

**URN: 21-162**

**Subject: GENERATE Marketing & Promotion Update**

**Report to: Economic Development Committee, 7 March 2022**

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

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

This report provides members with an update on GENERATE, formerly the *Norfolk & Suffolk Offshore Wind Competitive Positioning Programme*, and the delivery of a coherent, coordinated 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 marketing activity to date and forward plan to generate inward investment prospects/leads and continue to embed the new brand into the wider energy sector.**

#### **1. BACKGROUND AND CONTEXT**

- 1.1 The offshore energy sector provides Great Yarmouth and Norfolk with arguably the single most important economic opportunity for a generation.
- 1.2 The Council, along with key partners, is prioritising support to the sector and the supply chain. This includes: investment in the Port; the growth and expansion of the cluster on South Denes; the development of the Operations and Maintenance (O&M) subsector; delivery of a comprehensive programme of support to the supply chain; delivering the Sector Skills Plan to realise 600% growth forecasts in high-value employment (6,150 FTEs); meeting the projected operations and maintenance opportunity worth £1.3bn per annum by 2025 in the East of England.
- 1.3 As reported at the Economic Development Committee meeting in February 2021 and again in June 2021, GENERATE seeks to capitalise on the sectoral opportunity by supporting the development and promotion of ambitious projects to attract and capture new businesses to serve the offshore energy market. At the February meeting, Members endorsed the new brand and the approach for attendant marketing/promotion. At the June meeting, Members endorsed the launch of the brand with a request to review the Marketing Strategy before its final adoption.
- 1.4 At the Economic Development Committee meeting in September 2021 the Marketing Strategy and launch plan were presented and endorsed by the Members, with agreement on regular updates to the Committee to report activities and progress.

## 2 BACKGROUND TO THE ORIGINAL PROJECT

- 2.1 The project was initiated in response to a clear need – identified by the industry, itself – for a co-ordinated, collective approach to branding and promotion and wrap-around inward investment support to consolidate the area (essentially Great Yarmouth and Lowestoft) as a world leader in offshore wind, maximising its visibility to Government and investors, alike
- 2.2 The *Norfolk & Suffolk Offshore Wind Competitive Positioning Programme* was conceived jointly by GYBC and Norfolk County Council to establish and provide resources for the development and deployment of a coherent, co-ordinated and collectively-owned brand/offer/identity to consolidate the Great Yarmouth and Lowestoft's position as a world leader in offshore wind, maximising their visibility to Government/investors and enabling them to compete effectively with established locations, such as the Humber, through its hugely-successful *Aura* campaign.
- 2.3 Aside from the development of the brand, the Project enabled the Council to formalise and simplify governance, oversight and coordination of EEEZ marketing resources 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 Marketing Strategy.
- 2.4 A successful application was submitted to the New Anglia Innovative Projects call in December 2018, providing funding until September 2021 through its Enterprise Zone Pot C allocation – retained business rates.
- 2.5 The Project was managed and delivered by the GYBC-employed Offshore Energy Marketing Manager, whose role encompassed realising the core objective of fostering and securing stakeholder buy-in for the new place-based energy brand – including the All Energy Industry Council – and developing the accompanying marketing strategy, prospectus and supporting collateral.
- 2.6 The activity aligns with strategic themes within Corporate Plan priorities, as set out below:
  - actively work with businesses to ensure that **supply chain opportunities are maximised**, and Great Yarmouth has strengthened its status as a hub for expertise in clean energy and decommissioning;
  - **attract new investment into the borough through the promotion** of the port, expertise, and land availability with a focus on the opportunities in the offshore energy sector and nuclear sector;
  - Extend Beacon Business Park and **encourage growth in the South Denes Enterprise Zone to support new businesses** establishing themselves as well as attracting existing businesses to expand.
- 2.7 The Project, which concluded in September 2021, provided:
  - a) an umbrella brand, offer and identity using the existing East of England Energy Zone (EEEZ) as its starting point, (stakeholder led development process)
  - b) the development and delivery of a marketing and promotion strategy for all (public and private) stakeholders to champion;

- c) a streamlined approach to the promotion of the area at local, national (and when appropriate) international events to deliver maximum impact.

### 3 GENERATE Activity

3.1 The new brand was officially launched at Global Offshore Wind 2021 (GOW21) at the ExCeL Centre in London in September 2021. Feedback was very positive, with delegates recognising the region immediately – which hasn't always been the case. The agreed KPIs for the event were to generate 4 new leads and collect 30 new business contacts. 13 new leads were generated and 135 contacts collected. This kicks off the aim to generate awareness of the new brand and leads at physical events and forms part of a rolling event plan which is in place (please refer to the appended Strategic Delivery Plan).

3.2 Outputs until March 2023 remain as proposed in September 2021, with updates on progress summarised, below:

- Full implementation of the GENERATE Marketing Strategy.

The brand is now 'live' in the market, supported by an energy prospectus which is available in print as well as online as an e-edition (copies are available for members at the Committee meeting). This completes *Aim 1.1* of the appended Strategic Delivery Plan, subject to ongoing review.

To accompany the new brand, a new website is live with revised content, functionality and analytics reporting. Initial analytics are positive, with increased content engagement, supported by improved social media activity and engagement (for details, please refer to the GENERATE Update). Activities are now focused on awareness-raising and brand promotion, in order to attract investment into the region in line with the overarching Marketing Strategy.

- Provision of at least 6 supply chain events (physical or virtual) hosted each year to promote mentoring and collaboration. Working with partners, the project has hosted/co-hosted 3 regional events, inviting the local supply chain to each:
  - i. **GENERATE & EEEGR collaboration** – OrbisEnergy hosted EEEGR's first networking breakfast with GENERATE & Innovate UK EDGE East of England. Attendees: **40**;
  - ii. **UK Wind Week East of England Celebration** – the two-day event organised by EEEGR and sponsored by GENERATE, ABP, ScottishPower Renewables, Equinor, Ørsted and Vattenfall – conference at OrbisEnergy. Attendees: **100**;
  - iii. **Virginia Beach Opportunities & MOU signing** – Hosted by GENERATE, Virginia Beach & EEEGR. Attendees: **30** (1 lead for the O&M Campus)

These events are part of the supply chain engagement activity, raising awareness of our local supply chain regionally, nationally and internationally working to ensure supply chain opportunities are maximised (please refer to Reference 1.4 within the appended Strategic Delivery Plan).

- An annual virtual event hosted from 2022 to target inward investment nationally (in collaboration with EEEGR); also seeking to organise this event to fall within Wind Week in November 2022.

- Active and ongoing strategic targeting of the existing Enterprise Zone Pot B-capitalised EEEZ Marketing Budget MoU to optimise outcomes for all stakeholders.
  - Active and ongoing prioritisation, coordination, management and facilitation of third-party events and energy-related marketing/promotion.
  - Active and ongoing monitoring, evaluation and reporting on marketing/promotion – including events – in terms of value-for-money and impact. Each event is budgeted and has targets allocated so the project can measure impact, value for money. Engagement targets at GOW21 were exceeded and successful approaches will be built into the plans for 2022 events.
  - Refinements to the mechanism for sifting, assigning and following-up leads by the most appropriate key account manager. A draft data management process has been created and is with the GENERATE Delivery Group for approval, replacing the historical situation where data – including supply chain mapping – sat with different parties. The aim is to have the data collated by the end of March 2022 alongside an action plan for refinements.
  - Establishment of an updated and improved supply chain matrix with a portal and searchable directory accessible via a new GENERATE website. The first stage of work has begun on this with data being collated, deduped and cleaned from multiple sources.
  - Completion of research to map out, characterise and quantify supply chain opportunities and gaps within it, working with *Aura* where appropriate. This is dependant on the above being completed.
  - Briefing sessions held with key influencers at relevant government departments on an ongoing basis. A PR agency appointed in September 2021 will be leading on this, with activity commencing in 2022 in line with the first physical events taking place in February (a House of Commons event) and March (SNS2022). A 12-month PR plan was presented to the two GENERATE stakeholder groups and approved by both. Quarterly updates and reviews against KPIs will be ongoing.
  - Regular briefings distributed to the local supply chain and key stakeholders. These are currently informal, via meetings, social media and the GYBC business newsletter. A more formal approach will be put in place once the contact data is collated.
  - Adoption of the GENERATE brand by all energy projects and promotional activities within the target area. Close working with the All Energy Industry Council (AEIC) and EEEGR has continued with the launch of 7 new sector councils focused on promoting and growing the clean energy sector, all of which are now branded GENERATE to further embed.
- 3.3 GENERATE also looks to identify projects within the region that would benefit from visibility/support within the brand. The O&M Campus is one of these and GENERATE has created mini-prospectus that is now available in hard copy and also via the GENERATE website (copies are available for members at the Committee meeting).
- 3.4 GENERATE's work has, as envisaged, organically merged with and complemented the work that the Inward Investment service is doing on a business web portal and business engagement plan, profiling the work of the Borough and acting as a 'pitch' to investors. The outputs from GENERATE have provided a direct link to the latest opportunities and assets

around the energy sector, as well as creating promotional material and campaigns for Council-backed assets such as the O&M Campus and other local energy projects.

3.5 The following outcomes until March 2023 remain as set out by the multi-agency Funding and Governance Group:

- £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 to compete credibly and effectively with other established locations.

Physical events, such as Global Offshore Wind, have traditionally been the main source of leads and contacts. Due to the Pandemic, only one event has taken place during the last two years, directly impacting the delivery of these outcomes. Some smaller events and activity have taken place and several leads are currently being pursued, with outcomes impacted due to the protracted lead-times associated with investment. A full update on outcomes/results will be available in the next update report in Summer 2022.

3.6 KPIs are agreed by the multi-agency Funding & Governance Group. Performance against agreed KPIs

<b>Strategic reach</b>	<b>Annual Target</b>	<b>Achieved</b>	<b>Balance*</b>
Physical events hosted/co-hosted	0	3	3
Virtual events hosted	6	1	-5
Data/contact information	100	305	205
Leads generated	20	14	-6
<b>Advertising reach</b>	<b>Annual Target</b>	<b>Achieved</b>	<b>Balance*</b>
Print advert	12	6	-6
Digital Adverts (months live)	6	3	-3
<b>Digital reach</b>	<b>Annual Target</b>	<b>Achieved</b>	<b>Balance*</b>
LinkedIn followers	1,000	1012	-2
Twitter followers	500	126	-374

\* to be achieved by end of August 2022

## 4 NEXT STEPS

- 4.1 The mini prospectus for the O&M Campus will be reviewed and updated in readiness for the SNS2022 conference, supported with additional PR and marketing campaigns to raise awareness and attract potential tenants. The feasibility of a promotional video is also being explored.
- 4.2 The plan to co-brand, new and existing energy projects across the region with GENERATE is ongoing, currently looking to finalise projects and partner brands that need to be featured on each, gain agreement on size and costs for each location.

- 4.3 An events schedule for 2022 is being developed; the first physical event will take place in April, as the Pandemic resulted in a number of postponements and cancellations. Objectives and action plans will be developed for each event, with targets allocated in terms of key contacts, leads and data generated in order to meet/exceed KPIs.

- April – *Wind Europe* in Bilbao, headline sponsors of Renewable UK Pavilion
- May – *SNS2022* at Norfolk Showground (postponed from March)
- May – *All Energy Exhibition & Conference* in Glasgow
- June – *Global Offshore Wind (GOW22)* in Manchester

For GOW22, GENERATE is exploring the option of taking a larger stand and inviting up to 8 local businesses to co-exhibit, providing them with large audience to promote their business to and raise awareness nationally and internationally. The increased stand cost can be offset with income from third parties attending.

- 4.4 An annual review for 2021-2022 is being created for all stakeholders. This will report back outputs and active and ongoing strategic targeting of the existing Enterprise Zone Pot B-capitalised EEEZ Marketing Budget MoU to optimise outcomes for all stakeholders.
- 4.5 The PR plan has now been agreed and work has begun to identify key contacts within government, BEIS, DIT and locally who will be targeted with key messaging. This will be supported with the creation of a new infographic to highlight the opportunities in the region as well as the importance the region plays in the Net Zero agenda.
- 4.6 National media will be targeted to further promote and raise awareness of the assets and opportunity in Great Yarmouth and the wider region. A focus will be on attracting key decision makers to the region and exhibition stands at events to ensure that the local offer and capability can't be overlooked in terms of investment or governmental policy formulation.
- 4.7 During the next phase of delivery, there is a clear focus on embedding, extending and driving forward the Marketing Strategy, backed up with regular monitoring/evaluation reports referencing value-for-money and impact to ensure that marketing expenditure against the existing Enterprise Zone Pot B-capitalised EEEZ Marketing Budget MoU is strategically targeted to optimise results, appraised and approved. Further meetings will be set up with GYBC Communications to explore opportunities for more-intensive cross-promotion of key messaging.

## **5 FINANCIAL IMPLICATIONS**

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

## **6 RISK IMPLICATIONS**

- 6.1 Should the brand not be recognised/adopted by businesses and stakeholders regionally, or activity is reduced, there is a risk that the competitiveness of the area is reduced due to the lack of 'one unified voice'. The industry would face increasingly stiff competition from other areas with strong identities/brands such as the Humber (*Aura*), Scotland (*Deep Wind*) and others such as the Solent, which are all competing in national and international markets.

## 7. CONCLUSION

- 7.1 This report provides a summary of the launch and marketing activity around the GENERATE brand to date, and outlines focus for first 6 months of 2022. Members are asked to review and comment upon marketing activity to date and forward plan to generate inward investment prospects/leads and continue to embed the new brand into the wider energy sector.

## 8. BACKGROUND DOCUMENTS

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

## 9. RECOMMENDATIONS

Members are asked to review and comment upon marketing activity to date and forward plan to generate inward investment prospects/leads and continue to embed the new brand into the wider energy sector.

Area for consideration	Comment
Monitoring Officer Consultation:	As part of the ELT process
Section 151 Officer Consultation:	As part of the ELT process
Existing Council Policies:	Economic Growth Strategy and Action Plan, Pathway to Recovery Plan
Financial Implications:	As outlined in the Report
Legal Implications (including human rights):	None
Risk Implications:	As identified in report
Equality Issues/EQIA:	None
Crime & Disorder:	None
Every Child Matters:	Not applicable





Unlimited opportunities in the East of England

**Economic Development  
Committee  
March 2022**

**Update**



# Brand launch GOW21

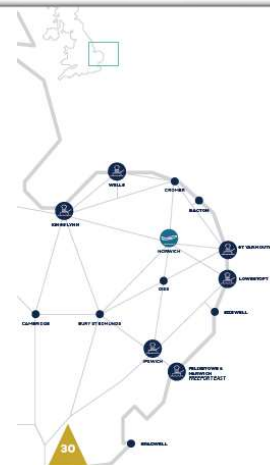
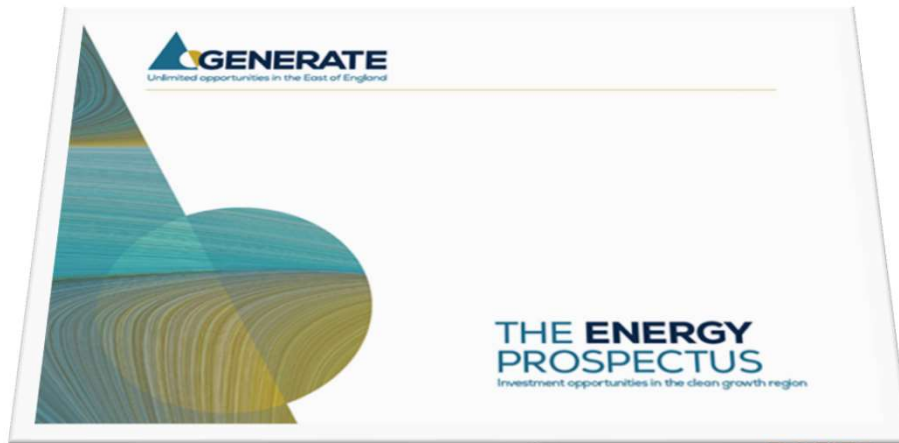
Cohesive, collaborative, unified



Metrics	Target	GOW21
Warm Leads	4	8
Cool Leads		5
Contacts/data	30	135

# GENERATE Prospectus

Inward investment document, available digitally or in print to promote energy opportunities and capabilities.



## PORTS

### GREAT YARMOUTH

Port of Great Yarmouth is a modern, multi-purpose facility offering 24/7 unrestricted operations. Its deep-water outer harbour can accept vessels up to 220m in length and up to 10m at chart datum with a 1-2m tidal range, while the river port can accept vessels of up to 120m in length, or up to 5.7m at chart datum with a 1-2m tidal range. Peel Ports recently invested £32 million upgrading its quays, equipment and storage areas to support the offshore energy industry.

Located within close proximity to two of the largest planned windfarm developments by Vattenfall and ScottishPower Renewable, where there is a combined 6.4GW capacity to be installed. The port offers both a deep-water outer harbour and river harbour enabling it to support Crew Transfer Vessels (CTV) and Service Operation Vessels (SOV) used for the O&M of windfarms.

Peel Ports have a fully functioning North-South Terminal, consisting of an additional 350m of quay, 100m of new heavy lift pad area and approx. 30 hectares of strengthened outdoor storage space.

### O&M CAMPUS

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

The site, which will be located at the entrance of River Yare will have a close proximity to the SNS offshore energy developments and will reduce O&M costs and maximise efficiency of supporting activities. The site will also be within close proximity to the outer harbour, giving clients access to deep water as well as the river port, making the attractive to O&M businesses looking to invest in the new site.

The O&M campus could provide up to 30,040m<sup>2</sup> of prime industrial/commercial space (23,900m<sup>2</sup> of industrial/commercial floorspace and 6,040m<sup>2</sup> of sector/warehousing storage space), accommodating significant inward investment in office, storage and technical buildings, creating around 650 jobs.

[enquiries@peelports.com](mailto:enquiries@peelports.com)



### GREAT YARMOUTH INCUBATOR

Great Yarmouth Borough Council are leading the delivery of a business incubator facility providing shared workspace and innovation facilities for small to medium sized enterprises (SME) and start-up businesses supporting the delivery of the energy industry.

The facility will provide the space to co-locate and work with similar organisations with affordable

adaptable and flexible workspace enabling knowledge sharing and business collaboration.

Located on South Beach Parade, the Incubator will form an important cluster of businesses in Great Yarmouth, increasing employment and entrepreneurial opportunities, benefiting from its close proximity to the port and energy sector hub, located nearby.

[info@generate-energy.co.uk](mailto:info@generate-energy.co.uk)

### OUTER HARBOUR

- ▲ Quay space – 28,500m<sup>2</sup>
- ▲ Land potential – 50 acres
- ▲ Deep water for new generation of wind installation vessels
- ▲ No lock or air-draught restrictions

### INNER HARBOUR

- ▲ Multiple berths
- ▲ Potential potential in designated locations
- ▲ Lock free easy access at all states of tide

- ▲ Multi-million investment to create an energy O&M campus
- ▲ 24/7 operations
- ▲ Land to lease
- ▲ O&M base for Equinox's Dudgeon offshore wind farm
- ▲ Installation base for Sheringham Shoal and Lincs offshore wind farms
- ▲ Purpose-built turbine pre-assembly base for Gallopier offshore wind farm
- ▲ Construction and installation base for East Angles ONE offshore wind farm
- ▲ Adaptable storage and warehousing
- ▲ Dry dock facilities

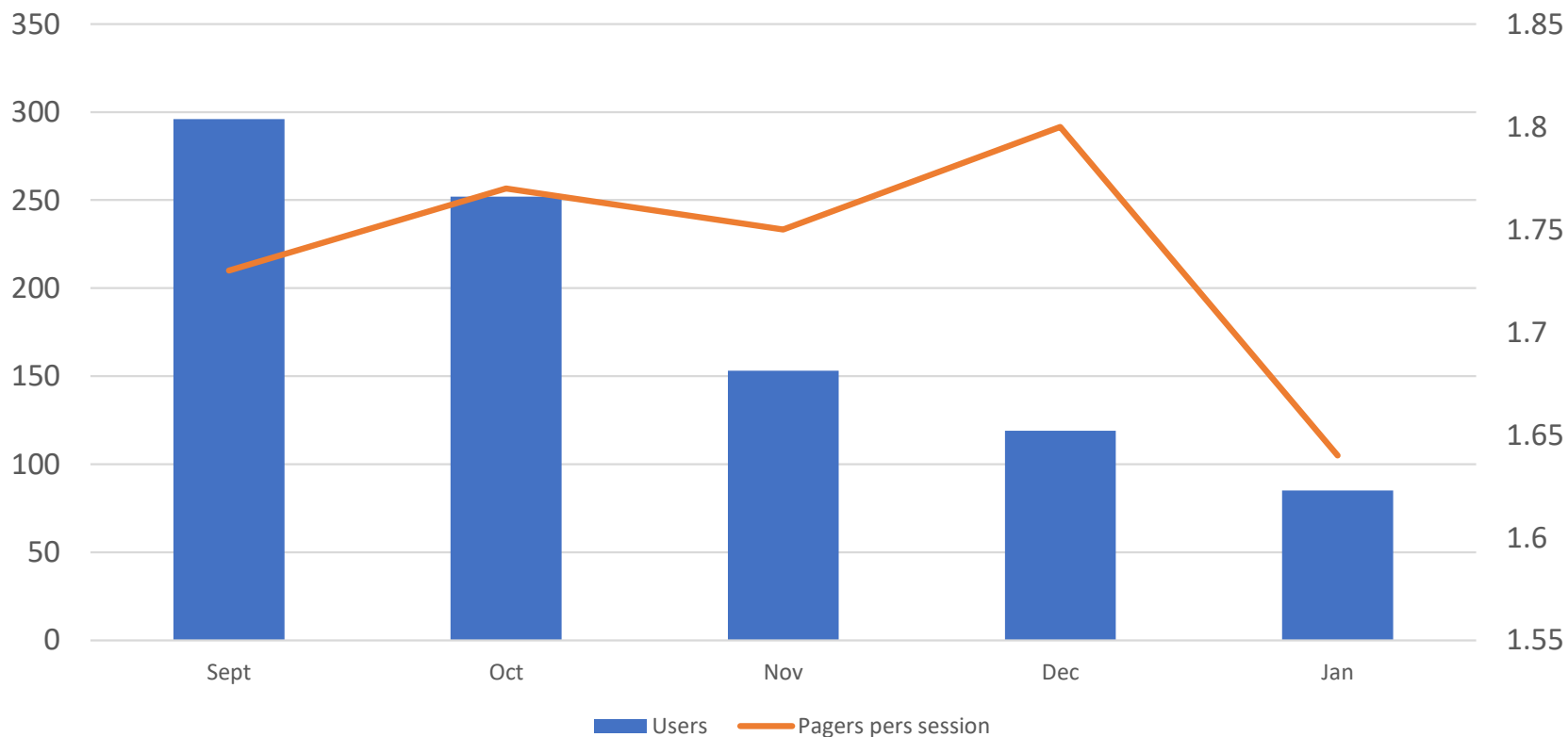
# GENERATE Mini Prospectus

Focussed on GY / Lowestoft, available digitally or in print



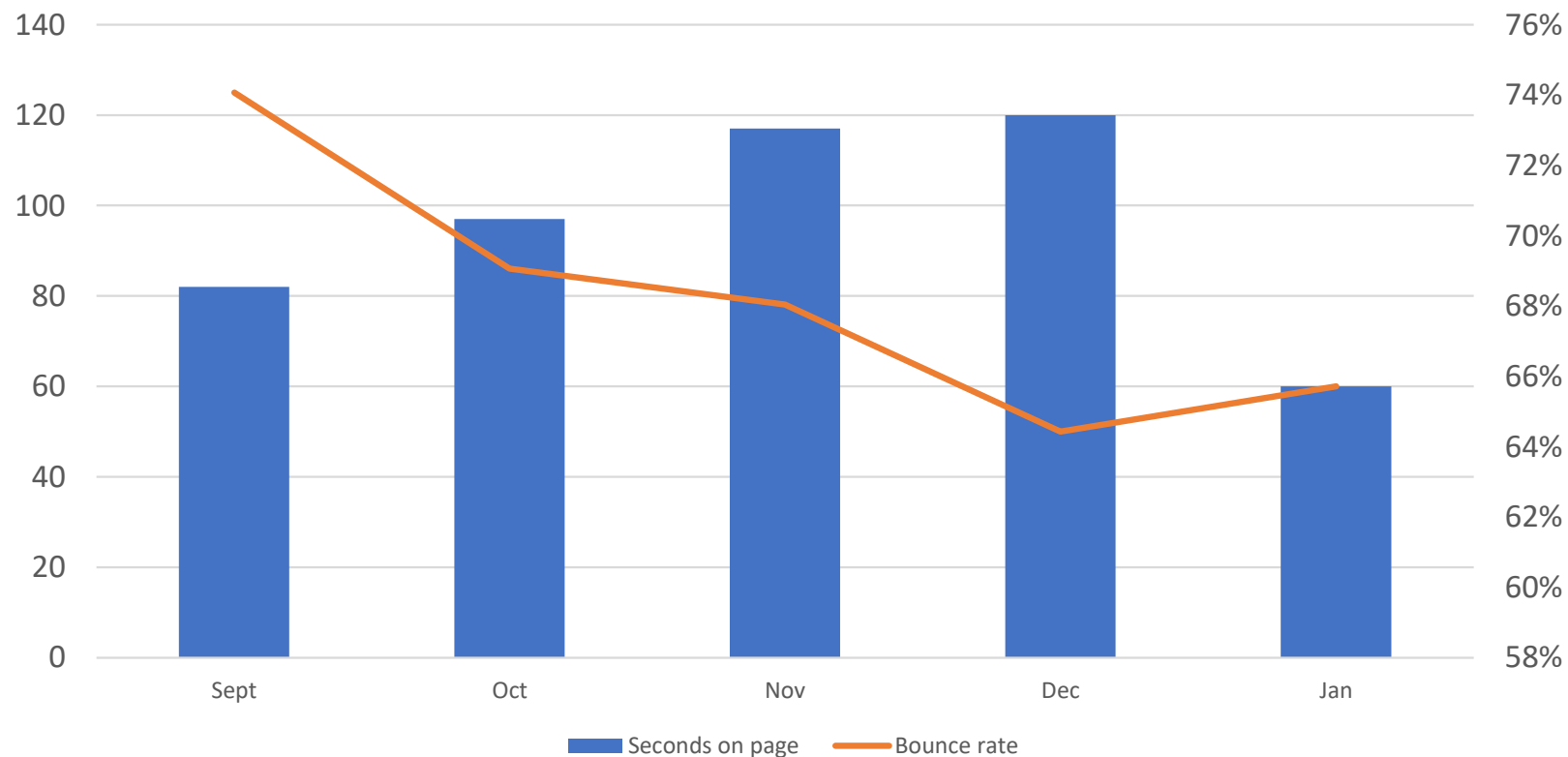
# Brand launch update - website

The below shows that the users have reduced significantly since launch however the number of pages viewed per session has increased with the exception of January which had a poor performance



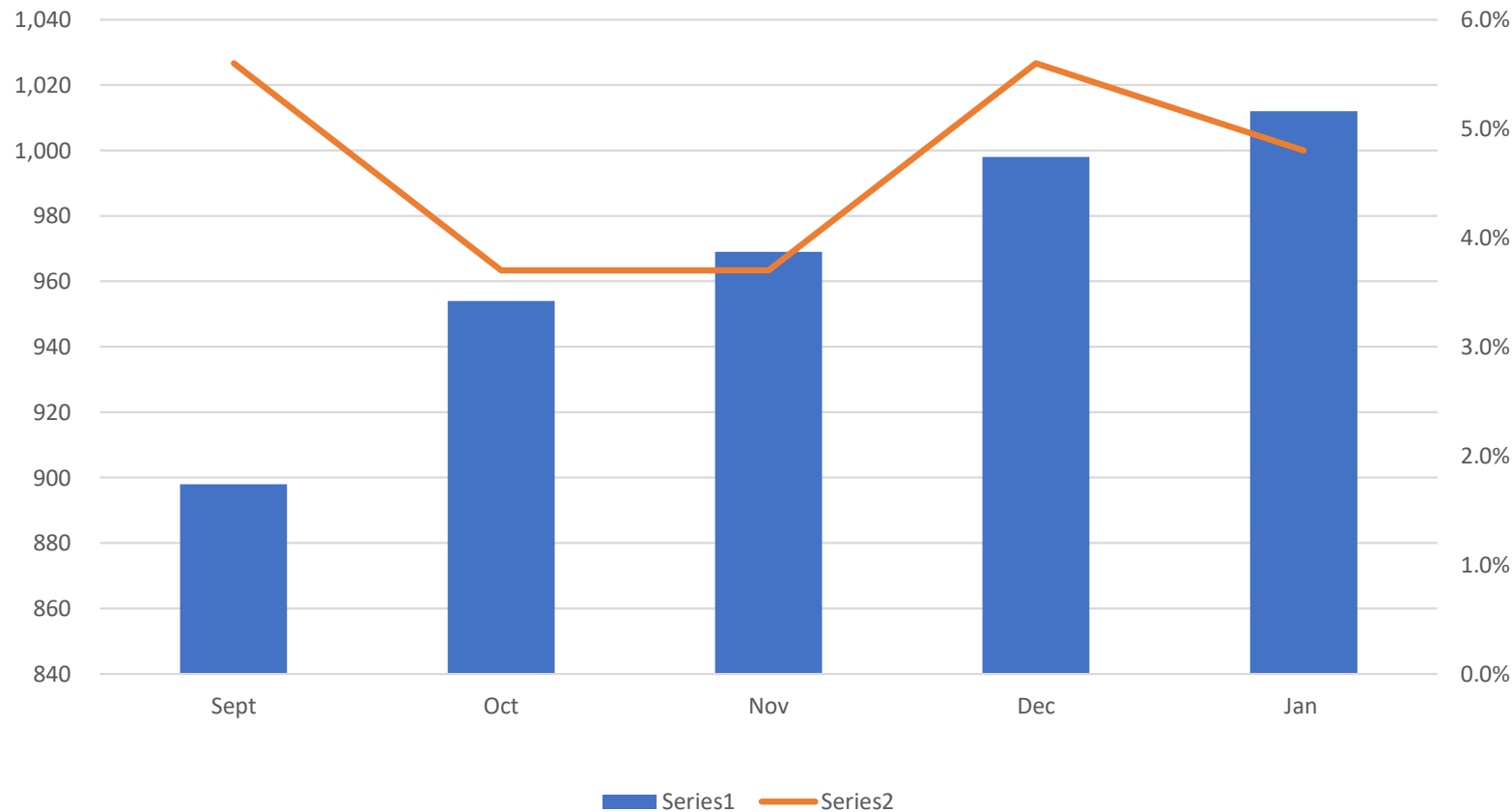
# Brand launch update - website

The below shows that the time spent on the site by users increased and more importantly the bounce rate is reducing although higher than would be liked



# Brand launch update – LinkedIn

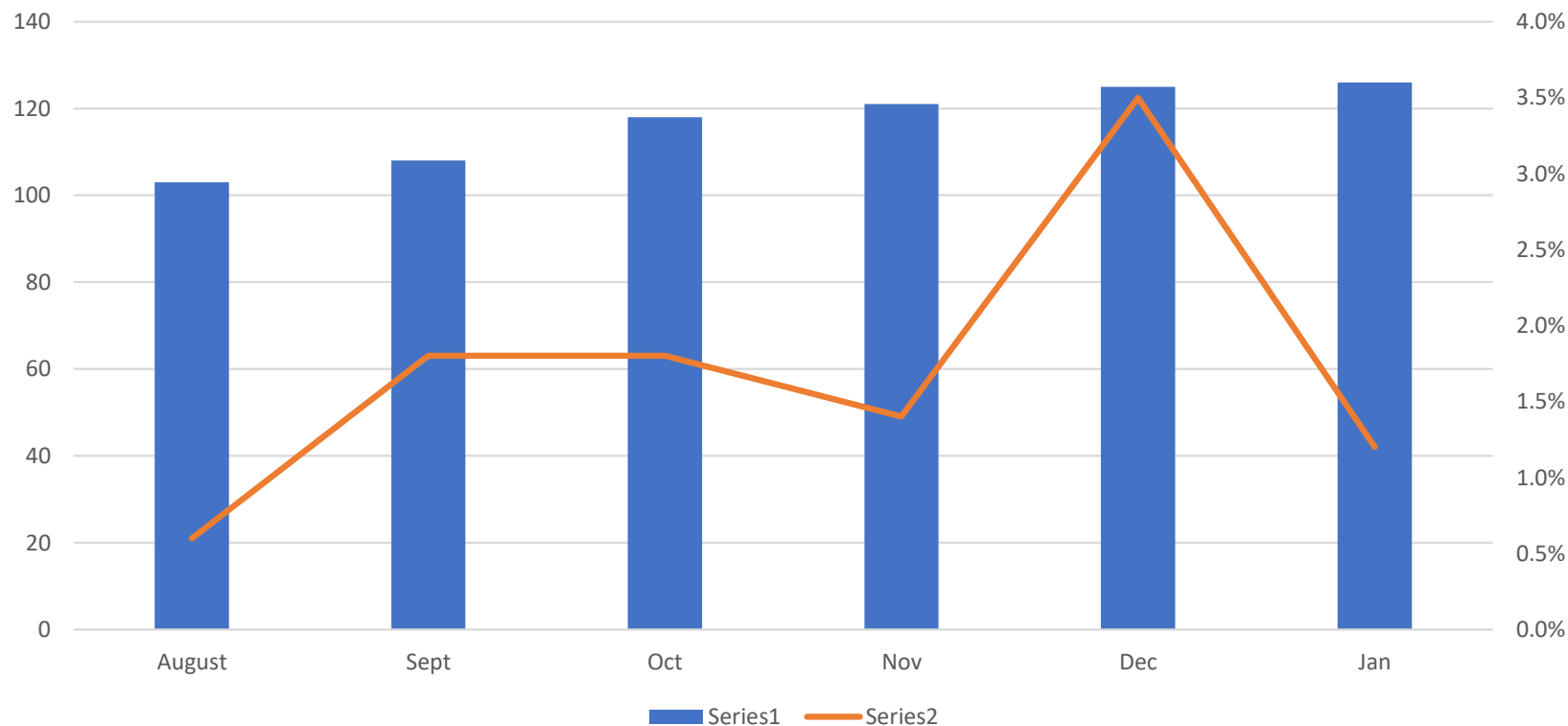
The below shows that the LinkedIn has shown strong steady growth since launch, maintaining strong engagement indicating content is resonating with audience





# Brand launch update – Twitter

Growth since launch has been slow but there is strong engagement indicating content is resonating with audience, next step look to grow followers



# Events 2022

Event	Date	Location	Sector	Comments
Wind Europe annual Event	April	Bilbao	Offshore wind	Headline sponsors of the UK pavilion
All Energy Exhibition & conference	May	Glasgow	All energy	In talk with Renewable UK about locating all EofE together
SNS2022	May	Norfolk	All energy	Postponed from March
RUK Global Offshore Wind (21-22 June)	June	Manch	Offshore wind	Large stand with co-exhibitors
EEGR House of Commons (15 <sup>th</sup> Sept)	Sept	London	All energy	Sponsors with speaking slot
Wind Energy (27 Sept)	Sept	Hamburg	Offshore wind	As part of UK pavilion

# GOW22 - Proposal

For GOW22 we are exploring the option of taking a larger stand and inviting up to 8 local businesses to come with us. The increased stand cost can be offset with income from third parties attending.



# Events 2022 – Wind Europe

## RUK Pavilion

- UK businesses in a central hub
- networking drinks receptions on opening days
- Headline sponsor
  - Company branding featured throughout the pavilion as 'Headline Sponsor'
  - Enhanced Co-exhibitor / networking area for headline sponsor on the pavilion with lounge style seating
- 4 attendees from GENERATE



# Embedding the brand

Branding of the 7 new AEIC Sector Councils;

1. Offshore Wind Cluster
2. Marine Science
3. Onshore Renewables
4. Hydrogen
5. Southern North Sea  
Transition
6. Nuclear
7. NET Zero & Energy  
Integration Sector



**Offshore Wind  
Cluster**

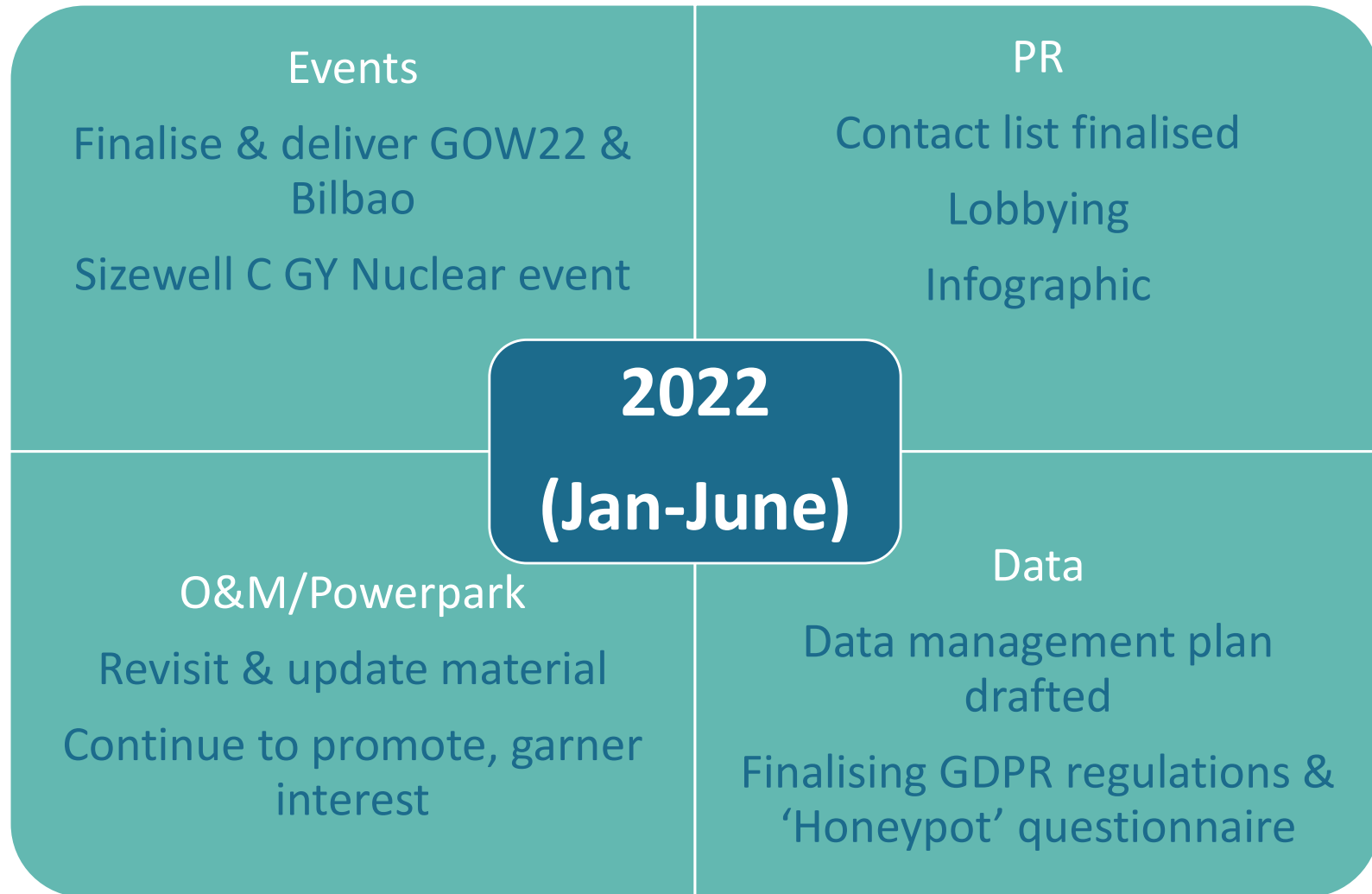


**Hydrogen  
Sector Council**



**Onshore Renewables  
Sector Council**

# Next Steps





# GENERATE Strategy Delivery Plan

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

## Objectives

1. Put our region at the centre of conversation around clean energy infrastructure and generation, maximising its visibility to Government/investors and enabling it to compete effectively with established locations
2. Showcase the assets, capabilities and opportunities in our region via GENERATE and partners channels, amplifying clear, consistent, fact-based messaging
3. Leverage the knowledge and passion of our stakeholders to innovate and facilitate energy projects in the region
4. Increase awareness about GENERATE and the energy sector in the region via digital channels and a new virtual platform
5. Investigate and develop a comprehensive data management process to support the supply chain and enhance the impact of communications

## Outcomes

1. £5 million inward investment in pipeline, i.e. active inward investment enquiries of a value of at least £5m are being managed by stakeholders.
2. 50 new jobs created in the clean energy sector and target area per annum, i.e. documented growth of the sector, reflected in the creation of 50 new positions
3. 50 new apprentice opportunities created, i.e. documented investment in skills/workforces, reflected in the creation of 50 new apprenticeships.
4. The target area's position as a world leader in clean energy is consolidated, i.e. its visibility to Government/investors is enhanced and it is able 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"> <li>• Comprehensive document created with, and signed off by, all stakeholders including the ports, EEEGR, AEIC and Sizewell C</li> <li>• E-edition and PDF versions created and distributed in current 'work from</li> </ul>	<ul style="list-style-type: none"> <li>• Prospectus printed, e-edition and PDF created</li> <li>• PDF available on website</li> <li>• Mailing list is being collated – due to WFH emails sent out asking people to request a hard copy or directed to website to download or view e-edition</li> <li>• Prospectus will next be reviewed in Summer 2022</li> </ul>	✓	✓	✓

		<p>home' environment with option to request a hard copy</p> <ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Views and downloads will be measured via Google analytics and reported on</li> <li>Looking to enhance the offshore wind section to create a bespoke publication for offshore wind events.</li> </ul>			
<b>1.2</b>	Develop a new website focusing on the opportunities for and assets in the region	<ul style="list-style-type: none"> <li>New Website live with new content</li> <li>CMS access and training completed so that site can be easily updated</li> <li>Investment enquires generated through online form or email</li> </ul>	<ul style="list-style-type: none"> <li>Site live with analytics live, reporting and stats available from September</li> <li>Training and log in requested from PB now completed</li> <li>First amends and additional content added</li> </ul>		✓	✓
<b>1.3</b>	Generate awareness of the new brand and leads at physical events.	<ul style="list-style-type: none"> <li>Create an event calendar and propose 6-month plan for physical attendance</li> <li>Plan and coordinate event attendance with delivery group</li> <li>Create a 5-week communication plan surrounding events to promote and generate interest about our stand</li> <li>Leads and date generated and added to pipeline</li> </ul>	<ul style="list-style-type: none"> <li>Events calendar in place, working document as events keep moving and travel restrictions means it's hard to commit to any international events</li> <li>The new brand was officially launched at Global Offshore Wind 2021 (GOW21) at the ExCeL Centre in London in September 2021. Feedback was very positive and targeted leads and data exceeded</li> <li>All leads generated and allocated to key account manager to follow up and monthly updates are in place with each to monitor progress and provide support where needed</li> <li>6-month events plan in place for 2022, starting in April with Wind Europe, Bilbao. Aim will be to attract leads and interest in the O&amp;M Campus and promote other assets in the region.</li> <li>In talks with EEEGR around further partnership on physical event in 2022 (SNS now moved to May 2022), Gold partnership package agreed</li> </ul>	✓	✓	✓
<b>1.4</b>	Host physical and virtual events, create a virtual platform that can be used by GENERATE and partners to promote the	<ul style="list-style-type: none"> <li>Provision of at least 6 supply chain events (virtual or physical) hosted each year to promote mentoring and collaboration</li> <li>An annual virtual event hosted from 2022 to target inward investment</li> </ul>	<ul style="list-style-type: none"> <li>Project group set up to incorporate EEEGR who will be partners in this</li> <li>Plan to host first virtual event in Wind Week</li> <li>Virtual platform on hold as return to physical events means the value for money of a virtual only platform is in review, decision by end Feb 2022</li> </ul>	✓	✓	✓

	region and attract investment	<p>nationally (in collaboration with EEEGR).</p> <ul style="list-style-type: none"> <li>Leads generated and added to pipeline</li> </ul>	<ul style="list-style-type: none"> <li>3 supply events hosted/co-hosted engaging with 170 attendees including UK Wind Week East of England Celebration – the two-day event organised by EEEGR and sponsored by GENERATE, ABP, ScottishPower Renewables, Equinor, Ørsted and Vattenfall – Attendees: 100</li> <li>Working with officers from GYBC a Sizewell C supply chain took place. Attendees: 34</li> </ul>			
1.5	PR and lobbying campaign in place	<ul style="list-style-type: none"> <li>Appoint a PR partner</li> <li>PR campaign in place for GOW and Wind Week</li> <li>Investment enquiries generated</li> </ul>	<ul style="list-style-type: none"> <li>Tender went out in August and partner appointed in September</li> <li>Kick off meeting in September</li> <li>12 months plan presented to the Finding &amp; Governance group and approved</li> <li>Due to COVID physical events have been delayed to April, the plan has moved forward to being in March 2022</li> <li>Infographic in process of development</li> <li>Key contacts grid in creation</li> <li>Press release for Boreas and Vanguard decision distributed</li> </ul>	✓	✓	✓
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"> <li>Data management/lead tracking process in place</li> <li>Monthly meetings with partners who have leads assigned in place</li> <li>Agreed dashboard in place for performance tracking</li> <li>Completion of research to map out, characterise and quantify supply chain opportunities and gaps within it, working with Aura where appropriate</li> <li>Ongoing impact monitoring: regular reporting of KPIs set out the Marketing Strategy to provide an indication of performance against specified outputs and outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Draft data management process in place, to be shared and agreed ahead of GOW</li> <li>Excel spreadsheet set up, next stage to add in front end dashboard</li> <li>Data gathering process agreed for GOW21 and data added to spreadsheet</li> <li>Had initial talks with AURA and follow up scheduled in October, initial report created by Aura looking to recreate for East of England</li> <li>Data currently in several location process in place to dedupe and put into one spreadsheet</li> <li>Draft questionnaire created and working with officers to finalise</li> <li>Leads and contacts sheet created, looking to RAG rate each of these and provide monthly updates to those still active</li> </ul>	✓		✓

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"> <li>• Work with partners to review data on current matrix to ensure it's up to date and correct</li> <li>• Investigate options to make the data more accessible and user friendly and present 3 options, including costs and timelines to FAG / Delivery group</li> </ul>	<ul style="list-style-type: none"> <li>• Current focus is on the quality of the data, working with GYBC business advisors to check data is correct, will be reaching out to other partners in coming weeks</li> <li>• The LEP has a CRM that councils have access to, this is in the process of being audited, will look to work closely with LEP to see if / how we can utilise this data/CRM</li> <li>• Speaking with Production Bureau to ask for their digital solution, will also approach 2 others for quotes and solutions</li> </ul>	✓	✓	✓
1.8	Adoption of the GENERATE brand by all energy projects and promotional activities within the target area.	<ul style="list-style-type: none"> <li>• Signage in place at all energy project locations</li> <li>• Marketing material created for all energy projects where required</li> <li>• Hosting virtual / physical events to promote each project where appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Small subgroup created to look at list of all projects to be branded</li> <li>• PB looking at creative solutions</li> <li>• First projects to have material created will be the O&amp;M campus and PowerPark, draft copy in process of being created</li> <li>• Quote received for this work, finalising the brands to be featured and the locations required. Looking at cost benefit of each individually.</li> </ul>	✓	✓	
1.9	Ensure there is a consistent and regular communication with all stakeholders to ensure shared news/knowledge	<ul style="list-style-type: none"> <li>• Regular meetings with key stakeholders</li> <li>• Bi-monthly newsletters to stakeholders/supply chain</li> </ul>	<ul style="list-style-type: none"> <li>• Regular meetings in place with AEIC, N&amp;S Unlimited, EEEGR, ORE Catapult</li> <li>• Adhoc meetings in place with Sizewell C, Greater Eastern Energy Hub</li> <li>• On the project team for Decarbonisation Academy</li> <li>• Working with EEEGR to ensure GENERATE has a presence on all relevant SIGS</li> <li>• Agreement that all 7 new sector councils will be branded GENERATE and representative on each council</li> </ul>	✓	✓	✓
2.0	Ensure the brand is visible to potential investors and part of the wider energy conversation	<ul style="list-style-type: none"> <li>• Quarterly advertising plan in place to cover digital and print advertising</li> <li>• Social Media Content plan in place with minimum 4 weeks content planned</li> <li>• Reporting and measurements in place to assess ROI for each advert</li> </ul>	<ul style="list-style-type: none"> <li>• Adverts booked for Aug-Oct in Insight Energy and on 4C Offshore, looking at additional advertising around Wind Week</li> <li>• Content plan in place until end of September</li> <li>• Reviewing national energy publications with PR agency for March onwards</li> <li>• 2 editorial spreads (4 pages) in March 22 Insight Energy publication</li> </ul>		✓	✓

2.1	Create a set of cohesive marketing messages for the regions energy sector	<ul style="list-style-type: none"> <li>Set up focus groups with stakeholders to collate facts</li> <li>Research the market to find out what data is out there</li> <li>Cohesive set of messages created in a user-friendly format and distributed to partners</li> </ul>	<ul style="list-style-type: none"> <li>Multiple focus groups and meetings took place to cover each energy sector</li> <li>Initial list of facts and statistics distributed and agreed by AEIC and other stakeholders</li> <li>Messages created for each audience, agreed, and approved</li> <li>PDF document created and distributed to internal partners for reference and use</li> <li>This will be reviewed in Q1 2022 to ensure accurate</li> </ul>	✓	✓	✓
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### Acronym List

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