



**GREAT YARMOUTH**  
BOROUGH COUNCIL

# Economic Development Committee

**Date:** Monday, 07 March 2022

**Time:** 18:00

**Venue:** Supper Room

**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**

**4 - 11**

To confirm the minutes of the meeting held on 31 January 2022.

**4     MATTERS ARISING**

To consider any matters arising from the above minutes.

**5     OUTSIDE BODIES REPORTS**

A verbal update or a written report will be given at the meeting on the following Outside Bodies:-

- A47 Alliance
- Bowls Tournament Working Party
- Chamber of Commerce - Norfolk (Great Yarmouth Committee) Chamber Council
- Greater Yarmouth Tourism & Business Improvement Area Ltd/Interim Board of Directors
- Norfolk Parking Partnership Joint Committee.

**6     GENERATE MARKETING AND PROMOTION UPDATE FINAL**

**12 - 37**

Report attached.

**7     PROPOSED TOWN CENTRE ENTERPRISE HUB**

**38 - 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."

**10      GREAT YARMOUTH TOWN CENTRE MASTERPLAN MEMBER  
WORKING GROUP MINUTES 25 JANUARY 2022.**

Details

**11      GREAT YARMOUTH TRANSPORT & INFRASTRUCTURE  
STEERING GROUP MINUTES 17 DECEMBER 2021**

Details

**12      GREAT YARMOUTH TRANSPORT & INFRASTRUCTURE  
STEERING GROUP MINUTES 20 JANUARY 2022**

Details



# Economic Development Committee

## Minutes

Monday, 31 January 2022 at 18:00

### PRESENT:-

Councillor Plant (in the Chair); Councillors Candon, Lawn, Mogford, B Walker, C Walker & A Wright.

Councillor Jeal attended as a substitute for Councillor Cordiner-Achenbach.

Councillor Galer attended as a substitute for Councillor Freeman.

Councillor Wells attended as a substitute for Councillor Price.

Mr D Glason (Director of Planning & Growth), Mrs M Burdett (Head of Inward Investment), Mr K Balls (Senior Strategic Planner), Mrs T Read (Project Manager) & Mrs C Webb (Executive Services Manager).

Mr J Munson (New Anglia Local Enterprise Partnership) & Mr M Hayward (Norfolk County Council).

### **1 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Cordiner-Achenbach, Freeman, P Hammond, Price, Talbot & Wainwright.

## **2 DECLARATIONS OF INTEREST**

Councillor Plant declared a personal interest in item 6, as he was the Norfolk District Member representative on the Transport East Board.

## **3 MINUTES**

The minutes of the meeting held on 15 November 2021 were confirmed.

## **4 MATTERS ARISING**

The Chairman reported that there were no matters arising which were not covered elsewhere on the agenda.

## **5 FORWARD PLAN**

The Committee received and considered the Forward Plan.

RESOLVED:-

That the Committee note the Forward Plan.

## **6 TRANSPORT EAST - DRAFT TRANSPORT STRATEGY CONSULTATION**

The Committee received and considered the report from the Senior Strategic Planner.

The Senior Strategic Planner reported the salient areas of the report and asked the Committee to support Transport East's draft Transport Strategy and Investment Delivery Programme which was currently subject to public consultation. The Senior Strategic Planner reported that attached to the report was the draft Transport Strategy consultation brochure and the draft Investment Delivery Programme for information.

The Chairman reminded Members that the Council had representation on Transport East with himself as the Norfolk Districts Member representative, and David Glason, the Council's Director of Planning & Growth, as the supporting officer.

Councillor A Wright reported that he had no issues with the strategy; but he asked for clarification as to the figures quoted for the numbers required for houses and jobs for the next 15 years. Councillor A Wright reported that transport links offering affordable public transport would also be needed as an integral element of this strategy to ensure that young people could be mobile to get to college and their workplace. Councillor A Wright was also sceptical of the decarbonisation aim for net-zero as

detailed in the strategy.

The Chairman highlighted paragraphs 2.6 relating to the Acle Straight and 2.8 relating to the Local Cycling & Walking Infrastructure Plan & Town Deal as examples of investment brought into the Borough and that Great Yarmouth was well represented.

Councillor C Walker reported that she had been working for the last thirty years to get the Acle Straight dualled and that she welcomed the report. However, she disputed the figures given for the use of public transport and requested that they be adjusted when local residents ceased working from home and returned to their offices. The Chairman reported that the strategy was a living document, and as such, these figures would be re-looked at and adjusted as necessary.

Councillor Wells asked if the Council would receive a response from the Department for Transport. The Chairman reported that the Government would inspect our submission and could suggest amendments to the strategy but this was unlikely. The Chairman reported that once the strategy was agreed by all the local authorities concerned it would be submitted to the Department for Transport to approve but he was unsure of the timescales involved in this process. The Strategic Planning Officer referred Members to page 45 of the agenda report where the next steps were detailed.

RESOLVED:-

That the Committee endorse the Transport East draft Transport Strategy and Investment Delivery Programme.

## **7 GREAT YARMOUTH LOCAL CYCLING AND WALKING INFRASTRUCTURE PLAN**

The Committee received a presentation from Matthew Hayward (Norfolk County Council) and a copy of the presentation slides was forwarded to Members following the meeting for information/reference.

The presentation summarised work carried out to deliver the Great Yarmouth Local Cycling and Walking Infrastructure Plan (LCWIP) for the borough as part of a broader suite of measures which complemented the Town Deal and Future High Street Fund initiatives.

The LCWIP had been endorsed by the Great Yarmouth Transport and Infrastructure Steering Group and required individual formal endorsement by both authorities, Great Yarmouth Borough Council and Norfolk County Council, before being submitted to the Department for Transport for approval.

Councillor Jeal highlighted that not many roads in the Borough were suitable for safe, shared cycle and vehicle use. Councillor Jeal requested sight of the survey results for Great Yarmouth walking/cycling data detailed in the standard transport planning document for the Borough. Matt Hayward agreed to send this data to Members after the meeting.

Councillor Mogford reported that he welcomed this report and highlighted the lack of connectivity for walking and cycling in the Northern parishes. Matt Hayward reported

that it was a key focus of the strategy to ensure safe links between villages in the Borough to connect communities.

Councillor Wells highlighted that a significant number of residents who lived in Great Yarmouth did not drive and that it was essential that high level connectivity was achieved between Great Yarmouth and Lowestoft.

Councillor Candon reported that he welcomed the strategy which was imperative for Norfolk County Council and Great Yarmouth Borough Council to lever funding in from central Government and it would greatly benefit the mental health and physical well-being of local residents.

RESOLVED:-

That the Committee endorse the Great Yarmouth Local Cycling & Walking Infrastructure Plan (LCWIP) before being submitted to the Department for Transport for approval.

## **8 ENERGY SECTOR RECOVERY PLAN**

The Committee received a presentation from Julian Munson (New Anglia Local Enterprise Partnership) and a copy of the presentation slides was forwarded to Members following the meeting for information.

Councillor Wells asked if there was a benchmarking mechanism in place to ensure transparency and accountability through measurable targets/outputs for delivery. Julian Munson reported that he would forward this information after the meeting.

Once again, Councillor A Wright highlighted the skills gap in the Borough as a major pitfall. It was imperative that young people were skilled up to be able to take advantage of the energy related jobs which were coming to the region.

Councillor Wainwright asked if energy related career visits were made into local schools and colleges to entice students into this sector.

Councillor C Walker asked if assistance was available for local companies who wished to move away from the gas/oil industries into the renewables sector. Councillor C Walker would also like to see an increase in the number of apprenticeships offered to local students. Julian Munson reported that apprenticeships were a key agenda focus and that he would be keen to work with the Council to support and promote this.

The Chairman reported that it was very positive news that there were a number of incentives and schemes across Norfolk to promote apprenticeships which was well supported by all local authorities in the eastern region. For example, Norfolk Apprenticeships had been nominated for a national award this month for the promotion of energy sector apprenticeships which was excellent news.

Councillor Candon reported that Norfolk County Council had received £1.9m of external funding for apprenticeships across Norfolk and that part of this funding would assist young people to access apprenticeships in the energy sector.

RESOLVED:-

That the Committee note the update.

## **9 ECONOMIC GROWTH DELIVERY AND RECOVERY UPDATE**

The Committee received and considered the report from the Economic Growth Manager & the Regeneration and Funding Manager.

The Head of Inward Investment reported the salient areas of the report to the Committee which gave the progress against the Economic Growth Strategy Delivery Plan and Pathway to Recovery Plan since the meeting held in September 2021. Highlights were presented in the narrative of the report, with a comprehensive update in the attached annexes.

The Head of Inward Investment reported that it also outlined the delivery of the Council's economic growth service, including business support, in response to recovery and sets out options to further extend business support reach and capacity, alongside an overview of local grant distribution and key strategic programmes.

The Chairman thanked the Head of Inward Investment and her team for all their hard work in securing the grants and external funding for the Council and he read out paragraph 3.1.1 of the agenda report to the Members to highlight the investment brought in by the Town Deal and Future High Street Fund.

Councillor Candon commended the officers for their hard work and success in securing millions of pounds of funding into the town.

Councillor Wells highlighted the speed at which officers had disseminated the ARG grants to businesses across the Borough which had been a complicated process.

Councillor Mogford praised the officers and that the borough had much to look forward to and celebrate in the next 3 to 4 years.

Councillor Wainwright thanked the officers for an excellent report and their hard work over the last two years during the pandemic. Councillor Wainwright highlighted that the Council had operated a very good Economic Development unit over the years which went back as far as the 1980's. Councillor Wainwright referred to paragraph 2.7.2 on page 213 of the agenda report regarding Jobs and Employment in the Borough and asked for clarification regarding the Gateway statistics and what 15% job filled rate actually meant. The Head of Inward Investment reported that this related to the number of jobs created by businesses, of which, a large number remained vacant as it had proved challenging to fill these vacancies through the Gateways. Councillor Wainwright asked what the barrier was to fill these vacancies. The Head of Inward Investment cited the lack of suitable candidates from the application pool which was a national problem and did not relate to funding issues. Councillor Wainwright reported that it all came back to the skills crisis. The Head of Inward Investment reported that the appetite for Kickstart had been affected by the pandemic and the transition to apprenticeships after six months.

Councillor Wainwright asked for sight of the Kickstart statistics for Great Yarmouth. The Head of Inward Investment reported that the Council was experiencing difficulty in getting statistics from the Gateways but she promised to share it with Members when it was received and would share this request at the next meeting with the primary Gateway. The Chairman reported that Norfolk County Council had ceased being a Gateway in December 2021.

RESOLVED:-

That the Committee review and comment upon the appended Economic Growth Strategy Delivery Plan update and Recovery Progress Report.

## **10 E-SCOOTER TRAIL**

The Committee received and considered the report from the Project Manager.

The Project Manager reported the following progress to date since the trial launched on 30 March 2021 up until 15th December 2021:-

- Total Registered Riders: 11,300
- Total Journeys: 52,800
- Total Mileage: 121,000 miles
- Average Journey Distance: 2.4 miles
- Average Journey Length: 35 minutes
- The average Great Yarmouth rider has taken 5 rides with Ginger Scooters, GY's most active rider has taken 219 rides with Ginger
- 86% of recent journeys (within the past month) have been point to point (i.e from one designated parking bay to a different designated parking bay)
- Estimate CO2 saving as a result of the trial: 31 tonnes of CO2
- Total Bays: 74 (additional bays can be added where needed based on feedback and demand)
- Users banned: 21
- Warnings issued: 86 warnings issued by text
- Only two serious incidents reported (serious incident defined as an accident that required medical attention)
- Scooters have stickers on them saying 'no pavements please'
- Ginger will receive DfT data around usage – NCC have received data to say 15% shift from private vehicles, some of this was a shift from taxi use.

The Project Manager reported that Ginger had launched an 'end journey photo' feature within the app. This means that all journeys could now only end when the user took a live photo of their scooter to show its end state. This was to promote positive user behaviour for good, upright parking and to ensure users left the vehicles in a roadworthy state. It would help Ginger identify any problem parkers or damaged vehicles earlier, allowing the fleet managers to respond faster.

The Project Manager reported that there was 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 had

approved 100 e-scooters within the Great Yarmouth trial, currently all 100 live e-scooters were deployed. Ginger had proposed raising the number of e-scooters to 450, not all 450 e-scooters would be deployed unless demand was proven, this does mean, however, that wear and tear on e-scooters was kept to a minimum and other e-scooters were available to replace those taken away from the trial for repairs, this would also ensure all bays had available e-scooters, which with the current fleet size was not possible.

The Project Manager reported that any increase to the number of deployed e-scooters would be based on data collected by Ginger on the need and demand for e-scooters. 450 e-scooters would not be deployed across the trial area at any one time; there would be a gradual increase over a period of time until need and demand was met, any increase to number of deployed e-scooters would also be driven by feedback and any complaints and/or rise in number of reports of misuse.

Councillor Candon reported that he welcomed the report and was pleased to see that the novelty of joy-riding had worn off and the majority of journeys were now work related. However, he was slightly concerned regarding the increase in the scooter fleet size from 100 to 450. The Project Manager assured Members that although 450 scooters was the maximum number applied for to ensure that scooters were available in all bays, there would never be this number in use at any time as a phased approach would be implemented.

Councillor A Wright questioned the projected CO2 savings as 16-17 year olds were non-car drivers so there would in effect be no savings. Councillor A Wright asked if these figures were factual or assumptive. The Project Manager reported that she would ask Ginger to break the data down into those users under and over 18 years of age.

Councillor A Wright reported that the increase from 100 to 450 scooters was totally unacceptable as the trial should start and end with the same number of scooters to give a true picture to the Department for Transport and it was morally wrong to change the goalposts at this stage in the trial. Users of the scooters did not wear protective helmets and often used the scooters illegally by riding on pavements or two people to a scooter. Councillor A Wright often witnessed instances of illegal riding of scooters but did not report these misdemeanours to the police any more due to the lack of response.

Councillor C Walker reported that she was not anti-scooter but was anti-ASB and often witnessed scooters slung down and abandoned on to pavements nowhere near a designated parking bay which was a death trap to partially sighted people. The Project Manager reported that she would make the Fleet Managers aware of this situation which followed on from complaints that scooters parked upright were being pushed over by teenagers.

Councillor Wells reiterated that this was a trial and issues were to be expected as such. Councillor Wells asked if the data could be broken down to reveal how many rides were undertaken by residents or visitors. The Project Manager reported that the data was not available as postcode data.

The Chairman asked why the first application to increase the fleet size to the Department for Transport had failed. The Project Manager reported that this was due to lack of supporting data. The Project Manager reported that Norwich had a fleet of 400 scooters but had found their sweet spot to be 250 deployed at any one time to ensure a bank of scooters for maintenance and enough scooters deployed at every

parking bay and the Council hoped to mirror this.

Councillor Jeal reported that he lived at the southern end of the seafront and that the scooters were a good idea if used properly.

Councillor Candon acknowledged all the concerns voiced this evening but reminded Members that some cyclists did not ride their bicycles correctly and were also a danger to pedestrians at times.

RESOLVED:-

That the Committee:-

- (i) Note the progress of the E-Scooter trial,
- (ii) Agree the proposed project change request to increase fleet size; and
- (iii) Note the extension of the trial to 30th November 2022.

## **11 CULTURAL ASSET STUDY AND CULTURE PARTNERSHIP**

The Committee received and considered the report from the Head of Inward Investment.

The Head of Inward Investment provided an overview of the existing financial support provided to cultural partners and institutions from across the Borough including an overview of the funding sourced from the Arts Council England for the amount of £20k to develop an independent cultural asset study which aimed to provide a clearer, more comprehensive undertaking of roles, impact and capacity within Great Yarmouth and Gorleston and identification of any gaps.

RESOLVED:-

That the Committee note the paper and agree to a one-year extension of funding in 2022/23 for the three current cultural partner organisations with a view to reviewing this budget in 2022/23.

## **12 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

**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   |

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



**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-chest datum with a 1-2m tidal range, while the river port can accept vessels of up to 120m in length, or up to 50m at-chest datum with a 1-2m tidal range. Port of Great Yarmouth recently invested £12 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 Scottish Power Renewables, where there is a combined 8,430 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 Operations Vessels (SOV) used for the O&M of windfarms.

Paul Ports have a fully functioning North terminal, with plans to create a brand-new Southern Terminal, consisting of an additional 350m of quay, RoRo ramp, new heavy lift pad area and approx. 10 hectares of other gathered outdoor storage space.

## O&amp;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. Redesigning vacant parts of land owned by Great Yarmouth Borough Council, the Crown Estate and Paul Potts, 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 Yana will have a closer proximity to the SNG 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 this attractive to O&M businesses looking to invest in the new site.

The OAH campus could provide up to 32,040m<sup>2</sup> of prime industrial/commercial space (23,960m<sup>2</sup> of industrial/commercial floorspace and 8,080m<sup>2</sup> of exterior/laydown/storage space), accommodating significant inward investment in office, storage and technical buildings, creating around 650 jobs.

 [ranjitnigro@peducarta.com](mailto:ranjitnigro@peducarta.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 workplaces 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 hubs located nearby.

✉ [info@sigarra.up.pt](mailto:info@sigarra.up.pt)

## OUTER HARBOUR

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

## INNER HARBOUR

- A. Multiple tariffs
- A. Parity potential in designated locations
- A. Lack free entry access at all states of tide

- ▲ Multi-million investment to create an energy DSM complex
- ▲ 24/7 operations
- ▲ Land to lease
- ▲ O&M base for Equinox's Dunstan offshore wind farm
- ▲ Installation base for Sheringham Shoal and Lincs offshore wind farms
- ▲ Purpose-built turbine pre-assembly base for Gallop offshore wind farm
- ▲ Construction and installation base for West Ang in O&E offshore wind farms
- ▲ Adaptable storage and warehousing
- ▲ Dry dock facilities

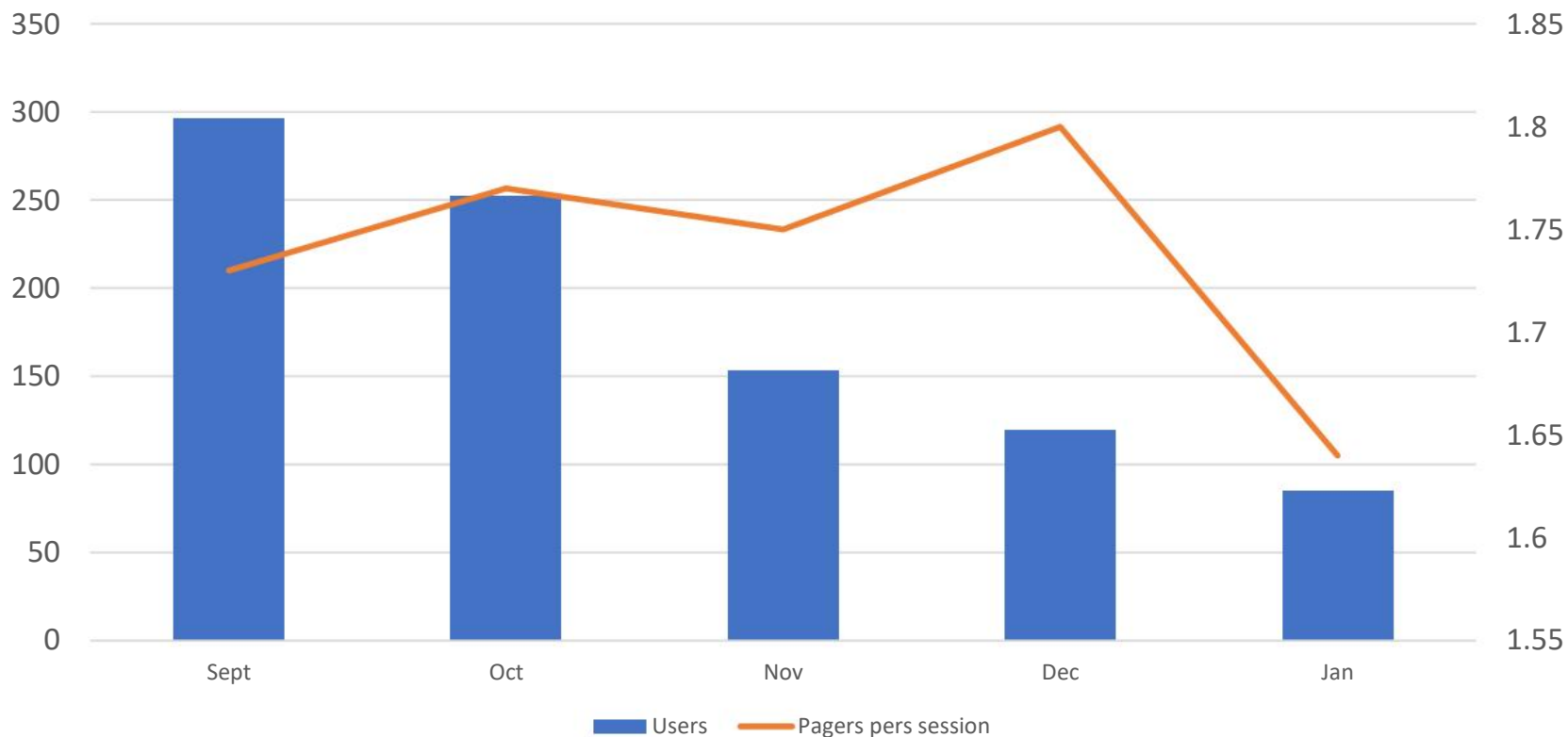
# GENERATE Mini Prospectus

Focussed on GY / Lowestoft, available digitally or in print



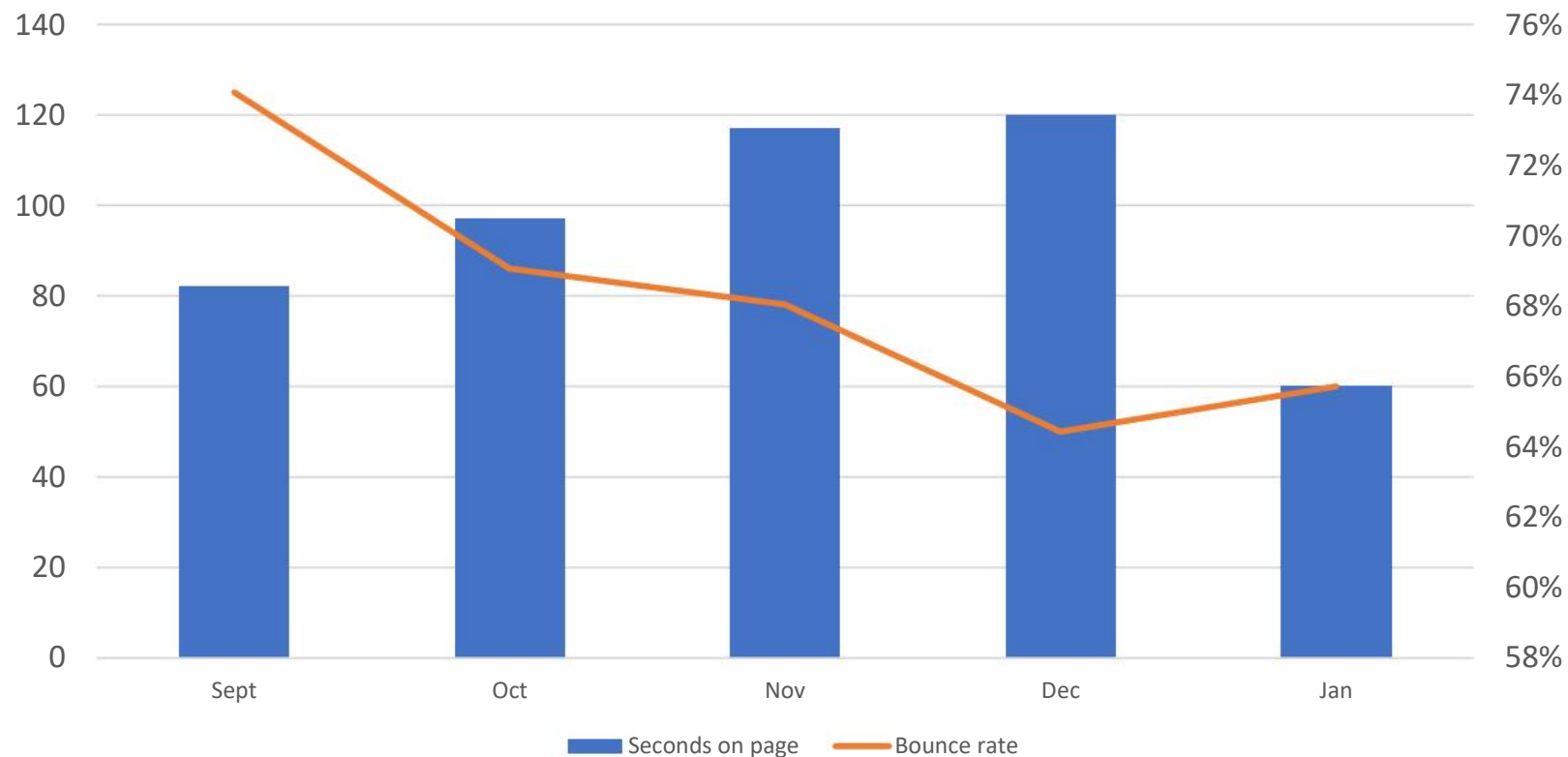
# Brand launch update - website

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



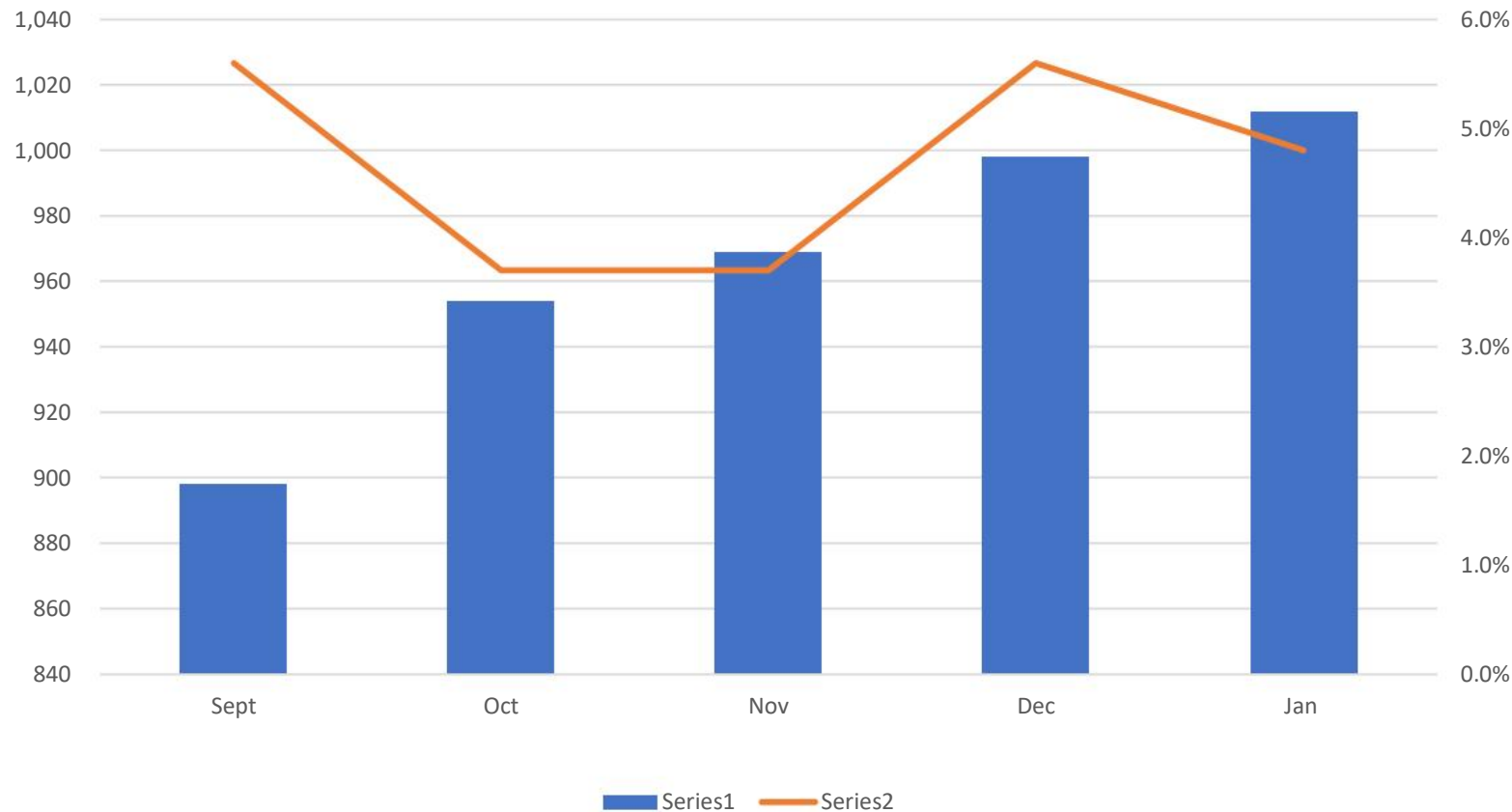
# Brand launch update - website

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



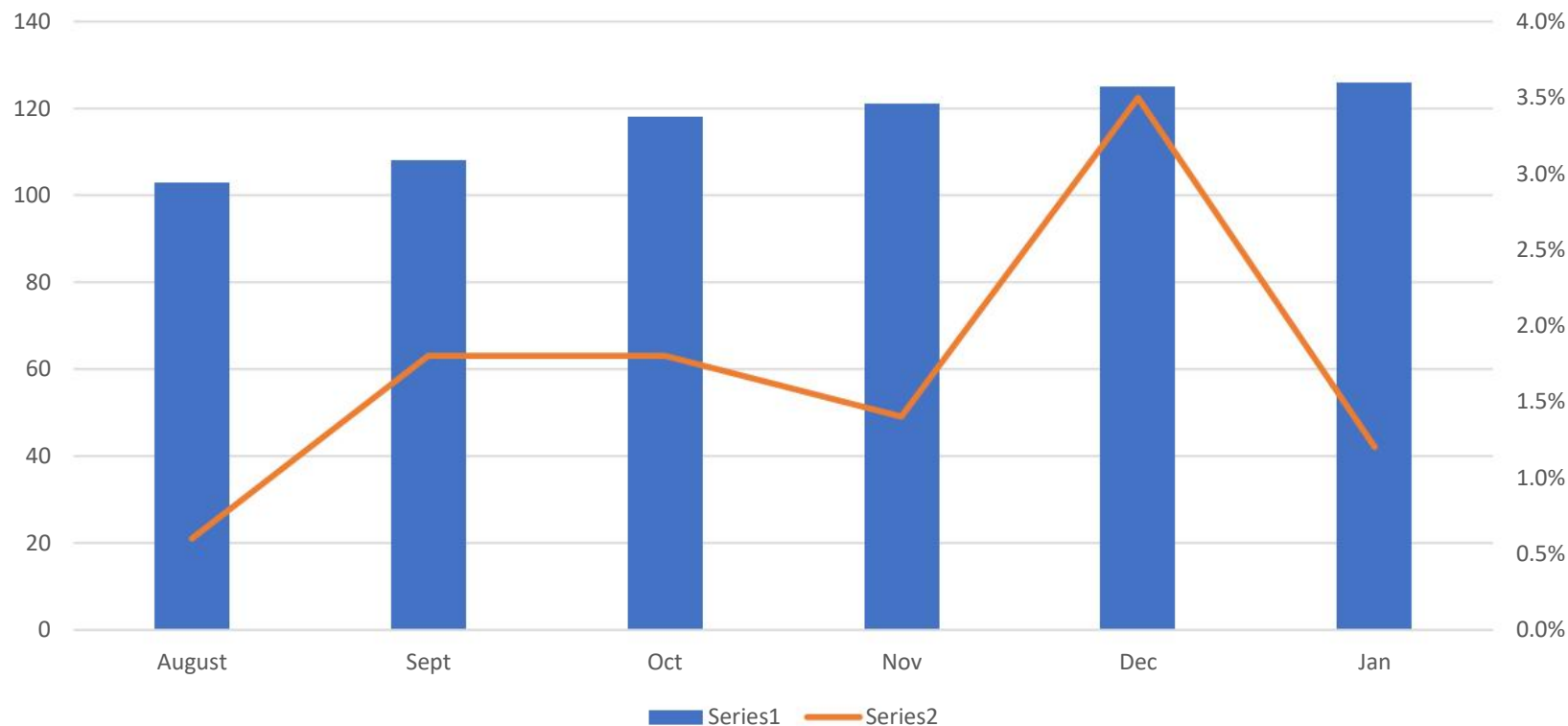
# Brand launch update – LinkedIn

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 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 |
|-----------------------------------------------------------------------------------|--------------------------------------|-----------------------------------------------------------------------------------|--------------------|-------------------------------------------------------------------------------------|-----------------------------------|

**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> | ✓ | ✓ | ✓ |
|-----|---------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|---|

### 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

**URN: 22-016**

**Subject: Proposed Town Centre Enterprise Hub**

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

**Report by: Simon Best, Regeneration and Funding Manager**

## **SUBJECT MATTER / RECOMMENDATIONS**

This Report presents to members the progress made on the development of a pilot enterprise hub concept in the Town Centre as part of the New Anglia LEP-led *Enabling Self Employment in Norfolk* project.

**Members are asked to:**

- 1) Review the content of the Report.**

## **1 BACKGROUND AND CONTEXT**

- 1.1 Concurrent to work developing the unsuccessful *OpportunityGY* Community Renewal Fund (CRF) bid submitted in May 2021, officers developed plans for a separate enterprise start-up and self-employment project, initially including match-funding of £39,000 from an ultimately-unsuccessful EU Interreg application. The proposals were designed to reflect relatively low local business start-up rates, elevated new enterprise mortality rates and the value of self-employment as a route to social and economic inclusion for local communities.
- 1.2 These proposals were ultimately dropped in favour of supporting New Anglia LEP plans to provide pre-start, start-up and new business support across the whole LEP area, including Great Yarmouth, with the LEP recognising Great Yarmouth as an 'economic exception', requiring special intervention and including GYBC as a formal partner in its own CRF bid, with a budget and a remit to deliver additional business start-up and support services.
- 1.3 Officers worked with the LEP to develop *Enabling Self Employment in Norfolk* as a nine-month partnership demonstrator project comprising New Anglia LEP and the enterprise agencies, Nwes and MENTA. Funding for the project was announced on 3 November 2021 with £117,818 earmarked for GYBC.
- 1.4 CRF funding concludes at the end of June 2022; CRF projects are effectively short pilots for concepts that can be further developed under the new UK Shared Prosperity Fund (SPF).

## **2 PROPOSED TOWN CENTRE ENTERPRISE HUB**

- 2.1 In order to extend the visibility, accessibility and impact of enterprise outreach and support, the project will examine the feasibility of temporarily repurposing a vacant Town Centre commercial unit as collaborative new enterprise space, co-locating business advisors and

related staff from GYBC and conferring some *critical mass* in terms of outward-facing and responsive enterprise infrastructure.

- 2.2 A series of meetings have been held with Norfolk Chamber of Commerce and the Town Centre Partnership, with the latter also receiving separate CRF funding to pilot a very similar concept in the Town and have indicated their willingness to coinvest in fit-out and running costs, up to a maximum of £30,000.
- 2.3 The Chamber is in the process of transitioning to a new operational model whereby its increasingly peripatetic staff is distributed to smaller satellite offices throughout Norfolk. Both organisations have agreed to pool resources to realise an enterprise hub concept pilot in Great Yarmouth town centre until the end of June 2022.
- 2.4 The project will be used to monitor need and demand and inform future strategy – including a) any future bid to the UK Shared Prosperity Fund, b) in respect of approaches made by Barclays in respect of its *Eagle Labs* format, and c) trialling some of the *Enterprise Café*-style ideas that might ultimately work well alongside the co-located library and GY University Learning Centre facilities being developed through the Council’s Future High Streets and Town Deal programmes.
- 2.5 The concept would emulate the short-lease hub premises concept operated by Nwes and other enterprise agencies on a ‘meanwhile’ basis, with the former Greenwoods store on the corner of King Street and Regent Road identified as the preferred location, ahead of its later redevelopment as a Heritage Centre by GY Preservation Trust. Discussions are ongoing with both officers from the Property Team and the Trust to finalise this arrangement.
- 2.6 The emphasis would be on fostering enterprise culture collaboratively – not just co-located partners operating in their own organisational silos; staff from the various organisations working together to provide a responsive one-stop-shop for residents.
- 2.7 An optimal format is yet to be finalised, but would be likely to include a mix of informal space to accommodate walk-ins, meeting/training space for the delivery of one-to-one and, potentially, one-to-many interactions, networking, clinics and training provided in-house and by trusted third partners.
- 2.8 The project provides funding for two dedicated Business Advisor posts. In practise, two existing Business Advisor posts will be funded through this project for its duration.
- 2.9 New Anglia LEP is currently finalising a delegated funding agreement, alongside the finalisation of re-profiled budgets that reflect a shorter project duration conferred by delays to the funding announcement.
- 2.10 Key outputs/deliverables in the original submission were as follows; these may be revised, pro-rata, to reflect the shorter delivery window:

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|                                            |    |
|--------------------------------------------|----|
| No. economically inactive people supported | 45 |
| No. employed people supported              | 30 |
| No. small business supported               | 50 |
| No. one-to-one support beneficiaries       | 50 |

### 3 FINANCIAL IMPLICATIONS

- 3.1 New Anglia LEP allocated a maximum of £117,818 to Great Yarmouth. The most recently-revised budget makes provision for total costs of £92,214, reflecting the delays noted in *Paragraph 2.9*, as broken down in the following table. Costs are likely to decrease further if, for example, there are unforeseen delays to staff recruitment, the commencement of rental or the conclusion of the funding agreement with New Anglia LEP.

| Budget line                                                             | Cost           |
|-------------------------------------------------------------------------|----------------|
| Business Advisor 1 @ £3,711/mo = £11,133/qtr @ 3 quarters               | £22,267        |
| Business Advisor 2 @ £3,711/mo = £11,133/qtr @ 3 quarters               | £22,267        |
| Targeting/outreach, monitoring/tracking/evaluation, marketing/promotion | £20,000        |
| Flat rate 15% overhead (GYBC administration charge)                     | £6,680         |
| Vacant commercial space repurposing/fit-out                             | £21,000        |
| <b>Total</b>                                                            | <b>£92,214</b> |

- 3.2 No cash contribution from the Council is sought.

### 4 RISK IMPLICATIONS

- 4.1 A key risk is the ongoing impact of the Pandemic on the economy and the opportunities for residents displaced from other employment. This pilot project seeks to enable self-employment as a viable route to economic inclusion for residents. It's noted that there is an inherent risk that project delivery could be adversely affected by any future COVID waves and resulting restrictions to trade and person-to-person contact.

### 5 CONCLUSIONS

- 5.1 This Report presents to members the progress made on the development of a pilot enterprise hub concept in the Town Centre.

### 6 BACKGROUND PAPERS

None.

| 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:        | Great Yarmouth's <i>Pathway to Recovery</i> normalisation and recovery plan<br>Great Yarmouth Economic Growth Strategy |

|                                              |                           |
|----------------------------------------------|---------------------------|
| 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            |