

Notice of a public meeting of

Shareholder Committee

To: Councillors Lomas (Chair) and Kilbane
Date: Monday, 3 February 2025
Time: 4.30 pm
Venue: West Offices - Station Rise, York YO1 6GA

AGENDA

1. Apologies for Absence

To receive and note apologies for absence.

2. Declarations of Interest

At this point in the meeting, Members and co-opted members are asked to declare any disclosable pecuniary interest, or other registerable interest, they might have in respect of business on this agenda, if they have not already done so in advance on the Register of Interests. The disclosure must include the nature of the interest.

An interest must also be disclosed in the meeting when it becomes apparent to the member during the meeting.

(1) *Members must consider their interests, and act according to the following:*

Type of Interest

You must:

*Disclosable
Pecuniary Interests*

Disclose the interest; not participate in the discussion or vote; and leave the meeting unless you have a dispensation.

*Other Registrable
Interests (Directly
Related)*

OR

*Non-Registrable
Interests (Directly
Related)*

Disclose the interest; speak on the item only if the public are also allowed to speak but otherwise not participate in the discussion or vote; and leave the meeting unless you have a dispensation.

*Other Registrable
Interests (Affects)*

OR

*Non-Registrable
Interests (Affects)*

Disclose the interest; remain in the meeting, participate, and vote unless the matter affects the financial interest or well-being:

(a) to a greater extent than it affects the financial interests of a majority of inhabitants of the affected ward; and

(b) a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest,

in which case speak on the item only if the public are also allowed to speak, but otherwise not do not participate in the discussion or vote, and leave the meeting, unless you have a dispensation.

(2) Disclosable pecuniary interests relate to the Member concerned or their spouse/partner.

(3) Members in arrears of Council Tax by more than two months must not vote in decisions on, or which might affect, budget calculations, and must disclose at the meeting that this restriction applies to them. A failure to comply with these requirements is a criminal offence under section 106 of the Local Government Finance Act 1992.

3. Minutes

(Pages 7 - 14)

To approve and sign the minutes of the last meeting of the Committee held on 14 October 2024.

4. Exclusion of Press and Public

To consider excluding the public and press from the meeting during consideration of:

- **Agenda item 8**, Annex B on the grounds that it contains information relating to any individual. This information is classed as exempt under Paragraph 1 of Schedule 12A to Section 100A of the Local Government Act 1972, as amended by the Local Government (Access to information) (Variation) Order 2006.
- **Agenda item 7**, Annexes A and B; **Agenda item 8**, Appendix 1; and **Agenda item 9**, Appendices 1 and 2, on the grounds that they contain information relating to the financial or business affairs of any particular person (including the authority holding that information). This information is classed as exempt under Paragraphs 3 of Schedule 12A to Section 100A of the Local Government Act 1972, as amended by the Local Government (Access to information) (Variation) Order 2006.

5. Public Participation

At this point in the meeting members of the public who have registered to speak can do so. Members of the public may speak on agenda items or on matters within the remit of the committee.

Please note that our registration deadlines are set as 2 working days before the meeting, in order to facilitate the management of public participation at our meetings. The deadline for registering at this meeting is **5:00pm on Thursday 30 January 2025.**

To register to speak please visit www.york.gov.uk/AttendCouncilMeetings to fill in an online registration form. If you have any questions about the registration form or the meeting, please contact Democratic Services. Contact details can be found at the foot of this agenda.

Webcasting of Public Meetings

Please note that, subject to available resources, this meeting will be webcast including any registered public speakers who have given their permission. The meeting can be viewed live and on

demand at <http://www.york.gov.uk/webcasts>.

During coronavirus, we made some changes to how we ran council meetings, including facilitating remote participation by public speakers. See our updates (<http://www.york.gov.uk/COVIDDemocracy>) for more information on meetings and decisions.

6. Yorwaste Ltd Finance and Performance (Pages 15 - 18) Update

To consider reports from Yorwaste providing information on the company's latest financial and non-financial performance for the 2024/25 financial year. The report also considers the ongoing issues facing the company as part of setting a budget for 2025/26.

7. City of York Trading Ltd and Work with York (Pages 19 - 28) Limited Update

To consider and receive the City of York Trading Ltd Performance Update February 2025 provided as confidential Annex A and the Work with York Limited Shareholders Update provided as confidential Annex B.

8. Make It York Update (Pages 29 - 132)

To consider reports from Make It York (MIY) on the company's financial and non-financial performance since the last report in October 2024.

9. Veritau Business Update (Pages 133 - 184)

To consider a report providing an update on the performance and trading activities of Veritau Limited and Veritau Public Sector Limited (VPS) since the last meeting of this Committee in October 2024.

10. Work Plan (Pages 185 - 186)

To consider the Committee's draft work plan for the 2025-26 municipal year.

11. Urgent Business

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

Democracy Officer: James Parker

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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 (ہولی) میں بھی مہیا کی جاسکتی ہیں۔ (Urdu)

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City of York Council	Committee Minutes
Meeting	Shareholder Committee
Date	14 October 2024
Present	Councillors Lomas (Chair), Douglas [withdrew 16:42-16:57] and Kilbane (Substitute) [from 16:42-16:57].
In Attendance	Councillor Ayre (Leader of the Lib Dem Group)
Officers Present	Helen Whiting, Chief Officer HR and Support Services Patrick Looker, Head of Service Finance Andy Laslett, Strategic Services Manager Dan Moynihan, Senior Lawyer (Contracts and Commercial) and Deputy Monitoring Officer
External Visitors	Sandy Boyle, Managing Director (Yorwaste Ltd) Karen Bull, Managing Director (City of York Trading Ltd) Simon Hill, Managing Director (YPO) Sarah Loftus, Managing Director (Make It York) Tony Spinks, Head of Finance (Make It York) Max Thomas, Chief Executive (Veritau)

9. Declarations of Interest (16:32)

Members were asked to declare at this point in the meeting any disclosable pecuniary interests or other registerable interests they might have in respect of business on the agenda, if they had not already done so in advance on the Register of Interests.

With reference to agenda item 8 (Make It York), Cllr Douglas declared that she was now a council-nominated director of Make It York, and as such would withdraw from the meeting for the duration of that item.

[The committee adjourned briefly from 16:34 to 16:37 due to a technical problem with the microphone system].

10. Minutes (16:38)

Resolved: That the minutes of the last meeting held on 24 June 2024 be approved and signed by the Chair as a correct record.

11. Exclusion of Press and Public (16:39)

Resolved: That the public and press be excluded from the meeting during consideration of Agenda Item 7 Appendix 1, Agenda Item 8 Appendix 2, and Agenda Item 9 Annex A on the grounds that they contain information relating to the financial or business affairs of any particular person (including the authority holding that information). This information is classed as exempt under Paragraph 3 of Schedule 12A to Section 100A of the Local Government Act 1972, as amended by the Local Government (Access to information) (Variation) Order 2006.

[The committee adjourned briefly from 16:40 to 16:41 while the technical problem with the microphone system was resolved].

12. Public Participation (16:42)

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

13. Yorwaste Ltd Finance Update (16:57)

The Managing Director of Yorwaste Ltd provided members with an update on the company's financial performance, covering the year-end accounts for 2023-24 and an update on trading during the present financial year.

In response to questions from the committee it was noted that:

- Although landfill gas revenues had fallen, costs had been controlled through reduced infrastructure costs, retention of third-party recycling, and increased commercial sales. The company was cautiously optimistic of an improved profit on last year. While the accounts showed an increased tax charge, this did not represent a tax outflow from the business due to accumulated tax losses and capital charges.
- The recycling market was volatile and prices had dropped recently. The higher the quality and cleanliness of recycling, the higher the price would be. York did relatively well in terms of recycling cleanliness; there were higher contamination rates in commercial recycling, for which there were plans in place.

- The company was prepared to support City of York and North Yorkshire's strategies in respect of the government's Simpler Recycling Strategy and would look to invest to expand capacity at its Harewood facility if required. If planning permission for solar development at Harewood was granted, it was hoped that the company would net zero for electricity by 2030.
- Yorwaste had reached 250 days without any lost time injuries and achieved the RoSPA Gold Medal Award for five years of consistent performance. Accreditations including the Good Business Charter had been renewed.
- Having achieved the Armed Forces Covenant Silver Award, the company was looking to prioritise opportunities for care leavers, homeless people and former prisoners. It could be a challenge to interest young people in careers in the industry and while staff turnover had fallen overall it was highest amongst this group.
- An update on upcoming projects would be provided at the committee's next meeting.

Resolved: To note the report from Yorwaste Ltd attached at annex 1 to the report and the audited financial accounts for 2023/24 attached at annex 2.

Reason: To ensure the Council is updated on the financial performance of Yorwaste Ltd.

14. YPO Update (17:13)

The Managing Director of YPO provided the committee with an update on the company's performance. It was noted that YPO's mission was to support the provision of public services, with profits maximising the dividend which could be paid back to member local authorities. YPO was in the third year of its 'Invest for Growth' strategy, aimed at modernisation and profitability whilst recovering from the depletion of reserves during the Covid pandemic. The company had pivoted from being a catalogue retailer to online-first, while there was considerable potential for growth on the procurement services side of the business and YPO was on target to achieve a £10m profit in 2024.

In response to questions from the committee it was confirmed that:

- Thirty per cent of profits were ring-fenced for the thirteen founder members. As one of these, the council could expect to receive around £350,000 to £400,000 as a dividend this year.

- With reference to ethical trading and York's status as the UK's first UN Human Rights City, it was noted that the company's business in Dubai consisted largely of expat teachers who were already familiar with YPO. This work had come to the company coincidentally, represented a very small fraction of the overall business, and YPO did not market it.
- The company worked closely with Wakefield Council as lead authority on apprenticeships and opportunities for care leavers, having employed several of the latter over the last four years, while conversations would take place around opportunities for armed forces leavers.
- The largest positive financial impact in the year to date was a £1.1m increase in gross margin on stock. This followed investment on dynamic pricing software which benchmarked competitors' prices to provide intelligence and ensure best value for public sector customers. The largest negative impact was people costs, partly due to an increase in nationally negotiated salaries.
- In a challenging period for local authority procurement, with new regulations currently deferred until February 2025, as a central procurement function YPO was developing strategies to assist its member authorities, including a new consultancy and training function to help with capacity issues and allow authorities to reduce spending on external consultants. YPO had partnered with Go4Growth to ensure local SME supplier markets were able to fully participate in future tender and contract opportunities.
- Discussions had also taken place between YPO, the York and North Yorkshire Combined Authority Growth Hub, the York and North Yorkshire Chamber of Commerce, and the Federation of Small Businesses.
- Expenditure on social care was an issue across all member authorities, and while no individual authority had the ability to take on the market, a buying consortium potentially could through collaborative procurement solutions, and business case research was underway on this focusing on Children's Placement Services and Temporary Labour Supply. It was noted that the best outcomes for children and young people involved keeping them close to their networks and were often placed out of area due to price, which was weaponised by the private sector market.

Resolved: To note the update from YPO attached as an annex to the report.

Reason: To ensure the Council is updated on the financial performance of YPO.

15. Veritau Business Update (17:39)

Members considered an update from the Chief Executive of Veritau on the performance and trading activities of Veritau Limited and Veritau Public Sector Limited (VPS) since the last meeting of the committee.

It was noted that the main focus of work in that period had been the creation of VPS which commenced trading on 1 August 2024; VPS was a Teckal company providing assurance services to four member councils, with two more expected to join in the coming months. As part of the governance arrangements for VPS, each member council was required nominate an officer to serve as its representative on the members' committee. In the case of Veritau Limited, draft accounts showed a loss due to pension adjustments, but the company had made an operating profit of £52,000 for 2023-24, had achieved its expected business development targets, had its Good Business Charter accreditation renewed, and continued to gain new clients. An annual report had just been approved and would be brought to the next meeting of the committee.

In response to questions from the committee it was noted that member councils were being asked to approve the admission of Bradford Children and Families Trust as a member of VPS, and confirmed that such trusts often sought assurance services from independent providers rather than through their own council. In relation to ambitions for the business, it was noted that VPS was a 'not for profit' company providing services to members and was not looking to make any dividend; the commercial side, Veritau Limited, represented around 20% of the business and it was an ambition to drive this forward in future and increase profits.

Resolved:

- i. To note the draft accounts of Veritau Limited for 2023/24.
- ii. To note the performance of both Veritau Limited and Veritau Public Sector Limited in 2024/25 to date.
- iii. To approve the appointment of Bryn Roberts (Director of Governance) as the Veritau Public Sector Limited members' committee representative.
- iv. To approve the admission of Bradford Children and Families Trust as a member of Veritau Public Sector Limited, on a date to be agreed.

Reason: To enable members to assess the performance of Veritau against the approved business plan and to consider certain governance matters relating to Veritau Public Sector Limited.

16. Make it York (16:42)

The Managing Director and Head of Finance of Make It York (MIY) provided the committee with an update on the company's performance from April to September 2024. It was noted that a strong financial performance had brought MIY back into solvency, and the company was ahead of budget for the current financial year. Interviews for a new chair were taking place later in the month. MIY was focusing on membership retention, which was at a record high of 93%, and had achieved Good Business Charter accreditation for the second year running. Online reach had gone from strength to strength, with the recent Hallowe'en campaign reaching over a million people in its first three days. This year the company was focusing particularly on attracting international tourists back to York and this work was already proving successful.

In response to questions from the committee it was noted that despite challenges over recent years, and excluding a successful Covid insurance claim, MIY had made an operating profit for 2023-24 of £57,900. A saving in salaries in the published accounts was due to vacancies waiting to be filled. It was also noted that Durham, which had seen a substantial increase in total visitor numbers since 2022 as indicated in Annex A to the report, had received additional funding as a member of Visit England's Destination Development Partnership (DDP) pilot scheme.

[Cllr Douglas withdrew from the meeting for the duration of this item and was substituted by Cllr Kilbane. Between 16:49 and 16:56 the press and public were excluded from the meeting during consideration of Appendix 2 to the report].

Resolved: To note the MIY Shareholder Report at Annex A and the supporting documents from Appendix 1 to Appendix 3 supplied by MIY.

Reason: To ensure the Council is updated on the financial performance of Make It York.

17. City of York Trading Ltd Update October 2024 (17:51)

The committee considered a performance update presented by the Managing Director of City of York Trading Ltd (CYT). It was noted that approved annual accounts would be presented at the next meeting of the committee. Following Executive approval in July 2024, CYT was working

alongside officers to set up a new company which it was anticipated would provide services from the start of the next financial year. CYT would comply with new statutory guidance for local authorities on the use of agency children and family social workers. The company often filled specialist roles but wanted to open these to the widest possible range of applicants. Care leavers and armed forces veterans had been employed for various Council roles in the past. CYT's clients paid either Living Wage or Living Wage Foundation rates and conversations had taken place with the Good Business Charter around accreditation for recruitment agencies.

A correction to the report at paragraph 7, where the word 'compromises' should read 'comprises', was also noted.

[Between 17:58 and 18:15 the press and public were excluded from the meeting during consideration of Exempt Annex A to the report].

Resolved: To note the confidential performance update from City of York's Trading Ltd attached at Annex A to the report.

Reason: To ensure the Council is updated on the performance of City of York Trading Ltd.

18. Work Plan (17:58)

Members considered the committee's work plan for 2024/25.

Resolved: That the work plan be noted.

Reason: To ensure the committee received regular reports in accordance with the functions of an effective Shareholder Committee.

Cllr K Lomas, Chair

[The meeting started at 4.30 pm and finished at 6.15 pm].

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Shareholder Committee**3rd February 2025**

Report of the Chief Finance Officer

Yorwaste Ltd Finance and Performance Update**Purpose of Report**

1. To consider reports from Yorwaste providing information on the company's latest financial and non-financial performance for the 2024/25 financial year. The report also considers the ongoing issues facing the company as part of setting a budget for 2025/26.

Recommendations

2. Note the reports from Yorwaste Ltd attached at annex 1 to this report.

Reason: to ensure the Council is updated on the financial performance of Yorwaste Ltd.

Background and analysis

3. Yorwaste was established as a Local Authority Waste Disposal Company owned fully by North Yorkshire County Council in 1991 to manage the council's landfill sites. In 1996 as part of Local Government Review City of York Council became a 22.27% shareholder of the company. The company provides services to York relating to Transfer Stations, processing recyclates, garden waste and management and transport of waste at the two Household Waste Sites. They also provide similar services for North Yorkshire Council who own the majority 77.23% of Yorwaste.
4. The Yorwaste board is made up of council representatives of the two authorities and also independent board members. The representatives from City of York Council are currently Cllr R. Melly and the Director of Transport, Environment and Planning, James Gilchrist. The company is a Teckal company whereby over 80% of its revenues come from its local authority owners.

Key Company Matters 2024/25

5. The latest trading update for the company is shown at Annex 1.

Risk Management

6. There are no specific risk issues arising from this report.

Implications

7. There are no financial, legal, HR, equalities, crime and disorder, information technology, property or other implications arising from this report.

Author:	Chief Officer responsible for the report:			
Patrick Looker Assistant Director - Finance Email patrick.looker@york.gov.uk	Patrick Looker Assistant Director - Finance			
	Report Approved	x	Date	24 th January 2025
Wards Affected: <i>All</i>				
<i>For further information please contact the author of the report</i>				

Annex 1 – Yorwaste Headline Performance Review.

YORWASTE

1. How Yorwaste delivers shareholder value.

As a Teckal company, Yorwaste delivers shareholder value in a number of ways:

Directly through either a reduction in the cost of service provision to the shareholding authority or in the generation of profits which accrue to the shareholding authority. This value is enhanced by the operation of commercial activities which can offset operating costs to the authority or enhance the generation of profits.

Indirectly through the shareholders' investment in Allerton Waste Recovery Park (AWRP) by maximising their potential financial return from volume related contractual terms.

Intangibly in that, because of its shareholding ownership, additional ad-hoc services and assistance to the shareholding authority are provided at either cost or zero charge.

The challenge for Yorwaste is to balance the above factors to deliver a cost effective, tax efficient, value for money solution for the local taxpayer.

2. Update on current performance

The Company's continued focus on Health & Safety is reflected in its KPI performance and as of 23rd January the Company has had zero Lost Time Injuries (LTI) in the current fiscal year, and it has been 352 days since the last LTI.

In terms of financial performance the Company has had another good year and has been able to offset the fall in gas revenues with increased commercial activity and ongoing cost control. Within our commercial activities we have seen a growth in lifts and revenues, however we have seen reducing volumes in our 3rd party recycle processing (which as previously reported was both uncontracted and unbudgeted).

The outcome of the above is that we are anticipating achieving a profit broadly in line, if not slightly ahead, of the last year's out-turn ie around £1.5m +/- (barring any unforeseen shocks). This is in addition to an expected maximisation of the shareholders' AWRP revenue opportunity by delivering to full target volume at the full target price.

3. Current Issues

Harewood Solar Planning – For over a year we have had significant pushback on the basis of “glint and glare” objections which, if upheld, could reduce the potential solar generation capacity of the site by up to a third. Yorwaste has taken the decision to proceed with a submission for phases 1 and 2 of the Harewood landfill area as these are not in dispute. Phase 3 can then reviewed and pursued at a later date.

Materials Recycling Facility Upgrade – The plans to upgrade this facility have been placed on hold pending a final decision from NYC in relation to its Simpler Recycling strategy. We anticipate a final decision before the next Shareholder Committee meeting and will provide an update at that point.

4. Looking Forward

Next year we are anticipating above inflation employee related costs driven by the increase in Employers NI and Foundation living wage (which the vast majority of Yorwaste employees are close too). These pressures are accompanied by reductions in revenues arising from the long term decline in landfill gas volumes. Current estimates point to Yorwaste continuing to be profitable in the next budget year albeit at a reduced level compared to recent years. Work to finalise the budget is ongoing and will be completed over the next few weeks.



Shareholder Committee**3rd February 2025**

Report of the Chief Officer HR and Support Services

City of York Trading Ltd and Work with York Limited Update February 2025**Purpose of Report**

1. To consider and receive the City of York Trading Ltd Performance Update February 2025 provided as confidential **Annex A** and the Work with York Limited Shareholders Update provided as confidential **Annex B**. The performance and shareholders updates are private due to the commercial sensitivities.

Recommendations

2. Note the confidential Performance Update from City of York's Trading Ltd attached at **Annex A** to this report.

Reason: To ensure the Council is updated on the performance of City of York Trading Ltd.

3. Note the confidential Update from Work with York Limited attached at **Annex B** to this report.

Reason: To ensure the Council is updated on the plans of Work with York Limited.

4. To approve the appointment to the board of Work with York Limited as Non-Executive Directors, those current Non Executive Directors of City of York Trading Ltd and delegate authority to the current director of Work with York Limited to make all necessary filings with the Registrar of Companies and all necessary updates to the statutory registers, letterhead, website, etc. of the Company in relation to said appointments.

Reason : To ensure Work with York Limited has an appropriate number of Non-Executive Directors on its Board as required by the Work with York Limited Shareholders Agreement.

Background and analysis

5. City of York Trading Ltd (currently trading as WorkwithYork, WorkwithSchools WorkwithYorkshire and Williams & Anthony “CYT”) was formed in 2011 with the intention of supplying temporary staff to the Council, to local schools and permanent and temporary staff to other outside organisations.
6. In February 2024, CYT acquired the assets of a local recruitment business, Williams & Anthony, specialists in pre-construction appointments, including Civil, Structural and Environmental Engineering and Surveying.
7. Through CYT, the Council makes a cost saving compared to the cost of agency staff on the open market and is also able to secure staff to cover hard-to-fill roles where permanent recruitment is challenging.
8. In addition, the payment of dividends from CYT’s overall profits has assisted the Council’s financial position. The Directors of CYT Ltd were not able to declare a dividend for 2023/24.

Key Company Matters 2024/25 and Current Workplans

9. The CYT’s Board of Directors comprises Karen Bull (Managing Director) with Non-Executive Directors, Cllr Ian Cuthbertson, Cllr Jason Rose, Ann Vickers, Lisa Wood and Chloe Kerridge-Phipps and usually meets monthly to consider monthly financial and performance reports and discuss strategy going forward.
10. Key Performance Indicators are monitored on weekly and monthly basis.
11. Marketing activities continue, including utilisation of CYT’s brand websites and social media channels.
12. Following Executive approval in July 2024, Work with York Limited co ref 16036151 was set up on 23rd October 2024 with City of York Council as sole shareholder and Karen Bull as current sole director. Preparations are now underway for Work with York Limited to provide service to CYC from 1st April 2025 to fall in line with the new budget year 2025/26.
13. To enable further decision making and planning for Work with York Limited and in line with the Shareholders Agreement, the Shareholder is therefore asked to approve the appointment of Cllr Ian Cuthbertson, Cllr Jason Rose, Ann

Vickers, Lisa Wood and Chloe Kerridge-Phipps as Non-Executive Directors of Work with York Limited.

Risk Management

14. There are no specific risk issues arising from this report.

Implications

15. There are no financial, legal, HR, equalities, crime and disorder, information technology, property or other implications arising from this report.

Author:		Chief Officer responsible for the report:			
Karen Bull, MD CYT Ltd		Helen Whiting Chief Human Resources and Support Services Officer			
		Report Approved	Y	Date	24 January 2025
Wards Affected:					All
For further information please contact the author of the report					

Annex A– CYT Performance Update February 2025 **CONFIDENTIAL**

Annex B – Work with York Limited Update February 2025 – **CONFIDENTIAL**

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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of the Local Government Act 1972.

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Shareholder Committee

3 February 2025

Report of the Director (Housing and Communities)

Make It York Update**Purpose of Report**

1. To consider reports from Make It York (**MIY**) on the company's financial and non-financial performance since the last report in October 2024. The MIY narrative report at **Annex A** also includes:
 - a. Appendix 1 - Confidential management accounts report, profit and loss statement, balance sheet and cashflow forecast.
 - b. Appendix 2 – MIY Business Plan 2022-2025.
 - c. Appendix 3 – MIY SLA Strategic Linkages key performance data dashboard.
 - d. Appendix 4 – Risk Register.
2. Ratify the written resolution at Annex B for a new chairperson and new non-executive director of the company made on 21 November 2024.

Recommendations

3. The committee is asked to note the MIY Shareholder Report at **Annex A** and the supporting documents including **Appendix 1 to 4** supplied by MIY.
4. To approve the appointments of the new chairperson and non-executive director to the MIY board.

Reason: to ensure the Council is updated on the financial and non-financial performance of Make It York, its business plan and the ratification of the written resolution in relation to board members.

Background and analysis

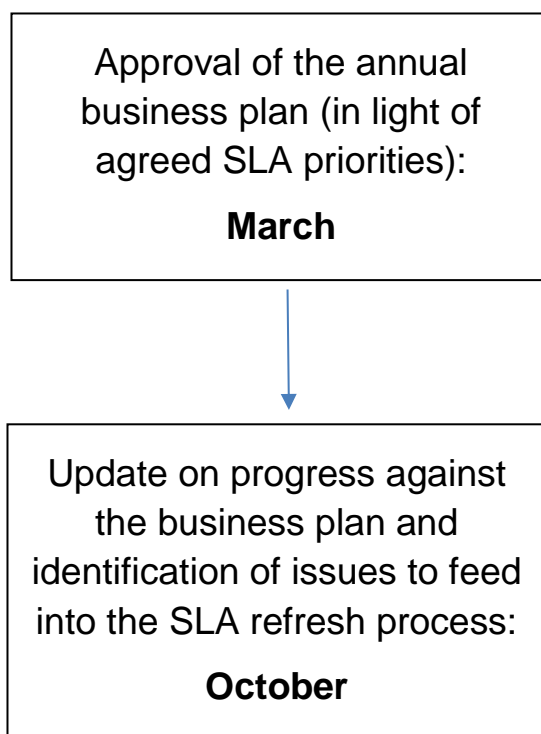
5. On 14th March 2024, the Council's Executive agreed to enter into a further two-year extension of the Service Contract with MIY¹. A new

¹ <https://democracy.york.gov.uk/ieDecisionDetails.aspx?AllId=66936>

service specification (or **SLA** as it is often informally referred to) was negotiated between the Council and the MIY board laid out under the following headings:

- **Destination Management Organisation:** promotion of York as a leisure and business visitor destination.
 - **Visitor Sector Development:** working with visitor sector businesses to improve York centre as a destination.
 - **Tourism Advisory Board:** convene and facilitate TAB for York and take a lead in the development, delivery, and monitoring of the new tourism strategy.
 - **Markets:** Development of a new markets strategy whilst operating the Shambles Market and management of the Market Charter on behalf of the whole city.
 - **Commercial Events:** run safe, sustainable and accessible event programme to support economic growth and promote York, including specialist markets, local and community events in the city centre and other key event spaces.
 - **City Centre Vibrancy:** contribute to the Our City strategy by development of a Spaces and Places Policy that improves how the city centre works, collaborating with partners.
 - **Culture:** Help to deliver the culture strategy along with other partners to enable an ambitious and cohesive programme of cultural development for the city covering the arts, heritage and creative industries from the spaces managed by MIY.
 - **Events Framework:** A city-wide Events Framework consistent with the aims of the cultural strategy that enables the city proactively to identify the events that it wishes to host and attract and enables the Council to respond in an informed way when opportunities are brought forward.
 - **UNESCO Designation:** Ensure the people of York understand and appreciate the importance of York's UNESCO Creative City of Media Arts status and maximise its impact. Through promotion on the Visit York and Make It York Website.
6. The new SLA and the extension came into effect on 23rd September 2024. The Service Contract expires on 22nd September 2026.
7. The SLA sets out key deliverables, outcomes by which performance will be measured, and detailed delivery tasks.

8. Executive agreed that MIY should report to the Shareholder Committee twice a year as follows:



Key Company Matters:

9. MIY have included the business plan that was approved last March at Appendix 2. The new SLA has been in place since September 24. Quarterly monitoring of the service level agreement, its outcomes and outputs takes place along with tighter monitoring arrangements in the form of strategic linkages Key Performance Indicators shown in Appendix 3.

Financial update

10. As reported at Shareholder Committee in October 2024, MIY returned to solvency after a strong financial performance in 2023-24, with net assets of £285,051. The dividend payment of £25,000 was paid to CYC for 2023-24.
11. In the current operational year 2024/25, the position at the end of November 2024 indicates MIY are ahead of the budgeted position with the forecast for another profitable year by end of March 2025. The full details can be seen in confidential Appendix 1 and the financial narrative in Annex A.
12. MIY have worked closely with officers to monitor the company's ongoing financial position and continue to provide bi-monthly updates,

to ensure early warnings should this positive financial position change.

13. The Shareholder Committee can be reassured that officers will continue to work closely with MIY to monitor the financial position.

SLA Refresh

14. Under the Service Contract with MIY, it allows for an SLA refresh each year, to ensure the SLA remains up to date and can accommodate changes if required. As the current SLA was only approved in March 2024, there are no changes requested.

Legal & Governance

15. Under Article 12.4.1 of the Council's Constitution, the Shareholder Committee has been delegated authority to approve MIY's annual business plan and the appointment or dismissal of any company Directors (including the Chair), which requires Shareholder consent under the Articles of Association of MIY.
16. Schedule 2 of MIY's Articles of Association published at Companies House set out the following reserved matters which require prior written consent of the Council in its capacity as sole shareholder of MIY:
 - a. Para. 1.5 – appointment of Directors; and
 - b. Para. 1.25 – the adoption of a strategic business plan in respect of each financial year.
17. Further, Article 25.3 gives the Council the right to appoint up to ten Non-Executive, Non-Council Directors.
18. Annex B is a copy of the written resolution made on 21 November 2024.

Risk Management

19. There are no specific risk issues arising from this report beyond those highlighted in the text.

Implications

20. There are no additional legal, HR, equalities, crime and disorder, information technology, property or other implications or decisions arising from this report.

Annexes

Annex A – Make It York Shareholder Report

Appendix 1 – Management Accounts report incorporating Profit & Loss statement, Balance Sheet and Cashflow forecast – Nov 2024
(Confidential)

Appendix 2 – MIY Business Plan

Appendix 3 – MIY SLA Strategic Linkages Key Performance data Dashboard.

Appendix 4 – MIY Risk Register.

Annex B – Written resolution dated 21 November 2024 **(Confidential)**

Background Papers

Shareholder Committee 14 October 2024 – Draft minutes
<https://democracy.york.gov.uk/documents/g14615/Printed%20minutes%20Monday%2014-Oct-2024%2016.30%20Shareholder%20Committee.pdf?T=1>

Executive Decision 14th March 2024 -
<https://democracy.york.gov.uk/ieDecisionDetails.aspx?AllId=66936>

Author:	Chief Officer responsible for the report:			
Andrew Laslett Strategic Services Manager (Housing and Communities)	Pauline Stuchfield Director of Housing and Communities			
	Report Approved	✓	Date	21.01.25.
Wards Affected: All				
For further information please contact the author of the report				

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Annex A



Report to City of York Council Shareholder Committee

Monday 3 February 2025

Introduction

This paper provides an update of Make It York's (MIY) activities from the new Service Level Agreement from October 24 to January 25. It also presents:

Appendix 1 – Management Accounts report incorporating Profit & Loss statement, Balance Sheet and Cashflow forecast - November 2024 **(Confidential)**.

Appendix 2 – MIY Business Plan 2022 - 25

Appendix 3 - SLA strategic linkages Key Performance Data dashboard.

Appendix 4 – MIY Risk Register

2024/25 is proving to be a strong year for MIY (Make It York) with revenue streams improving. We have delivered three free sculpture trails for residents and visitors to enjoy and experience along with strengthening York's position as the destination of choice to live, work, study, and visit.

Financial Position April 2024 – March 2025

The current forecast position at the end of March 2025 is for another profitable year.

Income is higher than 2023-24 thanks to the invaluable support of members and partners. This has allowed us to promote the city both nationally and internationally whilst also investing in MIY's future.

York Pass, the Shambles Market and the Christmas Market have all performed extremely well this year, which aligns with more visitors to the city.

The snooks trail, run in partnership with St Leonard's Hospice, the Trailblazers tansy beetles trail, run in partnership with York Civic Trust and the UNESCO City of Media Arts Expo, run in partnership with Aesthetica Magazine, have all been supported

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financially by MIY and have added real value to the city and its cultural offering.

The cash position is strong, which allows investment to be made in the company and its assets, specifically Shambles Market and York Pass. This enables MIY to further attract visitors and traders to the iconic market and by introducing a digital pass in 2025, this will enable users of the York Pass to enjoy more of the city's attractions.

MIY has invested in a new PO system to enhance its financial governance, ensuring that every £1 spent is on furthering the objectives of the organisation. Monthly management accounts are provided to the executive team, the MIY board and the CYC client group for review.

The 2025-26 budget preparations (including forecasts for 2026-27 and 2027-28) are in place and the budget will be going to the MIY board for approval in February 2025. With a challenging economic climate, it is important for MIY to support its stakeholders and utilize its strong financial position in the year ahead.

With the new SLA commencing, the strong financial position of MIY should give CYC confidence that MIY is in a robust position to deliver on all its objectives for the years ahead.

Governance

The new SLA has been in place since September 24. Quarterly monitoring of the service level agreement, its outcomes and outputs takes place along with tighter monitoring arrangements in the form of strategic linkages Key Performance Indicators, and these are reported at monitoring meetings and Make It York Board meetings.

New Board Directors

Stuart Paver

Following a recruitment process for chair of MIY board and interviews the recruitment panel has appointed Stuart Paver for the role. Stuart is the Chair of Pavers Shoes Ltd and is recognised as a dynamic business leader and philanthropist with over 40 years of experience in driving growth, community engagement, and sustainable practices in the retail sector. Stuart leverages his extensive background in business development and community support to promote York as a vibrant place to live, work, and visit. Stuart formally joined the board in January 2025.

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David Flesher

David has significant commercial, marketing, sales, brand, and digital experience and has 20 + years' experience of leading and inspiring teams to develop and deliver commercial outcomes along with diverse experience across finance, automotive, rail, tourism, retail - both business and consumer. David brings to Make It York Board a wealth of expertise, experience, and knowledge with specialties in revenue growth, brand, marketing, profit performance and people.

It is important that board directors collectively have a broad range of skills and experience that they bring to the Make It York. David's background, skills and experience will enhance the board's skills. David joined the Board in January 2025.

Director Resignations

The Make It York Board has 2 director's resignations this period which are Judith McNicol and David Horne.

Performance

We continue to be transparent in measuring our impact. A copy of the most up to date Quarterly Strategic Linkages Key Performance Dashboard Report is included in the report pack (Appendix 3). This report has become stronger in terms of data reporting to show how we are having an impact and the return on investment, which is wider than a financial return on investment.

Accountability and Transparency

We have in place transparent and accountable processes and procedures along with a clear governance structure in place for Board members, Managing Director, and Heads of Service.

The board of directors meet bi - monthly and all board papers are circulated one week in advance with managers attending to present reports and answer questions.

Data reports are provided to the board including key performance data, evaluations including customer satisfaction, and industry data such as tourism data.

Human Resources

Following employment law changes in 2024, MIY policies and procedures are

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updated and compliant with employment law.

Partnerships and Engagement

Partnerships

We have good and effective external stakeholder relationships that enable us to deliver joint initiatives, collaboration on key projects and events. We work with Visit York members, MIY Member Advisory board, Hospitality Association York, Tourism Advisory Board, York BID, St John's University, York College, York Explore, Museums Trust, York Civic Trust, National Railway Museum Trust, Aesthetica Film Festival and City of York Council.

We have good internal relationships with staff and facilitate regular staff meetings and initiatives. We meet regularly with CYC officers and provide expert advice as required.

Challenge on delivery of agreed outcomes

The Service Level Agreement (SLA) is monitored, and performance data is challenged as part of quarterly monitoring meetings with the City of York Council.

Health and Safety

Health and Safety – We have had no Health and Safety incidents.

All MIY delivered events are risk assessed and have event management plans in place are discussed at CYC Safety Advisory Group. All third-party events taking place on MIY managed spaces are required to complete detailed application forms and submit risk assessments, event management and noise plans and the organiser is required to attend a Safety Advisory meeting.

Training and Development

We have an annual training and development management programme in place for all staff. 27 staff have successfully completed project management training. This has offered personal development and increased skills and knowledge, planning projects, risk management, evaluation, and leadership.

Complaints

Make It York have adopted the Councils corporate complaints procedure to provide transparency and fairness.

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We have received 6 complaints from Oct – December from members of the public, street entertainers and business. These complaints were all related to the provision of a ghost train on Kings Square. Comments made will be fed into future event planning and the use of Kings Square.

As we manage the second stage of busking on behalf of CYC, we receive business feedback on busking issues.

To date we have received 20 complaints regarding street entertainment.

We received 13 complaints regarding the Christmas Market. These complaints refer to the cancellation of the market due to Storm Darragh, food stalls, more seating and dwell areas, cost of carousel and its generator location, cleanliness of the city and rubbish, offerings of stalls, the duration of the market and congestion, blue badge access.

Risk Management

We manage businesses risks adequately and effectively

- We protect our data from security breaches and have adequate IT security policies in place and daily external data backup. We apply key multifactor protect for key elements of the business.
- All staff undertake annual GDPR training.
- Our contractors provide adequate protection and assurances of securing our data held on their systems.
- We have an adequate Risk Register in place that is reassessed on a quarterly basis and monitor the top 3 risks.
- We have a full and comprehensive business continuity document that is tested and reviewed twice a year.

Assets

All our equipment in use is safe, maintained and employees are adequately trained on how to use the equipment prior to commencement of use. Appropriate

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maintenance contract in place for relevant equipment.

We have a retention and disposal asset schedule which is reviewed on a quarterly basis.

Annual Business Performance

Below provides information on our business performance during October to December 2024 to demonstrate the impact and services MIY provides for the city, visitors, residents, stakeholders, members, and customers.

Positive PR and Promotion for York

York has been named the third most festive city in the UK for Christmas, according to new research by [LNER](#). The research, commissioned by train company LNER, looked at 88 towns and cities' chance of a white Christmas based on snowfall on Christmas Day since 1960, the number of carol events, Christmas light switch-on dates, popular Christmas-related search trends, and the duration of the local Christmas market. Data was gathered from trusted sources such as the Met Office, AllEvents, Google search trends, and local councils. This data was then weighted against the population and calculated to give each city a score out of 100.

Digital stats

The UK's top 10 most festive cities

1. Edinburgh (66.8/100)
2. Aberdeen (64.4/100)
- 3. York (64.1/100)**
4. Birmingham (62.1/100)
5. Chester (59.6/100)
6. Bath (59.1/100)
7. Stockport (58.6/100)
8. Newcastle upon Tyne (56.0/100)
9. Leeds (55.8/100)
10. Harrogate (55.7/100)

Income and Sponsorship

We continue to maximise opportunities for sponsorship and income which secures best value for money for MIY managed assets such as public spaces, publications, the website, Art benches, digital TV screens and sponsorship of key event trails,

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which creates and supports the development of commercial partnerships.

Sponsorship and advertising income has a “key role to play” in ensuring that we can continue to deliver several key outcomes such as events which are valued by residents, visitors, and businesses.

Hiring public spaces continues to be a challenge and income levels have been affected. The reasons for this are costs to hire the space, cost of utilities, and an increase in supplier costs. In addition to this some spaces are not suitable due to having no utilities or problematic due to permits required and delays in securing this and further work is needed to explore options to improve these locations. Some income has been lost through decisions from CYC.

Visit York Membership

Our Membership Advisory Board has met on 2 occasions. This group provides challenge, new ideas and an increased ambassadorial voice for the city. The group currently supports new ideas for events and the annual Membership Conference. This group also ensures that we are more accountable to our Membership and provide what Members want.

LVEP

Make It York has been involved in the development of the Growth Plan and partnership agreement. This details the scope of LVEP and key priorities for North Yorkshire. The plan and agreement have now been approved by the Make It York board.

Data and Analysis

Centre for Cities Spending Time Report:

Summary of Key Points About York

- **Leadership in Visitor Spending:** York leads the UK's 63 cities in visitor spending, with one in every £3 spent in 2023 from people who do not live, work, or study in the city.
- **Domestic Visitor Destination:** York's share of overnight visitor spend is 3.4 times higher than its share of the UK's total urban population. Classified as a top domestic "destination city," this "Destination Ratio" of 3.4 reflects York's ability to attract overnight visitors far exceeding its share of the UK urban population.

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- **Limited International Pull:** Despite its domestic appeal, York is not a significant destination for international visitors, with UK spending dominated by London (77%) and Edinburgh (5%).
- **Broad Geographic Reach:** York attracts overnight visitors from a wider geographic area compared to day visitors, distinguishing it from a city like Sheffield, which has a similar level of visitor spending but less reach and draw for overnight stays.
- **High Spending by Overnight Visitors:** On average, overnight visitors spend £100 per trip, but the average for York is nearer £125.
- **Visitor Contribution to Spending:** In York, for every pound spent in town by locals, visitors spend 55 pence. In nearby Hull, this figure is just seven pence. York and Blackpool have similar shares of overnight visitor spend but overnight trips account for over half of total visitor spending in Blackpool, versus only a third in York. York captures day trip spend in a way Blackpool does not.
- **Culture and Leisure Reliance:** Over half of York's spending on culture and leisure activities comes from visitors, highlighting their importance in maintaining these offerings.
- **Food and Retail Strength: Visitors spend more on eating and drinking in York than locals.** This means that visitors can sustain variety in merchants that locals otherwise could not. Spend data identified over 700 separate food and drink establishments in York, or 3.5 per 1,000 residents. In similar-sized Swindon, this figure is just 2.2 per 1,000. The type of establishments sustained in each place differs too. In York, 54% of total spend on food and drink is in cafes and restaurants versus 23% in fast food establishments. The figures for Swindon are 39% versus 37%. Overnight visitors are a big driver of this – in York, they spend four times more of their eating-and-drinking-out budget on restaurants compared to fast food.
- **Specialised Retail:** Compared to other cities, York supports more spend in high-end (such as jewellers), independent, and souvenir shops. Visitors account for over 40% of retail spend.
- **Economic Dependence:** Visitor spending is crucial to York's economy, providing jobs and sustaining local businesses. However, the city is over-reliant on tourism, highlighting the need for broader economic strategies to diversify and strengthen its economic base. The city is more reliant on visitor spending because locals do not have the pounds in their pockets to spend on the city's high street. Having a visitor economy is a good asset for these places, but it

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cannot paper over other shortcomings in the local export economy. Their main challenge is not to double down on the former but to tackle the latter.

International Tourism

Growth in international tourism is a key focus for York

Attending trade shows offers opportunity to increase awareness of York as a key destination to visit, creates opportunities for collaboration and fostering new relationships with key partners and consumers.

Staff have or are attending the

- World Travel Market in London which is home to the world's travel trade - the most influential travel and tourism event globally.
- Vakantiebeurs Travel Fair which is one of the largest travel fairs events in the Netherlands. Travel companies, destinations, showcase to Dutch consumers. Vakantiebeurs aims to inspire people to plan their future holidays.
- British and Ireland Market Place, met with key decision makers from high quality buyers in a series of one-to-one appointments – from bespoke tour operators to key volume drivers – all ready to contract and do business
- ITB Berlin, Biggest trade show in Europe with exhibitors and trade visitors from all over the world. Around two-thirds of the exhibitors and almost half of the participants come from overseas– always with a prominent level of decision-making authority.

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OVERSEAS DMOs WECHAT RANKING Q2 2024

N.	Organization Name	N. of Posts	Total Views	Average Views per Post	N. Views Top Post	Total Likes
01	Macao Government Tourism Office	95	1,123,402	11,825	75,459	3,484
02	Hong Kong Tourism Board	34	370,196	10,888	29,297	3,432
03	Dubai Department of Tourism & Commerce Marketing	64	161,052	2,516	6,004	3,008
04	Queensland Australia	11	73,003	6,637	21,257	4,049
05	Region of Valencia Tourism Board	15	72,497	4,833	9,925	109
06	Abu Dhabi Department of Culture & Tourism	13	32,445	2,496	8,216	341
07	Los Angeles Tourism & Convention Board	70	32,009	457	1,497	553
08	Forever Edinburgh	25	29,448	1,178	3,771	840
09	Tahiti Tourisme	6	22,456	3,743	18,840	107
10	DestinationBC	13	21,926	1,687	2,822	236
11	Washington DC Convention and Tourism Corporation	12	12,526	1,044	2,920	107
12	DiscoverPhiladelphia	13	12,213	939	1,752	69
13	Destination Ontario	24	10,751	448	1,725	218
14	Travel South USA	5	10,590	2,118	2,689	47
15	Visit York	48	8,818	184	1,654	188
16	NYC	15	8,727	582	1,012	180
17	Visit California	12	8,452	704	1,506	190
18	Tourism Tasmania	14	6,802	486	1,654	24
19	Tourism Western Australia	12	6,524	544	2,423	106

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Week from 31st August - 6th September 2024

N.	Organization Name	WeChat ID	N. of Posts	Total Views	Average Views per Post	N. Views Top Post	Total Likes	Total Wows
01	Macao Government Tourism Office	MGTOweixin	10	274,069	27,407	77,189	432	120
02	Hong Kong Tourism Board	hktbwx	1	12,546	12,546	12,546	164	69
03	Region of Valencia Tourism Board	Region of Valencia Tourism Board	1	10,494	10,494	10,494	7	9
04	Dubai Department of Tourism & Commerce Marketing	dtcmchina	5	9,906	1,981	2,266	227	33
05	Visit York	visit_york	14	2,388	171	663	64	18
06	Forever Edinburgh	EdinburghOfficial	1	2,021	2,021	2,021	37	15
07	Queensland Australia	visitqueensland	1	1,843	1,843	1,843	10	5
08	DestinationBC	DestinationBC	1	1,805	1,805	1,805	51	22
09	visit seattle	Visit-Seattle	1	1,715	1,715	1,715	6	0
10	Los Angeles Tourism & Convention Board	helloLA_cn	3	1,639	546	655	26	8
11	Tourism Tasmania	TourismTasmania	2	1,199	600	760	15	10
12	Visit California	visitcalifornia	1	1,069	1,069	1,069	27	8
13	YesMilano	YESMILANO_official	2	1,031	516	594	25	12
14	Hawaii Tourism Authority	hawaiitourism	1	928	928	928	7	4
15	DiscoverPhiladelphia	DiscoverPhiladelphia	1	879	879	879	4	3
16	NYC	NYCgoOfficial	1	810	810	810	22	3
17	Destination Ontario	gh_59f9d48a8480	2	802	401	607	19	10
18	Washington DC Convention and Tourism Corporation	visitdc	1	668	668	668	10	1
19	Zurich Tourism	ZurichTourism	2	586	293	297	7	2
20	VisitSydney	VisitSydney	1	461	461	461	24	4

About the Ranking:

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INTERNATIONAL

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小红书 XIAOHONGSHU RANKING

OVERSEAS DMOs XIAOHONGSHU RANKING Q3 2024

N.	Organization Name	Total Engagements	N. of Posts	N. of Followers	Total Collects	Total Comments	Total Likes	Total Shares	Weekly Engagement Rate
01	Discover Hong Kong	21,528	77	59,459	5,391	1,230	11,289	3,618	3.03%
02	Macao Government Tourism Office	11,401	110	136,095	2,458	1,071	4,397	3,475	0.65%
03	York	9,440	55	3,707	1,555	457	6,148	1,280	22.84%
04	Forever Edinburgh	5,119	52	20,014	1,313	438	2,348	1,020	2.01%
05	Geneva Tourism	4,264	41	5,545	842	413	2,166	843	6.39%
06	Visit California	2,652	30	12,298	482	63	1,896	211	9.20%
07	Los Angeles	2,578	50	2,477	482	128	1,489	479	9.44%
08	VisitQueensland	2,476	39	791	354	94	1,743	285	28.37%
09	South Australian Tourism Commission	1,495	17	2,407	377	45	979	94	5.21%
10	Tourism Victoria & Melbourne	1,220	15	10,382	302	38	481	399	0.92%

About the Ranking:

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 XIAOHONGSHU RANKING

 MINTA INTERNATIONAL

OVERSEAS DMOs XIAOHONGSHU RANKING

Q2 2024

N.	Organization Name	Total Engagements	N. of Posts	N. of Followers	Total Collects	Total Comments	Total Likes	Total Shares	Weekly Engagement Rate
01	Discover Hong Kong	78,857	83	48,916	9,262	8,313	52,699	8,583	15.60%
02	Macao Government Tourism Office	13,830	113	133,153	2,773	1,382	7,058	2,617	0.87%
03	Forever Edinburgh	7,537	55	19,131	1,745	354	3,953	1,485	3.37%
04	Visit Sydney	4,795	31	2,716	331	47	4,320	97	19.06%
05	Tourism Victoria & Melbourne	3,949	25	10,158	1,210	63	2,398	278	3.93%
06	York	3,251	23	2,212	614	511	1,434	692	15.64%
07	Los Angeles	1,085	62	1,388	237	42	684	122	8.26%
08	Geneva Tourism	1,003	34	4,601	298	63	452	190	1.88%
09	VisitQueensland	990	32	431	393	37	415	145	41.06%
10	Dubai Department of Tourism & Commerce Marketing	767	63	6,856	129	129	421	88	1.05%

About the Ranking:

Data Collection Date: 1st July 2024 (12:00)

Ranking Criteria: Accounts are ranked according to the highest number of engagements for all posts published.

N. Overseas DMOs Surveyed: 18

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Dragon Trail
INTERNATIONAL

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ABOUT I



INTERNATIONAL

小红书 XIAOHONGSHU RANKING

OVERSEAS DMOs XIAOHONGSHU RANKING

Week from 28th September - 4th October 2024

N.	Organization Name	Xiaohongshu ID	N. of Followers	N. of Posts	Total Likes	Total Shares	Total Comments	Total Collects	Total Engagements
01	Discover Hong Kong	4381892072	59,459	5	621	296	122	236	1,275
02	York	948363515	3,707	9	614	246	82	176	1,118
03	Macao Government Tourism Office	749129052	136,095	16	410	260	70	193	933
04	Forever Edinburgh	6280535474	20,014	4	337	264	25	167	793
05	Geneva Tourism	937515124	5,545	2	110	83	19	141	353
06	Destination DC (Washington)	945103087	1,822	1	54	41	2	58	155
07	Visit California	5642421288	12,298	4	77	17	6	29	129
08	Los Angeles	helloLAcn	2,477	6	46	19	4	15	84
09	Busan Tourism Organization	753402576	14,253	3	24	2	17	12	55
10	Dubai Department of Tourism & Commerce Marketing	873077261	8,021	5	19	11	0	22	52

Digital Statistics

Visit York's digital strategy has delivered outstanding results from April 2024 to December 2024, leveraging web, social media, and email marketing to engage audiences, promote the city, and support its stakeholders.

Web Performance

The Visit York website remains a critical tool for planning visits and showcasing the city's attractions.

- **Total Views:** 3.4 million views from 1.3 million unique users.
- **Average Session Duration:** Visitors spent an average of 3 minutes on the site, indicating high engagement.
- **Top-Performing Pages:**

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- **Christmas Page:** 272.8K views, reflecting the strong appeal of York's festive offerings.
- **Christmas Market Event:** 261.5K views, showcasing the popularity of this annual highlight.
- **What's On Page:** 159.9K views, reinforcing the importance of up-to-date event listings.
- **Visitor Demographics:**
 - **UK:** 3.1 million views, dominating website traffic.
 - **US:** 92,337 views, indicating growing international interest.
 - **Australia:** 24,408 views.

The website's consistent growth demonstrates its effectiveness in meeting visitor needs and supporting the city's visitor economy.

Social Media Performance

Visit York's social media channels have delivered record-breaking engagement, promoting York as a leading destination.

- **Number of Posts:** 4,297 posts published across platforms to maintain strong visibility and engagement.
- **Total Impressions:** 11.6 million, highlighting significant reach.
- **Top Post:** "York: The Most Haunted City in Europe" reached 1.86 million people on Facebook with 28,980 engagements, reinforcing York's status as Europe's most haunted city.
- **Engagements:** 368.6K total, with a 3.11% engagement rate.

Social media has provided an invaluable platform for promoting York, driving both awareness and direct engagement.

Newsletter Engagement

Email marketing has been highly effective in reaching audiences, supporting partners, and driving traffic to York's offerings.

- **Number of Newsletters:** 128 newsletters sent, ensuring consistent communication.
- **Total Recipients:** 596,000 emails delivered between April 2024 and December 2024.
- **Average Open Rate:** 46.96%, well above industry standards.

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Newsletters continue to be a key tool for engaging stakeholders and audiences, delivering targeted updates and promotions.

Marketing & Communications Campaigns

Halloween Campaign

Haunted York, a partnership between Visit York and York Park & Ride (FIRST), was designed to target new, spending audiences. While the city is already busy in October with pre-teen families, the funded campaign gave Visit York the opportunity to grow potential amongst older families, Generation Xs and Millennials from beyond the city borders i.e. a 2-hour travel time, spanning as far afield as Manchester and Newcastle.

For the first time this year, Haunted York also became a year-round campaign, with assets created that would last beyond Halloween week, cementing York as one of Europe's most haunted cities with an extraordinary and award-winning collection of supernatural experiences to be enjoyed by visitors (and appreciated more by staying longer).

Like summer, this year's Haunted York has been a record-breaking campaign on many levels:

- reaching new audiences
- exceeding all previous campaign performances in terms of audience reach and engagement
- providing a highly effective platform for our campaign partners and members to promote their own news and events.

Finally, it has played a crucial role in reinforcing York's reputation as Europe's most haunted city, and most importantly, a must-see, multi-faceted, and vibrant year-round destination.

- Haunted York social media posts reached **2.3 million people, + 44% on last year**
- On Facebook alone, our stand-out campaign video achieved an audience reach of **1.86 million people – up 179% on last year**. It was watched in full by 760k people, and there was a **239% year-on-year increase in resulting engagement**.

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- On YouTube, our campaign video achieved an audience reach of **1.56 million people** (vs 173k people last year), leading to **402,000 interactions** with our Haunted York webpages; it was watched in full by 204k people. The video was only served to our target demographic, which particularly underscores Visit York's success in hitting the brief.
- In addition to the main video, **224,000 people** watched bespoke reels created by our in-house team – and featuring Visit York members. In total, videos were viewed by **983.7k people** on social media, a **26.8% increase** from 2023
- The Haunted York online hub achieved **61.7k page views** and **38.9k sessions, 10.1% up on last year.**
- Over **4000 users** were directed to partner sites from our Haunted Hub, a **79% increase** on previous years. This was also great news for our campaign sponsors: **York Dungeon, up 33%** on last year, and **York Park & Ride, up 27%.**
- **206.3k users visited the Visit York website during the month**, which beats the previous record of 204K in 2021!
- Haunted ENewsletters were sent to a national and local mailing list of **76,000 people, with a 61% year-on-year increase in click-throughs to partner content.**
- An estimated **1,029,297 people** viewed our Haunted York digital screens and art bench in Parliament Street during September and October.
- While the marketing campaign successfully generated interest in the city, there was also a corresponding uplift in visitors. Initial data suggests that in October 2024:
- Air BnB occupancy rose up to 74% vs last year's 71%
- During Halloween week, 22% of visitors used York Park & Ride
- City footfall was up 8% on last year
- City footfall during the Halloween half-term week was up 9%
- York Park & Ride estimate that the campaign has given them a 4% increase in trips this year.
- This was a campaign that supported and featured York's businesses. It gave them a highly-effective and accessible platform to reach spending visitors – an invaluable opportunity while a cost-of-living crisis continues to impact heavily on the visitor economy, and with many free activities within the city during Halloween acting as competition to charging attractions.

York Pass

Annex A

The Visit York Pass currently provides access to 35 attractions and 16 extra value offers. The Visit York Pass has had a strong 2024/25 so far with 9236 Visit York Passes sold with total sales of £628207.50. In comparison to 2023/24, this represents a 19% increase of Visit York Passes sold (7737) and total sales (£529,398.75). Whilst the top sales location is directly through yorkpass.com, there are strong VYP sales through the Visitor Information Centre, Get Your Guide and Viator.

When viewing available demographic data (Quarter 1 – 2024/25) through yorkpass.com, 18,250 active users visited yorkpass.com with a 60% female and 40% male split. Whilst a portion of age demographic is unreported, the highest reported is the 25-34 category followed by the 45-54 category. 80% of active users were from the United Kingdom followed by USA (10%) and Australia (2%). When looking into the geographic location of active users in the UK, 41% of active users were from London followed by York at 10% and Newcastle at 5%.

In 2024/25 YTD, 43% of guests use their Visit York Passes on their same day as purchase with 23% of guests using within 7 days and 17% within 30 days.

Across the past few months, MIY has been working closely with TurboPass (software provider) to prepare for the launch of a new digital web application for the Visit York Pass – aiming for launch in March. This web application will optimise the guest experience from start to finish where guests can manage their Visit York Pass plans from one convenient digital platform.

MIY will continue to develop the Visit York Pass over the coming months.

Markets

Amended Rules and Regulations were implemented at Shambles Market in November 2024 once approved by City of York Council and Make It York Board.

The on-going sustainability of Shambles Market as detailed in the Service Level Agreement is dependent on the ability of Make It York to proactively manage and develop this, supported by a current and comprehensive set of Rules and Regulations.

The updated rules and regulations ensure:

- The market is operated in line with professional market management requirements and good practice.
- The market is operated and facilitates equality and inclusiveness for all traders.

Annex A

- The market is a vibrant and financially viable market or deliver a market that this operated at cost neutral at minimum.
- They comply with legislation adequately.
- They are fair, transparent, consistent, and practical for all traders to comply with on all market days.

We have worked extensively with national organisations such as the National Association of British Markets (NAMBA) and the National Market Trader Federation (NMTF) in relation to Shambles Market operations. The updated Rules and Regulations we have created are being highlighted by NAMBA with all their members as an excellent example of operational regulations.

To this end NAMBA have invited Make it York to make a key speech at their for coming conference on good, inclusive Rules and Regulations and trader engagement.

Markets Charter

Little Bird Market – 1st – 4th August

The artisan market was delivered as part of Yorkshire day celebrations. This was a well delivered Market with high quality traders, feedback from those traders has been positive, for a short market traders reported it was one of their best for trading.

Feedback from the public was positive. The Little Bird Team were professional and positive to work with. There were no reported incidents during the market.

The organisers are keen to return to York. It is the same organiser that provides a regular market at Acomb high street which has become a valued market for the local community. They provide an artisan market once a month and a regular produce market once a month on a trial basis.

Events and Festival

Orangery Summer Offer

Thors Orangery was part of the MIY Summer Campaign and encompasses city led engagement / community space.

Thors facilitated its own courtyard and delivered a programme of music and live events throughout the summer. It also provided 3 street food offers along with family BBQ on weekends.

The event employed 12 people for the duration. Participation directly to the venue was approx 30, 000.

There were no licencing issues during the event, no H&S incidents or complaints

Annex A

received for the duration of the event.

Christmas Market

Research undertaken by Cool Crutches and Walking Sticks to determine the nation's most accessible markets in the UK. York was in the Top 10 for accessible market along with cities such as Edinburgh, Bath, Hyde Park, and Manchester.

Health and Safety

The Christmas market was closed for 1 day due to Storm Darragh. Normal trading commenced the following day. York was one of several markets that closed due to the storm impact.

There were 3 reported incidents during the market that were responded to and action.

Disabled Access

This year access was agreed with CYC during the Christmas market for blue badge holders to enable parking at Kings Square after 5pm rather than 7pm.

This was managed via a robust system to ensure that safety was not compromised. There were no reported incidents relating to blue badge access.

Evaluation data

<https://acrobat.adobe.com/id/urn:aaid:sc:EU:c4fff6d8-8fbe-4738-a70d-9b4768aeb466>

Culture

UNESCO

UNESCO expo evaluation

MIY provided grant funding along with CYC and North Yorkshire Mayor to deliver a 3-day event.

UNESCO Expo event was held between the 7- 9 November 2024.

- 16 businesses exhibited at the Guildhall for the duration of the event each showcasing high level exhibition design.
- Each exhibit was interactive, fun and this is about play.
- All exhibitors were operating on a prominent level from York working in Media

Annex A

Arts.

- Offered opportunity for businesses to speak about developing their business as well as career focused sessions.
- Facilitated networking events during the event.
- Facilitated York Schools Day to engage as many young people as possible.
- Facilitated Residents Day to engage as many residents as possible.

Trailblazers

The full evaluation for trailblazers delivered in partnership with York Civic Society is in the link below.

<https://acrobat.adobe.com/id/urn:aaid:sc:EU:c74d8b75-f70f-40b2-8e0a-85b5ac9b9786>

Conclusion

MIY is a going concern as the 2024/25 budget demonstrates. The MIY team have worked hard to restore financial stability and strong management within the organisation and will continue to do so during 2024/25 we continue to offer all our services and deliver strong results both to visitors and to residents.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Make It York

Business Plan
2022 - 2025

Introduction

Photo by Ravage Productions



Greg Dyke
Chair

I first came to York in my twenties to study at The University of York. Forty years later, I became the Chancellor of the same University, a role I undertook for eleven very special years. I share this now as Make It York looks to enhance its collaboration with the city's higher education sector. Indeed, with approximately 40,000 students and more than 5,000 members of staff, the city's universities and colleges have a significant impact on York and its economy.

As a city, York has a long history to be proud of; our walls and cobbled streets are well

walked; we have brilliant museums and plans to develop others; we have world class culture and events and an appetite to do more, and we have a city centre with a difference with our markets and a large number of independent retailers. As a city we are also known for our ideas and creativity, along with being the UK's first and only UNESCO Creative City of Media Arts.

We want York to be a city of investment and opportunity, of commerce and tourism, not only for visitors, but for the benefit of the 200,000+ people who live, work and play in the city on a daily basis.

As an organisation Make it York is not complacent. We will learn from other cities in Europe and further afield; we will continue to work together with our partners and stakeholders; we do plan to further develop a 365-day place which is vibrant, respected and of which we can all be proud.



Sarah Loftus
Managing Director

When I joined Make It York as Managing Director in November 2021, I was overwhelmed by the volume of people who thanked me for the tireless work that Make It York undertook throughout the pandemic. York residents and business owners are proud of their City and I would therefore like to offer my heartfelt thanks to our 800+ members for not only making me feel so welcome, but for the way you all adapted to ensure that York remained open for business throughout the last two years and inspired such a strong recovery.

Now that we have the green light to open the city without restrictions (at the time of writing), we look forward to working in partnership with York BID, as well as the city's attractions, accommodation providers and hospitality venues to build back even better.

Despite ongoing challenges such as rising energy costs, difficulties in attracting staff and supply chain uncertainties, Make It York pledges to work tirelessly to make York stronger by promoting the city to local, national and international audiences, as well as providing an unforgettable Yorkshire welcome and experience for all residents and visitors to this great city.

Our first Make It York business plan demonstrates that we mean business and we are proudly focused on what we aim to deliver for this city. We have developed a clear and commercially viable plan, while at the same time accepting the commercial risk associated with focusing more closely on cultural and eco-tourism, as well as including more resident-focused activity in our marketing and event plans.

We know that we are predicting a short-term loss in 2022/23, but we have made the decision to retain a physical visitor information centre in the centre of York, unlike most other UK cities who have permanently closed the doors of their information centres in favour of an online presence. We are committed to keeping our doors open and striving to retain the 'York Welcome' – people will always come first in this city.

We will reach far and wide to support our members by continuing to invest in great experiences that we know residents and visitors enjoy, whilst also being 'thought leaders' as the visitor economy adapts to the post-Covid age. We will encourage visitors to stay longer, take the lead on the city's new tourism strategy and produce our first markets strategy to protect and sustain our unique offering. We will work in partnership wherever possible, encourage sustainable practices and view both York residents and students as valuable participants in our future activities.

Our Vision

We want our residents to be proud to live here

Make It York will contribute by:

- Creating incredible events that our communities love
- Developing our dynamic and engaging cultural and arts scene
- Ensuring our city centre is attractive and befitting of our city's heritage

We want more businesses to prosper here

Make It York will contribute by:

- Supporting local businesses with advice and information
- Building strategic partnerships locally, nationally and globally
- Attracting and retaining the right investment and talent for the city

We want more people to come here to visit

Make It York will contribute by:

- Making York famous as a first-class destination for leisure, business and study
- Creating unrivalled experiences for visitors across the city
- Supporting local businesses who help make this happen

We will use data, evidence and smart technology to help businesses make the right decisions, as well as to attract visitors and new investors.

We will draw on the expertise of a talented team of Make It York staff, with local, national and international experience, and an influential Board of Directors including local Councillors, business leaders and city stakeholders.

We will work strategically to identify and support areas that are important to the city's future; the needs of York are always changing and that's why we are always improving our services to meet the City's evolving demands.

OUR PRIORITIES 2022-2025

CREATING A STRONG AND EFFECTIVE ORGANISATION

Photo by Ravage Productions

MAKE IT YORK COMPANY VALUES

VALUES	BEHAVIOURS
ENTREPRENEURIAL	We will champion new ways of working We will deliver great results We will always be improving
COLLABORATIVE	We will work in partnership We will share our resources We will support our teams
RESPONSIBLE	We will put customers first We will do what we say We will be true to our City
AMBITIOUS	We will make York the best place it can be We will make MIY the best company it can be We will become the best team we can be

MAKE IT YORK BUSINESS PRIORITIES

We will:

- Ensure all our policies and procedures are up to date.
- Improve our financial and budget management procedures, so we spend our resources more effectively to do more with less.
- Tender our audit/external accounting services in 2022.
- Review our finance systems and identify a better platform in 2022.
- Implement a clear tendering and commissioning process that is open and transparent and gets value for the City.
- Hold one awards ceremony to celebrate the successes of our tourism, hospitality and culture sectors.
- Develop and implement a set of measures to evaluate our performance that will include an annual membership survey.
- Develop 3 new activities that will diversify our business model to ensure our financial stability, e.g. reviewing our digital offering, Tap and Give and expansion of the successful York Pass scheme.
- Achieve Good Business Charter status.
- Evaluate all our events through impact assessments.

MEASURING OUR SUCCESS

We will measure our success by:

- Carrying out an annual 'member' survey.
- Hosting monthly member events.
- Monitoring PR, media and social media coverage.
- Presenting performance reports to the MIY Board.
- Producing Quarterly Narrative reports for City of York Council.
- Increasing the number of members engaged in activities.
- Increasing the number and quality of events and activations.



St Nicholas Fair 2021
Photo credit Gareth Buddo

OUR PRIORITIES 2022-2025

PIONEERING YORK AS THE BEST TOURISM CITY IN THE UK

Photo by Charlotte Graham

"One of the reasons I love Visit York is the help and support which I receive from the whole team – you are always my 'Go-To' choice in the first instance and you have never let me down. I have been a member of Visit York for almost 17 years now and have always shouted from the roof tops about how good the organisation is, and how essential it is to York as a whole – businesses, tourists and residents alike. One of the reasons I renew my membership year after year is because I know Visit York will be there to hold my hand when I lose my way or things get tough – this last year has been a test of that, with you and your fellow colleagues coming through with help and advice every time! Please could I trouble you to pass on my thanks to all, and I wish everyone a very successful year ahead, together with many more to come."

Susan Kitchener
York Luxury Holidays



Visit York Tourism Award Winners 2022

DESTINATION MANAGEMENT PRIORITIES 2022-2025

We will:

- Promote York as a leisure, business and visitor destination, by partnering with VisitEngland and VisitBritain, overall ensuring York is included in leading international, regional and national marketing initiatives with the aim of increasing visitor spend in the City by 5% above the Retail Index-Base figure by 2025.
- Continue to develop and grow our Visit York membership scheme, increasing our membership by 2% year on year and maintaining our retention rate at 94%.
- Work with the Tourism Sector to increase 5% GVA growth in the sector by 2025 by maximising private sector led investment into the City Centre, building a strong evening economy (incorporating York's Purple Flag status) and attracting new tourism into the city.
- Develop and support the Tourism Advisory Board leading on, contributing to and implementing, the development of a new Tourism Strategy.
- Manage a Visitor Information Service which celebrates the "York Welcome".
- Attract new business tourism to the city by providing a clear and effective process for responding to conference enquiries with high quality support and work proactively to attract new enquiries appropriate to the city.
- Pioneering new ways of managing tourism, cultural tourism and eco-tourism, to ensure sustainable growth

DESTINATION MANAGEMENT ACTIVITY 2022-2023

We will:

- Grow our Membership back to 2018/2019 levels.
- Increase followers, impressions and engagement on our Visit York social media channels by 5% year-on-year throughout 2022/23. For context, at the time of writing Visit York has a total of 132,619 followers across Facebook, Twitter and Instagram and we achieve in excess of 1 million impressions and 50,000 engagements per calendar month (current record stands at 1.7 million impressions and 74k engagements in December 2021).
- Increase footfall, occupancy, average length of stay and the overall value of the visitor economy by developing seasonal domestic leisure marketing campaigns aimed at the local, regional and national UK markets with campaign partners from across the sector, as well as pushing 'York and beyond' with twin centre break packages.
- Build on the success of York's domestic marketing campaign activity over the last 12 months by targeting international markets. We are looking to mirror the chosen VisitBritain overseas markets, initially concentrating on North America and Europe and then starting to refocus on the longer haul Asian markets as they re-emerge. To return international visitation into York to pre-pandemic levels (3.87% of overall visitation) by the end of 2023 whilst maintaining domestic visitation. Measured by monthly visitor surveys and biennial economic impact modelling.
- Grow our press coverage value and reach by 5% year-on-year throughout 2022/23, as measured by our KANTAR media monitoring platform.
- Hold 12 member training and networking events across the year.
- Measure our effectiveness by monthly visitor surveys and biennial economic impact modelling.

OUR PRIORITIES 2022-2025

Pop-Up Patio, York Theatre Royal, Summer 2020
Photograph by Karen Boyes. © York Citizens' Theatre Trust

CREATING HISTORY EVERYDAY THROUGH OUR EVENTS, FESTIVALS AND MARKETS

'Despite having only been Visit York members for a short period, we have found that the opportunities available to us have already made it well worth it. We have experienced increased traffic into our shop and onto our website, and have loved getting to know other local businesses too. The marketing opportunities in particular have been extremely useful to us as a new business!'

Tom Calvert
Chief Executive Officer, Avorium

"Events experience is undoubtably one of Make It York's strengths. Staff are a font of knowledge, they can advise on health and safety, support with licensing and planning proposals and help to transform our idea into a successful city centre event. Over time, THOR'S has grown into a national, much-loved brand – whose roots belong in York. And ultimately without Make It York's trust in our offer and ability to deliver, we wouldn't be here today."

Amanda Monaghan
Director, Thor's Events

York Ice Trail 2022
Photo by Charlotte Graham



EVENTS, FESTIVALS & MARKETS PRIORITIES 2022-2025

We will:

- Manage the Shambles Market by operating the City's Market Charter and supporting existing and new market retailers to bring even more vibrancy to the Market. We will trial speciality markets within the Shambles Market to help grow the diversity and use of the area for local people.
- Lead on developing York's first Market Strategy for the whole of York, ensuring York is leading the way on Market development and sustainability.
- Enhance the City Centre vibrancy by creating new experiences in the City Centre for residents and visitors alike, as well as helping to attract new tenants and businesses to fill vacant city centre premises. Maximising the use of the footstreets, Eye of York and Tower Gardens by creating and promoting a high-profile calendar of events and festivals which add value to the York Experience.
- Develop and enhance the commercial event offerings in the City Centre, including, St Nicholas Christmas Fair, Summer in the City, York Halloween etc. and as a result generate investment in and for the City. We will provide clear and transparent procedures for running City Events and providing appropriate management and support, to ensure all events are held within current laws, regulations and health and safety guidance.
- Support and encourage a variety of free events for residents and visitors to enjoy, including trails, Residents' Festivals and community and voluntary activations.
- Help enable third party events including The Festival of Ideas, The Viking Festival and York Mystery Plays to thrive.
- To help secure value for money and promote fair and transparent procurement, we will develop and utilise a tender process to award major contracts to suppliers.

EVENTS, FESTIVALS & MARKETS ACTIVITY 2022-2023

We will:

- Manage the Shambles Market more effectively in line with the City's Market Charter on behalf of the City of York Council.
- Develop the first Markets Strategy for the City by December 2022.
- Introduce a series of night and specialist markets in the Shambles Market area during the year.
- Deliver five commercial events including the Christmas Market, summer and autumn event including Halloween, Easter and an Arts Trail.
- Assist and support approximately 12 major third party events in a regular non-Covid year, by curating space for events and producing marketing campaigns.
- Curate a year-round programme of public events, catering to peak and off-peak times of the year to encourage seasonality, and create a high-quality, vibrant and attractive city offer that will provide a consistent and uplifting experience for residents and visitors.
- Add resident engagement opportunities to all our events.
- Make our events examples of best practice, to increase quality and where possible, create more sustainable events.
- Promote and implement our new event booking system.
- Develop and design a new programme of events to maximise the spaces we manage.
- Develop a plan for the footstreets we manage.
- Invest £45k into the Christmas Lights provision for the City whilst exploring enhanced sponsorship opportunities.
- Develop an Event Framework to inform York's major events and help shape the future direction of world class City bids, such as the Rugby League World Cup.
- Create an overarching Events Strategy, drawing on the Culture Strategy, City Narrative and Tourism Strategy, and other major local strategies.
- Invest in events monitoring and evaluation.
- Transfer back West Bank, Rowntree, Rawcliffe Country and Hull Road Parks to City of York Council.

OUR PRIORITIES 2022-2025

MAKING CULTURE ACCESSIBLE TO ALL



York Mystery Plays – The Creation and Fall of the Angels
Photo by Kippa Matthews. © York Mystery Plays

"The Arts Council believes that everyone, irrespective of age or background, should have access to arts and culture as both participants and audiences. By embedding arts and culture at the heart of key elements across the city such as regeneration development, children and young people, talent development and retention, residents' wellbeing and tourism, York's Culture Strategy aligns with the vision of Let's Create, our ten year strategy for 2020-2030. I look forward to seeing how York Culture develops and impacts on the lives of the local community and visitors to the city."

Darren Henley,
Chief Executive of Arts Council England



Kelly Richardson for York Mediale
Photo by Charlotte Graham © York Mediale

CULTURE AND WELLBEING PRIORITIES 2022-2025

We will:

- Develop, promote and manage the City's Culture Strategy, York's Creative Future, 2020 – 25. by working with partners to deliver an ambitious and cohesive range of programmes. Promoting the culture and creative sector through media channels, policy work, networking opportunities, working groups and forums.
- Develop an Events Framework for the Culture Strategy that enables the City to proactively identify events it wishes to host and attract.
- Promote and maximise York's UNESCO Creative City of Media Arts Status.
- Support cultural events and initiatives, such as the York Mystery Plays.



Creative Learning Programme Orchestra of the Age of Enlightenment © NCEM

CULTURE AND WELLBEING ACTIVITY 2022-2023

We will:

- Establish an open and equitable Culture Forum, led by a largely elected Culture Executive, to drive future Culture Strategy development.
- Set up working groups to facilitate delivery of the different Culture Strategy priorities.
- Support the development of the UNESCO Creative City status and support on production of the UCCN Monitoring Report 2022.
- Establish York TrailBlazers, working alongside York Civic Trust and key partners on an exciting citywide programme of events and activities, including potentially a large scale sculpture trail.
- Secure a cultural listings guide, to enable cultural activities to become more visible and accessible within York.
- Continue to deliver the Cultural Wellbeing grants programme, alongside City of York Council and Ways to Wellbeing (funding dependent, through the Better Care Fund), to support charities, social enterprises and voluntary groups who work in the arts for health.
- Explore the potential for a York Creates Fund.
- Curate a year's programme of cultural initiatives and installations, providing opportunities to artists and cultural practitioners, prioritising initiatives that include engagement with marginalised communities across the city's wards (i.e. not limited to the city centre) and engage closely with students.
- Advocacy for culturally significant events, such as the York Mystery Plays.

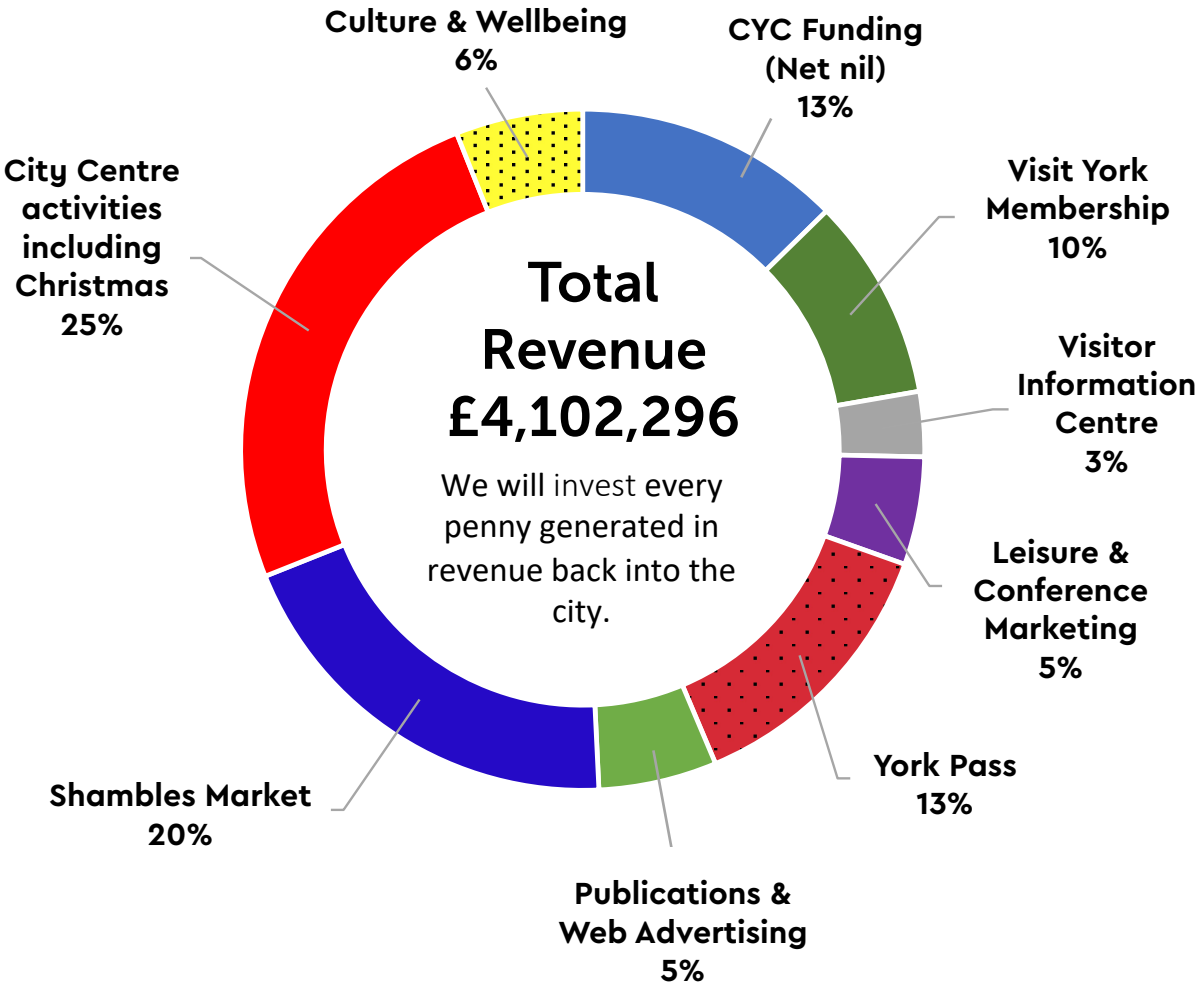
OUR FINANCES – OUR INVESTMENT INTO THE CITY

	2022/23	2023/24	2024/25
Culture	£635,542	£726,334	£787,761
Events & markets	£1,789,772	£1,916,193	£2,002,363
Marketing campaigns	£1,676,982	£1,799,948	£1,867,260
	£4,102,296	£4,442,475	£4,657,384



Jorvik Viking Festival © York Archaeological Trust

MAKE IT YORK BUDGET REVENUE BREAKDOWN



As Make It York, it is our privilege to be the city's destination management organisation, enhancing and promoting York as a world-class destination. We continue to play a pivotal and positive role in positioning the city of York to attract leisure and business tourism visitors, as well as engaging and inspiring residents and students to celebrate the joy of living and working in the city.

Our marketing campaigns drive traffic to our digital channels and footfall to our annual programme of cultural events and festivals.

Our commercial revenue enables us to continue supporting and enhancing the city's visitor economy, which (on average) receives 8.4 million visitors per annum, bringing an economic value of £909 million to the city. A fifth of York's visitors stay overnight and more than half of all spend is by overnight visitors. The city's visitor economy also supports more than 28,000 jobs.

We aim to be a commercially viable organisation over the next three years and intend to make no further borrowings from City of York council.

OUR MEMBER BENEFITS

All these benefits are included with Visit York membership:

Presence for your business on visityork.org – including ten images – with **450,000 visits per month**.

All members receive access to the content management system – allowing you to quickly add and update your business info and events.



Exposure to **400,000 people** who come to our award-winning Visitor Information Centre each year

Digital exposure to our social media audience of over 140K

69,000 Twitter @VisitYork and @VisitYorkBiz with #vymembers
52,000 Facebook @VisitYork
37,000 Instagram @VisitYork
3,200 LinkedIn @MakeltYork



Free training sessions – including social media, website and more...

Preferential rates on all enhanced marketing opportunities

– including exposure within our 1,300,000 publications distributed globally, digital advertising, and more.



Regular **free member events and networking** opportunities with 850 York businesses

Monthly newsletter bringing you the latest tourism news, events and opportunities.

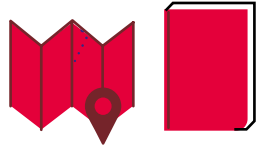


REASONS TO JOIN

York profiled to 1000s of journalists – with the **opportunity to be included in journalist and blogger press trip itineraries**



Exposure through our **1,300,000 publications** distributed globally



Two free York Passes – worth over £100



Free recruitment advertising at jobsinyork.com

Exclusive Insurance deals



Mystery Shopper Services



Save money on your business energy bills



Free legal helpline

Access to our network of over 200 local business supplier contacts at visityork.org/members



Exclusive member discounts through our perks cards

VisitYork MEMBER PERKS

Our wider marketing and PR campaigns reach national and international audiences

Our award-winning marketing campaigns help bring 8.4 million visitors to York, spending £909 million per annum

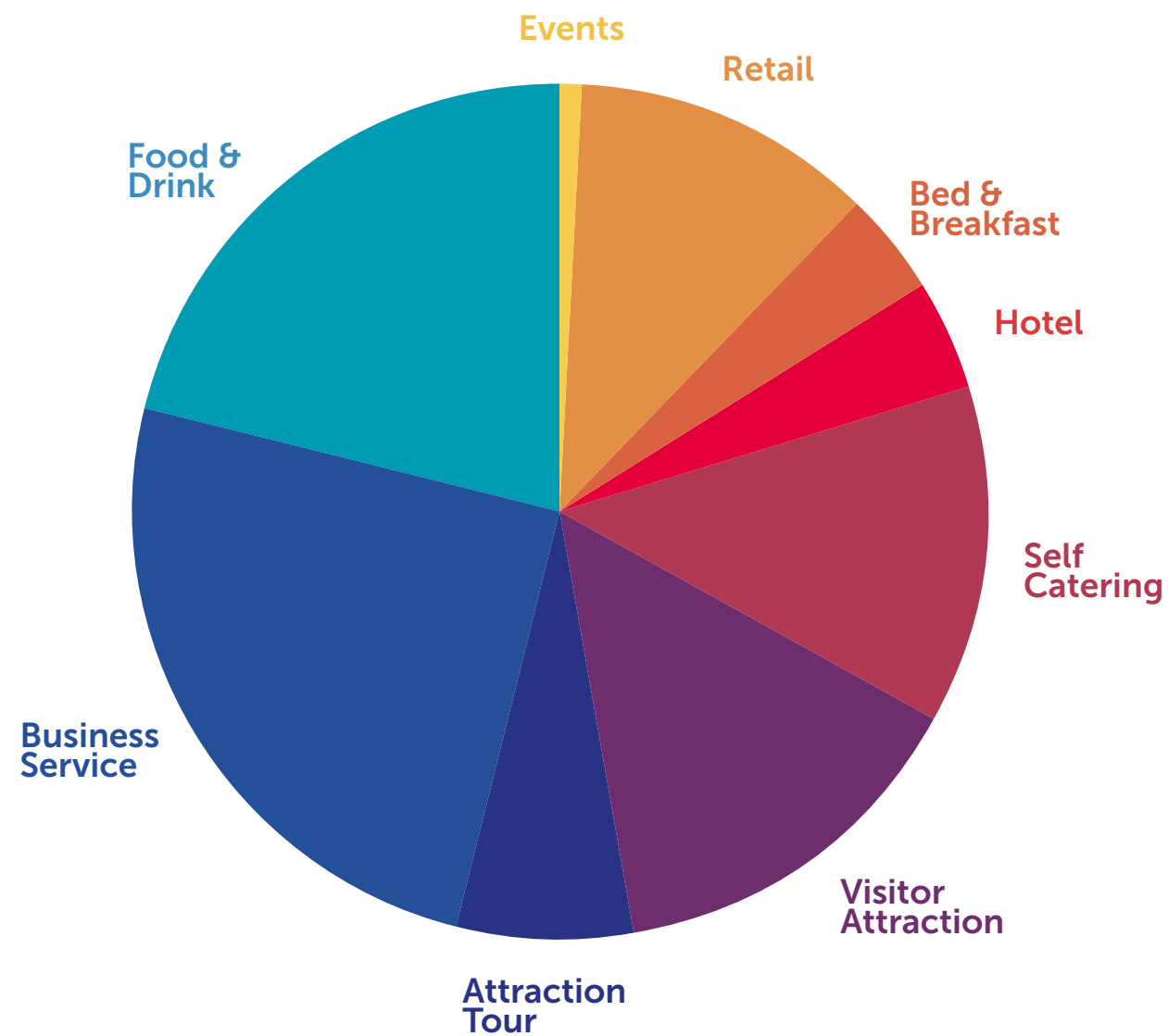
Over 900 pieces of press coverage generated in 2020

We market York as a world-class destination across the globe

13.9 million impressions on Visit York socials in 2020

A network of 850 businesses

VISIT YORK MEMBERSHIP BY SECTOR



MAKE IT YORK BOARD OF DIRECTORS



Greg Dyke
Chair



Sarah Loftus
Managing Director



Cllr Nigel Ayre
City of York Council



Professor Chris Bailey
Cultural Policy Consultant



Cllr Denise Craghill
City of York Council



Joan Concannon
Director of External Relations, University of York



David Horne
Managing Director
LNER



Mark Fordyce
Managing Director
York Data Services



James Farrar
York and North Yorkshire LEP
Adviser to the Board



Lyndsey Turner Swift
VisitEngland
Adviser to the Board

As the COVID-19 pandemic put global travel and tourism on hold and left residents of touristic cities around the planet 'home alone', more and more cities started asking themselves the same questions:

What kind of tourism do we want in the future and how can the visitor economy create value for the city beyond the visitor spending and jobs that follow?

The ever-evolving visitor market, changing resident and tourist demands, complex political and green agendas and increased global competition are having a significant impact on our sector, which is why this business plan allows us to adapt and flex across the next three years, adopting an agile and innovative approach.

As the visitor economy continues to evolve, Make It York will work as initiators and thought leaders, highlighting and empowering the creative and commercial energies in the city.

Our member engagement and commitment over the last two years has been very inspiring for our teams and shows great promise for the collaboration and partnerships that will carry the transformation of York's visitor economy to a new era.



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Appendix 3 - SLA strategic linkages Key Performance Data dashboard

Appendix 3	
Part 1 - OBJECTIVES	
The following are objectives to be achieved by Make It York as a Teckal company, for the purposes of public and procurement law in the United Kingdom, through the provision of the Services:	
(a)	Contribute proactively to the city vision of being more affordable, more accessible, more sustainable, and fairer for future generations to enjoy and residents to benefit from today.
(b)	Co-ordination and promotion of the city of York's brand and cultural offer taking every opportunity to articulate York's narrative, regionally, nationally, and internationally.
(c)	Work towards increasing the value of the visitor economy (including residents as visitors) through promoting innovation for social good and higher quality in the existing offer, encouraging high value visitor economy investment and attracting higher spending visitors.
(d)	Nurture new cultural ideas and initiatives to support good health and wellbeing.
(e)	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.
(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 below.
(h)	Create an environment for businesses and visitors' to proactively contribute to York's transition to net zero carbon emissions by 2030.
Part 2 - SERVICE SPECIFIC REQUIREMENTS	
1	General
1.1	Develop and deliver agreed initiatives and programmes within the remit of the areas set out in this agreement that further the Council's strategic priorities. These initiatives and programmes will 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 an annual business plan for Make It York, consulting with the Council to ensure that all activities are consistent with the Council's priorities (the "Business Plan").
1.3	Provide regular and timely advice for Council senior managers as required on remits relevant to these Service Specific Requirements and summarising what has been submitted in a quarterly progress report.
1.4	Represent York on operational working groups relevant to these Service Specific Requirements as agreed with the Council.
1.5	Ensure coherent local communications and press releases that further articulate York's brand position, regionally, nationally, and internationally in alignment with the Council's Marketing & Communications Team.
1.6	Work co-operatively in areas where the Council or commissioned partners remain the lead organisation responsible, but the remit is overlapping with these Service Specific Requirements.
1.7	Make business cases to the Council, in writing, for activities, initiatives or investment proposals that are not currently part of the SLA where Make It York considers they would support the Objectives set out in Part 1 of this Schedule and would add to or enhance these Service Specific Requirements set out here.
1.8	Collect relevant data, including user feedback, to evidence performance against the Objectives set out above and the Outcomes in set out below, as well as these Service Specific Requirements.

1. Destination Management Organisation									
Outputs	Measurements	Target	2023-2024 Baseline	Q1 2024-25 Apr-Jun	Q2 2024-25 Jul-Sep	Q3 2024-25 Oct-Dec	Q4 2024-25 Jan-Mar	2024-2025	Notes
DMO 1 Outcome - Leading on visitor economy marketing of York, working with Visit England, national and regional bodies to make the most of York's offer and attract visitors to the city.									
<ul style="list-style-type: none"> Creation and delivery of key marketing campaigns for York in collaboration with partners to strengthen city wide partnership approach, resulting in an improved quality of offer for York as a place to live, work, invest and visit. Creation of a new page on visitYork.org with sustainable travel information and promotion of sustainable travel itineraries viewed by 50,000 unique visitors per annum. Development of a package of linked attractions and experiences to encourage visitors to spend more time in York increasing overnight stays. Develop an international marketing plan and relationships established with 5 key international travel trade operators by end of May 2025. 	<ul style="list-style-type: none"> Increase click through rates of unique visitors accessing promotional and material on York for visiting, engaging in events and culture, markets, through MIY channels each year by 2% annually. 	+2%	+3.2%	+1.7%	+4.6%	+0.2%			
	<ul style="list-style-type: none"> Increase domestic and international promotion of York through social media channels: No of Instagram followers, number of Facebook post likes and follows, TikTok. 	↑	+10.4%	+9.7%	+8.9%	+2.7%			inc. Audience Growth
	<ul style="list-style-type: none"> Targeted marketing and campaigns x 4 	4	2	2	2	2			
	<ul style="list-style-type: none"> Retain retention rate of VY membership at 80% 	80%	80%	93%	93%	93%			
	<ul style="list-style-type: none"> Member Advisory meetings x 4 per year 	4	4	1	1	2			
	<ul style="list-style-type: none"> Attend 2 International trade shows per year. 	2	0	1	0	1 WTM			
	<ul style="list-style-type: none"> Visitor stay length increased by 1% yoy (STEAM) - Annual 	1%	3.2 nights (-5% vs. 2022)*	Annual	Annual	Annual			
	<ul style="list-style-type: none"> Visitors spend increased. (STEAM) - Annual 	↑	Direct expenditure: £1.2bn (-4.5% vs.2022)	Annual	Annual	Annual			
	<ul style="list-style-type: none"> Value of tourism to the economy increases. (STEAM) - Annual 	↑	£1.8bn (-4.5% vs. 2022)*	Annual	Annual	Annual			
DMO 2 Outcome - Maintain and develop Visit York as a membership body supporting and developing the visitor economy sector.									
<ul style="list-style-type: none"> Maintain relationships with existing members and create new member relationships to increase members. 	<ul style="list-style-type: none"> Hold networking events x 2 per annum. 	2	2	1	0	0			
	<ul style="list-style-type: none"> Deliver informative monthly enews to members ensuring retained membership of at least 80% 	80%	80%	93%	93%	93%			
DMO 3 Outcome - Work with the visitor economy sector, Visit England, the York & North Yorkshire LVEP, the York Business Improvement District ("BID") and other partners to ensure that a quality product is offered to both visitors and residents, and that it is accessible and welcoming to all.									
<ul style="list-style-type: none"> Contribute to the performance of the visitor economy by progressive and active partnership working to deliver connectivity of the visitor experience and enabling national and regional funding to be secured. Lobby and advocate key partners and organisations to influence key decisions, shape direction and maximise York's potential. 	<ul style="list-style-type: none"> 4 - 1 x per campaign joint partnership activities delivered including with LVEP. 	4	0	3	0	4		3 China, WTM, Marketing Manchester	
			0	0	0	0			
<ul style="list-style-type: none"> Create an online search facility covering different accessibility needs by April 25. 	<ul style="list-style-type: none"> Online accessibility search provision live April 25. 	Apr-25	0	0	0	0			In Progress - Due to be live by April 2025
<ul style="list-style-type: none"> Increase accessible tourism by the development of 4 new itineraries to showcase ways visitors with different accessibility needs can enjoy visiting York by April 25. [has an accessibility audit been done since 2012?] if not need to remove this.] 	<ul style="list-style-type: none"> 4 new accessibility itineraries jointly developed. 	4	0	0	0	1			1 live - 3 in progress
<ul style="list-style-type: none"> Continue to attract commercial sponsorship of Visit York Tourism Awards and showcasing industry achievements. 	<ul style="list-style-type: none"> Annual sponsorship secured 	1	1	1	0	1			Ice Trail 25, Visitor Awards 25, Tourism Conference 25
DMO 4 Outcome - Encourage all York residents to enjoy the tourism and cultural offer of York including year-round promotion and targeted residents' events.									
<ul style="list-style-type: none"> We will work collaboratively and creatively to ensure every resident utilises the tourism offer of the city. Tourism is supported and welcomed by residents and local communities and more York residents are actively participating in tourism and cultural offer of York. 	<ul style="list-style-type: none"> Increased number of residents participating in Cultural activities including Heritage, attending an event, or visiting an attraction by 5% 	5%	Annual	Annual	Annual	Annual			
	<ul style="list-style-type: none"> Co-ordinate and promote residents festival annually. 	Annual	1	0	0	0			Residents Festival held in January
Additional comments below: (N.B. use "Alt + enter" to start a new paragraph in a cell)									
*Source: 2023 STEAM tourism report									

2. Visitor sector development									
Outputs	Measurements	Target	2023-2024 Baseline	Q1 2024-25 Apr-Jun	Q2 2024-25 Jul-Sep	Q3 2024-25 Oct-Dec	Q4 2024-25 Jan-Mar	2024-2025	Notes
VSD1 Outcome - Work with visitor sector businesses to increase their productivity and help them become even better employers, paying decent wages, and offering flexible employment, by promoting the adoption of the Good Business Charter. Facilitate cross-sector work to improve York centre as a destination for business, visitors, and residents.									
<ul style="list-style-type: none"> Increased awareness of Visit York members of the Good Business Charter and accreditation to increase. Supporting York business to make positive changes. 	<ul style="list-style-type: none"> Raise awareness of Good Business Charter to increase the number of Visit York Members achieving Good Business Charter Accreditation by 2% YOY, with support of Business Charter 	2% Annually		Annual	Annual	Annual	Annual		18 social posts 6.1K Impressions 314 Engagements
	<ul style="list-style-type: none"> Promoting the benefits of Good Business Charter to Visit York Members by providing information in monthly newsletters. 	Monthly	12	3	3	3			
	<ul style="list-style-type: none"> Measuring click through rates to Good Business Charter from Visit York website. 	↑	0	Annual	Annual	Annual	Annual		
VSD2 Outcome - Supporting on approaches to maximise private-sector, visitor led investment into city centre improvement.									
<ul style="list-style-type: none"> New businesses within the city joining Visit York membership 	<ul style="list-style-type: none"> 1% additional new members joining - Annual 	1%		Annual	Annual	Annual	Annual		
VSD3 Outcome - collaborating with the council and with businesses to stimulate a stronger evening economy.									
<ul style="list-style-type: none"> Attend meeting and task groups providing expertise as required to improve nighttime economy. 	<ul style="list-style-type: none"> Contribute ideas to enable delivery of a programme of family friendly activities that assist to strengthen aspirations for Purple Flag Accreditation 	No Measurement	0	0	0	0			
VSD4 Outcome - Attract new business tourism to the city by providing a clear and effective process for responding to business tourism enquiries with high quality response and support and working proactively to attract new enquiries appropriate to the city.									
<ul style="list-style-type: none"> Promoting the City as a location for business events to new markets to grow business tourism all year-round. 	<ul style="list-style-type: none"> Increasing the number of enquiries for Business Tourism in 2024/25 	↑		8	8	5			It would be good to look at resource and activity around business tourism, and what we say we are doing compared to what we are doing - there is little pro-active work currently to increase enquiries.
Additional comments below: (N.B. use "Alt + enter" to start a new paragraph in a cell)									

3. Tourism Advisory Board									
Outputs	Measurement	Target	23/24 baseline	Q1 2024-25 Apr-Jun	Q2 2024-25 Jul- Sept	Q3 2024-25 Oct-Dec	Q4 2024-25 Jan-Mar	2024-2025	Notes
Jul - Sept									
· Collectively with partners and attractions, promote the visitor economy and increase visitor spend in the city to increase the value of the tourism economy in York.	· Attend regular TAB meetings and provide relevant expertise and insight of performance and data.	12	12	3	3	3			
	· Other specific KPI's to be agreed if MIY contribute to a specific output.	No Measurement							
	· Increase visitor spend annually Target £70pph.(Visitor Survey. Excludes accommodation. Includes zero spend and all party members, regardless of age)	£70pph	£50 per head	Annual	Annual	Annual	Annual		
TAB2 Outcome - Take a lead in the development, delivery, and monitoring of the new tourism strategy.									
· Actively secure adoption of Strategy across agencies / stakeholders once adopted by CYC to deliver key priorities and outcomes of the strategy.	· Strategy adopted by key organisations by October 2024	Oct-24	completed	completed	completed	completed			
Additional comments below: (N.B. use "Alt + enter" to start a new paragraph in a cell)									
Strat signed off by CYC, implementation plan taking place with MIY support									

4. Markets										
Outputs	Measurement	Target	2023-2024 Baseline	Q1 2024-25 Apr-Jun	Q2 2024-25 Jul-Sep	Q3 2024-25 Oct-Dec	Q4 2024-25 Jan-Mar	2024-2025	Notes	
MAR 1 Outcome - Operation of the Shambles Market and facilitate meaningful engagement with all traders. Develop a new Markets Strategy for York which includes considering how best to use the powers in the Market Charter to support inclusive growth across the city. Ensure that Rules and Regulations are maintained and up to date ensuring compliance with all legislation and statutory requirements and implemented in a fair, transparent, and consistent basis. MIY to seek approval to the Council if required for changes.										
· Undertake a review of Rules and Regulations and implement outcomes.	· Review annually Rules and Regulations in consultation with CYC and traders.	Annual	1	0	1	Implimented 2024 Regs				
· Develop a Markets Strategy to support the retention and attraction of high-quality market traders to the current site along with exploring the use of other key sites within the city to support growth.	· Market Strategy completed Jan 2025.	01/01/2025 1 Strategy	0	0	0	Commence February 25			Please see additional Comments MAR 5	
· Collaborate closely with all partners including market traders to maintain markets viability.	· 20 new SMEs supported to start up/expand business.	Mar-25	55	15	7	4			Target Acheived	
· Provide vibrant and financially viable markets that contribute to the footfall and economic activity of the city.	· 2 new speciality markets and temporary markets enabled in 2024/25.	Mar-25	0	1	1 Yorkshire Day	2 Guildhall Xmas fair Black Christmas Market				
	· Markets to be delivered cost neutral at minimum.	Jan-25	0	0	0	25-Mar			Please see additional Comments MAR 8	
	· 1 street food night market delivered to encourage families and students to attend to help kick start the family friendly evening economy	Mar-25	0	0	0	0			Please see additional Comments MAR 9	
MAR 2 Outcome - Work with traders and other stakeholders to develop the market business plan to maximise its financial performance and continue to develop the offer.										
Undertake consultation and engagement to ensure buy in from all partners on the direction of travel for Shambles linking into the Market Strategy.	· Facilitate six weekly trader liaison meetings open to all traders. Facilitate meet the team 4 times a year.	8	8	2	2	1				
	· Produce a business plan for consultation to achieve sustainability.	Mar-25	0	0	0	0			Please see additional Comments MAR 12	
MAR 3 Outcome - Operate York's market charter on behalf of the Council.										
· Create opportunities for speciality markets and local produce community-based markets to operate within the city.	· 3 community-based markets facilitated inc Acomb and Riverside	3	2	2	2	1			Target Acheived	
	· 2 specialty markets held.	2	1	2	2	2			Target Acheived	
Additional comments below: (N.B. use "Alt + enter" to start a new paragraph in a cell)										
MAR 12 - Sustainability meetings have occurred with Green Economy to carry out full report and business plan.										
MAR 3 - Riverside Markets carried out over 5 weekends in July/August - Acomb Markets carried out Monthly, looking to expand.										
MAR 3 - Acomb are speciality Artisan Markets, Riverside are specialty Art markets.										
MAR 5 - Brief will be completed end of November and sent out in January - delays have occurred due to Rules & Regulations implimentation & staff shortages.										
MAR 7 - A speciality Halloween market was bing arranged but event host cancelled with no time to put a new plan in place.										
MAR 8 - this will be incorporated as part of the Market Strategy.										
MAR 9 - Potential arrangement on foodie night market in February/March										

5. Commercial Events									
Outputs	Measurement	Target	2023-2024 Baseline	Q1 2024-25 Apr-Jun	Q2 2024-25 Jul-Sep	Q3 2024-25 Oct-Dec	Q4 2024-25 Jan-Mar	2024-2025	Notes
CE 1 Outcome - Run safe and sustainable commercial events, including specialist market to support economic growth and promote York, to generate surplus for investment. · Provide a strong inclusive and diverse events programme to deliver the longer-term aspirations to grow events and speciality markets, deliver exceptional Visitor Experience that keep's York's profile high and generates high economic impact for the city. · Update annual events plan for 2024/25 that is designed to attract high spend stay visitors and select day and resident markets. Collaborate with commercial partners to secure new funding and sponsorship opportunities to sustain and expand programme and generate surplus.	For Make it York directly delivered events:								
	· 70% of audience survey rating performance 'very satisfied' or 'fairly satisfied'	70%	No Baseline	97%	No direct events	91%			Make It York Delivered Events from Evaluations
	· 35% of audience from York	35%	No Baseline	21% in York (54% in N Yorkshire)	0	34%			
	· 65% of audience from outside York	65%	No Baseline	79% not living in York itself (46% outside N Yorkshire)	0	66%			
	· Foot fall during event period		No Baseline	1,408,709	0	217139 - Saturday October 26 to Sunday November 3, 2024			
	· Value of press and media coverage £500k	£500k	No Baseline	Annual	Annual	Annual			
	· Social media engagement and website conversion rate		No Baseline	835.1K social impressions: 64.6K website views	0	2.3M Social Impressions and 43K website views for Halloween			
	· 45% of people travelling to York for events by active and sustainable means (bus, walk, cycle, train) increase by 5% annually.	45%	No Baseline	65%	0	62%			
	· 60% of local businesses trading at events (York and Yorkshire)	60%	No Baseline	N/A	0	41 Local Businesses			
	· Value of events per annum to York Economy £90 million	£90m	No Baseline	Annual	Annual	Annual			
	· Total No of volunteers		No Baseline	N/A	0	1 - Made In Yorkshire			
	· Total No of people contracted to work events including those employed by stall holders.		No Baseline	Not Captured	0	12 Made In Yorkshire Staff			
	· No of reported incidents <3	<3	No Baseline	Damage to Snooks but factored into project	0	No direct H&S incidents / 1 x H&S concern raised			

Outputs	Measurement	Target	2023-2024 Baseline	Q1 2024-25 Apr-Jun	Q2 2024-25 Jul-Sep	Q3 2024-25 Oct-Dec	Q4 2024-25 Jan-Mar	2024-2025	Notes
For third party events:									From evaluations of third party events
· 75% of participants rating the event excellent or good	75%	No Baseline	0	Positive feedback / 86% of 344 (F&D)	Made In Yorkshire part of MIY Autumn Offer				
· 45% of people travelling to York for events by active and sustainable means (bus, walk, cycle, tram, train)	45%	No Baseline	0	76% of 240 (F&D)	0				
· 35% of audience from York	35%	No Baseline	5%	60% York resident/York Student	0				
· 65% of audience from outside York	65%	No Baseline	95%	20% Non York Resident	0				
· Total No of local businesses supported specific to the event.		No Baseline	0	12 - Little Bird 90 - York Food Festival 6 - Thors 5 - Parkinson's UK York Branch	As above				
· Total No of attendees		No Baseline	15400	Footfall for Parliament Street was 400K, anticipated 15-20% was here for the F&D 27,642 transactions Thors	As above				
· Value of press and media coverage [£]		No Baseline	Annual	Annual	Annual	Annual			
· 60% of products for sale that are locally sourced (York and Yorkshire)	60%	No Baseline	0	85% - Food and Drink 3% - Thors	100% Made In Yorkshire				
· Total No of Volunteers working the event		No Baseline	0	15 F&D 15 - NYPB 20 - Parkinson's UK York Branch 12 - RAFA	5 - OSCAR's PBTC 21 - York Against Cancer				
· Total No of people contracted to work the event.		No Baseline	0	7 - Little Bird 15 - F&D 12 - Thors	See above				
· No of reported H&S incidents		1	0	0 - See Notes	0 - see above (1 raised)				

Outputs	Measurement	Target	2023-2024 Baseline	Q1 2024-25 Apr-Jun	Q2 2024-25 Jul-Sep	Q3 2024-25 Oct-Dec	Q4 2024-25 Jan-Mar	2024-2025	Notes
CE 2 Outcome - Maintain an up to-date, comprehensive, and publicly accessible overall list of events happening across York.									
<ul style="list-style-type: none"> Calendar of year-round events created and shared with at least 100 businesses by end of Jan 25, uploaded to visitYork.org website and viewed by 100,000 per annum unique visitors. 	<ul style="list-style-type: none"> Production of annual events Calendar circulated to 100 no of business and promoted through digital channels with 100,000 unique visitors accessing. 	1	1	April - September 5,501 Downloads 340.6K views of our what's on, events and event listing pages on visitYork.org Shared with 1169 Member Businesses	April - September 15,889 Downloads 325.4K views of our what's on, events and event listing pages on visitYork.org Shared with 1169 Member Businesses	April - December Downloads: 20,735 What's On page views: 158k Events page views: 42.7k Event listing views: 556k Shared with 1169 Member Businesses			Check an increase of downloads/views with Ben
CE 3 Outcome - Support Local and Community Events to be delivered safely by creating and event toolkit to allow event organisers to self-serve including guidance on event management and highlighting where permissions would be required.									
<ul style="list-style-type: none"> Work with event organisers to assist in the enabling and planning of events and provide a supportive environment to facilitate increased local participation, influence and engagement of residents ensuring that community events ensuring that they are delivered at no cost to others. 	<ul style="list-style-type: none"> Events Toolkit delivered for communities which enable local community groups to plan and deliver their own events responsive to community need, for community benefit bringing communities together safely. 		No Baseline	Advice and expertise given to a variety of organisations such as York Pride, Race for Life. 5 events addvised on Knavesmire. City Centre Spaces Jorvik, Irish Festival Chocolate Festival, Food and Drink, Thors Orangery etc	Trailblazers, and Civic Trust advised. 16 organisations advised. 9 organisations advised utilising Knavesmire	Work with st Sampsons Square in relation to quiet space. 4 community events advised utilising Knavesmire.			
CE 4 Outcome - Manage all enquiries from any individual or organisation requiring support / guidance regarding putting on an event in York in the first instance.									
<ul style="list-style-type: none"> Enabling local Community led Events and Festivals delivering increased community pride. 	<ul style="list-style-type: none"> Increased community skills, increased volunteering at community events, improved civic pride. 		No baseline		92	26			
CE 5 Outcome - If a proposed event falls within the Foot streets, Tower Gardens, Knavesmire or the Eye of York decide whether to permit the event.									
<ul style="list-style-type: none"> Enabling appropriate use of public spaces in a safe manner 	<ul style="list-style-type: none"> Active community members participating 		44	16	41	16			

Outputs	Measurement	Target	2023-2024 Baseline	Q1 2024-25 Apr-Jun	Q2 2024-25 Jul-Sep	Q3 2024-25 Oct-Dec	Q4 2024-25 Jan-Mar	2024-2025	Notes
CE 6 Outcome - If the proposed event is on land other than the Foot streets, Tower Gardens or the Eye of York determine whether the event falls within Make It York's remit and objectives									
<ul style="list-style-type: none">Enabling appropriate use of public spaces in a safe manner and obligating event organisers to manage and deliver events to national policy and guidelines, legislation, local restrictions i.e., noise management plans, guidance, and Safety Advisory Group recommendations.	<ul style="list-style-type: none">All events, where applicable, utilising public spaces discussed at Safety Advisory Group		4	9	7	4			Including 8 on Knavesmire, Fireworks in Rawcliffe Park, 1 in West Bank Park and 1 in Rowntree Park
	<ul style="list-style-type: none">Safe events delivered in line with guidance and legislation.		14	8	1				
CE 7 Outcome - Work within relevant laws and regulations that exist and ensure compliance with all licenses and permissions always associated with particular sites.									
<ul style="list-style-type: none">Delivering events and festival in line with legislation, guidance, and best practice.Ensuring all relevant event costs by MIY or third-party event organisation are covered.For MIY directly delivered events - any CYC costs are required to be on fixed price cost that are agreed up front supported by relevant MIY purchase order.	<ul style="list-style-type: none">All events compliant with requirements with no reported breaches.	SAG Events	8	3	2	2			
		Cost	100%	100%	100%	Ongoing, current 100%			
		Cost	100%	100%	100%	Ongoing, current 100%			
		Breaches	0	0	0	Ongoing, current 0			
<ul style="list-style-type: none">For all third-party events CYC costs are required to be on fixed price cost that are agreed up front with the Third-Party event deliverer. MIY will not be liable for any costs associated with Third Party Organisers.									
Additional comments below: (N.B. use "Alt + enter" to start a new paragraph in a cell)									
and									
CE1 (Q1) - Snooks feedback and Big Wheel with all evaluation measures captured at this stage									
CE1 - Third Part Events - Little Bird Market (not a larger event and therefore not extensive feedback given)									
CE6 - Work is now being undertaken to track any events that do not fall under our remit									
CE2 - New events calander to be published October - March									
CE1 (Q3) - Autumn Offering / 3rd Party Events Food and Drink - 0 reported H&S incidents (some event incidents - theft, damage, minor cut to a staff member and reported food poisoning that was investigated and dismissed)									
CE1 (Q3) - Third Party List: Food and Drink Festival, Little Bird Yorkshire Day Market, Thors, North Tyneside Pipe Band, RAFA, Parkinson's UK York Branch, Valley Brass Band									
CE1 (Q4) - Third Party List: OSCARS Brain Tumour Charity, York Against Cancer Currently minus Christmas Input									

6. City Centre Vibrancy									
Outputs	Measurement	Target	2023-2024 Baseline	Q1 2024-25 Apr-Jun	Q2 2024-25 Jul-Sep	Q3 2024-25 Oct-Dec	Q4 2024-25 Jan-Mar	2024-2025	Notes
CCV 1 Outcome - Oversee opportunities for Eye of York, Tower Gardens, Exhibition Square, Kings Square and St Helen's Square, within the constraints and challenges these areas have. Develop workable solutions to put to the council to be able to commercialise these areas, if possible.									
· Engage with partners and stakeholders to explore a vision which will improve these areas and create spaces suitable for events	· Identify investment opportunities to make spaces fit for purpose and support the aims and objectives of CYC.	No Measurement	0	0	0	1			
CCV 2 Outcome - Contributing expertise, ideas, and experiences to the Our City Centre Project which will set the city centre strategy.									
· Play an active role in project board attending meetings sharing best practice and taking responsibility for key actions arising from the delivery of city centre strategy and jointly delivering projects that develop and improve the area for residents and visitors.	· No measurement	0	0	0	0	1 meeting			
CCV 3 Outcome - Create a high-profile calendar of city centre festivals, activities and events ensuring that partners including the Council, and the BID are enabled to contribute.									
· Produce a collective annual calendar of events for circulation annually by March each year. · Undertake gap analysis to identify events/activities that can take place in the shoulder months of March, April, September, October, and November · Complete analysis of gaps and provide recommendations to support the development of the year-round visitor economy and encourage new events and festivals to further animate the city and encourage a diverse a diverse annual events calendar and that the programme is attractive to families. · Create new offers and experiences and market existing opportunities to present a year-round visitor offer. · Calendar of year-round events created and shared with at least 200 businesses by end of Jan 25, uploaded to visitYork.org website and viewed by 35k unique visitors.	· Produce a collective annual calendar of events for circulation annually by March each year.	1	1	6 Month calendar April - September	6 Month calendar April - September	6 month calander Oct - Feb			
	· Undertake gap analysis to identify events/activities that can take place in the shoulder months of March, April, September, October, and November	No measurement	0	0	0	0			Events programme being reviewed to balance a programme of events throughout the year
	· 100,000 unique visitors accessing annual calendar.	100,000	100,000	April - September 5,501 Downloads 340.6K views of our what's on, events and event listing pages on visitYork.org	April - September 15,889 Downloads 325.4K views of our what's on, events and event listing pages on visitYork.org	April - December Downloads: 20,735 What's On page views: 158k Events page views: 42.7k Event listing page views: 15.8k			
	· Annual calendar shared with 100 businesses.	100	100	Shared with 1169 Member Businesses	Shared with 1169 Member Businesses	shared with 1169 businesses			
CCV 4 Outcome - Promote the events calendar through all appropriate means including through highly visible city centre information to continue York's reputation of being a welcoming city for all as a city of sanctuary and human rights city.									
· Using front line services and digital services to promote a clear and consistent message of a welcoming city for all and everyone is treated with dignity and respect.	· Produce a digital guide and trails to provide opportunities for residents to engage and access our and other services online.	2	0	1	1	2			
CCV 5 Outcome - Development of a Spaces and Places Policy that improves how buskers, street traders, street cafes and pedlars are managed in the City Centre.									
· Provide a management document that will ensure respect of the character of each location, its occupants, and its appropriate function, celebrating local talent, local business taking into account the needs of all users of the city's streets and adding vibrancy and character to the city.	· Reduced No of complaints on use of spaces to less than 50.	<50	0	5	13 complaints - mainly buskers being too loud.	3 general complaints about loud busking.			Majority of buskers complaints that acts are too loud or taking too much space
Additional comments below: (N.B. use "Alt + enter" to start a new paragraph in a cell)									
CCV3 - New events calendar to be published October - March									

7. Culture									
Outputs	Measurement	Target	2023-2024 Baseline	Q1 2024-25 Apr-Jun	Q2 2024-25 Jul-Sep	Q3 2024-25 Oct-Dec	Q4 2024-25 Jan-Mar	2024-2025	Notes
CUL 1 Outcome - Promote an ambitious and cohesive programme of cultural development for the city covering the arts, heritage and creative industries from the spaces managed by MIY.									
• Continue to develop and integrate Yorks cultural offer through events and festivals enhancing place identity, local vibrancy, and visitor audience.	• Spaces and Places policy approved by CYC	No target	0	0	0	0			
• Management of Busking.		No Target	0	0	0	0			
• Management and facilitating filming in the city.		No Target	0	0	0	0			
• Delivery of York Pass.	• Increase in take up of York Pass by 5%	8124	7737	3153	4104	1958			
	• Increase of Extra Value Offers x 10 offers	21	11	16	17	16			
CUL 2 Outcome - Work with partners to facilitate or deliver joint events - for the creative sector.									
• Enable two joint events to take place in the city • Promotion of these events through our digital assets	• Number of outdoor cultural events supported x 2.	2	1	1	1	1			
	• No of artists, arts and heritage organisations engaged with events and festival and speciality markets using the city outdoor spaces.	35	0	47	6	0			Not yet collating information fully however see CUL 4
	• Number of 'heritage' spaces signed up to York Pass.	15	19	25	2	0			
	• Production of annual calendar of Events.	1	0	1	0	1		2	
CUL 3 Outcome - Receive regular strategic advice from both the cultural and creative sectors maintaining appropriate liaison arrangements to inform the Make It York board of directors and to steer the company's plans.									
• Attendance at strategic meeting held within the city	• No measurement	0	0	3	1	2			
• Liaison with other DMO's on regional and national cultural and creative sector activity		0	0	3	2	2			
CUL 4 Outcome - Maintain positive and comprehensive relationships with national and regional strategic support bodies.									
• Liaison with national bodies such as the Arts Council		0	0	0	0	0			
• Promote our spaces for regional and cultural events		0	0	5	3	1			Ice Trail, Jorvik Festival, Irish Festival, Chocolate Festival, Ebor Morris Dancers, Snooks Trail, York Pride, Trailbalzers, Colour and Light Festival, Nutcracker Trail, Yorkshire Museum Military Trust, City of York Pipe Band
CUL 5 Outcome - Put together the necessary partnerships to make funding bids to deliver the Culture Strategy.									
• Number of bids submitted	• Number of bids submitted	1	1	0	0	0			
• Explore charitable status for MIY to ensure ability to deliver cultural free events	No Measurement	0	0	0	0	0			
Additional comments below: (N.B. use "Alt + enter" to start a new paragraph in a cell)									
Changes to Q1 + Q2 figures for increase takeup of York Pass due to delay in trade supplier figures and statements									
Ice Trail, Jorvik Festival and Irish Festival not counted as were prior to April 24									

8. Events Framework										
Outputs	Measurement	Target	2023-2024 Baseline	Q1 2024-25 Apr-Jun	Q2 2024-25 Jul-Sep	Q3 2024-25 Oct-Dec	Q4 2024-25 Jan-Mar	2024-2025	Notes	
EVF 1 Outcome - Work with business, visitor economy and cultural sectors in developing the Framework to ensure its fit with wider city strategies / objectives.										
· To agree and establish the key Strategic Events that would benefit York in partnership with relevant partners.	· Engage with Partners and develop an Events Framework Strategy for approval by CYC to cement York as a destination and to deliver a range of impacts for the City's residents, businesses and visitors linking to N Y combined Authority and LVEP strategies.	1	0	0	1	3			Rugby World Cup	
EVF 2 Outcome - Events framework to be co-produced with the Council for approval, in line with Our City Centre vision and put in place systems to evaluate the success and impact of the Framework as delivered by MIY.										
· A more cohesive strategic direction for festivals and events to ensure that these align with the City's key strategies, objectives and outcomes.	· Events Framework co – produced for approval.	No Measurement	0	0	0	0				
· Building and facilitating partnerships and capacity and support for delivery of events and festivals.										
EVF 3 Outcome - Take the initiative in building coalitions and partnerships for specific initiatives to fill identified gaps in product as identified by the framework.										
· Improving opportunities through progressive and active collaborative partnerships working leading to jointly attracting more national and regional funding.	· Number of regional/ national/ international partnerships created.	No Measurement	0	0	0	1				
	· Number of Festivals and Cultural Events held.	2	0	1	1	0				
EVF 4 Outcome - Engage businesses and visitors in mass participation sporting events commissioned by the Council.										
· Engaging business will delivering tangible impacts to the city and its communities and visitors such as social impact, health and wellbeing impact, participation impact, economic impact from tourism & event expenditure, growing customer base to York. · Volunteering impact.	· New initiatives and partnerships formed.	2	0	1	1	0				
	· Participation at events increased.	0	0	See additional comments	See additional comments	See additional comments				
	· Future tourism & local business value	Annually	0	Annually	Anually	Annually	Annually			
Additional comments below: (N.B. use "Alt + enter" to start a new paragraph in a cell)										
EVF 3 Outcome - First inagural meetin of the Major Events Network meeting held on 11 June with regional Local Authorities.										
EVF 4 Snooks and Trailblazers introduced in 2024 therefore cannot measure particparion at events increased for these events individually. Will assess overall events annually to determine increase.										


9. UNESCO Designation									
Outputs	Measurement	Target	2023-2024 Baseline	Q1 2024-25 Apr-Jun	Q2 2024-25 Jul-Sep	Q3 2024-25 Oct-Dec	Q4 2024-25 Jan-Mar	2024-2025	Notes
UD1 Outcome - Support the Guild of Media Arts as the focal point for UNESCO City of Media Arts designation by Promoting York's status. Work with UNESCO Focal Point – the Guild of Media Arts – and the Council and wider partners to deliver the current UNESCO Creative City objectives.									
·Promotion of heritage and culture for all sectors of York's community. Creating opportunities for capacity building	Create a resource to co-ordinate efforts for UNESCO.			1	1	2			UNESCO Toolkit shared to members and report circulated. Report sits on MIY website and linkedin posts are frequent. Reports also shared with TAB and represented.
· Increase the number of members promoting UNESCO on their channels	Promotion of the designation through MIY digital assets MIY Events Calender, MIY Linked in and member e news								Promoting the designation: Social Media posts Number of Posts - 20 Impressions - 9.0K Engagements - 334 Web 1.3K Views of UNESCO content on Make It York and Visit York websites Enewsletters Total Recipients - 5.6K Total Opens - 3.7K Total Clicks - 351
UD3 Outcome - Promote the designation within the city, e.g., through the BID, Retail and Hospitality Forums.									
·Circulate marketing assets to individual businesses to use as a promotional tool	Promotion of the designation through MIY digital assets MIY Events Calender, MIY Linked in and member e news	1	2	1	1				UNESCO Toolkit shared to members and report circulated. Report sits on MIY website and linkedin posts are frequent. Reports also shared with TAB and represented.
Additional comments below: (N.B. use "Alt + enter" to start a new paragraph in a cell)									
UNESCO Media Arts Expo grant funded									
UNESC Expo Held									
UNESCO status report submitted for continuation of UNESCO Status.									
MIY part of UNESCO Steering Group meeting on a regular basis. Agreed a wider UNESCO group will meet on a monthly basis similar to TAB. Working with York St John and City of York Council.									

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Appendix 4

Risk Category	Risk Owner	Risk Description	LIKELIHOOD	IMPACT	SCORE	TASKS TO MITIGATE RISKS	Residual Risk			Direction of Travel	Current Update Dec 24
							L	I	S		
Programme and Delivery Risks											
1. DMO - Destination Management Organisation											
1a DMO 1	Sam Hunt / Lisa Gr to filming request and events programme)	Failure to maximise tourism in York and deliver marketing activities relating to tourism and conferences.	4	5	20	<ul style="list-style-type: none">Horizon scanning for funding opportunities to deliver tourism outcomes.Successful events programme in place.Advertising campaigns delivered through strong links with partners across York and North Yorkshire.Media / filming requests handled by an in-house resource.International marketing in place.	3	5	15		<p>No change to risk</p> <p>Visit England Grant awarded with North Yorks for imagery on VB website as part of LVEP status</p> <p>2 x campaigns launched with Minster and other; First Bus, Jorvik, NRM, YMT, Choc Story and City cruises</p> <p>International marketing plans in discussion with North Yorks and James Herriott. SL and SH attended New Tork with Chamber of Commerce and City partners.</p>



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						<ul style="list-style-type: none">Utilising Innovative flexible approaches to digital and creative marketing.				
1b DMO 2	Sam Hunt	Visit York membership schemes collapses	2	4	8	<ul style="list-style-type: none">Concerted, ongoing effort to maintain existing members, attract new members and grow membership.Review of member benefits and added value to offers.CRM system in place to track member information past and present for re engagement if needed.Marketing Partnership model ongoing implementation to secure revenue opportunity.	2	3	6	 No change to risk Membership retention currently 84% with still some outstanding being chased. Potential is 92% New membership tracking well and likely to be achieved Marketing partners committed for summer, green and haunted.


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						<ul style="list-style-type: none">• Member events take place• Member monthly newsletter produced• Dedicated relationship resources in place.• An annual Conference to engage partners.					
1c	Eleanor Bryson/	Failure to keep partners on board	1	3	3	<ul style="list-style-type: none">• Member Advisory Board in place with regular meetings• Key Account Management• Member Events• Regular liaison with key partners.• Stake Holder Events	1	3	3		No change to risk MAB in regular meetings still Retention showcases successful account management Member events still regular TAB still attended monthly and continue supporting strategy action plan

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						<ul style="list-style-type: none"> Newsletters and Bulletins Tourism Advisory Board attendance York Bid partnership working. 					
1d	Sam Hunt	Failure of the Local Visitor Economy Partnership to formalise regional working partnerships leading to position York as a leading destination reducing its ability to effectively secure and access funding and support from VisitEngland and Central Government.	1	3	3	<ul style="list-style-type: none"> Regular LVEP meetings in place attended by Managing Director. Deputised by Sam Hunt York Tourism Strategy in place. Development of a North Yorkshire Destination Management Plan. TAB monthly meetings KIT meetings with Visit England 	1	3	3		<p>No change to risk</p> <p>Meetings with LVEP and VE ongoing</p> <p>Tourism Strategy implementation support</p>
2. VED - Visitor sector development											
2a	Eleanor Bryson	Failure to attract new	2	2	4	<ul style="list-style-type: none"> Generic marketing to 	2	2	4		No change to risk
VSD 4											

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		business tourism to the city.				promote York as a destination for business Conference <ul style="list-style-type: none">Attendance at relevant shows and events					
3. TAB – Tourism Advisory Board											
3a TAB 1	Sam Hunt	Failure to Deliver the Tourism Strategy	3	4	12	<ul style="list-style-type: none">Tourism Strategy based on research from Group NAO report, in collaboration with Tourism Advisory Board, input from residents through CYC’s Our Big Conversation, Visit York Visitor Survey, and key city stakeholdersStrategy has now gone through further consultation with key stakeholders to ensure inclusive and meets city’s needs pre-publication –	2	4	8		No change to risk Strategy signed off by CYC


						<div>including Tourism Advisory Board, Culture Exec, MIY Board, BID Board</div> <div><div></div><div>• CYC to adopt in February 2024</div><div>• Evidence being monitored - including through Visit York Visitor Survey, footfall data, and partner data</div><div>• TAB monthly meetings to progress Strategy with independent Chair (YSJ)</div></div>					
4. MAR - Markets											
4a MAR 1, 2	Lisa Grimbley Jon Wilmot	Failure to Improve Shambles Trading performance	3	3	9	<div>• New Markets and City Centre Manager with extensive experience in markets appointed with a priority of recruiting new traders and delivering a</div>	2	3	6	<div></div>	Risk is currently the same.

						<div>sustainable market</div> <ul style="list-style-type: none">• Balance of trade policy implemented ensuring high levels of consumer service, trading opportunities and existing business sustainability leading to trader retention.• Monthly budget monitoring in place with accurate forecasting• New Management software implemented.• Proactive business development plan to grow speciality markets.• Rules and Regulations in place with annual reviews.					
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						<ul style="list-style-type: none"> Development of a Market Strategy. 					
4 b MAR 3	Jon Wilmot	Failure to operate York's market charter on behalf of the Council.	3	3	9	<ul style="list-style-type: none"> Monitor and review other proposed Markets in the City Promote the rules of the Market Charter to ensure other operators understand Develop a Market Strategy for the City 	2	3	6		No change, risk is still the same. Market Manager has monitoring in place for permitted markets.
5. CE - Commercial Events											
5a CE 1	Rachel Harvey/ Lauren Frost	Failure to provide a strong inclusive and diverse events programme to deliver the longer-term aspirations to grow events and speciality markets, deliver exceptional	3	3	9	<ul style="list-style-type: none"> Project Board for all Key projects in place Budget Monitoring in place and reviewed Contracts in place and managed Contingency plans to defer activity 	2	3	6		<p>Risk remains the same</p> <p>New financial system has been implemented to control and monitor budgets</p> <p>Event evaluation framework has been developed and rolled out for more comprehensive evaluation data per event</p> <p>New speciality markets delivered as part of the city programming in 2024-2025 (Yorkshire Day/World Food)</p>

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		Visitor Experience that keep's York's profile high and generates high economic impact for the city.				<ul style="list-style-type: none">• Event evaluations in place• Regular meetings with licencing authorities in place.• Inclusivity, diversity and accessibility are part of event planning and management.• Directly enabling championing, coordinating, programming, promotion and delivery of events that add value to the tourism experience and the local economy.• Partners investing in their events					Full event planning procedures in place for all events being delivered.
5b CE 1	Lisa Grimbley	Failure to deliver key events due removal/restriction of	3	4	12	<ul style="list-style-type: none">• Review of tendering and contract procedures to provide full	2	4	8		Robust monitoring of premise licence is in place. No change, risk is still the same.


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		premises licence resulting in reputational damage and loss of income.				assurances of compliance with licence conditions by 3 rd party provider <ul style="list-style-type: none"> Enhanced premises checks to be undertaken by MIY during events to ensure compliance Scrutiny of 3rd party providers operations to ensure fully compliance. Scrutiny of Event Management Plans prior to event 					
5c CE 6	Lisa Grimbley / Rachel Harvey / Lauren Frost	Failure to support Local and Community Events to be delivered safely	3	4	12	<ul style="list-style-type: none"> Community event toolkit to be created to allow event organisers to self-serve including guidance on event management and 	2	4	8		No change, risk is still the same. Number of community bookings being held in the city centre, supported pre-event by the Events Team



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						highlighting where permissions would be required.					
						<ul style="list-style-type: none"> Review their event documentation 					
5d	Rachel Harvey/ Lauren Frost	Poor contract management in place leading to negative publicity and maximum contract value not being delivered.	3	4	12	<ul style="list-style-type: none"> Contract management process in place Regular monitoring reviews 	2	4	8		<p>Risk remains the same</p> <p>Regular on-site monitoring with robust checklists. Any issues being logged on specific event logs and where applicable contracts can be.</p> <p>Contractor meetings scheduled for larger scale events before, during and post event to ensure compliance of contracts</p> <p>Review of contracts in place and revised processes to be implemented</p>
6. CCV - City centre vibrancy											
6a CCV 1	Rachel Harvey	Failure to maximise opportunities to commercialise Eye of York, Tower Gardens, Exhibition Square, Kings Square and St Helen's	3	3	9	<ul style="list-style-type: none"> Investment opportunities for the locations to be identified to make areas usable spaces Liaison with commercial agents Liaison with community & 	3	3	9		<p>Exploring options to tender spaces for signature events.</p> <p>Scoping documents completed.</p>

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		Square due to constraints - operational and logistical				voluntary groups <ul style="list-style-type: none"> • Regular e-mail shots to third party organisers • Promotion and advertising plan to be in place • Review of pricing plan 					
6b CCV 5	Lisa Grimbley Jon Wilmot	Failure to improve the management of buskers, street traders, street cafes and pedlars due to policy not being endorsed, approved for implementation and enforced.	2	3	6	<ul style="list-style-type: none"> • Spaces and Places Policy to be developed in conjunction with CYC and Partners to obtain buy in. • Collective partnership working to address issues • Conflict management training for staff • Promotion of the busking rules • Train all front line staff of the rules on busking 	2	3	6		Spaces and Places policy drafted for CYC October 24. MIY was a consultee for CYC street trading consultation.

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7. CUL - Culture											
7a CUL 1	Lisa Grimbley	Failure to contribute to the delivery of the culture strategy along with other partners to enable an ambitious and cohesive programme of cultural development for the city covering the arts, heritage and creative industries from the spaces managed by MIY.	2	2	4	<ul style="list-style-type: none"> Events Calendar in place each year Delivery of an annual free trail or event Continue to collaborate with creative networks to diversify the cultural offer at MIY delivered events. 	2	2	4		3 Trails free delivered in 2024
7b CUL 1	Dom Berry /Flick Ramsay	Failure to deliver Trailblazers programme and recoup funding from York Civic Trust (from National Lottery Heritage Grant)	3	4	12	<ul style="list-style-type: none"> Deliverables for MIY and YCT written into NLHF project bid and budgeted against (inc. grant-giving, marketing and sculpture trail for MIY) Partnership agreement and 	2	4	8		Risk Removed – Project Completed

						<div>its parameters cosigned by MIY and YCT and submitted to NLHF as part of bid</div> <ul style="list-style-type: none">• Governance in place to ensure project deliverables remain on track: project overseen by project board of main partner organisations and community groups that meets quarterly to ensure delivery on track• Monthly project team meetings of YCT and MIY to ensure progress against deliverables• Internal project group at MIY, with reps from key areas (culture, events, marketing) to deliver on MIY's responsibilities					
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						<ul style="list-style-type: none">Regular budget monitoring and contingency written into budget in event of materials increasing in priceEvaluation strategy in place					
8. EVF – Events Framework											
8a EVF 1	Lisa Grimbley	Failure to deliver a city-wide Events Framework that enables the city proactively to identify the events that it wishes to host and attract and enables the Council to respond in an informed way when opportunities are brought forward.	3	3	9	<ul style="list-style-type: none">Work with business, visitor economy and cultural sector	2	3	6		<p>Ongoing work, no change, risk is still the same.</p> <p>Awaiting North Yorkshire combined Authority events framework before finalising a York specific framework.</p>
9. UD UNESCO designation											

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9a UD 1	Sam Hunt	Failure to support the Guild of Media Arts as the focal point for UNESCO City of Media Arts designation by Promoting York’s status.	2	2	4	<ul style="list-style-type: none">Promotion of the designation through MIY digital assetsMIY Events Calander, MIY Linked in and member e news.	2	2	4		No change to risk Support on new UNESCO report with city partners
10. Visitor Information											
10 a	Debbie Carlisle/ Rachel Mackea n	Visitor Information Service failure to cover costs	3	3	9	<ul style="list-style-type: none">Regular budget monitoringContingency plans for improved revenue generationIncrease of commission-based Ticketing Offerings (transport, attractions, tours) including re-negotiating of existing Ticket commission ratesRetail Strategy to cover next 18 months mid-production	2	3	6		No change to risk.

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10 b	Debbie Carlisle/ Rachel Mackea n	York Pass failure to receive income	3	3	9	<ul style="list-style-type: none">• Renegotiating contract/SLA for 2024/25 with TWG• Regular monthly meeting with TWG and TurboPass in place to resolve immediate issues and settle outstanding debt• TurboPass bringing Trade Supplier and Pass Sales experience to maximise pass potential – roadmap ongoing• Robust financial system in place• Increase in web and hotel trade suppliers for additional revenue streams• Overall product analysis and digital review taking place in 2023-2024	3	3	9		No change to risk level. New model of software license agreement with TurboPass confirmed with new contract.
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11. Corporate Risks											
11 a	Karen Collins	Failure to deliver on the SLA with CYC	2	3	6	<ul style="list-style-type: none">Monthly Client MeetingsMonthly Officer MeetingsWeekly Executive meeting¼ Board meetingsKey Performance Data providedRisk Register in PlaceService Delivery Plans in placeAction logs introducedMD attends CMT as requested	1	3	3		Regular monitoring meetings in place.


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						<ul style="list-style-type: none"> MD attends Scrutiny as requested 					
11 b	Karen Collins	Change in CYC Governance arrangements impacting on MIY Business Model and reporting requirements	2	3	6	<ul style="list-style-type: none"> Regular Client dialogue with CYC officers and Local Members Regular Stakeholder meetings in place Regular local member meetings in place CYC members on the board 	1	3	3		No change to risk or mitigation
11 c	Tony Spinks	Failure to maintain a balanced budget for the delivery of outcomes in line with SLA.	3	4	12	<ul style="list-style-type: none"> Head of Finance in post. Quarter Budget Monitoring reports are presented to MiY Board for scrutiny Monthly budget monitoring reports provided to Heads of Service Budget monitoring 	2	3	6		No change to risk

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						provided to Shareholder					
						<ul style="list-style-type: none">••					
11d	Tony Spinks	Unexpected increase in overhead costs and project costs	2	4	8	<ul style="list-style-type: none">• Regular budget monitoring and performance review in place• Budgets are updated as new information is known and in response to any relevant internal and external factors.• A robust structure exists to oversee the budgetary control process from budget setting through to monitoring,• Decisive action to address expenditure increase• Effective tendering and contract management introduced	2	3	6		No change to risk


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						<ul style="list-style-type: none">• Project Boards for key projects in place• Contingency plans in place to improve revenue• Key projects have contingency built in.					
11e	Tony Spinks	Failure to deliver revenue generation targets	3	4	12	<ul style="list-style-type: none">• Evidence based targets on realistic assumptions• Regular budget monitoring• Contingency plans for improved revenue generation• Review of charges annually for public spaces• New Markets Management software implemented with live data which address bad debt• 	2	4	8		Regular monitoring in place



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11 f	Tony Spinks	Reduction in income	3	4	12	<ul style="list-style-type: none"> • 3 year Budget produced and monitored. • Exploration of external funding opportunities. • Prudent budget management. • Accurate forecasting prepared. 	2	4	8		Budget monitoring in place monthly
11g	Tony Spinks	Ignorance or non observance of agreed governance protocols and/or poor decision making.	1	4	4	<ul style="list-style-type: none"> • Annual Audit Report • Board report templates • Articles of Association/Standing Orders/Scheme of Delegation • Service Planning 	1	4	4		Audit of contracts undertaken
11 h	Karen Collins	Failure of IT, data Loss, data breach, successful cyber attack.	2	4	8	<ul style="list-style-type: none"> • Business Continuity Plans in place. • IT contingency/disaster recovery plan with IT contract. • All PCs, Laptops and Servers are protected by Virus Protection Systems and 	2	3	6		IT security policies in place. Back up process in place. GDPR training Key elements on key multifactor to protect.

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						<div>cannot be disabled with automatic updates.</div> <ul style="list-style-type: none">• All incoming mail is scanned automatically with quarantine in place for suspicious emails.• External Management of IT provision with security measures in place.• External system back up in place.• Training and Awareness for staff.					
11 i	Karen Collins	Staff Capacity impacting performance of the business and constrains capacity	3	3	9	<ul style="list-style-type: none">• Specific budget to enable consultancy or short term employment contracts.• Regular reviews to shift resources around the organisation.	2	3	6		No change to risk

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11 k	Tony Spinks Karen Collins	Legal and Financial Compliance failure	3	4	12	<ul style="list-style-type: none"> • Policies and procedure to promote appropriate use of resources. • Clear delegation of authority. • Purchase order sign off procedure. • Public Liability assessment and insurance. • Policies and procedure to maintain high standards of behaviour and integrity eg IT useage policy. 	3	3	9		New advanced purchase order system implemented
11l	Karen Collins	GDPR and date protection compliance failure	2	4	8	<ul style="list-style-type: none"> • Full review of date collection, usage and storage. • Review of policies and procedures in relation to maintaining date. • Policies and procedure to maintain high standards of 	2	4	8		Staff training undertaken annually.

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						behaviour and integrity eg IT use policy. • All staff training to be undertaken Data Protection and GDPR.					
11 m	Karen Collins	Failure to comply with Health and Safety legislation/practice leading to a) intervention, prosecution by the HSE and other agencies b) injury to employees and other parties c) increase in sickness absence d) liability claims e) damage to reputation f) corporate manslaughter g) reduction in	1	4	4	<ul style="list-style-type: none"> • Designated Health and Safety Officer. • Health and Safety Policy with roles and responsibilities clearly defined. • Health and safety consultation and communication with employees. • Health and safety audit (External), monitoring and inspection programmes for high risk areas. • Fire plans in place. • Health and safety training, toolkits and 	1	4	4		<p>Ongoing staff training via SAGE HR</p> <p>Induction training for new staff via SAGE HR</p> <p>Revised Facilities Management monitoring/reporting systems implemented.</p> <p>More robust Market food trader record management to include LPG and Food Hygiene management as due diligence.</p>

		performance and standards				<div>information dissemination.</div> <ul style="list-style-type: none">• Process and system for recording and monitoring incidents and accidents.• Health and Safety induction for new starters• Full H&S assessment for events and event management plans.• All events considered by external Safety Advisory Group.• Relevant staff appropriately trained in IOSH and NEBOSH AND crowd Safety.• External experts commissioned where required• Appropriate insurance and public liability insurance in place					
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						<ul style="list-style-type: none"> • Third party events – Risk Assessment, Event Management Plan required and Safety Advisory Group approval required. • Market Traders public liability in place and PAT testing requirement. 					
11n	Karen Collins	Failure to retain and recruit adequately trained and experienced staff and or departure of key staff having a negative impact on Business plan, SLA, business transformation, planning performance and delivery etc.	1	4	4	<ul style="list-style-type: none"> • Refresh of our employee engagement to ensure our employment practices are fit for purpose. • Sickness and absence monitoring in place. • Regular 1:1's introduced. • People Performance Management framework including and annual appraisal 	1	4	4		<p>Sickness absence reduced</p> <p>Annual pay review implemented</p> <p>All HR policies updated to reflect changes in legislation.</p>


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						<div>process and training needs analysis in place.</div> <div><div><div>• Service Planning in place.</div><div>• Hybrid working implemented.</div><div>• Benchmark of salaries.</div><div>• Recruitment process in place.</div><div>• Able to recruit short term agency staff if required for critical roles.</div></div></div>				
11 0	MD/HOS	<div>Emergency and continuity planning</div> <div>Failure to plan and develop processes and keep maintained and updated to ensure business continuity in</div>				<div>• Good partnership working arrangements at all levels to.</div> <div><div><div>• Business Continuity plans in place.</div><div>• Hybrid working for staff</div><div>• 2 office locations in use.</div><div>• Business Impact is reviewed at least every 12</div></div></div>				<div>BCP in place and tested</div>

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		the event of a significant event occurring,				months, or when substantive changes in processes and priorities are identified.					
12. External Threats											
12a	MD/HOS	Economic constraints impacting on MIY reducing revenue generation capability	3	4	12	<ul style="list-style-type: none"> Ability to reduce activity. Ability to restructure the organisation. 	3	4	12		No change to risk
12b	MD/HOS	Austerity from all sectors reducing revenue generation capability	3	4	12	<ul style="list-style-type: none"> Ability to reduce activity. Ability to restructure the organisation. 	3	4	12		No change to risk
12c	MD/HOS	Adverse media attention – Public perception, Partner perception and Stakeholder perception – reputational damage	2	2	4	<ul style="list-style-type: none"> Plan for Press Release and Media Response. Designated Media Responders. Appropriate Rebuttal and Evidence. 	2	2	4		No change to risk

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21d	MD/HOS	Factors outside MIY control means key aspects of the SLA are not delivered	3	2	6	<ul style="list-style-type: none">• Ongoing communication with key Stakeholders.• Regular monitoring of the SLA with corrective. planning if targets are not being hit.• Contingency plans and Business Continuity plans in place.	2	2	4		No change to risk
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Risk Matrix

	Likelihood				
Consequence (Impact)	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
5 Catastrophic	5	10	15	20	25
4 Major	4	8	12	16	20
3 Moderate	3	6	9	12	15
2 Minor	2	4	6	8	10
1 Negligible	1	2	3	4	5

For grading Risk scores obtained from the risk matrix are assigned grades as follows:

1-3	Low Risk		Increased Risk	Risk remains the same	Decreased Risk
4-6	Moderate Risk				

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8-12	High Risk				
15-25	Extreme Risk				

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By virtue of paragraph(s) 1 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Shareholder Committee**3 February 2025**

Report of the Director of Governance

Shareholder Committee Report: Veritau Business Update Report**Purpose of Report**

1. This report provides an update on the performance and trading activities of Veritau Limited and Veritau Public Sector Limited (VPS) since the last meeting of this Committee in October 2024.

Recommendations

2. The Shareholder Committee is asked to:
 - a) note the performance of both Veritau Limited and Veritau Public Sector Limited since the last business update report in October 2024
 - b) approve the 2025/26 business plans (and budgets) for both Veritau Limited and Veritau Public Sector Limited

Reasons:

To enable members to assess the performance of Veritau against the current business plan and to approve the business priorities for each company for 2025/26.

Background and analysis

3. The Shareholder Committee is responsible for overseeing and monitoring the performance of the council's owned companies. The committee is also responsible for discharging the shareholder functions of the Council under the Companies Act 2006. This includes determining and approving matters reserved to the Council as shareholder.
4. The original 2024/25 Veritau business plan was approved by the Shareholder Committee on 19 March 2024. The establishment of a new Teckal company, Veritau Public Sector Limited (VPS), was then approved by the Council's Executive on 9 May 2024. VPS started trading on 1 August 2024. Annex 1 to this report provides an update on the

performance of both companies to date and details of the forecast outturn for 2024/25.

5. The aims and priorities for each company in 2025/26 are also summarised. The detailed business plans are attached as confidential appendices. The business plans contain details of the 2025/26 budget and development actions for each company.

Key Company Matters 2024/25:-

6. Points of note from Annex 1 include the:
 - admission of Cherwell District Council as a member of VPS on 1 November 2024
 - continued expansion in the provision of internal audit and data protection officer services to the education sector
 - successful implementation of AI powered redaction software, which will significantly reduce the time spent processing subject access requests for clients
 - retention of Good Business Charter accreditation
 - management accounts show that Veritau Limited is on target to achieve a budgeted profit in 2024/25 and VPS is expected to breakeven.

Risk Management

7. There are no specific risk issues arising from this report.

Implications

8. There are no financial, legal, HR, equalities, crime and disorder, information technology, property or other implications arising from this report.

Author:	Chief Officer responsible for the report:			
Max Thomas Head of Internal Audit Tel: 01905 552940	Bryn Roberts Director of Governance Tel: 01904 555521			
	Report Approved	Y	Date	22/1/25
Wards Affected:				All
For further information please contact the author of the report				

Annexes:

Annex 1: Veritau business update report including:

- Appendix 1 - Veritau Public Sector Limited business plan (2025/26) (Confidential)
- Appendix 2 - Veritau Limited business plan (2025/26) (Confidential).

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CITY OF YORK COUNCIL SHAREHOLDER COMMITTEE**3 February 2025****Veritau Business Update****Introduction**

- 1 Veritau Limited is a local authority company jointly owned by City of York Council (CYC) and North Yorkshire Council (NYC). The company was established in 2009. The company currently has one active subsidiary company, Veritau Tees Valley Limited and one dormant subsidiary company, Veritau North Yorkshire Limited.
- 2 A new company, Veritau Public Sector Limited (VPS) was established in May 2024 and started trading on 1 August 2024. The company is limited by guarantee and currently has 5 member councils, CYC, NYC, Redcar & Cleveland Borough Council, Leicester City Council and Cherwell District Council. Middlesbrough Council is expected to join VPS in the next few months. VPS is a 'not for profit' Teckal company which provides assurance related services to its member councils. The member councils maintain control of the company through the articles and members' agreement with all key business decisions listed as reserved matters.
- 3 The Veritau Limited provides services on a commercial basis to a large number of multi-academy trusts and schools, housing associations, charities and other public sector organisations. The company has clients across the United Kingdom.
- 4 VPS delivers shareholder value to its member councils through:
 - economies of scale resulting in lower unit costs – the costs to each member council would be higher for an equivalent quality of service if delivered in-house or if the service was fully outsourced
 - increased efficiencies, resilience and flexibility – standard working practices ensure there is less duplication of effort and the larger workforce allows greater flexibility to manage demand
 - improved access to specialist resources (for example data analytics, risk management and counter fraud specialists) which would not otherwise be available to in-house teams or smaller shared services

- improved service continuity and less reliance on key members of staff for service delivery. The opportunities offered for career progression and development also make it easier to recruit and retain staff
 - the ability to invest in new technologies and working practices
 - greater depth of knowledge and expertise – staff have more insight due to the experience gained through working for multiple clients. We can also more easily support our staff to gain specialist qualifications and to become subject matter experts.
- 5 Once Middlesbrough Council has obtained the necessary approvals to join VPS then both of Veritau Limited's existing subsidiary companies will be wound-up.

Finance and Performance Update

- 6 Cherwell District Council formally joined VPS on 1 November 2024. Prior to this date, internal audit services to the Council were being provided by Veritau Limited.
- 7 Veritau Limited has continued to promote its services to schools and other public sector organisations. A number of schools and other public sector bodies have signed up for data protection officer and internal audit services in the period. A number of existing clients have also extended their current contracts.
- 8 The project to implement our new AI powered redaction software has been completed. The system allows the time spent on processing data subject access requests (DSARs) for our clients to be significantly reduced. We have also retained our Good Business Charter accreditation.

2024/25 Management accounts

- 9 The management accounts for both companies reflect the split of the business since 1 August 2024. There have been no exceptional items of expenditure to date in either company.
- 10 The management accounts for the 9-month period to 31 December 2024 show that Veritau Limited is on target to achieve a profit in line with expectations, as follows:

	2024/25 YTD actual (9 months) £ (k)	2024/25 Forecast outturn £ (k)
Turnover	1,444	1,785
Cost of sales	(1,252)	(1,572)
Gross profit	192	213
Other income	12	16
Overheads	(162)	(183)
Net profit before tax	42	46

- 11 The management accounts for VPS for the first 5 months of trading do not include a value for work in progress. Once this work is completed and invoiced then the company is expected to breakeven for the year, as follows:

	2024/25 YTD actual (5 months) £ (k)	2024/25 forecast outturn £ (k)
Turnover	1,222	1,979
Cost of sales	(1,280)	(1,863)
Gross profit	(58)	116
Other income	2	4
Overheads	(85)	(116)
Net profit/(loss) before tax	(141)	4

2025/26 Business Plans

- 12 Following the restructure, we have decided to prepare separate business plans for each company, to reflect their different purposes, aims and objectives.
- 13 The business plans set out the strategic aims of each company for the next three years to 2028, and the service priorities for 2025/26. Each business plan also includes details of the respective 2025/26 budgets, as follows:

	VPS Limited 2025/26	Veritau Limited 2025/26
	£ (k)	£ (k)
Turnover	3,418	950
Cost of sales	(3,121)	(784)
Gross profit	297	166
Other income	16	9
Overheads	(284)	(104)
Net profit before tax	29	71

- 14 Capital expenditure of £48k is planned by VPS in 2025/26. This includes further investment in IT hardware, data analytics and AI functionality.
- 15 The key business priorities for 2025/26 include the continued growth of the business and further developments in the quality and scope of the service offering. For VPS, growth will be achieved through the admission of new member organisations and the provision of more services to existing members. For Veritau Limited, this includes the provision of services across a wider geographical area. Transforming how we operate by using technology to support more efficient and agile working will also remain a priority.
- 16 In addition, the following service priorities have been identified for 2025/26:
- internal audit – to use the new K10 Vision audit management system to improve efficiency and client communications, further develop the use of modern and collaborative auditing approaches, and increase data analytics / IT audit capacity. We will also develop our knowledge of AI to ensure we are well placed to support our member councils and other clients to deliver transformational change
 - information governance – to continue to promote data protection and information access services to member councils, schools and other clients, and to migrate more users to our new case management system, DeskPro
 - counter fraud – to increase the use of data analytics, and to develop a range of eLearning courses
- 17 Other specific service development / improvement priorities for 2025/26 are set out in each company's Business Plan.

- 18 A copy of the VPS business plan (and budget) is attached as **appendix 1**. The Veritau Limited business plan (and budget) is attached as **appendix 2**. The business plans are confidential because they contain commercially sensitive information.

Recommendations

- 19 That the shareholder committee:
- a) notes performance since the last business update report in October 2024
 - b) approves the 2025/26 business plan for each company

Appendices (Confidential)

Appendix 1 – 2025/26 Veritau Public Sector Limited business plan

Appendix 2 – 2025/26 Veritau Limited business plan

Further Information

Contact: Max Thomas – Chief Executive max.thomas@veritau.co.uk

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Shareholder Committee Draft Work Plan 2025/26

Training/briefing events will be held at appropriate points in the year to support members in their role on the Committee.

Item	Lead officers	Contributing Organisations	Scope
23 June 2025			
Veritau Limited business update	Bryn Roberts	Veritau	To receive an update on performance of the company
Yorwaste Ltd finance update	Patrick Looker	Yorwaste	To receive annual reports and annual accounts
City of York Trading Ltd update	Helen Whiting	CYT Ltd	To receive an update on performance of the company
Work with York Ltd	Helen Whiting	Work with York Ltd	To receive an update on performance of the company
13 October 2025			
Yorwaste Ltd Update	Patrick Looker	Yorwaste	To receive an update on performance of the company
Make it York Finance Update	Andrew Laslett	Make it York	To receive an update on performance of the company and annual accounts

City of York Trading Ltd Update	Helen Whiting	CYT Ltd	To receive an update on performance of the company
Work with York Ltd	Helen Whiting	Work with York Ltd	To receive an update on performance of the company
YPO finance update	Debbie Mitchell	YPO	To receive an update on performance of the company and the annual accounts
Veritau Limited Business Update	Bryn Roberts	Veritau	To receive an update on performance of the company
2 February 2026			
Yorwaste Ltd Finance Update	Patrick Looker	Yorwaste	To receive an update on performance of the company
Veritau Limited Finance and Business Plan	Bryn Roberts	Veritau	To receive annual reports and annual accounts from companies.
City of York Trading Ltd Business Plan	Helen Whiting	CYT Ltd	To receive annual reports and annual accounts
Work with York Ltd	Helen Whiting	Work with York Ltd	To receive annual reports and annual accounts
Make it York Business Plan	Andrew Laslett	Make it York	Approval of the annual business plan (in light of agreed SLA priorities)