


<b>Project Brief</b>		
<p><i>The Project Brief is the <b>first</b> thing to do. It should be completed before <b>any</b> activity of any sort takes place. This is because the Brief is the document that subject to authorisation triggers the development of the Business Case.</i></p>		
<b>Project Name</b>	<b>Celebrating Selby 950</b>	
<b>Project Reference</b> (if applicable)		
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<b>Date Approved</b>		
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## Background

The Visitor Economy Strategy and Action Plan was agreed by Executive on 1<sup>st</sup> March 2018. This is one of the priority growth sectors for the Economic Development Framework. One of the initial priorities for the plan is to celebrate Selby town's 950<sup>th</sup> Anniversary and the founding of Selby Abbey.

The Selby 950 celebration project (Selby 950), takes advantage of the opportunity offered in 2019 of the 950th anniversary of Selby Abbey's Foundation. 2019 is also a significant year for other key community groups or assets in Selby eg Trans Pennine Trail (35yrs), Selby Civic Society (50 years) ; Selby Town Football Club (100 yrs) and Selby Canal (240yrs) presenting a town wide opportunity offered in these significant dates.

Selby 950 coincides with Selby Abbey Trust's, national funding application to the Heritage Lottery Fund (HLF) for repair and restoration of the Abbey roof and masonry. Selby 950 compliments potential international level events happening in the county, and potentially the District in 2019 eg UCI World Cycling Championships; Tour de Yorkshire alongside events already scheduled by key partners eg Selby Abbey, Selby Town Council. All stakeholders are looking to work together to ensure a coordinated set of events to celebrate the town's heritage.

Selby 950 is an opportunity to begin reflection on Selby District as a vibrant place, showcasing Selby's wider heritage and history, emphasising and celebrating Civic Pride through a programme of new and existing community, arts, cultural and heritage events. This will contribute to the delivery of the Council's Economic Development Framework and Visitor Strategy as well as linking to the potential development of a Heritage Action Zone. In this, we are looking to smaller discrete projects with a view to unlocking significant investment from external funding sources.

## Scope

In Scope:

- Events and activities across the calendar year for 2019 which celebrate the district's heritage;

- Developing funding applications to support activities as well as consider any contributions to longer lasting legacy projects;
- A project team of local stakeholders to scope and agree the delivery plan;
- Co-ordinate the planning of a series of events showcasing Selby as a place to unlock additional future investment into the District;
- Although Selby 950 is not about directly contributing to raising funds for the roof appeal, it will create an opportunity to pilot aspects of the activity plan for the HLF application.

#### Outside Scope:

- Events and activities outside of the stakeholder group's agreed remit.
- Wider elements of the Visitor Economy Strategy and Action Plan. These will be considered as part of the funding already agreed for projects or subject to further business case.

### Project Objectives

- To co-ordinate and progress a 6 month period of culture led events across 2019;
- Develop sustainable branding /products as legacy of Selby950 for future investment in the Selby District brand;
- Provide a platform for future heritage, arts and community investment into the District;
- Investigate the potential of regular bi-annual art / culture events from 2021 and post Abbey repair;
- To showcase Selby's history to local and wider audiences;
- To showcase Selby as a venue to visit to local and wider audiences;
- To instil Civic Pride within Selby District through community engagement throughout the programme of events.

### Benefits

Investment in events and activities should be seen as a pump-prime investment in developing the district as a great place to live, enjoy and create new business.

This project will be pivotal in this as well as unlocking other investment into the town.

The project does not offer a direct and sustained return on investment to the council but it can contribute significantly to a return on investment to the local area through:

- Encouraging increased footfall from both local and external visitors;
- Increased local spend through dwell time in town centre and potential overnight stays;
- Relocation to the area as an attractive, vibrant and connected place to live;
- Increased new business growth in creative and cultural sector;
- Increased business rates through reduction in vacant units;
- Increased external funding investment from regional and national funding bodies.

The Tour de Yorkshire impact and legacy report 2017 identified the wider positive impacts of how cultural activities offer ideas for aspiration and encourage further activity from local groups to continue delivering events. Report can be found at <http://www.selby.gov.uk/tour-de-yorkshire-impact-and-legacy>. Such positive impacts included:

- Events were managed safely and effectively – with good reputation for managing events
- Feedback from communities was very positive about vibrant events
- Events offer aspiration and provide a platform for developing local initiatives and activities
- How a place invests in its community engagement and pride is one of the main attractions for current funders.
- The marketing value of an internationally significant event such as the TdY/UCI coinciding with the Abbey's anniversary is a significant profile opportunity. PR reach for the area can reach global territories with millions of various media outlets.

On a national level, Visit Britain figures currently suggest a District-wide visitor spend of between £20-60 million per annum from 1.5m visitors. It is anticipated that for each £1 of local investment over the first 3 years of the

visitor economy action plan, this should return in the range of £4-12 visitor spend to the area. Evaluation measures will be commissioned through the visitor economy action plan which will support an increase in data accuracy per year of delivering the plan. Evaluation of Selby950 events will be included in this data collection.

The project also offers an opportunity to work with heritage and arts funding partners as well as raise interest from local businesses to invest in the scheme. Understanding how much external funding the project can bring will be calculated at the end of the project. It is worth noting however that the district has not benefited in parity to the rest of the local region, only receiving 0.5% of regional arts and heritage funding in recent years. The project could significantly increase the amount of external funding to the area as part of the 2019 events and for legacy planning.

### **Project Approach / Delivery Options**

- Establish a stakeholder delivery group of a range of council, community group and private sector partners.
- SDC to offer the secretariat/coordinating point for this but will not deliver all elements;
- We will structure the project around the delivery of three key aims to showcase Selby's history, to showcase Selby as a venue and to promote Civic Pride;
- Using the branding of Selby 950 to lever additional future investment into Selby.

### **Project Timescales (Milestones)**

- The Selby 950 project takes place in 4 phases:  
Stage 1 Planning - February to September 2018  
Stage 2 Communication of events programme – September 2018 through to 2019  
Stage 3 Delivery of events programme – approx. April to December 2019  
Stage 4 Evaluation, project closedown and legacy plan – approx. November to March 2019

### **Project Resources (people and money)**

#### Internal

- CPC - Project Officer and External Funding Co-ordinator
- Communication team
- Contracts team (Street Clean)
- Legal (potential partnership)
- Finance (grant applications)

#### External

- Safety Advisory Group (SAG)
- NYCC Highways – event management / lamppost banners
- Key Stakeholders (not exhaustive) – Selby Civic Society, Selby Town Council, Selby Abbey Trust, Drax Group, Selby College
- Potential need for specialist events management commission to coordinate support and delivery on particular events

### **Funding**

#### Internal:

- Programme For Growth funds as follows:
  - £150k to support a bid for Tour De Yorkshire start (to review use if unsuccessful bid)
  - £50k to support potential need for Events Management resource, match fund or direct commission of events

#### External:

Potential match funding from external funding sources eg:

- Arts Council England (ACE)

- Heritage Lottery Funds (HLF)
- Private sector business/industry
- Town Council/Abbey Trust

## Risks / Issues

### Delivery Risks

- Non Fulfilment of events programme
- The project is dependent on successful relationships
- Keeping all communication up to date with plans to ensure a co-ordinated plan
- Delivering on time. Project is time constrained.
- Mitigation through agreed time plan. Identify early quick wins and agreed event in progress. Agree timescales with match funders for funding round applications.

### Financial Risks

- Limited funding opportunities
- Low community uptake/involvement leading to possible financial and reputational losses
- Not all events will provide a return

### Political Risks

- Opposition to major events at safety advisory group (SAG) or from key Community Partners
- The expectation on scope and scale of the project is not met
- Keeping all communication up to date with plans to ensure a co-ordinated plan
- Mitigation relates to regular and positive engagement with local businesses and community groups to establish events in the town.

### Legal Risks

- Events not supported by safety advisory groups
- Mitigation through ensuring robust plans and early sight by the SAG from all delivery groups involved.

## Links and Dependencies

- SDC Corporate plan to make Selby a place to Enjoy Life and to Make a Difference by supporting the delivery of the Economic Development Framework and Visitor Economy Action Plan
- SDC Corporate plan to Make a Difference by empowering people to contribute and get involved through Civic Pride
- Selby Town Centre sites and Heritage Action Zones connections plan map (developed by Economic Development Team), which is reflective of Heritage opportunities available to us with the Abbey at the heart of the community and focus.

### Dependencies of this project include:

- Successful external funding bids eg from Heritage Lottery Fund ; Arts Council
- Positive engagement from internal partners eg SDC Cllrs / other depts.
- Positive engagement from external partners eg Selby Abbey Trustees ; Selby Town Council, local business

## Success Criteria

### The Project

- is delivered on time and within the boundaries of funding
- unlocks legacy package of multiple products / projects to lever in additional investment into Selby District
- establishes high quality Arts / Culture based events / festivals within Selby District
- establishes a regular calendar of cultural events in Selby District
- is used as a platform to establish a cultural arts network / forum in Selby
- is a key delivery project for the Visitor Economy Action Plan
- is a priority sector of Economic Development Framework
- aligned with Corporate Plan Refresh 2018