

URN: 22-077

Subject: GENERATE Marketing & Promotion Update

Report to: Executive Leadership Team, 6 July 2022
Economic Development Committee, 18 July 2022

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SUBJECT MATTER

This report provides members with an update on GENERATE, formerly the *Norfolk & Suffolk Offshore Wind Competitive Positioning Programme* and 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.

RECOMMENDATION

Members are asked to review and comment upon the content of this Report.

1. Introduction

- 1.1. The Council, along with key partners, is prioritising support to the Energy Sector and the supply chain. This includes: investment in the Port; the growth and expansion of the cluster on South Denes; the development of the Operations and Maintenance (O&M) subsector; delivery of a comprehensive programme of support to the supply chain; delivering the Sector Skills Plan to realise 600% growth forecasts 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. GENERATE 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.
- 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 March, committee members received an update on GENERATE activity since its formal launch in September 2021.
- 2.2. The 2022 events season was delayed due to the re-emergence of COVID. The first event (Wind Europe in Bilbao) was delayed until April. GENERATE were the headline sponsor of Renewable UK's UK Pavilion, comprising pod space, screen, prominent branding on the stand and PR promotion leading up to and during the event.
- 2.3. At the event, the GENERATE team sought out, targeted and instigated constructive dialogue to identify the specific needs of each potential investor and present back credible solutions in relation to strategic and/or economic opportunities for the Borough.
- 2.4. Over the 2 days, 23 leads were generated, one of which related to the new O&M Campus. Each lead was assessed and allocated a key account manager to progress and feedback on. In addition, 60 pieces of contact data were collected, all of which are included in the performance report below.
- 2.5. GENERATE also attended SNS2022, held at the Norfolk Showground in May, as gold sponsors. The strategy for the event was a resumption of dialogue with those leads/contacts already in the pipeline as well as identify new businesses that would benefit from, and invest in, the Borough, with a specific focus on the O&M Campus.
- 2.6. This activity generated 11 new leads, including 4 for the O&M Campus and provided the opportunity for the wider Great Yarmouth project team to meet with the key developers; Vattenfall, Equinor and ScottishPower Renewables to discuss their requirements and investment strategies.
- 2.7. GENERATE exhibited at Global Offshore Wind (GOW22) in Manchester in June, the full results of which are still being collated. The opportunity to co-exhibit with GENERATE was offered to local businesses, with Peel Ports joining the Great Yarmouth stand. Specific provision, including a screen, was dedicated to the O&M Campus and several companies identified in advance were engaged – or re-engaged – in constructive dialogue.
- 2.8. Outputs/targets until March 2023 remain as proposed in September 2021 with the current position summarised, below.

Target	Pipeline / live	Realised
New leads being actively managed	25	3
O&M leads being actively managed	8	0*
£5,000,000 inward investment in pipeline	£5,010,000	£20,240
50 jobs created	1054	40
50 apprenticeships created	TBC	TBC

*O&M offering is yet to be finalised; the project team are undertaking additional feasibility studies to ensure it is right for the sector

- 2.9. New leads vary in size from smaller virtual tenancy options with values of £1,000 and 1 job, to larger opportunities being brought to Great Yarmouth worth up to £5,000,000+ and up to 200 jobs.
- 2.10. Attaching specific values for investment and quantified outputs in terms of jobs created is problematic as each project is unique and at early planning stages. Exact space requirements and detailed analysis of work to be completed will come at a later stage. Values used are estimated based on similar recent UK projects.
- 2.11. The GENERATE team continue to promote the potential of various sites around the port, including the O&M, and whilst it has generated interest, there remains an ongoing role around facilitation and the delivery of capital works in order to land inward investment opportunities.
- 2.12. It's noted that competition to attract these investments is fierce, with a number of other locations competing for investment. It is, therefore, essential that ongoing promotion of the area as a viable and attractive investment destination is maintained, alongside specific one-to-one dialogue and facilitation with individual leads.
- 2.13. The marketing collateral created – combined with the presence at international and national events – has allowed GENERATE to provide valuable exposure for the O&M Campus. Continued promotion of this investment opportunity has resulted in the generation of 8 leads; all business that are actively looking to invest in new premises, additional space or relocation within the O&M Campus.
- 2.14. Several other businesses have also registered interest in investing in this region all of whom were completely unaware of O&M Campus project before engaging with GENERATE.
- 2.15. Three notable successes have been realised since September 2021 with two new businesses entering the region; initial investment in the rental of new office spaces and the creation of 40 new jobs. The indirect impact and longer-term investments from these businesses are likely to be significant. As a result of a conversation with a business at Wind Europe, Bilbao, one of the companies agreed to partner with GENERATE and purchase a pod for GOW22.
- 2.16. The intangible benefits include press coverage generated organically, social media stories on LinkedIn and anecdotal comments at events. Of equal importance are the relationships created and being nurtured with developers and member organisations, such as Renewable UK. This helps to cement the reputation and credibility of the region as a clean energy generator and investment opportunity.

3. Implementation of the GENERATE Marketing Strategy

- 3.1. The GENERATE website is seeing steady growth in online traffic, averaging 161 new users each month. It is a key resource for promoting events that GENERATE is attending and ensuring that there is an accessible source of up-to-date information about the region for all interested parties.
- 3.2. The website is supported by social media activity and engagement. Activities are now focused

on awareness-raising of the huge opportunity in the region, in order to attract investment in line with the overarching Marketing Strategy.

- 3.3. Working with partners, GENERATE has hosted/co-hosted three regional events, inviting the local supply chain to each. These were reported on in March 2022. GENERATE hosted a national event in June 2022, a Global Offshore Wind Reception in collaboration with EEEGR and four developers (RWE, Equinor, Vattenfall and ScottishPower Renewables) to promote the region's capability, projects and opportunities to a national/international audience at GOW22.
- 3.4. Such events are part of wider supply chain engagement activity, raising awareness of the local supply chain regionally, nationally and internationally and working to ensure that these are capitalised upon.
- 3.5. The feasibility and impact of an annual virtual/physical event hosted by GENERATE in 2022 to target inward investment nationally (in collaboration with EEEGR) is currently being examined. There is some potential for this to fall within Wind Week in October 2022.
- 3.6. Other priorities include:
 - Active and ongoing strategic targeting of the existing Enterprise Zone Pot B-capitalised EEEZ Marketing Budget MoU to optimise outcomes for all stakeholders.
 - Active and ongoing prioritisation, coordination, management and facilitation of third-party events and energy-related marketing/promotion;
 - Active and ongoing monitoring, evaluation and reporting on marketing/promotion – including events – in terms of value-for-money and impact. Each event is budgeted and has targets allocated so the project can measure impact, value for money. Engagement targets, (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) at GOW21 and Bilbao were exceeded. SNS2022 was a regional event generating a couple of strong leads and was valuable in strengthening existing relationships. Similar approaches will be built into the plans for other 2022 events, looking to identify targets in advance.
 - Further refinements to the mechanism for sifting, assigning and following up leads by the most appropriate key account manager. A draft data management process has been created and is with the GENERATE Delivery Group for approval, replacing the historical situation where data – including supply chain mapping – sat with different parties. The aim is to have the data collated by the end of March 2022 alongside an action plan for refinements. Data is collated but further clarity has been sought from the Funding & Governance group before the data management document is signed off.
 - Establishment of an updated and improved supply chain matrix with a portal and searchable directory accessible via a new GENERATE website. The first stage of work has been completed with data collated and deduped, this will now be permissioned as per GDPR regulations. A brief is being finalised to send out to tender for three quotes to deliver a digital version of the supply chain matrix.
 - Completion of research to map out, characterise and quantify supply chain opportunities and gaps within it, working with Aura where appropriate. This is dependant on the above being completed.
 - Briefing sessions held with key influencers at relevant government departments on an ongoing basis, member of BEIS and DIT were contacted and liaised with during GOW22,

including the new Offshore Wind Champion, Tim Pick. A new infographic has been created with contractors, Pier, and will be distributed to key contacts within these departments in line with wider PR activity.

- Regular briefings distributed to the local supply chain and key stakeholders. These are currently informal, via meetings, social media and the GYBC business newsletter. A more formal approach will be put in place once the contact data is fully permissioned.

- 3.7. GENERATE has identified three projects within the region that would benefit from visibility/support within the brand. The O&M Campus is one of these and GENERATE has created a mini prospectus that is now available in hard copy and via the GENERATE website. A revised brochure and video are also in progress.
- 3.8. An Initial meeting with GYBC Communications has taken place, looking at exploring opportunities for more-intensive cross-promotion of key messaging. The visit of councillors Graham Plant and Daniel Candon to the stand at SNS22 provided an excellent opportunity to co-ordinate messaging.
- 3.9. GENERATE's work has, as envisaged, organically merged with and complemented the work that the Inward Investment service is doing on a business web portal and business engagement plan, profiling the work of the Borough and acting as a 'pitch' to investors. The outputs from GENERATE have provided 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.
- 3.10. GENERATE's KPIs are agreed by the multi-agency Funding & Governance Group. Current performance against agreed KPIs is as follows:

Strategic reach	Annual Target	Achieved	Balance*
Physical events hosted/co-hosted	0	4	0
Virtual events hosted	6	1	-5
Data/contact information	100	390	0
Leads generated	20	48	0
Advertising reach	Annual Target	Achieved	Balance*
Print advert	12	9	-3
Digital Adverts (months live)	6	6	0
Digital reach	Annual Target	Achieved	Balance*
LinkedIn followers	1,000	1133	0
Twitter followers	500	134	-366

* to be achieved by end of August 2022

4. Next Steps

- 4.1. The mini prospectus/brochure for the O&M Campus is currently being reviewed; a new version is with the wider project team for feedback. A video has been commissioned to promote the facility in conjunction with Peel Ports; the first draft is also with project team for initial feedback. These are due to be finalised by the end of July 2022.
- 4.2. The plan to co-brand new and existing energy projects and infrastructure across the region with GENERATE is ongoing and the team is currently looking to finalise projects and partner co-brands that need to be featured on each and secure agreements on size and costs for each location.
- 4.3. An events schedule for the rest of 2022-2023 is being submitted to the Funding & Governance Group for the remainder of 2022. Objectives and action plans will be developed for each event, with targets allocated in terms of key contacts, leads and data generated in order to meet/exceed KPIs and work toward achieving outcomes. Current opportunities include:
 - September 2022: EEEGR House of Commons Event
 - September 2022: Wind Energy, Hamburg
 - October 2022: Wind Week, regional presence and activity
 - November 2022: Offshore Energy, Amsterdam
- 4.4. A kick-off meeting and monthly meetings are in place to plan for regional Wind Week activity, events and a PR campaign.
- 4.5. An annual review for 2021-2022 is being created for all stakeholders. This will report on outputs and active and ongoing strategic targeting of the existing Enterprise Zone Pot B-capitalised EEEZ Marketing Budget MoU to optimise outcomes for all stakeholders. Completion of this has been delayed until the end of July.

- 4.6. The PR plan has now been agreed and work has begun to identify key contacts within government, BEIS, DIT and locally who will be targeted with key messaging. A new infographic highlighting the opportunities in the region and its importance in clean energy production is due to be approved in early July.
- 4.7. A PR campaign will be organised to launch this plan, incorporating national media. The focus will be on attracting key decision makers to the region and exhibition stands at events to ensure that the local offer and capability can't be overlooked in terms of investment or governmental policy formulation.
- 4.8. A tender exercise for the digitalisation of the supply chain matrix will be initiated soon, with three quotes to be reviewed. The timeline is for this to be awarded in September 2022 for delivery before the end of 2022.
- 4.9. During this next phase of delivery, there is a clear focus on the national and international audience with increased event attendance and PR activity. Further embedding, extending and driving forward of the Marketing Strategy, backed up with regular monitoring/evaluation reports referencing value-for-money and impact.
- 4.10. Meetings with GYBC Communications will continue as and when opportunities arise there for cross-promotion of key messaging.

5. Financial Implications

- 5.1. All the activity incorporated with this project, including the funding of the Marketing Manager Post until end of February 2023, falls within the agreed financial parameters of the EEEZ Marketing MoU, overseen by the multi-agency Funding & Governance Group.

6. Risk Implications

- 6.1. Should the brand's profile diminish or dialogue/facilitation with potential investors and key stakeholders cease, there is a risk that the competitiveness of the area is reduced due to the erosion of 'one unified voice'. The region faces increasingly stiff competition from other areas with strong identities/brands, such as the Tees (*NOF* and *Energi Coast*), Scotland (*Deep Wind*) and others such as the Humber, which are all competing in national and international markets.

7. Legal Implications

- 7.1. None.

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. Members are asked to review and comment upon the content of this Report.

9. Background Papers

- Annex 1 – GENERATE Updated Background Document
- Annex 2 – GENERATE Strategic Delivery Plan

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):	None
Risk Implications:	As identified in the Report
Equality Issues/EQIA assessment:	None
Crime & Disorder:	None
Every Child Matters:	Not applicable