



Minutes • 15 September 2026

Directorate for Energy Supply Chain (DESC)



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MINUTES

Present

Stuart Broadley, CEO EIC (SRB)

Neil Golding, EIC (NG)

Rebecca Groundwater, EIC (RG) (online)

Jack Boggis, EIC (JB)

Chris Shirley, EIC (CS) (online)

Ian Molloy, EIC (IM) (online)

David Allely, Allelys Heavy Haulage

Jasmina Tuncheva, FRACH

Stuart Billingham, KOSO Kent Introl

Andrew Ball, Murphy Group

Ivan Gutierrez, OGC Energy Ltd

Miles Jackson, Wolf Safety Lamp Co. Ltd

Angus Milne, DNV Services UK Ltd

Martin Layfield, Petrofac Facilities Management Ltd

Sheena McGuinness, RSM`

Andrew Smith, Denholm Industrial Services Limited

Apologies

Carl Townsend, Sentinel ICCS

Fraser Budd, McDermott Marine Construction

Paul Mudd, TRS Workforce Solutions

Phil Ashley, Fibron

1 Opening and governance

The previous meeting's minutes were approved without amendment. Andrew Smith was appointed Chair for the first 12 months, with Jasmina to serve as Vice Chair and succeed him. Stuart Broadley will brief both on the role, process and transition arrangements.

2 Policy certainty and project timelines

- The subgroup has assembled project timeline and contracting evidence for Net Zero Teesside, Liverpool Bay and Lighthouse Green Fuels, among other projects.
 - Evidence indicates prolonged gaps between early engagement, tendering, award and final investment decisions, creating significant bid costs, hidden engagement costs and commercial risk.
 - Early engagement is not reliably converting into revenue. Examples included bidding periods of around two-and-a-half years and repeated rebidding before award or loss.
 - More member evidence is needed urgently ahead of party conferences, the financial statement and a planned senior civil servant roundtable in late October.
 - One-to-one calls will be offered to allow members to share commercially sensitive information in more depth.
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3 Member evidence and bid outcomes

The committee agreed to gather wider evidence through membership managers and regional committees. The standard member questions will cover whether a company bid, whether it succeeded, who won if known, whether the bidder withdrew, and why. Members may also request a follow-up conversation.

Additional evidence should capture contract value, withdrawal reasons, bid effort, award timing, overseas competitors and any barriers such as contracting entity risk or unavailable project information.

4 Local content analysis

- **Liverpool Bay:** approximately 780 companies were identified within 50 miles. The base includes a mix of large companies and SMEs; 73% have oil and gas experience, while energy-transition activity is materially lower. Five local companies were known to have secured contracts, with limited visibility of

current bids and overseas awards.

- **Net Zero Teesside:** approximately 538 companies were identified within 50 miles. The industrial profile is similar to Liverpool Bay, with a slightly higher manufacturing share. Fourteen local awards were identified, alongside substantially more awards to companies elsewhere in the UK and internationally.
 - The main evidence gap is visibility of companies currently bidding, contract values and the extent to which apparent UK spend flows through lower supply-chain tiers.
 - The committee noted that local presence does not guarantee success; price remains decisive where no local-content mandate exists.
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5 Policy options and research priorities

- Investigate international local-content mechanisms, including approaches used in France, Italy, Greece, Portugal, the UAE and Saudi Arabia, and assess whether comparable measures could operate within UK and WTO rules.
 - Develop a simple economic comparison of awarding work to UK versus overseas suppliers, covering PAYE, National Insurance, tax receipts, retained spend, skills, apprenticeships, employment and export capability.
 - Examine “first pound, second pound, third pound” reporting to understand where project expenditure ultimately lands through the supply chain.
 - Assess workforce impacts, including apprenticeship creation, university and STEM pipelines, use of overseas labour on UK contracts and immigration-related barriers.
 - Explore the overall value and size of local versus international contract awards, rather than relying only on the number of awards.
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6 Directorate leadership and advocacy

The replacement Regional Director role will retain responsibility for events and membership while adding strong advocacy capability, government contacts and access. The search is expected to begin within two weeks, with an appointment targeted in three to six months. Members were asked to suggest suitable candidates.

The committee favoured a combined advocacy approach: strengthen the UK domestic market and local supply chain while also improving export support. A strong UK base was seen as essential to overseas credibility, but members also stressed that many firms have relied on international markets because of delays and uncertainty at home.

7 Decisions

- Previous minutes approved.
- Andrew Ball appointed Chair for 12 months; Jasmina appointed Vice Chair and successor.
- Member evidence gathering will be expanded through one-to-one interviews, membership managers and regional committees.
- The policy roundtable will be targeted for the week commencing 26 October 2026, ideally the morning of 29 October.
- A follow-up committee meeting will be targeted for the week commencing 9 November 2026.
- Advocacy should cover both UK market development and export support, with UK capability as the foundation.

8 Action log

Agreed actions			
No.	Action	Owner	Target
1	Brief the Chair and Vice Chair on remit, process and transition arrangements.	Stuart Broadley	After the meeting
2	Issue one-to-one interview dates and invite members to provide detailed project, bidding, cost and award evidence.	Rebecca Groundwater / Jack / Neil Golding	Underway
3	Use membership managers and regional committees to ask the agreed bid-outcome questions, including withdrawal and reasons for non-success.	Rebecca Groundwater / Membership team	Before the October roundtable
4	Continue updating project timeline and contract-activity evidence, including contract values where available.	Jack / Policy certainty subgroup	Before the October roundtable
5	Develop further local-content analysis for Liverpool Bay and Net Zero Teesside, including current bidders, award values and supply-chain tiers.	Christopher Shirley / EIC team	Before the October roundtable
6	Research the French, Italian and other international support models and their relevance to UK policy.	EIC policy team / Sara	To be confirmed
7	Create a simple UK-versus-overseas economic value table covering tax, employment, skills, apprenticeships and retained spend.	EIC policy team	To be confirmed
8	Seek evidence on UAE in-country value, Chinese direct awards and the treatment of first-, second- and third-tier spend.	EIC international team / participating members	To be confirmed

9	Explore skills-pipeline evidence, including university intake, STEM provision, apprenticeships and workforce requirements.	EIC team / relevant network contacts	To be confirmed
10	Continue outreach to UK Export Finance and identify the appropriate contact.	Neil Golding	Ongoing
11	Confirm the senior civil servant roundtable date and invite appropriate committee representation.	Rebecca Groundwater / Neil Golding	Week commencing 26 October; preferred 29 October
12	Schedule the next committee meeting and incorporate the Chair and Vice Chair's availability.	EIC secretariat	Week commencing 9 November
13	Launch the Regional Director recruitment search and consider member referrals for candidates with energy-sector advocacy experience.	Stuart / EIC leadership	Search within two weeks; appointment in three to six months



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