New Energy Coalition

Strategy Plan

2021-2024

Strength of the Coalition

TABLE OF CONTENTS

FOREWORD

The past three years have been spent working intensively on consolidating our strengths as New Energy Coalition. Organisationally, a complete entity has been created and it is on the right track. Good progress has also been made in terms of content and the foundation now benefits from a more integrated approach, but there's a little further to go. The fundamentals are in place and it is time to take the next step, with more cohesion, image and impact. The direction and choices for this are elaborated in this strategy plan, which, over the next four years, will serve as a strategic framework for continued work on a successful energy transition and a sustainable future with new opportunities, jobs and activities.

The task is both substantial and urgent, particularly in the North of the Netherlands in these uncertain times. Co-operation and co-ordination is required to connect people, ideas and interests, in addition to a multidisciplinary, integral and inclusive approach. This is because the energy transition is not just a matter of technology, but also socio-economic, legal and spatial challenges. New Energy Coalition brings these together to create appropriate solutions.

Naturally, we don't do this alone. As a knowledge and network organisation we always work closely with our partners, who are also actively involved in the development of this plan. Based on this, the emphasis in the coming period will be on a programmatic approach to jointly develop focused knowledge, innovations and human capital, paying particular attention to the role of green molecules and system integration in the Northern Netherlands energy region.

This will put us in a distinctive position, with a clear focus and profile, which will be established vigorously by maintaining a united front and actively participating in the social debate on relevant dossiers to increase visibility and form a lively coalition. A coalition that must continue to grow, with more interaction and co-production, as a broad basis and a breeding ground for a coherent package of investments in research, applications and training to facilitate the energy transition.

Marieke Abbink-Pellenbarg
Chief Executive Officer

Owen Huisman
Chief Operating Officer

1 STRATEGIC FRAMEWORK

Review

New Energy Coalition was founded mid-2017 to combine the strengths of companies, knowledge institutions and governments to make progress on the energy transition by pooling their efforts in the development of research, investment and education. It builds on solid foundations[1], with a broad network and portfolio of activities that has been brought together to increase complementarity, unity and critical mass. The basis of this is the 2018 - 2020 strategy plan, which was implemented during the previous period. The result is unity – one board, plan and budget – as well as uniform business processes and conditions. Consequently, the commitment to research, innovation and education has been integrated and expanded. The merger required the necessary time and attention and led to various internal changes. However, the Key Performance Indicators for 2018 - 2020 were largely achieved.

Good progress was made, particularly in the field of innovation, with thematic research agendas and projects to strengthen the knowledge base. There were also various new development projects and studies, such as the H2020 projects for smart energy systems in Alkmaar, Groningen and on Ameland, various (TKI) projects for new energy solutions in the North Sea, and the HEAVENN project which recognises and supports the North as the first European "Hydrogen Valley". In terms of education, the Business School's range was broadened to include new energy transition courses. This is in line with the 2018 - 2020 strategic frameworks, the aim of which is to further expand the range and increase profitability. There was also a focus on the recruitment campaign, the learning activities and the Energy Academy certificate for Research-oriented higher education (WO) and Higher professional education (HBO), as well as Energy College's Gas 2.0 Secondary vocational education (MBO) project. Support was also given to the development of a Master's energy programme at Hanze University of Applied Sciences.

Last year was heavily impacted by COVID-19, meaning that work could only be carried out from home for a long time and physical meetings were not possible. This impacted educational activities, in particular, which meant that online courses had to be made available in a short time. This enabled some activities to continue, but it had a considerable impact on the organisation and on the Business School's revenue in particular. Its impact on innovation activities was less. Project tasks could largely continue to be carried out online, but here too physical meetings were not possible. The development and submission of ongoing project options continued as normal. The growth of new acquisitions was hampered because there were fewer opportunities for networking and fewer spontaneous meetings took place. This also applied to the recruitment of new project and coalition partners, which proved difficult during the COVID pandemic.

1 New Energy Coalition is a merger of the former foundations:
- Energy Academy Europe ('12),
- Energy Delta Institute ('03)
- Energy Valley ('03).

COVID also affected the plan and programming for the coming period due to the increase in online courses and work and also the anticipated economic contraction. Moreover, the reduction in gas production changed the playing field and was also noticeable to various parties in the coalition. However, the energy transition remained high on the agenda, partly to give the economy a sustainable boost, especially in the North. This also called for good co-operation and co-ordination in the following period, to which a valuable contribution continued to be made.

This also emerged from a recent evaluation among the coalition partners. It concluded that the organisational unit is up and running and starting to bear fruit, which is certainly the case in terms of developing large national and international research and innovation projects. However, it is important that tasks and roles are clearly defined, particularly in project implementation, and that the visibility of activities and results is increased. This requires focus and cohesion in order to work in a structured manner, based on one clear vision, to strengthen and broaden research, investment and education with a recognisable and distinctive profile.

Profile

The frameworks for the new working period 2021 - 2024 were developed on the basis of various discussions with the Supervisory Board, the Foundation Board, other partners and employees. This included a number of specific points of attention, such as streamlining the positioning, tasks/roles and focus, in particular, as well as the coherence and balance between innovation and education. This is elaborated below.

Positioning

Strong positioning requires a clear definition of New Energy Coalition. This is summarised in a new corporate story.

RANSITIONING TO A RENEWABLE ENERGY ECONOMY TOGETHER

The energy transition is necessary and inevitable. Climate change calls for new energy sources and systems with socially accepted solutions for reducing emissions, based on green power and electricity. This is also essential to the security of supply, so that power generation, transport and use can be sustainable in the long term. We want to contribute to this, from a strong, new, renewable energy economy in the North of the Netherlands.

The task is large, complex and global. Co-operation is the key to success here. We combine the knowledge, experience, innovative strength and willpower of companies, governments and knowledge institutions. Together, we are New Energy Coalition. Together we take up the challenge. We bring people, networks and resources together in a tailor-made programme to develop energy knowledge and innovations and we actively share our know-how with others so that everyone can benefit.

The North of the Netherlands is the breeding ground for new energy innovations. Its unique situation means that new solutions can not only be developed here, but they can also be implemented, which contributes to the energy transition and strengthens the region's position. So, together we are heading towards a renewable energy economy: with more knowledge, students, professionals, investment, jobs and vigour.

This emphatically positions it at the crossroads of climate, energy, economy and society, based on the conviction that things must and can be done differently, which in turn brings new opportunities. Moreover, the energy transition is complex and far-reaching and requires co-production and co-operation. Acting together enables more to be achieved than acting alone, but this does not happen automatically. New Energy Coalition brings public and private parties in the energy chain together to share information and speed up processes. The goal is to have the necessary knowledge and expertise available for a successful energy transition by stimulating fundamental and applied research, application in projects and pilots and knowledge transfer in professional education and networks.

This is where the coalition and the foundation are involved. The strength lies in the coalition, as a triple helix collective that wants to make the difference and is able to do so. The foundation acts here as a cluster organisation, developing new programmes and projects and, where necessary, implementing them or helping to implement them. To this end, the foundation acts as a driving force and process co-ordinator to proactively identify new opportunities and put them on the agenda,

to establish connections and build collaborations. It does this by contributing its own knowledge and organisational ability to structure and share information and to forge coalitions. The core task is to create successful public-private partnerships and facilitate knowledge exchange so that entrepreneurs, government, research and education can work together to build a renewable energy economy. This is being undertaken in the strong energy region of the Northern Netherlands, because of the unique regional characteristics and opportunities for national and international energy transition (also see box: "act local, think global").

Purpose – Way – Impact

"Purpose – Way – Impact" is used to summarise and convey the essential information above in a short and concise manner, as the basis for unambiguous communication and positioning.

- **Purpose:** to promote a renewable energy system, which is broadly supported by society, with new jobs and opportunities for the North of the Netherlands and beyond
- **Way:** connecting people, ideas and interests to create and share know-how on applicable and integrated energy solutions
- **Impact:** successful public-private partnership for a safe, reliable and affordable transition to a renewable energy economy

This also forms the basis of the tasks and objectives as intermediary and co-ordinator. The emphasis here is on organising, facilitating, bringing parties together and co-operating in order to boost the renewable energy economy.

Tasks and Roles

The coalition's main objective is to create more knowledge, students, professionals, investment, jobs and business activity for a successful renewable energy economy. The foundation acts as a catalyst and co-ordinator to stimulate public-private co-operation, application and the sharing of knowledge and innovations. Various tasks and roles are fulfilled to this end, varying in accordance with the element or activity, which are further detailed in this strategy plan.

As a network and knowledge organisation, an active role is played in creating new research, investment and training together with the partners. On the one hand, this involves an agenda-setting, initiating and development role to shape new plans, projects and programmes together with consortia. On the other hand, there is also a role in implementation. This is accomplished on the basis of well-defined project agreements about tasks, roles and goals. The foundation is not an investor, policy

maker or legally recognised research or educational institution, that is the responsibility of the companies, authorities and (accredited) knowledge partners involved. The foundation can conduct policy and market studies or offer its organisational capacity as a communication partner, administrative co-ordinator, programme or project co-ordinator to consolidate and apply knowledge together with the partners. It also acts as an organiser in relation to matchmaking, knowledge sessions and networking, and as an advisor for innovative energy SMEs. Finally, the Business School offers various training courses to disseminate the necessary knowledge and skills for the energy transition.

Geographical Focus

A specific point of attention in the evaluation was the geographical focus and span, with the conclusion that the greatest impact can be made in the North of the Netherlands[2]. Given the unique energy infrastructure and the existing network and knowledge network, there are opportunities here to take the lead, both nationally and internationally. The northern focus ensures that there is a clear demarcation for the limited manpower and resources to be used in a targeted manner, and that the organisation is distinctive from other organisations and initiatives. This undoubtedly involves an outward-looking approach. The energy transition does not stop at the border, it requires good international knowledge sharing, co-ordination and co-operation. The international market (the European market especially), is just as important to the Business School as the domestic market. But international co-operation, especially with Northern Germany, is promising and important to fulfilling ambitions, also for other elements. All of this is in keeping with the credo: act l ocal, think global.

2 Drenthe, Friesland, Groningen and the Kop van Noord-Holland

ACT LOCAL...

New Energy Coalition holds a strong position in the energy region of Drenthe, Friesland, Groningen and Noord-Holland Noord. The region has a unique energy knowledge cluster and is located on the North Sea at a European energy crossroads. Reduced gas production has resulted in an additional urgency and willingness to transition to a renewable energy economy, with new jobs and market opportunities. This will be achieved by building new energy systems together, based on green power and electricity.

...THINK GLOBAL

New Energy Coalition wants to contribute to a renewable energy economy. This is a global issue and requires close co-operation with national and international experts and stakeholders to share knowledge and expertise. Due to similar challenges and shared interests, the scope is mainly focused on Europe. The emphasis is on structural co-operation with Northern Germany and other North Sea countries for cross-border solutions in North-western Europe.

New Energy Coalition is involved in several relevant national and international networks. Regular meetings are organised to actively share knowledge with relevant national and international parties. There is also close co-operation with many national and international consortia on various research and innovation projects. Given the comparable issues, there are particularly good development opportunities in Northern Germany and the North Sea countries. These include offshore wind energy in and around the North Sea, regional energy, grid congestion and green fuels such as green gas and hydrogen.

For this reason, connections are actively being established between relevant cluster and knowledge partners on both sides of the border to facilitate more structured co-operation, to exchange knowledge and to launch projects. This will be expanded in the near future with the help of the relationship network and the track record that have been built up. This concerns not only the substantive programme lines, but also the Human Capital agenda, to strengthen co-operation in the fields of the labour market and knowledge dissemination. Various EU funds are available to boost the ambitions. These include the new Interreg programme for co-operation between Northern Germany and the Netherlands, for which input is also being actively provided, as well as various other EU programmes for energy research, innovation and co-operation.

Measurable goals and results

As a coalition and a foundation, it is important to have clear goals to strive towards. This ensures a focused and transparent effort. However, this is taking place within a dynamic and changing environment, which requires a flexible response. Furthermore, as an intermediary and organiser, the ultimate success always depends highly on external factors and parties that must be involved and engaged to make the difference. The Objectives and Key Results method (OKR) will be used for this, whereby a number of key objectives for each programme are formulated to be worked towards with the coalition. To achieve this, sub-goals (objectives) are defined, with qualitative and quantitative actions and activities (key results) for the foundation. The measurable results together form the Key Performance Indicators (KPI) that will be reported on periodically *(see Appendix 1)*. This way we can work effectively with measurable goals and results that directly contribute to the coalition objectives. This way of working will also be translated into the operational process to make goal-oriented agreements with the teams and individual employees.

2 FOCUS AND STRUCTURE

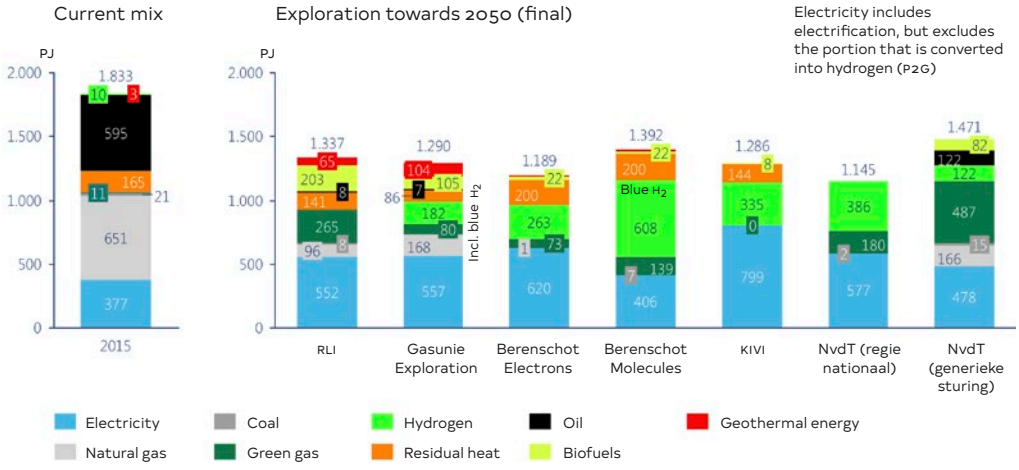
In the past period, an extensive portfolio of various activities was created for MBO-HBO-WO education and from the Business School, as well as various research and innovation projects on 5 central themes[3]. Some of these activities will continue after 2020, as they are mostly long-term projects with their own partial funding and working arrangements. However, they need coherence and a more programmatic approach in order to focus the limited manpower and resources and establish a recognisable position.

3 North Sea Energy, Green Hydrogen, Energy Systems, Local Energy Systems, Industrial Transformation and Greening of the Gas Chain

Focus

The energy transition takes centre stage, of course, but there are many different possible solutions within this framework *(see Figure 2.1)*. It is clear is that the energy mix will continue to diversify and that, in addition to electricity, molecules will also continue to play an important role in achieving a robust, affordable and renewable energy system. This is where New Energy Coalition's opportunities lie.

Figure 2.1 Scenarios for the 2050 energy mix



Source: Richting 2050: systeemkeuzes en afhankelijkheden in de energietransitie, Berenschot May 2018, commissioned by the Ministry of Economic Affairs and Climate Policy.

Given the existing knowledge position and environmental characteristics, a distinctive role can be played in the field of system integration, with a particular role for the interaction between electrons and molecules. The emphasis will be on the development, transfer and application of new knowledge in these focus areas. This is also in line with the existing project portfolio and expertise that has been built up. In order to expand this more programmatically, the substantive focus in the coming implementation period will be on:

- **System integration:** the chain between energy production and consumption at different scales
- **Green molecules:** the role of green gas and hydrogen in the energy system

Both tracks are key to a successful energy transition and offer good development opportunities and distinctive capacity. This is particularly true given the specific challenges and characteristics of the Northern region. Moreover, it will be possible to build on a solid knowledge base, which can be further expanded with greater focus, coherence and synergy.

Structure

In terms of content, there is a necessary overlap in activities. For example, the role of green molecules in integrated energy systems, and also between knowledge building and sharing. One must reinforce the other, which requires good mutual interaction and co-ordination. This will be done on the basis of two programmes.

Research and Innovation

A successful energy transition requires knowledge of technology and also organisational, legal, spatial, social, financial and economic aspects. This knowledge must be developed by companies, institutions and government bodies, through knowledge sharing, research and innovation applications. This has been brought together under the Research and Innovation programme, along the lines of System Integration and Green Molecules in order to strengthen the knowledge position from a single vision and framework, and to establish good links between research and application, and vice versa *(see Section 3)*.

New Energy Coalition does not invest in research and applications. As a knowledge and cluster organisation it does play a role in informing and involving stakeholders. This includes putting new opportunities on the agenda and communicating them, participating in relevant networks and knowledge networks and organising knowledge sessions and network meetings. Furthermore, SMEs in particular are given help on specific innovation questions and with establishing international contacts. Research and innovation agendas are also drawn up with knowledge and business partners in order to achieve targeted expansion of the knowledge base. A number of business partners also allocate development budgets to stimulate knowledge-driven projects from these agendas. This is used as co-financing for subsidy projects, with an external review or review by the knowledge institute if the research is fully financed, so that independence is guaranteed [4].

4 Based on the current contracts, funds are still available for this purpose for 2021 and 2022. Continuation of the budget is being discussed with existing partners and new partners are being offered the opportunity to contribute, with the intention of broadening support.

An active role is also played in creating triple helix coalitions and innovation projects to work on new development opportunities in practice. For this, a role is played as initiator, process co-ordinator or network partner to involve knowledge and parties, from an independent and content-driven position. Agreements about the division of roles and tasks are made on a project basis during the implementation stage. Examples are a content-finance co-ordinator, or a knowledge partner for the completion of various studies, sub-studies and tasks. The goal is to achieve a good mix of organisational and content-related tasks, to develop new transition projects and coalitions on the one hand, and to contribute first-hand expertise and conduct studies, on the other, in order to progress transition issues.

Human Capital

The complexity and speed of the energy transition has significant consequences for companies, consumers and the labour market in the Netherlands and abroad. In view of the phasing out of gas production and the transition to a new and renewable energy system, this certainly applies to the North. This means that thousands of people will have to be re-educated in the coming years. Developments for education and the labour market have been brought together for this purpose in the Human Capital programme, along the lines of Education and Employability and Business School. This makes it possible to work more coherently and under a single label for equal duration development, with special attention to the priorities of System Integration and Green Molecules *(see section 4)*.

New Energy Coalition is not an accredited training institute. However, it does play an active role in bringing parties together at MBO-HBO-WO level to expand and promote the range of education on offer. In addition to the regular training programmes, a series of lectures and excursions is organised about current developments in practice. The emphasis here will be on appropriate online and offline courses, in which both students and workers can participate.
Furthermore, in the near future, greater emphasis will be placed on co-ordination and co-operation between MBO-HBO and WO, and with the business community. This is in order to better synchronise supply and demand and to achieve a more continuous curriculum. The intention is to expand the range of tasks further to include the organisation of post-initial learning programmes, a trainee programme and the matching of supply and demand of work. These new activities will have to be arranged and financed on a project basis, with New Energy Coalition fulfilling an initiating and co-ordinating role.

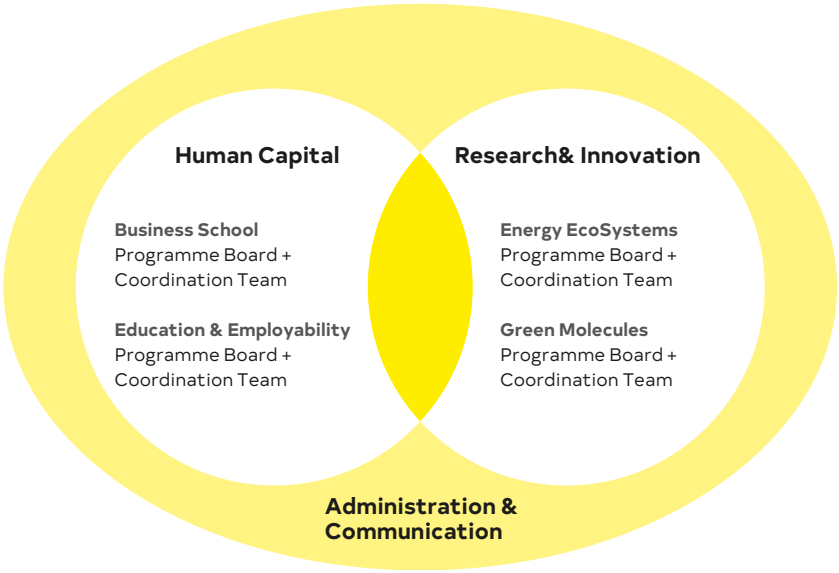
In addition to promoting regular energy education, the Business School also provides a wide range of training and courses for the business community. A portion of these courses are tailor-made (in-company), while others are open to the market. The range will be broadened, with a further focus on transition issues in line with changing market demand, as the link between the traditional and the new energy market. The range will be an appropriate and balanced mix of online and offline

courses, hence more hybrid and modular, in order to reach a broad audience online, but at the same time still offering the unique proposition of inspiring locations and mutual networking opportunities. This way, the course that has been set will be continued, so expertise and networks from the broad organisation will also be put to good use. But also through co-operation with the University of Groningen (UG) on the new Executive Masters that will be rolled out in the coming period. Conversely, the Business School's expertise will also be used more for analyses and dissemination tasks in subsidy projects and similar.

Team Structure

An organic team structure *(see figure 2.2)* will be used to maximise mutual synergy and cross-fertilisation, and to respond flexibly to the dynamic environment. Each programme line has been appointed an internal co-ordinator, responsible for the implementation and expansion of the programmes. Within these teams there are project teams with a high degree of self-management and responsibility. An operations and communications co-ordinator has also been appointed to provide effective programme support. The co-ordinators, together with the Board of Management, form the co-ordination team in order to monitor progress and coherence.

Figure 2.2 Team Structure



The co-ordinators are responsible for monitoring strategic and operational deployment, as well as co-ordination with the other programme lines and stakeholders. Final responsibility for this lies with the Board of Management. The co-ordination of Human Capital, Communications, HRM and Relationship Management is the responsibility of the Chief Executive Officer. Research and Innovation, Operations and Finance are the responsibility of the Chief Operating Officer.

A Programme Board will also be set up for each programme line, which will periodically be informed and consulted on progress and important developments. This will enable a direct link to be made with stakeholders in each subject area, which will leverage the strength of the coalition by increasing content-related involvement, providing an attractive network and expanding the partner base. This is partly to increase collectivity and therefore independence and objectivity.

The current partners will be invited to join the Programme Boards of their choice. The Strategic Coalition Council, which currently includes all partners, will be abolished. Active efforts will also be made to enable new partners to join in order to increase involvement and support. The criteria are that they must be complementary and high quality partners, with sufficient added value for the programmes.

The starting point for participation in a Programme Board is a general contribution of at least €25,000 per year, preferably with additional project agreements. Larger partners may participate on several boards simultaneously. The general partner contribution will be spent on organising the network, as well as actions arising from this. Additional agreements will have to be made regarding the execution of acquisitions and completion of studies and other project tasks. Financially less wealthy parties such as start-ups, SMEs, students, NGOs and social partners may also be asked to participate without making a financial contribution, in order to guarantee broad social involvement.

The boards do not have a statutory role *(see section 6)*, but they are an important co-ordinating body and sounding board at programme level. Organising this by content should result in the creation of a powerful network of involved parties and authorities who want to make a difference together. This should increase mutual co-operation and involvement in the coalition. This will depend on an open culture and the willingness of partners to co-operate and share knowledge within the coalition. New Energy Coalition acts as an organiser to bring parties together and discuss developments and opportunities. Furthermore, the boards are actively involved in various activities and events, and meet annually to promote cross-fertilisation.

The boards can also fulfil an important role in spreading the voice and importance of New Energy Coalition, both within their own organisations and to the outside world. It is important that participants with sufficient mandate and of the right administrative level take up seats on the boards. Moreover, the intention is to appoint a number of authoritative individuals to take part in the national and international energy dialogue. They should not act as a representative or spokesman for the coalition, but as experts and ambassadors for shared ideas. Further agreements on this will be made on the Programme Boards.

3 RESEARCH & INNOVATION

The transition to a renewable energy economy requires companies, institutions and government authorities to jointly develop new knowledge and skills. New Energy Coalition occupies an independent and content-driven position in setting the agenda and fulfils a leading role in bringing parties together to develop projects and programmes. This comes together in the Research and Innovation programme to work in a consistent manner on the expansion of research, innovation and investment. The focus here is on the two key content areas in order to strengthen the profile and position. The frameworks, choices, tasks and goals are set out below. Considerable overlap here provides reinforcement. Implementation will take place in project teams in order to guarantee coherence, management and accountability.

3.1 System Integration

The energy transition is resulting in extensive diversification of the energy system. Traditionally, energy is produced centrally and transported to the consumer. This is a relatively simple chain with a limited number of links and players. Due to liberalisation of the energy market, and the transition to renewable energy especially, this system is changing dramatically. More decentralised energy from the sun, wind, water, biomass, etc. is making the supply more diverse and more unpredictable, as a result of which system requirements and market models are changing, and energy is becoming increasingly more visible. Energy behaviour and demand are also becoming more diverse and complex, with electric vehicles, heat pumps and cooling systems, for example. This calls for more customisation and effective integration into the system and society.

This changing playing field calls for a modern and resilient system with a chain of carriers, players and links to ensure stability, reduce costs and safeguard support. These are important preconditions for renewable energy investment, jobs and activity, which require new knowledge and co-operation. The emphasis is on integrated systems to create reliable, affordable and renewable energy production and consumption chains[5]. This is also a key national and European task. Three scale levels can be distinguished:

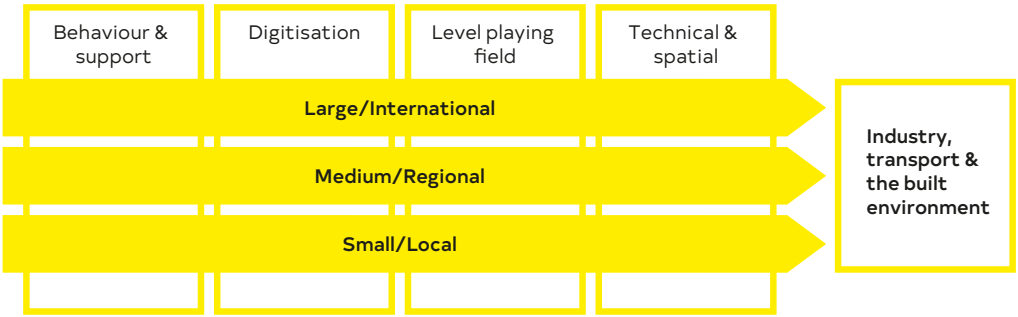
- **Large/International:** efficient production, integration and transport of energy carriers;
- **Medium/Regional:** efficient links between producers and consumers;
- **Small/local:** efficient production/self-production, consumption and storage.

Focus 2021 - 2024

All three levels of scale have their own parameters and challenges, technical, legal, socio-economic, spatial, financial and economic. This is where a strong knowledge position and portfolio have been accumulated. The aim is to further expand this in the coming implementation period. Several relevant developments and market developments are important here as a playing field for system integration *(see figure 3.1.1)*.

5 Currently about 50% for industry (incl. agriculture), 25% for transport and 25% for the built environment.

Figure 3.1.1 Schematic overview of the playing field System Integration



Both at European and national level, the focus is firmly on CO_2 reduction, which will result in a more sustainable and diversified system. This requires storage and flexibility to cope with peak supply and demand. However, fossil-based energy prices are relatively low, which puts pressure on the competitive position. However, the price of solar and wind power is falling steadily, which means that further roll-out will require space and integration in the system. This calls for social explanation and involvement, because decentralised energy is more visible. Integrated energy solutions require customised solutions for specific parameters, environmental factors and actors which must be taken into account. The aim is therefore to acquire further knowledge and experience with research and development projects. In view of the shared interests in this area, further project co-operation is also being sought with Northern Germany and other North Sea countries. The expansion of knowledge focuses primarily on modelling (social, technical, economic) and the processes required for co-operation, support/behaviour and decision-making, to achieve optimum configurations. By combining and sharing this knowledge, it can also be applied elsewhere and used for new market models, technologies, policy and regulations. This involves a number of specific/region specific priorities:

New Energy EcoSystems

- **Built environment:** approximately one quarter of final energy consumption is in the built environment. Making this more sustainable is quite a task, because many social actors are involved and it involves extensive customised solutions. Knowledge of this has been accumulated together with various consortia over the past period. By means of co-operation, we are working on optimum configurations of various solutions and partial aspects. Not only does this involve technology, but also organisational skills, co-ordination and broad social involvement. The aim is to expand this on a project basis, by forging new consortia around complementary energy issues in the built environment;

- **Grid congestion:** due to limited grid capacity and increasing solar and wind power, it is becoming increasingly difficult to properly integrate renewable electricity into the system. This is slowing down development and is at odds with the Regional Energy Strategies (RES). This calls for area-specific solutions, with storage and/or a connection to consumers, based on analyses and knowledge of the specific characteristics and parameters. A number of exploratory studies are already underway (Energie Campus Leeuwarden, Wieringermeer, etc.). The aim is to expand this by setting up projects with interested parties (government authorities, network operators, developers, etc.). A role can be played in implementation (analyses, studies, co-ordination) if financed on a project basis;

- **Agro-energy:** the agricultural sector is relatively well represented in the region, with greenhouse horticulture (particularly in North Holland), but also potatoes, sugar beets and dairy. This sector is under pressure, partly because of nitrogen emissions. Farms are often an ecosystem in themselves, with various raw material flows and specific energy needs. The sector is engaged in various projects and developments to make it more sustainable, but these tend to be isolated initiatives and solutions. A more integrated approach can often achieve a higher return. The aim is to explore this further in the coming period (with TNO, LTO and the larger agro-industries, among others) in order to arrive at a more structural approach.

New Energy Hubs

- **North Sea:** due to its location, the region is ideally positioned for the development of offshore wind power. A strong business and knowledge cluster has developed around this, which needs to be expanded, partly in order to boost the green hydrogen chain (electrolysis). This depends on national site options, cost efficiency and integration into the energy system. A strong knowledge position has been built up in relation to the location of ports and possible connections with existing infrastructure, as well as industry and the chemical industry. This will be expanded by participating in national research projects and consortia to conduct analyses, as well as involving other business and knowledge partners.

- **Repurposing of gas infrastructure:** existing production and treatment plants will be closed down due to gas production being phased out. This offers opportunities for repurposing as renewable energy hubs. These sites often have control equipment areas and valuable infrastructure available, which can be used to produce and transport renewable energy on a medium to large scale. This requires good knowledge of the necessary preconditions and smart energy connections with the environs. Various partners are working on this in the GZI Next demo project to acquire knowledge and expertise. An active role is being played here as a knowledge partner for green gas and hydrogen opportunities, as well as the link to parties and possibilities in the surrounding area.

- **Circular Industry:** the chemical industry is a major consumer of fossil fuels, as feedstocks for processes and for its own energy supply. This is a major sustainability challenge, but it can be achieved by transitioning to renewable sources and creating renewable cycles (also see North Sea and green molecules). A specific consideration is also the useful application of the CO_2 that is released. This requires knowledge of the processes for capturing and reusing CO_2 and also close co-operation between parties in the chain. The aim is to take this forward on a project basis by bringing together various stakeholders in the value chain and to accumulate the necessary knowledge through research and pilots.

3.2 Green Molecules

Approximately three quarters of the energy in Europe is transported in molecular form. This will partly be replaced by renewable electricity, but by 2050 [6] the Netherlands will still need approximately 1000 PJ in molecular form for industry, high temperature, heavy transport, balancing and other applications that can't be electrified. Europe and the Netherlands are firmly committed to carbon-free gas, which should account for approximately half of the energy mix by 2050. Synergies between the existing infrastructure for gas, electricity and heat should keep the entire system reliable and affordable. This requires new knowledge and co-operation. This comes together under the Green Molecules programme.

The playing field focuses on green gas and hydrogen value chains [7] and their role as "carriers" in the energy transition. The production process and feedstocks used vary [8], but the value chains are similar with storage and transport via pipelines or tankers, by road and water, supplied to wholesale consumers in industry and chemicals, or in mobility and the built environment (particularly existing supplies). However, they are at different stages. Green gas has progressed further, whereas hydrogen is still at the start of its growth curve. The expectation is, however, that the growth curve is steep and can make a substantial contribution to the transition task in the period ahead. Experience in the field of green gas can be shared and used, particularly in the event of challenges in the development and implementation stages, but also, for example, with regard to regulations.

6 Roadmap for green gas, Cabinet's vision document on hydrogen and infrastructure in 2050. This has been estimated to be in the region of 1,000 PJ

7 Production, transport, storage, logistics and use in industry, chemicals, mobility and the built environment

8 Green gas from the anaerobic digestion and gasification of wet and dry biomass, green hydrogen from electrolysis of electrons and compounds

Green Gas

There are approximately 250 digesters in the Netherlands, capable of producing around 700 million Nm^3 of biogas (14 PJ). One third of this is supplied to consumers as green gas, the remainder is used in CHPs to produce green electricity and/or heat [9]. Almost all existing projects depend on SDE subsidy. Furthermore, 10 to 15 PJ are not all being achieved, despite permits and subsidies. The main reasons for this are the price and availability of biomass, the sale of digestate, and social resistance due to negative perception on the part of a small minority that is causing problems. Therefore the focus is on scaling up, increasing stocks of manure and downstream digestate treatment technologies. However, the dairy sector is moving in the opposite direction with farm-scale projects aimed primarily at reducing its own carbon footprint. Due to the small scale and often unproven technology, it is difficult to get these projects off the ground.

The climate agreement has set a target for this to grow to 2 billion Nm^3 (70 PJ) per annum over the next 10 years. This is roughly equal to the demand created by the built environment and the maximum that can be produced by anaerobic digestion of domestic biomass. Furthermore, 7 petajoules are required for mobility and an as-yet undefined amount for industry. This means that new technologies must make a substantial contribution if the desired volumes are to be achieved. If new technologies that are currently in development are ready for the market and rolled out before 2030 they can double the volume.

These largely involve gasification, where biomass is converted into gaseous energy carriers at high temperature and sometimes high pressure. Several gasification projects are currently being developed that produce green gas by the methanation of gas (H_2 and CO_2). This is primarily because the SDE scheme allows no other choice. Gasification is an easier and cheaper way to produce hydrogen, therefore developers are already considering switching. Moreover, production costs will fall as scale increases, even more so than in the case of anaerobic digestion. Projects currently being developed need a scale of several tens of millions of Nm^3 of Green Gas (> 0.5 PJ) to make gasification profitable. At the same time, biomass energy is under pressure and other, superior quality applications are emerging.

9 In Europe (in 2018) there are approximately 18,000 digesters with a total electric power capacity of 11.1 GW and 610 facilities producing 2.3 billion Nm^3 of green gas

Hydrogen

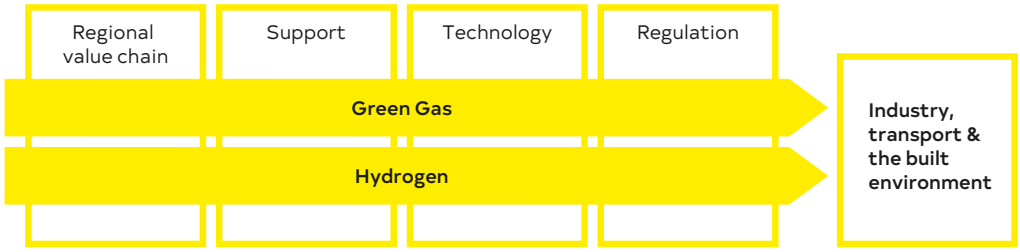
Hydrogen is high on the global agenda to meet climate targets and to improve air quality and the environment (including nitrogen, particulate matter, noise). It is extremely versatile and can help overcome many energy challenges, such as: 1) the integration of more renewable energy, including storage, 2) the decarbonisation of sectors such as steel, chemicals, and heavy road transport, water, rail and air, 3) improving security of supply through diversification and flexibility (balancing). Hydrogen also has potential as a driver for maintaining and expanding tens of thousands of jobs. But the unavoidable challenges remain: reducing costs, boosting demand, developing infrastructure and regulations. Given the strong position of gas, the Netherlands and the north of the Netherlands can be frontrunners in this field. The aim is to create a green hydrogen chain, in which blue hydrogen [10] can act as a catalyst and pave the way.

Hydrogen is still at the start of the learning curve. The recognition of the Northern Netherlands as the first European Hydrogen Valley through the HEAVENN [11] project heralds a breakthrough. This project was launched in 2020 to create a green hydrogen chain with €90 million of investments in production, storage, transport and use in industry, the built environment and mobility. This is the basis for the regional roll-out, with an emphatic connection to the Northern Netherlands Hydrogen Investment Agenda 1.0 (2018) and 2.0 (2020) [12]. Moreover, the Regiodeal also promotes a strong hydrogen cluster in the Kop van Noord-Holland. Thanks to these developments, the North of the Netherlands can evolve into Hydrogen Valley and the European lighthouse region for hydrogen, with new jobs, activity and knowledge.

Focus 2021 - 2024

The priorities and focus areas form the playing field for Green Molecules *(see figure 3.2.1)*

Figure 3.2.1 Schematic overview of the Green Molecules playing field



10 Hydrogen from fossil fuels with carbon capture

11 Hydrogen Energy Applications for Valley Environments in the Northern Netherlands, with support of Fuel Cells and Hydrogen Joint Undertaking

12 A task that will grow from €3 to €9 billion of investments in the next 10 years, aiming for 5 - 10 PJ in the period 2020 - 2025 and 100 PJ by 2030, about a quarter of the North-west European hydrogen market (400 PJ)

In order to expand the role of green molecules, the emphasis in the coming period will be on further roll-out. This involves proactively exploring new opportunities and connecting chain partners to expand the knowledge and innovation position and enabling investment by reducing the cost, increasing demand and removing other barriers. The focus will be on:

Green Gas

A strong knowledge position in the field of Green Gas was achieved during the past period, which includes close co-operation with TKI Gas, Groen Gas NL and the InVesta knowledge centre. The green gas system is well developed in the Netherlands and Northern Netherlands. The emphasis will be on volume growth, by reducing dependency on subsidies and improving the revenue model by optimising economic value (i.e. minerals and CO_2), as well as boosting social acceptance of production. Consequently, the emphasis will be on:

Production:

- Development of Green Gas in the Energy Hub project (GZI Next) for possible roll-out at other locations;
- Expansion of thermochemical production (gasification) and BioLNG production capacity by bringing parties together and jointly developing projects in this field;
- Development of concepts for refining digestate and CO_2 use by pooling research questions in this field (in a research agenda) and developing projects for this;
- Establishing links between synthetic methane production and sales.

Consumption:

- Development of a heat transition strategy for the built environment (from green gas to hydrogen);
- Increasing the proportion of BioLNG in mobility by establishing project-based links between producers/potential producers and consumers.

Other:

- Development of mechanisms and strategies for boosting social acceptance as part of the research agenda;
- Active participation in policy making and amendment processes through participation in TKI Gas, Groen Gas NL and also direct contacts and input for consultations and policy consultations.

Hydrogen

HEAVENN and the Regiodeal are laying the foundations for a functional and integrated hydrogen chain. This will be implemented in the coming period with investing parties and governments. It is also important to develop the necessary knowledge structure. The HyDelta programme will be implemented for this, supported by industry and TKI Gas. This is a prelude to a larger knowledge and investment programme for the Growth Fund, which has been developed with a prominent position for investments and knowledge building in the region. The initiative was also taken to set up a broad hydrogen programme with Groningen's knowledge institutions (MBO, HBO, WO) for the National Programme Groningen (also see Human Capital). Clarity regarding both programmes is expected in the coming period in order to further develop the hydrogen ecosystem. A co-ordinating role will be fulfilled here in order to establish mutual connections and safeguard coherence.

Further roll-out will require cost reductions to compete with low fossil fuel energy prices. In this respect, we will remain the driving force behind new research, innovations, investments and consortia, based on a solid track record and a network of contacts. The aim is to make use of national and international schemes, which requires a good relationship to be maintained with regional and national and international authorities (the Ministry of Economic Affairs and Climate Policy, I&W, the Ministry of Education, Culture and Science, EU DGs) as well as co-operation with Northern Germany and other relevant regions. Special attention is also being paid to involving, advising and strengthening the SME sector, by means of the Green Hydrogen Booster at EnTranCe, for example. In addition, a role is played by getting started with hydrogen locally, as a solution to centralised energy and grid congestion that can also boost social involvement and support.

Developing the value chain requires increased knowledge, production, offshore wind, transport, storage and use in industry, mobility and the built environment. This requires co-ordination between investment and accompanying research. In order to steer this in the right direction, it has been proposed to set up a specialised co-ordination office to guide projects and programmes and to remove barriers in the framework of the Northern Netherlands Hydrogen Investment Agenda 2.0. This could be complementary, with the aim of incorporating ongoing activities to create a centralised programme of public-private investment, knowledge and innovation, in addition to building up a strong lobbying and knowledge position at national and international level. This will be explored in the coming period. A role in this has also been reserved for the Programme Board (to be set up) to further combine public and private interests and involvement. A specific point for attention here is the role and positioning of blue hydrogen to create volume and launch the value chain in the short term. This relates to the front end of the chain and integration into the system and policy frameworks, partly to highlight adjacent investments in research, infrastructure and use. Knowledge and dialogue are important to this in order to guarantee support and make the right decisions.

Finally, the hydrogen economy also requires unambiguous and recognisable communication. Consequently, co-operation with Missie H_2 (OS) will be expanded, and an active programme of lectures and events will also be organised to boost involvement and the community.

3.3 Tasks 2021 - 2024

Programme management
Each programme has been appointed a co-ordinator to monitor mutual cohesion and interaction with the other activities. They act as the first point of contact and are responsible for the day-to-day management and guidance of project teams implementing current projects and activities as well as for the development and acquisition of new activities and projects. Naturally, this is in close co-operation with the other co-ordinators and the Board of Management, as well as the Programme Boards.

The exact composition of the Programme Boards has yet to be determined but, to make an immediate impact, the current partners and parties from existing projects will be approached first. Active efforts will also be made to develop this further with new partners. The boards will be informed and consulted periodically on current projects, activities and acquisitions. The approach is to work together to strengthen the strategic framework and to make well-founded choices about possible joint expansion of the activities. Moreover, an executive role can be played in the shaping and implementation of new projects and activities, on the basis of additional project agreements. The boards will be consulted to determine whether more specific expert groups are needed in the longer term in order to look into the various aspects of the programme lines in greater depth.

Various networking events and knowledge sessions are also organised annually to boost the programme lines, inform parties and increase interest. Parties involved in this include EnTranCe (Barn Talks) and the Learning Activities. The aim is to organise one major national and international event (300+ participants) per programme line per year, as a recognisable reference point for the developments and the network in this area. There is also active participation in national and international conferences and business trips in order to expand the knowledge position. Maintaining and expanding the relevant (inter)national network plays an important role in this, by means of bilateral contacts and participation in networks, work sessions and consultations. This serves as a bridge to relevant bodies, knowledge carriers and policy makers to promote coalition developments and open doors. This is also an important ambassadorial role for the coalition's own knowledge experts to step forward, increase visibility and enhance the coalition's ideas and positioning.

With regard to each programme line, active efforts are also being made to set up new projects for further knowledge development and application. The aim of this is to produce a balanced portfolio with the priorities in consultation with the Programme Boards. Where appropriate, New Energy Coalition can act as initiator and process co-ordinator to develop new consortia and project options. This will not

be done exclusively with existing partners, but they are closely involved in opportunities and new development assessment frameworks through the programme boards. Given the limited manpower and resources, it is not always possible to take on everything ourselves. Additional agreements on this will be made with the parties and authorities involved.

Research and Innovation Agenda

A research and innovation agenda will be drawn up annually for both programme lines by identifying relevant issues and development opportunities together with researchers and comparing these with market developments and needs [13]. The purpose of this is to build a solid knowledge base. This doesn't strictly concern fundamental research, but broad and long-term co-operation between researchers, social parties and businesses in order to build a bridge between scientific knowledge and social issues. The proposals can be submitted for financing/co-financing from the business partners' research budget. Special attention will be paid to strengthening and developing test centres such as EnTranCe, InVesta, Energie Campus Leeuwarden, etc. Specific working agreements regarding joint development and positioning are being made with EnTrance, as a partner and part of the coalition.

Project Implementation

A broad portfolio of projects was created in both programme lines during the previous period. These will continue to be implemented (partially), in accordance with current project agreements, a role often being fulfilled as a knowledge expert and/or in co-ordination and dissemination. The current project activities will be elaborated further in the annual plan for 2021. Furthermore, several new proposals were developed and submitted at the end of 2020, particularly for the Mission Driven Research, Development and Innovation scheme run by the Netherlands Enterprise Agency (RVO), but also from the research agendas. Depending on the project, this will also be co-implemented when awarded, with various implementation tasks (analyst and/or network partner). The decision will be taken at the end of 2020, on the basis of which the implementation tasks will be expanded in 2021 based on full or partial additional project funding.

SME Support

The small and medium-sized enterprise sector is a key driver of innovation. An advisory role will be played to stimulate this and help answer specific innovation questions from SMEs in Drenthe and Groningen, as well as in Noord-Holland Noord. Furthermore, as the energy liaison for the Enterprise Europe Network (EEN), we will play an active role in helping SMEs in the Northern Netherlands to establish international contacts, through matchmaking and linking them to European projects, for example. There is also close co-operation with EnTranCe as a testing ground for assessing, testing and developing SME innovations [14].

13 This will be done each scientific year, so that the research agenda can be determined before the summer and

14 On the basis of project subsidies from the provinces and/or NHN.

3.4 Objectives for 2021 - 2024

A solid portfolio has been built up for both programme lines. In order to expand this in accordance with the programme the substantive network will be enlarged to share more knowledge and make targeted choices. The objective is to create a coherent body of mutually reinforcing research and development, paying special attention to SMEs, from an up-to-date research and innovation agenda, an engaged research community and a professional project management organisation (PMO), with good access to existing and acquired knowledge and experience. Four objectives and sub-objectives have been formulated for this, with quantitative and qualitative interim results.

1. Expansion of network/network position

By 2025, New Energy Coalition will be a leading national and international cluster, where triple helix parties come together, share knowledge and set the course, with strong, innovative and technology-developing SMEs

	Objective	Key results
2021	Set up Programme Boards, network (activities) and SME involvement	• establishment of 2 Programme Boards, together with > 16 unique partners • streamlined working frameworks and working methods (expert groups) • > 4 regional + > 1 national/international event with > 500 participants • > 10 (SME) consultancy projects and > 7 SME employees in innovation projects • > 2 SME events with > 30 matchmaking conversations • SME connection to EnTranCe (including Green Hydrogen Booster)
2022	Network growth (activities), visibility and SME involvement	• 2 Programme Boards, together with > 20 unique partners • mid-term evaluation at the end of 2022 • > 4 regional + > 2 national/international events with > 750 participants • > 10 (SME) consultancy projects and > 9 SME employees in innovation projects • > 2 SME events with > 30 matchmaking conversations • enhancing SME EnTranCe facilities in collaboration with other innovation hubs
2024	Continuation of Partner Board, network (activities) and SME involvement	• 2 Programme Boards, together with > 22 unique partners • review of working frameworks and working methods • > 4 regional + > 2 national/international events with > 1000 participants • > 10 (SME) consultancy projects and > 11 SME employees in innovation projects • uniform positioning of EnTranCe and other innovation hubs
2025	Evaluation of Partner Board, network (activities) and SME involvement	• 2 Programme Boards, together with > 24 unique partners • end-term evaluation at the end of 2024 • > 4 regional + > 2 national/international events with > 1000 participants • > 10 (SME) consultancy projects and > 13 SME employees in innovation projects • structural SME co-operation in EnTranCe and other innovation hubs

2. Expansion of research and innovation cluster

By 2025, both lines will possess a coherent portfolio of research and innovation projects, from a central agenda with NEC as the recognised developer and implementer with/on behalf of the coalition

	Objective	Key results
2021	Implementation and development of NL/EU project portfolio	• updated research and innovation agendas • > 4 programme enhancing (applied) innovation projects • > 2 knowledge-driven projects to enhance research area • €35 M annual turnover on entire project portfolio > €6 M for coalition • factsheets on each knowledge domain for an overview of knowledge carriers • implementation of projects and optimisation of PMO tools and skills
2022	Expanded position of project developer and implementer	• updated research and innovation agenda • > 4 programme enhancing (applied) innovation projects • > 2 knowledge-driven projects to enhance research area • €40 M annual turnover on entire project portfolio > €7 M for coalition • updated fact sheets and creation of a project knowledge database • further professionalisation and standardisation of project management
2023	Recognised NL/EU project developer and implementer	• updated research and innovation agenda • > 4 programme enhancing (applied) innovation projects • > 2 research-driven projects to enhance knowledge base • €45 M annual turnover on entire project portfolio > €8 M for coalition • updated factsheets and completion of knowledge database • efficient project management
2024	NL/EU project development and implementation leader	• updated research and innovation agenda • > 4 programme enhancing (applied) innovation projects • > 2 knowledge-driven projects to enhance research area • €50 M annual turnover on entire project portfolio > €9 M for coalition • updated fact sheets and functioning knowledge database • efficient project management

4 HUMAN CAPITAL

The availability of skilled labour is a critical success factor for the national and international energy transition. The reduction of gas production and the transition to a renewable energy economy will have a significant impact on the labour market in the North of the Netherlands. Reducing gas production alone will involve approximately 20,000 jobs [15]. Furthermore, the transformation of talent, knowledge and innovation is key to developing the hydrogen economy, among other things. The energy transition does not stop at the border, so there is a similar need for retraining and additional training internationally to ensure the success of the energy transition. In response to this need, the Human Capital programme will bring parties together to create, combine and disseminate relevant knowledge and skills nationally and internationally. The objective is to optimise the balance between the supply of, and demand for, skills for the energy transition. The aim here is to create a coherent package for lifelong development under one recognisable label to bring education and the labour market closer together, from primary education to executive programmes for professionals. The frameworks, choices, tasks and goals are set out below along the lines of Education & Employability and Business School.

15 The socio-economic impacts of the closure of the Groningen gas field, EU Joint Research Centre, 2020

4.1 Education and Employability

In order to produce an appropriate range of courses that satisfies the changing demand for employment, there is close co-operation with the regional knowledge institutes. New Energy Coalition does not provide education itself, but fulfils a facilitating role to produce coherent and suitable education meeting market needs. The main objective is to optimise the balance between supply and demand in the labour market for energy transition.

Moreover, the relationship with the business school will be strengthened from a lifelong development perspective, to create a combined range for retraining and further education, also by using expertise, techniques and skills for online learning. More experts from the coalition will also be involved to contribute to the range of training courses and to transfer current knowledge about green molecules and system integration. Conversely, new connections will tend towards the substantive programme lines, by participating in projects to set up learning communities and connections to students, where possible. This provides a better understanding of the impact on the (regional) labour market and how education can respond.

Focus 2021 - 2024

Various energy courses are currently offered and developed by MBO, HBO and WO institutions in the region. These courses are still fragmented and lack the necessary co-ordination and visibility. However, influence on this is limited because the institutions each have their own frameworks and processes and are responsible for the content and implementation of their own curriculum. Nevertheless, a role is played in increasing cohesion by bringing the region's educational institutions together with

policymakers, employers' organisations and social partners (via the Programme Board). The objective is to achieve greater mutual alignment and agreement on the expansion of the range of study programmes. The institutions themselves remain responsible for the content and implementation.

A permanent role will be fulfilled as the co-ordinator of the Gas 2.0 MBO course and as the organiser of a programme of learning activities (practical lectures and visits) and the associated issuing of certificates that enhance students' CVs. The certificate system will be organised differently. At present, students from Hanze University of Applied Sciences and the University of Groningen are only eligible for a certificate if they have completed a minimum of 30 relevant (multidisciplinary) credits and participated in at least 10 learning activities. Consequently, the number of certificates issued is relatively low. To make it more accessible and attractive, participants will be able to receive a partial certificate for each learning activity (or combination of activities) in addition to the full certificate as of the next academic year (2021 - 2022).

Learning activities will be offered predominantly online in close co-ordination with the business school in order to share knowledge and experience in this area. The aim is also to include more experts from the coalition in the programme, in order to establish a direct link to (the dissemination of) current projects and developments in the field of green molecules and system integration. The online learning activities will not be exclusive to Hanze University of Applied Sciences and University of Groningen students, they will be open to everyone. This will allow professionals and other interested parties (e.g. from Universities of technology and Secondary vocational education) to participate actively, promoting added value and mutual interaction. This also enhances the educational profile in order to attract more students.

A recruitment campaign (follow energy) was launched to further promote energy education, in collaboration with Hanze University of Applied Sciences and the University of Groningen, and the first energy career event was organised to bring students and businesses into contact with each other. This will be continued in collaboration with the institutions with the aim of further scaling up and expansion to increase visibility. This will largely be achieved through smart co-operation with existing initiatives and the use of social media. For a further profile boost, it is also desirable to make the various labels (Energy College for MBO and Energy Academy for HBO and WO) more uniform and harmonised with each other. The best way to do this must be determined in consultation with the institutions. A connection will also be sought with the brand policy (also see section 5).

Cohesion and expansion will be further enhanced by combining specific educational questions in a more programmatic manner in order to create a continuous curriculum. In this context, the initiative was taken, together with the University of Groningen, Hanze University of Applied Sciences, Noorderpoort and Alfa College,

to prepare a proposal for the National Programme Groningen (NPG) to fulfil the hydrogen economy's knowledge requirements in a more structured way. This is an important foundation for creating a continuous curriculum (Primary, MBO, HBO, WO and Post-initial education) and accompanying research for hydrogen. The decision will be made by the end of 2020 at the earliest. Depending on the outcome, this programme will be implemented in the coming years together with the knowledge institutes, or alternative routes will be explored for financing (parts of) this programme differently. Furthermore, the possibility of a similar programmatic approach to system integration will be explored.

The programme approach is also aimed at broadening the scope to include labour market activities, retraining and further education of professionals and marketing (including primary and secondary education). New Energy Coalition acts as a catalyst and facilitator towards other parties to make this possible. This is done in collaboration with existing initiatives as much as possible. In order to increase the visibility of the impact of the Human Capital activities, work started on developing a "talent focus" monitor in co-operation with NOM (the Investment and Development Agency for the Northern Netherlands). This monitor shows, both qualitatively and quantitatively, how much energy talent (MBO, HBO, WO students) there is in the Northern Netherlands and is entering the labour market. The monitor will continue to be refined in the coming period and the best way to present this data will be explored.

4.2 Business School

The labour market challenge is national and international. The Business School focuses on retraining and further education of working professionals, with the focus on Europe and Russia. This is done through open market and in-company training courses, as well as specific partner training courses and participation in events that are important to the partners (ISB/IMP, St. Petersburg Gas Forum, International Business Committee Sessions and IGU). Funding comes from course fees and annual partner contributions, which fulfils a connecting role to a broad field of commercial and professional energy parties. The programme of content provides energy professionals with relevant knowledge about the energy transition, using the broad knowledge, expertise, experience and projects in the organisation to achieve a coherent package under one recognisable label. The Business School provides excellent energy education for students and professionals at all levels (MBO to CEO).

Focus 2021 - 2024

In recent years, courses have largely focused on traditional (natural gas-related) knowledge. However, given the changing social and economic reality, this is increasingly shifting towards the energy transition. From its traditional partner base, the Business School has a good starting point to act as a bridge between traditional energy and renewable energy. Specific knowledge about green molecules (particularly hydrogen) and system integration (particularly North Sea energy) is especially suitable for new courses.

COVID accelerated the scheduled introduction of online learning, something that will be pursued further in the coming period. Not only does online learning make it possible to reach a much larger audience, but it is also easier to replicate (increasing turnover) and is a more accessible way to try out new ideas and subjects. Signs from the market indicate that, in addition to online learning, there is still considerable need for longer, more comprehensive programmes that are attended in social groups on site.

The experience, inspiring locations, contact with lecturers and between participants is fundamental to this kind of executive programme. If it's simply a matter of gaining knowledge, online is the more likely choice. Online courses save time and money by reducing the need to travel, therefore courses will become hybrid: partly physical, partly online. This will be accounted for, in the coming period, by providing shorter master classes and in-companies online. The more elaborate programmes that last several days will primarily be offered physically to provide the social experience and networking options. The knowledge and experience gained can be used to host the portfolio online when there is an upsurge of COVID.

Business Model

The Business School was founded, and is supported, by the founding partners. However, the changing market is putting pressure on the current partner model, with some partners dropping out or having to, or wanting to, reduce their contribution. Consequently it necessary to compensate for declining partner contributions, as well as make more of an impact on the energy transition in terms of content. In view of these circumstances, the Business School's future-proofing must be assured by means of a revised business model. This is based on the pillars;

- A wider range of commercial courses, in-company and educational events;
- A larger and more diverse partner base;
- Finding, and participating in, subsidy projects and knowledge dissemination projects

In the coming period, a process will be launched to reduce financial dependence on a limited number of partners by tapping into multiple, alternative sources of income, as well as reducing costs. This focuses partly on content (more on energy transition) and partly on organisation and strategy. The main priorities for the next four years are:

- Harmonised recognition as New Energy Coalition's Business School;
- Developing and optimising the portfolio towards the energy transition
- Higher margins through lower costs (shrewd purchasing and efficiency)
- Attracting new and different partners from new sectors
- Increasing the focus on recruiting and providing in-company courses
- Increasing commitment to new forms of learning such as online and blended
- Increasing the share in subsidy and knowledge dissemination projects
- Developing and offering a flagship Executive Masters in Energy Transition

The entire package contributes to futureproofing and increasing the overall impact on the national and international energy market. To achieve this, capacity is being freed up and project teams are being set up with a focus and targets on one of the three above pillars of the new business model and the underlying tasks.

Use of reserves
The Business School has strategic reserves, which were built up in the previous period. These reserves serve to expand and broaden the range of courses offered, in order to strengthen the future market position. Agreements have also been made with the Business School's founding partners, largely concerning investment in setting up courses on various growth topics, as well as the development of new teaching methods. This will prepare the Business School for the future (both in terms of content and the business model) and increase its overall impact on the energy market. Project teams were created for the reserve projects, taking on responsibility for implementation, which started in 2020. The focus of this is on expanding the portfolio in the fields of: 1) System Integration, 2) North Sea Energy, 3) Green Gas, 4) Hydrogen, 5) Executive Masters, 6) Human Resources, 7) New learning methods such as online/blended learning and serious gaming.

Executive Masters in Energy Transition
The Business School of the University of Groningen (UGBS/UG) and New Energy Coalition's Business School jointly developed a two-year Masters in Energy Transition. The course starts in 2021 and is a blend of online and offline education. This Masters is the flagship course for energy transition at executive level. Due to the high quality, visibility and intensity of this programme, it will attract a different target group, particularly larger organisations and companies at executive/high potential level. It widens contacts to new sectors and companies, which in turn is reflected in the regular in-company and open market courses. The aim is to operate the Masters in a way that, at least, covers the costs.

Deployment on projects
To a greater extent, energy analysts and event managers from the Business School will also be deployed on subsidy projects, which will increase integration, knowledge levels and ensure that they are aware of the latest trends. Furthermore, working on projects is useful for keeping their own knowledge relevant, being able to share and gain experience with other target groups, and being able to charge for their time.

4.3 Tasks 2021 - 2024

Programme management
Each programme has been appointed a co-ordinator to monitor mutual cohesion and interaction as well as interaction with other areas. They are the first point of contact and responsible for day-to-day management and supervision, leading the implementation of current projects and activities and the development and acquisition of new activities and projects within the strategy plan in the right direction.

This also involves setting up and organising a Programme Board for each programme line, as a sounding board and to broaden the coalition. In view of the diversity of the various target groups, it was decided to start with two separate programme boards. Various networking events and knowledge sessions will also be organised annually to give the Human Capital programme a further boost, inform more parties about it and stimulate interest. This will be done in close co-ordination with the substantive programme lines. The aim is also to organise an annual national/international symposium (500+ participants) on Human Capital, as a benchmark for developments in this field.

The Education & Employability Programme Board must offer a place to regional education partners (MBO/HBO/WO), and also to representatives of employers and employers' associations, social partners and policy makers. A position for students (representatives) and young professionals is also valuable. To strengthen the connection at national level, Topsector Energy's Human Capital Agenda has already indicated its willingness to take a seat on the board.
The present International Supervisory Board for Executive Education (ISB) will function as the Programme Board for the Business School. Depending on further development, it will be determined whether further expansion is possible and, in the long term, there could be a merger with the Education and Employability Programme Board. The Business School is active internationally as well as nationally, so the Programme Board must be a unifying factor in this.

Project Implementation
Implementation of the Gas 2.0 MBO project, the learning activities and the recruitment campaign will continue in the coming period. Furthermore, the NPG proposal aims to broaden the tasks, including those relating to the labour market. Implementation is contingent on the final decision. What further expansion is desirable and possible will be determined in consultation with the Programme Board, based on additional financing or other earning models.

In the coming period, the Business School will continue to implement and expand its existing energy/energy transition portfolio in line with the above focus. Special attention will also be paid to interaction with projects such as HyDelta and HEAVENN, as well as other projects in which knowledge dissemination can be facilitated.

4.4 Objectives for 2021 - 2024

The commitment to Human Capital will be expanded steadily in the coming period. This will include various educational and labour market activities that will contribute to the national/international energy transition, such as a wide range of courses, training programmes and other programmes, and an increase in the influx of talent, from starters to professionals. The objective is to use and disseminate the most relevant energy transition knowledge to contribute to optimising the balance between supply and demand in the labour market at national and international level. This has been translated into a number of sub-goals and results for the coming period.

1. Co-operation in the education chain

By 2025, the entire education chain, from primary/secondary to executive, will be working together with one continuous curriculum for all talents at every level under one label.

	Objective	Key results
2021	Launch of Energy Education Coherence programme	• establishment of 2 Programme Boards, together with > 8 unique partners • multi-annual programme with a continuous curriculum throughout the educational chain • > 2 events/courses where all levels of education converge • > 60 educational activities with > 8,500 participants • > 100 learning certificates and > 1,000 executive certificates • launch of Executive MBA in energy transition • brand merger explored with stakeholders • creation of joint marketing campaign for Human Capital • first version of "talent focus monitor" live • labour market balancing programme explored
2022	Co-operation and integration of post-initial education offerings	• 2 Programme Boards, together with > 12 unique partners • > 2 events/courses, with > 20% more participants • programme line with post-initial education offerings from Gas 2.0 • second year of Executive MBA in energy transition • set up/launch learning ecosystem where all levels converge • > 65 educational activities with > 9,000 participants • > 120 learning certificates and > 1,125 executive certificates • brands merging into 1 recognisable Human Capital programme • "talent focus monitor" live, > 10% growth in learners vs. 2019 • launch of labour market balancing programme
2024	Co-operation and expansion of post-initial education and labour market activities	• 2 Programme Boards, together with > 14 unique partners • > 2 events/courses, with > 20% more participants • programme line launched with post-initial education offerings from Gas 2.0 • third year of Executive MBA in energy transition • > 70 educational activities with > 9,500 participants • > 135 learning certificates and > 1,175 executive certificates • Human Capital operating as 1 recognisable entity • "talent focus monitor" live, > 15% growth in learners vs. 2019 • roll-out of labour market balancing programme
2025	Continuous curriculum in the education chain for all learners at every level	• 2 Programme Boards, together with > 16 unique partners • > 2 events/courses, with > 20% more participants • programme line with post-initial education offerings from Gas 2.0 • fourth year of Executive MBA in energy transition • Masters is self-sufficient and internationally recognised as world class • > 75 educational activities with > 10,000 participants • > 145 learning certificates and > 1,200 executive certificates • "talent focus monitor" > 20% growth in learners vs. 2019 • functional labour market balancing programme

2. Future-proof and relevant Business School and Education and Employability under 1 label

By 2025, there will be a balanced and self-supporting online/offline range of energy transition courses for a broad national and international market and extensive partner base, under a single label.

	Objective	Key results
2021	Broadening energy transition and online courses	• > 1 new Business School partner for > €25,000 • > 5% Business School course margin and 20% cost savings (vs. 2019) • > 60% of Business School turnover from energy transition courses • evaluation and reassessment of Business School reserve projects • commitment to additional external funding for Education and Employability
2022	Further consolidation of energy transition topics and online portfolio	• > 2 additional Business School partners contributing > €50,000 • > 8% Business School course margin and 22.5% cost savings (vs. 2019) • > 70% of Business School turnover from energy transition courses • > 20% portfolio online with > 2 online learning path courses designed • reporting/possible modification of Business School reserve projects • > 30% additional/external funding for Education and Employability
2023	Further consolidation of energy transition topics and online portfolio, merger of human capital labels	• > 3 additional Business School partners contributing > €75,000 • > 10% Business School course margin and 25% cost savings (vs. 2019) • > 80% of Business School turnover from energy transition courses • > 25% of Business School portfolio online • reporting/possible modification of Business School reserve projects • > 60% additional/external funding for Education and Employability
2024	Portfolio almost entirely focused on energy transition, one education label	• > 4 additional Business School partners contributing > €100,000 • > 12% Business School course margin and 27.5% cost savings (vs. 2019) • > 90% of Business School turnover from energy transition courses • > 30% of Business School portfolio online • final report on reserve projects • 100% additional/external funding for Education and Employability

5 COMMUNICATIONS

The basic principle for the coming years is to maintain this course. A vast amount has been achieved, but this will be continued through more focus, partners and visibility. This relates partly to projects and activities, and also to the amount of, and method of, communication. The way in which, and the frequency with which, New Energy Coalition communicates its ideas, programmes, projects and products has great impact on a successful expansion. Communications will therefore focus on two aspects: brand positioning and content.

5.1 Strategy

The objective is to promote the brand and enhance its profile. It is essential that the most important target groups know that New Energy Coalition exists, what it stands for, what it does, who it comprises and what it can do for them. Furthermore, communication is essential to the success of content-related priorities. Success in both areas is closely linked, the stronger and more visible the brand, the more successful the programmes. The more attention generated for the programmes and projects, the stronger the brand becomes. Communications focus on the content and the information about it that is to be disseminated. This uses various means, channels and senders. Components for the key message are:

- We are engaged in sustainable energy systems;
- We are experts, innovators and actively share our knowledge;
- We connect people, ideas and interests of entrepreneurs, research, education and government;
- We fulfil an exemplary role at both national and European level;
- The Northern Netherlands is the perfect testing ground for the energy transition;
- We ensure the economic strengthening of the Northern Netherlands.

Target groups

People in the coalition: who already know New Energy Coalition and are involved with it. These are partners and administrators or employees of parties we work with, or course participants and students following a programme. The most important objective is to bind this group and promote ambassadorship in their own environments. This is achieved through a recognisable programme, with Programme Boards, partner events, meet and greets, workshops, newsletters, etc. This calendar provides a point of reference and ensures that the target group knows what to expect in advance. This group must identify with the goals and ambitions. The impact of communications will be monitored continuously, not only by collecting feedback on events, but also through annual evaluations and by asking the coalition. The Programme Boards are also important for keeping a finger on the pulse. In addition to the partners, a large number of interested parties are also members of the New Energy Community. This is a varied group of (SME) organisations that join for a relatively small fee. It is important that this group continues to benefit from added value and continues to grow by offering a clear package of services and access to our events and information.

People Around the coalition: a larger and more diverse group that comes into contact with people in the coalition. The objective is to grow the coalition. This does not just mean more parties becoming partners, but also more students, students, SMEs and individuals who will conform to the goals in one way or another. The greatest chance of success lies with the groups that belong to, or are close to, people within the coalition, such as:

- Employees of existing business partners;
- Companies (SMEs and larger) within the energy and/or sustainability sector;
- Officials from municipalities and provinces;
- General public with an interest in energy transition;
- Employees of research and educational institutions (in the field of sustainability);
- Students in the field of sustainability or with an interest in energy transition.

The objective is to inspire this group to join the coalition, either formally or informally. The key is that communications are more publicly oriented, to people in a specific field or area of interest. This group is best reached through public debate and dissemination of (project) knowledge and expertise in the media or at public meetings organised by others or by us. The success of communications to this target group can be gauged against greater general awareness, but above all from the growth of the coalition and greater success of events and training courses.

Figure 5.1.1 Growing the coalition

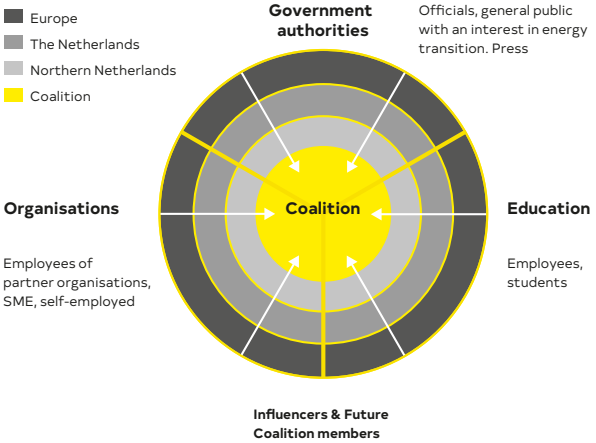
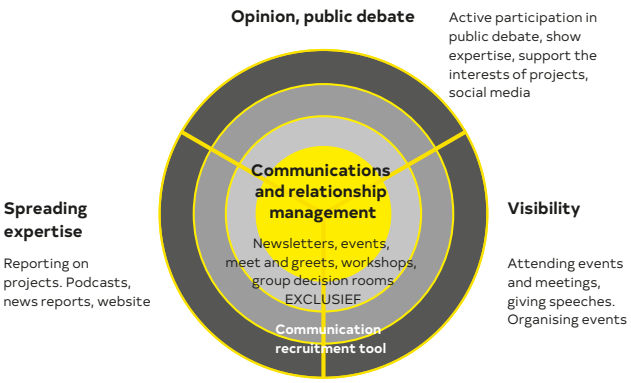


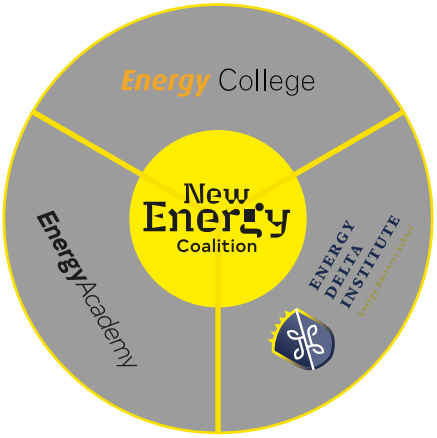
Figure 5.1.2 Communication



Brand policy

In order to strengthen New Energy Coalition, as much relevant communication must also be clearly linked to the brand as possible. Several brands are still currently used in communications, including Energy Academy, Energy College and Energy Delta Institute. In the long term, this will be an obstacle to strengthening the brand and its position. After all, these activities are not currently recognised as part of the Energy Academy, so it is important to allow these labels to grow towards the parent brand as much as possible. The brand will be strongest if all activities, both from Research and Innovation and Human Capital, are linked to New Energy Coalition. Some labels have several organisations behind them. They must be convinced that they too have a vested interest in a strong brand that mutually reinforces the various components. If necessary, a phased approach can be adopted: the first step is for the labels to commit themselves verbally to New Energy Coalition. An example of this could be: EDI, a New Energy Coalition Business School.

Figure 5.1.3 Reducing labels



Communication by partners

New Energy Coalition's communications and messages are closely associated with the energy transition. Messages that complement each other can support each other. The initiative will be taken to strengthen the ties with the partners' communications managers, by means of regular and structural co-ordination in a coalition communications meeting. The brand can be strengthened further if participating partners also use their own communications (where they overlap) to promote the fact that they are part of the coalition. This will also increase familiarity and credibility among the partners. Ultimately, large and small partners must see their participation as a desirable endorsement. If you take energy transition seriously and want to contribute, you belong in the coalition.

This strengthened connection between partners and the coalition also ensures that New Energy Coalition can be more autonomous in its daily communications, set agendas and facilitate opinion forming and debate. This closer connection creates the mutual trust needed to operate independently in line with the shared objective.

Internal communication: we promote the brand!

Unambiguous promotion of the brand can only be successful if the organisation supports it, and also understands what it stands for and where it is heading. All employees must convey the same message, so part of the strategy is to explain the core message and values properly within the organisation, and provide employees with the right visuals and words so that they can convey our message to their external contacts. In this way the coalition's own knowledge experts can step forward as ambassadors to reinforce the message and positioning externally.

Communication from within projects

New Energy Coalition plays a role in many projects. The brand, and the message, can be strengthened when the connection is clearer in the project communication. The first step is to strengthen the brand as described above. The second step could be to align the visual communication on projects more closely, which would ensure that it is not just one of the organisation's brands, but also a symbol of the collective spirit (coalition) behind the energy transition. Given the diversity of participants, interests and roles within such projects, this may not always be feasible.

Summary

- The New Energy Coalition brand will continue to be strengthened and promoted in the coming years;
- All activities will be united under a common name and identity;
- Communication with partners/potential partners and members will be intensified and recognisably programmed to increase the mutual bond and size of the coalition and community;
- Partners are involved in strengthening New Energy Coalition in their own communications;
- Communications to the "people behind the coalition" aim to spread expertise and opinion in order to enlarge the coalition and community;
- Internal branding is essential to success.

5.2 Tasks 2021 - 2024

Strengthening the coalition

In the coming implementation period, structured work will be carried out to strengthen the coalition members' commitment to each other and to New Energy Coalition. This will be achieved using various resources, which will be brought together in a recognisable and balanced programme and set out in a communications calendar. This will undoubtedly include the following elements:

- **Newsletter:** to all coalition members with news about the organisation and the projects we are involved in. The newsletter is produced at least four times a year, or more often if required due to developments in content;

- **Partner Events:** aimed at mutual relationships and knowledge exchange. At least twice a year, a major event is organised to which all coalition members are invited. One event is about green molecules and the other concerns system integration. In addition, at least once a year, an event will be organised with greater emphasis on tapping into available expertise to solve a widespread problem in a short space of time (pressure cooker). Programme Board meetings are eminently suitable for this purpose;

- **Online Events:** the COVID crisis has made it clear that online events are here to stay and are expected to remain an essential part of communication. It is especially important to constantly look for innovative and high-quality formats and events, not only for corporate events, but also for all online communications organised in the context of Human Capital (training) and in relation to programme lines and projects. Our innovation-driven approach must also be reflected in the way we communicate with our target groups;

- **Programme Boards:** In the Programme Boards, the main partners meet about a specific part of the New Energy Coalition. They are important forums for continuous monitoring of the organisation's course and the projects and programmes, and for making use of the partners' knowledge and networks. Meetings of the boards will be included in the organisation-wide communications calendar.

Members of the New Energy Community will always be invited to almost all events (apart from the Programme Boards), as well, in order to contribute to the content of the package.

Enlarging the coalition

To enlarge the coalition, communications are aimed at a much wider target group than coalition members. This includes people and organisations from businesses, education, research and government authorities who are not yet full members of the coalition. These are people who are involved in the subject matter, but do not formally belong to the coalition. They are interested in the energy transition, keep an eye on the interests of the region and want to contribute or play a role in some way. With regard to this group, the key is to raise awareness of specific programmes and the coalition itself. The coalition is a collaboration of many parties with the objective of bringing about energy transition with maximum impact in the region. Several means of communication will be used to increase visibility in the coming years, the most important being:

- Social Media: to actively put our expertise, objectives and efforts into the spotlight. The number of social media labels is being reduced and the channels (Twitter, LinkedIn, Facebook, Instagram, Youtube) are used for specific target groups. The emphasis will be on our own content, spokesmanship on the part of our own knowledge experts and more images, films and Podcasts to reinforce the message. Moreover, a specific style will be developed to share information in a compelling way that is still recognisable. For this purpose, co-operation will be sought from students on graphic design and/or sound, video and animation courses at Hanze University of Applied Sciences and/or the University of Groningen;

- Free publicity/Press/Media: to reach a broad audience and inform them about projects and New Energy Coalition itself. The press policy is a valuable instrument here, because sponsored publicity, promo campaigns, etc. are not an option. This requires systematic relationship management with the press. Free publicity is used strategically (public debate, opinion forming and explanatory) to strengthen the activities, acquisitions, branding and positioning. The objective of the press policy is to increase brand awareness, familiarity and profiling, by expanding and strengthening relationships with journalists. Due to the breadth of knowledge on the subjects, an opinion forming position can be achieved by means of informative, signalling and opinion-forming reports (essays, interviews, podcasts/blogs, etc.). This will also bring the coalition's own knowledge experts closer to the forefront in order to strengthen its positioning. Quality is more important than quantity. The press will then build up an image of a serious coalition that takes care of business and makes the difference. The development of its own high-profile events (platforms/forums) can generate publicity and support profiling;

- Events (online and offline): to make contact with the broader target group. These highly accessible events are designed to appeal to a broad public (with an interest in the energy transition). Sometimes there is more emphasis on mutual contact and getting to know each other (e.g. a New Year's reception), whereas other times the emphasis will be on content. Therefore, a regular discussion forum will be organised for a wide audience on subjects relating to the energy transition and the region (working title: New Energy Forum). Where possible, we will seek to link up with existing events such as BarnTalks at EnTranCe. The objective is to offer at least 200 interested parties an exciting programme that is both fun and interesting. Events for the broader target group will also be determined in the programme/calendar described above.

Social media, press and events are discussed separately above. However, it is important to realise that, in practice, a great deal of cross-fertilisation takes place between these components. By organising events, content is created that can help spread the message further.

General public

A clear choice has been made in the communication strategy to focus on people/organisations who/that are already connected to the subject and to New Energy Coalition. This also means that we have explicitly chosen not to focus on the general public. The target groups are already broad and diverse, so the message must always be communicated in a comprehensible manner. If the additional effect is that large population groups see and understand the name and message, it is a good thing. But it is not the primary objective.

Boosting the brand image

Earlier, it was described that it is important to strengthen the brand further and concentrate different labels towards the New Energy Coalition parent brand. The consequence of this is the integration of the various expressions of these labels. There will be a corporate identity change to identify the labels and the labels' websites will be integrated. The costs and FTE input for this will be at their highest in 2021 and will subsequently decrease. This will be done in phases, with the aim of:

- Synchronisation of NEC, Energy Academy and Energy College: 2021
- Synchronisation of EDI: 2022
- Synchronisation of as many other labels as possible: 2023

Communication about labels

Communication makes a significant contribution to the success of research and educational activities. This will be continued in the coming years. Co-operation between communication and content must therefore be strengthened in order to provide the best possible services. The basic principle is that communication is the driver behind the communications and their components, which is to ensure uniformity and alignment with the strategic communication objectives at all times.

Project-specific communications

A communication and dissemination task is also performed in various projects. The effort involved is usually budgeted and financed externally, and is also specific to those projects. In terms of content, the target and approach of these communications always depend on the specific project needs. For this reason it is difficult to predict the degree of effort in the long term. After all, it depends on the specific projects at that time. The specific assignment of one of the communications specialists to a project therefore depends on the specific project and the availability of the employees.

Communication strategy

It is important to stay on top of the strategy and the communication resulting from it. This requires constant attention from a senior expert. Communication is the tool used by the Board of Management and the programme co-ordinators to ensure that the right things are done, and also that communicative opportunities or risks are continually identified. Capacity will therefore be reserved to fulfil these roles for both programmes.

5.3 Objectives for 2021 - 2024

The goal for the coming years is to promote New Energy Coalition as a brand and as an organisation. It is essential that the most important target groups know that New Energy Coalition exists, what it stands for, what it does, who it comprises and what it can do for them. Through events and (media) attention, we aim to strengthen and enlarge the coalition. These two goals can be subdivided into a number of results. These are listed below.

1. Strengthening the coalition

By 2025, the existing partners feel closely connected to the coalition, its shared message and goals, and see added value in participating.

	Objective	Key results
2021	Recognisable structure and activities that strengthen the coalition	• recognisable communications programme/calendar • structure established with Programme Boards • partner communication consultation set up • > 4 newsletters and > 180 social media posts • > 4 regional events + > 1 national/international event, total > 500 participants
2022	Strong relationship with ambassadorial partners	• recognisable communications programme/calendar • structural alignment via Partner Boards • partners support New Energy Coalition in their own communications • > 6 newsletters and > 365 social media posts • > 4 regional events + > 2 national/international events, total > 750 participants
2023	consolidate and strengthen coalition and ambassadorship	• recognisable communications programme/calendar • structural alignment via Partner Boards • communication partners and NEC are mutually supportive • > 6 newsletters and > 365 social media posts • > 4 regional events + > 2 national/international events, total > 1000 participants
2024	Embedding the added value of the coalition	• recognisable communications programme/calendar • structural alignment via Partner Boards • communication partners and NEC are mutually supportive • > 6 newsletters and > 365 social media posts • > 4 regional events + > 2 national/international events, total > 1000 participants

2. Enlarging the coalition

By 2025, New Energy Coalition will be widely known within the target groups and joining the coalition will be seen as obvious and desirable.

	Objective	Key results
2021	Raising awareness of the Coalition and its goals among a broad audience	• > 24 (unique) Programme Board Partners • value package/New Energy Community campaign created and rolled out • social media strategy created and rolled out • > 5,000 followers on social media channels • 4 network events for a broad target group, total > 250 participants • 12 publications in (national) media
2022	Raising awareness of New Energy Coalition and its objectives	• > 32 (unique) Programme Board Partners • > 110 members in New Energy Community • > 10,000 followers on social media channels • > 4 network events for a broad target group, total > 375 participants • > 14 publications in (national) media
2023	Raising awareness of New Energy Coalition and its objectives	• > 36 (unique) Programme Board Partners • > 140 members in New Energy Community • > 15,000 followers on social media channels • > 4 network events for a broad target group, total > 500 participants • > 16 of its own press releases in (national) media
2024	Raising awareness of New Energy Coalition and its objectives	• > 40 (unique) Programme Board Partners • > 180 members in New Energy Community • > 20,000 followers on social media channels • > 4 network events for a broad target group, total > 625 participants • > 18 of its own press releases in (national) media

6

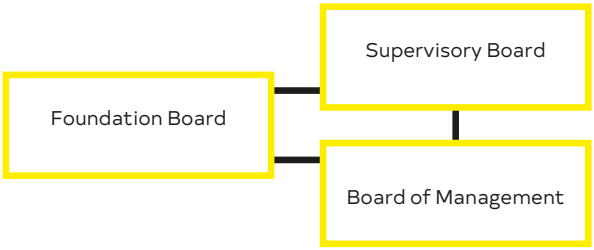
ORGANISATION

The organisation continued to be established and developed during the previous implementation period. The legal merger at the end of 2019, dissolved the underlying foundations and the entity was merged into the New Energy Coalition foundation. The Business School activities were transferred to EDI BV, with the New Energy Coalition foundation as the sole shareholder. Furthermore, operational agreements were made with regard to (internal) processes, tasks and responsibilities. A number of points will change and be fine-tuned during the new implementation period, which is explained in greater detail below.

Governance

Governance is laid down in the foundation's constitution and associated regulations. This comprises three elements: the Supervisory Board, the Foundation Board and the Board of Management *(see figure 6.1)*.

Figure 6.1 Governance-model



Supervisory Board

The foundation's Supervisory Board comprises 5 people, whose task is to supervise the Board of Management's policy and the general affairs of the foundation. Strategic plans and annual plans, among other things, are submitted for approval for this purpose, as well as the annual figures and accounts. Members of the Supervisory Board are appointed by the Foundation Board. The Supervisory Board can make binding nominations for this, which must satisfy a set profile. Hanze University of Applied Sciences and the University of Groningen may both recommend one person, who may be nominated on the Supervisory Board's approval.

Foundation Board

It is the task of the Foundation Board to appoint the Supervisory Board and give the Board of Management solicited and unsolicited advice on strategy, policy and finances. Strategic plans and annual plans, among other things, are submitted for approval. Members of the Foundation Board are representatives of the strategic partners who, with approval from the Supervisory Board, have concluded an agreement with the foundation. These are public and private organisations that attach their names to the foundation and make an important contribution, financially [16] and otherwise, towards achieving the objectives.

16 The regulations set out a minimum financial contribution of €350,000, of which at least €100,000 is a general contribution.

Board of Management

The foundation has a Board of Management comprising two members, which handles day-to-day management on the basis of a collegial board. The Board of Management is appointed by the Supervisory Board. The Chief Executive Officer is the first point of contact for governance and responsible for the management and implementation of activities in the field of Human Capital, Communications and HRM. The Chief Operating Officer is responsible for the management and implementation of activities in the fields of Research and Innovation, Finance and Operations.

Advisory Boards

In addition to statutory governance, the foundation also has a number of Advisory Boards, which are tasked with informing and involving the many stakeholders. The (larger) partners are united in the Strategic Coalition Council, which meets periodically to discuss progress and current developments. In the new implementation period this will cease to exist and will merge into the Programme Boards of each programme line in order to increase substantive involvement and broaden the partner base. The International Advisory Board will continue to function as a sounding board for assessing the international position, course and choices. Consultations will be organised annually for this purpose, preferably in combination with other activities in order to make optimal use of this edifying network.

The Programme Boards have no legal authority, but function as important "eyes and ears" in the field of work and co-operation partners on the programme lines. As a sounding board, they are directly informed, consulted and involved in current developments. The existing International Supervisory Board for Executive Education will function as the Programme Board for the Business School. In addition, the current members of the Strategic Coalition Council will be consulted to determine which Programme Boards they wish to serve on.

The Programme Boards must accommodate complementary and high-quality partners, with sufficient added value for the programmes. In order to offer a uniform model, the starting point for participation on a Programme Board is a general contribution of at least €25,000 per year, preferably with additional (project) agreements. Larger partners may participate on several boards simultaneously. The general partner contribution is spent on organising the Programme Boards and the actions arising from them. Additional agreements must be made on supplementary project tasks. Furthermore, parties may be asked to participate without making a financial contribution in order to safeguard broad social involvement and range of vision. This could include less well-off parties such as start-ups, SMEs, students and NGOs.

The Programme Boards are an important strategic sounding board, which are also used to further intensify and synchronise the content-related involvement and co-ordination with EnTranCe. By mutual agreement, the relevant development and programming of EnTranCe will be included fully and submitted to the Programme Boards. The objective is to efficiently inform and involve the common partners and to further promote complementarity.

Internal working structure

A number of changes will be made to the internal structure at operational level. A co-ordinator will be appointed for each programme line and for Communications and Finance in order to achieve more direct management and a good division of tasks. This is not a separate function, but a role that fulfils some of the duties of existing functions. However, specific time will be reserved for programme management and guidance, and attention will be paid to the necessary skill set. Employees will be divided into teams, with a co-ordinator as the point of contact. This will be done on a project basis, with task/work agreements and individual responsibility, so that employees can be involved in several programmes.

The co-ordinators, together with the Board of Management, form the co-ordination team to safeguard progress and coherence. They are responsible for planning and the budget, as well as acquisition and development for each section, in co-ordination with the rest of the team. Further responsibilities include day-to-day management and monitoring of the implementation tasks per section, and they function as an internal and external contact point for the promotion of the vision and policy. The programme co-ordinators are also responsible for co-ordinating content with the programme boards. This is under the final responsibility of the Board of Management, in accordance with the mutual division of tasks *(see figure 6.2)*.

Figure 6.2 Operational working structure

Chief Executive Officer			**Chief Operating Officer**		
	Human Capital		Research & Innovation		
Communications	**Education and Employability**	**Business School**	**System Integration**	**Green Molecules**	**Finance**
Co-ordinator	Co-ordinator	Co-ordinator	Co-ordinator	Co-ordinator	Co-ordinator
	Programme Board	Programme Board	Programme Board	Programme Board	Programme Board

Internal organisation

The previous period saw necessary internal rearrangements and staff changes. The objective for the coming period is to stabilise the internal organisation so that it can work on tasks from a position of calm and a sound structure. Furthermore, it is important that the organisation actively engages in sustainability. Elements of this are detailed below.

Personnel policy

Initially, the HRM policy was aimed primarily at harmonising the terms and conditions of employment, and formulating a job matrix, salary scales and assessment system. A uniform administration system was also set up and introduced for logging time and costs at cost centre level. The terms and conditions of employment and internal processes have been laid down in our own personnel guide and AO/IC procedure. This forms the basis.

In the coming period, more attention will be paid to the sustainable employability of employees. The starting point is to grow further as a mature organisation with self-managing professionals and clear task/working agreements. The aim is to deploy employees on a project basis and in a multifunctional way as much as possible (on several programme lines) in order to promote cross-fertilisation and to offer a varied and attractive working environment. The personnel policy is aimed at a good composition and a mix of senior and junior/mid-level employees who will combine a good balance of new and existing knowledge within the organisation. This is in addition to a good mix of organisational and co-ordinator talents, and also content experts and analysts who conduct their own studies.

The organisation actively seeks to offer internships within its organisation. On the one hand, this is to give talented young people the opportunity to work on the energy transition and gain experience of the field. On the other hand, the organisation benefits temporarily from the additional strength of trainees actively participating in the various projects that are being carried out. At the same time this is a good way to bring in new knowledge and, if possible and desirable, to strengthen the team more permanently if they are a good match. With a view to ensuring good supervision and coaching, the aim is that interns make up approximately 10% of the workforce each year.

The rapidly changing energy market, our stakeholders, new organisational structure and diverse backgrounds require more uniformity in the way we work, strengthening of skills in various areas and clarity in personal development opportunities. Training courses and coaching are already provided on an individual basis. In addition, the first collective in-company training course in project management was recently organised. In order to structure this, additional policy will be developed to offer employees opportunities to maintain and expand the required skill sets. Consequently, an employee satisfaction survey (MTO) was conducted in September 2020

in co-operation with the management and the Staff Council. This is the benchmark for the new HRM policy, with the intention of repeating it periodically to measure progress. Based partly on this, the following matters will be organised in the coming implementation period:

- **Expansion of project management tools:** the range of automation tools and formats will be widened in order to carry out the growing number of project tasks in a more uniform and structured way. This will run parallel with the transition to a new working environment based on MS Teams, to better facilitate online working and team working;

- **In-depth project management training:** as a follow-up to the basic course, a continuous tailor-made programme will be set up to expand and optimise the skill sets of the project leaders of various, larger (EU) projects;

- **Mentoring structure:** assigned mentors will provide coaching and support on day-to-day activities to facilitate the transfer existing knowledge and experience from more senior employees to more junior/medium-level employees;

- **Management and leadership skills:** a separate (in-company) training course will be offered to provide co-ordinators with sufficient tools for their management roles;

- **Presentation/Media training:** to strengthen the positioning and to make knowledge experts more visible to the outside world;

- **Onboarding procedure:** a fixed onboarding procedure will be set up to quickly and efficiently familiarise new employees with the work and work processes.

Sustainability

Sustainability is obviously an important objective for New Energy Coalition, so this also applies to our own operations. We are already housed in the most sustainable academic building in the Netherlands. A group of employees took the initiative to create a sustainability team, to further promote the theme of sustainability within our organisation. Based on the credo "practise what you preach", this will be supported by a more structured approach and given more attention in the coming implementation period. To this end, a specific internship assignment was set up in the second half of 2020 to determine our current footprint and how we can further optimise it and make it measurable/visible. The objective is to make sustainability an obvious part of our organisation and keep it continuously on the agenda. This is done by informing, inspiring and encouraging employees to live and work more sustainably, and by explaining why this is important.

In anticipation of the results of the internship assignment, several definite actions have already been identified, which will be further elaborated and carried out during the coming implementation period:

- Boosting awareness by frequently informing employees (via dashboard)
- Reducing business travel and commuting by facilitating working from home (even after COVID) by switching to MS Teams as the new working environment, for example.
- Evaluating current allowance structure for business travel and commuting in order to discourage travel by car and promote public transport;
- Exploring whether company bicycles can be provided to encourage commuting by bicycle (with a new fiscal framework);
- Discouraging printing by improving online working and document sharing facilities (via MS Teams) and adding a standard sustainability signature to e-mails (do not print, unless necessary);
- When hiring external service providers we will work with local and sustainable suppliers wherever possible and our catering service will serve as little meat as possible;
- The broader procurement policy (for speakers or business gifts) will focus on local and sustainable options as much as possible.

APPENDIX 1

Figure A.1 New Energy Coalition Strategic Plan KPI monitor 2021 - 2024

KPI	Research & Innovation	2024 Target
	25% 50% 75%	
N°. of consultancy projects		100
N°. of new consultancy projects		54
Turnover from subsidy projects		€170 M
Coalition partners project share		€30 M
N°. of SME in projects		40

KPI	Human Capital	2024 Target
	25% 50% 75%	
N°. of learning activities/ course		170
N°. of participants in educational activities		37.000
N°.of learning certificates		500
N°. of executive certificates		4500
Turnover on Human Capital deployment		€9 M

KPI	Network	2024 Target
	25% 50% 75%	
N°. of Programme Board partners		40
N°. of New Energy Community members		180
N°. of event participants		5.000
N°. of social media followers		20.000
N°. of communications in the media		60