



AGENDA SUPPLEMENT

Decision Session - Executive Member for Culture, Leisure & Tourism

To: Councillor Ayre

Date: Friday, 25 January 2019

Time: 4.30 pm

Venue: The Thornton Room - Ground Floor, West Offices (G039)

The Agenda for the above meeting was published on 17 January 2019. The attached background documents are now available to view in relation to the following agenda item:

**4. Cultural Commissions: Allocating Leeds (Pages 1 - 28)
City Region Business Rate Pool Funding to
York Cultural Projects**

This report provides an update on two recent successful funding bids to the Leeds City Region Business Rates Pool to create two related programmes of cultural activity that will engage residents in a new shared vision for the city and contribute to the development of the Castle Gateway regeneration project by facilitating the use of Castle Car park as an events space.

This agenda supplement was published on 22 January 2019.

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Section A: Applicant Details & summary of funding requested

Applicant applying for the funds:	City of York Council
Name of Project:	York's City Brand and Inclusive Growth
Location of Project (including postcode):	York-wide
Lead organisation:	City of York Council
LA Leader sponsoring your application:	Cllr Andrew Waller/Cllr Ian Gillies
If not a LA/CA - type of organisation:	

Lead contact:	Claire Foale
Position:	Head of Communications
Phone number (landline):	01904 552057
Phone number (mobile):	07760 375559
Email address:	claire.foale@york.gov.uk
Postal address:	West Offices, Station Rise, York YO1 6GA

Is any information in this form is considered exempt from release under Section 41 of the Freedom of Information Act 2000	Yes	
	No	No

What is the Total Cost of your project?	
How much funding from the BRP are you requesting?	
% BRP funding requested of total project cost?	

Section B: Project Details

Theme Programme Area your project is applying under	Annex 1, Annex 3, Annex 4
<p>Please set out a description of your project, explaining clearly how, with regard to strategic fit, how your project meets the Theme Area of the BRP Prospectus (Annex 1 – 4).</p> <p>Where it will help to describe the project you should submit relevant maps, plans or drawings. (This section should be no more than 4 pages)</p>	
Project Description:	
<p>Growing the York economy in an inclusive way is crucial if Leeds City Region is to achieve its economic ambitions. For our city, this means making the most of our assets – our internationally important heritage, our strengths as a Science City, our creative industries and cultural offer, our digital infrastructure, our retail and visitor economy – while seeking to increase productivity in low-pay industries to increase average wages. This project seeks to bring all of those elements together through building a new city brand which represents what York truly is and can be, rather than simply what we have been.</p> <p>York lacks a coherent marketing strategy to integrate, exploit and market its many key assets. There is not a single compelling shared narrative about its long term economic future which it systematically presents to the different audiences nationally and globally. Leaders in all sectors need a clear shared narrative and a more assertive strategy for cultivating the interest and support of the potential investors from outside Leeds city region. We will work collaboratively with our city – businesses, communities, anchor institutions – to develop a city brand which provides this compelling shared narrative.</p> <p>Increasing productivity is widely agreed to be the fundamental approach to raising pay levels. To increase profitability we must first increase productivity in our key low-pay sectors to address average pay by attracting talent and higher net worth visitors. With a large number of firms in York with relatively low productivity and profitability, we are an ideal test bed to explore whether taking a measured process led approach to inward investment will close the “long tail” productivity gap. This will both support LCR as a whole, and also provide evidence that can be used to support other cities across the region whose economy is unbalanced and more weighted to low value sectors.</p> <p>Working with key local partners including Make It York, York BID, York Retail Forum, and Higher York, we will build on current work by the Joseph Rowntree Foundation exploring how productivity in these low value sectors might be raised to develop a programme to address the problem in York and expand access to a wider range of more profitable low value sectors, driving inclusive growth, with more productive firms driving a better living standard.</p>	
Strategic Fit:	

Our project combines elements of Annexes 1, 3 and 4.

From Annex 1 we will be:

- developing high-level strategic marketing and brand promotion in order to build upon the current levels of awareness to support the visitor and broader economy
- building on our competitive advantage to reflect our assets
- driving community engagement, particularly with “left-behind” groups
- developing high-tech and novel marketing collateral including immersive tech experiences of future York

From Annex 3 we will be:

- detailing what York has to offer investors and promoting our strengths as part of LCR
- supporting business growth in key sectors

From Annex 4 we will be:

- targeting low-paid sectors in our economy to drive up wages, working in partnership with a wide range of bodies and organisations

Problem and / or Opportunity: Please describe the problem and/or opportunity this project is intended to address.

Raising wages in York is challenging. Our retail and hospitality sectors are large employers, vital to the city’s international reputation, but rely on low paid customer services staff. Our health, care, and education sectors are also large and contain many low paid roles. We cannot simply replace these jobs with higher paid roles in other sectors – instead we must seek to drive up productivity and profitability before working with employers to raise wages.

York lacks a coherent marketing strategy to integrate, exploit and market its many key assets. There is not a single compelling shared narrative about its long term economic future which it systematically presents to the different audiences nationally and globally. Leaders in all sectors need a clear shared narrative and a more assertive strategy for cultivating the interest and support of the potential investors from outside Leeds city region.

The opportunity

Place based branding has been proven to work on a city scale. Mexico City, Glasgow, Liverpool, Hamburg and Toronto <https://placebrandobserver.com/destination-marketing-city-branding-example-hamburg/> have all rebalanced their economy and the perception of their city as one to do business with (as a visitor, student, prospective employee, or industry leader) by strengthening or evolving their place-based brand. Often, the previous perception of these cities was as a “destination” rather than business hub, with parallels to the problems York also faces. The work in York to rebalance the economy by evolving a place-based brand and narrative will provide rich and valuable insight, as well as transferable skills and opportunities to help LCR/Yorkshire do the same.

Key Activities to be Funded:

Define our market offer

We will commission a study into the future of low value sectors in York, exploring the likely medium and long term impacts on the city centre and out of town retail parks and whether this might be influenced to provide more high value employment for the City. This research will help define our potential target audience and also shape a separate programme of work to drive up productivity and wages in retail and the visitor economy.

Change perception

To change how these sectors think and feel about York, we will develop a place-based brand and narrative that recognises York as an innovative, forward-looking, exciting place to do business. Our ambition is to build advocacy from the start and we will work with business sectors, communities, residents and partners to deliver the largest engagement process we've undertaken, aiming to articulate "future York".

Market the opportunity

We will develop a marketing strategy to use this brand and narrative to target regional, national and international sectors identified above. With supporting collateral such as an immersive digital model, showcasing York creative industry talent, to experience "future York", a high quality prospectus, social media content, and a marketing plan, we will consistently, authentically and clearly describe how, rather than being constrained by our past, we are using it to forge our future.

Leave no one behind

We will increase engagement with those in the lowest socio-economic demographic, local residents, young people and disadvantaged groups (our future skilled workforce) by actively targeting engagement activity to shape the brand. This demographic is the least likely to take part in these engagement activities. We will use the opportunity to also start a conversation about future skills required to meet inward investment demands.

Co-create and share best practice

Working in partnership with business, partners and residents, we will deliver an approach to demonstrate how tourist-centric cities across the region can use their space to attract the greatest investment. By taking measured process approach, we will provide valuable insights to support LCR deliver broader place-based branding. To share this we will develop a good practice guide for other cities to address low pay in low-value sectors whilst also attracting new high-value sectors

Demonstrate our new brand through a one-off cultural festival

Building on the York Mediale, we will use the festival's infrastructure to deliver a programme of events in summer 2019. These will exemplify the new brand, using unexpected places – parts of the York Central site which have been unseen for many years, empty shops and offices, public open space beyond the city centre, green space on housing estates – as the

setting for performances and installations which will engage citizens, visitors and the media to communicate what York might be.

Cost breakdown

Staff costs	
Study to define market opportunities	
Engagement process to develop place-based brand, brand toolkit	
Activity to target lowest socio-economic group in place-based brand and economic opportunities	
Marketing strategy and collateral, including immersive technology experience, social media content and a high quality prospectus	
Good practice guide and events to share knowledge	
“Unexpected York” cultural festival	

Please indicate whether any other options have been considered in order to deliver the solution.

Consultation and workshops with different partner groups including destination marketing, local business, professional sectors, partner groups, universities, to establish need and requirements has identified this approach as the most effective way forwards.

Analysis of key audience groups identified that resident advocacy is our single biggest risk and opportunity – that they must feel that the story of York is their story to ensure it continues momentum – without this funding, there is a risk we would alienate hard-to-reach, lower socioeconomic groups who are harder to engage with, but whose support is vital

Section C: Project Outputs and Outcomes

What are the Project Outputs?

Your outputs must relate to those set out in the relevant Theme Annex you are applying under (Annex 1 – 4). You must explain the rationale for the numbers provided

Theme Area (Annex 1 -4) ADD EXTRA LINES AS REQUIRED	Type of output	Number to be delivered
1: Culture, sport and major events	Impact on UK/international profile	unspecified
	Hosting of new events	At least 5 events as part of our Future York festival in summer 2019
3: Business support and inward investment	Number of businesses receiving IDB (mostly information)	500 businesses in the retail and visitor economy sectors

Please explain how you arrived at the outputs and quantification of these outputs ;

This process is a marketing strategy to rebalance the economy in York. The methodology used is based on GCS Communications and Marketing evaluation framework <https://gcs.civilservice.gov.uk/guidance/evaluation/tools-and-resources/> .

No numbers have been attributed because we do not yet have a baseline.

There are approximately 1,000 retail enterprise units in York, and a further 900 in the visitor economy. We aim to reach 25% of those through an information campaign, seeking to engage them in activity to increase productivity and in the city brand work.

What are the Project Outcomes?

Annex 1:

- Increase the international profile of York and the Leeds City Region
- Increase productivity and contribute towards the reduction of the proportion of jobs that pay less than the Real Living Wage
- Provide an exceptional quality of life for all residents, particularly the most disadvantaged so communities feel a sense of belonging and identity and are happy with the area where they live and work (impacts on physical and mental health and wellbeing)

Annex 3:

- Increase in SME productivity, investment, turnover and jobs created
- Increase in value of jobs created as measured through improvements in hourly / average wages and uptake of higher levels of skills

- Increase in business inward investment
- Contribute towards the reduction of the proportion of jobs that pay less than the Real Living Wage

Annex 4:

- Reduce the proportion of jobs that pay less than the Real Living Wage
- Reduce the number of people in in-work poverty

Overall

LCR partners will have a blueprint (together with pitfalls) to deliver this process-orientated approach to inward investment

<https://www.local.gov.uk/our-support/guidance-and-resources/comms-hub-communications-support/place-branding/place-branding>

- Create jobs and opportunities for our residents
- Support the growth of our business base
- Support local services through increased business rates
- Support the visitor economy and a vibrant local cultural offer
- Change the reputation of an area
- Make our places better, which is at the heart of everything we do

Section D: Project Funding

	Year 1	Year 2	Year 3	Total	Current status
Time Period	Apr 18 – Mar 19	Apr 19- Mar 20			
BRP Grant requested					
Applicants' own funds (specify here)					
Other public sector (specify here) e.g. ESF, Local Authority reserve					
Other private sector (specify here)					
Total Costs					

Grant or Loan? (If applying for a loan please complete below):	Grant
When will the loan repayments start?	(month / year)
When will the final loan payment be made?	(month / year)

Please indicate and name the source of all other funding within the project e.g. own company funds, bank loan, other funding streams etc.	
e.g. Bank Loan	(£1.50m)

What are the implications if the project does not secure BRP funding?
<p>The city brand element of the project will not go ahead in it's entirety. At a much reduced scale, it will not involve hard-to-reach, not create any marketing content or assets and instead rely on smaller networks and a core narrative. The outputs and outcomes will not be realised.</p> <p>The retail/hospitality inclusive growth element will be at much smaller scale, focussing on policy and strategy rather than delivery and engagement. The impact on low pay will be smaller and much slower.</p>

What are the implications if the project can only secure BRP funding for **one year**? Is the project still viable on this basis?

This is a one-off investment, not reliant on future funding rounds.

Section E: Project Delivery & Timetable

Project Timetable	
Proposed Start Date	1 October 2018
Proposed delivery End Date	31 March 2019
Proposed Financial Completion Date (only if different to delivery end date)	31 March 2019 (for LCR funding)
Key dates and milestones What are the key milestones for the development and implementation of the project? Examples may include (but not limited to): Commencement and completion of procurement/recruitment, Planning permission approved, Consents in place, the start of delivery, Completion of first/final activities, Project Close etc.	
Milestone	Target Date
Engage partners	September 2018
Procure agencies	November 2018
Research completed	November 2018
Future York festival delivered	June/July 2019
Engagement completed	September 2019
Brand and narrative completed	November 2019
Marketing content completed – including immersive digital experience and social media content	March 2020
Marketing plan confirmed	March 2020
MIPIM 2020	April 2020
Good practice guide / blue print	May 2020

Please describe how the delivery of the project will be managed, including details of any other organisations involved in its delivery, management arrangements, project milestones and any links or interdependencies to other projects.

(This section should be no more than 2 pages)

Delivery partners:	
Role / Organisation	Responsibility in project delivery
Project Manager + support / CYC	Project management

Strategic lead / CYC	Strategic lead/customer
Strategic panel / CYC, Make it York, BID, Retail Forum, Higher York, Universities, Guild of Media Arts, NHS, Education	Strategic steering group
Research panel / CYC, Make It York, York BID, York Retail Forum, Higher York, Joseph Rowntree Foundation	Provide research and insight to inform decision making
Project manager to define delivery model and will follow partner engagement	Roles and responsibilities will include partners

Governance arrangements

Governance arrangements will be defined by the Project manager in consultation with the steering group – this is a city-wide issue and how that interacts with the politics is still to be determined

What are the current known risks on the Project:

A risk register should be submitted as a supporting appendix detailing the main risks for the programme / project, using the Risk Register Template: [Risk Register Template](#)

Are there any potential barriers/constraints to the Project that will impact on delivery:

None identified

Linkages/Interdependencies with other projects:

n/a

Section F: Declaration and Submission

Declaration: Please complete the declaration below to confirm that the information you have provided is to the best of your knowledge, correct at the time of writing.

Name: Claire Foale

Position :	Head of Communications
Organisation:	City of York Council
Signature:	
Date:	

**FOR APPLICANTS WHO ARE NOT A LOCAL AUTHORITY/
COMBINED AUTHORITY - please also complete the table below
before submitting your application**

Main activities of organisation:		
Registered company number (if applicable):		
Private company details (if applicable):	Do you have at least 12 months trading history?	Yes / No
	What is your company's turnover for the last 12 months?	£
	Does your business employ:	
	- Fewer than 50 employees	Yes / No
	- 50 – 249 employees	Yes / No
	- 250 employees or more	Yes / No

Business Rate Pool – Funding Application

Section A: Applicant Details & summary of funding requested


Applicant applying for the funds:	City of York Council and York Museums Trust
Name of Project:	Castle Gateway masterplan and events programme
Location of Project (including postcode):	Work package 2 of the Castle Gateway regeneration masterplan (see attached)
Lead organisation:	City of York Council
LA Leader sponsoring your application:	Cllr Ian Gillies
If not a LA/CA - type of organisation:	

Lead contact:	Andy Kerr
Position:	Commercial Project Manager
Phone number (landline):	01904 554153
Phone number (mobile):	n/a
Email address:	Andy.kerr@york.gov.uk
Postal address:	West Offices, Station Rise, York, YO1 6GA

Is any information in this form is considered exempt from release under Section 41 of the Freedom of Information Act 2000	Yes	
	No	X

What is the Total Cost of your project?	£ 2.36m
How much funding from the BRP are you requesting?	£410k
% BRP funding requested of total project cost?	17.4 %

Section B: Project Details

Theme Programme Area your project is applying under	Theme areas are set out in Annexes 1 – 4. Your project may span one or more of the themes. (Annex 1 Culture, Sport & Major Events, Annex 2 Enabling Housing Growth, Annex 3 Business Support & Inward Investment, Annex 4 Inclusive Growth)
<p>Please set out a description of your project, explaining clearly how, with regard to strategic fit, how your project meets the Theme Area of the BRP Prospectus (Annex 1 – 4).</p> <p>Where it will help to describe the project you should submit relevant maps, plans or drawings. (This section should be no more than 4 pages)</p>	
<p>Project Description:</p>	
<p>York's Castle Gateway (see Castle Gateway webpages)</p> <p>The Castle Gateway is a large area of the city centre that sits on the confluence of the rivers Ouse and Foss and includes Clifford's Tower, York Castle Museum and the Grade 1 listed Castle precinct which are of international heritage significance. However, it is also an area of dereliction and unrealised potential, dominated by cars and surface level car parks and carved in two by the city's inner ring road. The council are the major land owner in the Castle Gateway, and hold the key to unlocking the area through the development of our land assets and using the financial returns to provide the new public realm and infrastructure that will encourage high quality private sector investment and development.</p>  <p>Over the last 20 years there have been numerous abandoned schemes to regenerate this area of the city - proposed developments that failed to respond to the public's ambitions for the area and understand the heritage significance and history of the Castle and Eye of York. By adopting an innovative approach to engagement that has embedded the public and stakeholders at the heart of the process (see My Castle Gateway) we have developed a masterplan that balances their ambitions with modest but significant commercial development that can help fund the delivery of high quality public spaces and new pedestrian and cycle routes.</p> <p>A key element of the masterplan is to transform the Castle and Eye of York area in to new public realm and year round spaces for theatre, markets and cultural events. The proposals are very closely linked to the York Museums Trust's (YMT) ambitious proposals to bid for</p>	

Heritage Lottery Funding (HLF) to redevelop the Castle Museum and strengthen the connection between the Museum and the Castle Gateway area.

This bid is split in to two strands that deliver vital elements of the Castle Gateway project. The first is to support a partnership between the council and YMT to allow development of the detailed design of the masterplan proposals in tandem, and the second is to support the continued hosting of events in the Castle Gateway in 2019, further changing public perception of the space from car park to thriving cultural hub.

Council and YMT partnership

To date we have worked closely with YMT to ensure our plans align. One of the most significant elements of the masterplan is to open up to the public the private museum grounds alongside the river Foss to create a new bridge to Piccadilly and walking and cycling route in to the Castle area. A key element of YMT's ambitions is to create a new entrance to the museum, and they need to do this in the context of their visitor flow and other entrances in order to open up the museum to the river and surrounding public realm appropriately. This would benefit both parties in creating a porous route through the museum, linking the Eye of York with the riverside.

A key challenge to achieving these proposals is that the timescale and process for submission of the HLF Bid is slower than that of the wider Castle Gateway regeneration. The aim is for the council to submit planning applications for the public realm in spring 2019, whereas the bid timetable for the HLF is for submission in December 2019. Although there are ways of progressing on different timelines and safe-guarding land for future Castle Museum expansions, it would be beneficial to work up the proposals up in tandem to ensure that the public realm and Museum plans unite in a way that will benefit the cityscape. If YMT could access some additional funding they would be able to accelerate the preparation of their HLF bid so that the RIBA 2 design process can be brought forward, allowing them to work in partnership with the council to create a joined up scheme that benefits both parties.

The funding required by the museum would be £200k, which would cover curation, research, consultation through My Castle Gateway, and design. This would allow exploratory design work for the new walking and cycle route through the museum grounds and options for a new entrance and public access route through the existing museum building. The funding would enable the council and YMT to work in partnership alongside the wider preparation of planning applications for the Castle Gateway.

An additional £40k is sought for the council's associated design work, to engage artists in preparing a design brief for the area, to involve young people in a community arts project, and allow the preparation of a cultural well-being plan for the Castle Gateway. This funding would supplement the significant capital investment by the council of £2.4m to deliver the next stage of the project.

Hosting events

The second element of this bid is to facilitate the use of Castle Car Park as an events space in 2019. The car park sits at the heart of the Castle Gateway, and the masterplan proposes to transform the area in to public realm and events space once the alternative car parking provision has been completed. As part of this process it is important that we break the public

perception of the area as a car park, and start to promote it as a new place for events in the public consciousness.

This process is already underway, and this summer a section of the car park will be closed off to host the UK's first pop-up Elizabethan theatre, hosting daily West End-quality performances of four Shakespeare plays. The demand for ticket sales has been very strong, and this funding bid would allow us to build on the success of this event by using the Castle Car Park for further events in 2019.

The funding would replace the council's lost revenue from temporary closures of the car park and provide revenue funding for the Mediale team and partners/community organisations to promote and run different events. The funding ask for this element of the bid is £170k, and will also involve the use of nearby Tower Gardens for a Festival of the Rivers.

At this stage the duration, form and type of events have not been defined. However, it is envisaged that the car park would be closed for approximately 4 weeks, either in a continuous block or for short targeted events. The pop-up Shakespeare project has indicated that it may wish to repeat their programme next year – if so we will fit additional programming around their use of the space. By the end of March 2019 a whole programme would be in place and the funding spend committed.

Strategic Fit:

The investment would deliver a joined-up approach to the council-led regeneration of the Castle Gateway and the York Museums Trust's ambitious proposals for the Castle Museum. This would allow us to work collaboratively in creating a new public space which can host high profile cultural events alongside an enhanced major learning and tourist attraction.

We will make best use of our public space and UNESCO City of Media Arts status to deliver a cultural experience that brings to life "future York". By inviting residents and visitors into Castle Gateway, we will build excitement about this new space and its place in York's economy. We will deliver a world-class cultural programme that positively affects our ability to attract and retain skilled and talented people, secure investment and draw visitors in a highly competitive and mobile global marketplace. This investment will provide the scale necessary to change perceptions and galvanize domestic and international sectors.

We will increase cultural engagement with those in the lowest socio-economic demographic, local residents and disadvantaged groups by building on My Castle Gateway process. This demographic is the least likely to take part in cultural activities and because culture improves life chances, we will actively target these groups and draw them into the opportunities.

The funding for YMT would facilitate the redevelopment of the Castle Museum's ambitious proposals to improve the anchor visitor attraction in the Castle Gateway, increasing visitor numbers to the area and associated spend.

The funding will allow the hosting of new events on Castle Car Park, attracting visitors to the city and promoting the area as a cultural destination in advance of the permanent redevelopment in to public realm and event space. This will follow on from the temporary Rose Theatre in the Castle Car Park in summer 2018. We will make best use of this space and UNESCO City of Media Arts status to deliver a cultural experiences that brings to life

York and the Castle Gateway and increase cultural engagement with those in the lowest socio-economic demographic, local residents and disadvantaged groups.

The new riverside walk and potential links through the museum complex would create a new high quality public space where people would want to dwell and enjoy, with opportunities for outdoor seating at restaurants overlooking the historic Clifford's Tower.

The exciting proposals for one of the country's best loved heritage areas will enhance the reputation of the city and the region on a world stage.

The creation of a new public riverside walk in the previously enclosed museum grounds, and a new public space instead of an existing car park, will improve the well-being of the city centre for all its residents

Problem and / or Opportunity: Please describe the problem and/or opportunity this project is intended to address.

The Eye of York – the confluence of the Rivers Foss and Ouse and the Norman Castle Precinct – is at the heart of Yorkshire. While it includes York Castle Museum and Clifford's Tower, both very popular visitor attractions, it also has a low-quality surface car park and, along the Foss, a range of derelict buildings. The Castle Gateway seeks to regenerate the area, extending the Museum and heritage attractions while creating a new public space on the car park site which will enable residents and visitors alike to spend time here. An area where public spaces will sit side by side with our historic and cultural attractions; where we celebrate our rivers and embrace the opportunities of living beside water; where we can walk and cycle from north to south, east to west; where we can eat and drink, relax and attend events; where small independent business can thrive and we can live in the heart of the city; a place we can enjoy and spend time without spending money; an historic part of York, newly discovered.

For the first time in decades a masterplan to regenerate the Castle Gateway has strong public and stakeholder support. The council's Executive have recognised this opportunity and have allocated a budget of £2.4m to proceed with planning applications for the first two work packages to translate the masterplan in to a reality. Work package two of the masterplan would transform the Castle and Eye of York in to a new high quality public space and event area, celebrating the city's cultural and heritage assets and bringing new visitors to the city and the region. Central to these plans are the York Museums Trust's ambitious proposals for the Castle Museum which will form part of a future HLF bid.

The challenge is that the timescales for the two projects do not currently align, meaning that work may need to proceed in isolation. Whilst this is possible and there are precedents for achieving phased masterplans, the links between the two projects are so fundamental that working together in partnership to proceed at the same pace would be hugely beneficial for the successful realisation of the masterplan vision. The opportunity is to build on the excitement generated by the temporary closure of Castle Car Park in summer 2018 for a pop-up Globe Theatre, hosting daily productions of Shakespeare, by establishing a programme of events for 2019. This will continue to promote the concept of this area as a publically accessible events space rather than a car park. It will also drive visitor numbers and improve York's cultural offer.

Key Activities to be Funded:

The BRP funding will be split in to two strands - £240k for the partnership with YMT and £170k for a programme of events on Castle Car Park and the Festival of the Rivers. This will fund the following key activities, which are broken down in detail on the attached spreadsheet:

- York Museums Trust funding to accelerate HLF bid design through design
- City of York Council funding to facilitate Museum interface design work, engage community artists in design work, and preparation of a Cultural Well-Being Plan to support any planning application
- Mediale to deliver a programme of events on Castle Car Park (working through Make It York)

Please see the attached spreadsheet which breaks down the funding ask in detail.

Please indicate whether any other options have been considered in order to deliver the solution.

The council and YMT have already committed a significant level of capital funding to the delivery of both the Castle Gateway masterplan and the Castle Museum HLF bid. In total the funding already allocated to this stage of the masterplan to which this bid relates project is £1.8m. This has been supported further through other external funding sources such as One Public Estate funding and New Homes Bonus.

Section C: Project Outputs and Outcomes

What are the Project Outputs?

Your outputs must relate to those set out in the relevant Theme Annex you are applying under (Annex 1 – 4). You must explain the rationale for the numbers provided

Theme Area (Annex 1 -4) ADD EXTRA LINES AS REQUIRED	Type of output	Number to be delivered
Annex 1 – Culture, Sport & Major Events	Hosting of new and expanding existing local, regional, national and international events	4 weeks of programming – expected to be at least 10 separate events under one programme theme, with 28 days of activities.
	Increased visitor spend in Leeds City Region (from events space – Museum increase not quantified here as it is longer term)	£10m
	Uplift in quality of place offer	Repurposing of the current Castle car park will have a significant short term effect. Longer term impact of Castle Gateway project as a whole is of regional/national significance.
	Impact on UK/International profile of York and wider Leeds City Region	200,000 additional visitors in the short-term, plus anticipated media impact of 4 weeks of events.
	Increased	

Please explain how you arrived at the outputs and quantification of these outputs ;

Jorvik Viking festival – held in February each year – attracts over 50,000 people to 6 days of events. We have assumed that summer programming of events on Castle car park will attract 200,000 visitors over 4 weeks, spending the average day visitor amount of £49.98 per person (from 2015 visitor survey). This is rounded to £10m.

We have not estimated the economic impacts of the Castle Museum elements of this project – impacts would be beyond 2019 and will be highlighted in the Heritage Lottery Fund application.

For reference, Castle Museum attracts 300,000 paying visitors per annum. A 10% uplift in numbers from the increased profile would equate to an additional £1.5m of tourist spend.

This project is primarily concerned with the longer term outcomes from regenerating Castle Gateway, realigning the Castle Museum, and repurposing Castle car park.

What are the Project Outcomes?

- Provide an exceptional quality of life for all residents, particularly the most disadvantaged so communities feel a sense of belonging and identity and are happy with the area where they live and work (impacts on physical and mental health and wellbeing)
- Increase the international profile of the Leeds City Region

Through regenerating Castle Gateway, we will make best use of our public space and UNESCO City of Media Arts status to deliver a cultural experience that brings to life “future York”. By inviting residents and visitors into Castle Gateway, we will build excitement about this new space and its place in York’s economy. We will deliver a world-class cultural programme that positively affects our ability to attract and retain skilled and talented people, secure investment and draw visitors in a highly competitive and mobile global marketplace. This investment will provide the scale necessary to change perceptions and galvanize domestic and international sectors.

We will increase cultural engagement with those in the lowest socio-economic demographic, local residents and disadvantaged groups by building on My Castle Gateway process. This demographic is the least likely to take part in cultural activities and because culture improves life chances, we will actively target these groups and draw them into the opportunities.

The funding for YMT would facilitate the redevelopment of the Castle Museum’s ambitious proposals to improve the anchor visitor attraction in the Castle Gateway, increasing visitor numbers to the area and associated spend.

Section D: Project Funding

	Year 1	Year 2	Year 3	Total	Current status
Time Period	Apr 18 – Mar 19	Apr 19- Mar 20			
BRP Grant requested	£260k	£150k		£410	
Applicants' own funds (specify here)	£1m	£800k		£1.8m	Secured
Other public sector (specify here) e.g. ESF, Local Authority reserve					
York Museums Trust	£150k			£150k	Secured
Total Costs	£1.41m	£950k		£2.36m	

Grant or Loan? (If applying for a loan please complete below):	Grant
When will the loan repayments start?	N/A
When will the final loan payment be made?	N/A

Please indicate and name the source of all other funding within the project e.g. own company funds, bank loan, other funding streams etc.	
e.g. Bank Loan	(£1.50m)
Council capital funding for developing design, public engagement and planning applications in work package 2	£1.2m
YMT Heritage Lottery Fund stage 1 preparation (£600k from CYC, £150k from YMT)	£750k

What are the implications if the project does not secure BRP funding?
<p>If the project does not secure funding the council's masterplan and YMT's HLF proposal will need to proceed on a separate timetable which could result in abortive design and development costs, the two proposals not being fully coherent and in the worst case scenario a disjointed or undeliverable masterplan.</p> <p>Activities on Castle car park will be limited to private sector investments, without the broader social impacts of free/low cost programming.</p>

What are the implications if the project can only secure BRP funding for **one year**? Is the project still viable on this basis?

This is a one-off investment. Longer term uses will be secured through the Castle Gateway project which will still happen, but at a slower pace.

Section E: Project Delivery & Timetable

Project Timetable	
Proposed Start Date	July 2018
Proposed delivery End Date	December 2019
Proposed Financial Completion Date (only if different to delivery end date)	Spend committed by March 2019
Key dates and milestones What are the key milestones for the development and implementation of the project? Examples may include (but not limited to): Commencement and completion of procurement/recruitment, Planning permission approved, Consents in place, the start of delivery, Completion of first/final activities, Project Close etc.	
Milestone	Target Date
Finalise partnership agreement with YMT	Receipt of funding
Work package 2 planning application submission	Spring/summer 2019
Establish programme events of for Castle Car Park	March 2019
Car park events	Summer 2019
Festival of the Rivers	Summer 2019
Submit YMT HLF bid	December 2019

Please describe how the delivery of the project will be managed, including details of any other organisations involved in its delivery, management arrangements, project milestones and any links or interdependencies to other projects.

(This section should be no more than 2 pages)

Delivery partners:	
Role / Organisation	Responsibility in project delivery
City of York Council	Design and submission of work package 2 of the Castle Gateway masterplan
York Museums Trust	Accelerating their HLF bid to bring forward the design element to align with the Castle Gateway masterplan process
Arts Barge	Delivery of the Festival of the Rivers

York Mediale	Identification and delivery of the Castle Car Park events
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Governance arrangements

The Executive sponsor for the Castle Gateway is the Leader of the Council in his remit as Executive Member for Finance and Performance. The Executive have approved a whole series of recommendations over the last three years to advance the project, with delivery of these being the responsibility of the Castle Gateway Working Group. This working group was established in January 2017 and serves as the project board and meets on a monthly basis. It is chaired by the Director for Economy and Place, and the wider interests of the council are represented by the Assistant Directors for Regeneration and Asset Management; Planning and Sustainable Development; and Transport, Highways and the Environment. The group also has Heads of Service for legal, finance and property.

The working group is the key interface point with wider stakeholders, with the project manager and Assistant Director for Regeneration and Asset Management chairing the Castle Gateway Advisory Group (which consists of key stakeholders and principal custodians of the city) and the My Castle Gateway public engagement partnership. The interests of the proposed formal partnership with York Museums Trust will also be represented by the same individuals and outcomes and decisions fed back in to the working group.

The Castle Gateway project manager has defined expenditure levels under the Council's Contract Procedure Rules. Any decisions that are outside the remit of previous recommendations from the Executive are taken to the appropriate decision making route as set out by the council's governance and decision making framework. Dependent on the nature and scope of the issue this may be an officer decision, Executive Member decision, or require a full Executive decision.

The council and YMT will form a partnership to deliver the masterplan design related elements of the project. This partnership will be formalised under a Heads of Terms agreement, and will report in to the council's Castle Gateway Working Group which serves as the project board for the Castle Gateway.

The Festival of the Rivers will be delivered by the Arts Barge with the funding subject to an agreed Heads of Terms with the council.

York Mediale will be responsible for programming and delivery of the Castle Car Park events. The events will need to be agreed by the Castle Gateway Working Group and may require further Member approvals.

What are the current known risks on the Project:

A risk register should be submitted as a supporting appendix detailing the main risks for the programme / project, using the Risk Register Template: [Risk Register Template](#)

Are there any potential barriers/constraints to the Project that will impact on delivery:

All match funding (ie that related to the existing project) is in place and has full sign off. The inclusion of the BRP funding will help to deliver the additionality that is identified in this bid document. There are no other landowners involved beyond the council and YMT who will deliver the bid in partnership. There is not considered to be any foreseeable barriers to delivery at this stage beyond those identified in the risk register.

Linkages/Interdependencies with other projects:

The Castle Gateway masterplan and the delivery of planning applications for work packages 1 and 2 has full Executive approval, and the principle of the YMT's HLF bid also has appropriate approvals in place. These will proceed with or without the funding identified in this bid. However, this funding will allow the two projects to be much more closely aligned to deliver a coherent masterplan.

The proposed events element of the bid can only happen with the funding from the BRP.

Section F: Declaration and Submission

Declaration: Please complete the declaration below to confirm that the information you have provided is to the best of your knowledge, correct at the time of writing.

Name:	Mary Weastell
Position :	Chief Executive
Organisation:	City of York Council
Signature:	
Date:	

**FOR APPLICANTS WHO ARE NOT A LOCAL AUTHORITY/
COMBINED AUTHORITY - please also complete the table below
before submitting your application**

Main activities of organisation:		
Registered company number (if applicable):		
Private company details (if applicable):	Do you have at least 12 months trading history?	Yes / No
	What is your company's turnover for the last 12 months?	£
	Does your business employ:	
	- Fewer than 50 employees	Yes / No
	- 50 – 249 employees	Yes / No
	- 250 employees or more	Yes / No