



GREAT YARMOUTH
BOROUGH COUNCIL

Economic Development Committee

Date: Monday, 14 November 2022

Time: 18:00

Venue: Council Chamber

Address: Town Hall, Hall Plain, Great Yarmouth, NR30 2QF

AGENDA

Open to Public and Press

1 **APOLOGIES FOR ABSENCE**

To receive any apologies for absence.

2 **DECLARATIONS OF INTEREST**

You have a Disclosable Pecuniary Interest in a matter to be discussed if it relates to something on your Register of Interests form. You must declare the interest and leave the room while the matter is dealt with.

You have a Personal Interest in a matter to be discussed if it affects

- your well being or financial position
- that of your family or close friends
- that of a club or society in which you have a management role
- that of another public body of which you are a member to a greater extent than others in your ward.

You must declare a personal interest but can speak and vote on the matter.

Whenever you declare an interest you must say why the interest

arises, so that it can be included in the minutes.

3 **MINUTES** **3 - 8**

To confirm the minutes of the meeting held on the 29 September 2022.

4 **MATTERS ARISING**

To consider any matters arising from the above minutes.

5 **FORWARD PLAN** **9 - 9**

Report attached.

6 **E-SCOOTER TRIAL** **10 - 15**

Report attached.

7 **GENERATE - MARKETING & PROMOTION UPDATE** **16 - 41**

Report attached.

8 **ANY OTHER BUSINESS**

To consider any other business as may be determined by the Chairman of the meeting as being of sufficient urgency to warrant consideration.

9 **EXCLUSION OF PUBLIC**

In the event of the Committee wishing to exclude the public from the meeting, the following resolution will be moved:-

"That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the following item of business on the grounds that it involved the likely disclosure of exempt information as defined in paragraph 1 of Part I of Schedule 12(A) of the said Act."



GREAT YARMOUTH
BOROUGH COUNCIL

Economic Development Committee

Minutes

Thursday, 29 September 2022 at 18:00

PRESENT:-

Councillor Candon (in the Chair); Councillors Cordiner-Achenbach, P Hammond, Jeal, Lawn, Price, Robinson-Payne & A Wright.

Mr D Glason (Director of Planning & Growth), Ms V Mallender (Economic Growth Manager), Ms Chloe Ingram (Media & Communications Officer), Mr D Zimmerling (IT Support) & Mrs C Webb (Democratic Services Officer).

Mr D Alfrey & Mr T Ellis (NCC)

Mr R Hayman (Bam Ferrans).

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Freeman, Mogford, Plant, Talbot & B Walker.

Councillor Wells attended as a substitute for Councillor Plant.

2 DECLARATIONS OF INTEREST

There were no declarations of interest declared at the meeting.

3 MINUTES

The minutes of the meeting held on 19 July 2022 were confirmed.

4 MATTERS ARISING

Councillor Jeal asked for an update regarding the sea wall at South Denes. Councillor Wells informed the Committee that a report had been given at the recent Environment Committee at which Councillor Jeal, one of the three Ward Members, had been present.

5 FORWARD PLAN

The Committee received and considered the Forward Plan.

RESOLVED:-

That the Committee note the Forward Plan.

6 GREAT YARMOUTH THIRD RIVER CROSSING UPDATE

The Committee received a presentation from Tim Ellis & Richard Hayman following a site visit earlier that day.

The Democratic Services Officer to circulate the presentation slides following the meeting.

The Chairman asked for clarification in regard to the Kickstart placements. Richard confirmed that 2 people had been engaged through Kickstart and had been kept on following the end of their 6 month placement.

Councillor Jeal asked where the steel had been manufactured. Richard reported that the steel had been manufactured in Belgium due to market forces and availability as no British company could manage and deliver to site the amount of steel required.. Councillor Jeal asked if a solution had been found for the frontage of the cafe which was situated near the bridge. Richard reported that these works would be undertaken as part of phase 8 and unfortunately, the options for customer parking were very limited, however, Malcolm was in regular contact with the cafe owner.

Councillor Jeal asked if there was a solution to prevent lorries from the port going along the seafront and down Kings Road to avoid the traffic lights along the Quay which was upsetting local residents at 6am in the morning. The

drivers were not adhering to the signage and were using routes not suitable for HGV's. Richard reported that HGV drivers were ignoring the temporary signage to avoid a wait at the traffic lights of approximately 2 minutes. As the street works did not have a TRO in place, this was impossible to police. However, Richard emphasised that the HGV's in question were not associated with the construction of the bridge. The Chairman suggested that Councillor Jeal raise this issue with their County Councillor. Councillor Wells informed the Committee that Councillor G Carpenter, who was the County Councillor for that ward was aware of the situation.

Councillor Wells asked for clarification as to what the * signified in the report commentary - Jobs safeguarded 201*. Richard agreed to take this away and find out the answer.

Councillor Price asked in regard to the H & S record for the workers constructing the bridge and how much road noise would be generated in wet weather as this noise nuisance could affect the residents of his ward. Richard informed the Committee that there had been no reportable accidents to the H & S Executive and to date, only 4-5 minor accidents recorded in the accident log. There was an on-site full-time H & S representative. David Allfrey stated that the increase in noise from the road would be increased, but this would not be in the extreme due to the low speed of the traffic. Local residents would be entitled to compensation as a Part 1 claim within the timeframe of 1-7 years of the bridge opening from the County if they were adversely affected.

Councillor A Wright reported that he was concerned with the build up of silt and how it would affect the draught of the river between the new bridge and Haven Bridge as this area was prone to silting up and has had to be regularly dredged over the years. Councillor Wright also asked if the bridge could be manually operated during a break down.

Tim reported that a comprehensive baseline survey of the river had been undertaken resulting in a baseline figures as of March 2022 and any changes could be overlaid over the baseline survey to highlight any changes in that area around the bridge. Peelports would be engaged with on a regular basis and surveys would continue 2-3 years post completion. Tim informed Members that if the bridge broke down, there were 2 back-up systems which could be operated three ways; via main power supply, permanent generator and temporary generator. The bridge operated on a 90 second cycle to lift and lower.

The Chairman thanked Tim & Richard for an informative presentation and for delivering a successful project in the Borough on budget and which would connect two Enterprise Zones.

RESOLVED:-

That the Committee note the presentation.

7 ECONOMIC GROWTH STRATEGY AND ACTION PLAN UPDATE REPORT

The committee received and considered the report from the Economic Growth Manager.

The Economic Growth Manager presented recommendations to integrate the COVID recovery action plan with the main Economic Growth Action Plan, which underpins the Economic Growth Strategy on the basis that delivering and reporting on those has become inefficient. Firstly, business support including insights from the Economic Reference Group and FutureGY. The Economic Reference Group convenes regularly and includes business support providers and practitioners, as well as representative local businesses. The FutureGY cohort is contacted less-formally by the Council's business advisors on a recurring cycle and includes around 60 key local employment and growth businesses.

The Economic Growth Manager informed members that it is clear from this regular dialogue that, as reported at the previous committee meeting, the supply of appropriately-skilled labour remains a challenge for local businesses, together with increasing concern about the cost of business as a parallel issue to the cost of living. A detailed breakdown of FutureGY dialogue can be found in the form of a dashboard in annex D. There is a general overview of business support provided, or facilitated by the Council which is also underpinned by a dashboard report in the annex E.

The Economic Growth Manager informed the committee that section 2.4 provides members with a detailed update on the Enterprise Hub pilot, which is performing very well against its contracted outputs, members will be provided with outputs as of today's meeting where you will see outputs are considerably higher than previously reported. The Hub has today, received confirmation that they have been short listed as one of the finalists in the awards for shops, businesses and market stalls in Great Yarmouth with steady demand for both events and more-specific one-to-one technical support. There is clearly a need and latent demand for this kind of outreach; visible, accessible and friendly within the Town Centre. This is documented in a full dashboard report in annex E of the report.

The report then provides an update on the UK Shared Prosperity Fund from the Head of Inward Investment, which will resource these kinds of activities to 2025 under the Supporting Local Businesses investment priority. This picks up on the presentation given to previous committee meeting. A summary is also provided in annex G, alongside descriptions of the activities proposed in Paragraph 2.5.13. this is not a huge funding award and it has, very recently, been topped up with £400,000 through the Rural England Prosperity Fund.

The Economic Growth Manager reported that there are high-level updates on third party job and employability support schemes with the three main strategic

programmes: –

- (i) Future High Streets,
- (ii) Town Deal; and
- (iii) A recent competitive Levelling Up Fund submission – summarised in Paragraph 3.3.4.

Elsewhere in the annexes, the final position on COVID-related grants and reliefs distributed by the Council is summarised in annex B.

The Council has recently secured support through the LGA's Economic Growth Advisors Programme, this programme is providing circa £14,000 of support.

The Economic Growth Manager informed members that Cambridge Econometrics will undertake an independent review of the current Economic Growth Strategy to ensure it remains fit for purpose in light of recent economic shocks and challenges, including comparison to best practice. The recommendations arising, will be brought to a future committee, scheduled for the new year.

Councillor A Wright asked for confirmation that major projects, for example, the Wintergardens were on track. The Economic Growth Manager assured members that all project timings were regularly checked against the project schedules by the Project Team.

Councillor Wells referred to page 41 of the report and thanked all the officers concerned in getting the Covid grants out to residents and businesses, a package of Government grants totalling £65m. The Council had been recognised as the best performing Council across Norfolk.

Councillor Wells asked if the Council would be applying for the new Investment Zone funding initiative. The Director of Planning & Growth reported that applications would be submitted and he would report on progress to the committee at future meetings.

Councillor A Wright reiterated the need for skills growth within the borough and that he heard on the grapevine that East Coast College would re-start their catering course which was essential for the town's hospitality sector which had been moved to the Lowestoft Campus. The Economic Growth Manager reported that she was meeting with representatives from East Coast College next week and would ask the question and report back.

The Chairman referred to paragraph 1.6 of the agenda report; the pop-up Barclays Lab at The Hub, and that Barclays had indicated that they could see economic benefits for Great Yarmouth in 2023. The Economic Growth Manager reported that it was essential that resources, such as the Eagle Labs, were pulled into the town.

The Chairman asked that the committee extend an invitation to Barclays to attend a future meeting to give their thoughts on economic opportunities for

the town during 2023 and that this be added to the Forward Plan. The Economic Growth Manager agreed to contact Barclays to this effect.

RESOLVED:-

That the Committee:-

- (i) Reviewed and commented upon the appended Economic Growth Strategy Delivery Plan update and Recovery Progress Report; and
- (ii) Agreed to cease reporting against New Anglia LEP's Covid-19 Economic Recovery Restart Plan and Great Yarmouth's Pathway to Recovery normalisation and recovery plan, with relevant items integrated into the main Economic Growth Strategy Delivery Plan in future (please refer to Paragraphs 1.6-1.7).

8 ANY OTHER BUSINESS

The Chairman reported that there was no other business being of sufficient urgency to warrant consideration at the meeting.

The meeting ended at: 20:00

Economic Development Committee			ELT Date	Pre Meet Date	Agenda Published	Committee Date
22-078	GENERATE Update	Economic Growth Manager		03/11/22	05/11/22	14/11/22
22-212	E-Scooter Update	Project Manager		03/11/22	05/11/22	14/11/22
22-079	Economic Development Strategy and Action Plan Update	Head of Inward Investment		22/12/22	23/12/22	09/01/23
22-175	Market Policy 2022	Head of Property and Asset Management		22/12/22	23/12/22	09/01/23
22-246	Volunteering Cities - Cultural Connections	Neighbourhood Manager		22/12/22	23/12/22	09/01/23
22-211	Norfolk Infrastructure Framework	Strategic Planning Manager		22/12/22	23/12/22	09/01/23
22-081	Full GENERATE update and future plans for 2023	Economic Growth Manager		23/02/23	25/02/23	6/3/2023
22-028	Resident Zone Review – Results of Consultation	Head of Customer Services		TBC	TBC	TBC

Subject: E-Scooter Trial

Report to: **Economic Development Committee** – 14th November 2022
ELT – 2nd November 2022

Report by: Tracey Read, Project Manager

Executive Summary

The report is an update to Members on the progress made with the Department for Transport led E-Scooter trial.

RECOMMENDATIONS

- 1) to note progress of E-Scooter trial
- 2) to note extension of the trial to 31st May 2024

1 BACKGROUND AND INTRODUCTION

- 1.1 In July 2020 the Government announced local authorities could apply to become an E-Scooter trial area. This followed a public consultation that ran from 18 May 2020 to 2 June 2020. This consultation is part of the 'Future of transport regulatory review' for which the Government are running a call for evidence, which includes seeking evidence on micromobility vehicles (including e-scooters), flexible bus services, and mobility as a service.
- 1.2 The feedback from the consultation set the rules for e-scooters and their users. The trials are being used to assess whether e-scooters should be legalised in the UK.
- 1.3 Before the Government can decide whether to fully legalise them and determine the rules that should apply, they need to understand their impacts. That means gathering evidence on their safety, how people use them, whether the potential benefits can be realised, and how to manage the downsides. Therefore, controlled trials will run in many places.
- 1.4 E-scooters offer the potential for clean and inexpensive travel that can also help to ease congestion on the roads – especially short journeys which would otherwise be undertaken by car.
- 1.5 Trials began in September 2020 and initially could run for up to 12 months, the DfT have since extended the end date allowing trials to run for 3.5 years.
- 1.6 After Member sign off (at the Great Yarmouth Transport and Infrastructure Members Group), the Great Yarmouth Borough Council E-Scooter Trial application was submitted to the Department of Transport on 28th August 2020 and approved on 19th October 2020.

Submission was made as part of the Town Deal Connectivity Delivery Group.

- 1.7 Progress of the trial is reported to the Great Yarmouth Transport and Infrastructure Members Group as well as the Town Deal Board.
- 1.8 Confirmation has been received by NCC Highways Department that the e-scooter trial in Great Yarmouth can be managed locally, there is involvement needed by NCC Highways in terms of permission or delegated decisions.
- 1.9 Two stakeholder engagement sessions were held, 19th and 24th November 2020, including stakeholders from local disability and vulnerable user groups. The stakeholder engagement helped inform the trial and was used as evidence for amending TRO's.
- 1.10 A Members engagement session, for wards affected by the e-scooter trial service area, was held on 1st December 2020 and both Leaders were in full support.
- 1.11 Following an options appraisal on E-Scooter providers presented to ELT on 16th September 2020, Ginger were appointed as the provider for the Great Yarmouth trial.
NPLaw have made amendments to identified TROs to allow E-Scooter use along cycle paths.

2 PROJECT PROGRESS TO DATE

- 2.1 The trial launched 30th March 2021.
- 2.2 Please see below some statistics for the trial from launch up until 24th October 2022:
 - Total unique riders: 13,400
 - Total Ginger app sign-ups: 18,700
 - Total mileage: 220,000 miles (that's scooting around Earth eight times!)
 - Total CO2 emissions saved: 58 tonnes
 - % of point to point rides (from launch): 83% overall since launch, 87% this past month
 - Most popular bays are: Crown Road, Southtown Road and the Train Station parking bay (when looking at 2022 data)
 - The busiest Great Yarmouth rider has 530 journeys under their belt, they are on our Free Rides for Heroes program
 - Total Bays: 72 (additional bays can be added where needed based on feedback and demand)
 - Users banned: 22
 - Warnings issued: 92 warnings issued by text
 - Only three serious incidents reported (serious incident defined as an accident that required medical attention)
- 2.3 Since launch Ginger have been instructed to move 12 parking bays based on feedback

- received by local residents. Ginger are able to implement these changes within 24 hours of instruction. We will continue to act on feedback throughout the trial to ensure its safety and effectiveness.
- 2.4 Dismount zones have been implemented in the Market Place, Victoria Arcade, St George's Park, Great Yarmouth Seafront Beach side promenade, Marine Parade running alongside Pleasure Beach, St Nicholas Car Park, Pleasure Beach Gardens, the A47 and Gorleston High Street.
- 2.5 Ginger have launched an 'end journey photo' feature within the app. This means that all journeys can now only end when the user takes a live photo of their scooter to show its end state. This is to promote positive user behaviour for good, upright parking and to ensure users leave the vehicles in a roadworthy state. It will help Ginger identify any problem parkers or damaged vehicles earlier, allowing the fleet managers to respond faster.
- 2.6 To help support issues around inclusion and access for 16-18 year olds it was agreed that the trial would include this age group to give a cheap, convenient, green form of access for commuting to college and/or work. 16-18 year olds must still have a valid driving licence and do have to go through an additional verification process to access the app.
- 2.7 Working in partnership with NCC's *Bikeability Project*, a number of e-scooter safe use training sessions will be held for 16-18 year olds.
- 2.8 Ginger have extended their *Free Rides for Heroes* offer, which provides free journeys on Ginger scooters for NHS and other key workers, indefinitely. The scheme was originally set to close on 31st December 2021. The campaign has been tremendously successful so far with Ginger having provided free scooter journeys to well over 1,000 key workers nationwide.
- 2.9 Nplaw have amended the temporary TROs in place for the trial; the TROs are now permanent allowing e-scooter use in all cycle and shared-use lanes.

3 FEEDBACK AND RESPONSES

- 3.1 Reports of misuse have reduced considerably over the course of the trial as users become more comfortable with the e-scooters. Ginger are receiving very few reports of misuse and complaints in comparison to the high usage.
- 3.2 There have only been two reports of serious incidents involving an authorised trial e-scooter: a) a Ginger user collided with a six-year-old child on a bicycle, the child was uninjured but there was slight damage to the bicycle, the Ginger user did not stop but was

- later identified by Ginger and banned from future use, b) a user fell from the e-scooter which resulted in a broken wrist, and, c) a user fell from the e-scooter resulting in a fractured elbow.
- 3.3 Ginger report back to the Department for Transport on any incidents reported to them involving a suspected privately owned e-scooter.
- 3.4 Ginger respond to all reports of misuse and are able to identify the user by time, date and location. Warnings or bans are issued depending on the severity of the misuse. Ginger will continue to react to all reports of misuse, complaints and requests.
- 3.5 There has also been some very positive feedback, including requests for additional e-scooters and bays, particularly within the residential areas of Bradwell and Gorleston for commuter use.
- 3.6 GY Police are continuing with their operation, 'Operation e-Scooter', carried out to raise awareness of legalities of e-scooters. On average one privately-owned e-scooter is seized per month. This is an ongoing operation and the Police will continue to report back to the Officer Working Group on progress.
- 3.7 Privately-owned e-scooters are illegal to use on public land and if caught, the rider could face a £300 fine, their e-scooter confiscated and points on their driving licence if they have one. The police will continue to relay this message.
- 3.8 Communications will continue by both GYBC and GY Police around safety and proper use of the e-scooters.
- 3.9 The agreed messaging for the trial is around a resident/commuter focus rather than a tourism focus. The messaging will comprise social distancing, green transport, alternative method for short journeys and commuting.
- 3.10 The Officer Working Group comprises GYBC, NCC Highways, Ginger, GY Police, Great Yarmouth Town Centre Partnership and GYTABIA, which gives a good opportunity to engage with prominent town centre stakeholders.
- 3.11 Officers recognise it is not easy to differentiate between a Ginger e-scooter and a privately-owned e-scooter as they are all mostly black. This can be confusing to members of the public, especially when reporting misuse. Ginger first trialled placing reflective tape on all trial e-scooters to make them easier to identify. Feedback received was that this was not enough to differentiate between Ginger and privately-owned, therefore, Ginger have now added new 'wraps' to all of the e-scooters which are much bigger and white to stand out against the black e-scooter. Moving forward this will help Ginger deal with

issues/complaints around trial e-scooters. Ginger are continuing to revise branding to ensure Ginger e-scooters are recognisable and stand out as part of a trial.

- 3.12 Great Yarmouth Police have provided the following feedback: Actual reports to us of misuse are still low; they have been working with their Roads Policing Teams to devise a Norfolk wide approach to E-Scooters; Police Communications Team has been working with GYBC Communications Team and NCC Communications Team to devise a strategy with Police taking the lead around privately owned E-Scooters; all officers have now been sent a guide to the legalities of E-Scooters, and; reports of anti-social behaviour relating to E-Scooters can be feedback to the Police via 101 or via their website by hitting the *report it now* button on the front page.

4 FLEET SIZE AND EXTENSION TO THE TRIAL

- 4.1 There is a desire from members of the public to increase the fleet size and have more parking bays, particularly in the more residential areas of Bradwell and Gorleston. The Department for Transport trial has approved 100 e-scooters within the Great Yarmouth trial, we currently have all 100 live e-scooters being used. Ginger have proposed raising the number of e-scooters to 250. Not all 250 e-scooters will be deployed unless demand is proven, this does mean, however, that wear and tear on e-scooters is kept to a minimum and other e-scooters are available to replace those taken away from the trial for repairs.
- 4.2 Following approval from the Economic Development Committee on 31st January 2022, GYBC, in partnership with Ginger, have applied for a project adjustment to enable the fleet number to be increased. The request was initially rejected as not enough data was provided about the percentage of the existing fleet being in use, Ginger will continue to work with DfT to enable to approval of the request as soon as possible.
- 4.3 GYBC Officers will continue to work in partnership with GY Police and Town Centre Partnership to identify appropriate E-Scooter parking bays, ensuring where possible bays fall within CCTV network.
- 4.4 The Queen's Speech in May this year announced the Government's intention to introduce legislation on the future of transport in the new parliamentary session as part of a Transport Bill. DfT anticipate using powers to create a new independent low-speed, zero emission vehicle (LZEV) category, and to subsequently create regulations that will legalise e-scooters under new rules, as well as proposing new powers for local transport authorities to manage rental operations for pedal cycles, e-cycles and e-scooters through a rental permit scheme.

DfT will continue to engage with local authorities while legislation is being developed and will also consult publicly before any secondary regulations for e-scooters and the rental schemes are made.

4.5 The move towards a new regime means that the trials continue to have significant value, as well as providing a practical example of how better regulation can encourage responsible use. DfT continue to gather trip data and monthly incident reports to inform policy development.

4.6 Department for Transport have announced that all e-scooter trials have been extended to 31st May 2024. The extension will be restricted to existing trial areas only and will allow DfT to gather further evidence where gaps are identified, building on the findings of the current evaluation.

5 FINANCIAL CONSIDERATIONS AND IMPLICATIONS

5.1 The trial poses no financial implications to the Council. All costs associated with the trial will be accepted by Ginger.

6 RISK IMPLICATIONS

6.1 No risk to GYBC. No commitment to the provider beyond the trial period.

6.2 Provider will produce a risk assessment and continue to monitor risks associated with the trial.

7 EQUALITY IMPLICATIONS

7.1 The trial is available to anyone over 16 years of age who have a full or provisional driving licence.

7.2 The trial will not discriminate outside of the above restrictions.

7.3 Disability and vulnerable user groups will continue to be engaged with throughout the life of the trial.

8 CONCLUSION

8.1 This report is an update to Members on the progress of the E-Scooter Trial in Great Yarmouth.



URN: 22-078

Subject: GENERATE Marketing & Promotion Update

Report to: Executive Leadership Team, 2nd November 2022
Economic Development Committee, 14th November 2022

Report by: Sara Rushworth, Renewables Marketing Manager

SUBJECT MATTER

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

RECOMMENDATION

Members are asked to:

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

1. Introduction

- 1.1. The continuation of prioritising support to the Energy Sector and the supply chain including investment in the Port through the Operations & Maintenance Campus, the growth and expansion of the cluster on South Denes and the business incubator project remains key for the Council and its partners. This complements the wider work to deliver a comprehensive programme of support to the supply chain, Skills Sector who have predicted a 600% growth in high-value employment (6,150 FTEs), meeting the projected operations and maintenance opportunity worth £1.3bn per annum by 2025 in the East of England.
- 1.2. The GENERATE brand is a result of a request from industry for a co-ordinated, collective approach to branding and promotion and wrap-around inward investment support to consolidate the area (essentially Great Yarmouth and Lowestoft) as a world leader in offshore wind, maximising its visibility to Government and investors, alike.

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

2. Work to Date

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

establish conversation to progress existing leads. These teams will also have a supply of marketing material to distribute.

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

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

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

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

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

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

3. Implementation of the GENERATE Marketing Strategy

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

traffic, averaging 157 new users each month, peaking at 205 in September. It has proven itself to be a key resource for promoting GENERATE activity and material, a new page dedicated to the Operations & Maintenance Campus has also been added.

- 3.2. All GENERATE activity is supported by social media activity and engagement with activities focused on raising awareness of the huge opportunity in the region, working to attract investment in line with the overarching Marketing Strategy.
- 3.3. To date, in conjunction with partners, GENERATE has hosted/co-hosted 6 events, 1 workshop having taken place during WindEnergy Week in October. A proposal is currently in progress to host a Hydrogen energy event, this will aim to inform the local supply chain about the hydrogen projects in the region and identify ways in which they could be part of, and benefit from, these projects. This event is part of wider supply chain engagement activity.
- 3.4. GENERATE has supported EEEGR's WindEnergy Week activity through the planning and delivery of two tours showcasing the energy opportunities and infrastructure in the East of England, both of which took place on 27th October and fully booked. One of these tours centered around Great Yarmouth, the tour route included the O&M campus site, the port, Great Yarmouth Energy Park, The Third River Crossing, Beacon Park, and a stop at Equinor's O&M control room.
- 3.5. Other priorities include:
 - Continued and proactive allocation of the existing Enterprise Zone Pot B-capitalised EEEZ Marketing Budget MoU to ensure that outcomes are maximized for all stakeholders.
 - Consistent communication with stakeholders and third-party event organisers to ensure where there are relevant energy related opportunities GENERATE material/participation is available.
 - Continuous reviewing and evaluation of all marketing activity with a focus of return on investment (ROI), raising the profile of the brand and engagement with potential investors, (with engagement defined as a minimum; face to face conversation, contact data collection and meaningful conversation around their needs and the opportunities in the region). Key learnings from activity are then incorporated into future planning of all activity.
 - Continuation of work to incorporate a decision matrix into the data management process and ensuring there is buy in and clarity from all partners as to the mechanism for allocation and following up of leads. A new draft process is being created and will be reviewed by the GENERATE delivery group in the next meeting taking place in November.
 - Work on a new searchable digital directory, which will sit on the GENERATE website and support a revised supply chain matrix is progressing. Feedback from a third party who has access to updated energy sector data with nationally agreed segmentation is being sought before further work is undertaken. This is to ensure there is consistency regionally and where possible work is not duplicated.
 - Work on a gap analysis of the supply chain is dependant on the completion of the above however, work is underway with the Great Yarmouth inward investment team to test out questionnaires and data collation to create a blueprint for rollout.
 - Current changes within government and other external factors have made it difficult to engage with key influencers at relevant government departments on an ongoing basis. Conversations with member of BEIS and DIT are in progress to try and improve this.

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

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

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

* to be achieved by end of August 2022,

4. Next Steps

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

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

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

5. Financial Implications

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

6. Risk Implications

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

7. Legal Implications

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

8. Conclusion

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

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

9. Background Papers

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

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

Area for consideration	Comment
Monitoring Officer Consultation:	As part of the ELT process
Section 151 Officer Consultation:	As part of the ELT process
Existing Council Policies:	Not applicable
Financial Implications (including VAT and tax):	As outlined in the Report
Legal Implications (including human rights):	As outlined in the Report
Risk Implications:	As identified in the Report
Equality Issues/EQIA assessment:	None
Crime & Disorder:	None
Every Child Matters:	Not applicable

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 to compete credibly and effectively with other established locations.

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




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

Cross Cutting Themes

	Stakeholder Engagement & Endorsement		Generate Awareness		Lead Generation & Data Management
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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		
						
1.1	Create, distribute and maintain a new prospectus to highlight the investment opportunities and assets in the region	<ul style="list-style-type: none"> • Comprehensive document created with, and signed off by, all stakeholders including the ports, EEEGR, AEIC and Sizewell C • E-edition and PDF versions created and distributed in current 'work from home' environment with option to request a hard copy 	<ul style="list-style-type: none"> • Annual review completed • Digital version of prospectus will be updated before end of Dec 2022 • Live report every quarter – in place 	✓	✓	✓

		<ul style="list-style-type: none"> An annual inward investment document available to all inward investment teams and advisors in the region to attract active inward investment enquiries from national/international markets Views and downloads will be measured via Google analytics and reported each quarter 				
1.2	Develop a new website focusing on the opportunities for and assets in the region	<ul style="list-style-type: none"> New Website live with new content CMS access and training completed so that site can be easily updated Investment enquires generated through online form or email Audience and behaviour report via Google Analytics reported each quarter 	<ul style="list-style-type: none"> Website updated with new statistics, the offshore wind section now in line with the offshore wind document created New page added with focus on O&M Campus - Operations & Maintenance Campus - GENERATE Energy (generate-energy.co.uk) Live report every quarter in place 		✓	✓
1.3	Generate awareness of the new brand and leads at physical events.	<ul style="list-style-type: none"> Create an event calendar and propose 6-month plan for physical attendance Plan and coordinate event attendance with delivery group Create a 5-week communication plan surrounding events to promote and generate interest about our stand Leads and date generated and added to pipeline 	<ul style="list-style-type: none"> The current events calendar ends at the end of November 2022 with Offshore Energy in Amsterdam, Wind Energy Week took place at the end of October The brand has officially been live for just over a year with 12 months of national and international exposure. The most recent of these being Wind Europe, Hamburg at the end of September All leads generated are allocated to key account manager to follow up and monthly updates are in place with each to monitor progress and provide support where needed, these leads also reviewed in the monthly delivery group meetings. A total of 67 leads generated and allocated to key account managers to follow up with 27 still in the pipeline and 3 being realised. A new lead development process to incorporate a decision matrix is being proposed to the delivery group for feedback at the end of November 	✓	✓	✓
1.4	Host physical and virtual events, create a virtual platform that can be	<ul style="list-style-type: none"> Provision of at least 6 supply chain events (virtual or physical) hosted 	<ul style="list-style-type: none"> GENERATE still work closely with the East of England Page 27 of 41 (FEEGR) on all events Agreed not to move forward with a Virtual platform 	✓	✓	✓

	used by GENERATE and partners to promote the region and attract investment	<p>each year to promote mentoring and collaboration</p> <ul style="list-style-type: none"> • An annual virtual event hosted from 2022 to target inward investment nationally (in collaboration with EEEGR). • Leads generated and added to pipeline 	<ul style="list-style-type: none"> • 4 supply events hosted/co-hosted engaging with 200 attendees. Hosted 4 developers and 5 businesses on GOW22 stand • Sponsored and organised 2 tours of Great Yarmouth / Lowestoft energy projects as well as 2 workshops during Wind Energy Week • Proposal in progress to host a 'hydrogen' event to inform and promote the opportunity to the local supply chain 			
1.5	PR and lobbying campaign in place	<ul style="list-style-type: none"> • Appoint a PR partner • PR campaign in place for GOW and Wind Week • Investment enquiries generated 	<ul style="list-style-type: none"> • PR contract awarded in Sept 2021, 12-month plan Jan-Dec agreed with outputs by Funding & Governance group • Key contacts grid in review due to significant and frequent changes in government departments • PR campaign executed for the launch of the infographic. Material and press release sent to over 240 media outlets, both online and print publications as well as 187 people within government and/or energy business sector. • This activity resulted in 18 pieces of media coverage with a total reach of 1,452,196. • LinkedIn Campaign to recruit for the tours during Wind Week 2022 resulted in 2,113 impressions and 21 clicks 	✓	✓	✓
1.6	Establishment of new data management processes whereby all leads are assessed, handled and assigned to appropriate key account managers, with robust systems in place to track and record enquiries/leads, requirements, and pipeline investment opportunities;	<ul style="list-style-type: none"> • Data management/lead tracking process in place • Monthly meetings with partners who have leads assigned in place • Agreed dashboard in place for performance tracking • Completion of research to map out, characterise and quantify supply chain opportunities and gaps within it, working with Aura where appropriate • Ongoing impact monitoring: regular reporting of KPIs set out the Marketing Strategy to provide an 	<ul style="list-style-type: none"> • Draft data management process in place, to be shared and agreed ahead of GOW. This is now being revised again to add in additional segmentation and a decision matrix • Front end of dashboard in place summarising leads and progress • Dashboard set up and data up to and including Hamburg 2022 • An email has been sent to most recent data from Hamburg 2022, GOW22, SNS22 and Bilbao 2022 • Plans for enhancing data paused while work continues on solutions to storage and accuracy of data across all partners on an ongoing process. • Page questionnaire created and working with officers to finalise – paused looking to test for GY businesses 	✓		✓

		<ul style="list-style-type: none"> indication of performance against specified outputs and outcomes 	<ul style="list-style-type: none"> Leads and contacts sheet created, looking to RAG rate each of these and provide monthly updates to those still active – ongoing 			
1.7	Establishment of an updated and improved supply chain matrix with a portal and searchable directory accessible via a new GENERATE website	<ul style="list-style-type: none"> Work with partners to review data on current matrix to ensure it's up to date and correct Investigate options to make the data more accessible and user friendly and present 3 options, including costs and timelines to FAG / Delivery group 	<ul style="list-style-type: none"> Data checked with partners, looking to add in sectors and location details on an ad hoc basis with aim of completing before end December 2022 2 businesses identified to create a digital directory, seeking a third Brief approved to be sent out, in talks with 3rd party who holds data and has access to agreed awaiting response on location and accessibility of data 	✓	✓	✓
1.8	Adoption of the GENERATE brand by all energy projects and promotional activities within the target area.	<ul style="list-style-type: none"> Signage in place at all energy project locations Marketing material created for all energy projects where required Hosting virtual / physical events to promote each project where appropriate 	<ul style="list-style-type: none"> Small subgroup created to look at list of all projects to be branded – list created each one to be assessed independently First projects to have material created will be the O&M campus – design awaiting approval Artwork will now be done in house A joint project with Peel to create a promotional video for the O&M campus and wider area is now completed subject to final approval 	✓	✓	
1.9	Ensure there is a consistent and regular communication with all stakeholders to ensure shared news/knowledge	<ul style="list-style-type: none"> Regular meetings with key stakeholders Bi-monthly newsletters to stakeholders/supply chain 	<ul style="list-style-type: none"> Regular meetings in place with AEIC, N&S Unlimited, EEEGR, ORE Catapult Adhoc meetings in place with Sizewell C, Greater Eastern Energy Hub, Eastern Powerhouse On the project team for Decarbonisation Academy – no meetings in past 6 months Only 4 of the 7 SIGS (Special Interest Groups) have been launched, GENERATE trying to ensure a presence of each of these 	✓	✓	✓
2.0	Ensure the brand is visible to potential investors and part of the wider energy conversation	<ul style="list-style-type: none"> Quarterly advertising plan in place to cover digital and print advertising Social Media Content plan in place with minimum 4 weeks content planned Reporting and measurements in place to assess ROI for each advert 	<ul style="list-style-type: none"> Content plan in place for 4 weeks, in process of updating to end Dec 2022 Sponsor of Autumn edition of Insight with advert and two editorial spreads. 		✓	✓

2.1	Create a set of cohesive marketing messages for the regions energy sector	<ul style="list-style-type: none"> • Set up focus groups with stakeholders to collate facts • Research the market to find out what data is out there • Cohesive set of messages created in a user-friendly format and distributed to partners 	<ul style="list-style-type: none"> • Review delayed until statistics for infographic agreed, the documents will now be reviewed in Autumn 2022 and any amends updated before end of 2022 	✓	✓	✓
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Acronym List
<i>GYBC – Great Yarmouth Borough Council</i>
<i>EEEGR – East of England Energy Group</i>
<i>GOW – Global Offshore Wind Conference</i>
<i>AEIC – All Energy Industry Council</i>
<i>LEP – Local Enterprise Partnership</i>
<i>N&S Unlimited – Norfolk & Suffolk Unlimited</i>
<i>SIGS – Special Interest Groups</i>



East of England – the UK’s energy powerhouse



54% (6.7GW)

of UK’s current consented offshore wind

6

H₂

hydrogen electrolyser sites identified



2022 32%

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



2035 67%

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

2022

8.7GW



of clean energy installed capacity in the East of England

2035

24GW



of clean energy installed capacity in the East of England

6.6GW

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



30%

of UK’s gas supplied by Bacton Gas Terminal



100+

clean energy projects in planning



£122BN

capital investment in clean energy in East of England by 2050



12,285

current businesses in energy and low carbon



110,000+

current employees in energy and low carbon



World class R&D



50

years climate research UEA



47

years telecomms R&D Aadastral Park



120

years marine sciences CEFAS



1,000+



139

60 years offshore energy



Bacton Energy Hub



Port of Great Yarmouth:

Deep Water Harbour
NEW O&M Campus

Port of Lowestoft:

NEW LEEF project
NEW PowerPark

Sizewell

NEW Freeport East

Bradwell

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

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

*equivalent to.



Unlimited opportunities in the East of England

ANNUAL REVIEW

2021-2022

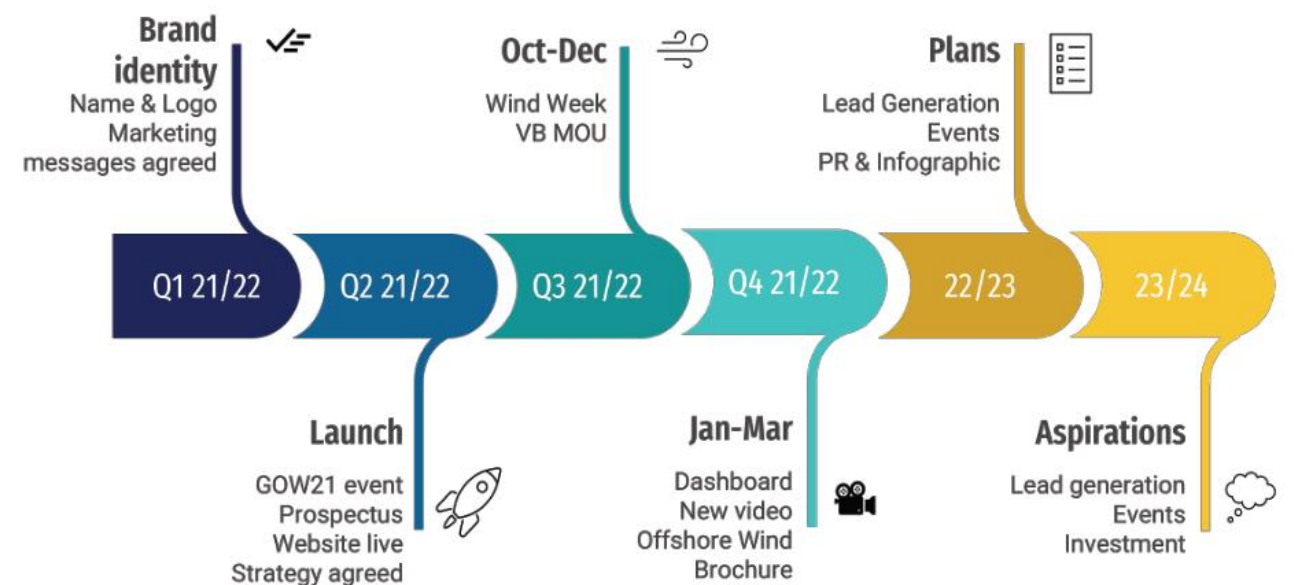


EXECUTIVE SUMMARY

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

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

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



A YEAR IN REVIEW

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

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

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

COHESIVE MESSAGING MATRIX

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

GENERATE ENERGY PROSPECTUS

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

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

FOCUS ON GREAT YARMOUTH AND LOWESTOFT

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

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

VIRTUAL PROFILE AND SOCIAL MEDIA

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

GOING GLOBAL

GLOBAL OFFSHORE WIND



GENERATE GOES GLOBAL

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

AT HOME

INWARD INVESTMENT VISIT TO GREAT YARMOUTH AND LOWESTOFT

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

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

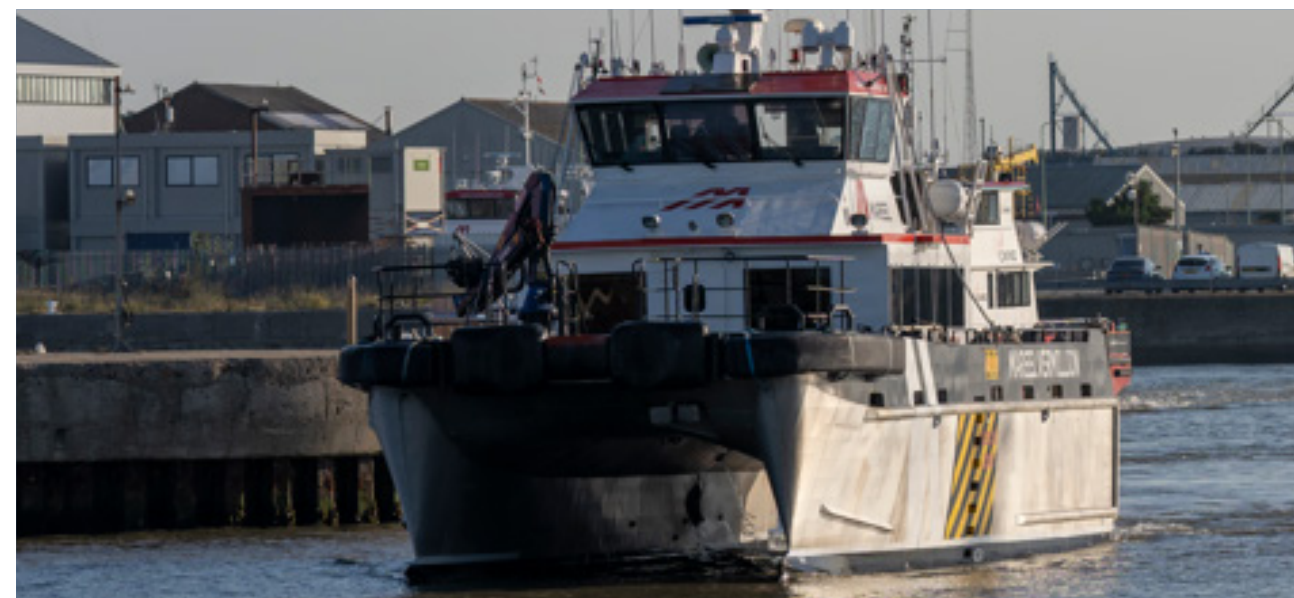
EMBEDDING GENERATE

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

LOOKING FORWARD TO 2022/23

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

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



AND ABROAD

US EXPORT EVENT CONCLUDES 2021

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

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

GENERATE OBJECTIVES



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



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



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



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



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

GENERATE OUTCOMES



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



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



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



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

Aim	Outputs	Status / Comment
Create, distribute and maintain a new prospectus to highlight the invest opportunities and assets in the region	Prospectus created & distributed	Complete
	Document available online to view and/or download	Summer 2022: review content and assess feasibility of a revised edition
Develop and launch a new website focusing on the opportunities for and assets in the region	New Live website	Complete
	CMS access to allow updating	Content reviewed on a quarterly basis and news update ad hoc
	Enquiry form on site	
Generate leads and awareness of GENERATE brand at physical events	Events calendar for minimum 6 months in place	Calendar in place however subject to change due to COVID
	Plan & brief for attendance at each event	Plan and brief for GOW21 completed and debrief/ review document created
	Data Management Plan in place included process and key account management	Data management plan drafted
Host physical and virtual events, create a virtual platform to be used by GENERATE and partners to promote the region and support supply chain	6 physical events hosted in 12 months from launch	4 physical events organised
	Virtual platform in place	<ul style="list-style-type: none"> • UK Wind Week East of England Celebration Oct 2021, the two-day event organised by EEEGR and sponsored by GENERATE, ABP, ScottishPower Renewables, Equinor, Ørsted and Vattenfall – Attendees: 100 • GENERATE & EEEGR collaboration – OrbisEnergy hosted EEEGR's first networking breakfast with GENERATE & Innovate UK EDGE East of England in Oct 2021. Attendees: 40. • Virginia Beach Opportunities & MOU signing Hosted by GENERATE, Virginia Beach & EEEGR on 3 Dec. Attendees: 30 • Working with officers from GYBC a Sizewell C supply chain virtual event took place in Feb 2022. Attendees: 34 Feasibility and return on investment of virtual platform being reviewed in light of lifting of COVID restrictions
A cohesive set of marketing messages agreed to by all stakeholders to provide 'one voice' for the region	Focus groups with key stakeholder	Complete
	Energy specific messages paired with audience created	Messaging agreed and shared
	Document signed off by stakeholders and Norfolk & Suffolk AEIC	Review Summer 2022
	Document published	
PR and lobbying campaign in place	Appoint a PR partner	PR agency appointed; process took longer than planned so time frame for Wind Week missed. Plan and deliverables signed off
	PR campaign in place for GOW and Wind Week	Activity started in April 2022
	Investment enquiries generated	
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	Plan in place for Sept-March
	Social Media Content plan in place with minimum 4 weeks content planned	Insight Energy, 4C Offshore and ReNews
	Reporting and measurements in place to assess ROI for each advert	Rolling plan for social media, reactive and based around events
		Measures in place, views, click throughs etc

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

CONCLUSION

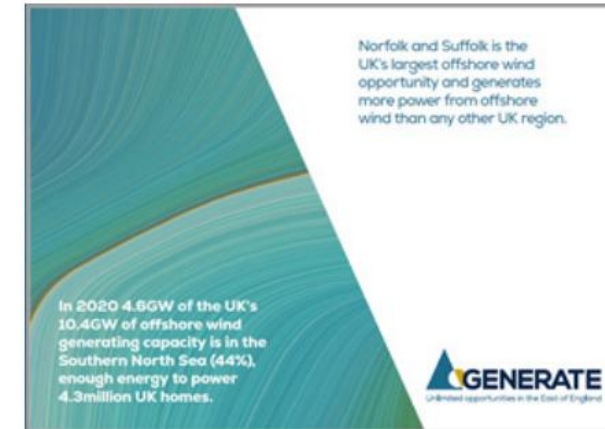
2021-22, the inaugural year of GENERATE has been a hugely successful one. Global Offshore Wind 2021 provided the platform for the successful launch of GENERATE with targets exceeded, objectives achieved and anecdotal feedback about the new brand overwhelmingly positive. The region has a new inward investment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

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



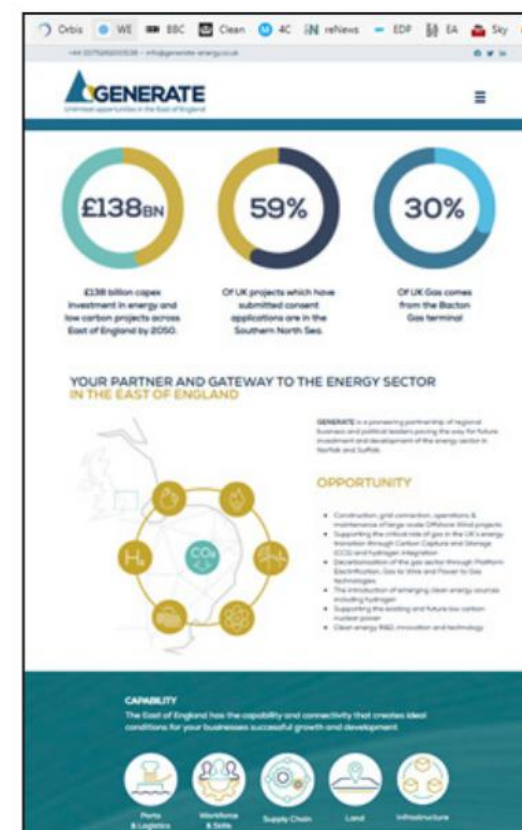
APPENDIX

GENERATE Cohesive Messaging Matrix



SUPPORTING MESSAGES		
To Investors	To Government	To Local Community
<p>The Southern North Sea is a long-term investment opportunity for the UK, with the potential to generate 10GW of offshore wind capacity by 2030.</p> <p>The region is uniquely positioned to attract investment and create jobs, with a strong track record in offshore wind and a growing pipeline of projects.</p> <p>The region's infrastructure, including ports, roads, and rail, is well-developed and can support the construction and operation of offshore wind farms.</p> <p>The region's workforce is highly skilled and experienced in offshore wind, with a strong focus on safety and quality.</p> <p>The region's leadership in offshore wind is a key driver of its economic growth and job creation.</p>	<p>The Southern North Sea is home to some of the world's largest offshore wind farms and has the potential to generate 10GW of offshore wind capacity by 2030.</p> <p>Investment in offshore wind is a key driver of the region's economic growth and job creation.</p> <p>The region's infrastructure, including ports, roads, and rail, is well-developed and can support the construction and operation of offshore wind farms.</p> <p>The region's workforce is highly skilled and experienced in offshore wind, with a strong focus on safety and quality.</p> <p>The region's leadership in offshore wind is a key driver of its economic growth and job creation.</p>	<p>The region's leadership in offshore wind is a key driver of its economic growth and job creation.</p> <p>The region's infrastructure, including ports, roads, and rail, is well-developed and can support the construction and operation of offshore wind farms.</p> <p>The region's workforce is highly skilled and experienced in offshore wind, with a strong focus on safety and quality.</p> <p>The region's leadership in offshore wind is a key driver of its economic growth and job creation.</p>
SUPPORTING EVIDENCE		
<p>44% of the UK's offshore wind generating capacity is in the Southern North Sea (4.6GW).</p>	<p>The growth in offshore wind in the Southern North Sea is 50% per annum.</p>	<p>44% of the UK's offshore wind generating capacity is in the Southern North Sea (4.6GW).</p>

www.generate-energy.co.uk



Insight Energy



GENERATE Energy Prospectus and Mini Prospectus



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



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



The sponsorship of UK Wind Week content included daily coverage within the Eastern Daily Press and East Anglian Daily Times in print and online with a combined print audience of 96,000* daily Tuesday - Saturday.
Coverage online included EDP24, EADT24 and Insight Energy daily from Monday - Friday.

- TOTAL WEEKLY PRINT AUDIENCE – 480,000*
- TOTAL DIGITAL AUDIENCE OF YOUR CONTENT – 13,089**

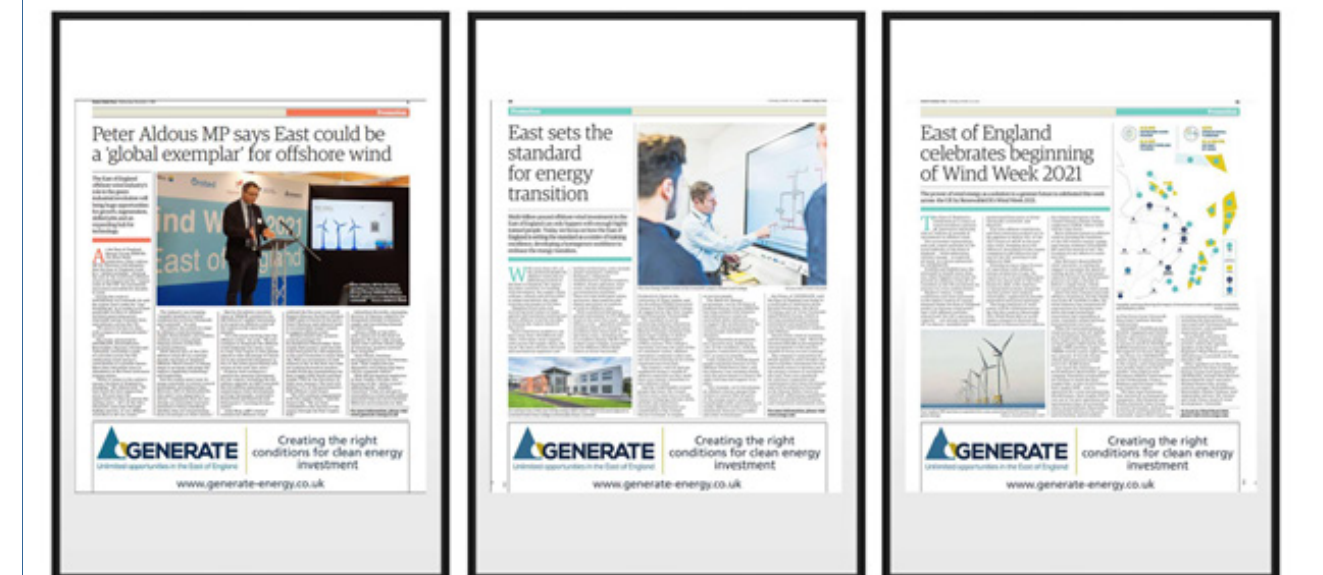
*Source: Print ABC Jul-Dec 2019, Readership: NMA/JCREG Jul-Dec 2019.
**Web/mobile Omniture/Adobe Analytics Jan-June 2021.

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

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



US Offshore Wind Export and MoU signing 03 December 2021





Unlimited opportunities in the East of England



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