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**Subject: Offshore Wind Competitiveness Project: GENERATE Brand Update**

**Report to: Executive Leadership Team, 10<sup>th</sup> February 2021  
Economic Growth Committee, 1<sup>st</sup> March 2021**

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#### **SUBJECT MATTER / RECOMMENDATIONS**

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

#### **Members are asked to:**

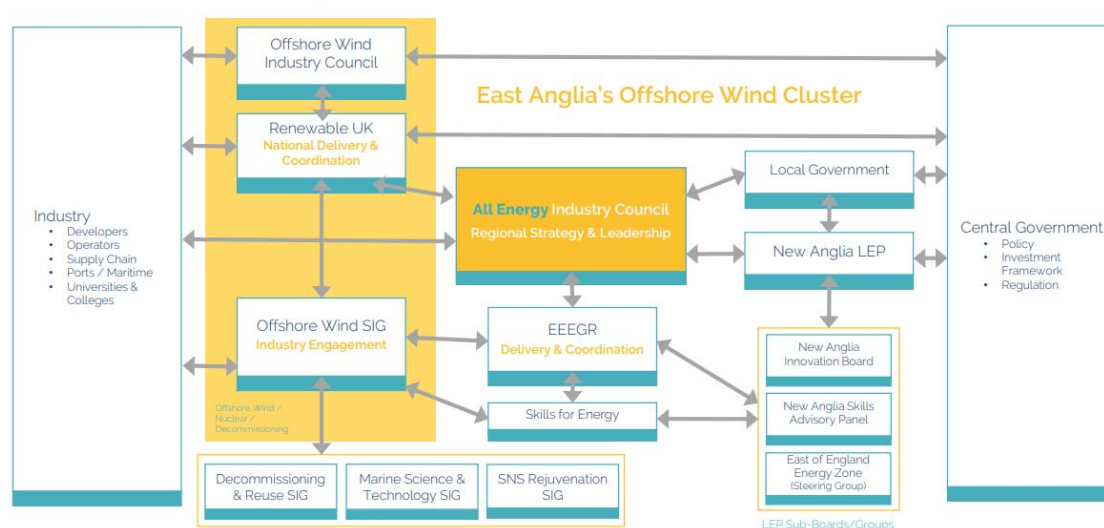
- 1) Review and comment upon the content of the report, noting the progress to date, the preferred branding, next steps and proposals for the completion and rollout of the accompanying marketing strategy.**

## **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. Oil and Gas has been a mainstay of the economy for over 50 years and the relatively recent emergence of offshore renewables has presented Great Yarmouth's port, its supply chain and its skills base with the chance of enjoying significant growth and investment.
- 1.2 The New Anglia Norfolk and Suffolk Economic Strategy sets out the opportunity for Great Yarmouth and Lowestoft being the world's largest market for offshore wind along with over 150 serviceable offshore gas assets, employing a combined 8,469 people in 834 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.
- 1.3 This was further enhanced by the draft Norfolk and Suffolk Local Industrial Strategy which highlights that roughly half of the 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.
- 1.4 The Council along with key partners are prioritising the support to the sector and the supply chain, this includes: the investment in the Ports, the growth and expansion of South Denes, the development of the Operations and Maintenance sector and delivery of a

comprehensive programme of support to the supply chain, delivering the Sector Skills Plan to realise the forecasted 600% growth in well-paid skilled work (6,150 FTEs) and meet the projected operations and maintenance opportunity worth £1.3bn per annum by 2025 in the East of England.

- 1.5 As referred to in paragraph 1.3 the Sector Deal could not be more important as an opportunity for the area. The intention of the brand and its marketing strategy as highlighted in this paper and supporting presentation, is 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.
- 1.6 The central role of the All Energy Industry Council is presented in the diagram below. The AEIC provides strategic leadership and combines a pivotal approach to the sector with ‘one voice’ and as laid out in section 2 (specifically paragraph 2.5) is the body that oversees the branding outcomes of this particular project.



- 1.7 The market is fiercely competitive – a number of strategic areas in the UK compete for inward investment and business growth. Whilst not directly competing like for like (each area has their own USPs) there are other bodies seeking to bring in supply chain companies and as such, areas such as the Humber (with their ‘Aura’ brand) and Scotland (with ‘Deep Wind’) all have their own centrally coordinated brand to promote themselves with. This provides an imperative for a modern brand for the east of England and provides the justification for this ‘Offshore Wind Competitiveness Project’ and the resultant ‘GENERATE’ brand.

## 2. BACKGROUND TO THE PROJECT

- 2.1 The Economic Development Committee received, reviewed and endorsed the Economic Growth Strategy (2020-25) and supplementary Action Plan in February 2020. Members also received an update in terms of the delivery of the Economic Growth Strategy and supplementary Action Plan at the 26<sup>th</sup> October 2020 Economic Growth Committee. Theme 1 of the strategy states that the Council (along with its partners) will:

*“have secured new inward investment in the Borough, creating a vibrant economy and matching local skills provision with future job and career opportunities”*

- 2.2 As part of this strategic theme, the corporate plan priorities echo this aspiration by stating the council and its partners will:
- 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
- 2.3 The project was initiated in response to a clear need – requested 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 and enabling it to compete effectively with established locations, such as the Humber (see paragraph 1.7).
- 2.4 The project was jointly developed by Great Yarmouth Borough Council and Norfolk County Council with the Borough Council named as nominal applicant and was awarded co-funding through the New Anglia Innovative Projects Fund (itself funded through Enterprise Zone *Pot C* revenue). The Borough Council and Suffolk County Council provide *in-kind* co-funding. East Suffolk Council is a strategic partner.
- 2.5 The project itself is overseen by the All Energy Industry Council Project (AIEC) marketing subgroup with day to day oversight provided by the EEEZ Delivery Group and EEEZ Funding and Governance group. This reflects the importance of a bottom-up approach; in order for the exercise to succeed, it must ultimately meet the needs of and be owned and adopted by industry.
- 2.6 The project will provide:
- a) the stakeholder-led development of an umbrella brand, offer and identity using the existing East of England Energy Zone (EEEZ) as its starting point,
  - b) the development of a marketing and promotion strategy for all (public and private) stakeholders to champion;
  - c) a streamlined approach to the promotion of the area at local, national (and when appropriate) international events to deliver maximum impact.
- 2.7 Production Bureau was competitively procured to identify and work with a wide range of private and public sector stakeholders, commencing in April 2020. This exercise captured and combined all strategic requirements and the thematic focus for the new brand, resulting in a comprehensive SWOT analysis.
- 2.8 Key findings were:
- i. there is a need for a completely new brand rather than a refresh of the existing EEEZ brand;

- ii. its scope should cover the whole energy sector, not just offshore wind;
- iii. the clear preference was for a non-geospecific brand with references to *place* reflected in a strapline and/or marketing collateral;
- iv. it must reflect structural changes in the energy sector over the past 12 months, reflecting a holistic 'whole energy approach' in the wider context of *energy transition* (i.e. clean energy).

### 3. BRAND IDENTITY & STRATEGY

- 2.1 With facilitation provided by Production Bureau and the Renewables Marketing Manager, the EEEZ Delivery Group reached a broad consensus on the vision, mission, audiences for and positioning of the brand, with creative design of a number of options undertaken, subsequently.
- 2.2 These were further refined through wider industry and stakeholder outreach and consultation, with a number of iterative changes taking place to reflect and integrate a wealth of feedback. This exercise resulted in development of a preferred concept presented to the EEEZ Funding and Governance group and the AEIC marketing subgroup for final consideration.
- 2.3 The two aforementioned groups (EEEZ Funding and Governance Group and AEIC marketing subgroup) all agreed the final option all 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.
- 2.4 A positive consensus was also reached at the AEIC itself, with queries and feedback focused on further work to animate the branding, bringing it to life with illustrative applications – conference collateral, printed material, online etc. The final designs include these revisions and are presented to officers today.
- 2.5 It is clear that branding straplines – example elements might include *East of England*, *unlimited* and *opportunity* – will need to be developed to expand upon the logo and contextualise the messaging according to its specific application.
- 2.6 Following the AEIC's agreement, a *slide deck* summarising the journey, process and output was produced for presentation to the various stakeholder groups. A *brand bible* and guidelines are due to be released later in February, alongside ongoing work to create an Energy Prospectus to promote local assets, capabilities and opportunities.
- 2.7 Physical events and conferences have been severely disrupted by the Pandemic, and a *virtual* launch strategy is now proposed. A topical panel programme with mix of pre-recorded and live content is envisaged to:
  - i. Communicate the brand;
  - ii. Secure stakeholder and wider 'buy-in';
  - iii. Reinforce the brand as an essential connection for the entire energy sector;
  - iv. Initiative and sustain ongoing engagement with the brand.
- 2.8 Key audiences were defined as part of the SWOT work; Government and strategic decision-makers, businesses in national and international markets and the general public. The emerging marketing strategy will be absolutely critical now the branding, itself, has been

agreed by the AIEC. It will address four core elements, set out below with indicative components:

1. Communicating energy opportunities and the Unique Selling Points (USPs) of the area:
  - i. Exhibitions and event prioritisation, approval and evaluation;
  - ii. Energy prospectus;
  - iii. Website and social media and evaluation;
  - iv. *Get Inspired* (GI) talks and virtual presence, leading the narrative
  - v. E-newsletters and e-shots;
  - vi. PR and engagement, responding to news, white papers, government announcements and activity as a go-to industry voice.
2. Collation and dissemination of information and news:
  - i. Website launch and maintenance to reflect news and changing scenery within the energy sector;
  - ii. Social media content plan for existing and new platforms to communicate and sustain dialogue with a wide range of stakeholders.
3. Promote, amplify and support the messages of partners, stakeholders and SMEs in the region, building strong relationships with:
  - i. Skills For Energy and EEEGR;
  - ii. Norfolk & Suffolk Unlimited;
  - iii. Greater South East Energy Hub;
  - iv. Hydrogen East;
  - v. New Anglia AIEC;
4. Bridging the gap between industry and strategic place leaders:
  - i. Identifying projects or ideas and supporting emerging projects by providing accurate costs, resource forecasts and strategic input;
  - ii. Working with the AIEC to support projects where needed;
  - iii. Providing project support to partners e.g. Skills for Energy.

### **3 FINANCIAL IMPLICATIONS**

- 3.1 The approved project budget covers the development and creation of the new brand, the launch activity as well as the strategy which will ultimately provide the long term plan of how to maximise inward investment for the sector over the long term. The project team is currently in the process of finalising the longer-term marketing strategy, including budget scenarios. This will need to reflect wider stakeholder needs/expectations.

### **4 RISK IMPLICATIONS**

- 4.1 The process to date – and bringing a significant number of stakeholders along on that journey – has been complex. Any delays or fundamental revisions to the logo and overall

brand strategy would necessarily result in delays in its rollout and the realisation of the original objectives/outcomes and potentially conflict with the pro.

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

## **5 CONCLUSION**

- 5.1 This report and accompanying presentation provide a summary of the project, the process to date and the current status of the logo/branding and marketing strategy.

## **RECOMMENDATIONS**

**Members are asked to:**

### **1) Review the content of the report and comment on the proposals**

<b>Area for consideration</b>	<b>Comment</b>
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