

Delivery & Innovation Fund – Business Case Template

Proposal summary – Access York Phase 2 Outline Business Case Development

Background

Existing congestion in the historic core of the city, on radial routes, and on the ring road causes severe delays, stifles economic activity, generates additional greenhouse gases and creates air quality problems within the city centre. The Access York Project, which aims to create a step change in transport provision in York, comprises two main elements. Phase 1, funded through the DfT's Major Scheme process, increases Park & Ride capacity in the city and is due to be completed in April 2014. Phase 2, currently unfunded, will reduce strategic and cross city traffic levels in the city centre by upgrading the Northern Outer Ring Road and improving public transport provision in the city.

Proposal

This proposal is for funds to enable the preparation of the initial business case for the Access York Phase 2 project. Possible funding streams for the main project through the Leeds City Region or West Yorkshire Transport Fund are only open to projects which have strong business cases. A relatively small contribution from the Delivery & Innovation Fund will allow the background technical justification to be prepared and enable access to the millions of pounds of funding required for eventual delivery. It is anticipated that both in house and external resources combined with close cooperation with key partners will be required over an 18 month period. Key elements of the initial stage of the project will be:

- Transport Modelling using the city's SATURN model supporting the Leeds City Region's Urban Demand Model for spatial planning.
- Feasibility design and cost estimates for possible Outer Ring Road upgrade options building upon the 2008 Outer Ring Road Study.
- Feasibility design and cost estimates for bus priorities and bus/rail interchange options in the city centre and key radial routes.
- Economic evaluation of options and preparation of a business case for the Access York Phase 2 Project.

If the project is included in the regional transport programme further development work will be required to prepare the final business case.

Outcomes/outputs

The project will deliver a robust outline business case for the Access York Phase 2 project which can be used for bids to regional/national funding sources.

Contribution to Council Plan priorities

Create Jobs & Grow the Economy

Congestion in the city is seen as a key constraint on economic activity and potential growth. An efficient transport system will improve access to jobs for the residents of the city and reduce

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| | traffic delays for the businesses. The reduction in traffic in the city centre will improve the environment for visitors and shoppers and improve the economic vitality of the city. |
| Get York Moving | The Access York Project is a key element of the city's Local Transport Plan and will reduce congestion in the city centre and on the main strategic routes |
| Build Strong Communities | Not Applicable |
| Protect Vulnerable People | Improvements to the outer ring road will include pedestrian and cycling links between adjacent communities – e.g. a subway between Earswick and Huntington. Reduction in traffic levels will improve safety for non-motorised road users in the city centre. |
| Protect the Environment | Transfer of trips from private cars to public transport will reduce greenhouse gas emissions and improve air quality. |
| Developing our Core Capabilities | Not Applicable |

Timetable

Early determination of a business case for phase 2 of the Access York Project will enable the scheme to be included within the transport programmes being prepared for the city region/west Yorkshire area. The initial phase will need to be completed before December 2012 to ensure access to these funds is possible. Further work over the 15 months up to April 2014 will consolidate the proposals and ensure that the scheme can take up any quick win funding opportunities which arise.

Preparation of outline business case – June –December 2012

Preparation of more detailed designs and modelling evaluation January 2013 – April 2014.

Returns for the investment will depend on funding availability for the site works but is potentially £multi-millions. The project can be readily split into individual standalone elements which can be delivered independently to suit intermittent funding streams. Owing to the level of disruption during construction an extended programme may be required. Depending on the position in the transport programme and element progressed construction could commence as early as 2014.

Financial Projection

Clarify the level of investment required along with the budget, per year, for the life of the proposal. Additional investment and income forecasts should be detailed.

The bid to the Delivery Innovation Fund is for the preparation of an initial outline business case development for the project over two years

2012/13 Staffing - £35k, Modelling/Evaluation £40k (SDG Modelling), contribution to West Yorkshire Transport Fund development £30k

2013/14 Staffing - £50k, Engineering support £20k

Further funding will be required to develop the project following the successful entry onto the regional transport programme.

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| Investment sought | £175k |
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| Additional investments/income/funding | |
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Budget

Finance - Capital

Finance – Revenue £175k

Total project budget: £175k -- *initial outline business case development*

Other Funding sources

Alternative sources of revenue funding for the initial preparation of the business case are not considered to be available. Revenue grants are ring fenced to existing schemes such as the Local Sustainable Transport Fund and Better Bus Area Fund. Contributions from developments, key stakeholders and other transport capital grants are anticipated for the delivery phase of the project.

Project Team (up to 500 words)

Please provide basic information about partner organisations and key project team members. Indicate whether partners are contributing investment, staffing or other resources to the proposal and how they will benefit from the investment (if at all) relating this back to the anticipated benefits of the proposal

The project team will comprise the Transport Programme Manager (part time) and Assistant Access York Project Manager (full time). The team will be assisted by in-house modelling and engineering capacity where possible. Owing to the need for the business cases to be compatible with other regional bids it is anticipated that close cooperation (and possible funding contributions) will be required with West Yorkshire Metro and their consultants. External contributions from other stakeholders is not anticipated at this initial business case development stage but it is likely that funding support will be available for the main works.

Lead project manager details:

Please provide a named contact person for communication with regards to the proposal.

Name: Tony Clarke

Position: Transport Programme Manager

Phone Number: 1641

Email address: tony.clarke@york.gov.uk

Service Area / Organisation: City and Environmental Services

Postal address: (if not CYC)

Delivery & Innovation Fund – Business Case Template

Proposal summary CYC-SCY innovation partnership

Background

There has been significant value initiated through SCY and CYC working in partnership on the NESTA Creative Council's application. This has already proved to be a very successful partnership culminating in a global award win for the 'GeniUS' project to be piloted overseas and there is also plans to develop and scale the project further both locally in York and potentially nationally across the local government sector.

Proposal

This proposal is to provide an 'Innovation Arm' to the City with a focus on developing the capability and capacity for city-wide innovation activities and putting York on the Map as a global player in the creative and innovation markets.

The proposal is for a programme of work, building on our initial partnership projects to develop a comprehensive package of development and support for innovation in the city. At the end of the programme the council and the city will have developed the skills, capacity, infrastructure and networks required to sustain the activities in this area. We envisage this programme of work to be undertaken over the next 2 years.

Full details are provided in the accompanying document "CYC - SCY Innovation Partnership Proposal: INNOVATION CATALYST PROGRAMME".

Outcomes/outputs

Outline the proposed outcomes and outputs, detailing contribution to CYC priorities.

Key Aims and Objectives:

- Position York as a major global player in the innovation field.
- Embed innovation as a key attribute in the City of York
- Build a strong, globally-connected network of innovators in the city
- Deliver a city-wide programme of 'Radical Open Innovation' to catalyse development and entrepreneurialism.
- Provide comprehensive support activities to drive innovation

Contribution to Council Plan priorities

Create Jobs & Grow the Economy

This will be covered in some part through many of the planned activities, e.g. enabling up to 40 businesses to either develop new areas of their business, or start innovative businesses. This initiative will be further supported by mentoring and advice from SCY.

Actively identify and bid for innovation related grants and awards which will directly benefit the economy of York, build capacity within the city and assist new and existing

organisations.

Through the creation and management of a city 'Innovation Think Tank'; a consortia of the most innovative people in York, it may be possible to comprehensively drive innovation strategy in the city boosting the economy and creating more jobs as a result.

Through continuation of the GeniUS programme, scaling out to other areas, developing other challenges on the platform as well as driving through the pilots from the last 4 challenges, the outcomes should generate new business opportunities.

Get York Moving

Through initialising a project called 'York Nudge Unit' in conjunction with innovative company York Metrics, and working with a team from Whitehall to gain best practice and advice, it will be possible to positively influence driver/commuter behaviour, providing incentives to reduce city congestion and to encourage smarter ways of working.

Also Challenge 4 of the Genius Project addressed this area. 3 pilots are scheduled to take place in the next few months and SCY will continue to drive these through.

Build Strong Communities

This is where the biggest impact can be found.

The community is at the heart of the GeniUS project and through working on the challenges posted, real relationships can be developed with the motivated individuals, businesses and other organisations looking to make a difference in the city. Challenges are well understood at grass-roots level and solutions fit closely with the problems as they are suggested by the people who live with those problems. There is a sense of shared values from an early stage between the communities and the council, with a deeper understanding of the issues, ownership of the solutions by all and an overall shared pride in better informed solutions. Bringing high-tech innovative companies and academic specialisms into the mix also links new technological solutions to the challenges, educating the city to new possibilities and allowing the city to quickly pilot new techniques.

The 'idea providers' benefit in this approach as their ideas are supported, resourced and very quickly implemented with them closely involved in the process. We have specifically focused on making sure ideas are responded to quickly so

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| | <p>that both business and community see their ideas come to fruition effectively.</p> <p>These activities are further enhanced by actively seeking and bidding for additional innovation funding to support the innovation catalyst programme, through additional mentoring, workshops and events to further embed innovation in the community, and to allow the community voice to be heard in the city.</p> |
| <p>Protect Vulnerable People</p> | <p>SCY will continue to drive the Health and Wellbeing agenda through 2 pilots from Challenge 2 of the GeniUS project, through the generation of a new challenge supported by JRF which will address making the city a dementia friendly place to live and work, and also through running an innovation conference which will focus on Health and Wellbeing.</p> |
| <p>Protect the Environment</p> | <p>Environmental impact is a core consideration when providing solutions to city challenges. Existing pilots from GeniUS phase 1 include exploring the impact of kinetic paving stones through installing them at the next Illuminating York festival, a cycle counter to encourage cyclists in the City and the potential in the future for a free shuttle bus if it is deemed feasible. As part of the proposed 'York Nudge Unit' initiative, it may be possible to positively influence more environmentally friendly work and play behaviours.</p> |
| <p>Developing our Core Capabilities</p> | <p>The proposal includes CYC workforce development at many levels. As part of continuation of GeniUS phase 2, it would be possible to integrate CYC staff involvement in the programme with their continuing professional development, through workshops, mentoring and training around innovation techniques and ways of working.</p> <p>Additional training workshops addressing idea generation and development, facilitating mixed groups on projects, and how to de-risk innovation, will be offered to CYC staff.</p> <p>SCY representatives will be available to act as advisors to CYC departments as required, for idea generation, innovation assistance or facilitation.</p> |

Timetable

Outline the proposed project timetable for the investment, including key milestones in the development, implementation and return stages.

The programme would be delivered over 2 years from inception.

Financial Projection

Clarify the level of investment required along with the budget, per year, for the life of the proposal. Additional investment and income forecasts should be detailed.

Investment sought**£165k p.a. x 2 years**

Additional investments/income/funding**Overheads & accommodation etc. for additional staff would be covered by SCY.**

Budget**Finance - Capital****Finance – Revenue**

Total project budget: £330k

Other Funding sources

Outline other funding options explored and whether there is potential for matching DIF funding with other sources

SCY will be seeking additional funding opportunities as part of the programme.

Project Team (up to 500 words)

Please provide basic information about partner organisations and key project team members. Indicate whether partners are contributing investment, staffing or other resources to the proposal and how they will benefit from the investment (if at all) relating this back to the anticipated benefits of the proposal

The programme will be run jointly between CYC and SCY. Innovation staff from SCY will work as part of an extended innovation team with the CYC Performance & Innovation team. Heather Niven (Innovation Manager) will lead from SCY and Ian Graham (Head of Performance & Innovation) will lead from CYC.

Lead project manager details:

Please provide a named contact person for communication with regards to the proposal.

Name: Heather Niven (SCY)

Position: Innovation Manager

Phone Number: 01904 217103

Email address: Heather.Niven@scy.co.uk

Service Area / Organisation: Science City York

Postal address: (if not CYC)

The Ron Cooke Hub, Deramore Lane, York YO10 5GE



Innovation Catalyst Programme: Executive Summary

SCY were invited to work with CYC to develop and pitch a project idea, designed to create transformational change in Local Government, as part of the NESTA Creative Councils programme.

The process of transformational change requires a change in the culture of the organisation to one which is more responsive, **focussing on facilitation rather than service delivery** and rather than seeing employees as **'civil servants'** sees them as **'solution enablers'**. This is a big change and one which may take **years** to achieve, through a combination of dedication and drive, both radical and incremental innovation approaches and an increased focus on organisational development.

As a **first step** towards making this change, the GeniUS York Open Innovation project was born; an online platform to post city-wide challenges with an aim to involve residents, businesses and academics in identifying and co-developing the best solutions possible. The online conversation space was supported by co-development workshops and dedicated support from 'experts' in the challenge areas within CYC. Resulting from phase one of this project, 8 innovative pilots are now being proposed to take the best solutions from the platform forward and to test the feasibility of them before deciding whether to expand on the ideas further.

The GeniUS York project has won York a global award for social innovation since its launch in January this year. Opportunities stemming from this include the chance to work with Cape Town to implement our idea there, to develop relationships between the two cities, and to put this CYC - SCY collaborative project on the global stage.

Other 'wins' from partnership working through the GeniUS initiative include supporting the specialist company, 'Yorkmetrics' in a successful Technology Strategy Board Award to feasibility test their 'Hyper Local Media Tagging' project in the city (the idea was first mooted to us through the GeniUS platform).

We have made initial steps towards scoping a 'York Nudge Unit' and have spoken to The Behavioural Insights Team in Whitehall about working together to develop something here in York.

Our next open innovation challenge is supported by the Joseph Rowntree Foundation, and is receiving national attention already through the National Alzheimers Foundation, National Dementia

Alliance and Cabinet Minister Jeremy Haywood, and addresses 'making the city a more dementia friendly place'.

If only one of these great ideas or 8 pilot studies bears fruit and has an impact on reducing isolation, increasing independent living, providing real time comprehensive intelligence for residents, increasing communications city wide and lessening our environmental impact, then over the long term we will save costs, increase happiness and well being, and provide opportunities. Also hopefully through implementing these ideas and going through this innovation process, CYC employees will learn a new way of working that is more responsive and brave, but with risks minimised.

There is value to be had in SCY continuing to work closely with CYC to build on these successes; to continue to work together to develop York's innovation focus and activities ensuring **this new way of working continues to evolve and become embedded within the culture of the City of York.**

Our proposal is to provide an '**Innovation Arm**' to sit alongside CYC with a focus on driving the Innovation agenda city-wide and developing the culture, capacity and ambition commensurate with putting York on the Map as a global contender for innovation.

To do this we propose the following **key aims**:

- **To Position York as a Major Global Innovation Player, through running an ambitious 'innovation catalyst' programme; to map and grow York's Innovation community, raise York's profile in innovation, raise aspirations and push York into the top 5 most innovative cities in Europe and top ten in the world over the next 2 years.**
- To Embed Innovation as a Key Driver in the City of York.
- To Demonstrate CYC as 'best in class' across the LA network for innovation initiatives e.g. GeniUS! York.
- To Train and support CYC staff in innovation methods and techniques.
- To Build a Strong, Globally Connected Network of Innovators in the City
- To Continue Delivering a Programme of 'Radical Open Innovation' City-wide to Catalyse Innovation Development.
- To provide a Comprehensive range of Support Activities to Drive Innovation.

To achieve these aims, we propose to focus on the following **key deliverables**:

- To develop a broad network of innovation contacts from out-with York to engage with the city.
- To create and manage a 'York Innovation Think Tank' feeding the expertise gained from this to appropriate CYC staff and others in the city.
- To support other innovation events taking place in the city, raising profile, speaking at events, connecting innovators, pushing opportunities.
- To broker introductions between innovative companies and CYC through SCY networks.
- To Produce an events & workshop programme, delivering all of our agreed activities, including linking innovation training to CYC Workforce Development Strategy.
- Develop closer links with other cities internationally through our innovation programme.
- To work with specialists exploring and developing a 'SE index' pilot study, looking at better ways to measure the Social Impact of community innovation activities.
- To act as an Innovation Ambassador for York: attend external events and exhibitions/conferences, promoting York innovation assets.
- Host International Innovation Conference around Health and Wellbeing in Autumn 2013
- To provide a core role in driving York's participation in the Living Labs Global Programme 2012-13
- To pursue our aim to Host LLG Award Ceremony and Summit 2014
- To pursue a number of new opportunities and awards identified at both national and international levels.
- To support up to 20 new innovation initiatives per year through providing assistance with the bidding process through the DIF fund.
- To look at producing a 'Dynamic Innovation Info-graphic' and resource base to share useful info with the general public and businesses looking for the most innovative places to set up their business and the most innovative people to work with.
- To help in the production of city wide innovation strategy by working closely with CYC team.
- To continually increase.
- To deliver an innovation award programme and event encouraging CYC staff to be more innovative.
- To number of members on GeniUS! York Platform and other innovation outlets and continually improve the GeniUS! York platform, extending functionality and scope and developing training materials and toolkit.
- To continue to lead on CYC's award winning GeniUS! York initiative, scaling the project to 5 other cities including South Africa (October 2012-May 2013) as part of LLGA win.
- To produce comprehensive Genius Project training materials and toolkit.



28 May 2012

CYC - SCY Innovation Partnership Proposal INNOVATION CATALYST PROGRAMME

1 Introduction

There has clearly been significant value initiated through the NESTA Creative Council's application, with SCY and CYC working in partnership to make this happen. This has already proved to be a very successful partnership culminating in a global award win for the 'GeniUS' project to be piloted overseas and there are also hopes to develop and scale the project further.

There is considerable value to be had in SCY continuing to work closely with CYC to build on these successes; to work together to develop York's innovation focus and activities ensuring this new way of working continues to evolve and become embedded within the culture of the City of York.

This proposal is to provide an 'Innovation Arm' to the City with a focus on driving the Innovation agenda city-wide and developing the culture, capacity and ambition commensurate with putting York on the Map as a global contender for innovation.

This proposal fits well with the City of York Council and YEP's objectives: "...to make York an international and enterprising city, and in time, the most competitive city of its size, not only in the UK but globally, leading to increased growth in the overall economy and jobs." York Economic strategy 2011-15. Page 6.

Specifically, the proposed programme of work will help attain York's Economic Vision, by developing a competitive business base through a culture of enterprise and entrepreneurialism, it will ensure a more business friendly council, better connect HEFEs to business and public sector, promote innovation and creativity across all sectors and will encourage investment in the development of a world class place.

This proposal will feed directly into delivering York's overall economic ambitions for 2015; to be recognised as an international and enterprising city, ranked within the top 5 of UK city economies and the top 10 European cities of similar size, creating 1000 jobs a year, with 75 businesses starting every year, 70% of these surviving for more than 3 years and with 15% exporting

Our Method Statement

We propose a programme of work to build on our initial partnership projects, to develop a comprehensive innovation offer for the city. We envisage this programme of work to be undertaken over the next 2 years.

Key Aims and Objectives:

- **Positioning York as a Major Global Innovation Player.**
- **Embedding Innovation as a Key Driver in the City of York**
- **Building a Strong, Globally Connected Network of Innovators in the City**



- **Delivering a Programme of 'Radical Open Innovation' City-wide to Catalyse Development.**
- **Comprehensive Provision of Support Activities to Drive Innovation**

Impact and Value to the City:

- **Accelerated Economic Growth through Radical Innovation Programme.**
- **Increase in Entrepreneurialism through Innovation**
- **New Business Opportunities for Innovative Organisations.**
- **Collaboration Opportunities through Global Connections with Other Innovative Businesses.**
- **Increased Knowledge and Understanding of Existing Innovation Activity in York.**
- **Enhanced Reputation for York as Innovation City.**
- **Investment Opportunities for Businesses, Universities and Local Authority.**
- **Funding Opportunities for New Initiatives Focussing on Innovation.**
- **Comprehensive Support and Facilitation Services for Organisations to be More Innovative.**

SCY Service Offer

- **Positioning York as a Major Global Innovation Player.**

To pursue opportunities with '**Living Labs Global**' through providing a 'city challenge' on the Living Labs platform, whereby other innovative companies can propose solutions. We will endeavour to host an awards ceremony and summit with LLG in 2014.

To Pilot the GeniUS! project in Cape Town, resulting from our Living Labs Global award win in 2012 and as part of the Living Labs Global programme.

To orchestrate and deliver an International Innovation Conference in Spring 2013

To Support other innovation activities taking place in the city, including an International Technology Festival, addressing innovative ways to 'Bridge the Technological Divide.'

To broker relationships between York organisations and other innovation company contacts e.g. those made in Rio, through LLGA summit and elsewhere.

- **Embedding Innovation as a Key Driver in the City of York**

To comprehensively map all of the existing innovative businesses, initiatives and activities in York, and provide an accessible source of 'innovation intelligence' to the city. To further enhance this knowledge hub through contributing regular blogs, research, communications and innovation opportunities.



To work with CYC team, assisting with the development and refinement of the city's innovation strategy and vision.

To continue to develop an 'innovation ecosystem' through the 'GeniUS York' platform, linking CYC with Businesses, the Community and Residents in a more meaningful way. To manage and deepen relationships between these groups and CYC, with a focus around 'open innovation'. N.B. All businesses engaged will have access to SCY networks and be referred to SCY for qualification to receive further business support where appropriate.

To build on the strength of the SCY sector networks of SMES, microbusinesses and links with a few larger companies, creating an extended innovation network of creative and knowledge-rich businesses and individuals to further feed into and enhance the 'innovation ecosystem'.

To continue to develop and build on GeniUS York initiative, through improving the current model and scaling the project up, UK- wide and beyond.

To continuously identify and deliver other innovation projects, responding to the needs of the city.

To work with Government advisors on other valuable scaling exercises e.g. Resolve Nation, SE indexing (measuring Social Impact).

- **Building a Strong, Globally Connected Network of Innovators in the City**

Broaden team to create and manage a think tank of 'experts' in the city working together to support city-wide innovation.

Manage an innovation forum to share learning with a broader group to gain advice and promote discussion and focus around specific challenges.

Actively promote York's innovation through networking and PR and at all appropriate external events.

Act as an ambassador for the city to communicate York's innovation aims and achievements and to encourage business back into the city.

- **Delivering a Programme of 'Radical Open Innovation' City-wide to Catalyse Development.**

Building on the success of GeniUS York pilot, develop a programme of 'radical' innovation within York and link it to other 'incremental' innovation activities happening within the city.

Support a number of initiatives such as 'York Nudge Unit' (looking at behavioural insights) feeding directly into CYC as well as other public sector organisations, businesses and the community.

Assist with idea generation and development for innovative projects and initiatives in the city, through workshops, discussions and online crowdsourcing.



- **Comprehensive Provision of Support Activities to Drive Innovation**

We propose to ‘Horizon scan’ for new innovation opportunities, new technologies or initiatives which could benefit York as a whole, and direct intelligence to the appropriate groups.

Identify awards and grants appropriate to organisations in the city– supporting them where necessary to apply

Provide strategic support to the CYC innovation team in developing their ideas. Actively source and facilitate links with external companies and individuals to achieve additional intelligence, expertise and solutions.

Develop training materials and a comprehensive tool kit for GeniUS York. To actively promote this project to the wider public sector to encourage scalability.

Draft Work Plan:

(to be further developed throughout the programme)

| Aim | Activity | Resource/Expertise Required | Measurable Outcomes |
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| <p>(1) Positioning York as a Major Global Innovation Player</p> | <p>Pursuing opportunities with ‘Living Labs Global’ to provide a city challenge for other innovative companies to propose solutions to in 2013</p> | | <p>Part of LLG 2013 Host Award Ceremony and Summit 2014</p> |
| | <p>Aim to host an LLG awards ceremony and summit in 2014.</p> | <p>Project & Events Management Innovation management</p> | <p>Pilot York Initiative in South Africa</p> |
| | <p>Piloting GeniUS! Project in Cape Town</p> | <p>Workshop design & facilitation</p> | <p>Host International Conference 2013</p> |
| | <p>Delivering International Innovation Conference in Spring 2013</p> | <p>Marketing and PR Production of online platform</p> | <p>Support other Innovation Events.</p> |
| | <p>Supporting other innovation initiatives e.g. Technology Festival looking at Innovative ways to ‘Bridge the Technological Divide.’ 2013</p> | <p>Ambassadorial role</p> | <p>Number of Introductions made between innovative</p> |
| | <p>Brokering relationships between York organisations</p> | | |



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| | and innovation company contacts made in Rio, through LLGA summit. | | companies through SCY. |
| (2) Embedding Innovation as a Key Driver in the City of York | <p>Mapping all of the existing innovative businesses, initiatives and activities in York.</p> <p>Assisting with the development and refinement of the city's innovation strategy</p> <p>Develop 'innovation ecosystem' through the 'GeniUS York' platform, linking CYC with Businesses, the Community and Residents in a more meaningful way. Manage the relationships between these groups and CYC with a focus around 'open innovation'.</p> <p>Building on the strength of the SCY sector networks, create an extended innovation network of knowledge-rich businesses and individuals to further feed into and enhance the 'innovation ecosystem'.</p> <p>Continuing to develop and build on GeniUS York initiative. Develop and scale UK wide and beyond</p> <p>Work with Government advisors on other valuable scaling exercises e.g. Resolve Nation, SE indexing (measuring Social Impact).</p> | <p>Research and information gathering.</p> <p>Strategic consultancy</p> <p>Relationship management</p> <p>Communications</p> <p>Project management</p> | <p>Production of Dynamic Innovation Info-graphic and resource base.</p> <p>Production of city wide innovation strategy</p> <p>Growth of Innovation community, numbers of members on GeniUS York Platform and other innovation outlets. Scale GeniUS to 2-3 other areas.</p> <p>Development of SE index pilot study.</p> |
| (3) Building a Strong, Globally Connected Network of | <p>Initiate and manage a think tank of 'experts' in the city working together to support city-wide innovation.</p> <p>Manage an innovation forum</p> | <p>Creation and facilitation of innovation groups.</p> <p>Marketing and PR</p> <p>Ambassadorial role</p> | <p>Creation and management of 'York Innovation Think Tank'</p> |



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| <p>Innovators in the City</p> | <p>to share learning with a broader group to gain advice on specific challenges.</p> <p>Actively promote York's innovation through networking and PR and at all appropriate external events.</p> <p>Act as an ambassador for the city to communicate York's innovation aims and achievements and to encourage business back into the city.</p> | | <p>Develop a broad network of innovation contacts from outwith York to engage with the city.</p> |
| <p>(4) Delivering a Programme of Radical Open Innovation City-wide to Catalyse Development</p> | <p>Building on the success of GeniUS York pilot, develop a programme of 'radical' innovation within York and link it to other 'incremental' innovation activities happening within the city.</p> <p>Support a number of initiatives such as 'York Nudge Unit' feeding directly into CYC as well as other public sector organisations, businesses and the community.</p> <p>Assist with idea generation, support and development for innovative projects and initiatives in the city.</p> | <p>Programme design</p> <p>Project management</p> <p>Workshop delivery</p> | <p>Production of events programme and delivery of agreed activities.</p> |
| <p>(5) Comprehensive Provision of Support Activities to Drive Innovation</p> | <p>'Horizon scan' for new innovation opportunities, new technologies or initiatives which could benefit York as a whole, and direct intelligence to the appropriate groups.</p> <p>Identify awards and grants appropriate to organisations in the city– supporting them where necessary to apply</p> <p>Provide strategic support to the CYC innovation team in</p> | <p>Research and Information gathering.</p> <p>York Innovation Award programme design and delivery.</p> <p>Strategic consultancy</p> <p>Workshop delivery</p> <p>Production of publication and training materials.</p> | <p>Number of new opportunities and awards created through interventions</p> <p>Up to 20 new innovation initiatives supported per year through York</p> |



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| | <p>developing their ideas. Actively source and facilitate links with external companies and individuals to achieve additional intelligence, expertise and solutions.</p> <p>Development of training materials/tool kit for GeniUS York and active promotion of this project to the wider public sector, to encourage scalability of the project.</p> | | <p>Innovation Awards programme.</p> <p>Production of Genius Project training and toolkit materials.</p> |
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