		Preferred contact number(s)	
Preferred email (s)		Preferred contact person	

Project Details

Project name		Project size (MW installed capacity)	
Expected Project commissioning date		Project location (Grid Coordinates)	
Expected Project Life		Ownership structure (including ownership share)	

Key Statistics

This section is not scored and does not count towards the assessment of your Supply Chain Plan Statement of Approval, nor your Supply Chain Plan Implementation Statement. You must, however, complete it. Your application will not be assessed until the relevant information has been submitted.

PS1. Job Creation – Direct Jobs

How many direct jobs are linked to the development, construction, and operations and maintenance phases of your project?

A direct job refers to one that is directly involved in the development, manufacturing, installation, operations and maintenance of a project. Please refer to annual FTE figures only and indicate the year you expect these FTE to be created. Note the figures should distinguish between UK jobs and international jobs and provide a sum total for both. Please state the methodology used for calculating UK jobs and international jobs.

Please break your answer down into the following categories:

- Development phase
- Manufacturing phase
- Installation phase
- Operations and maintenance phase

PS2. Job creation – Indirect Jobs

How many indirect jobs are linked to the development, construction, and operations and maintenance phases of your project?

An indirect job refers to jobs in industries that supply and support the core activities of renewable energy deployment. Note the figures should distinguish between UK jobs and international jobs and provide a sum total for both. Please refer to annual FTE figures only and indicate the year you expect these FTE to be created. Please state the methodology used for calculating UK jobs and international jobs.

Please break your answer down into the following categories:

- Development phase
- Manufacturing phase
- Installation phase
- Operations & Maintenance phase

1. Green Growth

One of the government's missions is to make the UK a clean energy superpower. The clean energy transition represents a huge opportunity to generate growth, with new economic opportunities for a range of actors along the supply chain. Major renewable energy projects can support efficient, innovative and resilient supply chains through competitive procurement processes that integrate sustainability impacts along economic considerations.

This is why, in this section, we ask questions about actions that:

- Demonstrate a fair, open and competitive procurement process.
- Demonstrate that procurement choices take more than just cost into account.
- Support the sustainability and resilience of the supply chain.

Question 1.1 Supply Chain Competition

The government is keen to understand who the most capable and competitive key component suppliers are, whether in the UK or internationally, for your chosen renewable energy technology. Please describe the procurement rationale for each key component of your generating station (see Annex B for definitions of key components). Note that you must provide answers for all the key components listed for your technology.

Your answer should be no more than 8 pages.

Please answer the following questions, covering all key components:

Information requested	Points available
<p>Who are the main suppliers being considered for each key component? This can include preferred bidders if you are still in the early stages of procurement. Please specify the location of the facilities.</p> <p>Note: the location is not scored, but it is requested to understand where there are potentially capacity bottlenecks.</p>	<p>3 points if information provided. 0 points if no information provided.</p>
<p>Why were these suppliers chosen (i.e. what was strong about their bids)?</p>	<p>15 points if a clear statement of reasoning behind the choice of suppliers is provided, including what aspects of their bids were considered to be strongest explaining why they had an advantage over other bidders, including cost, technical considerations, delivery feasibility, or other factors (e.g. sustainability marks, etc) 0 points if no information is provided.</p>
<p>Have you set up conditional contracts with any of these suppliers?</p>	<p>15 points if you have set up conditional contracts or preferred supplier agreements with the majority of the suppliers identified. 12 points if you have set up conditional contracts or preferred supplier agreements with at least three of the suppliers identified and can evidence substantial progress</p>

	<p>in setting up other several conditional contracts, e.g., MOUs.</p> <p>10 points if you have set up either two conditional contracts or preferred supplier agreements with identified suppliers or at least one conditional contract and can evidence substantial progress in setting up several other conditional contracts, e.g., MOUs.</p> <p>5 points if you can evidence substantial progress in setting up several conditional contracts, e.g., MOUs.</p> <p>0 points if no conditional contracts have been set up or none are in progress.</p>
Which alternative suppliers were considered, and why were they rejected?	<p>12 points for providing a comprehensive description of alternative suppliers and reasons for rejection.</p> <p>9 points for providing a detailed description of alternative suppliers and reasons for rejection.</p> <p>6 points for providing a basic description of alternative suppliers and reasons for rejection.</p> <p>3 points for a superficial description of alternative suppliers and reasons for rejection.</p> <p>0 points for not providing any information.</p>
Total number of points	45 points available

Question 1.2 Supply Chain Opportunities

Are you taking any action to maximise the opportunities for suppliers in international and UK supply chains in the development, construction and operations and maintenance phase of your project by a) improving visibility of opportunities, and b) by ensuring full and fair contracting for all suppliers to access open tenders to compete for projects? Fair contracting means taking reasonable steps to ensure smaller or less experienced firms can compete with larger and more experienced ones. This can include actions taken in partnership with other organisations. Please state:

- Evidence of supplier engagement events, online portals or engagement with public or trade bodies.
- Your most impactful action in terms of improving visibility of opportunities, not captured by the above, including evidence of the level of ambition compared to existing industry standards or common practice.
- Your two most impactful actions that evidence a fair contracting approach when it comes to smaller suppliers, or those not familiar with your industry, including evidence of the level of ambition compared to existing industry standards or common practice.
- Key measurable outcomes/KPIs for each action; and
- How delivery will be assured for each action.

Your answer should be no more than 5 pages.

The question will be scored as follows:

Information requested	Points available
Evidence of supplier engagement events, online portals or engagement with public or trade bodies.	<p>2 points if evidence provided.</p> <p>0 points if no evidence provided.</p>

<p>Evidence of ambition compared to existing industry standards or common practice, for the action on improving visibility of opportunities and each action evidencing a fair contracting approach.</p>	<p>6 points if ambition significantly exceeds industry standards or common practice. 4 points if ambition is only a small incremental improvement on industry standards or common practice. 2 points if ambition is in line with industry standards or common practice. 0 points if ambition is below industry standards or common practice. Note: points available for each action.</p>
<p>Key measurable outcomes / KPIs for each action.</p>	<p>3 points for providing clear numerical or objectively measurable targets or outcomes to be completed within a specific timeframe. 2 points for providing qualitative targets or outcomes within a specific timeframe. 1 point for setting out aspirations but no hard targets or outcomes. 0 points if no measurable KPIs provided. Note: points available for each action.</p>
<p>How delivery will be assured for each action.</p>	<p>3 points for setting out clear delivery plan which includes: target delivery dates, key milestones building up to final delivery; clear explanation of dependencies necessary to ensure delivery, including known risks, and commitment or enrolment of key stakeholders. 2 points for setting out target delivery dates and key milestones building up to final delivery, but lacking clear explanation of dependencies, 1 point for lack of clear deliverables, milestones, and dependencies. 0 points if no delivery assurances set out. Note: points available for each action.</p>
<p>Total number of points</p>	<p>12 points per action, 38 points available</p>

Question 1.3 Procurement Value Drivers

What weight is given in your contracting and procurement strategy to considerations other than price (i.e., non-price factors)? Describe these considerations and support with evidence. Please state:

- The weight given to non-price factors in your contracting and procurement strategy.
- Whether any of your non-price factors relate to sustainability (see Annex B for definition)

The Department for Energy Security and Net Zero acknowledges that weightings may differ between key components. Please make clear to which key component each of the non-cost factors apply.

Your answer should be no more than 2 pages.

The question will be scored as follows:

Information requested	Points available per action
Weight given to non-price factors in contracting and procurement strategy.	<p>30 points: strategy gives significant consideration to non-price factors (i.e., 55% or more weighting is given to non-price factors. Price is not the dominant criteria).</p> <p>25 points: strategy gives equal consideration to non-price factors as well as price (i.e., between 55% and 45% weighting is given to non-price factors), or non-price factors are used as pre-qualification stage questions in tenders.</p> <p>15 points: strategy gives some consideration to non-price factors (i.e., below 45% weighting is given to non-price factors).</p> <p>0 points: strategy gives no consideration to non-price factors.</p>
Non-price factors related to sustainability.	<p>10 points: factors related to sustainability are considered¹</p> <p>0 points: sustainability factors are not considered</p>
Total number of points	40 points available

Question 1.4 Sustainable Production and Manufacturing, Transport, Installation and Construction

Are you taking action to support the growth of sustainable supply chains that integrate environmentally responsible practices, by increasing the sustainability of production and manufacturing, transport, installation and construction phases of your project? See Annex B for definition of sustainability.

See guidance in Annex A for examples.

Please state:

- Your 3 most impactful actions in terms of **increasing the sustainability of** production and manufacturing, transport, installation and construction phases of your project.
- Evidence of ambition compared to existing industry standards or common practice for each action.
- Key measurable outcomes/KPIs for each action; and
- How delivery will be assured for each action.

Your answer should be no more than 4 pages.

The question will be scored as follows:

Information requested	Points available per action
Evidence of ambition compared to existing industry standards or common practice, for each action.	<p>10 points if ambition significantly exceeds industry standards or common practice.</p> <p>6 points if ambition is only an incremental improvement on industry standards or common practice.</p> <p>4 points if ambition is in line with industry standards or common practice.</p>

¹ See Annex B for definitions.

	0 points if ambition is below industry standards or common practice.
Key measurable outcomes / KPIs for each action.	<p>5 points for providing clear numerical or objectively measurable targets to be completed within a specific timeframe.</p> <p>3 points for providing qualitative targets within a specific timeframe.</p> <p>2 points for setting out aspirations but not hard targets.</p> <p>0 points if no measurable KPIs provided.</p>
How delivery will be assured for each action.	<p>5 points for setting out clear delivery plan which includes: target delivery dates, key milestones building up to final delivery; clear explanation of dependencies necessary to ensure delivery, including known risks, and commitment or enrolment of key stakeholders.</p> <p>3 points for setting out target delivery dates and key milestones building up to final delivery but lacking clear explanation of dependencies.</p> <p>1 point for lack of clear deliverables, milestones, and dependencies.</p> <p>0 points if no delivery assurances set out.</p>
Total number of points	20 points per action, 60 points in total.

Question 1.5 Supply Chain Resilience

Recent events (the war in Ukraine, COVID-19 pandemic) and continuing challenges (modern slavery in supply chains) have underlined the need to think about supply chain resilience, and the exposure projects may have to risks such as the use of forced labour in supply chains, or the sudden unavailability of equipment, or problems accessing key materials. In past allocation rounds, as these issues came to light, it became clear that processes were not always in place internally to address them rapidly and efficiently. This question is aimed at encouraging a different approach to such issues.

(a) To what extent do you audit your supply chain to identify risks of modern slavery and/or abusive labour practices?

(b) What processes do you have in place to mitigate risks affecting the supply of key components, and associated materials (notably but not exclusively steel and copper).

Evidentiary note: to obtain high scores under questions (a) and (b), you must provide evidence substantiating your response to the extent that the Secretary of State can be satisfied that appropriate systems to deal with the risks outlined above are in place. Where there is no clear evidence that dedicated systems or processes are in place or will be put in place, you cannot achieve a high score. Where contracts and/or systems are already in place, documentary evidence of this (e.g., appropriately redacted sections of key documents) will suffice. Where contracts are not yet in place, please provide evidence that you will ask for the relevant information of your suppliers (e.g., extracts of tender templates, etc). Note that simply stating that you have systems in place or that you commit to run due diligence/audits does not suffice as evidence. Use the answer to the question to explain how your systems work, providing the supporting evidence in an annex.

Your answer should be no more than 4 pages.

The question will be scored as follows:

Information requested	Points available
To what extent do you audit your supply chain to identify risks of modern slavery and/or abusive labour practices?	20 points if you have processes or contractual provisions in place to audit your Tier 1s and have similar assurances that you or your Tier 1s can systematically audit downstream suppliers (Tiers 2 and 3). 12 points if you have processes or contractual provisions in place to audit your Tier 1s but cannot provide assurances that you or your Tiers 1s can systematically audit downstream suppliers. 0 points if you have no clear process to audit your supply chains.
What processes do you have in place to mitigate risks affecting the supply of key components, and associated materials (notably steel, copper)?	10 points if you have or will run or obtain due diligence assessments of the provenance of key materials for your key components (e.g., steel, copper). 0 points if you have cannot evidence such due diligence processes. 10 points if you have designated systems in place to identify and name back-up suppliers should initial contacts fail, and/or evidence of use of multiple suppliers for the same component, in order to mitigate risks of non-delivery. 0 points if you cannot evidence that you have such systems in place.
Total number of points	40 points in total

2. Infrastructure

Transformative investment in new and existing infrastructure is integral to delivering clean power by 2030, as part of the clean energy superpower mission. Upgrading supply chain infrastructure is necessary to improve manufacturing capacity, which in turn is critical to meet increasing national and international demand for key components and drive down costs and risks. Any progress in this regard should align with Net Zero objectives and aim to reduce overall carbon footprint over time.

The questions in this section ask about work being done to:

- Monitor supply chain carbon intensity.

- Invest in new and existing supply chain infrastructure that supports capacity and project logistics.

Question 2.1 Decarbonisation: Monitoring

Describe and support with evidence which, if any, carbon footprint calculation methodology you use, stating whether at corporate or project level, and/or any supply chain decarbonisation programmes you have signed up to (this can be either an Applicant's own programme or a recognised programme). Please specify the methodology used and include how the data is audited.

Your answer should be no more than 2 pages.

The question will be scored as follows:

Information requested	Points available
Carbon footprint methodology/Supply Chain Decarbonisation programmes.	20 points if you have and use a carbon calculation tool as part of your portfolio of projects, and /or you run or are signed up to decarbonisation programmes. 0 points if you cannot evidence either of the above.
Total number of points	20 points available

Question 2.2 Supply Chain Infrastructure: Major Investments

Are you using new or upgraded **manufacturing infrastructure for your key components (see Annex B for definitions of key components)**, or have you sought to work with supplier to build a business case for investment in new facilities²? Please provide details of which facilities, their status (new or upgraded and if upgraded the type of upgrade) and specify whether your actions relate to new investment or transitioning assets (such as former oil and gas assets). Note that these facilities can be anywhere in the world provided that they are demonstrably being used for your project.

The Department for Energy Security and Net Zero acknowledges that projects are at different stages in terms of the planning process and making contracting decisions. To account for this, applications can contain multiple scenarios that are being seriously considered, provided serious and sustained negotiation efforts can be evidenced.

Your answer should be no more than 6 pages.

The question will be scored as follows³:

Information requested	Points available per action
New manufacturing infrastructure.	30 points if your project is using at least two new manufacturing facilities, i.e., which did not previously exist, and which were set up in the 5 years preceding your application or will be set up in the coming years. This

² This can include vessels.

³ Note: The Department for Energy Security and Net Zero will consider the following when assessing the strength of evidence supporting an activity: financial commitments; one-off payments; long-term investments; level of commercial assurance; MOUs; collaboration agreements; and contracts.

	<p>can include manufacturing facilities repurposed from another industry.</p> <p>20 points if your project is only using one new manufacturing facility, as defined above or if you have shown a serious and sustained effort to work with suppliers to build the business case for investment in new facilities⁴.</p> <p>0 points if your project is not using any new manufacturing facility.</p>
Significantly upgraded manufacturing infrastructure.	<p>15 points if your project is using at least three existing manufacturing facilities that have undergone a significant upgrade in the last 3 years, or will do so in the coming years, at least partly because of the extra demand created by your project.</p> <p>10 points if your project is using at least two facilities, as defined above.</p> <p>7 points if your project is using at least one facility, as defined above.</p> <p>0 points if your project is not using any significantly upgraded manufacturing facilities.</p>
Incrementally upgraded manufacturing infrastructure.	<p>10 points if your project is using at least three existing manufacturing facilities that have undergone an incremental upgrade in the last 3 years, or will do so in the coming years, at least partly because of the extra demand created by your project.</p> <p>7 points if your project is using at least two facilities, as defined above.</p> <p>5 points if your project is using at least one facility, as defined above.</p> <p>0 points if your project is not using any incrementally upgraded manufacturing facilities.</p>
Investment involving collaboration.	5 points if at least one investment of any kind, involves collaboration with another developer
Total number of points	60 points available

Question 2.3 Supply Chain Infrastructure: Other Investments

Part 1

Are you or your tier one suppliers, supporting investments in infrastructure necessary for increasing the capacity of lower tier suppliers (i.e. not key components)? Please set out:

- Your two most impactful actions in terms of supporting lower tier supplier infrastructure.

⁴ Note: The Department for Energy Security and Net Zero will consider the following when assessing whether a developer has shown a serious and sustained effort to work with suppliers to build the business case for investment in new facilities: evidence of serious and sustained dialogue over a period of time, detailed and concrete investment plans and evidence showing suitable reasons why the efforts did not result in a successful investment.

- The nature and extent of your support (significant investment, small investment, other forms of support).
- Key measurable outcomes/KPIs for each action; and
- How delivery will be assured for each action.

Part 2

Are you supporting investments in any other infrastructure, specifically in relation to supply chain logistics, not referenced above in Part 1? Please set out:

- Your two most impactful actions supporting other infrastructure that strengthens supply chains.
- The nature and extent of your support (significant investment, small investment, other forms of support).
- Key measurable outcomes/KPIs for each action. The Department for Energy Security and Net Zero acknowledges that projects are at different stages in terms of the planning process and making contracting decisions. To account for this, applications can contain multiple serious and feasible scenarios being considered, provided serious and sustained negotiation efforts can be evidenced; and
- How delivery will be assured for each action.

Out of the four actions requested under parts 1 and 2, at least one must have been in collaboration with another developer.

Your answer should be no more than 5 pages.

For both Part 1 and Part 2, two of your actions can relate to a previous project, provided that there are demonstrable links between the activity undertaken between the past and current project. See Annex B for the definition of 'demonstrable links'.

The question will be scored as follows⁵:

Information requested	Points available per action
Extent and nature of the support (significant investment, small investment, other forms of support).	8 points if investment triggers or will lead to major infrastructure upgrades (new or expanded infrastructure). 6 points if investment triggers or will lead to incremental infrastructure upgrades (e.g., improving existing infrastructure). 2 points if providing other forms of support only (e.g., guaranteeing pipeline to enable investment). 0 points if no support is offered.
Key measurable outcomes / KPIs for each action.	3 points for providing clear numerical or objectively measurable targets to be completed within a specific timeframe. 2 points for providing qualitative targets within a specific timeframe. 1 point for setting out aspirations but not hard targets. 0 points if no measurable KPIs provided.
How delivery will be assured for each action.	3 points for setting out clear delivery plan which includes target delivery dates, key milestones building up to final

⁵ Note: The Department for Energy Security and Net Zero will consider the following when assessing the strength of evidence supporting an activity: financial commitments; one-off payments; long terms investments; level of commercial assurance; MoUs; collaboration agreements; and contracts.

	<p>delivery; clear explanation of dependencies necessary to ensure delivery, including known risks, and commitment or enrolment of key stakeholders.</p> <p>2 points for setting out target delivery dates and key milestones building up to final delivery but lacking clear explanation of dependencies.</p> <p>1 point for lack of clear deliverables, milestones, and dependencies.</p> <p>0 points if no delivery assurances set out.</p>
Total number of points	14 points per action, 56 points in total.

Question 2.4 Planning for Sustainable Decommissioning

Are you taking action to support the growth of sustainable supply chains by **preparing for the sustainable decommissioning of your project**? This means investing in the knowledge, processes and technologies that will help facilitate making the decommissioning process easier later down the line and reducing waste. It does not mean the Department for Energy Security and Net Zero expects you to have finalised or detailed decommissioning plans. This question is asked to stimulate early investment in the relevant supply chains to support the reuse or repurposing of components or the recycling of materials when decommission large scale infrastructure. See Annex A for further guidance.

Please state:

- Your 3 most impactful actions in terms of **planning for the sustainable decommissioning of your project**.
- Key measurable outcomes/KPIs for each action; and
- How delivery will be assured for each action.

Your answer should be no more than 4 pages.

The question will be scored as follows:

Information requested	Points available per action
Your level and type of involvement for each action.	<p>8 points if leading the activity or part of a wider partnership.</p> <p>4 points if delegated to a third party.</p> <p>0 points for no involvement or no information.</p>
Key measurable outcomes / KPIs for each action.	<p>3 points for providing clear numerical or objectively measurable targets to be completed within a specific timeframe.</p> <p>2 points for providing qualitative targets within a specific timeframe.</p> <p>1 point for setting out aspirations but not hard targets.</p> <p>0 points if no measurable KPIs provided.</p>
How delivery will be assured for each action.	<p>3 points for setting out clear delivery plan which includes target delivery dates, key milestones building up to final delivery; clear explanation of dependencies necessary to</p>

	<p>ensure delivery, including known risks, and commitment or enrolment of key stakeholders.</p> <p>2 points for setting out target delivery dates and key milestones building up to final delivery but lacking clear explanation of dependencies.</p> <p>1 point for lack of clear deliverables, milestones, and dependencies.</p> <p>0 points if no delivery assurances set out.</p>
Total number of points	14 points per action, 42 points in total.

3. Innovation

Innovation is central to achieving clean power by 2030, as part of the clean energy superpower mission, as developing new solutions to resolve the technical challenges and other barriers we face is critical to reduce costs, cut carbon emissions, and accelerate the transition to renewable energy. This is why in this section we ask questions about your project's:

- Investment in R&D;
- Use of new technology; and
- Role in bringing in SMEs and new entrants.

Question 3.1 Investment in R&D

Are you taking action to **invest in R&D** that relates to the challenges faced by your project and its associated technology? Please state in your description the level and type of involvement in the R&D that you have, the timescales, and the Technology Readiness Level (TRL) to be achieved from each action.

- Your 3 most impactful actions.
- Expected/desired impact(s) on the project for each action.
- Your level and type of involvement in the innovation action.
- Evidence of impact⁶ compared to existing industry standards or common practice, for each action.
- Key measurable outcomes/KPIs for each action.
- How delivery will be assured for each action.

Your answer should be no more than 4 pages.

In this question, one of your actions can relate to a previous project, provided that there are demonstrable links between the past activity undertaken and the current project. See Annex B for the definition of 'demonstrable links'.

The question will be scored as follows:

Information requested	Points available per action
Expected/desired impact(s) on the project for each action.	5 points if comprehensive description of expected impacts is provided.

⁶ High impact research would be looking into solutions that will substantially (a) speed up deployment; (b) reduce costs; (c) substantially change how and where your technology is deployed.

	<p>3 points if detailed description of expected impacts is provided.</p> <p>2 points if basic description of expected impacts is provided.</p> <p>1 point if superficial description of expected impacts is provided.</p> <p>0 points if no description of expected impacts is provided.</p>
Your level and type of involvement for each action.	<p>3 points if leading the activity or part of a wider partnership.</p> <p>1 point if delegated to a third party.</p> <p>0 points for no involvement or no information.</p>
Evidence of impact compared to existing industry standards or common practice, for each action.	<p>12 points if impact significantly exceeds industry standards or common practice.</p> <p>7 points if impact is only a small incremental improvement on industry standards or common practice.</p> <p>3 points if impact is in line with industry standards or common practice.</p> <p>0 points if impact is below industry standards or common practice.</p>
Key measurable outcomes / KPIs for each action.	<p>5 points for providing clear numerical or objectively measurable targets to be completed within a specific timeframe.</p> <p>3 points for providing qualitative targets within a specific timeframe.</p> <p>2 points for setting out aspirations but not hard targets.</p> <p>0 points if no measurable KPIs provided.</p>
How delivery will be assured for each action.	<p>5 points for setting out clear delivery plan which includes target delivery dates, key milestones building up to final delivery; clear explanation of dependencies necessary to ensure delivery, including known risks, and commitment or enrolment of key stakeholders.</p> <p>3 points for setting out target delivery dates and key milestones building up to final delivery but lacking clear explanation of dependencies.</p> <p>1 point for lack of clear deliverables, milestones, and dependencies.</p> <p>0 points if no delivery assurances set out.</p>
Total number of points	30 points per action, 90 points in total.

Question 3.2 Investment in New Technologies

Are you taking action to **introduce and/or demonstrate innovations or novel technologies** (i.e., not currently in commercial use) **across the development, construction and operations and maintenance phases of the project** that have wider applicability in the sector?

This can include the introduction of innovations or novel technologies by your supply chain partners, if you can demonstrate that they were chosen at least in part because of their innovative offer and link to your project. At least one action must demonstrate collaboration with other developers or suppliers. Please state:

- Your 3 most impactful actions.
- Evidence of ambition compared to existing industry standards or common practice for each action.
- Key measurable outcomes/KPIs for each action; and
- How delivery will be assured for each action.

Your answer should be no more than 4 pages.

In this question, one of your actions can relate to a previous project, so long as there are demonstrable links between the past activity undertaken and the current project. See Annex B for the definition of 'demonstrable links'.

The question will be scored as follows:

Information requested	Points available per action
Evidence of ambition compared to existing industry standards or common practice, for each action.	10 points if ambition significantly exceeds industry standards or common practice. 6 points if ambition is only a small incremental improvement on industry standards or common practice. 5 points if ambition is in line with industry standards or common practice. 0 points if ambition is below industry standards or common practice.
Key measurable outcomes / KPIs for each action.	5 points for providing clear numerical or objectively measurable targets to be completed within a specific timeframe. 3 points for providing qualitative targets within a specific timeframe. 2 points for setting out aspirations but not hard targets. 0 points if no measurable KPIs provided.
How delivery will be assured for each action.	5 points for setting out clear delivery plan which includes target delivery dates, key milestones building up to final delivery; clear explanation of dependencies necessary to ensure delivery, including known risks, and commitment or enrolment of key stakeholders. 3 points for setting out target delivery dates and key milestones building up to final delivery but lacking clear explanation of dependencies. 1 point for lack of clear deliverables, milestones, and dependencies. 0 points if no delivery assurances set out.
Total number of points	20 points per action, 60 points in total.

Question 3.3 Using SMEs

New entrants and SMEs, wherever they are from, can help bring disruptive practices, ideas and products to the supply chain. Are you taking actions **to identify and promote new entrants into your supply chains through this project**, and to **remove barriers to new entrants**? This should include actions to specifically support SMEs⁷, both in the UK and internationally, in the development, construction and operations phase of your project not listed above. Please state:

- Your 3 most impactful actions in terms of promoting new entrants.
- Evidence of engagement with new players and/or SMEs.
- Key measurable outcomes/KPIs for each action.
- How delivery will be assured for each action.

Your answer should be no more than 4 pages.

The question will be scored as follows:

Information requested	Points available per action
Evidence of engagement with new players and/or SMEs.	10 points if new players/SME participation confirmed in project. 6 points if evidence of advanced and sustained engagement to bring in new players/SMEs provided (i.e., engagement ongoing for over a year). 4 points if evidence of early engagement to bring in new players/SMEs provided (i.e., engagement started in last 6 months) 0 points if no effort can be evidenced.
Key measurable outcomes / KPIs for each action.	5 points for providing clear numerical or objectively measurable targets to be completed within a specific timeframe. 3 points for providing qualitative targets within a specific timeframe. 2 points for setting out aspirations but not hard targets. 0 points if no measurable KPIs provided.
How delivery will be assured for each action.	5 points for setting out clear delivery plan which includes target delivery dates, key milestones building up to final delivery; clear explanation of dependencies necessary to ensure delivery, including known risks, and commitment or enrolment of key stakeholders. 3 points for setting out target delivery dates and key milestones building up to final delivery but lacking clear explanation of dependencies. 1 point for lack of clear deliverables, milestones, and dependencies. 0 points if no delivery assurances set out.
Total number of points	20 points per action, 60 points in total.

⁷ Use the gov.uk and EU definition of SMEs: An SME is any organisation that has fewer than 250 employees and a turnover of less than €50 million or a balance sheet total less than €43 million.

4. Skills

The transition to a green economy in the UK presents both opportunities and challenges, particularly in ensuring the workforce is equipped with the necessary green skills to support and sustain supply chains. There is a recognised gap between the current skills available in the workforce and the skills required for green jobs. However, there is a huge opportunity to create new high-quality jobs and reskilling workers across the economy. Continued investment in training and education are essential to closing the skills gap. In this section, we ask questions about the work being done to:

- Address skills gaps and shortages in the industry.
- Estimate the creation of skilled positions and jobs; and
- Ensure a diverse, fair and safe workforce that will contribute to a strong, sustainable supply chain.

Question 4.1 Skill Gaps and Shortages

Are you taking action to address **skills gaps** or **skills shortages in the industry, and encourage transitioning** into the industry? At least one action must relate to the reduction of barriers to skill transferability across industries and one action must demonstrate collaboration with other developers or suppliers. Please state:

- Which technical qualified personnel you have the greatest gaps/shortages in.
- Your 4 most impactful actions in terms of reducing skills gaps or shortages.
- Evidence of ambition compared to existing industry standards or common practice for each action.
- Key measurable outcomes/KPIs for each action; and
- How delivery will be assured for each action.

Your answer should be no more than 5 pages.

In this question, one of your actions can relate to a previous project, provided that there are demonstrable links between the past activity undertaken and the current project. See Annex B for the definition of 'demonstrable links'. Actions can be taken at an industry or company level provided they are demonstrably relevant to the challenges faced by your project.

The question will be scored as follows:

Information requested	Points available per action
State which technical qualified personnel you have the greatest gaps/shortages of.	2 points if information provided. 0 points if information is not provided.
Evidence of ambition compared to existing industry standards or common practice, for each action.	10 points if ambition significantly exceeds industry standards or common practice. 6 points if ambition is only a small incremental improvement on industry standards or common practice. 2 points if ambition is in line with industry standards or common practice. 0 points if ambition is below industry standards or common practice.
Key measurable outcomes / KPIs for each action.	5 points for providing clear numerical or objectively measurable targets to be completed within a specific timeframe.

	<p>3 points for providing qualitative targets within a specific timeframe.</p> <p>2 points for setting out aspirations but not hard targets.</p> <p>0 points if no measurable KPIs provided.</p>
How delivery will be assured for each action.	<p>5 points for setting out clear delivery plan which includes target delivery dates, key milestones building up to final delivery; clear explanation of dependencies necessary to ensure delivery, including known risks, and commitment or enrolment of key stakeholders.</p> <p>3 points for setting out target delivery dates and key milestones building up to final delivery but lacking clear explanation of dependencies.</p> <p>1 point for lack of clear deliverables, milestones, and dependencies.</p> <p>0 points if no delivery assurances set out.</p>
Total number of points	20 points per action, 82 points in total.

Question 4.2 Apprenticeships, Scholarships and Trainees

Part 1

How many scholarship positions (undergraduate and/or post-graduate) with a duration of one year or more are you planning to sponsor, and at which educational institutions?

Part 2

How many apprenticeships, trainee positions and positions for workers transitioning from other sectors are linked to the development, construction, operations and maintenance phases of your project? How many of these are related to the skill gaps or skills shortages identified in question 4.1?

Your answer should be broken down into the following categories:

Employed by you:

- Apprenticeships.
- Trainee positions/ T level industry placements or equivalents⁸; and
- Positions for workers transitioning from other sectors.

Employed by T1 suppliers:

- Apprenticeships.
- Trainee positions/ T level industry placements or equivalents; and
- Positions for workers transitioning from other sectors.

⁸ Note that where there are no direct equivalents between England, Wales, Scotland and Northern Ireland, use the corresponding qualification levels as found on <https://www.gov.uk/what-different-qualification-levels-mean/list-of-qualification-levels> (e.g. a T level in England equals any equivalent level 3 qualification in Wales).

Part 3

How do you as the developer plan to support those workers within your organisation coming to the end of their scholarship position/ apprenticeship/trainee position/ placement into employment?

Your answer should be no more than 5 pages.

The question will be scored as follows:

Information requested	Points available
Number of scholarship positions with a duration of one year or more.	5 points if scholarship positions created. 0 points if no positions created.
Breakdown of apprenticeships, trainee positions, positions for workers transitioning from other sectors and T level placements or equivalents provided (note that where T1s have not yet been contracted, estimates are accepted at application stage).	5 points if data breakdown provided. 0 points if data not provided or broken down.
Total number of apprenticeships, trainee positions, positions for workers transitioning from other sectors and T level or equivalent placements across your organisation and employed by your T1 suppliers.	30 points if total positions across your organisation and employed by your T1 suppliers > 200. 20 points if total positions are between 150-200. 15 points if total positions are between 100-150. 10 points if total positions are below 100. 0 points if no information is provided.
Are your apprenticeships, trainee positions, positions for workers transitioning from other sectors and T level placements or equivalents linked to the skills gaps/shortages outlined in 4.1.	10 points if over 80% of total positions are linked to the skills gaps/shortages outlined in 4.1. 8 points if over 60% of total positions are linked to the skills gaps/shortages outlined in 4.1. 6 points if over 40% of total positions are linked to the skills gaps/shortages outlined in 4.1. 2 points if less than 40% of total positions are linked to the skills gaps/shortages outlined in 4.1. 0 points if no positions are linked to the skills gaps/shortages outlined in 4.1
How do you plan to support those workers within your organisation into employment at the end of their scholarship position/ apprenticeship/trainee position/ placement?	5 points if comprehensive plan provided. 3 points if detailed plan provided. 2 points if basic plan provided. 1 point if superficial plan provided. 0 points if no plan provided.
Total number of points	55 points in total.

Question 4.3 Equality of Opportunity and Reducing the Disability Employment Gap

Are you taking action to **promote equality of opportunities in the workforce, which includes reducing the disability employment gap?** Please state:

- Your two most impactful actions in terms of promoting equality of opportunities in the workforce.

- Evidence of ambition compared to existing industry standards or common practice for each action.
- Key measurable outcomes/KPIs for each action; and
- How delivery will be assured for each action.

Note: stating or summarising your overall corporate strategy does not count as an individual action.

Your answer should be no more than 3 pages.

The question will be scored as follows:

Information requested	Points available
Evidence of ambition compared to existing industry standards or common practice, for each action.	<p>10 points if ambition significantly exceeds industry standards or common practice.</p> <p>6 points if ambition is only a small incremental improvement on industry standards or common practice.</p> <p>5 points if ambition is in line with industry standards or common practice.</p> <p>0 points if ambition is below industry standards or common practice.</p>
Key measurable outcomes / KPIs for each action.	<p>5 points for providing clear numerical or objectively measurable targets to be completed within a specific timeframe.</p> <p>3 points for providing qualitative targets within a specific timeframe.</p> <p>2 points for setting out aspirations but not hard targets.</p> <p>0 points if no measurable KPIs provided.</p>
How delivery will be assured for each action.	<p>5 points for setting out clear delivery plan which includes target delivery dates, key milestones building up to final delivery; clear explanation of dependencies necessary to ensure delivery, including known risks, and commitment or enrolment of key stakeholders.</p> <p>3 points for setting out target delivery dates and key milestones building up to final delivery but lacking clear explanation of dependencies.</p> <p>1 point for lack of clear deliverables, milestones, and dependencies.</p> <p>0 points if no delivery assurances set out.</p>
Total number of points	20 points per action, 40 points in total.

Annex A: Examples of what is being sought

Note: examples are not meant to be exhaustive. These are indicative and other types of action can be taken than those specified below, so long as they are relevant to the question they come under.

Question	Example ⁹
Green Growth	
1.1 Supply Chain Competition	Guidance in the question.
1.2 Supply Chain Opportunities	Examples of further actions supporting visibility of opportunity include collaborating with other projects to pool opportunities, running procurement workshops, making sure your Tier 1 suppliers maximise visibility of opportunities downstream of your project, running bespoke events for smaller groups of suppliers, and using multiple supplier portals (e.g. OGA). Examples of fair contracting include appropriate measures to reduce prequalification requirements on smaller firms, prompt payment processes, removing unsuit tender requirements for SMEs (e.g. large performance bonds), or unfair indemnity clauses.
1.3 Procurement Value Drivers	Examples include any weight given in your procurement process to factors such as carbon emissions, environmental impact, job creation, system integration and innovation, benefits to local communities, action against modern slavery, etc. Specific examples that fall into these factors could include developers that reward companies which: contribute to a Just Transition replacing fossil fuel generation with renewables and re-skilling workers; apply and invest in the development of new technology solutions; have a greenhouse gas emissions reduction plan. Procurement Value Drivers can be used as an entry requirement for assessing bids before a final decision is made on price.
1.4 Sustainable Procurement, Operations and Maintenance	Examples include, but are not limited to, using recyclable materials, minimising carbon emissions from transportation, adopting new technologies for reducing carbon impacts across the supply chain (e.g. alternative fuels), collaborating with suppliers to work towards decarbonising their practices, introducing measures to minimise biodiversity impacts of the supply chain.
1.5 Supply Chain Resilience	Guidance in question.
Infrastructure	
2.1 Decarbonisation: Monitoring	Guidance in question.
2.2 Supply Chain infrastructure: Major Investments	Guidance in question.
2.3 Supply Chain infrastructure: Other Investments	Part 1: Examples of actions that support lower tier key component suppliers could include the following: supporting supply chain tier 2 and 3 to make investments improving their own capability/capacity, whether via direct funding or firm assurance in a future order pipeline to provide confidence in taking investment decisions, or by securing Tier 1 collaboration with lower tiers. Part 2: Examples of other actions that strengthen infrastructure that supports supply chains could include the following: building enabling infrastructure, e.g., access roads, , collaborating with other projects to set up shared or joint infrastructure including network/grid infrastructure, providing community benefit packages as part of as part of deployment of relevant infrastructure.
2.4 Planning for Sustainable Decommissioning	Examples could include investing in/contributing towards the research of recyclable materials, participating in working groups that think about end-of-life issues and initiatives, contributing to the research of the design of modular components, activities that promote repair before scrap.
Innovation	
3.1 Investment in R&D	Examples include any R&D project that you are involved in or driving that relates to new surveying, construction, maintenance methods, to new component design, or that could lead to a drop in carbon emissions, costs, and higher productivity etc.
3.2 Investment in New Technologies	Examples include any new technology that will be commercialised or tested as a direct, or partial result, of your project's needs.
3.3 Bringing in New Players	Guidance in question.
Skills	
4.1 Skill Gaps and Shortages	Examples of actions to address skills gaps and shortages could include the following: work to support the transition of workers from non-renewables sectors, recognition of equivalent training qualifications from other industries , working in partnership with regulators and safety forums, educational institutions to address gaps and shortages, setting up your own training

⁹ This is not an exhaustive list of examples.

	<p>programmes, collaboration with others (developers or suppliers) to set up skill programmes including apprenticeships and STEM programmes.</p>
4.2 Apprenticeships, Scholarships and Trainees	Guidance in the question.
4.3 Equality of Opportunities	<p>Examples of actions that promote equality of opportunities in the workforce and reduce the disability employment gap could include: work to: support in-work progression to help people from diverse backgrounds, perspectives and needs, (including age, ethnicity, education and other abilities) to move into the industry or into higher paid work by developing new skills relevant to the contract; increase the representation of disabled people in the contract workforce; support disabled people in developing new skills relevant to the contract, including through training schemes that result in recognised qualifications; and influence staff, suppliers, customers and communities through the delivery of the contract to support disabled people.</p>

Annex B: Key Definitions

“Key components”

For **Onshore Wind, or Remote Island wind:**

1. Turbines
 - a. Blades
 - b. Nacelles
 - c. Towers
2. Foundations, roads and drainage
3. Grid connection
4. Electrical Infrastructure Balance of Plant (BoP)
 - a. Electrical
 - b. Structural
5. Installation
 - a. Turbine
 - b. Foundation
 - c. Electrical / Cable

“Demonstrable links” between past activity undertaken and the current project

This means evidence of how activity in a previous project has direct and practical implications for the current project. For instance, lessons learnt applied to the current project, a procurement exercise that covers several projects, R&D investment or new technologies being rolled across several successive projects or infrastructure used across several projects. Activities by parent companies or consortium members can be used provided that the link to the project is within this definition.

“Ambition significantly exceeds industry standards or common practice”

An ambitious activity means one that goes clearly further in scale, scope, material impact, or represents a wholly different or new approach, to what has commonly been done in the relevant industry in the past five years. The nature of a project’s technology and its size are considered in relation to ambition.

“Key measurable outcomes / KPIs”

This refers to the key outcomes you will be monitored against. These should ideally be clear numerical or objectively measurable targets to be completed within a specific timeframe. Qualitative targets (e.g. producing a report) are also acceptable but will score less highly than numerical KPIs.

“How delivery will be assured”

This requires a summary of how your intent, policy or initiative will be translated into concrete outcomes. This usually would include timelines for delivery and an overview of the key steps necessary to translate an intent into an outcome.

“Detailed” or “comprehensive” information vs. “some” or sufficient information vs. superficial” or “insufficient” information

Comprehensive: clear statement of desired effects, timelines, key risks, mitigations, wider context, and industry impacts.

Detailed: clear statement of desired effects with supportive details on at least three of the following: timelines, key risks, mitigations, wider value and industry impacts.

Basic: clear statement of desired effects but with supportive detail on two or fewer of the following: timelines, key risks, mitigations, wider value and industry impacts.

Superficial: information on desired effects is unclear.

“New manufacturing facility”

A manufacturing facility that has been set up in the last five years, or will be set up in coming years, where none existed previously. This can include facilities repurposed from other industries.

“Significantly upgraded manufacturing facility”

A facility that has received substantial investment in the last three years, or will receive such investment in the coming years, to increase its output or efficiency, or to manufacture different products than it was originally set up to produce.

“Incrementally upgraded manufacturing facility”

A facility that has undergone small modifications in the last three years, or will do so in the coming years, to modify its production line or techniques as the demand for its products evolve.

“Sustainability”

Defined as any measure, action or initiative that seeks to reduce the environmental impact of your project. This can include, for example, a reduction in greenhouse gas emissions, the use of recyclable, refurbished or re-usable components or materials.

“Resilience”

The ability to

- a. withstand disruption to the supply chain from unforeseen events, such as geopolitical or trade shocks, significant workforce issues in downstream suppliers, or climate change (natural disasters etc.) so a project can be delivered with minimal disruption; and
- b. overcome key component supplier failures through securing alternative suppliers.