



**Notice of a Decision Session - Executive Member for Culture,
Leisure & Tourism**

**To be held in consultation with the Executive Member for
Economic Development & Community Engagement**

- To:** Councillor Ayre (Executive Member for Culture, Leisure
& Tourism)
Councillor Aspden (Executive Member for Economic
Development & Community Engagement)
- Date:** Monday, 23 July 2018
- Time:** 4.30 pm
- Venue:** The Thornton Room - Ground Floor, West Offices
(G039)

AGENDA

Notice to Members – Post Decision Calling In:

Members are reminded that, should they wish to call in any item* on this agenda, notice must be given to Democratic Services by **4:00 pm on Wednesday, 25 July 2018.**

*With the exception of matters that have been subject of a previous call in, require Full Council approval or are urgent which are not subject to the call-in provisions. Any called in items will be considered by the Customer and Corporate Services Scrutiny Management Committee.

Written representations in respect of items on this agenda should be submitted to Democratic Services by **5.00 pm on Thursday, 19 July 2018.**

1. **Declarations of Interest**

At this point in the meeting, the Executive Member is asked to declare:

- any personal interests not included on the Register of Interests;
- any prejudicial interests;
- any disclosable pecuniary interests

which they may have in respect of business on this agenda.

2. **Minutes**

(Pages 1 - 2)

To approve and sign the minutes of the Decision Session held on 19 March 2018.

3. **Public Participation**

At this point in the meeting, members of the public who have registered to speak can do so. The deadline for registering is **5.00pm on Friday, 20 July 2018**. Members of the public can speak on agenda items or matters within the Executive Member's remit. To register to speak please contact the Democracy Officer for the meeting, on the details at the foot of the agenda.

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The Council's protocol on Webcasting, Filming & Recording of Meetings ensures that these practices are carried out in a manner both respectful to the conduct of the meeting and all those present. It can be viewed at https://www.york.gov.uk/downloads/file/11406/protocol_for_webcasting_filming_and_recording_of_council_meetings_20160809

4. The Council's Service Level Agreement with Make it York (Pages 3 - 24)

This report proposes a new Service Level Agreement between City of York Council and Make it York for the period 2018-2021.

5. Urgent Business

Any other business which the Executive Member considers urgent under the Local Government Act 1972.

Democracy Officer:

Fiona Young

Tel: 01904 552030

Email: fiona.young@york.gov.uk

For more information about any of the following please contact the Democracy Officer responsible for servicing this meeting:

- Registering to speak
- Written Representations
- Business of the meeting
- Any special arrangements
- Copies of reports

Contact details are set out above.

This information can be provided in your own language.

我們也用您們的語言提供這個信息 (Cantonese)

এই তথ্য আপনার নিজের ভাষায় দেয়া যেতে পারে। (Bengali)

Ta informacja może być dostarczona w twoim własnym języku. (Polish)

Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)

یہ معلومات آپ کی اپنی زبان (بولی) میں بھی مہیا کی جاسکتی ہیں۔ (Urdu)

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City of York Council

Committee Minutes

Meeting	Decision Session - Executive Member for Culture, Leisure & Tourism
Date	19 March 2018
Present	Councillor Ayre

53. Declarations of Interest

The Executive Member confirmed that he had no personal interests not included on the Register of Interests, nor any prejudicial or disclosable pecuniary interests, to declare in the business on the agenda.

54. Public Participation

It was reported that there had been no registrations to speak at the meeting under the Council's Public Participation Scheme.

55. Minutes

Resolved: That the minutes of the Decision Session held on 18 December 2017 be approved and signed by the Executive Member as a correct record.

56. Service Level Agreements with Cultural Organisations

The Executive Member considered a report which sought approval for funding agreements with the National Centre for Early Music (NCEM), Accessible Arts & Media and Friends of St Nicholas Fields, covering the period 1 April 2018 to 31 March 2021, following expiry of the previous agreement this month.

It was proposed to offer funding as follows:

- Accessible Arts & Media - £8,400 per year
- National Centre for Early Music - £8,146 per year
- Friends of St Nicholas Fields - £23,008 per year

Service level agreements including the conditions of these grants were attached as Annexes 1, 2 and 3 to the report.

Resolved: That the three funding agreements set out in paragraph 3 of the report, and the associated service level agreements set out in Annexes 1, 2 and 3, be approved.

Reason: To increase the wellbeing and quality of life of York residents.

Cllr N Ayre, Executive Member

[The meeting started at 4.33 pm and finished at 4.38 pm].



**Decision Session - Executive Member for
Culture, Leisure & Tourism**

23 July, 2018

**In Consultation with the Executive Member
for Economic Development & Community
Engagement**

Report of the Director of Children, Education &
Communities and the Director of Economy &
Place

The Council's Service Level Agreement with Make it York

Introduction

1. This paper proposes a new Service Level Agreement (SLA) between the council and Make it York (MIY) for the period 2018-21.

Recommendations

2. The Executive Members are asked to approve the SLA which comprises the three documents set out in Annexes A - C.

Reason: To contribute to the stronger promotion of York's profile and cultural offer, articulating York's brand regionally, nationally and internationally and driving the delivery of relevant outcomes within the York Economic Strategy.

Background

3. In March this year the council's Executive agreed to enter into a new contract with MIY for the period 2018-21. The Executive asked that further work be undertaken to develop Schedule 1 of the contract (commonly referred to as the SLA) which contains:
 - Part 1: Objectives
 - Part 2: Service Specific Requirements
 - Part 3: Service Levelsand that these documents be brought back to the Executive Members for Economic Development & Community Engagement and Leisure, Culture and Tourism for approval.

4. The new contract between the council and MIY provides for:
 - A recalibrated relationship between CYC and MIY in the area of economic development to ensure that:
 - The council plays the strategic leadership role that its place-making role demands
 - The respective responsibilities of the council and MIY are well understood by partners in the city and by those interested in investing in the city
 - A strengthening of MIY's primary role as a builder of partnerships and project animator
 - A £100k reduction in the council's financial contribution to MIY from April 2018 (following a reduction of £100k in 17/18) with MIY being asked to identify the potential for further subsidy reduction over the life of the contract
 - A strengthening of MIY's governance arrangements

The SLA

5. The proposed SLA reflects the council's lead role in a new economic and cultural model which will involve the council in:
 - Co-ordinating shared strategic ambition / vision, action and partnerships
 - Addressing areas of market failure
 - Creating a conducive business environment

At the same time it will give MIY complementary delivery capacity to act as a conduit to assist the council in the above roles as well as to facilitate and deliver day to day activity on behalf of the city.

6. The council's internal economic function will be responsible for:
 - Setting the overall strategic direction, working with the Corporate Management Team and the Executive procuring specialist advice as necessary.
 - Leading operational relationships with key delivery partners (e.g. LEPs, BID) using its limited revenue budget to leverage in third party funds.
 - Coordinating economic policy and investment opportunities where they relate to council functions, e.g. supporting Local Plan, Major Projects, economic input into Local Plan; transport; major projects

- Supporting council services' engagement with businesses
 - Assembling business cases for a city investment pipeline of priority projects
 - Identifying required interventions to address the big issues e.g. graduate retention, inclusive growth, sectoral interventions, university led growth, lobbying for investment
7. MIY's role will be to add value to this by animating sector-led activity or bringing together partners to develop proposals and business cases. This approach will make best use of resources, harnessing the significant expertise, ability and willingness of people and organisations in the city to achieve outcomes otherwise not possible. The Ambassadors programme is a good example of this, and it is hoped that more can be done in this way.
8. MIY's staff capacity in the areas of business development, Science City, culture and events will be responsible for:
- Taking the adopted city strategies such as the Economic Strategy and determine with the sectors as appropriate subordinate strategies such as Culture, Creative Industries and Tourism including delivery plans and mechanisms to facilitate the agreed strategic objectives
 - Facilitating cross-organisational activity around agreed strategic priorities
 - Signposting of business enquiries to the Council / city
 - Brokerage and 'making sense' of business support from a range of sources (part funded by Growth Hub)
 - Identifying and agreeing interventions to address agreed strategic objectives e.g. graduate retention, university led growth, lobbying for investment
 - Promoting inward investment into York in accordance with agreed strategic objectives and priorities, generating leads through Ambassadors programme, and targeted intermediaries
 - Web-based promotion of the city in accordance with strategic objectives and the business and inward investment offer
 - Facilitating the strategically important key account relationships across the City, and inward investment leads

Options

9. It is open to the Executive Members to approve the new Schedule 1 or to propose amendments.

Analysis

10. The SLA has been drawn up after extensive discussion between the council and MIY and it is considered that, in its current form, it appropriately reflects the council's requirement to see to see a strong focus on partnership building and tactical interventions. It will see MIY leading in putting together the necessary coalitions to make things happen, co-ordinating partnership activity, and assembling the necessary funding. It recognises that many of the outcomes desired will only be achieved through the efforts and inputs of others beyond the council and Make it York, such as the universities, Chamber of Commerce, business support organisations, LEPs, funders, businesses and cultural organisations. It calls for MIY to spearhead the drive on the strategically agreed priorities, translating them into detailed operational plans and projects.

Monitoring and Review

11. The key elements with respect to monitoring of the SLA are:
 - A strong and proactive client relationship convened by the Assistant Director (Communities & Equalities) but closely involving the Head of Economic Growth through monthly client meetings. MIY will provide a quarterly narrative on their activity against the SLA to support this (in addition to a quarterly report on key account management relationships)
 - A strengthened relationship between MIY and the Executive Members with quarterly meetings as part of the client relationship and a formal annual sign-off of the SLA
 - Annual review of the specification and MIY's performance against it

As well as providing performance information, these arrangements will facilitate a regular flow of information between the council and MIY with regard to activities and business intelligence so that the two parties are able to work closely and effectively together. They will be supplemented by regular engagement between MIY and the council's corporate management team.

12. MIY will propose updates to their business plan in October each year in respect of the following financial year. This will structure a

discussion within the client meetings with regard to update of the SLA for the following year.

13. Existing arrangements will remain and be strengthened whereby:
- The Shareholder Committee exercises a general oversight of MIY's performance and approves the annual business plan. As a sub-committee of the Executive, the Shareholder Committee represents the council's interests as the sole shareholder, scrutinising the affairs and performance of MIY and maintaining an element of control of the business without affecting the operational management.
- Meetings of the Shareholder Committee will normally be held in the spring to approve the business plan and in the autumn to review progress.
- MIY reports to the two relevant scrutiny committees twice each per year on its performance
14. The council will continue to appoint two board members to the MIY board of directors.

Implications

15. **Finance:** The council's funding of MIY over 2018-21 will be £299k per annum, a reduction of £100k compared to 2017/18. The contract will require MIY to identify further scope for reduction in Council subsidy over the life of the contract.
16. **Legal:** The new Schedule 1 will be implemented through a variation to the existing contract.
17. **One Planet Council:** The Better Decision Making tool has identified positive impacts from this proposal. The evaluation phase has identified the potential for further engagement around the diversity and accessibility of the city's tourism offer and cultural product.

Council Plan

18. MIY contributes to the Council Plan priority of "A prosperous city for all".

Risk Management

19. In compliance with the council's risk management strategy the main risks arising from this report have been identified. These risks are mainly ones that could lead to the inability to meet business

objectives (Strategic) and to deliver services (Operational), leading to financial loss (Financial), non-compliance with legislation (Legal & Regulatory), damage to the council's image and reputation and failure to meet stakeholders' expectations (Governance).

20. Measured in terms of impact and likelihood, the risk score has been assessed at 14. This "medium" risk level is acceptable but means that regular active monitoring is required.

Annexes:

- A. Contract Schedule 1, Part 1: Objectives
- B. Contract Schedule 1, Part 2: Service Specific Requirements
- C. Contract Schedule 1, Part 3: Service Levels

Authors:		Chief Officers responsible:			
Charlie Croft Assistant Director (Communities and Equalities)		Jon Stonehouse Director of Children, Education and Communities			
Simon Brereton Head of Economic Growth		Neil Ferris Director of Economy and Place			
		Report Approved	✓	Date	4 July 18
Specialist Implications Officers:					
Wards Affected:				All	✓
For further information please contact the author of the report					

Background documents:

None

Schedule 1**The Specification****Part 1) OBJECTIVES**

- 1 The following are objectives to be achieved by Make It York through the provision of the Services¹:
 - (a) Contribute to the stronger co-ordination and promotion of the city of York's profile and cultural offer taking every opportunity to articulate York's brand position, regionally, nationally and internationally
 - (b) Drive the delivery of the relevant York Economic Strategy headline targets which are as follows:
 - (i) Average wages for York residents and workers to be above national average by 2025
 - (ii) Businesses have the accommodation they want and need, supporting employment growth
 - (iii) Growth in high-value sectors through information, brokerage, and direct delivery
 - (iv) The city's comparative advantages in skills, employment and connectivity are maintained
 - (c) Work towards increasing the value of the visitor economy through promoting innovation and higher quality in the existing offer, encouraging high value visitor economy investment and attracting higher spending visitors. Nurture new cultural ideas and initiatives
 - (d) Create entrepreneurial partnerships to bring projects to life, reducing duplication and displacement of private sector activity in the fields that Make It York works in
 - (e) Align the Make It York detailed business plan with City of York Council priorities, agreeing all outcomes annually with the Client and Economic Development lead prior to submission to the Shareholder Committee at its March meeting

¹ The Council recognises that achievement of the Outcomes may not be directly or solely within the control of MIY; however, both parties recognise that the level of success in delivering the activities set out in this schedule shall be measured by reference to the Outcomes and Service Levels set out here

- (f) Generate income from activities to support the delivery of the business plan and these objectives
- (g) Work with the Council and other partners to attract funding to support and enhance the delivery of the activities set out in this schedule

Schedule 1**Part 2) SERVICE SPECIFIC REQUIREMENTS****1 General**

- 1.1 Deliver initiatives and programmes within the remit of economic development, tourism and culture that further the council's relevant strategic priorities. These initiatives and programmes should further articulate York's narrative, fill identified gaps in provision not addressed by other providers and must not duplicate or displace other existing or potential provision
- 1.2 Develop a detailed annual business plan for Make It York, liaising with the Client and Economic Development lead to ensure that all activities are consistent with the Council's priorities
- 1.3 Provide regular and timely advice for Council senior managers as required on remits relevant to business growth, tourism and culture and summarising what has been submitted in a quarterly report
- 1.4 Represent York on operational working groups relevant to business growth, tourism and culture as agreed with the Client and Economic Development lead
- 1.5 Undertake research and business intelligence required in order to successfully fulfil the obligations set out in the Agreement
- 1.6 Facilitate and promote an agreed coherent image / brand for York nationally and internationally, including relevant promotional materials across the remits, aligning with and contributing to the Council's approach to city branding
- 1.7 Ensure coherent local communications and press releases that further articulate the narrative, in alignment with the Council's Marketing & Communications team, including, where appropriate, the acknowledgement of local elected members as civic leaders in communications and at events
- 1.8 Work cooperatively in areas where the Council or commissioned partners remain the lead organisation responsible, but the remit is overlapping with business growth, tourism and culture
- 1.9 Work with both Leeds City Region and York, North Yorkshire & East Riding Local Enterprise Partnerships to ensure that delivery by both organisations includes York, participating in shared programmes and seeking to meet match funding requirements

- 1.10 Participate in and convene as appropriate city-wide partnerships relevant to initiatives in the areas of economic growth, tourism and culture
- 1.11 As part of the City's agreed strategic approach, and subject to budgets, respond to and coordinate inbound VIP international visits to York as requested by the Council and in conjunction with the Lord Mayoralty for remits relevant to economic development, tourism and culture
- 1.12 Proactively contribute ideas to the Council for ideas and initiatives for potential development sites in the city
- 1.13 Make business cases to the Council in writing for activities, initiatives or investment proposals that Make It York considers would support the Objectives and which would add to or enhance the Service Specific Requirements set out here

2 **Business Environment**

- 2.1 Recognising the need not to duplicate the work of others, develop a 'single front door' approach in York for businesses and start-ups, with high quality response, signposting and support which allows businesses to choose where to access support, which networks to join, and how to grow. Make it easy for all businesses to access this front door
- 2.2 Take steps to promote a positive business environment in York through supporting and developing appropriate networks and other initiatives
- 2.3 Provide support to trader groups to constitute themselves as associations using templates previously developed
- 2.4 Promote York as a business location
- 2.5 Respond to inward investment enquiries in York, including from intermediaries, with high quality response and support facilitating contact with the Council as appropriate
- 2.6 In liaison with the Council, provide a "red carpet" service to prospective investors in York ensuring that all aspects of York's "offer" are effectively communicated
- 2.7 Welcome and help new businesses to embed within York
- 2.8 Provide tailored support to business start-ups

2.9 Ensure that information is designed/made available/provided to businesses and start-ups in relation to:

- (a) export provision;
- (b) grants and finance;
- (c) property in York;
- (d) events; and
- (e) business support available,

including provision through the relevant Local Enterprise Partnerships.

2.10 Provide a property database of business accommodation in York

2.11 Participate fully in LEP business support programmes, managing match funding requirements, and working collaboratively with all delivery partners

2.12 Coordinate a city-wide network of business support practitioners, including those in private sector intermediaries and consultancies, maximising the impact that such support can have on businesses

2.13 Contribute to the Council's retail strategy as required including attracting appropriate new retail operators to the city

3 **Visitor Economy**

3.1 Drive the development, refresh and implementation of a tourism strategy, which is compatible with the direction of travel of the city's economic strategy

3.2 Maintain and develop Visit York as a membership body supporting and developing the tourism sector

3.3 Work with the visitor economy sector, the BID and other partners to ensure that a quality 'product' is offered to visitors and residents, and that it is accessible and welcoming to all.

3.4 Ensure there are clear and effective ways for visitors to find out about York, including face-to-face and through web / digital media, with high quality information and support

3.5 Encourage all residents to enjoy the tourism offer of York including promotion of residents' events

- 3.6 Facilitate cross-sector work to improve York centre as a destination for business, visitors and residents including
- (a) leading on approaches to maximise private-sector led investment into city centre improvement (e.g. a business improvement district or other),
 - (b) working with businesses to stimulate a stronger evening economy.
- 3.7 Attract new business tourism to the city by providing a clear and effective process for responding to enquiries with high quality response and support

4 **Culture**

- 4.1 Drive the development, refresh and implementation of a cultural strategy, to be steered by the Cultural Leaders Group and approved by the Council, which is consistent with and delivers on the objectives of the city's economic strategy
- 4.2 Convene and provide professional advice to support a Cultural Leaders Group or equivalent to provide a forum(s) to support the sector and to articulate its voice
- 4.3 Support the sector through product development, facilitating the necessary partnership working to promote innovation and develop new initiatives

5 **Sector Development**

- 5.1 Support the development and implementation of a new sector development strategy in conjunction with the Council and making best use of all available resources and focussing on agreed priority sectors which are:
- (a) High employment sectors - Retail, hospitality & tourism, education and health/social care - work with our largest sectors to increase productivity & improve pay and conditions
 - (b) High value sectors - rail, engineering, agritech, biotech, digital tech, creative, financial & professional - focus on growth, business space, food and drink, finance and skills to increase employment and grow GVA
 - (c) Future growth - support innovators, including the Universities, to develop the sectors of the future
 - (d) Progress sector specific plans / strategies where appropriate, e.g. the Creative Industries strategy

5.2 Maintain, where appropriate, advisory boards or groups for key sector groupings and brands, including senior Council Officers in those boards and groups.

5.3 Undertake initiatives to support increased commercial competitiveness, productivity and innovation

6 **UNESCO Designation**

6.1 Support the Guild of Media Arts as focal point for UNESCO City of Media Arts designation by facilitating and undertaking activities that maximise the potential benefits of York's UNESCO designation

7 **Market Management**

7.1 Operate the Shambles Market

7.2 Create a vibrant hub and programme around the markets in York that is a visitor destination in its own right.

7.3 Develop the market business plan in order to maximise its financial performance and continue to develop the offer

7.4 Operate York's market charter on behalf of the Council (in line with the markets policy at Appendix 1).

7.5 Maintain and update as necessary the market regulations (in consultation with the traders). (The current Market regulations are set out at Appendix 2)

8 **Events Programming**

8.1 Drive the development and implementation of an events strategy in consultation with the culture and events sectors and the BID to ensure that York has a vibrant, all-year-round programme

8.2 Create a high-profile calendar of events ensuring that partners such as the BID are enabled to contribute to the full

8.3 Programme high quality city centre festivals, activities and events

8.4 Promote the events calendar through all appropriate means including through highly visible city-centre information

8.5 Engage businesses and visitors in mass participation sporting events commissioned by the Council

- 8.6 Provide a toolkit to allow events organisers to self serve including guidance on event management and highlighting where permissions would be required
- 8.7 Manage all enquiries from any individual or organisation requiring support / guidance with regard to putting on an event in York in the first instance
- 8.8 If a proposed event falls within the Footstreets:
- (a) decide whether to permit the event
 - (b) take responsibility for ensuring that the event organiser complies with all safety and other legal requirements in the planning and delivery of the event including referring the event to SAG
 - (c) provide any appropriate management or other support to the event organiser
- 8.9 If a proposed event falls within Council land, other than the footstreets, the arrangements will be followed as set out in Appendix 5
- 8.10 If the proposed event is on land that is neither footstreets nor specified in Appendix 5 determine whether the event falls within Make It York's remit and objectives, and
- (a) if so, provide appropriate management or other support to the event organiser; and
 - (b) if not, sign post the event organiser to web-based and other information resources as appropriate
- 8.11 Work within relevant laws and regulations that exist and ensure compliance with all licenses and permissions associated with particular sites at all times

9 **City Centre**

- 9.1 Take a day-to-day overview of the user experience of the city-centre, acting as the “eyes and ears” of the footstreets areas and:
- (a) Providing a first response to presenting issues where appropriate, e.g. problem buskers
 - (b) Reporting to CYC and other relevant agencies one-off issues requiring attention / rectification
 - (c) Gathering intelligence about issues affecting the operation of the footstreets and advising the Council on them

- (d) “Holding the ring” on addressing issues where appropriate, e.g. convening buskers to discuss updating of the busking guidelines

9.2 Make proposals to the Council for any new ideas for commercial exploitation of the Footstreets

10 **Intelligence Gathering**

10.1 Collect reliable and timely data regarding the state and performance of the agreed priority sectors, tourism and culture to inform the Council and to underpin initiatives

10.2 Collect relevant data including user feedback to evidence performance against objectives

10.3 Keep in regular contact with the agreed list of key businesses in the city through the KAM process.

11 **Brand Management**

11.1 Deliver the ambition of the York brand, as defined by the council, adapting messages to different audiences and ensuring the integrity of the brand remains intact regardless of partner, channel or content.

11.2 Take every opportunity to deliver the brand experience for visitors

11.3 Mobilise the brand in order to promote the city as a place to live, work, visit, study and invest

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Schedule 1

Part 3) OUTCOMES AND SERVICE LEVELS

The Outcomes and Service Levels are designed to promote, and be an objective means of measuring, an improvement in the quality of provision and the efficiency and effectiveness of the Services. The Council recognises that achievement of the Outcomes and Service Levels may not be directly or solely within the control of MIY; however, both parties recognise that the level of success in delivering the activities set out in this schedule shall be measured by reference to the Outcomes and Service Levels set out here.

Outcome	Service Level	Partners / Roles	Timescale	Reporting Mechanism
BUSINESS ENVIRONMENT				
Increase median pay for York residents to above the UK average by 2025	A decrease in the gap between national median pay and median pay for York residents	Key outcome, supported by the activities in this plan	Ongoing	Monitored annually by ASHE data Quarterly narrative report
	Jobs growth in the agreed priority high-value sectors at least 20% above national growth in employment in those sectors	Key outcome, supported by the activities in this plan	Ongoing	Monitored annually by BRES data Quarterly narrative report
Businesses can easily access support of all kinds and are able to choose what to access	Target to connect with 3,000 businesses each year, providing meaningful, direct support to at least 250	MIY, Chamber, BID, FSB, York Professionals, professional services sector, business facing elements of CYC. MIY to map business connections and work with all to maximise the spreading of information on events, support activities and advice.	Ongoing	Quarterly narrative report

Businesses have the accommodation they want and need to grow	Up-to-date property database maintained and made available to businesses KAM relationships to monitor accommodation needs	MIY, through the 3,000 business connections, to monitor accommodation needs and provide information where requested	Ongoing	Quarterly report – number of enquiries, number of businesses supported to take on new premises, exception report detailing businesses not able to find suitable premises
City-wide network of business support practitioners	Coordinate a network of public and private sector business advisors	MIY, Chamber, BID, FSB, York Professionals, professional services sector, business facing elements of CYC. MIY to convene meetings and build understanding of what each member can offer.	Ongoing	Quarterly narrative report
VISITOR ECONOMY				
York tourism strategy refreshed and updated in collaboration with the sector and key partners and signed off by the Council	Strategy signed off by partners and submitted to Council for approval	York visitor economy sector and related organisations. Wider business sector including BID. External stakeholders especially Visit England and Welcome to Yorkshire. MIY will develop the refresh in close liaison with the Head of Economic Growth to ensure fit with the Economic Development Strategy.	December 2018 for agreement by March 2019	Strategy submitted Quarterly narrative report
Develop a quality visitor product	Develop the plan for visitor information at the “gateway” sites	York BID, Council, tourism business. MIY will develop proposals and seek funding for implementation in liaison with	March 2019	Quarterly narrative report

		the Council		
CULTURE				
A cultural strategy developed with the sector, steered by the Cultural Leaders Group and agreed by the Council	A strategy to make a fresh loud statement of cultural and visual identity for York	To be guided by the Cultural Leaders Group and approved by the Council. MIY will provide leadership to the process as well as the “secretariat” to the Cultural Leaders Group to ensure that the process delivers against the agreed brief. In particular MIT will ensure that the strategy aims to achieve the buy-in of all sectors: cultural, business and third sector organisations, communities, citizens, key external stakeholder groups, scrutiny members	May - December 2018	Strategy document.
Cultural Strategy beginning to be implemented	An evidence base to demonstrate cultural impact and excellence to inspire funders, policy-makers and politicians to invest and engage in and with the city	Cultural Leaders Group, Council, key external stakeholders and funders, especially ACE. MIY will: <ul style="list-style-type: none"> • develop income streams • provide city-wide leadership, working through the Cultural Leaders Group to deliver the strategy 	January - March 2019	Strategy delivery plans

Cultural Leaders Group firmly established	Resource in place to support and develop the group to deliver the Cultural Strategy	Cultural Leaders Group, CYC Executive Member, ACE	April 2018 – July 2018	Quarterly narrative report
SECTOR DEVELOPMENT				
Sector development plan prepared for each priority sector	An agreed approach for each sector	MIY to map out sector by sector (using the agreed priority sector list) what already exists and develop a plan to be agreed by CYC	Dec 2018	Sector development plan
City centre retail offer continues to develop	Target key potential retailers and seek to attract to vacant city centre premises	MIY through retail task force (MIY, CYC, BID, Retail Forum) to identify target retailers and contact them with a compelling proposition to open a York store	Dec 2018	Quarterly narrative report
High value sectors supported to grow	Employment growth above national average for agreed sectors	MIY sector development mapping to identify relevant support for each high growth sector.	Sector development plan by end Dec 2018 Support ongoing	Sector development plan BRES data annually Quarterly narrative report
Creative sector strategy & action plan for the city	Strategy to be agreed across the city by September 2018 for implementation	MIY to complete the work on creative sector strategy, including action plan, in close liaison with sector representatives	Sep 2018	Compliance group to be set up to ensure strategy is delivered
UNESCO DESIGNATION				
Support the Guild of Media Arts	Guild of Media Arts acknowledges Make It York's contribution to their	MIY to hold workshop with the Guild to review progress to date and consider next steps	Summer 2018	Feedback from Guild of Media Arts Quarterly narrative report

	development			
External funding for UNESCO related activities is secured	Significant funding secured for Guild of Media Arts, UNESCO and Mediale, to achieve a sustainable business model	MIY to work with Guild and CYC and develop funding bids of sufficient scale to grow activities	Ongoing	At least 3 bids submitted Quarterly narrative report
MARKETS MANAGEMENT				
Market continues to develop commercially and as a cultural location	Development and investment plan agreed with the Council for the next phase of development	Market traders Council BID	July 18 - October 18 so that investment decisions can be considered	Quarterly narrative report
EVENTS PROGRAMMING				
York has a vibrant all-year-round programme of events	Event strategy developed, approved and implemented in consultation and working with stakeholders	MIY, in consultation with BID, CYC and existing event organisers	Summer 2018	Strategy submitted for implementation in 2019 Quarterly narrative report
A toolkit is available for events organisers	Toolkit in place for 2019	MIY, in consultation with BID, CYC and existing event organisers	Dec 2018	Quarterly narrative report
INTELLIGENCE GATHERING				
Council and Make It York are well informed and	Evidence base agreed with Economic Development lead	CYC Head of Economic Growth will convene a workshop to review evidence needs. MIY to identify	Jun 2018 for initial review Workshop in autumn/winter	Quarterly narrative report

able to make evidence-based decisions on the remit described in this document		evidence needs through its business planning process. Some initial work, but bulk as part of preparation of 2019-20 business plan	2018 as part of business planning process	
BRAND MANAGEMENT				
York brand delivered in partnership with the Council	Visitors and businesses recognise and advocate for the city brand, residents champion the city brand	CYC to develop city brand with active engagement from MIY	Ongoing, once city brand work has been developed	User feedback Quarterly narrative report
GENERAL				
Make It York activity contributes to City of York Council priorities	Business Plan developed in consultation with Client and Economic Development Lead, prior to agreement with Council	MIY to work actively with CYC from autumn 2018 onwards to develop business plan for 2019-20	Oct 2018 – Mar 2019	Initial draft submitted to Client before 1 st January 2019. Final plan agreed at March Shareholder Committee
Council kept informed of current issues and developments	A narrative and quantitative report to be submitted to the Client at the end of each quarter	MIY to prepare and submit quarterly reports and then meet with CYC officers	submitted by 15 th May, 15 th August, 15 th November, 15 th February	Four reports annually, Meeting with key Council Officers held each quarter to discuss this report
Council kept informed on issues for the agreed list of key businesses	At least 50 of the agreed key businesses engaged with each quarter	MIY to meet with key businesses and summarise key messages in narrative report	submitted by 15 th May, 15 th August, 15 th November, 15 th February	Quarterly narrative report to incorporate the current KAM report