

URN: 22-078

Subject: GENERATE Marketing & Promotion Update

Report to: Executive Leadership Team, 2nd November 2022

Economic Development Committee, 14th November 2022

Report by: Sara Rushworth, Renewables Marketing Manager

SUBJECT MATTER

This report provides members with an update on GENERATE, and a summary of the marketing activity since the last Economic Development Committee meeting held in July 2022. This report outlines the operational focus for the remainder of the current term and recommendations for GENERATE moving forward when the current MOU ends at the end March 23.

RECOMMENDATION

Members are asked to:

- 1. Review and comment on the report
- 2. Consider the recommendation of the Enterprise Zone Funding and Governance Group; the recycling of underspend against allocated Pot B marketing budget to set out costed proposals for GENERATE delivery for the period April 2023 to March 2024, as set out in Section 4.1 4.4.

1. Introduction

- 1.1. The continuation of prioritising support to the Energy Sector and the supply chain including investment in the Port through the Operations & Maintenance Campus, the growth and expansion of the cluster on South Denes and the business incubator project remains key for the Council and its partners. This complements the wider work to deliver a comprehensive programme of support to the supply chain, Skills Sector who have predicted a 600% growth in high-value employment (6,150 FTEs), meeting the projected operations and maintenance opportunity worth £1.3bn per annum by 2025 in the East of England.
- 1.2. The GENERATE brand is a result of a request from industry 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.

1.3. GENERATE provides:

- a) a marketing and promotion strategy for all (public and private) stakeholders to champion.
- b) a streamlined approach to the promotion of the area at local, national and international events to deliver maximum impact.

2. Work to Date

- 2.1. At its meeting in July, committee members received an update on GENERATE activity since its formal launch in September 2021.
- 2.2. The 2022 events calendar has been full with the latest event, WindEurope in Hamburg taking place at the end of September, where GENERATE reserved a 12m² space on the UK Pavilion. There were also plans to have a significant presence at the East of England Energy Group's House of Commons event in September. However, due to the death of Queen Elizabeth II this event was postponed, it will now take place on 25th January 2023.
- 2.3. In the past 12 months GENERATE has attended 5 major offshore wind sector events which has resulted in the successful positioning of the East of England alongside the biggest offshore wind brands, manufacturers, and developers in the world. This presence has enabled GENERATE to establish a strong and consistent presence nationally and internationally, which can be built on. Event attendance plays an essential role in the overall purpose of GENERATE, highlighting the opportunities here in the East of England whilst raising awareness of, and attracting interest in, the significant infrastructure projects taking place here, for example the operations & maintenance campus. Moving forward continued attendance at industry specific events will allow us to ensure the region remains in the forefront of business minds when considering investment in the UK.
- 2.4. At WindEurope, Hamburg, the GENERATE team organised pre-arranged meetings to continue dialogue with potential investors and identify new opportunities. A list of companies, created ahead of the event, were sought out and constructive dialogue instigated to identify the specific needs of each. The purpose was to re-establish relationships, establish needs and pitch the coherent offer, then follow-up with ongoing dialogue focusing right in on bringing these prospects to fruition, alongside other stakeholders
- 2.5. Over the 4 days there was a lot of interest in the area and the GENERATE brand was successfully promoted to the thousands of delegates in attendance, in total 37 companies showed an interest in the region. Of these 2 were significant leads who reengaged, 8 were new leads interested in projects in the region and 27 were companies that showed an interest in finding out more about our energy sector and supply chain.
- 2.6. A debrief meeting has been held in which each lead was assessed and allocated a key account manager to progress and feedback on. Discussions were held with members of the delivery group, event delegates and industry stakeholders in order to identify the most effective way of maximising event attendance whilst reducing costs and maintaining brand exposure moving forwards. This has given rise to a new concept of delivery for international events. Costs will be reduced by no longer paying for a stand/space and instead focus will be on 'walking the floor' with a pro-active, fully briefed, motivated team who can initiate dialogue and/or re-

- establish conversation to progress existing leads. These teams will also have a supply of marketing material to distribute.
- 2.7. In September GENERATE launched a new piece of marketing material, bought in to by the All Energy Industry Council and key stakeholders, which encapsulates in one simple visual the huge contribution Great Yarmouth and the region makes to the UK Plc, (See Annex 2). The purpose of this was to create one impactful visual tool demonstrating our energy credentials that can be distributed to key offshore wind stakeholders across the UK, local and national supply chain, media outlets and the decision makers in government departments responsible for trade and investment.
- 2.8. The material and press release were emailed out to over 240 media outlets, both online and print publications as well as 187 people within Government and/or the energy business sector. This activity resulted in, to date, 18 pieces of media coverage with a total reach of 1,452,196. As per the plan a large proportion of coverage was within niche, national energy publications such as ReNews, Fuel Cell Works and H2 View, in addition to coverage within the local media publications. The activity also resulted in a piece within the news segment on Smooth Radio East which was played multiple time across the afternoon.
- 2.9. This campaign is ongoing but initial results are very positive, complimentary feedback was received from several stakeholders and Peter Aldous MP went on record to praise the material and its message, in addition the image was used during a presentation at the Ambassador's Clean Energy event held at East Coast College in October. This is exactly the type of response that was hoped to be achieved, conversations being instigated by the visual and it being used as a resource by partners, stakeholders and the media when talking about the East of England energy sector. Work will continue towards achieving this goal, the postcard material featured and was inserted into the Autumn edition of Insight Energy, which has a print run of 5,500 and was distributed at Wind Energy Week 2022.
- 2.10. GENERATE's 2021-2022 annual review has been finalised and will be distributed to all stakeholders on, or before 14th November 2022. This report provides an overview of outputs and activity for GENERATE's inaugural year, a copy of this report can be found in Annex 3.
- 2.11. Outputs/targets until March 2023 remain as proposed in September 2021 with the current position summarised, below.

Description	Pipeline	Realised
New leads being actively managed	27	3
O&M leads being actively managed	8	0
Target* of £5,000,000 inward investment	£5,012,00	£20,240
Target* of 50 jobs created	1054	40
Target* of 50 apprenticeships created	TBC	TBC

^{*}Targets were set at the start of the 3-year project before COVID hit, COVID resulted in a delay to the start of the project and the brand has been live for just 12 months

2.12. In the 12 months since the brand was launched GENERATE has successfully continued and

kept live conversations with 3 major manufacturers who could bring significant investment and jobs to the region. In addition, it has also engaged with over 60 other businesses who have shown an interest in the region, these leads vary from smaller virtual tenancy options with values of £1,000 and 1 job, to larger opportunities such as occupancy within the industrial areas including but not limited to; Great Yarmouth Energy Park, Beacon Park, and the new O&M campus project which by its nature lends itself to the offshore renewables industry. Leads of this size do however take longer to come into fruition and are resource intensive. GENERATE will continue to progress existing leads whilst sourcing new leads to ensure Great Yarmouth remains the complete business solution. This will not be possible if it is ultimately decided the pre-allocated Pot B funds are not to be utilized for the purpose they were originally awarded for.

- 2.13. GENERATE actively liaises with Property and Inward Investment teams within and outside of the Council to cross-promote specific inward investment opportunities and facilitate introductions. This is proving to be an effective source of leads and constructive feedback related to the energy sector, primarily for the O&M campus project but also around future opportunities, such as the hydrogen sector. Notably, there has been interest in the Investment Zone initiative with several potential investors keen to find out if Great Yarmouth would be selected as an Investment Zone. There remains an ongoing role around facilitation and the delivery of capital works in order to land inward investment opportunities.
- 2.14. Competition from other port areas to land these investments remains fierce, with a number of other locations competing for investment both home and abroad. Members of the team are in talks with the DIT to see how they can be encouraged to reengage to discuss investment opportunities for the East of England.
- 2.15. Work has now been completed on the Operations & Maintenance Campus promotional video, this was a joint project commissioned with Peel Ports, and the result is an impactful, professional video showcasing the infrastructure and investment that Great Yarmouth Borough Council and its partners are making in the region. This provides a valuable piece of promotional material that can be used by GENERATE and partners to provide exposure for the O&M Campus, working closely with the Inward Investment and Property teams within Great Yarmouth and New Anglia LEP work will focus on maximising visibility of this video, and support wider work to land investment into the campus. (VIMEO link for video will be inserted ahead of EcDev once final approval given)
- 2.16. In addition to the tangible outcomes that GENERATE has created the ongoing presence at events, media coverage and interaction with developers and member organisations, such as Renewable UK continues to enhance the reputation and credibility of the region as a clean energy generator and investment opportunity. This is demonstrated through invites for GENERATE to sit on panels at WindEnergy Week and the Eastern Arc Conference, radio interview and comment requests as well as inclusion in national offshore wind cluster event meetings and interactions with the regional offshore wind cluster EastWind.

3. Implementation of the GENERATE Marketing Strategy

3.1. The GENERATE website has recently been updated to reflect the new statistics agreed as part of the new marketing material project. The site continues to see steady growth in online

- traffic, averaging 157 new users each month, peaking at 205 in September. It is has proven itself be a key resource for promoting GENERATE activity and material, a new page dedicated to the Operations & Maintenance Campus has also been added.
- 3.2. All GENERATE activity is supported by social media activity and engagement with activities focused on raising awareness of the huge opportunity in the region, working to attract investment in line with the overarching Marketing Strategy.
- 3.3. To date, in conjunction with partners, GENERATE has hosted/co-hosted 6 events, 1 workshop having taken place during WindEnergy Week in October. A proposal is currently in progress to host a Hydrogen energy event, this will aim to inform the local supply chain about the hydrogen projects in the region and identify ways in which they could be part of, and benefit from, these projects. This event is part of wider supply chain engagement activity.
- 3.4. GENERATE has supported EEEGR's WindEnergy Week activity through the planning and delivery of two tours showcasing the energy opportunities and infrastructure in the East of England, both of which took place on 27th October and fully booked. One of these tours centered around Great Yarmouth, the tour route included the O&M campus site, the port, Great Yarmouth Energy Park, The Third River Crossing, Beacon Park, and a stop at Equinor's O&M control room.

3.5. Other priorities include:

- Continued and proactive allocation of the existing Enterprise Zone Pot B-capitalised EEEZ Marketing Budget MoU to ensure that outcomes are maximized for all stakeholders.
- Consistent communication with stakeholders and third-party event organisers to ensure where there are relevant energy related opportunities GENERATE material/participation is available.
- Continuous reviewing and evaluation of all marketing activity with a focus of return on
 investment (ROI), raising the profile of the brand and engagement with potential investors,
 (with engagement defined as a minimum; face to face conversation, contact data collection
 and meaningful conversation around their needs and the opportunities in the region). Key
 learnings from activity are then incorporated into future planning of all activity.
- Continuation of work to incorporate a decision matrix into the data management process and ensuring there is buy in and clarity from all partners as to the mechanism for allocation and following up of leads. A new draft process is being created and will be reviewed by the GENERATE delivery group in the next meeting taking place in November.
- Work on a new searchable digital directory, which will sit on the GENERATE website and, support a revised supply chain matrix is progressing. Feedback from a third party who has access to updated energy sector data with nationally agreed segmentation is being sought before further work is undertaken. This is to ensure there is consistency regionally and where possible work is not duplicated.
- Work on a gap analysis of the supply chain is dependent on the completion of the above however, work is underway with the Great Yarmouth inward investment team to test out questionnaires and data collation to create a blueprint for rollout.
- Current changes within government and other external factors have made it difficult to
 engage with key influencers at relevant government departments on an ongoing basis.
 Conversations with member of BEIS and DIT are in progress to try and improve this.

- Relationships with the local supply chain and key stakeholders continue on an ongoing basis, these remain informal, via meetings, social media and the GYBC business newsletter.
 Activity and event attendance is communicated with data held on the dashboard via email.
- 3.6. GYBC Communications were briefed on the new marketing material launch and are engaged with at all relevant opportunities.
- 3.7. The work of GENERATE and the work of the inward investment team continues to complement each other, working together on the business engagement plan, promotion of the work of the Borough and acting as a 'pitch' to investors. GENERATE provides a direct link to the latest opportunities and assets around the energy sector, as well as creating promotional material and campaigns for Council-backed assets such as the O&M Campus and other local energy projects. Discussions are in place to ensure the continued synergy between GENERATE and the inward investment team. Working as a combined force will ensure existing and futures opportunities are maximized for the benefit of the borough through investment and job creation.
- 3.8. New signage has been designed to be placed at the O&M Campus, this will be co-branded as GENERATE and the funding partners forming a template for other projects in the region to adopt.
- 3.9. There is only 1 event scheduled for the remainder of 2022-2023, OffshoreEnergy taking place in Amsterdam at the end of November, a plan has been submitted and approved by the Funding & Governance Group. GENERATE have reserved space on the RenewableUK Pavilion, a plan outlining objectives is in development, with targets to be allocated in terms of key contacts, leads and engagement in order to work toward achieving outcomes. Dialogue is ongoing with 3 manufacturers interested in the O&M Campus to progress these leads as well as DIT representatives to arrange face to face meetings at this event.
- 3.10. Meetings with GYBC Communications will continue as and when opportunities arise for cross-promotion of key messaging.
- 3.11. After attending OffshoreEnergy a full review of the events attended through the year will take place, assessing the costs, return, benefits and outcomes of each event since launch and generating key learnings from these events.
- 3.12. GENERATE's KPIs are agreed by the multi-agency Enterprise Zone Funding & Governance Group. Current performance up to the end of October 2022 is as follows;

Strategic reach	Annual Target	Achieved	Balance*
Physical events hosted/co-hosted	0	6	0
Virtual events hosted	6	1	-5
Data/contact information	100	445	0
Leads generated	20	67	0
Advertising reach	Annual Target	Achieved	Balance*

Print advert	12	12	0
Digital Adverts (months live)	6	6	0
Digital reach	Annual Target	Achieved	Balance*
LinkedIn followers	1,000	1230	0
Twitter followers	500	146	-354

^{*} to be achieved by end of August 2022,

4. Next Steps

- 4.1. Enterprise Zone Pot B marketing monies allocated to GENERATE activity are due to cease at the end of March 2023, with Pot B refocusing on delivery of the O&M Campus. Due to the presence of COVID during the early stages of this project GENERATEs presence at in-person events was significantly reduced. This has resulted in a projected underspend of circa £98,000 at the end of this period. The Enterprise Zone Funding & Governance Group, comprising strategic representatives from each of the GENEATE partners, has recommended that this is recycled to extend delivery beyond March 2023 to deliver an efficient, pared-back marketing and promotion campaign and energy project support until the end of March 2024. This will integrate key learnings from delivery to date, with the aim of securing key inward investment leads during a critical period coinciding with the O&M Campus coming online.
- 4.2. Key learnings from the previous 12-18 months together with soundings from stakeholders, including the GENERATE delivery group will identify the best options to deploy these funds in order to maximise the impact and outcomes. Areas to be looked at include;
 - Adopting a new strategy for attending international events; costs saving realised by no longer taking a space/stand combined with a renewed 'on the ground' team focused on engaging with the industry at a high rate as referenced in 2.6.
 - Retaining a physical presence in the UK with scaled back stands, compared to previous
 years, whilst still providing visual impact and a base for the GENERATE team to use to
 promote the region and a place for partners and stakeholders to network with
 reduced costs.
 - Introducing new local events; hosted and attended collaboratively with the Great Yarmouth inward investment team, the property team and GENERATE with clear objectives to promote the areas opportunities, target the local supply chain, disseminate project updates and new energy developments, whilst providing holistic support for growth and transition.
 - Adopting a more localised focus this will give scope for the marketing manager to become more involved with the O&M project group, providing insight and feedback from the energy sector and delivering a comprehensive promotional plan to ensure exposure is maximised.
- 4.3. The next 18 months are a critical time in relation to bringing these leads to fruition, significantly those interested occupying space on the new O&M Campus. This extension of

the GENERATE project will provide the opportunity to continue the dialogue and nurture the relationships with potential investors who have shown interest in investing in the borough. Great Yarmouth has invested significant monies in the development of sites for the energy sector and this gives us the opportunity to continue to promote and attract businesses to these sites.

4.4. The Delivery Group which is made up of operational representative from all GENERATE partners; Great Yarmouth Borough Council, East Suffolk County Council, Suffolk County Council, Norfolk County Council and the New Anglia LEP, in addition to the Funding and Governance Group have already indicated that this is their preference

5. Financial Implications

- 5.1. All the activity incorporated with this project up to the end of March 2023, falls within the agreed financial parameters of the EEEZ Marketing MoU, overseen by the multi-agency Funding & Governance Group.
- 5.2. The extension of the GENERATE project will utilise the underspend from the original budget. Monies are SPECIFICALLY allocated through Pot B for cluster marketing and as such form part of the overall budget as per 5.1.

6. Risk Implications

- 6.1. Competition from other regions remain fierce, with each having their own strong identity such as the Tees (*NOF* and *Energi Coast*), Scotland (*Deep Wind*) and the Humber, which are all competing in national and international markets. The presence of GENERATE at the main offshore wind events nationally and internationally has been welcomed by industry, post GOW22 several business have registered interest in joining the GENERATE stand in 2023.
- 6.2. The brand is just over 12 months old; brands typically need 3-5 years to be truly embedded, therefore should its profile diminish, or more crucially, dialogue/facilitation with potential investors and key stakeholders falter, there is a risk that the competitiveness of the area is reduced, and investment lost. In addition to this the East of England Energy Group (EEEGR) has recently undergone significant turnover in staff resulting in the short-term restructure of the organisation, this has been due in some part to loss of income from events during COVID, meaning their growth plans have been impacted and a reduction in staff numbers and sector knowledge. This places further responsibility on GENERATE to bridge any gaps that may arise.

7. Legal Implications

7.1. This extension would require agreement to roll over the marketing budget and the existing Enterprise Zone Marketing MoU to be extended.

8. Conclusion

8.1. This report provides a summary of the marketing activity in the past four months in respect of the GENERATE brand and outlines the operational focus for the rest of 2022-2023, including the key account management of investment prospects/leads. An outline proposal for the

GENERATE project moving forwards from March 2023 is also detailed and members are asked to review and approve upon the content of this report.

9. **Background Papers**

- Annex 1 GENERATE Strategic Delivery Plan
- Annex 2 GENERATE Infographic
- Annex 3 GENERATE Annual Review

Areas of consideration: e.g., does this report raise any of the following issues and if so how have these been considered/mitigated against?

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:	Not applicable
Financial Implications (including VAT and tax):	As outlined in the Report
Legal Implications (including human rights):	As outlined in the Report
Risk Implications:	As identified in the Report
Equality Issues/EQIA assessment:	None
Crime & Disorder:	None
Every Child Matters:	Not applicable



GENERATE Strategy Delivery Plan

The GENERATE strategy provides the framework for the launch and embedding of the new energy brand objectives and realisation of outcomes.

Objectives

- 1. Put our region at the centre of conversation around clean energy infrastructure and generation, maximising its visibility to Government/investors and enabling it to compete effectively with established locations
- 2. Showcase the assets, capabilities and opportunities in our region via GENERATE and partners channels, amplifying clear, consistent, fact-based messaging
- 3. Leverage the knowledge and passion of our stakeholders to innovate and facilitate energy projects in the region
- 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 the impact of communications

Outcomes

- 1. £5 million inward investment in pipeline, i.e. active inward investment enquiries of a value of at least £5m are being managed by stakeholders.
- 2. 50 new jobs created in the clean energy sector and target area per annum, i.e. documented growth of the sector, reflected in the creation of 50 new positions
- 3. 50 new apprentice opportunities created, i.e. documented investment in skills/workforces, reflected in the creation of 50 new apprenticeships.
- 4. The target area's position as a world leader in clean energy is consolidated, i.e. its visibility to Government/investors is enhanced and it is able compete credibly and effectively with other established locations.

The nature of the energy sector continues to change, and we will be playing an active role in promoting the opportunities and assets that will allow businesses to thrive. The borough's offshore energy industries, in particular Operations & Maintenance, have the potential to grow further, resulting in more jobs and opportunities for local people as well as bringing investment to the borough and region.

GENERATE has worked with the delivery team and wider stakeholders to refresh the existing EEEZ brand and created a new coherent, coordinated and collectively owned energy brand for the region, with the objective to help to foster necessary condition and success factors to attract new energy-related inward investment to the area.

Cross Cutting Themes



Stakeholder Engagement & Endorsement



Generate Awareness



Lead Generation & Data Management

Putting our region at the centre of conversation around clean energy infrastructure and generation, create leads, jobs, opportunity, and bring investment into the region

Corporate Plan Strategic Priorities:

- To 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
- To 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
- To work with colleges and schools to match future business opportunities with the appropriate skills provision and to actively promote initiatives which facilitate and encourage social mobility
- To explore opportunities with the Higher Education sector to have a greater presence and influence within Great Yarmouth
- Support the completion of the Great Yarmouth Third River Crossing and continue to dual the A47

				Cross Cutting Themes				
	Aim	Outcomes	Progress	ĖŢĖ	**	稟		
1.1	Create, distribute and maintain a new prospectus to highlight the investment opportunities and assets in the region	 Comprehensive document created with, and signed off by, all stakeholders including the ports, EEEGR, AEIC and Sizewell C E-edition and PDF versions created and distributed in current 'work from home' environment with option to request a hard copy 	 Annual review completed Digital version of prospectus will be updated before end of Dec 2022 Live report every quarter – in place 	1	*	✓		

		 An annual inward investment document available to all inward investment teams and advisors in the region to attract active inward investment enquiries from national/international markets Views and downloads will be measured via Google analytics and reported each quarter 				
1.2	Develop a new website focusing on the opportunities for and assets in the region	 New Website live with new content CMS access and training completed so that site can be easily updated Investment enquires generated through online form or email Audience and behaviour report via Google Analytics reported each quarter 	 Website updated with new statistics, the offshore wind section now in line with the offshore wind document created New page added with focus on O&M Campus - Operations & Maintenance Campus - GENERATE Energy (generate-energy.co.uk) Live report every quarter in place 		√	√
1.3	Generate awareness of the new brand and leads at physical events.	 Create an event calendar and propose 6-month plan for physical attendance Plan and coordinate event attendance with delivery group Create a 5-week communication plan surrounding events to promote and generate interest about our stand Leads and date generated and added to pipeline 	 The current events calendar ends at the end of November 2022 with Offshore Energy in Amsterdam, Wind Energy Week took place at the end of October The brand has officially been live for just over a year with 12 months of national and international exposure. The most recent of these being Wind Europe, Hamburg at the end of September All leads generated are allocated to key account manager to follow up and monthly updates are in place with each to monitor progress and provide support where needed, these leads also reviewed in the monthly delivery group meetings. A total of 67 leads generated and allocated to key account managers to follow up with 27 still in the pipeline and 3 being realised. A new lead development process to incorporate a decision matrix is being proposed to the delivery group for feedback at the end of November 	✓	•	✓
1.4	Host physical and virtual events, create a virtual platform that can be	Provision of at least 6 supply chain events (virtual or physical) hosted	 GENERATE still work closely with the East of England Energy Group (EEEGR) on all events Agreed not to move forward with a Virtual platform 	✓	✓	✓

	used by GENERATE and partners to promote the region and attract investment	 each year to promote mentoring and collaboration An annual virtual event hosted from 2022 to target inward investment nationally (in collaboration with EEEGR). Leads generated and added to pipeline 	 4 supply events hosted/co-hosted engaging with 200 attendees. Hosted 4 developers and 5 businesses on GOW22 stand Sponsored and organised 2 tours of Great Yarmouth / Lowestoft energy projects as well as 2 workshops during Wind Energy Week Proposal in progress to host a 'hydrogen' event to inform and promote the opportunity to the local supply chain 			
1.5	PR and lobbying campaign in place	 Appoint a PR partner PR campaign in place for GOW and Wind Week Investment enquiries generated 	 PR contract awarded in Sept 2021, 12-month plan Jan-Dec agreed with outputs by Funding & Governance group Key contacts grid in review due to significant and frequent changes in government departments PR campaign executed for the launch of the infographic. Material and press release sent to over 240 media outlets, both online and print publications as well as 187 people within government and/or energy business sector. This activity resulted in 18 pieces of media coverage with a total reach of 1,452,196. LinkedIn Campaign to recruit for the tours during Wind Week 2022 resulted in 2,113 impressions and 21 clicks 	√	✓	✓
1.6	Establishment of new data management processes whereby all leads are assessed, handled and assigned to appropriate key account managers, with robust systems in place to track and record enquiries/leads, requirements, and pipeline investment opportunities;	 Data management/lead tracking process in place Monthly meetings with partners who have leads assigned in place Agreed dashboard in place for performance tracking Completion of research to map out, characterise and quantify supply chain opportunities and gaps within it, working with Aura where appropriate Ongoing impact monitoring: regular reporting of KPIs set out the Marketing Strategy to provide an 	 Draft data management process in place, to be shared and agreed ahead of GOW. This is now being revised again to add in additional segmentation and a decision matrix Front end of dashboard in place summarising leads and progress Dashboard set up and data up to and including Hamburg 2022 An email has been sent to most recent data from Hamburg 2022, GOW22, SNS22 and Bilbao 2022 Plans for enhancing data paused while work continues on solutions to storage and accuracy of data across all partners on an ongoing process. Draft questionnaire created and working with officers to finalise – paused looking to test for GY businesses 	✓		*

		indication of performance against specified outputs and outcomes	Leads and contacts sheet created, looking to RAG rate each of these and provide monthly updates to those still active – ongoing			
1.7	Establishment of an updated and improved supply chain matrix with a portal and searchable directory accessible via a new GENERATE website	 Work with partners to review data on current matrix to ensure it's up to date and correct Investigate options to make the data more accessible and user friendly and present 3 options, including costs and timelines to FAG / Delivery group 	 Data checked with partners, looking to add in sectors and location details on an ad hoc basis with aim of completing before end December 2022 2 businesses identified to create a digital directory, seeking a third Brief approved to be sent out, in talks with 3rd party who holds data and has access to agreed awaiting response on location and accessibility of data 	✓	\	✓
1.8	Adoption of the GENERATE brand by all energy projects and promotional activities within the target area.	 Signage in place at all energy project locations Marketing material created for all energy projects where required Hosting virtual / physical events to promote each project where appropriate 	 Small subgroup created to look at list of all projects to be branded – list created each one to be assessed independently First projects to have material created will be the O&M campus – design awaiting approval Artwork will now be done in house A joint project with Peel to create a promotional video for the O&M campus and wider area is now completed subject to final approval 	✓	✓	
1.9	Ensure there is a consistent and regular communication with all stakeholders to ensure shared news/knowledge	 Regular meetings with key stakeholders Bi-monthly newsletters to stakeholders/supply chain 	 Regular meetings in place with AEIC, N&S Unlimited, EEEGR, ORE Catapult Adhoc meetings in place with Sizewell C, Greater Eastern Energy Hub, Eastern Powerhouse On the project team for Decarbonisation Academy – no meetings in past 6 months Only 4 of the 7 SIGS (Special Interest Groups) have been launched, GENERATE trying to ensure a presence of each of these 	√	*	~
2.0	Ensure the brand is visible to potential investors and part of the wider energy conversation	 Quarterly advertising plan in place to cover digital and print advertising Social Media Content plan in place with minimum 4 weeks content planned Reporting and measurements in place to assess ROI for each advert 	 Content plan in place for 4 weeks, in process of updating to end Dec 2022 Sponsor of Autumn edition of Insight with advert and two editorial spreads. 		√	√

2.1	Create a set of cohesive marketing messages for the regions energy sector	 Set up focus groups with stakeholders to collate facts Research the market to find out what data is out there Cohesive set of messages created in a user-friendly format and distributed to partners 	Review delayed until statistics for infographic agreed, the documents will now be reviewed in Autumn 2022 and any amends updated before end of 2022	~	√	✓
		distributed to partners				

Acronym List

GYBC – Great Yarmouth Borough Council
EEEGR – East of England Energy Group
GOW – Global Offshore Wind Conference
AEIC – All Energy Industry Council
LEP – Local Enterprise Partnership
N&S Unlimited – Norfolk & Suffolk Unlimited
SIGS – Special Interest Groups





East of England the UK's energy powerhouse



54% (6.7GW)

of UK's current consented offshore wind



hydrogen electrolyser sites identified





2022 32%

of UK homes powered by clean energy from the East of England*



2035

67%

of UK homes could be powered by clean energy from the East of England*



8.7**GW**



XX

of clean energy installed capacity in the East of England 2035

24GW



of clean energy installed capacity in the East of England

6.6GW

of nuclear power in operation or in-planning in East of England



30%

of UK's gas supplied by Bacton Gas Terminal







100+

clean energy projects in planning



£122BN

capital investment in clean energy in East of England by 2050

12,285

current businesses in energy and low carbon



110,000+

current employees in energy and low carbon



World class R&D





50

years climate research UEA



years telecomms **R&D Adastral Park**





120

years marine sciences CEFAS





60 years offshore energy

Bacton **Energy Hub**



Port of Great Yarmouth:

Deep Water Harbour **NEW** O&M Campus



Port of Lowestoft:

NEW LEEF project **NEW** PowerPark

Sizewell



NEW Freeport East



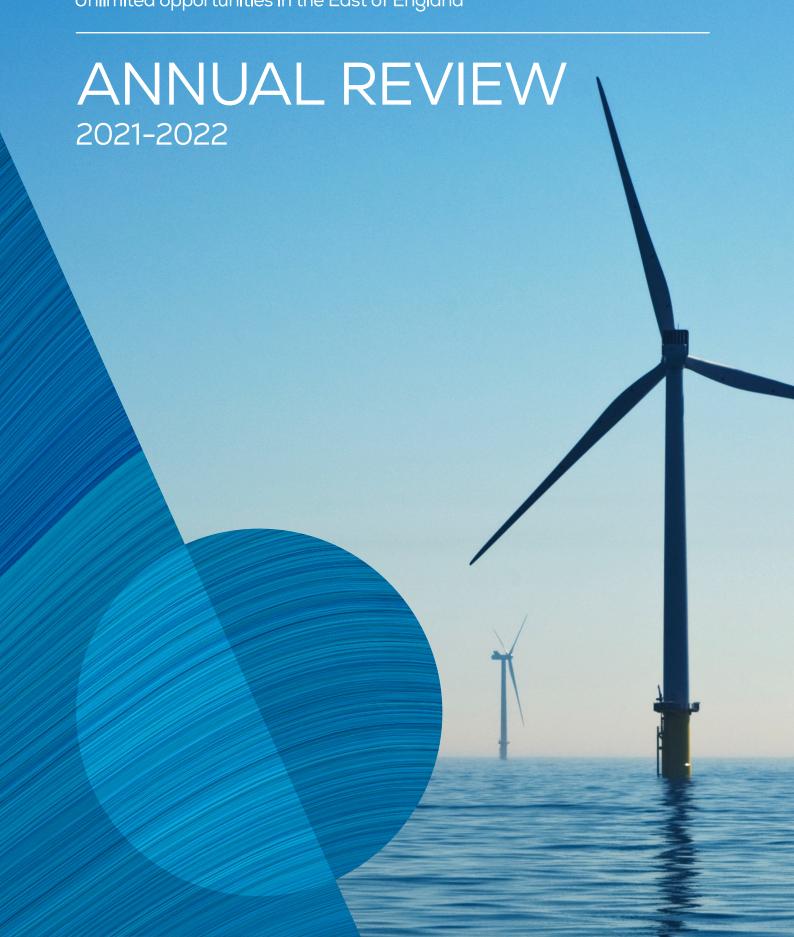
Bradwell

Sources: Opergy Ltd, 4c Offshore, BEIS Renewable Energy Planning Database, Net Zero East, ONS (June 2021) using bespoke SIC code analysis for Low Carbon and Renewable Energy Economy, Hydrogen East.

East of England is defined as Essex, Cambs, Norfolk, Suffolk (EEEGR's geography). Correct at July 2022.

*equivalent to.









EXECUTIVE SUMMARY

Despite the uncertainty caused by the global pandemic, 2021 has proved to be a seminal year for GENERATE. Established to showcase and profile the region's energy capabilities and investment opportunities, GENERATE was publicly launched in September 2021 with the strategic aim to attract investment, create sustainable jobs and realise the energy opportunity in our region.

GENERATE was formally launched at Global Offshore Wind, London in September 2021, the launch was on the back of several months of research work where the previous East of England Energy Zone (EEEZ) branding was unanimously deemed to need a refresh and replaced with a new brand.

The official launch was supported with the release of the GENERATE Energy Prospectus, a new website, new social media platforms and a set of cohesive marketing messages for the region. The ongoing presence of Covid meant GENERATE did not attend any European events in the Autumn, however, GENERATE sponsored the East of England's contribution to UK Wind Week in October, providing the opportunity to introduce and embed the new brand to regional stakeholders.



A YEAR IN REVIEW

September 2021 saw the successful launch of GENERATE, the new energy inward investment brand for the region, the result of over 18 months of intense work involving several focus groups, stakeholder meetings, interviews and feedback sessions, competitor analysis and research.

GENERATE is a partnership between; Great Yarmouth Borough Council, East Suffolk Council, Norfolk County Council, Suffolk County Council and the New Anglia LEP. The project is set up under a two-tier multi-agency structure, comprising the GENERATE Delivery Group and the GENERATE Funding and Governance Group, which receives and assesses costed proposals from the Delivery Group for campaigns, events and marketing collateral generated through delivery of the GENERATE Marketing Strategy.

It was a busy 12 months for GENERATE, outlined below are the key milestones achieved during its first year:

COHESIVE MESSAGING MATRIX

GENERATE's foundations were set early in the year with the development of a cohesive messaging matrix. A priority action identified by the Norfolk and Suffolk All Energy Industry Council (AEIC), the document was compiled by GENERATE and contains a set of positive messages backed by supporting statistics pertaining to our region's energy sector significance, scale and opportunities. A document that can be used by Norfolk and Suffolk's energy community to present a unified, compelling and cohesive message to stakeholders, customers, government departments and potential investors.

GENERATE ENERGY PROSPECTUS

The next piece of work was the GENERATE Energy Prospectus. Developed through extensive consultation with the AEIC, the inward investment document showcases Norfolk and Suffolk's rich array of energy sector opportunities, from Southern North Sea gas and offshore wind to onshore renewables and hydrogen, to nuclear power.

Coupled with in-depth profiles of the support available for workforce development, innovation, and Enterprise Zone developments, the GENERATE Energy Prospectus provides inward investors with a professional and informative insight into the UK's clean growth region, available in both online and hard copy formats.

FOCUS ON GREAT YARMOUTH AND LOWESTOFT

Building on the prospectus, GENERATE published two further supporting documents focussing on Great Yarmouth's plans for a new Operations & Maintenance Campus and Lowestoft's vision for PowerPark, and the Lowestoft Eastern Energy Facility (ABP LEEF) project.

This stable of documents has been used extensively at energy sector events nationally and locally and all are available to download at www.generate-energy.co.uk/downloads, visuals are also available in the appendix.

VIRTUAL PROFILE AND SOCIAL MEDIA

With many traditional events suffering postponement or moved to virtual delivery, it was important to build GENERATE's online and social media profiles in 2021. The GENERATE website went live in August and contains energy content and key facts, creating a strong narrative to support investment and growth. GENERATE's social media activity has ramped up over the same period, with three short videos commissioned showcasing Norfolk & Suffolk's energy ecosystem

GOING GLOBAL







GENERATE GOES GLOBAL

September 2021 saw the welcome return of inperson business gatherings, presenting a long-awaited opportunity to 'road test' GENERATE at a live event with its official launch. Working closely with EEEGR, GENERATE profiled the East of England's offshore wind sector at Renewable UK's flagship Global Offshore Wind event in London, presenting a cohesive and unified offshore wind region to an audience of 3500 wind professionals and 120 exhibitors. During the show, GENERATE hosted project presentations from developers Orsted, RWE, ScottishPower Renewables, Vattenfall and Equinor.

AT HOME

AND ABROAD

INWARD INVESTMENT VISIT TO GREAT YARMOUTH AND LOWESTOFT

Also in September, GENERATE supported New Anglia LEP to deliver a three-day inward investor visit from monopile and transition piece manufacturer, Dajin. During the visit, Dajin's European representative met with Peel Ports, Great Yarmouth, Great Yarmouth Borough Council, the DiT and secondary steel supply chain business in Great Yarmouth and Lowestoft including; Armultra, Stowen, KSD Fabrication, and AFS Fabrication. On the final day of the visit, GENERATE arranged for the Dajin representative to tour East Coast College's welding and fabrication facilities and arranged a meeting between Dajin and senior representatives from ScottishPower Renewables' East Anglia Hub project at OrbisEnergy.

On conclusion of the visit, the Dajin representative noted that it was a very useful visit, well organised, informative, and exceeded their expectations.

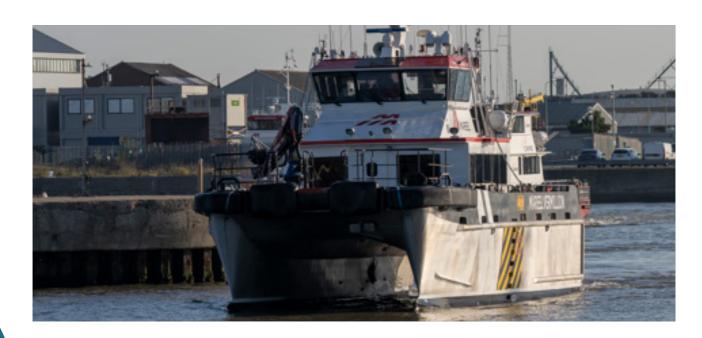
EMBEDDING GENERATE

The long-term value and success of GENERATE relies heavily on support from stakeholders in the East, including high-profile publications like Insight Energy. To embed GENERATE regionally we've embarked upon a programme of communications and public relations including an Eastern Daily Press and East Anglian Daily Times newspaper takeover during UK Wind Week in October. This included the publication of six full-page articles focussing on energy skills, supply chain, offshore wind innovation and Enterprise Zone investment opportunities.

LOOKING FORWARD TO 2022/23

As we settle into 2022, GENERATE looks forward to delivering a comprehensive programme of promotional activity at home and abroad, consolidating the East of England position and powering the energy transition.

All activity will continue to focus on achieving the objectives and outcomes outlined in the agreed GENERATE Marketing Strategy.



US EXPORT EVENT CONCLUDES 2021

Building on an 18-month programme of developing export opportunities with US counterparts, in December GENERATE hosted a supply chain seminar and trade delegation from Virginia Beach.

During the seminar, New Anglia LEP and Virginia Beach signed a Memorandum of Understanding covering areas of future collaboration in offshore wind, digital technologies and agri-foods.

GENERATE OBJECTIVES



Put our region at the centre of conversation around clean energy infrastructure and generation, maximising its visibility to Government/investors and enabling it to compete effectively with other established energy locations



Showcase the assets, capabilities, and opportunities in our region via GENERATE and partners channels amplifying clear, consistent, fact-based messaging



Leverage the knowledge and passion of our stakeholders to innovate and facilitate energy projects in the region



Increase awareness about
GENERATE and the energy sector in
the region via digital channels and a
new virtual platform



Investigate and develop a comprehensive data management process to support the supply chain and enhance the impact of communications

GENERATE OUTCOMES



£5 million inward investment in pipeline, i.e., active inward investment enquiries of a value of at least £5m are being managed by stakeholders.



50 new jobs created in the clean energy sector and target area per annum, i.e., documented growth of the sector, reflected in the creation of 50 new positions



50 new apprentice opportunities created, i.e., documented investment in skills/workforces, reflected in the creation of 50 new apprenticeships.



The target area's position as a world leader in clean energy is consolidated, i.e., its visibility to Government/investors is enhanced and it is able compete credibly and effectively with other established locations.

 $oldsymbol{7}$

Aim	Outputs	Status / Comment
Create, distribute	Prospectus created & distributed	
and maintain a new prospectus to highlight the invest opportunities and assets in the region	Document available online to view and/or download	Summer 2022: review content and assess feasibility of a revised edition
Develop and launch	New Live website	Complete
a new website focusing on the opportunities for and assets in the region	CMS access to allow updating Enquiry form on site	Content reviewed on a quarterly basis and news update ad hoc
Generate leads and awareness of GENERATE brand	Events calendar for minimum 6 months in place	Calendar in place however subject to change due to COVID
at physical events	Plan & brief for attendance at each event	Plan and brief for GOW21 completed and debrief/ review document created
	Data Management Plan in place included process and key account management	Data management plan drafted
Host physical and	6 physical events hosted in 12	4 physical events organised
virtual events, create a virtual platform to be used by GENEARTE and partners to	months from launch Virtual platform in place	• UK Wind Week East of England Celebration Oct 2021, the two-day event organised by EEEGR and sponsored by GENERATE, ABP, ScottishPower Renewables, Equinor, Ørsted and Vattenfall – Attendees: 100
promote the region and support supply chain		GENERATE & EEEGR collaboration – OrbisEnergy hosted EEEGR's first networking breakfast with GENERATE & Innovate UK EDGE East of England in Oct 2021. Attendees: 40.
		 Virginia Beach Opportunities & MOU signing Hosted by GENERATE, Virginia Beach & EEEGR on 3 Dec. Attendees: 30
		 Working with officers from GYBC a Sizewell C supply chain virtual event took place in Feb 2022. Attendees: 34
		Feasibility and return on investment of virtual platform being reviewed in light of lifting of COVID restrictions
A cohesive set of marketing	Focus groups with key stakeholder	Complete
messages agreed to	Energy specific messages paired	Messaging agreed and shared
by all stakeholders to provide one	with audience created	Review Summer 2022
voice' for the region	Document signed off by stakeholders and Norfolk & Suffolk AEIC	
	Document published	
PR and lobbying campaign in place	Appoint a PR partner PR campaign in place for GOW	PR agency appointed; process took longer than planned so time frame for Wind Week missed. Plan and deliverables signed off
	and Wind Week	
	Investment enquiries generated	Activity started in April 2022
Ensure the brand is visible to potential	Quarterly advertising plan in place to cover digital and print	Plan in place for Sept-March
investors and part of the wider energy	advertising	Insight Energy, 4C Offshore and ReNews
conversation	Social Media Content plan in place with minimum 4 weeks content planned	Rolling plan for social media, reactive and based around events
	Reporting and measurements in place to assess ROI for each advert	Measures in place, views, click throughs etc

Strategic Reach	End Aug Target	Actual	Comments
Event hosting (virtual)	6	3	All leads get allocated to a key account
Data gatherings	100	305	manager and monthly meetings in place to follow up
Leads generated	20	14	
Digital Reach	End Aug Target	Actual	Comments
Twitter followers	500	130	Having dedicated resources for each of the
Twitter Engagement Rate	0.7%	1.7%	platforms had seen positive impact with audiences and engagement rate growing.
LinkedIn followers	1000	1076	
LinkedIn Engagement Rate	4.4%	4.5%	
Average monthly users		163	New site is attracting new users on a
Average monthly new users		148	regular basis
Brand Awareness	Launch (Sept)	Audience	Comments
Insight energy Sponsorship print edition	Sept / Feb	7,500	
Insight Energy digital	Sept-Nov	13,089 views	
advert		1,178 click thru's	
4C Offshore digital advert	Full year	159,851 views	
EDP/EADT Wind Week sponsor	Oct	480,000	
ReNews – digital ad	Sept	Not available	

CONCLUSION

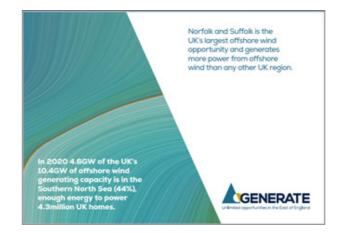
2021–22, the inaugural year of GENERATE has been a hugely successful one. Global Offshore Wind 2021 provided the platform for the successful launch of GENERATE with targets exceeded, objectives achieved and anecdotal feedback about the new brand overwhelmingly positive. The region has a new inward investment energy brand with new website and social media platforms, new marketing material and a set of cohesive marketing message agreed by energy stakeholders, all of this in a year overshadowed by the ongoing COVID pandemic.

As we enter 2022/2023 there is tangible excitement and optimism around the events schedule both here and abroad and plans for a full calendar of events are in place for GENERATE. Building on progress made during 21-22 GENERATE will continue to raise the profile of the region nationally and internationally, promote the assets present here and in turn identify potential investors for the region.



APPENDIX

GENERATE Cohesive Messaging Matrix





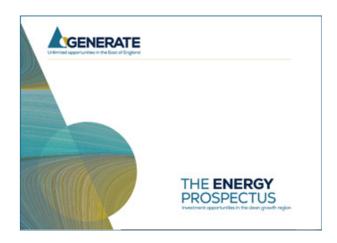
www.generate-energy.co.uk



Insight Energy



GENERATE Energy Prospectus and Mini Prospectus

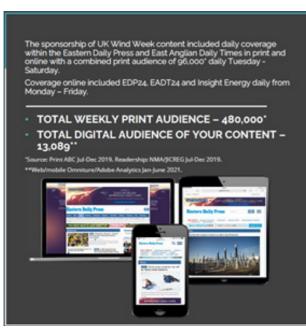


Global Offshore Wind Conference 29-30 September 2021, London, Excel



GENERATE Breakfast – OrbisEnergy hosted EEEGR's first networking breakfast featuring GENERATE. The event was attended by 40 delegates and received very positive feedback both in terms of content and venue.





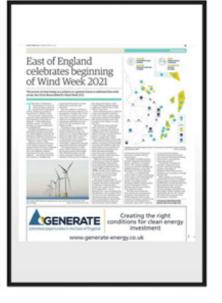
UK Wind Week East of England Celebration - the two-day event organised by EEEGR and sponsored by ABP, GENERATE, ScottishPower Renewables, Equinor, Orsted and Vattenfall, comprised of an evening meal at Ivy House Farm on 28 October attended by 100 delegates, followed by a conference at OrbisEnergy on 29 October also with 100 delegates.

The conference afforded the opportunity for energy supply chain companies, developers and supporting agencies to get back to quality face to face networking, alongside an engaging and informative programme of speakers representing skills development initiatives and major projects updates.







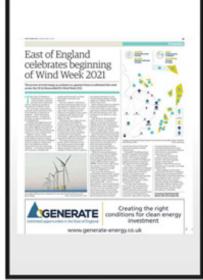


US Offshore Wind Export and MoU signing 03 December 2021









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GENERATE

