



ONE PLANET YORK



YORK COMMUNITY
CONSULTING



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Meet the Team



Jessen Shah
(Project Manager)

Final year integrated masters student reading Environment, Economics and Ecology. Aside from studying, I have been gaining experience in a variety of roles including fundraising, environmental auditing, government economic analysis, as well as supporting military operations at home and abroad.



Maya Raza

Second year Psychology undergraduate. I have also been gaining relevant skills and work experience from a variety of roles including marketing, customer service, and charity fundraising. I hope to use this experience to help me pursue a career in consultancy and business analysis.



Freya Wood

Final year Biology student. I am looking to pursue a career in sustainability consultancy, and have gained relevant work experience in this field. I also have experience in fundraising, teaching and environmental auditing. I hope to develop my skills further through this project.



Priya Kotecha

Final year Accounting, Business Finance and Management student. In addition to my studies, I have completed internships across finance, sales, consulting and banking. I hope to utilise and build upon the skills I developed across these experiences to support this project.



Alex Hamilton

Final Year History and French student. I spent the last year working for a technology start-up in France. I started in a customer service role before moving into sales and business development. I am hoping to use this experience to help start a career in consultancy.



Natalya Schröder

Final year Human Geography and Environment student. I have a keen interest in sustainability issues and hope to translate this into a career within sustainability and climate change consulting; building upon my experiences from this project, as well as environmental auditing, and fundraising.

Client

One Planet York (OPY) is a network of organisations guided by ten principles which aims to help York become a truly 'One Planet' city. One Planet York is currently transitioning towards becoming a Community Interest Company (CIC) with the vision of becoming an independent umbrella organisation which supports a city-wide sustainability framework.

Project Goal

The target is to facilitate the client's transition into a CIC by establishing a sustainable and comprehensive funding and marketing strategy. This will allow OPY to continue its growth and influence as an independent CIC while taking on a full time employee.

Key Partners		Key Activities		Value Propositions		Marketing Strategy		Customer Segments	
<ul style="list-style-type: none"> ❖ Pledger organisations within the network ❖ City of York Council ❖ University of York 		<ul style="list-style-type: none"> ❖ Active communication with member organisations ❖ Promote sustainable practice 		<ul style="list-style-type: none"> ❖ Providing links between organisations ❖ Facilitating collaboration ❖ Creating a 'One Planet' city ❖ Practical advice and provision of resources 		<p>Get: Pledger organisations to join the network</p> <p>Keep: Engagement with sustainability initiatives</p> <p>Grow: Participation within the network</p>		<ul style="list-style-type: none"> ❖ Individuals ❖ Community groups ❖ Small businesses ❖ Key anchor pledgers 	
		Key Resources				Channels			
		<ul style="list-style-type: none"> ❖ Funding ❖ Volunteers ❖ Knowledge of sustainable practices 				<ul style="list-style-type: none"> ❖ Meetings & events ❖ OPY online presence ❖ City of York website ❖ Word-of-mouth ❖ Newsletters 			
Costs			Sustainability			Revenues			
<p>Variable: Hosting events</p> <p>Fixed: Website, marketing materials</p>			<ul style="list-style-type: none"> ❖ Ten principles ❖ City-wide sustainability framework ❖ Collaborative approach to tackling issues 			<ul style="list-style-type: none"> ❖ Pledger donations - tiered / subscription-based 			

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Review and develop OPY's funding strategy

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Review and develop OPY's marketing and communications strategy

3

Engage with OPY's network to evaluate value propositions

Action Plan

1. Establish whether OPY satisfy the criteria of certain grants once registered as a CIC
2. Research potential charitable or commercial partnerships for OPY
3. Examine crowd-funding opportunities
4. Examine current commercial pledger categorisation and subscription costs
5. Consider other ways in which non-commercial pledgers could support OPY

1. Propose a new mission statement that clearly conveys OPY's vision
2. Recommend improvements to current online presence through social media and website to spread OPY's message and build their profile
3. Present research for budgeting for social media management tools

1. Conduct research to understand what would motivate OPY's target demographic to interact with the sustainability network
2. Recommend what value propositions OPY can offer to current member organisations to maximise engagement
3. Draw recommendations from other regional sustainability networks' current practices

Section 1 – What funding methods will support the transition?

Section

Justification

Aims

Actions

Exploring potential funding channels

- ❖ Transition from Council funding to CIC requires new funding channels
- ❖ Additional costs associated with appointment of F.T.E will need to be covered

- ❖ Gain clarity on which funding channels have been used in the past and how successful they were
- ❖ Understand the various funding methods available to OPY and establish which would be most appropriate

- ❖ Research whether OPY meet criteria for grants as a community interest company and explore the potential limitations of this
- ❖ Explore potential commercial and charitable partnership options in the York region and their suitability for OPY
- ❖ Research funding strategies that have been adopted for similar regional sustainability networks
- ❖ Research crowdfunding opportunities:
 - Analyse previous crowdfunding campaigns
 - Assess viability given limited resources
 - Brainstorm project ideas for crowdfunding

Assessing the pledger donation scheme

- ❖ A targeted and well-structured pledger donation scheme will allow OPY to maximise revenue from its pledger base

- ❖ Examine current commercial pledger categorisation and subscription costs
- ❖ Consider alternative options whereby non-commercial pledgers might be able to support OPY

- ❖ Examine current pledger donation scheme:
 - Pledger categorisation
 - Subscription costs
- ❖ Research pricing models of similar organisations
- ❖ Gain feedback from current and potential pledgers to drive improvements
- ❖ Understand the viability of a subscription based scheme and whether this would support growth for OPY

Section 2 – How can OPY clearly and effectively convey their mission?

Section	Justification	Aims	Actions
Developing clarity around OPY's core mission	<ul style="list-style-type: none">❖ Transition from the council might create confusion as to the function of OPY❖ Mission statement could more effectively convey sustainability focus	<ul style="list-style-type: none">❖ Develop a clear, concise and focused mission statement that conveys OPY's core mission❖ Identify how OPY should market itself to different types of organisations	<ul style="list-style-type: none">❖ Research the core components of a compelling mission statement<ul style="list-style-type: none">➤ Look at similar organisations and how they market themselves❖ Conduct interviews with organisations in different sectors:<ul style="list-style-type: none">➤ Propose different ways OPY could market themselves to different types of pledgers➤ For current OPY members, gauge current understanding of OPY's core value propositions and activities
Assessing OPY's online presence	<ul style="list-style-type: none">❖ Social media is a valuable tool in promoting OPY's vision	<ul style="list-style-type: none">❖ Develop a cost-effective social media strategy❖ Analyse the website	<ul style="list-style-type: none">❖ Assess OPY's current online presence (social media, websites, features etc)❖ Provide comprehensive analysis of OPY's website❖ Develop a social media content strategy plan for OPY by:<ul style="list-style-type: none">➤ Researching social media campaigns of similar organisations➤ Evaluating various social media tools and their associated costs➤ Researching the most effective channels to promote outreach➤ Researching styles and tones for successful social media posts
Promoting through the network	<ul style="list-style-type: none">❖ Use of the current network could be an efficient way to spread OPY's message in the local community	<ul style="list-style-type: none">❖ Identify ways of incentivising partner organisations to promote OPY online and physically	<ul style="list-style-type: none">❖ Interview pledger organisations regarding their willingness to promote OPY online and through physical marketing techniques❖ Evaluate physical marketing options and their associated costs (e.g. window stickers with the OPY logo)

Section 3 – Why should organisations engage with OPY?

Section	Justification	Aims	Actions
Potential pledger organisations	<ul style="list-style-type: none">❖ To understand what would motivate organisations to join OPY's network❖ These potential organisations are key to the growth of OPY's network	<ul style="list-style-type: none">❖ Understand what would motivate different segments of the target demographic to join the network	<ul style="list-style-type: none">❖ Discern OPY's target demographic and segments within this❖ Identify and reach out to a sample of potential pledger organisations❖ Develop the interviews, while incorporating funding and marketing-related questions as necessary❖ Conduct semi-structured interviews face-to-face or via telephone❖ Collate and analyse data to extract key themes❖ Use data to inform recommendations on funding, marketing, and value propositions❖ Provide a list of potential OPY pledgers
Existing pledger organisations	<ul style="list-style-type: none">❖ To evaluate OPY's value propositions to maximise engagement❖ Maximising engagement between pledger organisations and the network is crucial to achieving collaboration	<ul style="list-style-type: none">❖ Understand how existing or potential value propositions could incentivise pledger organisations to increase their engagement with the network	<ul style="list-style-type: none">❖ Select a sample of current member organisations to contact (varying in size and type)❖ Reach out to the organisations through OPY to secure interviews❖ Conduct semi-structured interviews face-to-face or via telephone❖ Incorporate funding and marketing-based questions as necessary❖ Review questions if necessary based on initial conversations❖ Collate and analyse data for key themes❖ Review OPY's current value propositions based on results

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Key Dates

Week	3	4	5	6	7	8	9	10
Starts On	14/10/19	21/10/19	28/10/19	04/11/19	11/11/19	18/11/19	25/11/19	02/12/19
Start of project								
Statement of Work								
Meet with OPY								
Interview preparation								
Secondary research								
Conduct interviews								
Analysis of results								
Produce recommendations								
Delivery of presentation								

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Key requirements needed for the project to be a success

Access to information

Having access to information about OPY's list of pledgers, key financial documents and past projects in order to inform recommendations.

Collecting quality primary data

Obtain quality data from surveys and focus groups to provide OPY with an accurate representation of the different views held by each pledger category (individual, small business, key anchor pledgers).

Support with internal communications

Having support from the Chair when interviewing OPY pledgers, by communicating YCC's role to them beforehand will increase likelihood of pledgers agreeing to interview.

Consistent communication

Maintaining consistent communication with the Leadership team of OPY will ensure YCC keeps working towards the aims set out with the client in the Terms of Reference.

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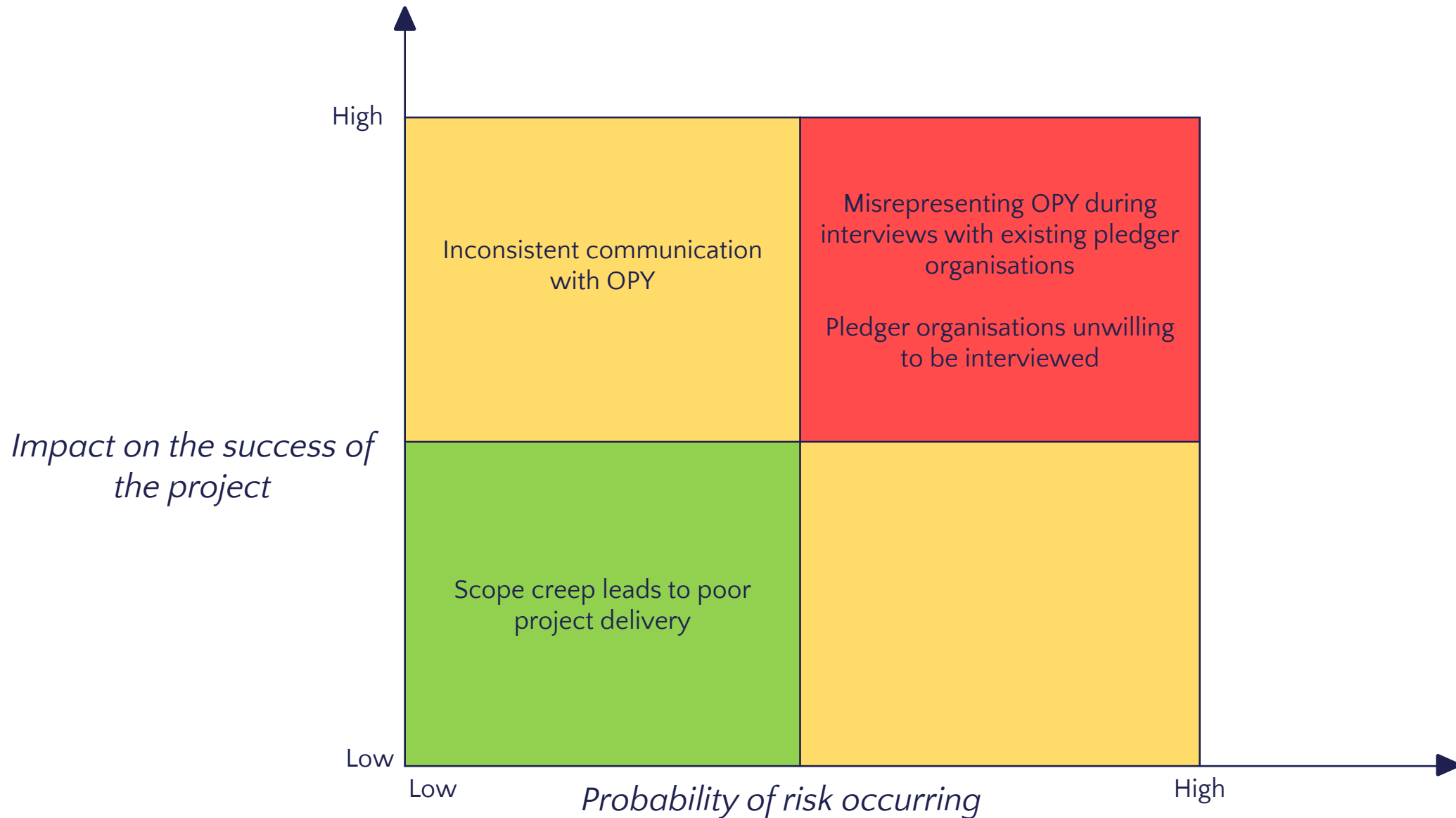
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The risks we have identified...



Risk Mitigation

Risk

Pledger organisations unwilling to be interviewed

Misrepresenting OPY during interviews with existing pledger organisations

Inconsistent communication with OPY

Scope creep leads to poor project delivery

Method

We will request that OPY facilitate communications between YCC and pledger organisations in order to secure interviews.

We will gain approval of our semi-structured interviews with OPY prior to interviewing current pledger organisations. We will also ensure that we clearly state that we do not represent OPY. This could be facilitated by clear communication internally about YCC's role.

We will emphasise the importance of effective communication between YCC and OPY to ensure project success.

We have set a strict clear schedule and clear boundaries for tasks that are out of scope (see next slide).

Out of Scope

Item

Implementing our recommendations

Creating and developing relationships with potential pledger organisations

Justification

We will only provide recommendations for OPY, not enact any of these ourselves. With regards to funding, we will find potential sources, but will not be responsible for securing these funds. Concerning social media, we will provide a strategy, but will not be in charge of running this ourselves.

This is beyond the remit of possibility within the timescale. We will reach out to potential pledger organisations during this process but will not be encouraging them to pledge. However, OPY may choose to develop these relationships beyond the 10 week project.

Thank you for reading