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**Subject:** **Offshore Wind Competitiveness Project: GENERATE Marketing Strategy and Branding Update**

**Report to:** **Executive Leadership Team, 8 August 2021**
**Economic Growth Committee, 13 September 2021**

**Report by:** **Sara Rushworth, Renewables Marketing Manager**

**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 and support the proposed marketing strategy, framework and supporting activity to launch and embed the new brand into the wider energy sector and;**

2) **Endorse the launch of the strategy 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, is prioritising support to the sector and the supply chain. This includes: investment in the Ports; the growth and expansion of 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 forecasted 600% growth in high-value employment (6,150 FTEs); 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 and again in June, 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 the February meeting, Members fully endorsed the brand and the direction of travel for the attendant marketing/promotion. At the June meeting, Members endorsed the launch of the brand with a request to review the marketing strategy before its final adoption (to which this paper pertains).

## 2 BACKGROUND TO THE PROJECT

2.1 The Norfolk & Suffolk Offshore Wind Competitive Positioning Programme was originally conceived, jointly, by GYBC and Norfolk County Council to establish and provide resources for the development and deployment of a coherent, co-ordinated and collectively-owned brand/offer/identity to consolidate the Great Yarmouth and Lowestoft's position as a world leader in offshore wind, maximising their visibility to Government/investors and enabling them to compete effectively with established locations, such as the Humber, through its hugely-successful Aura campaign.

2.2 A successful application was submitted to the New Anglia Innovative Projects call in December 2018, providing funding until September 2021 through its Enterprise Zone Pot C allocation – retained business rates. The project is managed and delivered by the GYBC-employed Offshore Energy Marketing Manager, Sara Rushworth, whose role has encompassed realising the core objective of developing and securing stakeholder buy-in for the new brand – including the All Energy Industry Council – and developing the accompanying marketing strategy, prospectus and supporting collateral.

2.3 The project aligns with strategic themes within Corporate Plan priorities, as set out 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

2.4 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.

2.5 The project was conceived to provide:

a) an umbrella brand, offer and identity using the existing East of England Energy Zone (EEEZ) as its starting point, (stakeholder led development process)
b) the development and delivery 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 2021 and by the EEEZ Funding and Governance Group and the All Energy Industry Council (AEIC) marketing subgroup, who concluded that 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 developing a suite of consistent marketing messages; a key element of the marketing strategy, providing the basis for all active promotion. This has now been signed-off and published as a PDF document to be used as an internal resource for public sector or partner employees to guide promotion and/or learn about energy opportunities in the Region (please refer to Annex 1). Social medial channels were renamed and changed over in late August 2021 and the website was also relaunched in the new branding/livery and with the new messaging.

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 completed and it will be available digitally, in print and also as an e-edition.

3.4 To accompany the new brand, there is also a new website, revised content, functionality and analytic reporting. The website has been reviewed by the Delivery Group and stakeholders and is now live. The site is built on the Wordpress platform to enable rapid amendments/updates by officers.

3.5 This activities were all integral to the wider objective and will kickstart GENERATE, generate awareness and gain traction within the industry, investors and government. The launch marketing plan has been summarised in an appended document, which outlines the purpose, themes and activity for the first 6-12 months (please refer to Annex 2). This accompanies the strategy document, itself (please refer to Annex 3). A summary factsheet has also been prepared for Members (please refer to Annex 4).

3.6 The next steps will be to look at the specific projects – current and emerging – within the region, working with the project teams and stakeholders to understand the opportunities and benefits of each and mobilising the strategy and promotional collateral to support them wherever appropriate, e.g. the O&M Campus and Business Incubator and PowerPark. Current activity underway includes, but is not limited to:

- Creation of promotional material for the O&M Campus
- Creation & planning for a virtual event during Wind Week in conjunction with EEEGR
- PR campaign and lobbying activity in planning
- Creation of fact sheets for government agencies.
- Review of supply chain matrix and data

3.7 The appointment process for a PR agency took place in July and August 2021 and was contracted at the start of September.

3.8 The work on GENERATE will organically merge with and complement the work that the Inward Investment service is 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 assets around the energy sector, as well as creating promotional material and campaigns for GY assets such as the O&M Campus and other local energy projects.

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. This will help and encourage industry to adopt and champion the GENERATE brand, as its success will depend, partly at least, upon support from these organisations.

**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 Ongoing impact monitoring and measures of success are proposed. Large physical events that attract international and national audiences will be targeted with data collection and lead generation. Global Offshore Wind, for example, takes place in London at the end of September 2021 should deliver 30+ new contacts/ and 4 strong leads for the Inward Investment service.

3.11 The following outputs until March 2023 are proposed:

- Full implementation of the GENERATE Marketing Strategy;
- Provision of at least 6 supply chain events (digital or virtual) hosted each year to promote mentoring and collaboration;
- An annual virtual event hosted from 2022 to target inward investment nationally (in collaboration with EEEGR);
- 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;
- 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;
- Establishment of an updated and improved supply chain matrix with a portal and searchable directory accessible via a new GENERATE website;
- Completion of research to map out, characterise and quantify supply chain opportunities and gaps within it, working with Aura where appropriate;
- Briefing sessions held with key influencers at relevant government departments on an ongoing basis;
- Regular briefings distributed to the local supply chain and key stakeholders;
- Adoption of the GENERATE brand by all energy projects and promotional activities within the target area.

3.12 The following outcomes until March 2023 are proposed:

- £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.

3.13 A suite of quantitative KPIs is also set out in the Marketing Strategy. These should be reported on regularly and provide an indication of performance against both the outputs and outcomes specified, above. These encompass events (frequency, visitor segmentation, lead generation, enquiry handling and pipeline inward investment value), online and social media presence (followers, engagements/interactions and impressions) and brand awareness (interaction, exposure, mentions, press coverage, GENERATE brand uptake etc.).

## 4 NEXT STEPS

4.1 The prospectus will be distributed digitally and hardcopies mailed out to Members, stakeholders and via the Economic Development Committee.

4.2 Work will start on the individual marketing campaigns and material for energy projects. In addition – and starting with the O&M Campus – there is a plan to co-brand, new and existing energy projects across the region with GENERATE.

4.3 A proposal of 6-monthly/bi-annual update reports will be made to the Economic Development Committee to monitor results and progress – effectively reporting on the outputs, outcomes and KPIs set out the preceding section.

4.4 During the next phase of delivery and further roll out of the GENERATE brand, there remains a clear need to embed, extend and roll out the brand, drive/implement the associated Marketing Strategy, monitor/evaluate and report back on marketing/promotion value-for-money and impact and ensure that marketing expenditure against the existing Enterprise Zone Pot B-capitalised EEEZ Marketing Budget MoU is strategically targeted to optimise results, appraised and approved.

## 5 FINANCIAL IMPLICATIONS

All of the activity incorporated with this project falls within the agreed financial parameters of the EEEZ Marketing 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 becoming increasingly time-sensitive; any delays or fundamental revisions to the marketing strategy and/or brand would necessarily result in delays and the realisation of the original objectives/outcomes.

6.2 Should the brand or the strategy not be agreed, the ultimate risk is that the competitiveness of the area is reduced and the industry would face increasingly stiff competition from other areas with strong brands such as the Humber (using 'Aura'), Scotland (using 'Deep Wind') and others such as the Solent, who are all competing in national and international markets.

## 7. CONCLUSION

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

## 8. BACKGROUND DOCUMENTS

- Annex 1 - GENERATE Brand Identity
- Annex 2 - GENERATE 6-12 Month Launch Plan
- Annex 3 - GENERATE Marketing Strategy (Final Draft)
- Annex 4 - GENERATE Factsheet and Key Statistics
- Annex 5 – GENERATE Strategy Delivery Plan

## RECOMMENDATIONS

**Members are asked to:**

1) **Review and 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;**

2) **Endorse the launch of the strategy allowing officers to begin to focus on individual energy 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 |

# NORFOLK & SUFFOLK ALL ENERGY INDUSTRY COUNCIL

## Cohesive Marketing Messages and Statistics

Version 1 June 2021
For Internal Use Only

GENERATE
Unlimited opportunities in the East of England

# PURPOSE

A priority action of the Norfolk and Suffolk All Energy Industry Council (AEIC) Cohesive Marketing Message Working Group is the development and maintenance of a set of positive messages, backed by supporting statistics pertaining to our region's energy sector significance, scale and opportunities.

# INTENDED USE

The cohesive marketing messages and supporting statistics can be used by partners to inform and support public relations, communications and marketing activities. In doing so, Norfolk and Suffolk's energy community can present a unified, compelling and cohesive message to their stakeholders, customers, government and potential investors.

Examples of how the document can be used include: to brief stakeholders, to support employees who work with the media on energy related matters, to inform marketing and communications activities, to brief political representatives and to provide scene setting and context in presentation and external communication materials.

## The document is not intended for external distribution

# REVIEW AND UPDATE

The region's energy sector is a rapidly changing environment. To reflect this, the AEIC will review the cohesive marketing messages and supporting statistics on a biannual basis, ensuring its content remains up to date and of value to its users.

1. **Norfolk and Suffolk is a leading clean growth region in the UK's evolution to net zero.**

> **£138 billion capital investment** in energy and low carbon projects across East of England by 2050.

2. **Gas is the UK's low carbon transition fuel. Coal-to-gas substitution in power generation has led to CO2 emission reductions. Gas will continue to be an important part of the energy mix as the UK transitions to a net-zero energy system.**

> A **third of UK gas** comes from the Bacton Gas Terminal. The Southern North Sea gas basin and Bacton Gas Terminal can play a critical role in the UK's **energy transition**.

3. **Norfolk and Suffolk is the UK's largest offshore wind opportunity and generates more power from offshore wind than any other UK region.**

> In 2020 **4.6GW** of the UK's 10.4GW of offshore wind generating capacity is in the Southern North Sea (44%), enough energy to power **4.3million UK homes**.

4. **Nuclear power is strategically important to UK energy supply. Sizewell will provide new opportunities and generates secure, reliable and low-carbon electricity now and into the future.**

> Sizewell C will support around **70,000 job in the UK** during its construction phase, enable **1500 apprenticeships** and create **900 permanent operational jobs** to run the power station.

5. **Norfolk and Suffolk has the capability, connectivity and capacity to be a global exemplar in energy systems integration and to lead whole energy system thinking.**

> The UK's energy system will move from **500** significant actors to **50 million** actions and assets both drawing on and delivering energy.

## KEY MESSAGE

Norfolk and Suffolk is a leading clean growth region in the UK's evolution to net zero.

## SUPPORTING STATISTICS

- **£138 billion capex investment** in energy and low carbon projects across East of England by 2050.
- Sizewell C is expected to meet **7% of the UK's energy** needs when operational.
- The East of England is the largest generator of **electricity from offshore renewables** in the UK.
- **4.3million UK homes** powered by offshore wind from the Southern North Sea.

## KEY STATISTIC

£138 billion capital investment in energy and low carbon projects across East of England by 2050.

## SUPPORTING MESSAGES: THE UK'S CLEAN GROWTH REGION

| TO BUSINESS | TO GOVERNMENT | TO OUR COMMUNITY |
|---|---|---|
| **It makes sense to invest in Norfolk and Suffolk.** We are leaders in the transition to **net zero**. There are billions of pounds of investment planned in energy and low carbon projects across our region, creating new opportunities to locate and grow your business here. | **Norfolk and Suffolk** generates energy that powers the UK from offshore wind, gas, nuclear and onshore renewables within a predominantly rural, less industrialised geography. Our unique approach and experience is fundamental to realising the Government's net zero ambition. | Offshore wind from the Southern North Sea already generates enough energy to power **4.3million UK homes**.<br><br>Based on installed capacity 4600Mw x 0.3886 "offshore wind" load factor x 8,760 hours / 3.618MWh annual consumption = homes powered equiv. |
| Norfolk and Suffolk is the ideal location to support North Sea energy resources. **Energy developers** have established construction and operations & maintenance bases here because it makes commercial sense. A locally based energy supply chain is critical to support energy generation and distribution. | To deliver the **Green Industrial Revolution**, Government must consider our energy infrastructure, capability, experience, and contribution to UK energy. **Levelling up support** should apply equally to the coastal communities of Norfolk and Suffolk as it does to 'left behind' towns in the north and midlands. | **No single form of energy is enough**. Wind, gas, nuclear and onshore renewables coupled with battery storage, smart grid technology and improved energy efficiency in our homes and workplaces are all necessary to balance UK energy supply and demand. |
| Norfolk and Suffolk has the infrastructure and is ready to support **new energy opportunities and investment**.<br><br>Case studies: Proserv, Seajacks, ScottishPower Renewables, Cefas, Equinor, RWE, SSE, Vattenfall, JFMS, GWS, Worley, Windcat | Energy jobs in Norfolk and Suffolk **drive inclusive growth** in coastal communities, employing over **8,000 people** within **800+ supply** chain companies with the potential for significant expansion.<br><br>Source: Economic Strategy 2017, NALEP | The **Green Industrial Revolution** is happening in Norfolk and Suffolk and will present many long-term employment opportunities to our communities. |

### TO BUSINESS AND GOVERNMENT

Norfolk and Suffolk's **ports & infrastructure** has the capacity and ambition to grow, enabling the Government's clean growth agenda. Our strength in energy and environmental **research, academia and our innovation** network places our region at the forefront of the journey to net zero.

Examples: GY O&M campus, ABP Masterplan, Bacton Energy Hub, Grid, Bridge civil engineering projects

### TO BUSINESS AND GOVERNMENT

Norfolk and Suffolk is well placed to demonstrate and deliver **integrated energy system solutions** including hydrogen, carbon capture & storage, battery storage, smart grid technologies, electrification of transport and the decarbonisation of heating systems.

e.g. SZB H2 and direct air capture

### TO OUR COMMUNITY

The Norfolk and Suffolk **All Energy Industry Council** brings together an experienced group of organisations who work together to champion energy in Norfolk and Suffolk, ensuring energy projects consider the **local community impact, bring economic benefit** and **protect the natural environment**.

## KEY MESSAGE

Gas is the UK's low carbon transition fuel. Coal-to-gas substitution in power generation has led to CO2 emission reductions. Gas will continue to be an important part of the energy mix as the UK transitions to a net-zero energy system.

## SUPPORTING STATISTICS

- Between 1970 and 2000, the UK's transition from coal by gas led to a **20% fall in CO2 emissions**. Kickstarting the energy transition.
  Source: UKERC The future role of natural gas report (Feb 2016)

- **£5.3 billion** Forecast new Southern North Sea gas investment to 2050
  Source: Opergy

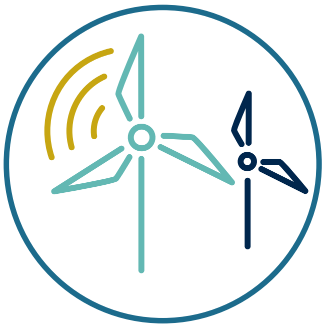
- There remains **5 trillion cubic feet** of untapped natural gas in the Southern North Sea. 100 gas fields, over 150 gas platforms and 4,500km of pipelines.

- **£2.5 billion**Forecast value of decommissioning redundant Southern North Sea gas assets to 2030
  Source: OGA UKCS Decommissioning Cost Estimate 2020 report

## KEY STATISTIC

30% of UK gas comes from the Bacton Gas Terminal. The Southern North Sea gas basin and Bacton Gas Terminal can play a critical role in the UK's energy transition.

| SUPPORTING MESSAGES: GAS | | |
|---|---|---|
| To Business | To Government | To our Community |
| **Bacton Gas Terminal** in Norfolk is a strategically important national energy asset delivering a **third of the UK's total gas** requirements from the Southern North Sea gas basin and two interconnectors linked to the European mainland | The Southern North Sea gas basin and the Bacton Gas Terminal are critical to the UK's **energy transition**, providing a reliable and secure energy supply. Both will form central tenets of the UK's energy mix for decades to come. | Infographic gas facts:<br>▲ 80% of UK homes use gas to cook and/or heat<br>▲ 1965 – the UK's first gas discovered off the Norfolk coast |
| Innovative partnering between gas, renewables, hydrogen and carbon capture can **accelerate energy transition** - infrastructure and capabilities can be leveraged for **Carbon Capture & Storage**, and to support **renewable energy** production and **hydrogen generation**, transportation and storage.<br><br>Business opportunities exist in new gas **production** projects, **Carbon Capture & Storage, platform electrification, gas to wire, power to gas** and blue and green **hydrogen**.<br><br>E.g. Bacton Energy Hub studies | The deployment of industrial scale **hydrogen** will rely on Southern North Sea gas infrastructure. The Government must oversee a sophisticated reuse/repurposing strategy to ensure gas infrastructure is maintained and fit for current and future energy uses.<br><br>Southern North Sea gas fields align closely with offshore wind leasing zones presenting compelling opportunities to build an integrated offshore network, saving billions of pounds and allowing the UK to maximise value from offshore renewables. | Bacton Gas Terminal was opened in 1968 and comprises of 6 gas terminals within 4 sites. Bacton 2.0 has the potential to safeguard and create jobs.<br><br>Bacton Gas Terminal has two interconnectors, gas pipelines beneath the sea allowing the UK to export and import gas from the European mainland, ensuring a reliable and secure energy supply. |
| **Selective decommissioning** or repurposing of Southern North Sea gas infrastructure presents significant opportunities in the region.<br><br>We have a network via EEEGR SIG and partners. | Norfolk & Suffolk's gas supply chain must be fully engaged and derive benefit from the **North Sea Transition Deal**, ensuring an equitable share of government funding is allocated to support energy businesses in the region. | The Southern North Sea remains a considerable gas producer, which sustains jobs, investment as part of delivering the transition to a Net Zero energy system. |



## KEY MESSAGE

Norfolk and Suffolk is the UK's largest offshore wind opportunity and generates more power from offshore wind than any other UK region.

## SUPPORTING STATISTICS

- **44%** of the UK's offshore wind generating capacity is in the Southern North Sea, the highest in the UK. 16 windfarms, 4.6GW, 1073 turbines.
- The growth in offshore wind off the coasts of Norfolk and Suffolk could create **6,150 full time jobs by 2032**.
- **30%** of UK offshore wind projects with **planning consent** are in the Southern North Sea. **59%** of UK projects which have **submitted consent** applications are in the Southern North Sea.
- In 2020, the Southern North Sea's offshore wind project pipeline is **8.3 GW to 2030**, comprising of **5 new build projects** and **4 extension projects**.

  Source: 4C Offshore 2020

## KEY STATISTIC

In 2020 4.6GW of the UK's 10.4GW of offshore wind generating capacity is in the Southern North Sea (44%), enough energy to power 4.3million UK homes.

<table>
<tr><th colspan="3">SUPPORTING MESSAGES: OFFSHORE WIND</th></tr>
<tr><th>TO BUSINESS</th><th>TO GOVERNMENT</th><th>TO OUR COMMUNITY</th></tr>
<tr>
<td>The Southern North Sea is the perfect environment for offshore wind with favourable average wind speeds in excess of 9m/s, suitable geology for fixed bottom solutions and shallow water, generally less than 50m.</td>
<td colspan="2">TO GOVERNMENT AND OUR COMMUNITY<br><br>Offshore wind from the Southern North Sea already generates enough energy to power 4.3million UK homes.<br><br>(based on installed capacity 4600Mw x 0.3886 “offshore wind” load factor x 8,760 hours / 3.618MWh annual consumption = homes powered equiv.)</td>
</tr>
<tr>
<td>The region’s proximity to the offshore wind developments is second to none. Local Authorities and our ports are investing in dedicated facilities to support business growth and create jobs.<br><br>E.g. Power Park, Lowestoft / O&M Campus, Great Yarmouth</td>
<td>The Southern North Sea is home to many of the world’s largest offshore wind farms and has the highest concentration of operational offshore wind globally.</td>
<td>The UK is currently the largest offshore wind market in the world with 10.4GW generating capacity, the Southern North Sea contains 4.6GW of this total capacity (44%).</td>
</tr>
<tr>
<td>We have skilled energy workers and a well-developed energy skills infrastructure; our region is committed to building a diverse energy workforce. Skills for Energy and the Energy Skills Foundation Programme (ESFP) were pioneered here. Over 10 years ESFP has supported 283 students inspiring energy careers.</td>
<td>Government must ensure planning policy, consenting laws, the OFTO regime & onshore transmission networks are fit for purpose in order for offshore wind to fully contribute to Net Zero by 2050.</td>
<td>Since the first offshore wind farms were built in 2000, the average power capacity per turbine has quadrupled from 2MW to 8MW. The latest generation of offshore wind turbines exceed 12MW capacity.<br><br>Sources: www.dnvgl.com/expert-story www.ge.com/renewableenergy/wind-energy/offshore-wind/haliade-x-offshore-turbine</td>
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<tr>
<td>By 2030 the Southern North Sea will deliver 40% of the UK’s 40GW offshore wind target, presenting long-term manufacturing, construction, operations & maintenance (O&M) opportunities. The region has 7 offshore wind operations & maintenance bases with more in planning.</td>
<td>Norfolk and Suffolk’s voice must be clearly heard within BEIS and other government agencies and have genuine engagement with the key stakeholders in the region to influence and shape UK energy policy.</td>
<td rowspan="2">Through innovation, improved turbine efficiency and increased scale, the cost to the UK government of new offshore wind has fallen by 66% between 2015 and 2019, making it one of the most cost-effective forms of energy generation in the UK. 2015: £114-119 per MWh<br><br>2019: £40-£42 per MWh<br><br>Sources: Powering the Future Renewable UK’s Vision of the Transition REPORT 2020 /<br><br>(CFD) Allocation Round One Outcome</td>
</tr>
<tr>
<td colspan="2">TO BUSINESS AND GOVERNMENT<br><br>Our ports and infrastructure is ready to deliver the next generation of offshore wind now and have ambitious plans and the capacity to grow to enable the Government to realise its clean energy agenda.</td>
</tr>
</table>

## KEY MESSAGE

Nuclear power is strategically important to UK energy supply. Sizewell will provide new opportunities and generates secure, reliable and low-carbon electricity now and into the future.

## SUPPORTING STATISTICS

- Sizewell B generates low carbon electricity for **2.2 million homes**. Sizewell C will produce low carbon electricity for **6 million homes**.
- Sizewell C will save **9 million tonnes of carbon emissions** each year compared to a gas-fired power station.
- Up to **£4.5BN** will be invested in the **East of England** over the lifetime of Sizewell C.
- Sizewell C is expected to meet **7% of the UK's energy** needs when operational.

Sources: EDF Energy

## KEY STATISTIC

Sizewell C will support around 70,000 job in the UK during its construction phase, enable 1500 apprenticeships and create 900 permanent operational jobs to run the power station.

<table>
<tr><th colspan="3">SUPPORTING MESSAGES: NUCLEAR</th></tr>
<tr><th>TO BUSINESS</th><th>TO GOVERNMENT</th><th>TO OUR COMMUNITY</th></tr>
<tr><td colspan="3">TO ALL AUDIENCES<br><br>Sizewell C will invest in local employment, education and skills and enable 1,500 new Apprenticeships. The Sizewell C Supply Chain Portal already has 1007 businesses from Norfolk & Suffolk registered on it and a further 318 business from the wider East of England (Feb 2021).</td></tr>
<tr><td colspan="2">TO BUSINESS AND GOVERNMENT<br><br>Sizewell C will be good for jobs and businesses in Norfolk and Suffolk delivering a £125m per year boost to the local economy during its core construction phase and £40m per year during its 60-years of operation.</td><td>More than 250 hectares of land has been designated for wildlife as part of plans for Sizewell C.</td></tr>
<tr><td>Sizewell C will support additional Apprenticeships in Suffolk and Norfolk by transferring part of its Apprenticeship Levy to local businesses.</td><td>Sizewell C will be a significant driver of economic growth in the East of England contributing £1.5BN during the construction phase and up to £40m per year during operation.</td><td>Sizewell C will support around 70,000 jobs in the UK during its construction phase and create 900 permanent operational jobs to run the power station.</td></tr>
<tr><td>Innovative hydrogen integration and direct air capture projects, including Freeport East, will create new opportunities for the energy supply chain in Norfolk and Suffolk.</td><td>Innovative technologies (Hydrogen, DAC) will also provide the UK with a competitive advantage in the international energy landscape.</td><td>Improving biodiversity. Since 2015 EDF Energy have converted over 150 hectares (equivalent to 257 football pitches) of arable land into native grassland.<br><br>(based on ave. football pitch area 0.714hec)</td></tr>
<tr><td>The Sizewell C Consortium is made up of more than 200 companies and includes several trades unions – they are all supporting the project and urging the Government to give it the go-ahead.</td><td rowspan="2">Security of supply: Sizewell C will produce nuclear power here in the UK, for the UK.</td><td>In 2020, Sizewell B celebrated 25 years of operation employing 520 full time employees and over 250 full time contract partners.</td></tr>
<tr><td>Sizewell C will require a permanent outage team to support it, creating supply chain opportunities in Norfolk and Suffolk.</td><td>To achieve Net Zero, the UK needs nuclear power to provide low-carbon electricity irrespective of the weather or time of day and to reduce costs for consumers.</td></tr>
</table>

## KEY MESSAGE

Norfolk and Suffolk has the capability, connectivity and capacity to be a global exemplar in energy systems integration and to lead whole energy system thinking.

## SUPPORTING STATISTICS

- **480MW of onshore** wind is installed in the East of England over **883 sites**.
- **2GW of Solar PV** is installed in the East of England. **563MW of Bioenergy** is produced over **181 sites** in the East of England.
- The UK's energy system will move from **500** significant actors to **50 million** actions and assets both drawing on and delivering energy.
  Source: ReCOSTING ENERGY
- **BT Group**'s global R&D headquarters in Suffolk is the UK's leading patent filer for **Artificial Intelligence** (86 patent families).

## KEY STATISTIC

The UK's energy system will move from 500 significant actors to 50 million actions and assets both drawing on and delivering energy.

## SUPPORTING MESSAGES: WHOLE ENERGY SYSTEMS

| TO BUSINESS | TO GOVERNMENT | TO OUR COMMUNITY |
|---|---|---|
| The development of large-scale hydrogen production and distribution presents a significant business opportunity to the energy supply chain of Norfolk and Suffolk. There is significant potential to crossover the skills, expertise and capabilities of people and businesses engaged in Southern North Sea natural gas to support a hydrogen economy. | **Hydrogen East** is championing the development of a hydrogen economy by understanding potential demand to stimulate investment and growth in supply. Our gas infrastructure, nuclear power, offshore wind resources and close proximity to potential hydrogen markets are all critical to building a viable **hydrogen economy** that supports a low carbon energy system. | By 2050 the UK's annual electricity demand will increase significantly due to combinations of electric vehicles, heat pumps and the use of electrolysis to produce hydrogen.<br><br>Source: National Grid FES 2020/System View/Electricity Supply |
| Commercial scale solar and energy storage projects are in planning in Norfolk and Suffolk including **solar photovoltaic (PV)** projects up to 500MW in size which includes significant **battery storage** capability. | Norfolk and Suffolk is home to internationally renowned **energy**, **marine and environmental sciences research** centres who are collaborating to realise the £32 million Suffolk & Norfolk Research & Innovation on the Sustainable Energy Coast bid (**SuNRISE**). | To meet net zero targets our homes must become more **energy efficient** through better insulation and more energy efficient appliances. Over time, natural gas-fired boilers will be replaced by **heat pumps**, **hydrogen boilers** or **district heat** network connections. |
| Cross sector collaboration. The energy transition presents opportunities for Norfolk and Suffolk's **digital/ICT** sector. Along with our region's burgeoning renewable energy sector, a digitalised energy system is critical in achieving an intelligent net-zero **whole energy system**. | Norfolk and Suffolk's landscape and infrastructure can accelerate the UK to net zero. Hydrogen and carbon capture must be deployed at pace and our region can accommodate industrial scale **demonstration projects** which need to be operational in the 2020s. | **Vehicle-to-grid Technology** (V2G) enables energy stored in electric vehicles to be fed back into the national electricity network (Grid) to help supply energy at peak times of demand. |

### TO BUSINESS AND GOVERNMENT

Norfolk and Suffolk has a thriving network of **innovation** hubs specialising in agri-food, energy, engineering and digital/ICT, complimented by world leading **research** establishments including the ORE Catapult.

### TO ALL AUDIENCES

Norfolk and Suffolk has the potential to be an exemplar for clean, low carbon energy production and decarbonisation and is well placed to demonstrate and deliver **new integrated energy solutions** including hydrogen, carbon capture & storage, battery storage and smart grid technologies, electrification of transport and the decarbonisation of heating systems.

Unlimited opportunities in the East of England

# Marketing Plan 2021

## Introduction

The East of England Energy Zone (EEEZ) branding has been replaced with a new energy brand GENERATE covering all energy sectors within the region. This new brand will work with regional partners to achieve the ambitious goals set out for our region through the deployment of a coherent, co-ordinated and collectively-owned brand and marketing strategy to complement other strategic and capital initiatives and drive energy sector investment including the wider, place-based inward investment brand, Norfolk & Suffolk Unlimited

With a new brand it's essential that there is significant exposure to the target audiences, this is done by layering different media not all of which can be easily measured in terms of performance. This document outlines the initial launch and subsequent marketing activity for the remainder of 21/22, activity for following years will be based on learnings from 21/22.

The main aims of the launch activity and subsequent marketing are;

- to raise awareness of the region's energy sector/assets
- to attract inward investment
- gather data for communications
- create data management process for Supply chain & leads
- create set of consistent marketing messages

KPI's for launch and activity

- Social Media audience and statistics
- Website stats and GA goals
- Providing leads/gateway for business to LEP and local council teams
- Volume and quality of data on collected
- Searchable directory on website

All the activity will feed back into these aims and KPI's

Regular meetings will also be held with key partners; Norfolk & Suffolk Unlimited, EEEGR etc. to ensure the messages are consistent and we align with their messaging and activity. Effective and regular communications with stakeholders such as Norfolk & Suffolk All Energy Industry Council, ORE Catapult and Greater South East Energy Hub will ensure GENERATE is aware of all projects and opportunities for the region and our they are aware of our work.

## Channels & Activity

### Branded Microsite /Virtual platform

COVID has changed the world in many ways, with business and marketing no exception, virtual meetings and conferences are now the norm and in many ways work successfully. As a result, there is real value in creating a branded virtual platform for GENERATE, it will enable us to initially expose the new brand to select audiences as well as host events and 'conversation' to promote and identify opportunities for the region. Currently there are no regional platforms used for this 'Ted' style talk, to bring together regional opinion and ideas.

KPIs

- Attendance at event(s) – minimum of 100 across 12 months, with open invite events having increased attendance from previous event
- Benchmark questionnaire – after the initial event a questionnaire will be sent out monitoring content, quality, relevance with aim to have increased or 100% positive response as talks progress

| Description | Date | Outcomes |
|---|---|---|
| Branded platform | Oct | Events take place, attendance numbers, feedback (via questionnaire) is positive.<br>The GENERATE platform becomes a destination for conversation about energy sector<br>Stakeholders actively participate and provide 'quotes' for social media and website<br>Brand ambassadors are organically formed and help promote |

### Events

The ongoing COVID situation in the UK and world-wide has resulted in an extremely volatile physical events calendar proving very difficult to navigate. This means that there is inherent risk in planning and committing to any of these events due to potential of cancellation as well as the risk of poor attendance should they take place. As a result of this for 2021/22 we will look to attend events where possible but in a smaller capacity compared to previous years, accruing any savings for the following year where we hope a return to a more 'normal' environment. Needless to say, plans to attend are all reliant on risk assessments nearer the date.

Nuclear (World Nuclear Association) and Hydrogen (World Hydrogen Conference) events take place in Sept / October 2021. After discussion it was decided that attending as delegates as opposed to investing in stands would be the best option with plans to attend the events next year. There is a Hydrogen event in March - The World Hydrogen Summit 2022 which we are looking to attend as an exhibitor in partnership with partners the full remit and costs are TBC.

The purpose/outcomes of GENERATE attending events will be reviewed in advance based on:

- To raise awareness and expose brand to the energy industry
- To network and gather data
- Lead generation
- The impact or impression of 'not attending' will also be assessed.

| Event | Date | Outcomes |
|---|---|---|
| Global Offshore Wind | Sept | 4 strong leads<br>30 people/business added to data<br>20% increase in digital stats |
| Offshore Wind – Amsterdam | Oct | 2 strong leads<br>20 people/business added to data<br>20% increase in digital stats |
| SNS 2021 – Norfolk | Oct | 3 strong leads<br>30 people/business added to data<br>20% increase in digital stats |
| Wind Europe Electric City – Copenhagen | Nov | 2 strong leads<br>20 people/business added to data<br>20% increase in digital stats |
| Hydrogen world Summit | March | TBC |
| **TOTAL** | | **11 new leads**<br>**100 updated or new data collated from business/people** |

### Print & Digital advertising

The exposure of the visual brand through advertising is an important aspect of the rebrand as it reinforces the message from other channels such as events and social media. The plan is to ensure there is a digital or print advert every month in a niche energy publication from launch onwards as a minimum with additional advertising planned when/if there is relevant editorial, activity or messaging to support the other layers of marketing activity.

| Description | Date | Outcomes |
|---|---|---|
| Print and digital adverts | August onwards | Strategically position advert<br>Click thru's to website – average 10 per advert<br>Social media increased activity– 10% uplift interaction |

### Website

A new website will go live in conjunction with launch of new brand, a website is the shop window to the world and so the site will have a clean, modern appearance in line with branding. Content will be updated and reviewed on a regular basis to reflect the varied, innovative region and the opportunities for business in the region. (the cost for this was absorbed into previous year budget). A full google analytics report will be reviewed on a monthly basis to look at which content is being read, which pages are being visited and how long people are starting as a minimum.

### Prospectus

An annual prospectus is in creation and will be a key inward investment tool for the region's energy sector. It will be available digitally on the website as well as in a printed format, which will be distributed at events as well as sent to a mailing list of stakeholders and partners. Content will be updated and reviewed each year to reflect the fast-changing environment.

| Description | Date | Outcomes |
|---|---|---|
| Prospectus creation and print | Sept | Professionally written and created document to promote the energy sector. Downloads and reads on website, word of mouth feedback |

### PR

Effective and target PR is a key asset to a brand however, to date EEEZ haven't had consistent or clear PR activity and this is an area we need to address. A tender process took place in July/Aug to appoint a PR agency who will work in conjunction with our brand agency, their purpose will be to promote our attendance at events, respond to news stories/announcements and promote/raise awareness of the brand and the region. They will work with and join our meetings with partners and stakeholders so we can work together, amplify messages and ensure we are not competing for 'airtime'.

| Description | Date | Outcomes |
|---|---|---|
| Event related PR<br>Brand awareness, continency PR | Ongoing | Positive media article at least once a month with 2 national articles a year<br>Increased interactions on social media on response |

### Social Media

Social media continues to be an important part of business communications and engagement, there are LinkedIn and Twitter accounts for EEEZ which have been used more strategically in past year, but a more consistent approach needs to be adopted. Regular and relevant content will be posted 3 times per week with the aim on increasing engagement and audience at 10% per month. We will also work closely with partners to encourage collaboration and support in this.

### Video Marketing

Video marketing will support all activity through it's use on the website, social media and at events, it is an increasingly important format and the use of new content is a simple but effective way of getting messages across digitally.

- 79% of consumers prefer watching a video to reading about a product
- Video marketers get 66% more qualified leads per year
- Video marketers achieve a 54% increase in brand awareness

Three videos have already been commissioned, the cost of which is in previous years budget, for prelaunch activity, transformation of visual identity and launch of new brand. These can date and tire over time and so a budget to have now video content created annually has been added.

### Data management process

Data management is a vital tool for B2B marketing and communication, a clear and comprehensive process is key to enable accurate and effective recording of data and lead generation/follow up. GENERATE are looking at options to use an existing CRM platform, invest in a new CRM or use excel spreadsheets. This will then be cleaned and added to through active data gathering activity and used to send out regular newsletters to the supply chain or other mailing lists as required. This can also be used to create a searchable directory on the website. (There is accrued budget which can be used to purchase a CRM should that be necessary.)

### Timings

| | Aug | Sept | Oct | Nov | Dec | Jan | Feb | March |
|---|---|---|---|---|---|---|---|---|
| **Marketing** | | | | | | | | |
| **Events** | | | | | | | | |
| Global Offshore Wind | | | | | | | | |
| Offshore Wind - Amsterdam | | | | | | | | |
| SNS 2021 - Norfolk | | | | | | | | |
| Wind Week | | | | | | | | |
| Wind Europe Electric City - Copenhagen | | | | | | | | |
| Hydrogen world Summit | | | | | | | | |
| **Brand virtual platform** | | | | | | | | |
| **Prospectus** | | | | | | | | |
| **Print & Digital advertising** | | | | | | | | |
| **Video marketing** | | | | | | | | |
| **Miscellaneous** | | | | | | | | |
| **PR** | | | | | | | | |
| **Events related PR** | | | | | | | | |
| **PR - awareness, response** | | | | | | | | |

## Summary

With the focus on clean growth and energy the region is in need of a fresh new approach/brand that can focus on the energy sector that will promote the opportunities, assets and strengths we have. This can be done through a comprehensive layered marketing plan, as outlined above, the key is to have consistent and continuing activity to ensure momentum isn't lost.

The main elements of the plan are around event attendance and PR activity which will provide exposure for the brand and working closely with Norfolk & Suffolk Unlimited and other partners ensure the region is 'high up' in the minds of Government officials within BEIS, DIT, Treasury, Cabinet Office, DoE etc. This is supported by equally important targeted activity focused on ensuring the GENERATE brand and it's messages are promoted to energy sector.

There is also focus on data both in terms of gathering data and lead generation to support effective communication with business but also to track performance and ROI of the marketing budget and outcomes of leads. Results and learnings can then be used when planning future activity.

GENERATE

Strategy 2021-2024

## Executive Summary

GENERATE is managed by a partnership between New Anglia Local Enterprise Partnership (NALEP), Great Yarmouth Borough Council (GYBC), Norfolk County Council (NCC), Suffolk County Council (SCC), East Suffolk Council (ESC) and North Norfolk District Council (NNDC). In 2020-21, a project to rebrand the East of England Energy Zone (EEEZ) was led by GYBC. It works collaboratively with wider partners and stakeholder who are key to its success, reporting regularly to the All Energy Industry Council to gain endorsement and support from industry and education leaders. Another key, long standing, partner is the East of England Energy Group (EEEGR) who are a central advocate of the region's the energy sector and actively support the GENERATE brand on it's journey to attract inward investment to the region.

This strategy sets out the approach, themes and activity that GENERATE, alongside partners & stakeholders, will undertake to maximise the opportunities which the journey to Net Zero will bring to Norfolk and Suffolk over the next 3 years.

As a region we are well placed to be a global exemplar for clean, low carbon energy production, exporting services and skills globally, whilst increasing the availability of affordable sustainable energy for local communities and businesses. Southern North Sea (SNS) gas has been a mainstay of the economy for over 60 years and will remain a key player, with an opportunity to extend the viability of its assets and infrastructure if gas is used as a feedstock to generate blue hydrogen, providing a pathway to large scale green hydrogen production from offshore wind in the future. Offshore wind has presented the ports of Lowestoft, Wells and Great Yarmouth and their energy supply chains with significant growth and investment. The region is also home to nuclear power generation, generating clean energy at Sizewell in Suffolk since the 1960s.

GENERATE will build on the previous East of England Energy Zone (EEEZ) brand and marketing campaigns to raise the region's profile, with a renewed focus on highlighting its energy assets, supply chain, skilled workforce, innovation and the opportunities for inward investment.

High level opportunities:

- The world's largest market for offshore wind is in the SNS
- The building of a new distributed energy system, bringing together generation and consumers through new technology, innovation and digitalisation
- Nuclear new build at Sizewell C
- Emerging energy solutions including hydrogen, large scale solar, bioenergy and local area energy hubs

GENERATE will raise awareness of and promote the region, gather data, generate leads and finalise a data management process for improved communication and insight into our energy supply chain, leading to new inward investment and indigenous business growth. In addition, this process will provide clear and transparent functionality to track and measure leads / relationships and any subsequent inward investment to the region. GENERATE will use social media, digital advertising, print media website, event attendance and public relations (PR) and by working with its partners it will work to;

- Support industry in their attempts to gain consent for strategically significant energy pipeline projects e.g., Vattenfall's 'Norfolk' offshore wind projects and EDF Energy's Sizewell C new build
- Ensure UK government is fully briefed on all projects and recognises the key contribution our region makes to low carbon energy generation
- Ensure the UK government's Levelling-up agenda considers the coastal communities of Norfolk and Suffolk and not just the North and Midlands

There is a dedicated annual budget for GENERATE activity which is split across PR, marketing, sector event attendance and a contribution to an All-Energy Business Development Manager role. However, it should be noted that international marketing is expensive and historically the EEEZ has focussed on 2-3 offshore wind focused exhibition events which can consume a large percentage of this budget.

## Strategic Approach

At the heart of this strategy is the promotion of Norfolk and Suffolk as a leading clean energy region and 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 and onshore energy market and advancement of energy systems integration.

The Norfolk and Suffolk Economic Strategy sets out the opportunity for this region to be the world's largest market for offshore wind along with over 150 serviceable offshore gas assets, employing a combined 8,000+ people and around 800 local companies. The key opportunity in this sector has been identified as linking offshore generation and energy use, technology and product development across gas and onshore/offshore renewables. This was further enhanced by the draft Norfolk and Suffolk Local Industrial Strategy which, at the time of publication, highlighted that roughly half of the Offshore Wind Sector Deal's 30GW of electricity by 2030 ambition will be delivered off the coast of Norfolk and Suffolk, with 14.5GW in the existing pipeline, valued at £20bn. This new brand will work with partners to achieve the ambitious goals set out for our region through the development of a coherent and co-ordinated marketing strategy to complement other strategic and capital initiatives and drive energy sector investment including complementarity with the wider, place-based inward investment brand, Norfolk & Suffolk Unlimited.

The GENERATE brand will be launched officially at Global Offshore Wind (Sept 2021), however, ahead of this, promotional and soft launch activity will take place to test the new brand, garner feedback and create momentum. This will provide strong foundations for the development of the brand and the continued activity; external event attendance, internal event hosting including virtual event(s), providing/maintaining a library of supporting statistics/marketing messages and regular PR campaigns to amplify GENERATE and its partners messages. GENERATE can also bridge the gap between industry and local authorities in terms of communication and project exploration/realisation.

GENERATE will complement the work that Norfolk & Suffolk Unlimited is doing to promote the region as UK's clean growth region, amplifying and supporting the mission of, and messaging around clean energy. (See appendix 20

## Audience & Messaging

GENERATE's audience can be broadly split into 3 main segments; Business, Government and Our Community and then further segmented;

- Business
    - International and national businesses looking to move or open facilities in the region
    - Potential international and national investors to the region
    - Businesses in Norfolk & Suffolk looking to diversify or expand into the energy sector
    - Start up's / innovators
    - Business Support agencies e.g. Chambers of Commerce
    - Media (regional, national and international)
- Government
    - BEIS representatives & DIT
    - Local MP's
- Community
    - Communities directly impacted by energy projects
    - Wider communities
    - Future workforce

On behalf of the Norfolk & Suffolk All Energy Industry Council (AEIC), GENERATE has led the development of a suite of cohesive marketing messages backed by statistics that will be used to inform communications and marketing activities. Below are the headline key messages, a full version can be found in Appendix 1,

1. Norfolk & Suffolk is a leading clean growth region in the UK's evolution to net zero

2. Gas is the UK's low carbon transition fuel.  Coal to gas substitution power generation has led to CO2 emission reductions.  Gas will continue to be an important part of the energy mix as the UK transitions to a net zero energy system
3. Norfolk & Suffolk is the UK's largest offshore wind opportunity and generates more power from offshore wind than any other UK region.
4. Nuclear power is strategically important to the UK energy supply. Sizewell will provide new opportunities and generates secure, reliable and low-carbon electricity now and into the future
5. Norfolk and Suffolk have the capability, connectivity and capacity to be a global exemplar in energy systems integration and to lead whole energy system thinking.

## Vision | Mission

Norfolk and Suffolk's vision is 'to be the UK's leading region in clean, low carbon energy production, distribution and use.'  To achieve this vision the whole region needs to work together, each individual organisation, brand, business has a role to play and can be part of the success. GENERATE is the overarching brand that aims to support partners and stakeholders in delivering this vision.

GENERATE will attract investment and government support through PR and influencing, as well as stakeholder collaboration.  It will provide support, resource, ideas and activity to enable the region to grow and coordinate partners to present and coalesce around one message.

## 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)

## How we'll achieve this: (Strategic Delivery Plan)

1. Putting the region at the centre of the conversation around clean energy infrastructure and generation
   i. Participation in sector specific industry events e.g.; Global Offshore Wind, Southern North Sea Conference. Looking to secure speaker opportunities where appropriate.
   ii. PR campaigns; ahead of events to promote our attendance and key messages.
   iii. Print and digital advertising; including Insight Energy, 4C Offshore website, ReNews.
   iv. Creation of a branded virtual platform; to host 'ted style' talks about the regions energy sector, also invite other regions and offer platform to stakeholders or supply chain to use.

2. Showcase the assets and opportunities in our region via GENERATE and partners channels, amplifying clear unified messages, based on facts
   i. Creation and maintenance of a cohesive marketing message matrix highlighting opportunity and assets backed by statistics for use by partners and regional stakeholders.
   ii. Print and digital advertising; including Insight Energy, 4C Offshore website, ReNews.
   iii. Creation of an Energy Prospectus for an inward investment audience
   iv. Video marketing; multiple videos created on a regular basis to promote and support other marketing activity
   v. Stakeholder engagement; regular meetings and close working relationship with relevant parties including; EEEGR & Norfolk & Suffolk Unlimited

3. Leverage the knowledge and passion of our stakeholders to innovate and facilitate energy projects in Norfolk & Suffolk
   i. Stakeholder engagement; regular meetings and close working relationship with relevant parties including; EEEGR & Norfolk & Suffolk Unlimited
   ii. Participation in sector specific industry events e.g.; Global Offshore Wind, Southern North Sea Conference. Looking to secure speaker opportunities where appropriate.
   iii. Project management; Support & embedded into the project teams to identify opportunity, where appropriate take on and deliver projects that will promote the energy sector in the region, identify and promote clean energy initiatives for businesses in the region

4. Increase awareness about GENERATE and the region's energy sector via digital channels and a new virtual platform
   i. Creation and maintenance of a cohesive marketing message matrix highlighting opportunity and assets backed by statistics for use by partners and regional stakeholders.
   i. Video marketing; multiple videos created on a regular basis to promote and support other marketing activity
   ii. Stakeholder engagement; regular meetings and close working relationship with relevant parties including; EEEGR & Norfolk & Suffolk Unlimited
   iii. Branded virtual platform; to host 'TED style' talks about the regions energy sector, also invite other regions and offer platform to stakeholders or the region's supply chain to use
   iv. Creation and launch of new website with refreshed content providing a modern 'shop window' for the region

5. Investigate and develop a comprehensive data management process, to support the supply chain and enhance communications (excel, CRM or other)
   i. Process agreed to capture and record data, track leads and updates
   ii. Store supply chain data for communication activity and promotional activity

## KPIs and Measurables

### Events

- Social media, website stats and specific targets bespoke to each event

- Networks and data gathering
- Lead generation – 20 strong leads per annum and 100 new or updated business details

**Social Media**

- Increase Twitter followers to 500 and LinkedIn followers to 1000 by end of 2021
- Increase average engagement rate by post by 20% (Twitter engagement rate = total engagements/total impressions x 100, LinkedIn engagement rate = interactions + clicks + new followers / number of impressions)

**Brand Awareness**

- Google analytics results to review website visits, duration and pages viewed
- Presence on relevant digital platforms every month in 2021 from launch
- Press coverage with regional publications on a monthly basis as a minimum
- GI Talks occurring- minimum 2 within 2021
- Number of participants/views of GI talks
- Adoption by partners/stakeholders by brand featured on website and link back to GENERATE website

## Marketing Activity

The brand was launched on social media in August, together with a new website, activity will focus on raising awareness of the new brand ahead of the resumption of the physical events in Autumn 2021. There will be different layers of the launch and subsequent marketing activity with objectives for each summarised below.

| Activity | Objective |
|---|---|
| Digital/Virtual event attendance | Promotion and exposure of the brand to the energy sector, start a conversation about the region's energy assets, opportunities |
| Physical event attendance | Starting in Autumn, large scale visibility of the brand to the energy sectors, lead generation, data gathering |
| Digital/virtual platform | Creation of a branded platform that can be used by GENERATE and its partners to promote the opportunities and assets in region |
| New website | A modern, relevant and easy to navigate site is live with content to cover all the assets, opportunities in the region, generate leads and enquiries |
| Prospectus printed/live | A new annual prospectus is created to reflect the opportunities within the region targeted at an inward investment audience to attract leads |
| Digital and print advertising | Advertise the new brand to the wider national market, creating increased visibility for the brand so it begins to resonate adding additional exposure to the new brand |
| Social Media | Ensure new and relevant content is posted regularly to increase engagement |
| PR | PR specialist engaged to focus on lobbying, press, promotion |

## Resource

In order to deliver this strategy a dedicated resource is required to oversee marketing activity, event planning, data management and project delivery, this would be in addition to the existing All-Energy Business Development Manager contribution.

## Summary

With the focus on clean growth and energy there is a huge opportunity to bring jobs, investment and funding to the region. With continued and consistent messaging to government and wider industry, GENERATE will embed itself as a regional energy brand, and the East of England recognised as the home to clean energy generation and innovation.

GENERATE will work to leverage the support of, and encourage collaboration, across all stakeholders to work towards realising the region's vision and its related benefits and positive impacts which will be far reaching, not just within the energy sector. It is in all our interests to collaborate and support one voice, one clear set of messages to our audiences.

This plan outlines how GENERATE will go live into the marketplace and build the foundations on which GENERATE can grow. The next stage of this project will be to identify and focus on the tangible projects and opportunities that can really benefit the area and build bespoke campaigns around each one to ensure their success.

Appendix 1 – AEIC Cohesive Marketing Messaging Matrix

PDF removed and provided as an Annex

Appendix 2 - Alignment with Norfolk & Suffolk Unlimited

As an important stakeholder and key element of the wider inward investment piece for the region, all GENERATE activity and messaging will align and compliment the work that Norfolk & Suffolk Unlimited are doing to promote the region as UK's clean growth region. Looking to amplify and support the mission of, and messaging around clean energy;

- To become the preferred place to work, invest and grow a business in the global market where clean growth is embraced and encouraged.
- Championing the UK's clean growth region facilitating business growth and attracting talent and investment with a focus on clean energy sectors
- Norfolk & Suffolk is well-placed to front the clean growth revolution
- The UK's leading producer of renewable and low carbon energy and a significant producer of low carbon goods and services.
- It is a testbed for innovation in industries such as farming and food production, transportation and construction which need to reduce their carbon footprint and adapt to a changing climate

Appendix – full SWOT

The key findings of the research around the EEEZ brand were;

- The EEEZ brand needs to be retired and a new brand introduced to reflect a new mindset and the changing energy sector focused on low carbon and net zero targets
- The East of England/East Anglia / Norfolk & Suffolk all have supporters and detractors, in addition they are very clumsy to try and incorporate into a brand visual identity, the consensus is to remove geographical reference to the name and use within tag line(s)
- Almost as soon as the project began it was clear that the brand should represent all energy not just offshore wind
- Visually within the region this is a very busy marketplace; EEEGR, Norfolk & Suffolk Unlimited, Hydrogen East, LA's etc and so the brand must stand out without getting confused with other brands whilst not conflicting with others
- There are several roles that this brand needs to adopt and so needs to be a multi positioned brand in order to achieve it's aims
- In addition to the inward investment element of the project the research also identified the need to address and communicate with local communities to ensure they are aware of the benefits that the energy sector brings to the region.
- The region already has a 'place' brand, Norfolk & Suffolk Unlimited, that aims to attract inward investment, it's important that the brand works closely with, and compliments Norfolk & Suffolk Unlimited.
- There needs to flexibility within the visual identity to enable it to be tailored for each energy sector when appropriate.

| SWOT ANALYSIS | |
|---|---|
| PRODUCT | Regions unique energy production mix: Offshore Wind, Oil & Gas, Nuclear, onshore renewables |
| | Location: proximity to Southern North Sea (SNS) existing and planned energy developments, versatile ports. At heart of Europe's offshore wind region |
| | Dedicated energy supply chain able to work across entire energy sector |

| | |
|---|---|
| | East Anglia - a great place to live and work. High quality environment, affordable, good schools, colleges and universities, low cost operating base (land and buildings)<br>Skilled energy workforce and world class energy training facilities (UEA, FE Colleges, Energy Skills Centre, multiple specialist skills providers) |
| AUDIENCE | Energy developers, operators<br>Tier 1 OEMs (Original Equipment Manufacturers)<br>Tier 1/2 Construction and O&M businesses from other UK regions, Europe and further afield<br>SMEs in support and supply chain from all across UK<br>UK Government – We are overlooked in favour of other regions and clusters e.g. Northern Powerhouse, Midlands Engine etc<br>Key influencers – MP's, media, energy industry leaders, national and international trade organisations<br>Overseas governments who may be considering partnership or investment opportunities<br>Key Stakeholders – our own industry (education of)<br>Educators and general public (at a local level too) |
| STRENGTH | Strong, diverse energy mix<br>55+ years of SNS offshore gas experience (construction, operations, maintenance and decommissioning)<br>Logistics by sea and air<br>Proximity to offshore windfarm sites / a deep water outer harbour in Great Yarmouth (relevant to offshore industry)<br>Innovation & Academic network - UEA, Cambridge, UCS, TWI, CEFAS, Skills for Energy, Hethel Innovation, Innovation Martlesham, OrbisEnergy<br>Bacton Gas Terminal, Sizewell B and planned Sizewell C Nuclear Power, offshore wind of total UK capacity, Space for solar and energy from waste<br>Largest offshore wind market in the world (Over 50% of UK operating capacity) - sailing times from GY / Lowestoft ports are competitive - diverse port offer - Port owner operators (Peel and ABP) understand offshore energy market and prioritise these markets<br>Skilled energy workforce and world class energy training facilities (UEA, UCS, FE Colleges, Energy Skills Centre, multiple specialist skills providers)<br>Significant developers have O&M bases in region (SPR, SSE, Innogy, Equinor) |
| WEAKNESSES | Lack of decisions in a timely manner means lack of pace on projects and lack of unified voice - e.g. onshore planning decisions<br>Road and rail connections still poor (there's an opportunity/strength in here too in so far as both GY and Lowestoft are likely to both get new river crossings (c. £180m), Lowestoft's is now approved by Govt. GY going through process - this demonstrates things are happening<br>Brand and product blur - no one knows exactly what, where, who - nature of diverse economy in region (region not renowned for one thing or energy)<br>We don't shout about what we do, have done or are planning on doing<br>Lack of energy Head Quarters in region - significant decisions are made elsewhere<br>There is a lack of visibility at national level<br>Poor communication - internally and externally |
| OPPORTUNITIES | Strong, diverse energy mix: Only region in UK with all 3 main energy types being produced, build on this and promote the fact & importance of our energy production to the country<br>UK Government net zero target and the region's role in clean growth agenda (the journey to net zero and decarbonisation of existing infrastructure)<br>To be an exemplar for a whole region (East Anglia) integrated energy system that delivers on Clean Sustainable Growth<br>Massive growth in offshore wind (RENEWABLES IN GENERAL) and new nuclear and energy transition |

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| | Decommissioning of SNS gas assets, repowering/upsizing of ageing offshore wind farms, electrification of gas platforms, gas to wire<br>Hydrogen, Biomass, Solar, Nuclear/battery storage also transmission, distribution and consumption<br>Further port expansion and development (GY and Lowestoft) for offshore energy (inc. infrastructure improvements Third River Crossings c.£180m investment)<br>Financial incentives for inward investment and expansion through Enterprise Zone status<br>World class Research, Development and Innovation including ORE Catapult in region (Universities, ICT/Digital, Sector coupling)<br>OW supply chain opportunities through East Anglia Hub (SPR), Norfolk Boreas/Vanguard (Vattenfall), existing extensions (Equinor, SSE, Innogy) |
| THREATS | 1. Competition from European low countries (Denmark, Netherlands, Belgium etc) Construction, O&M in UK waters can be serviced from well-equipped ports in these countries<br>2. Competition from other UK Ports and regions and risk posed by Northern focus / Govts levelling up agenda<br>3. Strength of public argument against onshore cable routes and substations in region and fragmented Local Authority support<br>4. Not getting investment for Port development/extension - Port operators will invest in their own ports, but a real threat is the lack of investment in infrastructure to get to/from energy related ports<br>5. Missing the opportunity by either not moving quick enough or political bias to other ports/regions<br>6. Reduction of UK content should CFD protection be removed<br>7. Each energy area acts in silo, diluting message and strength of the sector in East Anglia<br>8. Being too internally focused instead of external focussed (geographically & organisation wide) means we don't always target the right new audience |
| MESSAGES | Collaborative and joined up thinking across the region (e.g. AEIC, EEEGR)<br>The region is open for business in the energy sector, can be innovative and aspirational<br>The diverse and unique energy mix, transferable skill sets & strength of the existing supply chain.<br>We're leading energy business: Supported by facts 16 windfarms, 1074 turbines, generating 4.6 Gw of power, %age of installed capacity, %age of 40GW by 2030, Contribution to UK PLC<br>Pathway to clean(er) energy<br>Cluster of world leading local, national and international companies in region with space to grow / for investment as well as world class UK academic and research institutions |
| ACHIEVEMENTS TO DATE | Leaders in energy production<br>Collaborative energy supply chain<br>Energy support infrastructure<br>Experienced and sustainable<br>World leaders in clean energy |
| AMBITIONS / THE FUTURE | Aspirational / transformational (e.g. in energy transition)<br>Growth - indigenous energy production, exports, high value careers for local community<br>Recognition as a clean energy exemplar nationally and internationally<br>Hosts to clean energy / decarbonisation pilot projects, innovations, world class R&D, academic research |

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## Over arching key messages and statistics for the region

1. Norfolk and Suffolk is a leading clean growth region in the UK's evolution to net zero**, with £138 billion capital investment** in energy and low carbon projects across the East of England by 2050.

2. Gas is the UK's low carbon transition fuel. Coal-to-gas substitution in power generation has led to CO2 emission reductions. Gas will continue to be an important part of the energy mix as the UK transitions to a net-zero energy system. A **third of UK gas** comes from the Bacton Gas Terminal. The Southern North Sea gas basin and Bacton Gas Terminal can play a critical role in the UK's **energy transition**.

3. Norfolk and Suffolk is the **UK's largest offshore wind opportunity and generates more power from offshore wind than any other UK region.** In 2020 **4.6GW** of the UK's 10.4GW of offshore wind generating capacity is in the Southern North Sea (44%), enough energy to power **4.3million UK homes**.

4. **Nuclear power is strategically important to UK energy supply. Sizewell will provide new opportunities and generates secure, reliable and low-carbon electricity now and into the future.** Sizewell C will support around **70,000 job in the UK** during its construction phase, enable **1500 apprenticeships** and create **900 permanent operational jobs** to run the power station.

PROJECTS

- Offshore Wind
  - Norfolk Vanguard is currently subject to redetermination by the Secretary of State and we anticipate a consent decision for Norfolk Boreas in 2021
  - East Anglia Hub is Scottish Power Renewables and consists of;
    - **East Anglia THREE** - Consent for the project was received on 7th Aug 2017
    - **East Anglia Two -** the application was submitted to the Planning Inspectorate in October 2019. The Examination closed on 6 July 2021.
    - **East Anglia ONE North** - the application was submitted to the Planning Inspectorate in October 2019. The Examination closed on 6 July 2021.
- Hydrogen
  - Bacton Hydrogen Hub looking to develop a clean energy demonstrator project (blue hydrogen)
  - EDF looking at green hydrogen demonstrator project at Sizewell B
  - Freeport East have plans to produce 1GW of hydrogen (20% of UK's 5GW target)

# GAS

Gas is the UK's low carbon transition fuel. Coal-to-gas substitution in power generation has led to $CO_2$ emission reductions. Gas will continue to be an important part of the energy mix as the UK transitions to a net-zero energy system.

- Between 1970 and 2000, the UK's transition from coal by gas led to a **20% fall in $CO_2$ emissions**. Kickstarting the energy transition.
  (Source: UKERC The future role of natural gas report (Feb 2016))
- £5.3 billion Forecast new Southern North Sea gas investment to 2050 (Source: Opergy)
- There remains **5 trillion cubic feet** of untapped natural gas in the Southern North Sea. 100 gas fields, over 150 gas platforms and 4,500km of pipelines.
- £2.5 billion is the forecast value of decommissioning redundant Southern North Sea gas assets to 2030 (Source: OGA UKCS Decommissioning Cost Estimate 2020 report)

STATISTIC

- 30% of UK gas comes from the Bacton Gas Terminal. The Southern North Sea gas basin and Bacton Gas Terminal can play a critical role in the UK's energy transition.

PROJECTS

**Bacton energy hub**

The OGA commissioned Progressive Energy to undertake a study to consider the Bacton Catchment Area, analysing the key end users to define how the Bacton Catchment Area hydrogen market might emerge and generating an indicative future hydrogen demand profile for the region. Based on this analysis, the study has identified credible routes to hydrogen production to meet this demand and has framed the directional value-add that hydrogen could unlock.

**Sizewell C Demonstrator project**

Sizewell C is launching a demonstrator project to produce hydrogen powered by electricity from neighbouring Sizewell B. Initially, a 2MW electrolyser could potentially produce up to 800kg of hydrogen per day (or c. 290,000 kgs per year). This will be scaled up to meet demand. The hydrogen produced could power vehicles and machinery to lower emissions during the construction of Sizewell C. Hydrogen from this demonstrator could also be used for some public transport, such as local buses

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# OFFSHORE WIND

Norfolk and Suffolk is the UK's largest offshore wind opportunity and generates more power from offshore wind than any other UK region.

- **44%** of the UK's offshore wind generating capacity is in the Southern North Sea, the highest in the UK. **16 windfarms, 4.6GW, 1073 turbines**.
- The growth in offshore wind off the coasts of Norfolk and Suffolk could create **6,150 full time jobs by 2032**.
- 30% of UK offshore wind projects with **planning consent** are in the Southern North Sea. **59%** of UK projects which have **submitted consent** applications are in the Southern North Sea.
- In 2020, the Southern North Sea's offshore wind project pipeline is **8.3 GW to 2030**, comprising of **5 new build projects** and **4 extension projects**. (Source: 4C Offshore 2020)

**STATISTIC**

In 2020 **4.6GW of the UK's 10.4GW** of offshore wind generating capacity was in the Southern North Sea (44%), enough energy to power 4.3million UK homes.

**PROJECTS**

**O&M Campus -** Norfolk County Council, Great Yarmouth Borough Council and NALEP have recently announced £18 million of funding to deliver an offshore energy O&M campus. Redeveloping vacant parts of land owned by Great Yarmouth Borough Council, the Crown Estate and Peel Ports this is a positive response showing plans for investment within Norfolk and for the offshore wind sector. The project is due to start construction Autumn 2021.

**Business Incubator** - Great Yarmouth Borough Council are leading the delivery of a business incubator facility providing shared workspace and innovation facilities for SME and start-up businesses supporting the delivery of the energy industry. The facility will provide the space to co-locate and work with similar organisations with affordable, adaptable and flexible workspaces enabling knowledge sharing and collaboration between employers. Located on South Beach Parade the Incubator will form an important cluster of businesses in Great Yarmouth, increase employment, entrepreneurial opportunities and will benefit from its proximity to the energy sector hub located nearby.

**PowerPark –** PowerPark is an exciting regeneration project which will be the heartbeat for the regions offshore renewables, engineering, and maritime industries. Situated in an area that covers Lowestoft's port, dock, and industrial area.  The vision for the PowerPark is to create a cluster of energy related businesses which build upon the success of existing businesses and activities in the area which have an international presence in this industry across the East of England. This will maximise opportunities for all to benefit from the growth of this industry, shaping the area positively for decades to come. The PowerPark will be full of life with the energy of the wind as sea a driving force for the local economy, it will be a catalyst to boost employment and high skilled roles within the local area. The buildings and infrastructure will act as an exemplar of sustainable methods including showcasing power supply through renewable options, giving affirmation back to the energy related businesses in the area.

**Vattenfall** is planning two offshore wind farms off the coast of Norfolk Vanguard is currently subject to redetermination by the Secretary of State and we anticipate a consent decision for Norfolk Boreas in 2021

**ScottishPower Renewables** is proposing to construct its future offshore windfarms, as a new '**East Anglia Hub**' consisting of;

1. **East Anglia THREE** - Consent for the project was received on 7th Aug 2017.
2. **East Anglia Two -** the application was submitted to the Planning Inspectorate in October 2019. The Examination closed on 6 July 2021.
3. **East Anglia ONE North** - the application was submitted to the Planning Inspectorate in October 2019. The Examination closed on 6 July 2021.

# NUCLEAR

Nuclear power is strategically important to UK energy supply. Sizewell will provide new opportunities and generates secure, reliable and low-carbon electricity now and into the future.

- Sizewell B generates low carbon electricity for **2.2 million homes**. Sizewell C will produce low carbon electricity for **6 million homes**.
- Sizewell C will save **9 million tonnes of carbon emissions** each year compared to a gas-fired power station.
- Up to **£4.5BN** will be invested in the **East of England** over the lifetime of Sizewell C.
- Sizewell C is expected to meet **7% of the UK's energy** needs when operational. (Source: EDF Energy)

**STATISTIC**
Sizewell C will support around **70,000 job in the UK** during its construction phase, enable **1500 apprenticeships** and create **900 permanent operational jobs** to run the power station.

There are three principle ways of producing clean hydrogen.

1. Green is made from water, using electrolysers powered by wind energy
2. Blue is made from natural gas, using renewable energy to strip the carbon from the methane (reforming) and then sequestering it using Carbon Capture and Storage techniques
3. Pink uses the same electrolysis process as green but is driven by nuclear power

**PROJECTS / UPDATES**

EDF's application for development consent for the Sizewell C Project was submitted to the Planning Inspectorate on 27 May 2020 and accepted for examination on 24 June 2020 (Application Reference: EN010012). An Examining Authority was appointed on 30 June 2020 to examine the Application and the examination is due to close on 14 October 2021. The Examining Authority will then submit a report to the Secretary of State who will decide whether or not to grant a Development Consent Order for the Sizewell C Project.

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# WHOLE ENERGY SYSTEM

Norfolk and Suffolk has the capability, connectivity, and capacity to be a global exemplar in energy systems integration and to lead whole energy system thinking.

- 480MW of onshore wind is installed in the East of England over **883 sites**.
- 2GW of Solar PV is installed in the East of England. **563MW of Bioenergy** is produced over **181 sites** in the East of England.
- The UK's energy system will move from **500** significant actors to **50 million** actions and assets both drawing on and delivering energy. (Source: ReCOSTING ENERGY)
- BT Group's global R&D headquarters in Suffolk is the UK's leading patent filer for **Artificial Intelligence** (86 patent families).

**STATISTIC**
The UK's energy system will move from 500 significant actors to 50 million actions and assets both drawing on and delivering energy.

# 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

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| | 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

| | Aim | Outcomes | Progress | Cross Cutting Themes | | |
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| | | | | | | |
| **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<br>• E-edition and PDF versions created and distributed in current 'work from | • Prospectus printed, e-edition and PDF created<br>• PDF available on website<br>• Mailing list is being collated<br>• Prospectus will next be reviewed in Summer 2022<br>• Views and downloads will be measured via Google analytics and reported on | ✓ | ✓ | ✓ |

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| | | home' environment with option to request a hard copy<br>• 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 | | | | |
| **1.2** | Develop a new website focusing on the opportunities for and assets in the region | • New Website live with new content<br>• CMS access and training completed so that site can be easily updated<br>• Investment enquires generated through online form or email | • Site live with analytics live, reporting and stats available from September<br>• Training and log in requested from PB | | ✓ | ✓ |
| **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<br>• Plan and coordinate event attendance with delivery group<br>• Create a 5-week communication plan surrounding events to promote and generate interest about our stand<br>• Leads and date generated and added to pipeline | • Events calendar in place, working document as events keep moving and travel restrictions means it's hard to commit to any international events<br>• GOW stand booked and communication plan in place.<br>• Wind Week is the next event in November and currently working with EEEGR to pull together a collaborative plan | ✓ | ✓ | ✓ |
| **1.4** | Host physical and virtual events, create a virtual platform that can be used by GENERATE and partners to promote the region and attract investment | • Provision of at least 6 supply chain events (virtual or physical) hosted each year to promote mentoring and collaboration<br>• An annual virtual event hosted from 2022 to target inward investment nationally (in collaboration with EEEGR).<br>• Leads generated and added to pipeline | • Project group set up to incorporate EEEGR who will be partners in this<br>• Plan to host first virtual event in Wind Week<br>• In talks with EEEGR around further partnership on physical event in 2022 (SNS now moved to March 2022) | ✓ | ✓ | ✓ |
| **1.5** | PR and lobbying campaign in place | • Appoint a PR partner<br>• PR campaign in place for GOW and Wind Week<br>• Investment enquiries generated | • Tender went out in August and partner appointed in September<br>• Kick off meeting in September | ✓ | ✓ | ✓ |

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| **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<br>• Monthly meetings with partners who have leads assigned in place<br>• Agreed dashboard in place for performance tracking<br>• Completion of research to map out, characterise and quantify supply chain opportunities and gaps within it, working with Aura where appropriate<br>• Ongoing impact monitoring; regular reporting of KPIs set out the Marketing Strategy to provide an indication of performance against specified outputs and outcomes | • Draft data management process in place, to be shared and agreed ahead of GOW<br>• Excel spreadsheet set up, next stage to add in front end dashboard<br>• Data gathering process in place for GOW<br>• Had initial talks with AURA and follow up scheduled in October | ✓ | | ✓ |
| **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<br>• Investigate options to make the data more accessible and user friendly and present 3 options, including costs and timelines to FAG / Delivery group | • Current focus is on the quality of the data, working with GYBC business advisors to check data is correct, will be reaching out to other partners in coming weeks<br>• The LEP has a CRM that councils have access to, this is in the process of being audited, will look to work closely with LEP to see if / how we can utilise this data/CRM<br>• Speaking with Production Bureau to ask for their digital solutions | ✓ | ✓ | ✓ |
| **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<br>• Marketing material created for all energy projects where required<br>• Hosting virtual / physical events to promote each project where appropriate | • Small subgroup created to look at list of all projects to be branded<br>• PB looking at creative solutions<br>• First projects to have material created will e the O&M campus and PowerPark, draft copy in process of being created | ✓ | ✓ | |
| **1.9** | Ensure there is a consistent and regular communication with all stakeholders to ensure shared news/knowledge | • Regular meetings with key stakeholders<br>• Bi-monthly newsletters to stakeholders/supply chain | • Regular meetings in place with AEIC, N&S Unlimited, EEEGR, ORE Catapult<br>• Adhoc meetings in place with Sizewell C, Greater Eastern Energy Hub<br>• On the project team for Decarbonisation Academy | ✓ | ✓ | ✓ |

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| | | | • Working with EEEGR to ensure GENERATE has a presence on all relevant SIGS | | | |
| **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<br>• Social Media Content plan in place with minimum 4 weeks content planned<br>• Reporting and measurements in place to assess ROI for each advert | • Adverts booked for Aug-Oct in Insight Energy and on 4C Offshore, looking at additional advertising around Wind Week<br>• Content plan in place until end of September | | ✓ | ✓ |
| **2.1** | Create a set of cohesive marketing messages for the regions energy sector | • Set up focus groups with stakeholders to collate facts<br>• Research the market to find out what data is out there<br>• Cohesive set of messages created in a user-friendly format and distributed to partners | • Multiple focus groups and meetings took place to cover each energy sector<br>• Initial list of facts and statistics distributed and agreed by AEIC and other stakeholders<br>• Messages created for each audience, agreed, and approved<br>• PDF document created and distributed to internal partners for reference and use | ✓ | ✓ | ✓ |

**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*