

Government and regulatory authority resourcing for offshore wind

Learning from more established markets to help accelerate deployment in emerging markets

June 2026

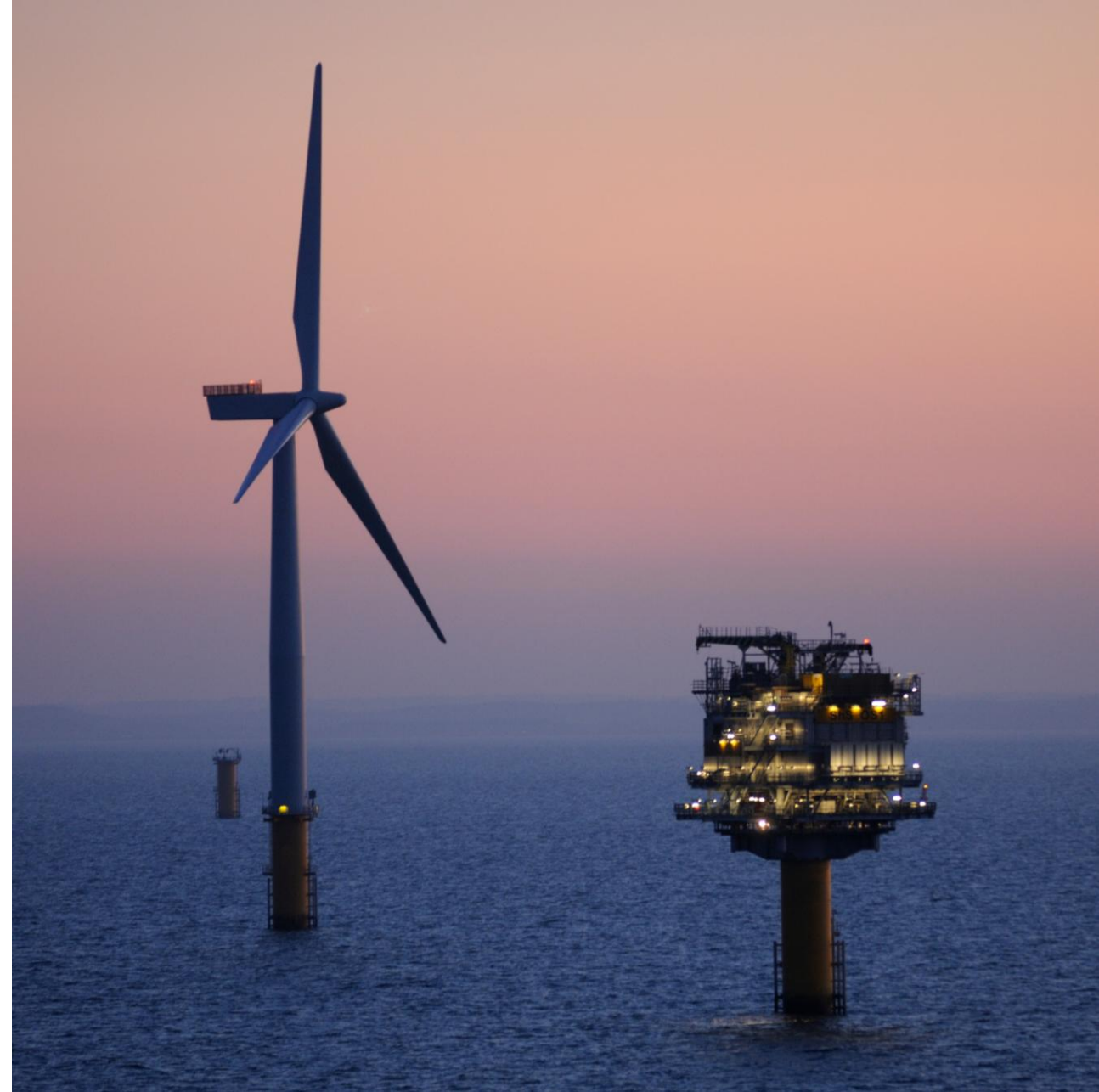
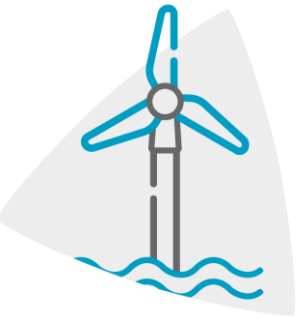
Supported by an international philanthropic climate foundation working with policy, civil society and research partners to support the clean energy transition across Asia



Agenda

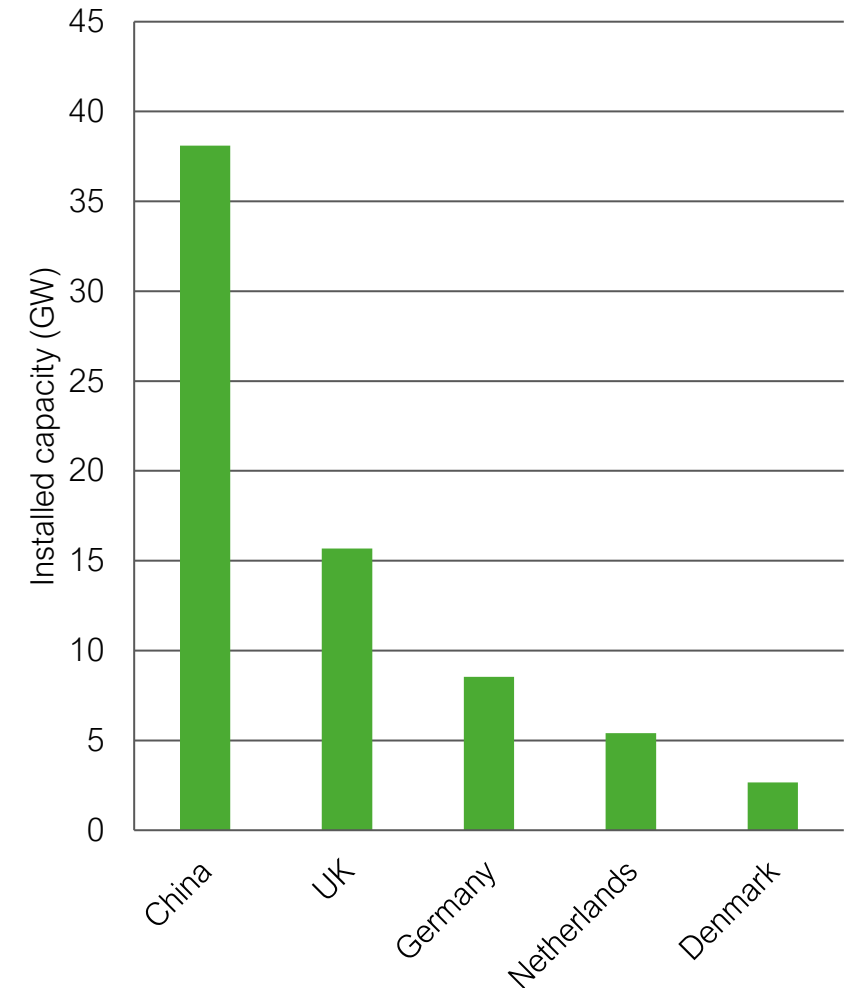
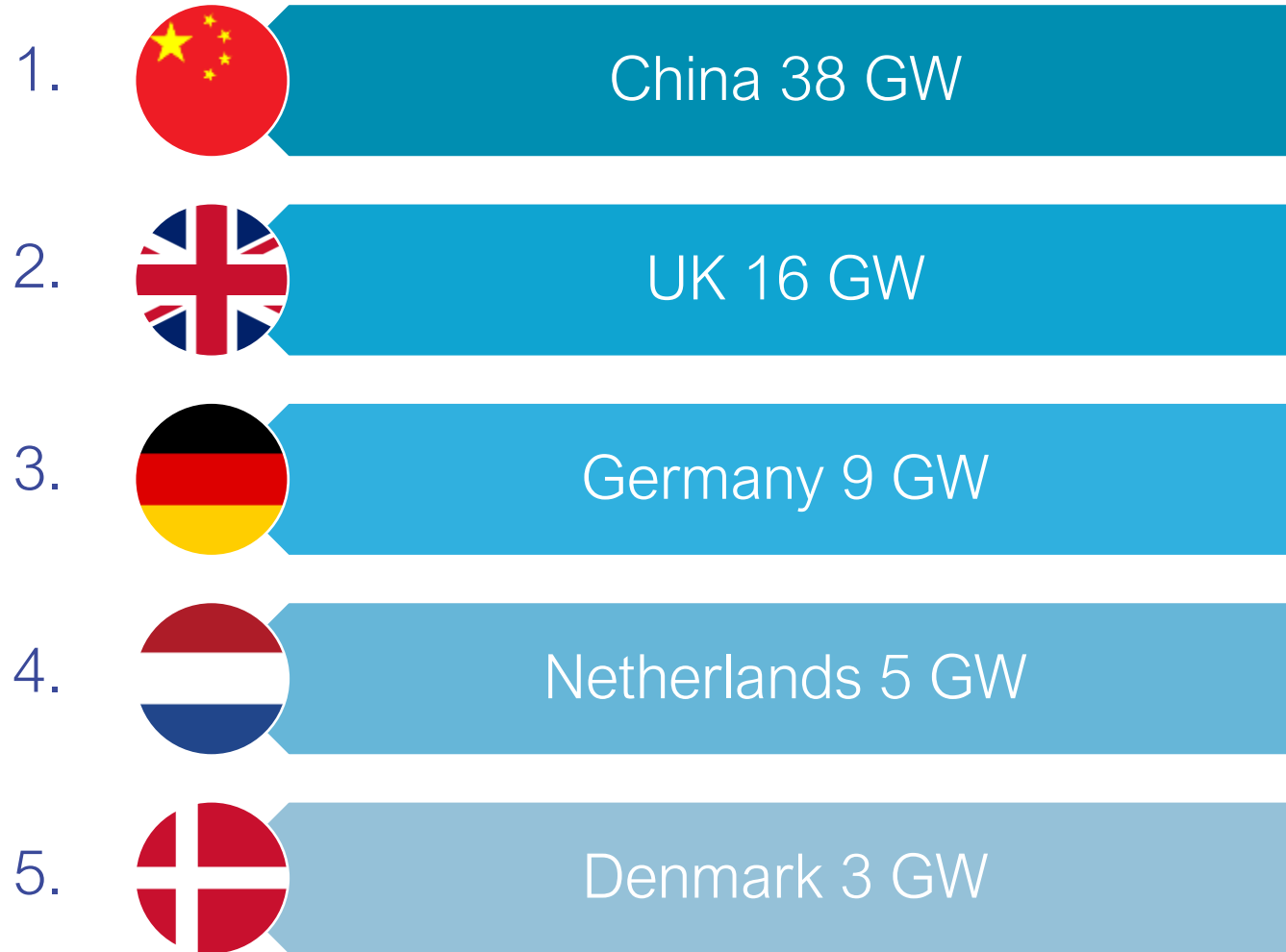
1. The potential of offshore wind
2. Resourcing teams for the successful delivery of offshore wind
3. Potential next steps
4. Q&A

The potential of offshore wind



The potential of offshore wind

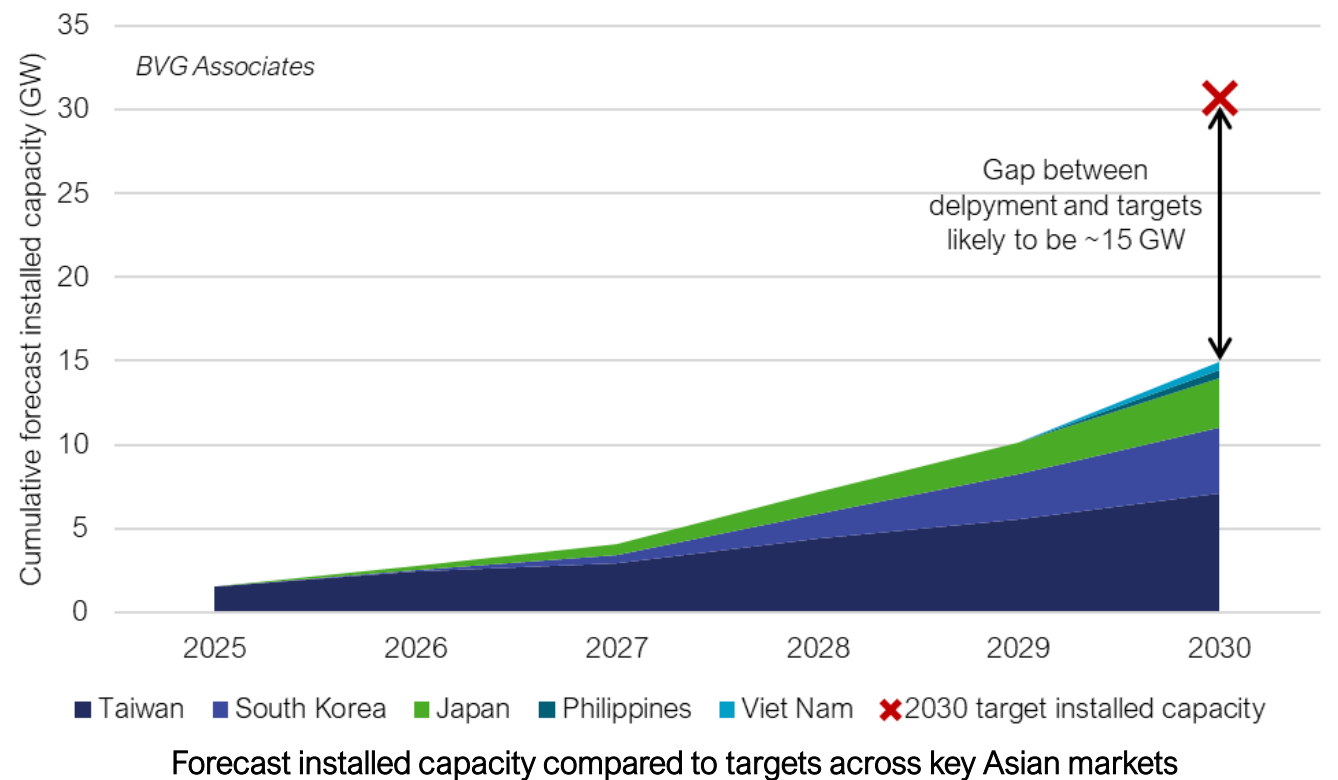
Offshore wind is already operating in large volumes in established markets





Ambition vs reality in Asian offshore wind markets

- Markets in Asia are unlikely to meet their current offshore wind targets
- Governments in Japan, the Philippines, South Korea, Taiwan and Viet Nam have set combined targets of 30 GW of offshore wind by 2030, but
- By the end of 2025, less than 6 GW had been installed across these markets.





The potential of offshore wind

It has the potential to provide:

- Significant quantities of low-carbon energy at reasonable cost without using precious land
- Energy independence in a complex world
- Local jobs and economic benefit

Typically, it needs:

- 7-10 years (sometimes longer) to develop projects due to the scale of this national infrastructure
- Collaboration between government and industry
- Coordination across government – offshore wind is not just an energy department play'
- Strategic logic for why offshore wind fits in the energy mix for a country, so that all can trust that national objectives for offshore wind do not need to change over time
- Development or adaptation of a range of regulatory frameworks, followed by implementation of these to facilitate the route to market for projects (this activity also takes some years)



The potential of offshore wind

Experience regarding the successful development of offshore wind in emerging markets is that critical is transparency, fairness and bankability of the frameworks for:

- Leasing
- Permitting
- Offtake
- Grid connection

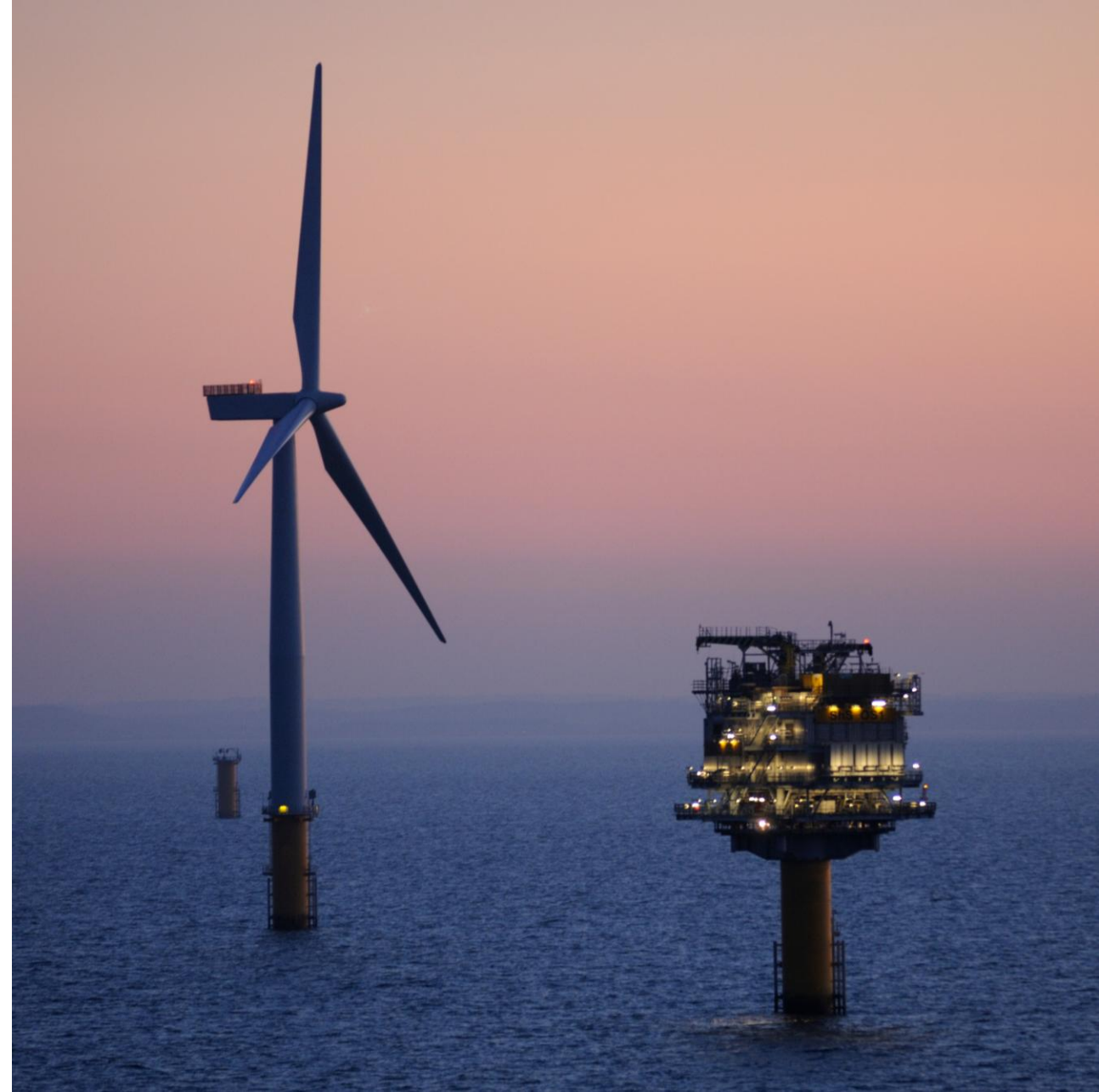
The expectation from various governments in emerging markets was that they could deliver offshore wind significantly faster than in established markets, but experience so far has been that establishing frameworks and pipelines of viable projects has often progressed slower

We see that often:

- Industry is well-resourced and impatient to make progress, with staff long-term involved in wind
- Governments tend to 'grow' policy generalists whereas offshore wind needs 'experts' at the moment
- Resources of government departments, regulatory agencies and consultees are often stretched and this:
 - Slows development of offshore wind
 - Reduces industry confidence / government-industry collaboration, increasing perception of market risk

Such stretched resources were common in the early years of established markets, and are still seen at times

Resourcing teams for the successful delivery of offshore wind





Resourcing teams for the successful delivery of offshore wind



The experience in established markets is that there are routes to funding better-resourced teams, including from early offshore wind revenues



Our research has looked at what better-resourced teams look like and how they can be funded



Every market is different, but it is hoped that the information we have gathered, potentially combined with further support, can help resource governments and accelerate offshore wind



Resourcing teams for the successful delivery of offshore wind

Typical resources required within government / regulators (established market indicative ranges)

Area	Tasks	Approximate number of full-time equivalent employees
Leasing	Marine planning, data & surveys, auction design, legal, commercial, programme leadership	20 to 60 (for a spatial planning and leasing round every 5 years)
Permitting	Consents casework, EIA review, stakeholder engagement, inter-agency coordination, senior decision-makers	15 to 65 (for permitting 2 projects a year)
Grid connection	Network planning, connection queue management, power systems analysis, commercial & regulatory staff	30 to 60 (for grid connection of 2 projects a year)
Offtake auctions	Market design, financial modelling, auction delivery, contracts, compliance and payment administration	30 to 100 (for an offtake auction every 2 years)

- These teams typically include a balanced skill and education mix, with administrative, technical, commercial, legal and strategic leadership roles
- Team sizes vary depending on what is included within government/regulator mandates
- It is recognised that such team sizes may be aspirational in less established offshore wind markets, but the assessment gives a sense of direction and scale



Resourcing teams for the successful delivery of offshore wind



This equates to a total of approximately 140 to 230 full-time equivalent (FTE) employees spread across a range of government and associated agencies



This is likely to have an annual cost of US\$20 to 40 million dollars per year



Crucially this sounds significant, but is only ~7% of the annual revenue of a single 1 GW offshore wind farm



Resourcing teams for the successful delivery of offshore wind

Learning from established markets:

- Well-functioning offshore wind markets use multiple routes to fund teams, tailored to market maturity
- Early-stage markets rely primarily on public funding, before cost-recovery mechanisms are viable
- Sustainable resourcing requires predictable, long-term funding, not short-term project budgets
- Established markets progressively shift costs from government budgets to developers and consumers
- Transparent team funding arrangements are critical to maintain trust, credibility and regulatory independence

We value and respect the good work underway in support of offshore wind in less established markets, often by relatively small, dedicated teams

- Our intent is to support you in growing these teams, looking forward, to help deliver offshore wind faster and in a more sustainable way for the people involved
- Along with growing teams, we recognise that simplifying frameworks can also help with speed and workload



Resourcing teams for the successful delivery of offshore wind

Description:

- Application fees, leasing payments, royalties on energy sales, and auction participation fees

Pros/cons:

- Scales with market activity
- Reduces public budget
- Ultimately reflected in consumer prices

Developer fees and cost recovery



Example:

- In the UK, the Crown Estate is partially funded through fees charged to developers for seabed rights
- The Crown Estate is responsible for marine spatial planning in the UK

Description:

- Costs recovered through electricity bills

Pros/cons

- Spreads costs widely but is politically sensitive
- Requires strong regulatory oversight

Levies on electricity consumers



Example:

- In the Ireland, a Public Service Obligation (PSO) levy is charged on all electricity bills
- These funds are used to fund feed in tariffs for renewable energy

Description:

- Beneficial in early market phases

Pros/cons

- Provides stability but exposed to political and fiscal cycle

Government budget allocations



Example:

- In Denmark the Danish Energy Agency is funded through government
- It is responsible for marine spatial planning, preparing offshore wind sites, and managing permitting processes.

Description:

- Finance from international development institutions

Pros/cons

- Enables early capacity building
- Typically funds time-bound, embedded expertise
- Effective when paired with transition plans

Development finance



Example:

- The World Bank Group funds technical assistance to government ministries and agencies
- Embedded services into Philippines on details on auctions



Resourcing teams for the successful delivery of offshore wind

For senior decision-makers, the central message is that accelerating offshore wind deployment requires treating institutional capacity as core enabling infrastructure. Near-term priorities should include:



Early and sustained investment in capacity



Strengthening wider government capability



Transparency and governance



Global knowledge transfer

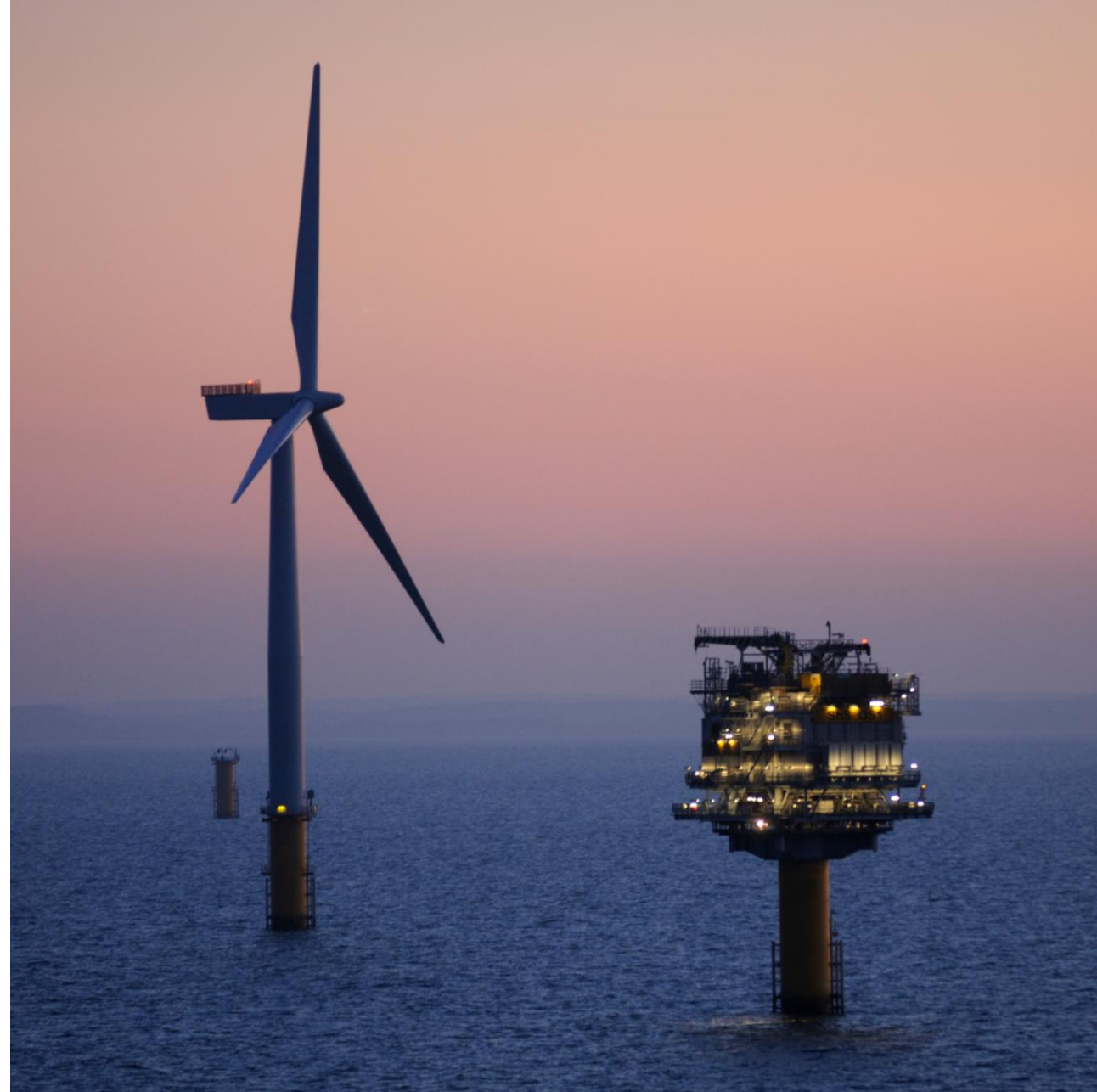


Planning for long-term delivery



Strong stakeholder engagement capability

Next steps



Potential next steps

- Workshop with your government to discuss specifics and possible actions
- Further technical assistance to address resourcing, leading to:
 - Assessment of existing resources
 - Development of plan to increase resources (including training / capacity building), with justification
 - Practical support to implement, including introductions to experienced stakeholders in established markets



Any Questions?



info@bvgassociates.com

www.bvgassociates.com

BVG Associates Ltd
The Blackthorn Centre
Purton Road
Cricklade, Swindon
SN6 6HY UK
tel +44 (0) 1793 752 308

BVG Associates Ltd
Inovo
121 George Street
Glasgow
G1 1 RD UK
tel +44 (0) 44 212 0800

This presentation and its content is copyright of BVG Associates Limited - © BVG Associates 2026. All rights are reserved.

1. This document is intended for the sole use of the Client who has entered into a written agreement with BVG Associates Ltd or BVG Associates LLP (jointly referred to as "BVGA"). To the extent permitted by law, BVGA assumes no responsibility whether in contract, tort including without limitation negligence, or otherwise howsoever, to third parties (being persons other than the Client), and BVGA shall not be liable for any loss or damage whatsoever suffered by virtue of any act, omission or default (whether arising by negligence or otherwise) by BVGA or any of its employees, subcontractors or agents. A Circulation Classification permitting the Client to redistribute this document shall not thereby imply that BVGA has any liability to any recipient other than the Client.
2. This document is protected by copyright and may only be reproduced and circulated in accordance with the Circulation Classification and associated conditions stipulated in this document and/or in BVGA's written agreement with the Client. No part of this document may be disclosed in any public offering memorandum, prospectus or stock exchange listing, circular or announcement without the express and prior written consent of BVGA.
3. Except to the extent that checking or verification of information or data is expressly agreed within the written scope of its services, BVGA shall not be responsible in any way in connection with erroneous information or data provided to it by the Client or any third party, or for the effects of any such erroneous information or data whether or not contained or referred to in this document.

Revision	Description	Circulation classification	Authored	Checked	Approved	Date
1	For use	Client discretion	BAV	MKN	BAV	2 Jun 2026

Circulation classification	Description
Strictly confidential to <i>XX (name person(s) or group)</i>	Not to be circulated beyond the named persons or group within client
Commercial in confidence	Not to be circulated beyond client (or BVG Associates if no client specified)
Supplied under NDA	Not to be circulated beyond client or other organisation party to an non-disclosure agreement (NDA) with the client (subject to any additional terms agreed with the client in <i>[state details of agreement]</i>)
Client discretion	Circulation is at the discretion of the client (subject to any terms agreed with the client in <i>[state details of agreement]</i>)
Unrestricted	No restriction on circulation