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Subject: Offshore Wind Competitiveness Project: GENERATE Brand Update

Report to: Executive Leadership Team, 7th July 2021
Economic Development Committee, 19th July 2021

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SUBJECT MATTER / RECOMMENDATIONS

This report provides officers with an update on the Norfolk & Suffolk Offshore Wind Competitive Positioning Programme. The project seeks to develop and deploy a coherent, co-ordinated and collectively owned brand/offer/identity and marketing strategy to complement other strategic and capital initiatives and drive energy sector investment.

Members are asked to:

- 1) Review and comment upon the content of the report, noting the process to date,**
- 2) Review, comment upon and support the proposed marketing strategy/framework and supporting activity to launch and embed the new brand into the wider energy sector and;**
- 3) Endorse the launch and strategy of the new brand allowing officers to begin to focus on individual energy projects.**

1. SECTOR CONTEXT

- 1.1 The offshore energy sector provides Great Yarmouth and Norfolk with arguably the single most important economic opportunity for a generation.
- 1.2 The Council along with key partners are prioritising the support to the sector and the supply chain, this includes: the investment in the Ports, the growth and expansion of South Denes, the development of the Operations and Maintenance sector and delivery of a comprehensive programme of support to the supply chain, delivering the Sector Skills Plan to realise the forecasted 600% growth in well-paid skilled work (6,150 FTEs) and meet the projected operations and maintenance opportunity worth £1.3bn per annum by 2025 in the East of England.
- 1.3 As reported at the Economic Development Committee meeting in February this project seeks to capitalise on the sectoral opportunity by supporting the development and promotion of ambitious projects to attract and capture new businesses to serve the offshore energy market. At that meeting members fully endorsed the brand and the direction of travel for the marketing of it.

2 BACKGROUND TO THE PROJECT

- 2.1 This project aligns with strategic themes from the corporate plan priorities as below;

- actively work with businesses to ensure that **supply chain opportunities are maximised**, and Great Yarmouth has strengthened its status as a hub for expertise in clean energy and decommissioning
 - **attract new investment into the borough through the promotion** of the port, expertise, and land availability with a focus on the opportunities in the offshore energy sector and nuclear sector
 - Extend Beacon Business Park and **encourage growth in the South Denes Enterprise Zone to support new businesses** establishing themselves as well as attracting existing businesses to expand
- 2.2 The project was initiated in response to a clear need – identified by the industry, itself – for a co-ordinated, collective approach to branding and promotion and wrap-around inward investment support to consolidate the area (essentially Great Yarmouth and Lowestoft) as a world leader in offshore wind, maximising its visibility to Government and investors alike
- 2.3 The project will provide:
- a) the stakeholder-led development of an umbrella brand, offer and identity using the existing East of England Energy Zone (EEEZ) as its starting point,
 - b) the development of a marketing and promotion strategy for all (public and private) stakeholders to champion;
 - c) a streamlined approach to the promotion of the area at local, national (and when appropriate) international events to deliver maximum impact.

3 **GENERATE Strategy**

- 3.1 The new brand, visual identity and vision statement were signed off by Members of the Economic Development Committee in February, in addition to the EEEZ Funding and Governance Group and the All Energy Industry Council (AEIC) marketing subgroup who all agreed the final option succeeds in reconciling a range of diverse and often passionate opinion to reflect the broadest practicable, collective stakeholder input and representation, essential in maximising the likelihood of widespread buy-in and adoption
- 3.2 Once the visual identity had been agreed work continued on the consistent marketing messages, these are a key element to the marketing strategy providing the basis for all marketing messaging. This has now been signed off and produced as a PDF document to be used as an internal resource for public sector or partner employees to reference promotion and/or learn about energy opportunities in the region. (See Annex 1)
- 3.3 The energy prospectus has been reviewed by the AEIC, GY Energy Project Team Group and all relevant stakeholders including the ports. All amendments have been collated and are with Production Bureau, a final version for sign off will be available w/c 12th July. A draft version will be available digitally for the Economic Development Committee.
- 3.4 To accompany the new brand there will also be a new website, which has revised content, functionality and analytic reporting. The wireframes and page layouts have been agreed and updated copy is with Production Bureau, the draft site will be available for review and approved by all partners and stakeholders w/c 12th July.
- 3.5 The above work is part of the rebrand activity which will kickstart GENERATE going live, begin to create awareness and gain traction in the sector. The launch marketing plan has

been summarised in the accompanying document it outlines the purpose, themes and activity for the first 6-12 months.(See Annex 2) which accompanies the strategy document (Annex 3)

- 3.6 Once live one of the next steps for this brand will be to look at the specific projects occurring in the region, working with the project teams and wider parties to understand the opportunity and benefits of each and being to promote and generate interest in them. e.g. O&M Campus and Business Incubator and PowerPark. This activity may include but is not exclusive to;
 - 3.6.1 Creation of promotional material e.g. Sales Brochure
 - 3.6.2 Hosting virtual event
 - 3.6.3 PR campaign to generate interest
 - 3.6.4 Creation of fact sheets for government agencies.
- 3.7 The recruitment process for a PR agency will take place in July to ensure we have an agency in place for August ahead of the first physical event – Global Offshore Wind at the end of September where the brand will be launched nationally and internationally.
- 3.8 The work on GENERATE will organically merge with the work Officers are doing on the stand alone website and business engagement plan, profiling the work of the Borough and acting as a ‘pitch’ to investors. The outputs from GENERATE will provide a ready made and direct link to the latest opportunities and asset around the energy sector as well as creating promotional material & campaigns for GY assets such as the O&M Campus and other energy projects in the borough.
- 3.9 GENERATE will continue to work closely with the AEIC, looking to identify specific projects, objectives from industry that can be completed, scoped or supported to generate interest, investment and ‘buzz’ for the region

Cross cutting themes

GENERATE activity will coalesce around three main themes;

1. Awareness

Within a highly competitive and crowded marketplace GENERATE needs to clearly articulate the many assets, achievements and opportunities our region has to offer the energy sector. GENERATE will do this through a structured programme of PR, marketing and wider influencing activities.

2. Stakeholder Engagement & Endorsement

Partner and stakeholder support is vital to the success of the GENERATE brand and the region's vision. Through continued development of relationships, we will highlight the 'value' of GENERATE to each stakeholder and organically create 'ambassadors' for the brand.

3. Lead generation & improved data management

Data capture and management will form the foundation of GENERATE's activity. This data forms the basis for communication and lead generation activity, if it isn't accurate or relevant the success of campaigns and communications can be significantly inhibited. A key role here is to support the wider lead generation and enquiry handling work of the Invest Norfolk and Suffolk team

In delivering our vision, GENERATE will:

1. Put our region at the centre of conversation around clean energy infrastructure and generation
2. Showcase the assets and opportunities in our region via GENERATE and partners channels, amplifying clear unified messages, based on facts and backed by statistics.
3. Leverage the knowledge and passion of our stakeholders to innovate and facilitate energy projects in Norfolk & Suffolk.
4. Increase awareness about GENERATE and the energy sector in the region via digital channels and a new virtual platform.
5. Investigate and develop a comprehensive data management process, to support the supply chain and enhance communications (excel, CRM or other)

- 3.10 Measures and monitoring for the brand's success will be based around lead generation, social media KPI's, website audience and behaviours, virtual event attendance as well as interaction and engagement with stakeholders and the supply chain and in the long term investment in the region.

Large physical events that attract international and national audiences will be targeted with data collection and lead generation, for example Global Offshore Wind, which takes place in

London at the end of Sept will aim to deliver 30 new contacts for the database and 4 strong leads for the Inward Investment teams.

The digital elements of the marketing will focus on increased engagement as well as followers on social media and the success of the website will be monitored via google analytics; audiences levels, time on site and contacts through the site. A monthly report will be generated for digital activity.

4 NEXT STEPS

The website and prospectus will be available and sent to the Economic Development Committee for their feedback.

Work will start on the individual marketing campaigns and material for energy projects, in addition a plan will be put in place to brand new, and co-brand, existing energy projects across the region with GENERATE.

A proposal of 6 monthly/bi-annual update reports will be made to the Economic Development Committee to monitor results and progress.

5 FINANCIAL IMPLICATIONS

All of the activity incorporated with this project falls within the agreed financial parameters of the MOU.

6 RISK IMPLICATIONS

6.1 The process to date – and bringing a significant number of stakeholders along on that journey – has been and continues to be complex. Certain events are now becoming time sensitive therefore any delays or fundamental revisions to the marketing brand strategy would necessarily result in delays and the realisation of the original objectives/outcomes.

6.2 Should the brand or the strategy not come to fruition as planned, the ultimate risk is that the competitiveness of the area is reduced and would face increasingly stiff competition from other areas with strong brands such as the Humber (using 'Aura'), Scotland (Deep Wind) and others such as the Solent, and of course international markets.

6. CONCLUSION

6.1 This report provides a summary of marketing launch activity for the new GENERATE brand and outlines the initial focus for first 6-12 months.

RECOMMENDATIONS

Members are asked to:

- 1) Review and comment upon the content of the report, noting the process to date,**
- 2) Review, comment upon and support the proposed marketing strategy/framework and supporting activity to launch and embed the new brand into the wider energy sector and;**
- 3) Endorse the proposal for officers to begin to focus on individual projects.**

Area for consideration	Comment
Monitoring Officer Consultation:	As part of the ELT process
Section 151 Officer Consultation:	As part of the ELT process
Existing Council Policies:	Economic Growth Strategy and Action Plan, Pathway to Recovery Plan
Financial Implications:	As outlined in the Report
Legal Implications (including human rights):	None
Risk Implications:	As identified in report
Equality Issues/EQIA:	None
Crime & Disorder:	None
Every Child Matters:	Not applicable