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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