


Project Brief	
<p><i>The Project Brief is the first thing to do. It should be completed before any 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>	
	
Project Name	Place branding – stage 2
Project Reference (if applicable)	TBC
Senior Responsible Owner (SRO)	Dave Caulfield
Project Manager	Mike James
Document Author (if different from PM)	Mike James
Date Approved	TBC
Approved By	TBC

Background

Through previous PfG investment, the Council funded the development of a range of ‘place branding’ materials to support economic growth. The aim has been to develop a positive narrative about the district as a place for business. The initial project developed a library of material – using existing businesses to tell the story of the area - and then sought to maximise the reach of this library through making best use of partners’ resources, innovative use of ‘free’ online channels and by targeted advertising. This work has been recognised nationally as good practice by the LGA. We can now build on this to further increase the profile and influence of the district.

In summary, this project is designed to use previously successful approaches to place branding to maximise the profile of our major development sites. We’ll do this by creating relevant marketing collateral and working in close partnership with developers, the LEPs and other key stakeholders to support them to use our material in their own targeted influencing and lobbying.

Scope

This project covers the development and use of material linked to the district’s key investment opportunities.

Project Objectives

To use communications and marketing material to help draw-in new investment: for our community this supports jobs, opportunities and good quality new homes; for the Council, this helps to increase the business rates and council tax base and supports other funding streams such as new homes bonus. We’ll do this by delivering a series of communication and marketing campaigns to target our work to the most appropriate audiences for each investment opportunity. Our money will be used to create material that others can use to tell our story – so we maximise the value and reach of our investment. For example, one of the campaigns will focus on how we maximise exposure of the district’s offer at the 2019 international business property investment event, MIPIM, by providing good quality material to be included in the LCR LEP’s marketing material for that event.

This work will include a development prospectus for the district and the campaigns will cover targeted lobbying of key influencers and advocates: again to maximise the reach of our investment. This could be through lobbying for strategic transport investment, for example.

Benefits

Place branding is an extremely difficult activity to measure – with consensus from the LGA that there are no effective individual measures for its impact. This is, however, about using the Council's investment in communications as part of the wider package of ways in which we facilitate new investment.

This project has the potential to support greater integration between the Council and the Y, NY and ER LEP, which will benefit a range of economic development activities beyond communications.

The reaction of businesses to our initial place branding work has been overwhelmingly positive, supporting an effective working relationship between the Council and our business customers. We also know from previous research that residents in the district rate highly the Council's work to support business growth.

Project Approach / Delivery Options

We anticipate we'll be able to use our investment to bring in support from other interested parties, including developers and the LEPs, as we've done with the first stage of the place branding work.

Each campaign will seek to do the following.

1. Create material that can be used by us and others to talk about key development sites and their investment opportunities.
2. Maximise the reach of this material through effective partnership working with key stakeholders such as developers and the LEPs.
3. Deliver a planned approach to targeted influencing and lobbying to ensure that our message is heard in the right places, with the right people, at the right time.

We anticipate the initial campaigns will focus around Gascoigne Interchange, Church Fenton, Olympia Park and our profile at the 2019 MIPIM event.

Project Timescales (Milestones)

We're seeking funding to cover the period from June 2018 for 18 months (to December 2019).

Project Resources (people and money)

A fund of £40k would give us the ability to create a range of high quality material suitable for national and international audiences and to effectively support influencing and lobbying work.

Funding

As we've proved with the initial place branding work, there's a lot of scope to be able to use our investment to draw in resources from elsewhere. We'll be using a similar approach to stage two.

Risks / Issues

Delivery risk

- Public and private partners do not make best use of the material we produce to maximise the reach of the message. In mitigation, an important part of each campaign plan will be to further develop the relationships and links we've created during the first stage of place branding to ensure effective support

Financial risk

- That partners do not support with their own funding or resources in-kind, the outcome of which will be a less effective use of material overall. In mitigation, as above – an important part of the campaign is developing a joint approach with mutual benefit for all partners involved.

Political risk

- The Council is unable to attract the business investment required for the major development sites, bearing in mind this investment in resources. In mitigation, this whole project is based around maximising the opportunity to put our story in front of key investors – not doing so would only reduce our chance of achieving this outcome.

Links and Dependencies

This project directly supports the Council's corporate plan priorities of making the district a great place to do business and a great place to enjoy life. This has the potential to support greater integration between the Council and the York, North Yorkshire and East Riding LEP. It also supports the emerging work around the visitor economy strategy, in terms of creating a consistent and positive story of the district.