

Notice of a public meeting of

Shareholder Committee

To: Councillors Lomas (Chair) and Kilbane

Date: Monday, 2 February 2026

Time: 4.30 pm

Venue: West Offices

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 the discussion or vote; and leave the meeting unless you have a dispensa

*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

To approve and sign the minutes of the last meeting of the Committee held on 13 October 2025.

4. Exclusion of Press and Public

To consider excluding the public and press from the meeting during consideration of **Agenda Item 7, Annex D; Agenda Item 10, Appendix 1 and Agenda Item 11, Appendices 1 and 2** on the grounds that this contains 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.

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 30 January 2026.**

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>.

6. Yorwaste Limited Update (Pages 7 - 10)

To consider reports from Yorwaste providing information on the companies latest financial and non-financial performance for the 2025/26 financial year. The report also considers the ongoing issues facing the company as part of setting a budget for 2026/27.

- 7. City of York Trading Limited Update** (Pages 11 - 38)
To note the statutory accounts for City of York Trading Ltd 2024/2025.
- 8. Work With York Limited Update** (Pages 39 - 44)
To consider and receive the Work with York Ltd Performance Update February 2026.
- 9. Make It York Limited Update** (Pages 45 - 156)
To consider reports from Make It York (**MIY**) on the company's financial and non-financial performance since the last report in October 2025.
- 10. YPO Limited Update Report** (Pages 157 - 164)
To provide members of the Shareholder Committee with an update on the performance of YPO, of which York is one of thirteen founder members of the governing Joint Committee.
- 11. Veritau Limited Business Update** (Pages 165 - 212)
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 2025.
- 12. Work Plan** (Pages 213 - 214)
- 13. Urgent Business**
Any other business which the Chair considers urgent under the Local Government Act 1972.

Democracy Officer: Ben Jewitt

Contact details:

- Telephone – (01904) 553073
- Email – benjamin.jewitt@york.gov.uk

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

- Registering to speak
- Business of the meeting
- Any special arrangements
- Copies of reports and
- For receiving reports in other formats

Contact details are set out above.

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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 (بولی) میں بھی میا کی جاسکتی ہیں۔ (Urdu)

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Shareholder Committee**2 February 2026**

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 companies latest financial and non-financial performance for the 2025/26 financial year. The report also considers the ongoing issues facing the company as part of setting a budget for 2026/27.

Recommendations

2. Note the report 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 K. Taylor and the Director of Environment and Regulation, Dave Atkinson. The company is a Teckal company whereby over 80% of its revenues come from its local authority owners.

Key Company Matters 2025/26

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	23 rd January 2026
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

After 559 days of no LTIs and 1016 days of no RIDDORs the company had 2 LTIs and 1 RIDDOR over the past quarter. The LTIs were relatively minor in nature and the RIDDOR was a shoulder injury following a slip. Whilst it is disappointing that our LTI/RIDDOR free run has come to an end, it is good to know

that those accidents were not serious nor the result of failures in the companies procedures.

Financially the Company is on course to deliver somewhere between £0.7m and £1.0m Profit Before Tax which, whilst below last year, is primarily the result of absorbing a level of increased operational costs (mostly staff related) rather than pass them onto the local authority customer.

3. Current Issues

We currently have a shortage of HGV drivers driven by wage competition in the local market and some retirements. A recruitment

campaign is underway along with a review of the driver compensation package.

We recently had a series of fires in RCVs and Waste Transfer Stations, most likely the result of Lithium Batteries being disposed of general waste. No one was injured and no equipment had any significant damage. This is an industry wide issue and whilst the ideal scenario would be that people disposed of lithium batteries in designated waste streams (HWRCs, some supermarkets) it is a risk that needs to be accepted and managed as elimination is unlikely.

In December we also had a spate of compost fires, all of which were quickly brought under control with no harm to staff or equipment. Whilst compost fires do occur from time to time, to have had three in the space of a month is unprecedented, and we are undertaking a review to see what lessons might be learned to limit future events.

4. Looking Forward

We are currently in the process of finalising next years budget. Both operating costs are increasing at rates above CPI inflation, with the 6.7% increase in Foundation Living Wage impacting the majority of our staff costs along with additional capital costs arising to meet EA guidelines.

Competition in the wider commercial market will place pressure on price increases, further squeezing margins.

The evolving requirements of government legislation is creating capacity pressure on some HWRCs and Waste Transfer Stations and we are looking at capital investment to address those pressures.

Longer term opportunities around upgrades or relocation of the MRF and/or investment in IVCs have been presented to the client and are now undergoing options appraisal.



Shareholder Committee**2nd February 2026**

Report of Chief Officer Human Resources and Support
Services

City of York Trading Ltd Update February 2026**Purpose of Report**

1. To note the statutory accounts for City of York Trading Ltd 2024/2025 provided as **Annex A**.
2. To consider and receive
 - a. Brand Information Update for City of York Trading Ltd February 2026 provided as **Annex B**.
 - b. Shareholder Value Update for City of York Trading Ltd February 2026 provided as **Annex C**.
 - c. Confidential Performance and Finance Update City of York Trading Ltd February 2026 attached as **Confidential Annex D** to this report
3. The Performance and Finance Update is private due to the commercial sensitivities.

Recommendations

4. Note the statutory accounts for City of York Trading Ltd for the financial year 2024/25 attached at **Annex A** to this report.

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

5. Note the Brand Information Update for City of York Trading Ltd February 2026 attached at **Annex B** to this report, the Shareholder Value Update for City of York Trading Ltd February 2026 attached at **Annex C** to this report, and the the confidential Performance Update and Finance Update for City of York Trading Ltd February 2026 attached at **Annex D** to this report.

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

Background and analysis

6. City of York Trading Limited (“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.
7. The Council is the sole shareholder of the Company which started trading on 1st June 2012.
8. CYT no longer provides staff to the Council (this work was transferred to Work with York Limited from 1st April 2025) since then CYT has traded as WorkwithSchools, a specialist education recruiter, and WorkwithYorkshire, which has operated in the commercial sector.
9. CYT’s Board of Directors comprises Karen Bull (Managing Director) with Non-Executive Directors, Cllr Claire Douglas, Cllr Ian Cuthbertson, Cllr John Moroney, Lisa Wood and Chloe Kerridge-Phipps (currently on maternity leave) and usually meets monthly to consider financial and performance reports and plan future strategy.

Risk Management

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

Implications

11. 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		Yes	22 nd January 2026
Wards Affected:			All	

For further information please contact the author of the report

Annex A– City of York Trading Ltd Statutory Accounts 2024/25

Annex B - City of York Trading Ltd Brand Information Update February 2026

Annex C - City of York Trading Ltd Shareholder Value Update February 2026

Annex D –City of York Trading Ltd Confidential Performance and Finance Update
February 2026 (Confidential report)

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Registration number: 07852072

City of York Trading Limited

Filleted Financial Statements
for the Year Ended 31 March 2025

City of York Trading Limited

Contents

Balance Sheet	<u>1</u>
Statement of Changes in Equity	<u>2</u>
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City of York Trading Limited

(Registration number: 07852072)
Balance Sheet as at 31 March 2025

	Note	2025 £	2024 £
Fixed assets			
Intangible assets	<u>4</u>	2,917	32,083
Tangible assets	<u>5</u>	-	647
		<u>2,917</u>	<u>32,730</u>
Current assets			
Debtors	<u>6</u>	627,172	515,944
Cash at bank and in hand		<u>1,225,652</u>	<u>1,453,807</u>
		1,852,824	1,969,751
Creditors: Amounts falling due within one year	<u>7</u>	<u>(480,166)</u>	<u>(587,944)</u>
Net current assets		<u>1,372,658</u>	<u>1,381,807</u>
Total assets less current liabilities		1,375,575	1,414,537
Provisions for liabilities		<u>-</u>	<u>67</u>
Net assets		<u>1,375,575</u>	<u>1,414,604</u>
Capital and reserves			
Called up share capital	<u>8</u>	1	1
Retained earnings		<u>1,375,574</u>	<u>1,414,603</u>
Shareholders' funds		<u>1,375,575</u>	<u>1,414,604</u>

These financial statements have been prepared in accordance with the special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2006.

These financial statements have been delivered in accordance with the provisions applicable to companies subject to the small companies regime. As permitted by section 444 (5A) of the Companies Act 2006, the directors have not delivered to the registrar a copy of the Profit and Loss Account.

Approved and authorised by the Board on 28 November 2025 and signed on its behalf by:

.....
K Bull
Director

City of York Trading Limited
Statement of Changes in Equity

	Share capital	Profit and loss account	Total
	£	£	£
At 1 April 2024	1	1,414,603	1,414,604
Loss for the year	-	(60,029)	(60,029)
Other comprehensive income	-	21,000	21,000
	-	(39,029)	(39,029)
Total comprehensive income	-	(39,029)	(39,029)
At 31 March 2025	1	1,375,574	1,375,575

	Share capital	Profit and loss account	Total
	£	£	£
At 1 April 2023	1	1,671,958	1,671,959
Profit for the year	-	22,645	22,645
Other comprehensive income	-	20,000	20,000
	-	42,645	42,645
Total comprehensive income	-	42,645	42,645
Dividends	-	(300,000)	(300,000)
At 31 March 2024	1	1,414,603	1,414,604

City of York Trading Limited

Notes to the Financial Statements for the Year Ended 31 March 2025

1 General information

The company is a private company limited by share capital, incorporated in England and Wales.

The address of its registered office is:

West Offices
Station Rise
YORK
YO1 6GA

These financial statements were authorised for issue by the Board on 28 November 2025.

2 Accounting policies

Summary of significant accounting policies and key accounting estimates

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

Statement of compliance

These financial statements have been prepared in accordance with Financial Reporting Standard 102 Section 1A smaller entities - 'The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland' and the Companies Act 2006 (as applicable to companies subject to the small companies' regime).

Basis of preparation

These financial statements have been prepared using the historical cost convention except that as disclosed in the accounting policies certain items are shown at fair value.

Going concern

At the time of approving the financial statements, the directors have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Thus the directors continue to adopt the going concern basis of accounting in preparing the financial statements.

City of York Trading Limited

Notes to the Financial Statements for the Year Ended 31 March 2025

Audit report

The Independent Auditor's Report was unqualified. The name of the Senior Statutory Auditor who signed the audit report on 11 December 2025 was Sarah Wearing, who signed for and on behalf of HPH.

.....

Revenue recognition

Turnover comprises the fair value of the consideration received or receivable for the sale of goods and provision of services in the ordinary course of the company's activities. Turnover is shown net of sales/value added tax, returns, rebates and discounts.

Revenue from contracts for the provision of professional services is recognised by reference to the stage of completion when the stage of completion, costs incurred and costs to complete can be estimated reliably. The stage of completion is calculated by comparing costs incurred, mainly in relation to contractual hourly staff rates and materials, as a proportion of total costs. Where the outcome cannot be estimated reliably, revenue is recognised only to the extent of the expenses recognised that it is probable will be recovered.

Tax

The tax expense for the period comprises current and deferred tax. Tax is recognised in profit or loss, except that a change attributable to an item of income or expense recognised as other comprehensive income is also recognised directly in other comprehensive income.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the reporting date in the countries where the company operates and generates taxable income.

Deferred tax is recognised in respect of all timing differences between taxable profits and profits reported in the financial statements.

Unrelieved tax losses and other deferred tax assets are recognised when it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits.

Deferred tax is measured using the tax rates and laws that have been enacted or substantively enacted by the reporting date and that are expected to apply to the reversal of the timing difference.

Tangible assets

Tangible assets are stated in the balance sheet at cost, less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

The cost of tangible assets includes directly attributable incremental costs incurred in their acquisition and installation.

Depreciation

Depreciation is charged so as to write off the cost of assets, other than land and properties under construction over their estimated useful lives, as follows:

City of York Trading Limited

Notes to the Financial Statements for the Year Ended 31 March 2025

Asset class	Depreciation method and rate
Fixtures, fittings & equipment	33% Straight line
Computer equipment	50% Straight line

Goodwill

Goodwill arising on the acquisition of an entity represents the excess of the cost of acquisition over the company's interest in the net fair value of the identifiable assets, liabilities and contingent liabilities of the entity recognised at the date of acquisition. Goodwill is initially recognised as an asset at cost and is subsequently measured at cost less accumulated amortisation and accumulated impairment losses. Goodwill is held in the currency of the acquired entity and revalued to the closing rate at each reporting period date. Goodwill is amortised over its useful life, which shall not exceed ten years if a reliable estimate of the useful life cannot be made.

Amortisation

Amortisation is provided on intangible assets so as to write off the cost, less any estimated residual value, over their useful life as follows:

Asset class	Amortisation method and rate
Other intangible assets	50% straight line

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

Trade debtors

Trade debtors are amounts due from customers for merchandise sold or services performed in the ordinary course of business.

Trade debtors are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for the impairment of trade debtors is established when there is objective evidence that the company will not be able to collect all amounts due according to the original terms of the receivables.

Trade creditors

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if the company does not have an unconditional right, at the end of the reporting period, to defer settlement of the creditor for at least twelve months after the reporting date. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities.

Trade creditors are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

Share capital

Ordinary shares are classified as equity. Equity instruments are measured at the fair value of the cash or other resources received or receivable, net of the direct costs of issuing the equity instruments. If payment is deferred and the time value of money is material, the initial measurement is on a present value basis.

City of York Trading Limited

Notes to the Financial Statements for the Year Ended 31 March 2025

Dividends

Dividend distribution to the company's shareholders is recognised as a liability in the financial statements in the reporting period in which the dividends are declared.

Defined contribution pension obligation

A defined contribution plan is a pension plan under which fixed contributions are paid into a pension fund and the company has no legal or constructive obligation to pay further contributions even if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

Contributions to defined contribution plans are recognised as employee benefit expense when they are due. If contribution payments exceed the contribution due for service, the excess is recognised as a prepayment.

Defined benefit pension obligation

Typically defined benefit plans define an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation.

The liability recognised in the balance sheet in respect of defined benefit pension plans is the present value of the defined benefit obligation at the reporting date minus the fair value of plan assets. The defined benefit obligation is measured using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future payments by reference to market yields at the reporting date on high-quality corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating to the terms of the related pension liability.

Actuarial gains and losses are charged or credited to other comprehensive income in the period in which they arise.

3 Staff numbers

The average number of persons employed by the company (including directors) during the year, was 19 (2024 - 25).

City of York Trading Limited

Notes to the Financial Statements for the Year Ended 31 March 2025

4 Intangible assets

	Goodwill £	Other intangible assets £	Total £
Cost or valuation			
At 1 April 2024	32,405	35,000	67,405
At 31 March 2025	32,405	35,000	67,405
Amortisation			
At 1 April 2024	32,405	2,917	35,322
Amortisation charge	-	29,166	29,166
At 31 March 2025	32,405	32,083	64,488
Carrying amount			
At 31 March 2025	-	2,917	2,917
At 31 March 2024	-	32,083	32,083

5 Tangible assets

	Furniture, fittings and equipment £	Total £
Cost or valuation		
At 1 April 2024	68,816	68,816
Disposals	(4,723)	(4,723)
At 31 March 2025	64,093	64,093
Depreciation		
At 1 April 2024	68,169	68,169
Charge for the year	647	647
Eliminated on disposal	(4,723)	(4,723)
At 31 March 2025	64,093	64,093
Carrying amount		
At 31 March 2025	-	-
At 31 March 2024	647	647

City of York Trading Limited

Notes to the Financial Statements for the Year Ended 31 March 2025

6 Debtors

	2025 £	2024 £
Current		
Trade debtors	5,906	1,011
Prepayments	14,953	10,056
Other debtors	606,313	504,877
	<u>627,172</u>	<u>515,944</u>

7 Creditors

Creditors: amounts falling due within one year

	2025 £	2024 £
Due within one year		
Trade creditors	36,618	104,627
Taxation and social security	281,347	337,789
Accruals and deferred income	54,852	72,572
Other creditors	107,349	72,956
	<u>480,166</u>	<u>587,944</u>

8 Share capital

Allotted, called up and fully paid shares

	2025		2024	
	No.	£	No.	£
Ordinary shares of £1 each	1	1	1	1
	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>

9 Reserves

The changes to each component of equity resulting from items of other comprehensive income for the current year were as follows:

	Retained earnings £	Total £
Remeasurement gain/loss on defined benefit pension schemes	<u>21,000</u>	<u>21,000</u>

City of York Trading Limited

Notes to the Financial Statements for the Year Ended 31 March 2025

The changes to each component of equity resulting from items of other comprehensive income for the prior year were as follows:

	Retained earnings £	Total £
Remeasurement gain/loss on defined benefit pension schemes	20,000	20,000

10 Related party transactions

The company was controlled by The City of York Council ("CYC") who owned 100% of the share capital throughout the period.

During the year the company made sales to, and purchases from CYC, the sole shareholder of the company. The sales to CYC in the year totalled £3,604,016 (2024: £5,174,685) with purchases of £101,243 (2024: £121,123). At 31 March 2025 there is a balance owed to CYC of £10,396 (2024: £771) and the balance due from CYC of £444,077 (2024: £421,473).

During the year dividends of £nil (2024: £300,000) were paid to CYC.

City of York Trading Limited

Notes to the Financial Statements for the Year Ended 31 March 2025

11 Loss/profit before tax

Arrived at after charging/(crediting)

	2025	2024
	£	£
Depreciation expense	647	3,884
Amortisation expense	17,500	2,917
Impairment loss	11,667	-

12 Auditors' remuneration

	2025	2024
	£	£
Audit of the financial statements	10,690	7,500
Other fees to auditors		
All other non-audit services	1,630	1,550

13 Pension and other schemes**Defined contribution pension scheme**

The company operates a defined contribution pension scheme for all qualifying employees. The pension cost charge for the year represents contributions payable by the company to the scheme and amounted to £57,303 (2024 - £71,252).

Contributions totalling £5,610 (2024 - £4,220) were payable to the scheme at the end of the year and are included in creditors.

Defined benefit pension schemes**North Yorkshire Pension Fund**

The company operates a defined benefits scheme for qualifying employees, administered by North Yorkshire Council. The local government pension scheme is a defined benefit scheme based on final pensionable salary.

The most recent actuarial valuations of plan assets and the present value of the defined benefit obligation were carried out on 31 March 2025 by Aon. The present value of the benefit obligation, the related current service cost and past service cost were measured using the projected unit credit method.

City of York Trading Limited

Notes to the Financial Statements for the Year Ended 31 March 2025

Reconciliation of scheme assets and liabilities to assets and liabilities recognised

The amounts recognised in the balance sheet are as follows:

	2025 £	2024 £
Fair value of scheme assets	724,000	681,000
Present value of defined benefit obligation	(558,000)	(593,000)
	<hr/>	<hr/>
Defined benefit pension scheme surplus	166,000	88,000
	<hr/>	<hr/>

Defined benefit obligation

Changes in the defined benefit obligation are as follows:

	2025 £
Present value at start of year	593,000
Current service cost	43,000
Interest cost	29,000
Actuarial gains and losses	(110,000)
Benefits paid	(4,000)
Contributions by scheme participants	7,000
	<hr/>
Present value at end of year	558,000
	<hr/>

Fair value of scheme assets

Changes in the fair value of scheme assets are as follows:

	2025 £
Fair value at start of year	681,000
Interest income	33,000
Actuarial gains and losses	(15,000)
Employer contributions	22,000
Contributions by scheme participants	7,000
Benefits paid	(4,000)
	<hr/>
Fair value at end of year	724,000
	<hr/>

City of York Trading Limited

Notes to the Financial Statements for the Year Ended 31 March 2025

Analysis of assets

The major categories of scheme assets are as follows:

	2025	2024
	£	£
Cash and cash equivalents	11,000	29,000
Equity instruments	439,000	327,000
Debt instruments	162,000	134,000
Property	43,000	38,000
Asset-backed securities	38,000	35,000
Other	31,000	118,000
	<u>724,000</u>	<u>681,000</u>

Return on scheme assets

	2025	2024
	£	£
Return on scheme assets	<u>18,000</u>	<u>63,000</u>

The pension scheme has not invested in any of the company's own financial instruments or in properties or other assets used by the company.

Principal actuarial assumptions

The principal actuarial assumptions at the balance sheet date are as follows:

	2025	2024
	%	%
Pension accounts revaluation rate	2.50	2.60
Discount rate	5.80	4.80
Salary increases	3.75	3.85
Pension increases	2.50	2.60
CPI Inflation	<u>2.50</u>	<u>2.60</u>

City of York Trading Limited

Notes to the Financial Statements for the Year Ended 31 March 2025

Post retirement mortality assumptions

	2025 Years	2024 Years
Current UK pensioners at retirement age - male	21.90	22.10
Current UK pensioners at retirement age - female	24.50	24.60
Future UK pensioners at retirement age - male	22.50	23.00
Future UK pensioners at retirement age - female	25.20	25.60

14 Provisions for liabilities

	Deferred tax £	Total £
At 1 April 2024	(67)	(67)
Additional provisions	67	67
At 31 March 2025	-	-

This document was delivered using electronic communications and authenticated in accordance with the registrar's rules relating to electronic form, authentication and manner of delivery under section 1072 of the Companies Act 2006.

City of York Trading Ltd Brand Information Update

1. WorkwithSchools

WorkwithSchools is City of York Trading's (CYT's) specialist education recruiter, providing supply teachers, teaching assistants and other schools support staff mostly on a temporary basis to local schools, colleges and nurseries.

WorkwithSchools hold [APSCo Compliance+ accreditation](#) – the best practice quality standard for recruitment companies operating in the education sector, with members going beyond statutory safeguarding standards and aiming for excellence in competency, selection and service quality. These standards were developed by APSCo with external stakeholders including from the National Association of Head Teachers, and the Association of School and College Leaders and mirror recruitment standards for schools' own staff.

Competing with local, regional and national suppliers, WorkwithSchools view APSCo accreditation a significant competitive advantage, as the only local agency to hold this accreditation, and one of only 30 agencies nationwide.

WorkwithSchools have held Crown Commercial Service Framework Supplier status for supply staff since the framework's inception in 2018 and a small number of local schools book supply staff using this framework. As part of this CCS framework requirement, CYT also continues to hold Cyber Essentials accreditation.

With schools funding challenges have come changing demands for staff, and so WorkwithSchools are adapting to meet these needs.

An uncompromising report from the **National Education Union** into Supply Teaching – **Stop the Agency Rip-Off** published in 2025 examines the current supply teaching market, where 8 national agencies with a combined turnover of £461 million in 2023/24, made combined profits exceeding £117 million.

Schools spending £1.7 billion on supply staff, domination by a small number of national agencies, with high markups, large finders fees and in some cases questionable AWR compliance, means that huge sums are being drained from the education budget into private company profits and the NEU calls for a return to Local Authority run supply or at least tighter regulation. WorkwithSchools though no longer LA run, is LA owned, and in its former incarnation was set up as a LA service in 1999 when local schools were unhappy with the cost and quality of private agency staff they were using.

In 2012, with further expansion of private agencies, and the LA paying Teachers Pay and Conditions and Teachers Pensions which made it impossible to charge competitive rates, WorkwithSchools was transferred to CYT so that it had flexibility with pay, pension and charge rates and could challenge private agencies.

In York now there are again large national agencies – Vision for Education (a national who now hold the Ebor Academy Framework, turned over £52 million last year), Affinity (which includes CER – who have Nicolas Postgate Academy's contract, billed £54 million in just 9 months), Teaching Personnel who work locally, £151 million, other nationals, Tradewind (£75 million) and Protocol (£50 million) also have some local presence.

A small local agency like WorkwithSchools is a very different service – running payroll in house (not using Umbrella payroll companies, which following government concerns will be subject to stricter regulation from April 2026), the WorkwithSchools team also know all the staff having interviewed them, and kept in touch with them – APSCO Compliance+ means that if a member of staff doesn't work for 12 weeks WorkwithSchools not only have to ask them what they have been doing, but verify this with a reference or other independent evidence.

There's a need for an alternative to the big corporates, and schools who can decide to use WorkwithSchools (where Headteachers or School Business Managers can make local decisions rather than being taken at Trust level), do so when they have chance to hear about WorkwithSchools' compliance, LA ownership and ethos.

WorkwithSchools' reputation has been built up over more than 25 years, has had to change and adapt many times, and remains a valuable local resource, supporting over 40 schools, employing a specialist and local workforce, as well as the wider team within CYT which enables this.

2. WorkwithYorkshire

WorkwithYorkshire has been a focus for CYT's commercial recruitment work to companies, third sector organisations, and other local authorities since 2020/2021.

During 2025/26 WorkwithYorkshire has serviced a range of clients mainly with staff working in legal, insurance, marketing, administrative and customer service roles and has continued to support local business this financial year.

City of York Trading Ltd Shareholder Value Update**1. Delivering Shareholder Value**

Shareholder value is typically delivered in a number of ways including through non-tangible benefits. CYT delivers shareholder value to the Council through:

- Supply of temporary teaching and support staff to local schools, by WorkwithSchools - accredited as a Crown Commercial Framework supplier, a holder of [APSCO Compliance+ Audited](#) status and excellent [Google reviews](#);
- A comprehensive WorkwithSchools training programme, tailored bespoke Continuing Professional Development courses specifically designed for supply teachers and teaching assistants in consultation with local schools and provided free of charge for WorkwithSchools agency staff. This includes Safeguarding, Prevent and Female Genital Mutilation (FGM) mandatory training, Early Career Teacher training, Teaching Assistant “taster” courses aimed at candidates new or returning and subject/key stage specific training, both in person and online.
- CYT’s support for apprenticeships and staff training within its own staff team, which has three current staff completing apprenticeships. As well as recruitment training, staff undertake other industry accredited qualifications and training, including in business support, payroll, compliance and marketing. All the WorkwithSchools complete Safeguarding Training, with relevant staff completing Safer Recruitment and Designated Safeguarding Lead training annually.
- Providing employment opportunities for local residents, though some roles are temporary, this often fits with commitments and lifestyle choices and some agency staff stay registered over many years enabling move between assignments, and into more permanent roles;
- CYT’s weekly in-house payroll for temporary staff ensures high levels of compliance and avoids candidate deductions for umbrella costs. With an easy to use online timesheet system (also available on a mobile app) so logging timesheet hours for staff and authorisation by clients is simple and pay and charge rates transparent. The Company invoices clients monthly with competitive, all-inclusive rates, consisting of pay, employer’s NI, employer’s pension, apprenticeship levy, holiday pay, payroll and timesheet costs and agency fees.

- CYT only recruits roles which are at Living Wage Foundation payrates or above and is looking to obtain Living Wage Accredited Status and Good Business Charter Accreditation in the next financial year. Consultants have a bespoke approach to both clients and candidates, using their specific local and sector knowledge, for instance three of the WorkwithSchools team are qualified teachers.
- CYT provides both its permanent and temporary workforce with access to an Employee Assistance Scheme and Occupational Health support where needed – both purchased from the Council's service suppliers.
- The Company employs sixteen people within its staff team, most working on a hybrid basis. Some staff work wholly or in part for Work with York Limited on Council business, and their costs are recharged where relevant.
- The Company currently rents 29 Castlegate from the Council at a market rate, and contributed financially to the refurbishment of this building in 2021/2022 after it had been empty for several years; CYT also pays ICT costs at market rate to the Council for hardware, network and systems access and advice;
- CYT made a loan in April 2025 of £600k to the Council's new Teckal Company, Work with York Limited, enabling this company to service the Council's temporary staffing requirements and to cover initial overhead and payroll costs.
- 29 Castlegate is as a donation point for York Foodbank, with donations received from the CYT staff team, temporary staff and candidates, partners across York and members of the public. CYT has previously made other charitable donations from fundraising including to the Island, and York Hungry Minds Appeal and the CYT staff team have volunteering opportunities as part of Company's Corporate Social Responsibility.
- When profits allow, Shareholder dividends are paid by the Company to the Council, and to date CYT dividends paid to the Council have exceeded £1m.

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

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Shareholder Committee**2nd February 2026**

Report of the Chief Officer Human Resources and Support Services

Work with York Ltd Update February 2026**Purpose of Report**

1. To consider and receive the Work with York Ltd Performance Update February 2026 provided as **Annex A**.

Recommendations

2. Note the Performance Update from Work with York Ltd attached at **Annex A** to this report.

Reason: To ensure the Council is updated on the performance of and plans for Work with York Ltd.

Background and analysis

3. Work with York Limited ("WwY") was formed in October 2024, following a Council Executive Decision in July 2024, as a Teckal Company compliant with Reg. 12(1) of the Procurement Regs and Schedule 2, Part 1, Para 2 of the Procurement Act 2023.
4. Work with York Limited's sole shareholder is City of York Council.
5. Work with York Limited started trading on 1st April 2025 providing staff to City of York Council, the previous contract for the direct engagement of candidates and the supply of agency worker services dated 7th September 2023 with City of York Trading Ltd having been novated to Work with York Limited in line with July 2024's Executive approval.
6. Work with York Limited provides temporary, interim and casual agency staff to the Council, in a wide range of roles and across many Council services.

7. Work with York Limited also has second tier contracts with a small number of specialist agencies to support the Council.
8. Work with York Limited's services to the Council include support with hard-to-fill and/or senior permanent recruitment, including a recent campaign for Assistant Director of Housing.
9. WwY's Board of Directors comprises Karen Bull (Managing Director) with Non-Executive Directors, Cllr Claire Douglas, Cllr Ian Cuthbertson, Cllr John Moroney, Lisa Wood and Chloe Kerridge-Phipps (currently on maternity leave) and usually meets monthly to consider financial and performance reports and plan future strategy.
10. As 2025/26 is WwY's first year of trading, there are no accounts for 2024/25. During 2025/26 WwY to date is ahead of budgeted revenue.

Risk Management

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

Implications

12. 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 Work with York Limited		Helen Whiting Chief Human Resources and Support Services Officer			
		Report Approved		Date	TBC
Wards Affected:					<i>All</i>
For further information please contact the author of the report					

Performance Update

1. Delivering Shareholder Value

Shareholder value is typically delivered in a number of ways including through non-tangible benefits. Work with York Limited now delivers shareholder value to the Council through:

- Employment opportunities for local residents at all levels - though most roles are temporary, this fits with other staff commitments and many agency staff stay registered over many years enabling them to move between assignments.
- WwY temporary staff who have experience of Council systems and processes and are often suitable applicants for contractual vacancies within Council, and transfer fees are fixed for the duration of the current contract.
- A cost-effective recruitment service which supports the Council in the efficient and effective delivery of its services to the residents of York, provides the Council with resilience and supports the Council in meeting its financial challenges.
- The ability to respond quickly to the Council's changing operational and staffing needs and priorities. WwY recruitment staff advise Council managers on market conditions and payrates to enable appropriate authorisation for new roles and to maximise the chance of securing suitable candidates.
- The experienced WwY recruitment team have both Council and specific sector knowledge enabling them to match candidate skills to temporary Council roles.
- The provision of Interim and Specialist staff in a wide range of professional and technical disciplines to support CYC's strategic plans, projects and objectives.
- Support by Work with York Limited with hard-to-fill permanent roles, with headhunting, direct candidate sourcing and full recruitment campaign options available. Source information reporting enables return on investment

considerations for future recruitment. Very competitive permanent fees are fixed for the current contract.

- Management by Work with York Limited of all second-tier agency staff suppliers, ensuring a high level of compliance, standardisation of contract terms and charges and a significant cost saving on transfer fees.
- Training for WwY staff completed on the Council's training portal Mylo, ensuring consistency with permanent staff. Renewals/training updates are managed by the WwY recruitment and compliance teams.
- A weekly in-house payroll run for temporary staff (not using an umbrella payroll company). The online timesheet system (available on a mobile app or accessible from Council computer desktops) so timesheet hours logging for staff and authorisation by CYC managers is simple.
- Though candidates are paid weekly, the Council is invoiced monthly. Charge rates are agreed annually and are competitive and all-inclusive of pay, employer's NI, employer's pension, holiday pay, apprenticeship levy, payroll and timesheet costs and agency fees.
- An ethical approach demonstrated by this in-house payroll (ensuring high levels of compliance and avoiding candidate deductions for umbrella costs), in addition and in line with Council commitments WwY pays all staff at Living Wage Foundation rates or above.
- Work with York Limited provides its temporary workforce with access to an Employee Assistance Scheme and Occupational Health support where needed – both purchased from the Council's service supplier.
- As Work with York Limited is Living Wage employers for all temporary staff, the Company will be looking to obtain Living Wage Accredited Status and Good Business Charter Accreditation next financial year.
- Work with York Limited took a loan in April 2025 from City of York Trading Ltd to cover initial overhead and payroll costs, and pays interest payments to CYT monthly.
- When profits and loan repayments allow, Shareholder dividends will be paid by Work with York Limited to the Council.

2. Update on current performance

WwY currently now has 163 mainly 5-star [Google Reviews](#) with some really excellent feedback from candidates recently placed in work:-

"From the first contact by Andrew Parkes of Work with York to confirmation today of my new contract as a Social Work Consultant, the process and engagement with Andrew and colleagues has been great. It's been incredibly straight forward and quick to be placed with the City of York via Andrew and Work With York. WWY business model is amazing and a breath of fresh air in the locum arena. I am really excited about starting the new contract in January. Thankyou!" Dec 2025

"From day one Andrew has been amazing, when he said he would call he has and he has kept me updated constantly through my employment search. Unlike most agency's in York Andrew actually cares about you and putting you in a role that's suits you not just because your commission for them. I would recommend them 100% over other agency's in York. They do all the contracts for York council so worth looking at this agency for roles with the council." Dec 2025

"Kathryn was incredibly helpful and efficient throughout. Great communication and a seamless process from start to finish. I would definitely recommend." Jan 2026

"I contacted Andrew Parkes at Work With York and within the same week he referred me for a Consumer Support Officer role with City Of York Council. The service is proactive and efficient. I would highly recommend this agency. I am very pleased with the outcome. Thank you Andrew." Jan 2026

Since October 2025, a further 10 WwY staff have transferred to permanent roles in the Council, making 30 in total financial year to date.

Over 123,000 hours have been covered by WwY staff working in the Council since the beginning of the current financial year, with nearly 300 new temporary bookings filled, along with over 4250 shifts filled (mainly in Adult Social Care).

A number of specialist experienced social workers and social work consultants have been provided on time-limited assignments to support Adult Services' improvement programme, some directly and others using WwY's second tier agencies.

At November 2025, Work with York Limited is ahead of budgeted income for the year.

3. Looking forward

The Company has looked carefully at the Council's budget proposals, and is ready to be flexible to support the Council as required with restructures and improvement plans, whilst setting a realistic budget itself for 2026/27.

KPI's are in place to support continuous improvement of management, Board, and customer reporting, with the Work with York Limited recruitment and back-office teams tasked with efficiently filling every booking and shift received from the Council without delay.

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Shareholder Committee

2 February 2026

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 2025. The MIY narrative report at **Annex A** also includes:
 - a. Appendix 1 (Confidential) - Management accounts report incorporating, profit and loss statement, balance sheet and cashflow forecast to November 2025. In addition, the two-year budget for 2026/27 and 2027/28.
 - b. Appendix 2 – MIY Business Plan 2026-2035.
 - c. Appendix 3 - Service Delivery Plan for 2026-27.
 - d. Appendix 4 – MIY Service Level Agreement (SLA) Strategic Linkages key performance data dashboard.
 - e. Appendix 5 – Risk Register.

Recommendations

2. The committee is asked to:
 - a. note the MIY Shareholder Report at **Annex A** and the supporting documents including **Appendix 1 to 5** supplied by MIY.
 - b. to approve the payment of the £50,000 to the Council referred to under **Annex A**.

Reason: to ensure the Council is updated on the financial and non-financial performance of Make It York, its business plan and the SLA performance.

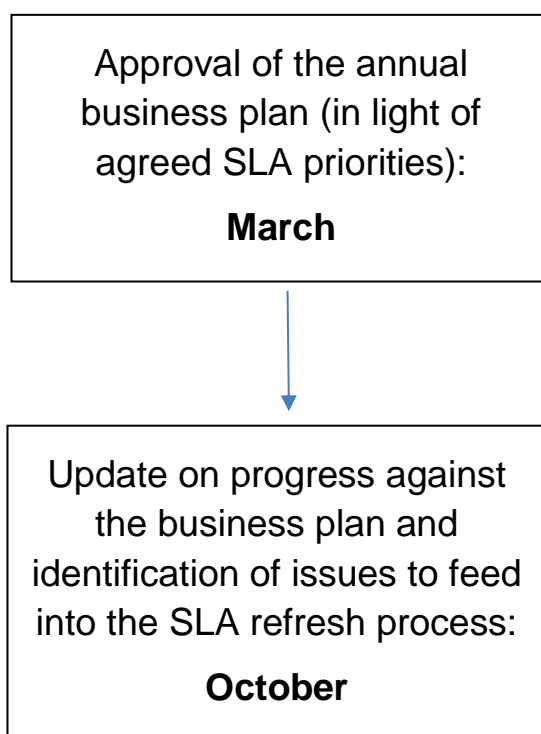
Background and analysis

3. 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 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.

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

4. The new SLA and the extension came into effect on 23rd September 2024. The Service Contract expires on 22nd September 2026.
5. The SLA sets out key deliverables, outcomes by which performance will be measured, and detailed delivery tasks.
6. Executive agreed that MIY should report to the Shareholder Committee twice a year as follows:



Key Company Matters:

7. MIY have included their new business plan 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

8. As reported at Shareholder Committee in October 2025, MIY audited accounts for 2024/25 confirmed MIY as a going concern. MIY made a profit before tax of £470,853 in the year ending 31 March 2025. This strong financial performance has improved MIY total equity at the year-end to £703k. The MIY board approved a dividend payment to CYC of £50,000 for 2024-25.
9. In the current operational year 2025/26, the position at the end of November 2025 indicates MIY are ahead of the budgeted position

with the forecast for another profitable year by end of March 2026. The full details can be seen in confidential Appendix 1 and the financial narrative in Annex A.

10. 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.
11. The Shareholder Committee can be reassured that officers will continue to work closely with MIY to monitor the financial position.

SLA Refresh

12. Under the Service Contract with MIY, it allows for a SLA refresh each year, to ensure the SLA remains up to date and can accommodate changes if required. A report will be taken to Executive in March 2026 to consider extending the current MIY contract beyond September 2026 and the SLA will be presented as part of this report.

Legal & Governance

13. Under Article 12.4.1 and 12.4.1.(h) of the Council's Constitution, the Shareholder Committee has been delegated authority to approve MIY's annual business plan and approving any dividends requiring Council consent.
14. 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. 1.25 – the adoption of a strategic business plan in respect of each financial year;
 - b. Para. 1.35 – permit any dividends or other distributions to be paid; and
 - c. Para. 1.35 – permit any dividends or other distributions to be paid; and

Risk Management

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

Implications

16. 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 – **(Confidential) – To follow.**

Appendix 2 – MIY Business Plan

Appendix 3 - Service Delivery Plan

Appendix 4 – MIY SLA Strategic Linkages Key Performance data Dashboard.

Appendix 5 – MIY Risk Register.

Background Papers

Shareholder Committee 13 October 2025 - [Agenda for Shareholder Committee on Monday, 13 October 2025, 4.30 pm](#)

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

Author:	Chief Officer responsible for the report:			
Andrew Laslett Assistant Director (Customer, Communities and Inclusion)	Pauline Stuchfield Director of Housing and Communities			
	Report Approved	✓	Date	22.1.2026
Wards Affected: All				
For further information please contact the author of the report				

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**Report to City of York Council Shareholder Committee
Monday 2 February 2026**

Introduction

This paper provides an update of Make It York's (MIY) activities from the new Service Level Agreement from April 2025 to January 2026. It also presents:

Appendix 1 – Management Accounts report incorporating Profit & Loss statement, Balance Sheet and Cashflow forecast – November 2025 and 2-year budget 26/27 and 27/28 **(Confidential)**

Appendix 2 - MIY Strategic Business Plan 2026 – 2035

Appendix 3 - MIY Service Delivery Plan 2026/27

Appendix 4 - SLA strategic linkages Key Performance Data dashboard to December 25

Appendix 5 – MIY Strategic Risk Register Quarter 4

Make It York Celebrated its **10 Year anniversary** at the end of 2025. For 10 years MIY have driven and delivered: -

York's Visitor Economy and City Promotion

Driving York's Visitor Economy

For over a decade, Make It York has been at the forefront of promoting York as a premier destination, leveraging the Visit York brand to showcase the city to millions globally.

UNESCO City of Media Arts

Make It York played a pivotal role in securing and championing York's UNESCO City of Media Arts designation, positioning the city as a global hub for creativity and innovation.

International Reach

Through global campaigns, international exhibitions, and targeted promotions, Make It York ensures York's reputation and profile extend far beyond the city's borders.

Festivals, Markets & City Experiences

York Christmas Market

Recognised as one of the UK's most iconic Christmas markets, this event is designed, curated, and delivered by Make It York, attracting thousands of visitors each year.

York Christmas Lights

In partnership with York BID, Make It York transforms the city each winter with spectacular Christmas lights, creating a magical festive atmosphere that enhances the visitor and resident experience.

York Ice Trail

Our UK-leading outdoor Ice Trail has turned February into York's "coolest" month, drawing tens of thousands of visitors and establishing a signature winter event.

Shambles Market

Managed and grown the historic Shambles Market, nurturing its role as the heart of York's largest independent trading community.

Supporting People & Businesses

Powering Local Business

Through initiatives such as the Visit York Tourism Awards, business conferences, and promotional campaigns, Make It York celebrates and supports local businesses, helping them to thrive.

York Residents' Festival

This annual festival provides residents with free access to city attractions, discounts, and a dedicated weekend of events, reinforcing community pride.

Bringing York to Life

Through year-round events including Haunted York, Yorkshire Day celebrations, and city-wide trails, Make It York continually creates memorable experiences that engage residents and visitors alike.

Financial Position (April 2024 – March 2025)

The audited results for the year demonstrate a strong financial performance, reflecting effective financial management, disciplined cost control, and successful income generation across the organisation's activities. This marks the second consecutive year of positive results, returning Make It York to a strong and sustainable financial position. In recognition of this improvement, the Board approved a dividend payment to shareholders of £50,000. The company's equity position strengthened significantly during the year, providing a solid foundation for the future.

Financial Position (April 2025 – March 2026)

Current forecasts indicate that the organisation remains on track for another profitable year. Performance to date has exceeded budget expectations, supported by higher-than-anticipated income and continued control over staff and operating costs. While income is slightly lower than the previous year, overall performance remains resilient, underpinned by strong member and partner support and the success of city events.

Key Income Streams

Core income streams, including memberships, Shambles Market, and Christmas activity, have all performed strongly and exceeded expectations. These results reflect sustained demand, effective delivery, and careful cost management across the company's commercial activities.

Cash Position and Investment

The company continues to maintain a strong cash position, enabling ongoing investment in Make It York and its key assets, particularly Shambles Market. International marketing remains a strategic priority, supporting the organisation's ambition to promote York nationally and internationally and to drive long-term growth.

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

MIY Strategic Plan 2026 - 2031

MIY Board has endorsed the Make It York Strategic Plan 2026–2031, included as **Appendix 2**. The plan sets out Make It York’s vision:

“Creating a vibrant and inclusive city where everyone can thrive.”

It is built around four core priorities:

1. **Keeping York the UK’s leading city for residents and visitors alike.**
2. **Enabling a dynamic, successful city centre where businesses can grow and prosper.**
3. **Championing social value and sustainability by driving forward regenerative tourism.**
4. **Strengthening Make It York as a resilient, high-performing organisation.**

A service delivery plan is in place to deliver key priorities and objectives of the Strategic plan, and this is attached as **Appendix 3**.

Governance

Board of Directors

Director Appointments

A recruitment campaign for new directors commenced in January. This ensures that the board maintains an appropriate mix of skills, experience, and fresh perspectives and operates with strong capability and strategic oversight.

Interviews will take place with shortlisted candidates soon.

Director Resignations

There have been no resignations from the board since the last report to shareholder.

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 4**). 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 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 meets 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.

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 officer and members.

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 and 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.

Risk Management

We manage businesses risks adequately and effectively. The latest Strategic Risk Register is attached as **Appendix 5**.

- As a result of an in-depth security review of our system to safeguard from hacking and phishing we have introduced additional measures to protect our systems with regular testing of these in place.
- 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 maintenance contract in place for relevant equipment.

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

Tourism Advisory Board

Tourism Advisory Meetings (TAB) meetings are held monthly and chaired independently. Representatives of CYC at meetings as do MIY. They are tasked with collectively delivering the CYC Tourism Strategy.

Tourism Economic Impact Data and Analysis

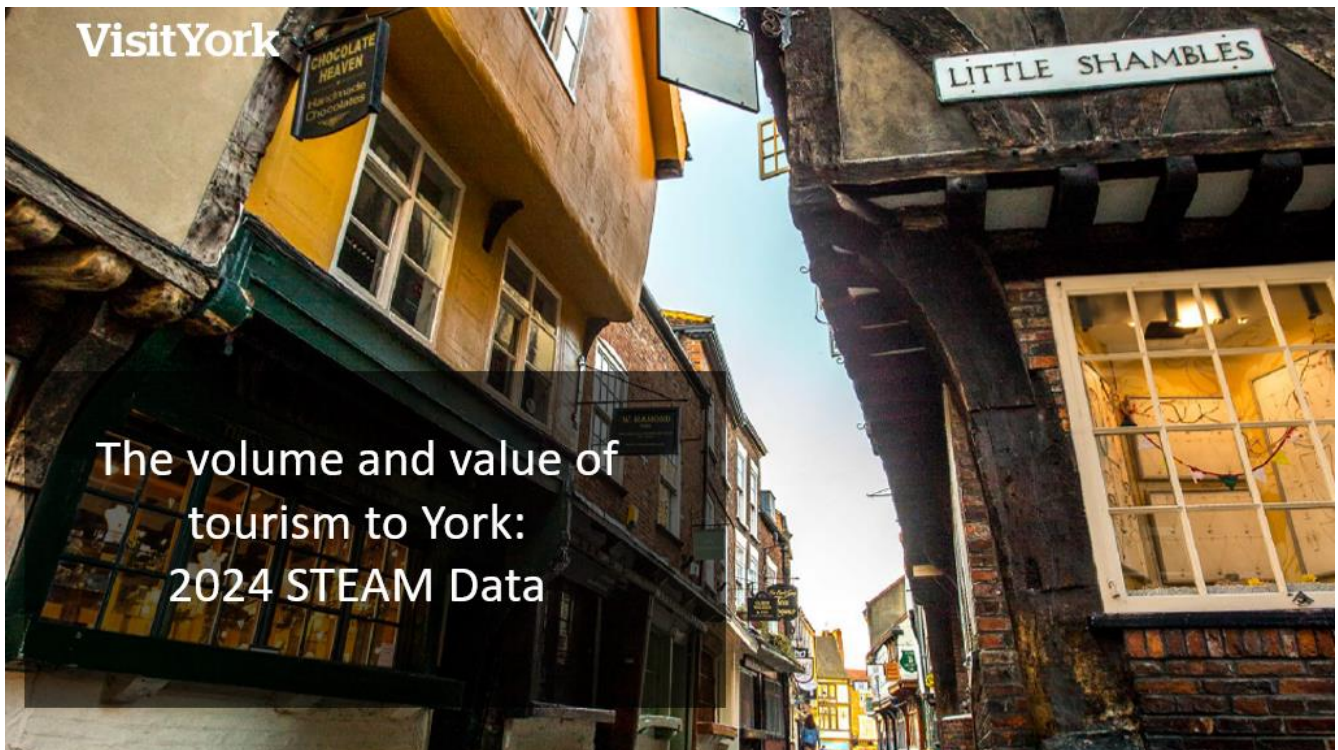
• Achievements

- Tourism contributed an outstanding **£2.01 billion** to York's economy in 2024 – a **5.4% increase** from 2023.
- **34%** of visitor spend went to York's vibrant retail offering,
- **27%** was spent on our diverse food and drink scene,
- **25%** supported the city's accommodation sector,
- **11%** went toward recreation and entertainment, and
- **3%** was spent on transport and getting around the city.
- Overseas visitors alone accounted for nearly a quarter of the

economic impact, injecting £0.5 billion into York's economy.

- The number of **staying visitors reached 1.7 million**, with an average stay of 3.3 nights – a slight increase on the previous year. Most overnight visitors, 54%, continued to stay in serviced accommodation and hotels, with non-serviced accommodation a close favourite.
- In 2024, **16,788 employees** (FTEs) were **supported directly and indirectly by tourism**, up **4.8%** from 2023.

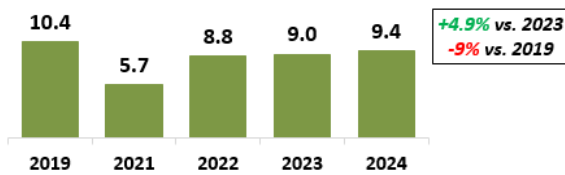
Steam Data 2024



2024 York Visitor Numbers

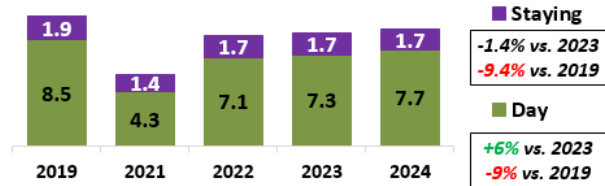
- York attracted 9.4 million visitors in 2024, up 5% vs. 2023, but below pre pandemic levels.

Annual Visitor Numbers (millions)



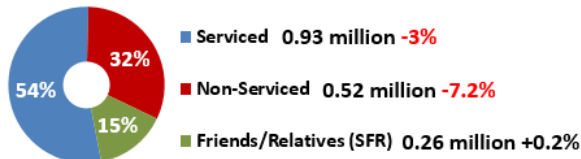
- Day visitors have increased 6% on 2023 but still remain 9% lower than pre pandemic levels.

No. of Day vs. Staying Visitors (millions)



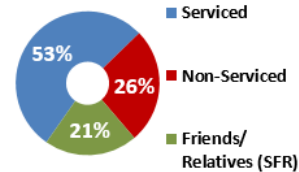
- Most overnight visitors continued to stay in serviced accommodation in 2024.

No. of Staying Visitors by Accommodation Type (millions)



- Overall, 14% of visitors were from overseas. Of these, 43% stayed in York.

Overseas staying visitors by Accommodation Type



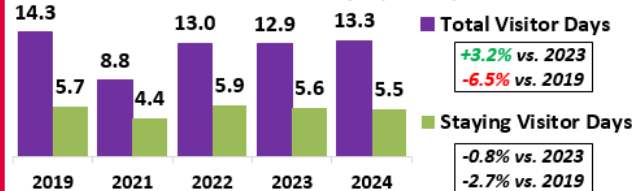
Source: 2024 STEAM report by Global Tourism Solutions (UK) Ltd 2024.

KEY	↑3% or more vs 2023	↓3% or more vs. 2023
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2024 York Visitor Days

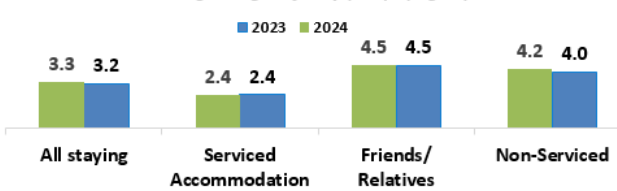
- Visitors spent a total of 13.3m visitor days in York. 5.5 million of these visitor days were from staying visitors.

Annual Visitor Days* (millions)



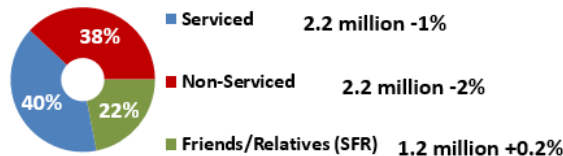
- Overnight visitors stayed 3.3 nights on average, a slight increase on 2023.

Average Length of Stay (LOS)† (nights)



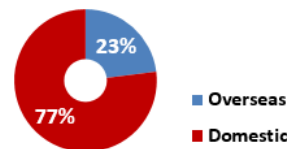
- The number of staying visitors has decreased 1.4% on 2023.

No. of Visitor Days by Accommodation Type



- The average length of stay was 3.82 nights for international visitors; this is higher than the average of all staying visitors of 3.3 nights.

Percentage of total visitor days split by Overseas vs. Domestic Days

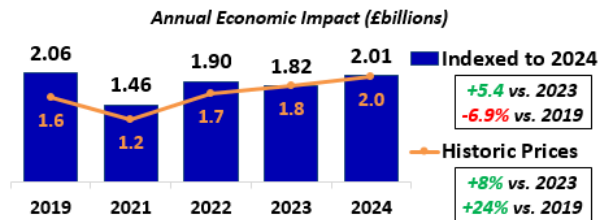


Source: 2024 STEAM report by Global Tourism Solutions (UK) Ltd 2024.
 *Visitor days is the no. of days spent in an area by different visitor types. 1 day visitor = 1 visitor day.
 †Average length of stay = visitor numbers divided by visitor days

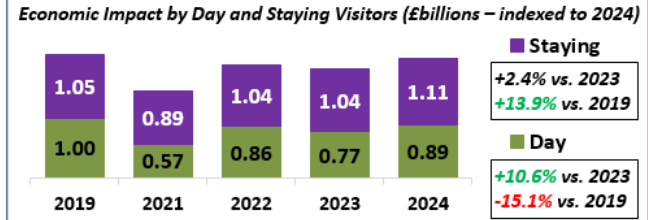
KEY	↑3% or more vs 2023	↓3% or more vs. 2023
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2024 York Economic Impact

- The value of tourism to York in 2024 was £2 billion, an 5% increase vs. 2023.



- The economic impact of staying visitors has now exceeded pre pandemic levels.



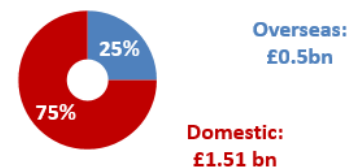
- Both Non serviced and SFR accommodation types have increased in economic impact in 2024.

Economic Impact by Accommodation Type (2024 indexed to 2023)



- Almost a quarter of the economic impact of tourism was generated by overseas visitors.

Overseas vs. Domestic Visitors



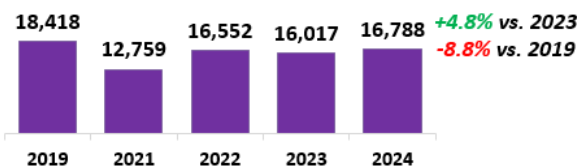
Source: 2024 STEAM report by Global Tourism Solutions (UK) Ltd 2024.
Comparisons to 2023 are shown against historic spend and/or indexed to adjust for the effects of inflation by multiplying 2023 spend by 1.134

KEY	↑3% or more vs 2023	↓3% or more vs. 2023
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2024 Employment Supported

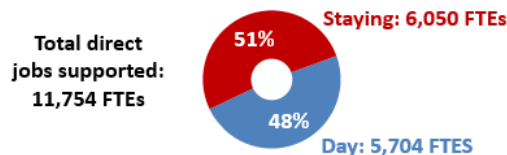
- Over 16,000 employees (FTEs) were supported directly and indirectly by tourism in 2023.

Annual FTEs Supported (Direct and Indirect)



- Staying visitors supported 51% of all direct jobs supported by tourism.

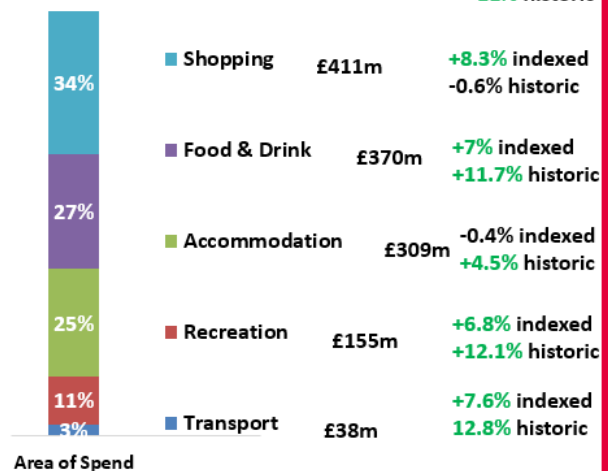
Day vs. Staying (Direct Jobs)



2024 Direct Expenditure by Area of Spend

- Accommodation is the only area have increased above inflation, while there has been a large drop in retail spend.

Total Direct Spend: £2.007 billion
654 million not categorised
+5.4% indexed
+11% historic



Source: 2024 STEAM report by Global Tourism Solutions (UK) Ltd 2024.
Comparisons to 2023 are shown against historic spend and indexed to adjust for the effects of inflation by multiplying 2023 spend by 1.134

KEY	↑3% or more vs 2023	↓3% or more vs. 2023
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Quarterly Tourism Data

VisitYork

QUARTERLY TOURISM DASHBOARD

RESULTS FOR:
Q2 2025 AND YTD
(JULY TO SEPTEMBER 2025)

PUBLISHED: OCTOBER 2025

Report date: October 2025

Footfall

VisitYork

Total City Centre Footfall by Month (000s)

Month	2024	2025
Jan	548	762
Feb	762	855
Mar	855	954
Apr	954	882
May	882	740
Jun	740	774
Jul	774	928
Aug	928	1,043
Sep	1,043	
Oct		
Nov		
Dec		

	Q3 (Jul-Sep)	YTD (Jan-Sep)
2025	2.74m	7.48m
Change vs. 2024	-8.3% ↓	+1% ↑

- Total footfall reached 2.74 million in Q3 2025 a decrease of 8% compared to Q3 of 2024.
- Footfall was highest in September in Q3. September had the highest footfall of the year to date with over 1 million recorded visits.
- Overall, YTD footfall is 1% higher than over the same period in 2024.

Parliament Street Footfall by Month (000s)

Month	2024	2025
Jan	372	557
Feb	557	633
Mar	633	725
Apr	725	639
May	639	518
Jun	518	542
Jul	542	697
Aug	697	833
Sep	833	
Oct		
Nov		
Dec		

	Q3 (Jul-Sep)	YTD (Jan-Sep)
2025	2.07m	5.51m
Change vs. 2024	+7.4% ↓	+2.3% ↑

- Footfall on Parliament Street during Q3 was down 7.4% compared to the same period of 2024.
- Year to date footfall on Parliament Street is up 2.3% compared to the same period in 2024.

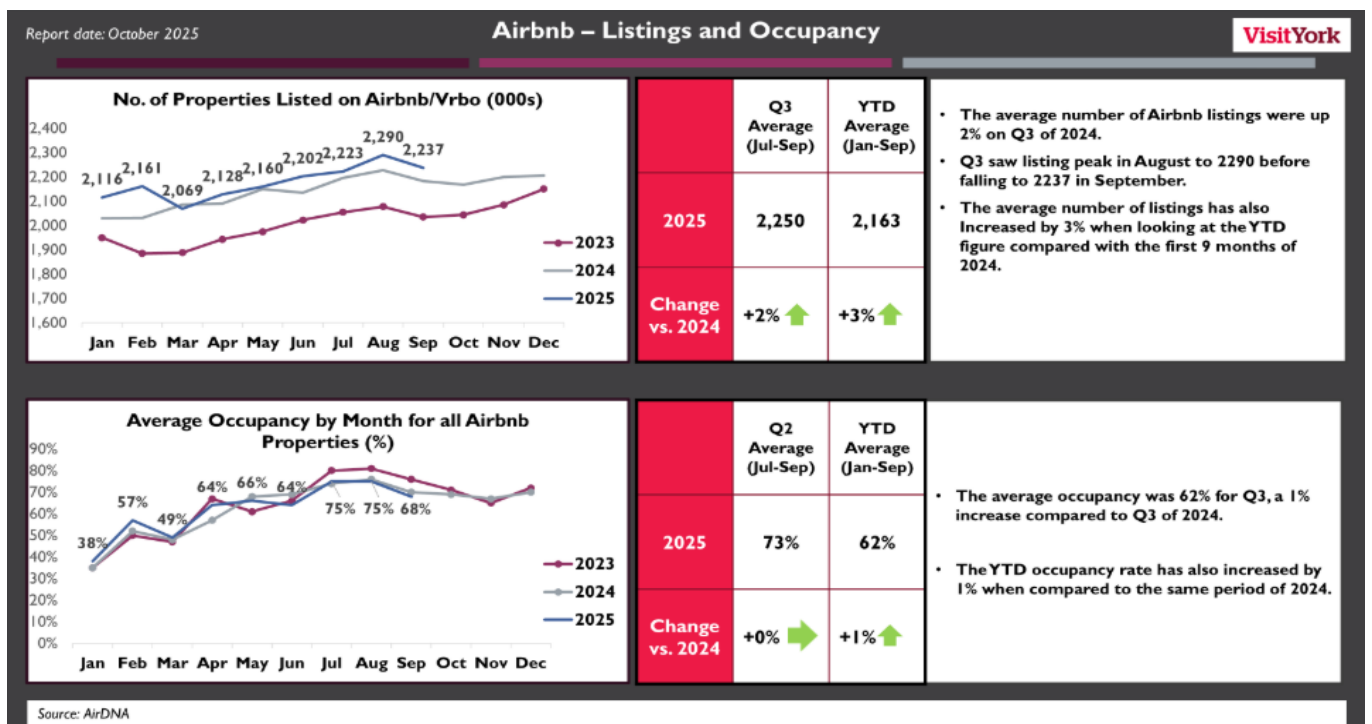
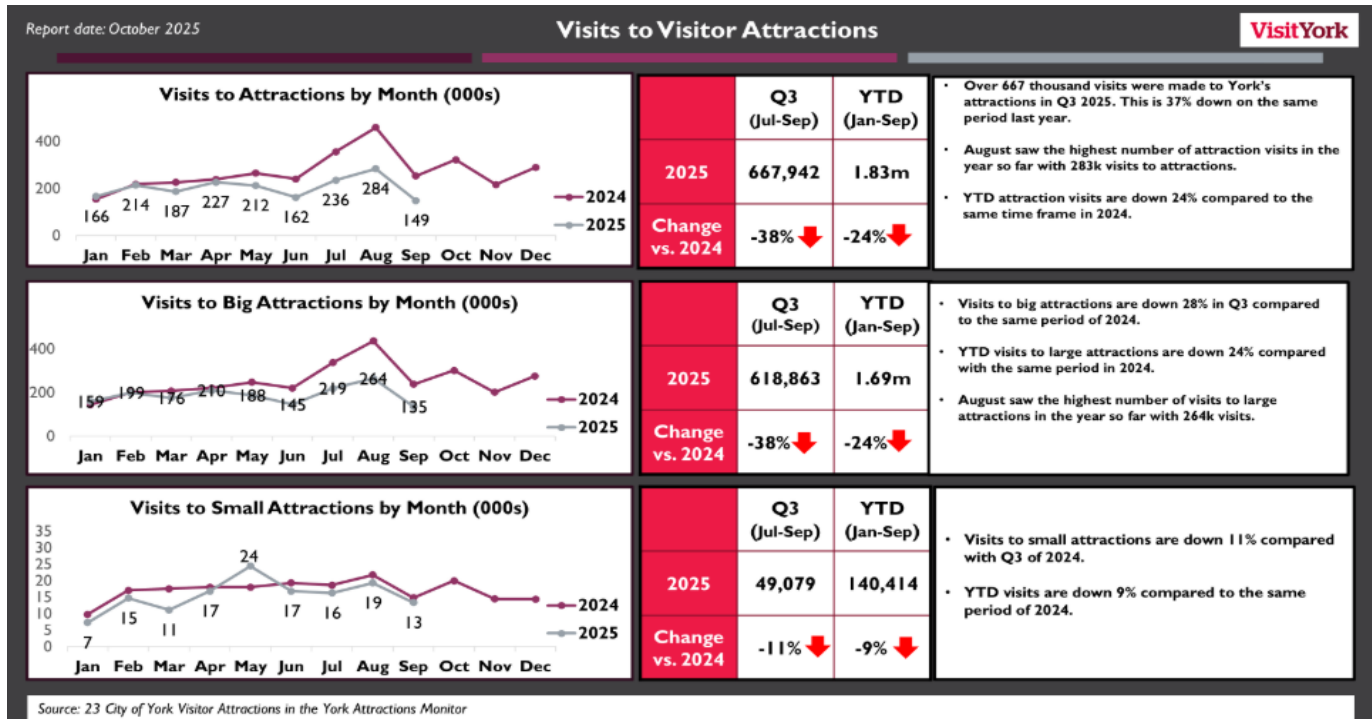
Micklegate Footfall by Month (000s)

Month	2024	2025
Jan	176	205
Feb	205	222
Mar	222	230
Apr	230	244
May	244	222
Jun	222	232
Jul	232	231
Aug	231	210
Sep	210	
Oct		
Nov		
Dec		

	Q3 (Jul-Sep)	YTD (Jan-Sep)
2025	673,507	1.97m
Change vs. 2024	-11.6% ↓	-5.6% ↓

- Footfall on Micklegate fell by 11.6% in Q3 when compared to the same period last year.
- August saw the biggest difference when compared month-on-month with 2024 with a 13.7% drop in footfall.
- Year to date footfall on Micklegate is down 5.6% when compared over the same period in 2024.

Source: Calculated using data from Springboard. Data in this report is based on calendar months, not the British Retail Consortium Calendar, so varies slightly from the Footfall Reviews seen elsewhere.



International Tourism

Showcasing York as a world-class destination, connecting with international travel and tourism buyers to inspire future visits and partnerships – events included:

- Destination Britain in China Northeast Asia - meeting with high quality buyers from China, Hong Kong, Japan and South Korea.

- World Travel Market London - one of the most influential travel and tourism event globally.
- The Global European Marketplace (GEM) - targeted audience of decision-makers and tourism professionals.
- Destination Britain Americas - reaching the North American and Brazilian travel trade, meeting with high quality buyers from the USA, Canada and Brazil.
- Following the BETA Annual Summit in Leeds, we hosted 31 key contacts on an educational visit to spotlight York's appeal for the youth and student travel sectors.
- In partnership with VisitBritain, we welcomed press visits from Denmark and Sweden – one producing a feature on Railway 200, and another preparing a multi-page magazine spread on York's ghostly and spiritual heritage.
- We also met with the UK Senior Product Manager for Delta Vacations, who is expanding their portfolio to include York through curated destination activities.
- As part of our national promotion for the city, York is on display at the only official City Information Centre (CIC) located next to St Pauls Cathedral in London, with over 400K visitors per year.

England's Heritage Cities Travel Trade

York is part of the ETOA Membership and will attend a meeting of the EHC travel trade leads to discuss making the most of ETOA membership and future opportunities and utilizing this as another avenue for promoting York.

Digital Statistics

Visit York's digital strategy has delivered outstanding results from October to December 25 leveraging web, social media, and email marketing to engage audiences, promote the city, and support its stakeholders.

Website Summary

Page Filter

Total users

1.1m

Views

2.9m

Outbound Link Clicks

287k

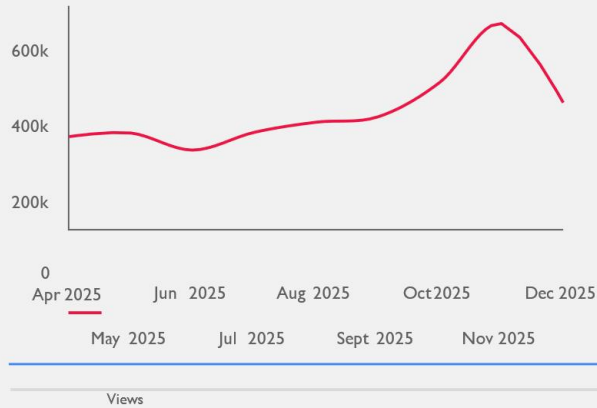
Average session duration

00:03:06

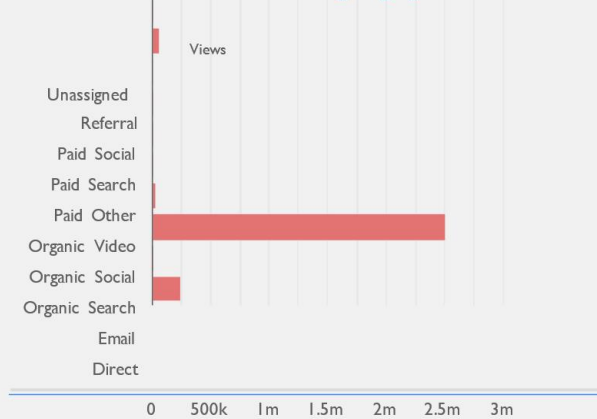
Sessions

1.5m

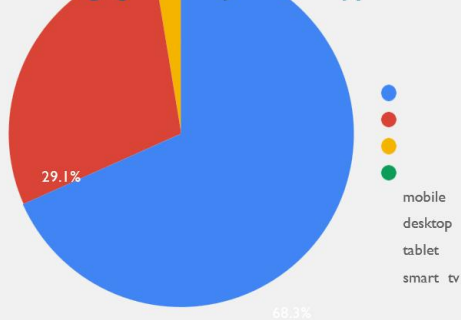
When are users visiting your page?



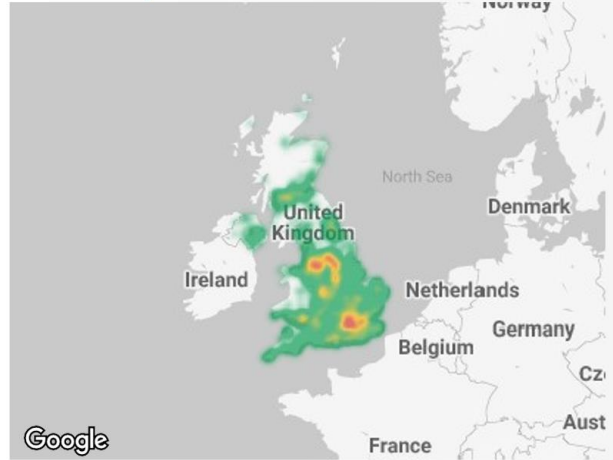
Which channels are driving engagement?



User Engagement by Device Type



Where are your users located?

Keyboard shortcuts Map data ©2026 Google [Terms](#)

Country	Views
1. United Kingdom	2,532,347
2. United States	87,745
3. China	34,437
4. Germany	23,544
5. Australia	20,632

How are users finding your page?

Page referrer	Views	Views
1. https://www.google.com/	1.3m	51.4%
2. https://visityork.org/christmas	166.6k	6.5%
3. https://visityork.org/whats-on	103.5k	4.1%
4. https://visityork.org/	89.3k	3.5%
5. https://www.bing.com/	52.8k	2.1%

Page Listings

Page path	Views
1. /christmas	367.5k
2. /whats-on	195.2k
3. /	163.9k
4. /christmas/york-christmas-market-traders	79.8k

Post

Contains

▼

Enter a value

Profile

▼

I Apr 2025 - 31 Dec 202

□

Social Media Summary

Post Type

Filter

Number of Posts

4,644

Impressions

14.7m

Comments

26k

Likes

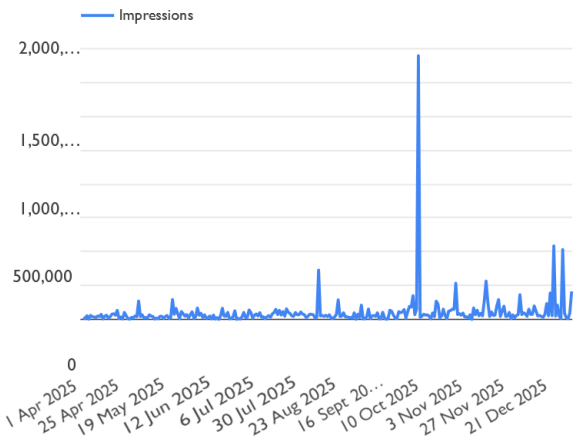
224.9k

Engagements

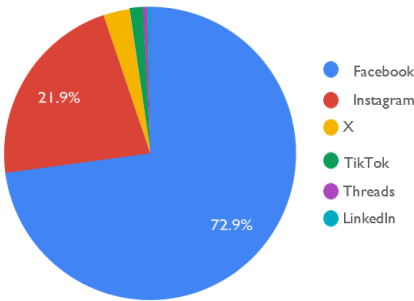
434.7k

Engagement Rate

3.54%



Impressions by Network



Top Posts		Post Type	Link	Date	Network	Impressions	Engagements
1.	York: The Most Haunted City in Europe ðŸ”» ...	Post	https://www.facebook...	6 Oct 2025	Facebook	1,935,421	22,074
2.	York Ice Trail is back 7â€™8 February 2026 ...	Post	https://www.facebook...	26 Dec 2025	Facebook	510,357	6,090
3.	York Ice Trail returns on 7â€™8 February 202...	Post	https://www.facebook...	21 Dec 2025	Facebook	486,486	4,978
4.	The coolest weekend of the year returns 7â€™...	Post	https://www.facebook...	31 Dec 2025	Facebook	198,486	1,873
5.	York Christmas Market 2025 is OPEN! ðŸŽŒ.....	Reel	https://www.facebook...	13 Nov 2025	Facebook	150,958	4,460
6.	York Minster's Christmas Tree Festival is ba...	Post	https://www.facebook...	2 Dec 2025	Facebook	141,048	5,146
7.	ðŸ”š“ Ghost sighting in York!? ðŸ”» This eerie ...	Post	https://www.facebook...	27 Oct 2025	Facebook	135,737	5,302
8.	ðŸŒŒ 6 magical places you HAVE to visit th...	Post	https://www.facebook...	19 Dec 2025	Facebook	127,910	2,442
9.	Autumn in York is a season like no other ðŸ”...	Post	https://www.facebook...	16 Oct 2025	Facebook	123,428	4,302
10.	Make York your base for an adventure in the...	Post	https://www.facebook...	21 May 2025	Facebook	120,695	2,855
11.	ðŸŽŒ York, but make it Tiny! A playful celebr...	Post	https://www.facebook...	11 Aug 2025	Facebook	115,087	5,096
12.	Enjoy extended opening hours at York Chris...	Post	https://www.facebook...	14 Nov 2025	Facebook	102,919	3,747
13.	Where ancient streets meet vibrant city life ð...	Post	https://www.facebook...	4 Sept 2025	Facebook	93,624	3,177
14.	ðŸŽŒ York, but make it Tiny! A playful celebr...	Reel	https://www.instagram...	11 Aug 2025	Instagra...	90,047	6,523
15.	York Christmas Market returns! ðŸŽŒ,â€œ Im...	Post	https://www.facebook...	3 Oct 2025	Facebook	88,626	2,923
16.	Experience the wonder of York Minster this ...	Post	https://www.facebook...	17 Dec 2025	Facebook	85,401	4,786
17.	Celebrate the beauty and meaning of Christ...	Post	https://www.facebook...	23 Dec 2025	Facebook	83,305	5,209
18.	ðŸŽŒ York, but make it Tiny! A playful celebr...	Post	https://www.tiktok.com...	11 Aug 2025	TikTok	81,869	13,495
19.	Soak up the sights, sounds and summer su...	Post	https://www.facebook...	22 Aug 2025	Facebook	81,458	2,497

NewsletterSummary

Filter

Number of Emails

141

Total Recipients

884.1k

Total Opens

534.8k

Total Clicks

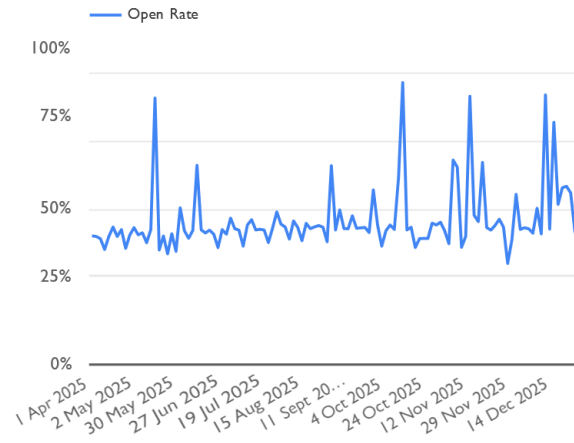
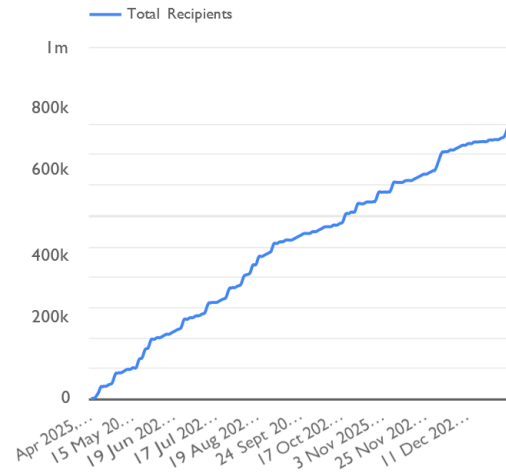
39.4k

Average Open Rate

46.20%

Click-through Rate

7.37%



	Subject	Link	Send Date ▾	OpenRate	Recipients	Total Clicks	CTR
1.	7 Days in York - The Festivities Cont...	https://us14.campaign...	26 Dec 2025	40.15%	4,940	277	10.15%
2.	Visit York Discover 2026 in York â...	https://us14.campaign...	26 Dec 2025	34.74%	25,537	943	7.67%
3.	Visit York It's not Christmas witho...	https://us14.campaign...	23 Dec 2025	42.04%	4,946	218	7.76%
4.	Visit York strengthens trade engage...	https://us14.campaign...	22 Dec 2025	31.57%	1,531	187	28.46%
5.	York Christmas Market Evaluation	https://us14.campaign...	22 Dec 2025	80.81%	101	48	31.79%
6.	Visit York Pass Update	https://us14.campaign...	19 Dec 2025	58.62%	29	14	48.28%
7.	York Christmas Market Evaluation	https://us14.campaign...	18 Dec 2025	89.9%	101	59	27.44%
8.	7 Days in York - Countdown to Chris...	https://us14.campaign...	18 Dec 2025	40.89%	4,947	162	5.66%
9.	Englandâ€™s Historic Cities launch ...	https://us14.campaign...	18 Dec 2025	43.39%	401	50	18.05%
1...	Merry Christmas from Make It York	https://us14.campaign...	16 Dec 2025	53.49%	180	24	11.32%
1...	Merry Christmas from Visit York	https://us14.campaign...	16 Dec 2025	50.32%	799	631	84.93%
1...	York Christmas Market Chalet remi...	https://us14.campaign...	14 Dec 2025	82.28%	79	0	0.00%
1...	Visit York An epic production of H...	https://us14.campaign...	13 Dec 2025	42.78%	4,954	174	5.68%
1...	York Christmas Market Final Day CI...	https://us14.campaign...	12 Dec 2025	92.41%	79	0	0.00%
1...	7 Days in York - Festive Funâ„,ï,ï	https://us14.campaign...	11 Dec 2025	41%	4,958	275	9.52%
1...	Overnight Visitor Levy proposals - c...	https://us14.campaign...	10 Dec 2025	50.5%	801	766	66.21%
1...	Visit York Swap Socks for Street Fo...	https://us14.campaign...	9 Dec 2025	41.27%	4,965	315	10.84%
1...	Visit York Castle Howard's Oz extr...	https://us14.campaign...	7 Dec 2025	42.93%	4,969	507	16.56%
1...	Starring York â€" from the big scree...	https://us14.campaign...	4 Dec 2025	45.16%	404	71	23.36%
2...	7 Days in York - Christmas Tours & ...	https://us14.campaign...	4 Dec 2025	41.4%	4,975	353	11.72%

2...	Visit York Festive days out with the...	https://us14.campaign...	2 Dec 2025	42.68%	4,978	267	8.72%
2...	Visit York Member Update - Decemb...	https://us14.campaign...	1 Dec 2025	55.65%	803	1,158	119.26%

Marketing & Communications Campaigns

Campaigns

Visit York's "Haunted York 2025 – Trick & Treat" ran across; social, web, Video on Demand and email channels and positioned York as the UK's must-visit Halloween destination. Activity combined always-on storytelling (short-form video, carousels, and image posts), event listings and hub content on visityork.org, and a drumbeat of targeted email sends. The campaign delivered multi-million social reach, strong web discovery for Halloween pages, and high email open rates at scale - driving partner visibility, outbound clicks to attractions, and intent to visit.

This Campaign saw another record-breaking month on social media, 4.2 million overall impressions achieved in October, and 2 million organic impressions – both the highest ever achieved in a calendar month! Partner engagement and traffic to website, again, saw a record number during this campaign.

'Starring York' in partnership with North York Moors National Park goes live this week, with a social media campaign, Visit York Hub page and London Underground advertising took take place first week of December.

Positive PR and Promotion for York:

- York's Shambles Market is in the running for the 'Best Outdoor Market' at NABMA's Great British Market Awards
- Make It York Celebrates 10 Years
- York Has Been Named in The UK's Top 10 Best Christmas Markets
- Budget-Friendly Christmas Shopping Breaks: 5 UK Cities That Feel Like a Festive Movie Set
- Yorkshire has UK's 'most magical street' filled with quirky shops
- 12 Unmissable Things You Can Do in York with the Visit York Pass
- York named city of 'wonder' that's officially one of UK's happiest places to live

PR stats from September - November 2025:

- 329 print and online articles
- £1.45M sum of advertising value equivalent (AVE)
- 274M opportunities to see (OTS)

Visit York Tourism Awards

On 12 March 2026, the annual Visit York Tourism Awards will be held, celebrating excellence in the city's tourism sector.

Markets

It has now been 12 months since the introduction of the new Rules and Regulations, and in line with the agreed implementation plan, a scheduled review has been undertaken. The purpose of this review is to evaluate how effectively the new provisions have been implemented, determine whether they are achieving their intended outcomes, and identify any areas where refinement may be required to enhance clarity, compliance, or practicality. The review has found that the Rules and Regulations are operating as intended, with only minor adjustments proposed to improve clarity and ensure continued effectiveness.

Markets Strategy

The Market Strategy identified 5 priority areas to improve. These being: -

- Mix and offer of the Shambles Market
- The environment and physical experience of the Shambles Market
- Targeted operational improvements and efficiencies within the Shambles Market
- Improved the marketing & promotion of the Shambles Market
- Improved & extend the markets provision across the city

A strategy delivery plan and an investment plan are now underway to align initiatives with the MIY's strategic objectives, to identify resources to deliver, and deliver measurable outcomes that support long-term growth of Shambles Market.

Events and Festival

Christmas Market

In September 25 CYC received a formal recommendation from North Yorkshire Police that an Anti- Terrorism Traffic Regulation Order (ATTRO) be put in place for the 2025 Christmas Market. Once granted, the ATTRO prevented all non-emergency access within the hostile mitigations (HVM) zone between 10.30 – 7.00pm.

Following detailed discussions CYC and Counter Terrorism Police subsequently agreed to a small number of exemptions for essential services for waste management, Royal Mail, and Boots, as these are deemed essential for removal of waste, delivery of critical medicines, and collection of important documents. This however resulted in extra control measures and costs. Blue badge access was not agreed.

Following the approval of the ATTRO, CYC requested that MIY assume responsibility for the additional costs associated with the ATTRO measures.

Parallel to this MIY in liaison with Counter Terrorism Police agreed additional costs for provision of explosive sniffer dog each day and additional stewarding which incurred an additional cost of £34k.

In approving the ATTRO CYC, the Executive agreed to receive a report in early 2026 reviewing the strategic rationale and ongoing delivery of the Christmas Market and other major city centre events. This report is expected to provide a detailed assessment of both the positive benefits and negative impacts, informed by engagement with key stakeholders. It will evaluate whether the Christmas Market is meeting community needs effectively, whether the current operational approach remains practical and efficient, and whether event planning and management arrangements continue to be robust in a dynamic operational environment.

Planning for Christmas market 2026 commences in January and therefore it is essential that this review is completed and presented in a timely manner to inform decision-making and ensure continuity of planning. Early insights will allow MIY Board to consider adjustments to its strategic approach, resource allocation, or operational processes of the Christmas Market.

The introduction of the ATTRO potentially has impact on the delivery of other events including third-party bookings and this will affect revenue, partnerships, and community engagement.

2026 Christmas evaluation

VisitYork

**2025 York Christmas
Market
Evaluation Report
January 2026**

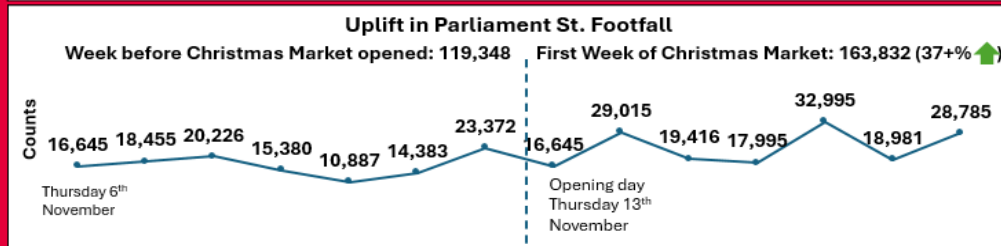
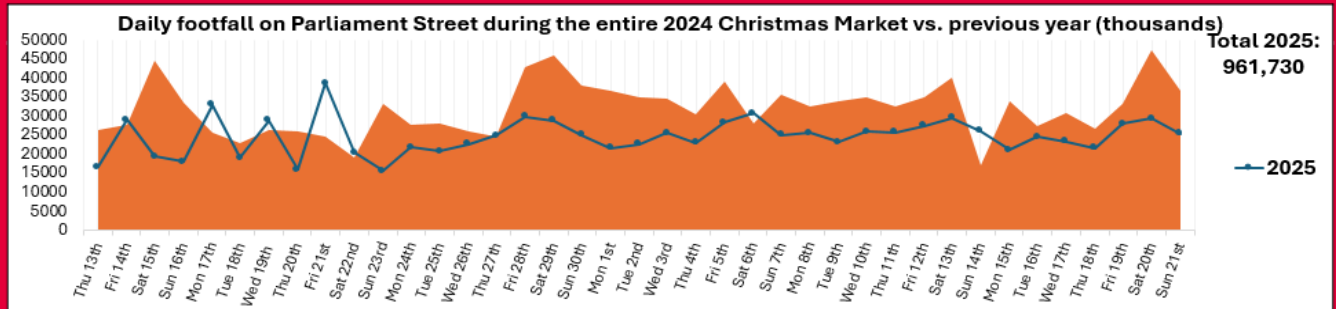


VisitYork

**Summary of 2025
Christmas Market
Footfall data**



- A total of **961,730 thousand** counts were recorded by footfall cameras on Parliament Street during the 2025 Christmas Market. The daily average was **24,660**. The busiest weekend was 6th and 7th December 2025. Footfall recorded on Parliament Street during the Christmas market in 2025 was down around 23% compared to the same period of 2024. It is important to note however that there were issues with the footfall camera on Parliament during some of the Christmas Market 2025, leading to some of the counts to be based on estimated figures.

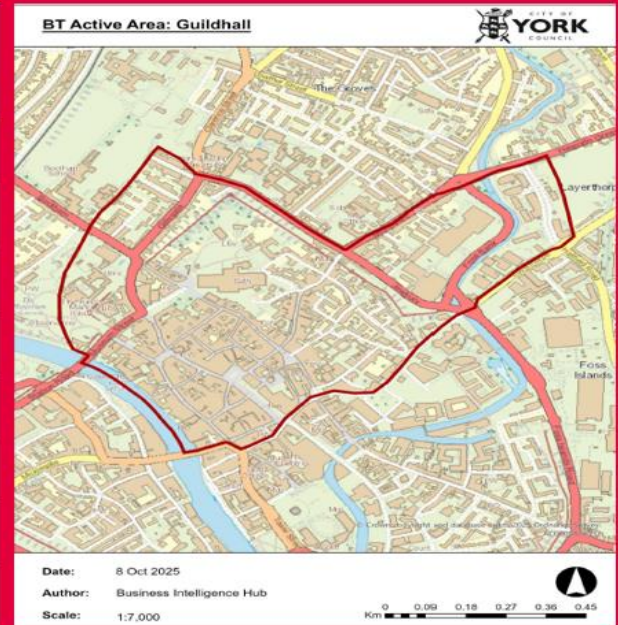


Weekend footfall parliament street

15 th - 16 th Nov	37,411
22 nd - 23 rd Nov	36,045
29 th Nov - 30 th Nov	53,839
6 th - 7 th Dec	55,723
13 th - 14 th Dec	55,615
20 th - 21 st Dec	54,730

Source: MRI OnLocation for Footfall Analytics downloaded from the York Open Data website

Area	Week start date	Average unique volume	Average domestic volume	Average international volume
Guildhall	27/10/2025	52,135	49,980	2,155
Guildhall	03/11/2025	43,925	42,025	1,905
Guildhall	10/11/2025	50,320	48,355	1,965
Guildhall	17/11/2025	55,110	53,160	1,950
Guildhall	24/11/2025	58,210	55,750	2,460
Guildhall	01/12/2025	61,675	59,180	2,495
Guildhall	08/12/2025	58,165	55,785	2,380
Guildhall	15/12/2025	54,985	52,080	2,905



Source: BT Active footfall data provided by City of York Council

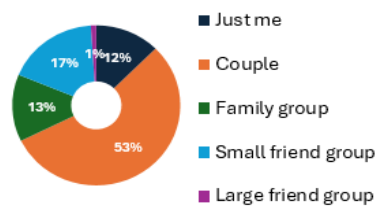
VisitYork

Summary of 2025 Christmas Market Visitor Survey Results

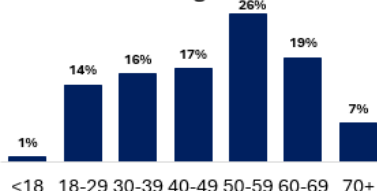


Summary of Visitor Profiles

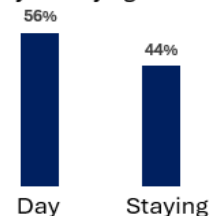
Visitor type:



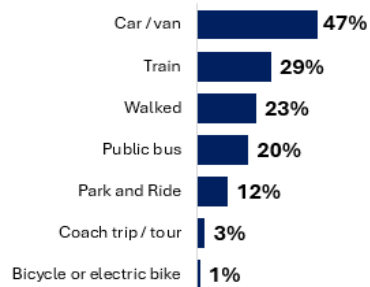
Which of these age groups do you belong to:



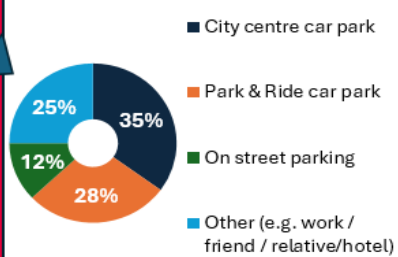
Day or Staying Visitor:



Main modes of transport used:

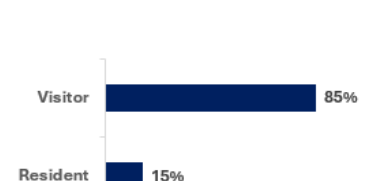


Where parked if travelled by car/van:



Sample: 166 travelled by car / van

York Resident or Visitor:



Source: 390 online interviews with visitors to the 2025 Christmas Market

Visitor origin

Visitor Origin	
West Yorkshire	18%
North Yorkshire (excluding York residents)	4%
East / South Yorkshire	22%
TOTAL YORKSHIRE	44%
North East + Scotland	17%
North West + Wales	14%
West Midlands	6%
East Midlands	11%
East / South of England	7%
TOTAL UK	99%
INTERNATIONAL	1%

Visitor postcodes mapped UK:



Longest distance travelled in the UK to the York Christmas market was 506 miles from Berneray, Isle of North Uist.

International visitors mapped:



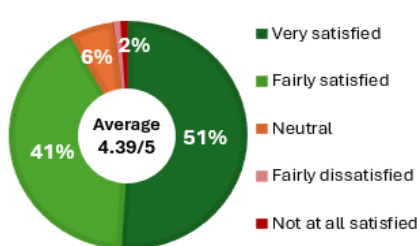
International visitors to the York Christmas Market included USA, Netherlands, Czechia and Romania. The longest distance travelled was from Los Angeles, California a distance of around 5,310 miles.

Source: 390 online interviews with visitors to the 2025 Christmas Market

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Summary of Visitor Satisfaction

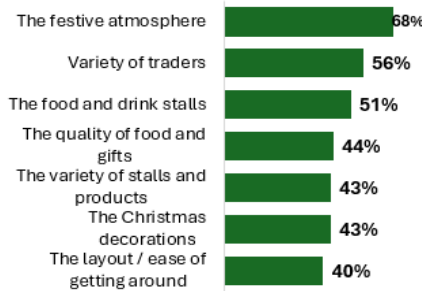
92% satisfied with their overall experience



Would you attend again next year?

96% said yes

What visitors liked most:



What could be improved for next year: Number of comments linked to theme

Stall variety and balance – more crafts, fewer repetitive food/alcohol stalls	65
Size, spread and location – make it bigger, more spread out	40
Crowding, footfall and accessibility – better queue management, one-way systems, improving comfort of visitors	32
Seating, shelter and eating areas	30
Food options – range, dietary needs, pricing	28
Entertainment – Music and festive features	20

Any other comments...

- "Great example of what a Christmas market should be"
 "It's our favourite market of all"
 "Very enjoyable lovely people and city, markets one of the best"
 "we go every year; park and ride was so convenient and easy to use"

 "Be nice to see more street entertainment"
 "Very predictable, similar stalls as last year"
 "As a resident I find the market intrusive, however I realise we need the revenue, and it is our bread and butter"

Source: 390 online interviews with visitors to the 2025 Christmas Market.

8

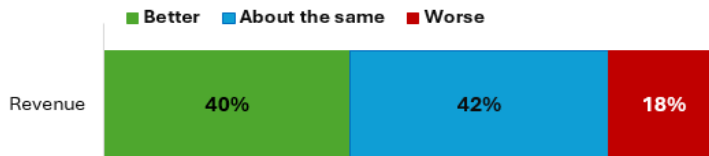
VisitYork

Summary of 2025 Christmas Market Trader Results



Summary of Christmas Market Trader Feedback

Revenue compared with previous years



What worked well?

- Layout, spacing and crowd flow
"Layout of the market worked really well"
"The Layout worked better than last year"
- Footfall, sales and Market success
"Strong footfall and good customer interest worked really well for our stand position"
- Organisation, Management and staff support
"This year in particular our team have expressed how well supported they have been by Make it York"
- Security and safety
"Security was much better"

What challenges did you face, and how could we improve?

- Weather and drainage
"The wet weather proved a challenge, having covered spaces could be an idea"
- Toilets and welfare facilities
"The only thing that worries us is when and where to go to the loo"
- Chalet design, maintenance
"External chalet lights not working"
- Accessibility and inclusion
"There were no wheelchair ramps initially"

94% thought the **overall layout** worked well, including:

- Queuing system was better
- Having the food and drink stalls grouped together
"I felt it was better than previous years."

trading hours feedback

- Mixed views on the 10:30 am opening time.
"10.30am opening seemed to be perfectly ok"
"I think the 10:30 start worked well, id suggest an earlier finish on Sunday and Monday."
"Many customers were there earlier than the new opening hours and were vocally upset they couldn't purchase before"
- Calls for changing of trading hours on weekends
"Open earlier and close earlier just on Sundays"
"Need longer weekend trading"

93% of traders consider attending the Christmas Market to be **good value for money**.
"The revenue was great"
"My takings were up from 2024"

100% are interested in the 2026 York Christmas Market.

Source: 63 Christmas Market Traders – Christmas Trader survey

VisitYork

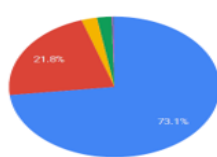
Summary of 2025 Christmas Market Promotional Activity



Visit York Social Media Christmas Campaign Summary

Metric	Result	Change vs Previous Year
Number of Posts	567	+11.6% ↑
Total Impressions	2.8M	+25.2% ↑
Comments	11,000	+131.5% ↑
Likes	49.3K	+69.0% ↑
Engagements	103.5K	+15.2% ↑
Engagement Rate	4.50%	+35.7% ↑
Total Video Views	1M	+89.8% ↑
Reach	2M	+3.3% ↑
Impression Value	£20,722	

Impressions by Network



Organic Video Views

528.2k

4.5%



The 2025 Christmas Social Media Campaign outperformed 2024 on every measure, generating increased reach, impressions and engagement. Comments on the Christmas Market were mostly positive (65%) and centred around key themes:

Emotional connection: "York Christmas market is the highlight of my winter!"

Praise for Atmosphere: "All I can say is wow it's fab."
Returning Visitors: "Come every year we love it"

Specific Highlights: "The stalls are all amazing, worth the madness."

Transport: "York Park and ride is great service, use it every time we visit"

Negative feedback also featured common themes -

Crowding Issues: "weekend was rammed couldn't move"

Parking and Transport: "Half an hour trying to park at park and ride, then a long bus wait."

High Costs: "£5 an hour parking is too much"
General Disappointment: "been today and was disappointed"



Source: Visit York Christmas 2025 Digital Report and Social Media comments

Visit York Website: Christmas Campaigns Summary

Metric	Result	Change vs Previous Year
Total Users	288.0K	-32.1% ↓
Views	658.7K	-17.3% ↓
Outbound Link Clicks	32K	-2.2% ↓
Average Session Duration	2 min 40 sec	+3.1% ↑
Sessions	413.1k	-28.0% ↓

Users:



Source: Visit York Christmas 2025 Digital Report

Visit York Christmas Newsletters Summary

Metric	Result	Change vs Previous Year
Number of Emails	43	-15.7% ↓
Total Recipients	178.9K	-45.5% ↓
Total Opens	109K	-42.3% ↓
Total Clicks	13.5k	-14.8% ↓
Average Open Rate	54.61%	-1.2% ↓
Click-through Rate (CTR)	12.37%	+12.37% ↑

Christmas Press Coverage Summary

Metric	Result
Articles	140
Advertising Value Equivalency (AVE)	£1.09M
Opportunity to See (OTS)	292M

Later opening time for Christmas market confirmed

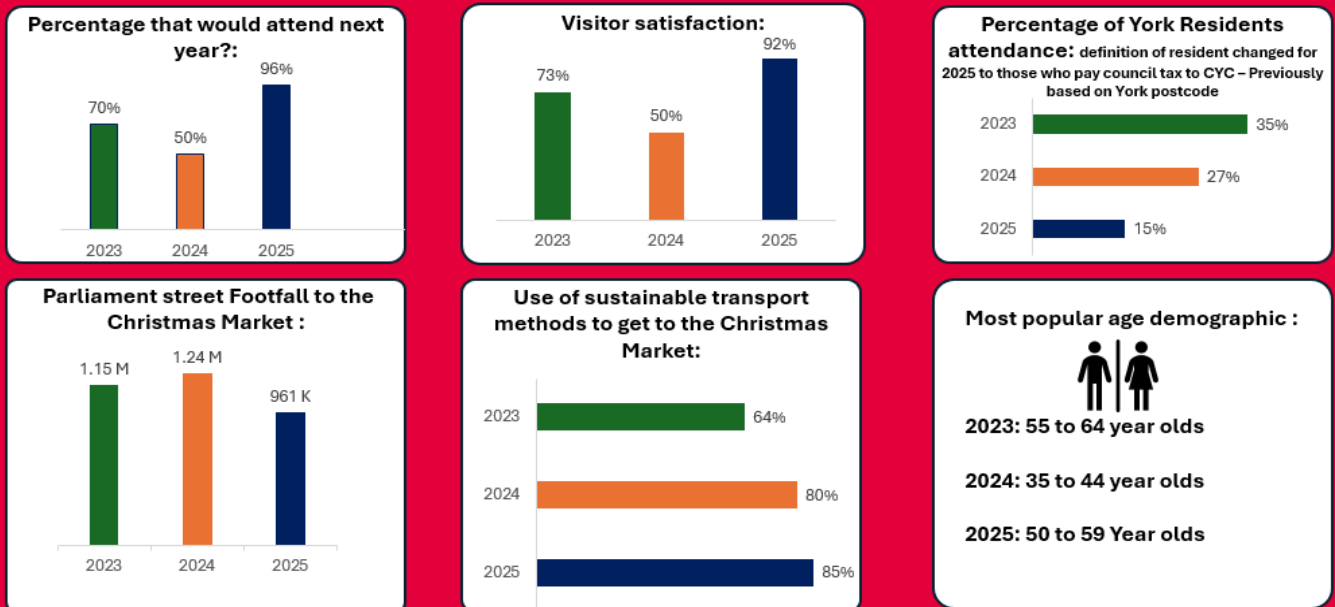


Visit York

Summary of 2025
Comparison to previous
years Christmas Market



Comparison to previous years



Source: 390 online interviews with visitors to the 2025 Christmas Market

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Culture

MIY will deliver ***The Watchers of York*** is an innovative, sculpture trail bringing the historic grotesques of York Minster to life. For centuries, these stone guardians have watched silently over the Minster, each imbued with its own character, humour, and air of mystery. This project celebrates their quirky charm by allowing them to step off the stonework and wander the streets of York, engaging residents and visitors alike.

The event will have.

Interactive Trail: A series of large-scale, whimsical sculptures placed throughout key locations in York. Each sculpture is inspired by a grotesque from York Minster, capturing its unique personality.

Storytelling: Each sculpture will have accompanying storytelling, revealing its origins, symbolism, or a playful backstory.

Artistic Collaboration: The trail will work in partnership with local and national artists to interpret the grotesques in creative, contemporary ways.

The trail will be installed in prominent locations around the city (in privately owned gardens and public spaces) for a period of 9 weeks between 29th June - 31st August 2026.

UNESCO

The UNESCO City of Media Arts EXPO was held between 5-7 November 25. The UNESCO City of Media Arts EXPO hosted **40 exhibitors** from across York & North Yorkshire, showcasing the full breadth of the contemporary creative economy, including screen, games, music, design, fashion, immersive technologies, theatre, and visual arts. Its strategic alignment with the **BAFTA-Qualifying Aesthetica Film Festival** significantly amplified its reach, credibility, and commercial impact.

The EXPO attracted **over 200 high-profile national and international delegates** from organisations such as the BBC, Channel 4, Film4, Aardman Animations, Ridley Scott Associates, Universal Music Group, The Guardian, and The New York Times. In total, **3,000 people attended over 2.5 days**, including **500 young people** from the region.

By leveraging the festival's international platform (delegates from over **60 countries**), the EXPO positioned York & North Yorkshire as a **centre of creative excellence**, not a regional showcase. Media coverage and engagement from bodies such as **Innovate UK** and the **Department for Business and Trade** reinforced its national significance and policy relevance. The EXPO delivered **tangible business outcomes**. Exhibitors secured commissions, production contracts, studio enquiries, meetings with major production companies, and new national and international leads. Many outcomes are still emerging, underlining the EXPO's role as a catalyst for longer-term deal-making rather than a one-off marketplace.

It also played a strong role in **skills development and employability**, inspiring students and early-career creatives through direct access to industry professionals, workshops, and real-world insight into creative careers.

Strategically, the EXPO aligns tightly with:

- The **UK Industrial Strategy**, supporting innovation, IP development, exports, and high-growth creative sectors.
- The **York & North Yorkshire Local Growth Plan**, by retaining talent, strengthening SMEs, supporting inclusive growth, and enhancing place-making.
-

Looking ahead, the EXPO has clear potential to scale as a **national platform**,

including acting as a convening hub for the **UK's UNESCO Creative Cities network**. Future ambitions include expanded programming for commissioners and policymakers, deeper cross-sector collaboration, stronger skills pipelines, enhanced national and international marketing, and robust impact evaluation.

Conclusion:

The EXPO is a proven, high-value platform with demonstrable economic, reputational, and sector-development impact. Its partnership with the Aesthetica Film Festival is the critical differentiator, giving it national credibility, international reach, and scalability. With strategic investment, the EXPO is well positioned to become a flagship national event for the UK creative industries, anchored in York & North Yorkshire.

Contemporary Art Galley

A grant of **£30,000** from the York and North Yorkshire Combined Authority has been successfully secured. This funding will enable a **feasibility study** to evaluate the potential for establishing a **new contemporary art gallery** in York and North Yorkshire.

The proposed gallery would have a strong focus on **media arts**, encompassing film, photography, digital installations, and immersive technologies. The study will examine demand, economic impact, and delivery models, providing the evidence base required to assess whether such a cultural investment is viable and sustainable for the region.

Conclusion

MIY delivered an exceptional performance in 2025/26 and met the key targets as outlined in the SLA. MIY have also cemented York's position as a leading place to live, work, study, and visit. The city's brand is gaining stronger national and international traction, driven by focused marketing activity, the continued success of the Visit York Pass, and the appeal of its culture, heritage, markets, and events. MIY's growing digital reach has amplified this momentum, keeping York firmly on the radar of a wide range of audiences.

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Make It York

Visit | Culture | Markets | Events

Strategic Plan
2026–2035

Introduction



Sarah Loftus
Managing Director



We live in fascinating times for the tourism sector. We have felt the influence of so many changes over the last five years, from the start of the Covid pandemic to the cost-of-living crisis, and beyond the UK borders with key elections, ever-shifting international relations, and the ever-climbing cost of travel.

Yet against this background, York is holding strong. We were one of the fastest cities to bounce back after the pandemic, footfall is back up and exceeding 2019 levels and spend is up. The way people plan their travel – particularly families – is constantly changing and evolving. Make It York is working hard, collating data and analysing the latest trends, and sharing those with organisations in the tourism sector so that we can remain ahead of our competition.

Our goal is to have York recognised as the best city in the UK, for residents and tourists alike, and to be seen for the pioneering approach – highlighting and empowering the creative and commercial energies in the city – that makes this happen. The York welcome is unlike any other – we have a fantastic reputation for being warm and friendly. We are known as a city of history and culture, but we're using new techniques and technologies to bring the world's spotlight on our status as a UNESCO Creative City of Media Arts. We celebrate our heritage whilst investing in the contemporary.

Make It York is committed to making this

happen. We are working in partnership with key organisations to facilitate this. We have joined forces with Visit North Yorkshire, the new destination marketing organisation for the county, as part of a new Local Visitor Economy Partnership (LVEP), which gives us access to VisitEngland and VisitBritain campaigns. We have worked in partnership with the York Tourism Advisory Board to create the Tourism Strategy which has been adopted by City of York Council. With York BID, attractions and the hospitality sector, we spot any gaps in the market and fill them with engaging content.

Against this background, we have worked hard to ensure Make It York is financially stable and robust to be able to deliver on our goals. The way we are structured and funded is unlike any other Destination Management Organisation (DMO) in the country – independent of the local authority yet entirely owned by City of York Council. This brings unique challenges – particularly in terms of funding – but also gives us a dynamism that others lack. Our city centre Visitor Information Centre (VIC) is a perfect example: many cities have lost an in-person VIC, but for us, people come first in the city and this face-to-face interaction provides a great service to visitors and local alike, whilst giving us a very direct interface with those we are here to support.

York is a wonderful place to live, work and visit. We are proud of our role in supporting and promoting this.

Our Vision

Make It York will strive to deliver an exciting and thriving city for all!

We will develop our city centre where our residents are proud to live.

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.
- Ensure that residents influence the direction of travel for tourism.

We will develop and showcase our unique experiences and spaces, creating a dynamic place where more businesses will prosper and grow.

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.
- Showcase excellence in our sector.





York Christmas Market

We will continue to enhance our visitor offering and marketing, resulting in more people wanting to visit and explore.

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.
- Create a global visitor experience for all.

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

We will draw on the expertise of a talented team of Make It York team, 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

- Maintaining York as the most attractive city for residents and tourists in the UK.
- Supporting a vibrant and dynamic city centre for businesses to thrive.
- Maintaining a city based on social value and sustainability by pioneering and leading on regenerative tourism.
- Maintaining a strong and effective organisation.

Maintaining York as the most attractive city for tourists in the UK.

York has it all: 2000 years of fascinating history visible through our monuments, architecture and even street names; chosen a place from which to lead the way, from Roman emperors and Viking kings to Victorian engineers and chocolatiers. With many other destinations – many significantly larger – keen to steal our crown as the most appealing tourist destination outside of London, we must work hard to shout about the world-class assets to be found inside and outside our city walls.

Make It York will:

- Promote York as a must-see business and leisure destination to regional, national and international audiences, partnering with Visit North Yorkshire to secure representation by VisitEngland and VisitBritain.
- Implement and support other partners, including the York Tourism Advisory Board and City of York Council, with the delivery of York's new Tourism Strategy, with a commitment to sustainability and growth.
- Highlight the uniqueness of the city, from the warmest welcome we extend to visitors, to the remarkable art, culture, history and gastronomy; from unique goods created and sold by independent businesses, to our nationally and internationally significant museums and collections.
- Target national and international markets that will deliver the best return on investment for the city, with higher spend and longer stays.
- Ensure that York is a destination that always delivers on its promises. Every visitor should leave York wanting to return.



Shambles Market

Supporting a vibrant and dynamic city centre for businesses to thrive.

At a time when footfall is reducing in towns and city centres across the country, the numbers in York continue to rise. Make It York plays a key role in activating city central spaces to add colour and vibrancy; exploring new opportunities that draw new audiences.

Make It York will:

- Create an environment in which businesses seek to invest in the city centre, filling empty properties with both big names and independent traders to extend York's reputation for quality shopping, hospitality and entertainment.
- Support Shambles Market to thrive by appealing to residents; encouraging regular visits for daily staples; creating a space for friends and families to share a snack; capturing wandering visitors to browse for an array of goods.
- Blend regular festivals already established as must-visit experiences with new events and activities to appeal to an even wider audience of locals and visitors.
- Encourage free events and activities to drive city-centre visits and engagement for residents and tourists.
- Explore new ways of using city centre spaces to generate income and improve accessibility.
- Be brave. Not every event will appeal to every audience, so we will balance the needs of all those who engage with the city centre on either regular or one-off visits.
- Develop events, trails and activities that highlight the works of local artists and create engagement and connections between art, sculpture and places within the city.
- Support and highlight the works, skills and achievements that underpin the UNESCO Creative City of Media Arts status, promoting them through our online and offline communications channels.
- Engage artists and cultural practitioners to deliver initiatives that engage with marginalised communities across the city.



Big Wheel on St
Sampson's Square

Maintaining a city based on social value and sustainability by pioneering and leading on regenerative tourism.

Make It York is committed to delivering social value and sustainability in all that we do. Being a beacon of best practice and putting people and the environment at the heart of what we do.

Make It York will:

- Gain knowledge in best practice for regenerative tourism, using both tourism partners such as VisitBritain and VisitEngland but also industry experts in other fields showcasing adaptation.
- Support the city's climate ambitions, where possible, engaging with businesses and our visitors.
- Promote and collaborate with communities to enhance community led tourism offers for our visitors.
- Continue to understand and implement accessibility needs of all individuals ensuring an inclusive environment for all.
- Work with our residents to showcase the value of tourism and events for York. Engage with their needs and ensure residents are ambassadors for both the city, tourism and all of what Make It York delivers.



Filming for our summer
marketing campaign



Visitor Information Centre,
Parliament Street

Maintaining a strong and effective organisation.

Since its inception, the way in which Make It York operates has evolved and changed, from the sources of funding to the commercial remits for the organisation. A very tight focus on financial management over the last three years has create a firm foundation for sustainable growth, development and reinvestment to support the delivery of our vision.

Make It York will:

- Continue to evolve our operational strategy so it can adapt to changing market conditions, maintaining Make It York as a sustainable, self-financing company.
- Maintain our commitment to retain Good Business Charter status, which monitors ten criteria required, from diversity and inclusion to fair wages, hours and contracts.
- Evaluate all our events through impact assessments to ensure that they contribute to the local economy in a positive way.
- Build and grow our membership of Visit York, engage more members and deliver more impactful and inclusive campaigns.
- Support businesses to celebrate the success of the tourism, hospitality and culture sector through our annual Visit York Tourism Awards, with York's success stories then feeding into VisitEngland's Awards for Excellence.
- Support the growth of networks within the city, encouraging and facilitating organisations to work with each other to build audiences and develop enhanced offers.

By 2030.

Make It York will continue to succeed in the coming years, with the priorities set and our vision for the future.

We will showcase our delivery of the above with these key achievements:

- The value of tourism will be £5 billion to the city.
- Make It York will develop 3 key signature world class events.
- Shamble Market will continue to be recognised as the UK best outdoor market.
- York will be ranked as the most sustainable English city in the UK.
- York will be the most visited UK city outside of London and a top 10 European destination.
- Residents will champion us as a tourist destination.



Our Board



Sarah Loftus
Managing Director
of Make It York



Stuart Paver
Chair of Pavers



Councillor Claire Douglas
Leader of City
of York Council



Richard France
Managing Director of
Oakgate Group PLC



David Flesher
Commercial
Director, LNER



Mark Fordyce
Managing Director,
York Data Services



Joan Concannon
Director of External
Relations,
University of York



**Councillor Paula
Widdowson**
Deputy Leader of the
Liberal Democrat
Group



Board Advisor
Lyndsey Turner Swift
He of England Action
Plan, VisitEngland

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Appendix 3 – Service Delivery Plan for 2026-27:

Purpose

This Service Delivery Plan turns Make It York's Strategic Plan (2026–2035) into clear, actionable priorities for the coming 12 months. It outlines our focus areas, key actions, expected outcomes, and essential partnerships, along with the resources required to deliver them. Through this plan, we will ensure York remains a vibrant, sustainable, and world-class destination for residents, businesses, and visitors alike.

Strategic Alignment

This plan supports Make It York's vision:

“Delivering an exciting and thriving city for all.”

We will develop our city centre where our residents are proud to live.

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.
- Ensure that residents influence the direction of travel for tourism.

We will develop and showcase our unique experiences and spaces, creating a dynamic place where more businesses will prosper and grow.

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.
- Showcase excellence in our sector.

It aligns directly with the four strategic priorities:

1. Maintaining York as the most attractive city for residents and visitors in the UK.
2. Supporting a vibrant and dynamic city centre for businesses to thrive.
3. Maintaining a city based on social value and sustainability by pioneering and leading on regenerative tourism.
4. Maintaining a strong and effective organisation.

Priority 1: Maintaining York as the most attractive city for residents and visitors in the UK

Objective 1: Promote York as a must-see business and leisure destination to regional, national and international audiences, partnering with Visit North Yorkshire to secure representation by VisitEngland and VisitBritain

Focus Area	Key Actions	Outcomes by 2027	SLA link	Quarter updates
Destination Marketing	Create and deliver key marketing campaigns for York in collaboration with partners to strengthen city wide partnership approach.	4 x proactive marketing campaigns with Partner businesses.	DMO 1	
	National Campaign (Year-Round): <i>"This is York: Where Stories Come to Life"</i>	<ul style="list-style-type: none"> • Strengthen York's position as a top UK short break destination by increasing awareness of its cultural depth, year-round events and unique neighbourhood character. • Grow midweek visitation by spotlighting York's easy travel links, walkable layout 	DMO 1	

		<p>and attractive off-peak experiences, encouraging visitors to stay longer and explore more.</p> <ul style="list-style-type: none"> • Creating Partnership Opportunities with the wider beyond York region promoting more reasons to stay eg North York Moors National Park • Collaborate with Visit Britain on 'Starring Great Britain' messaging to benefit from wider reach via their channels • Highlight Film and screen production in the city whilst promoting UNESCO status 		
	<p>International Campaign (Year-Round): Positioning York as a globally renowned destination.</p>	<ul style="list-style-type: none"> • Campaign will position York as a globally renowned destination for luxury, history, and culture. • Strengthened partnerships with global trade organizations and travel businesses to enhance York's visibility abroad. • A bespoke international travel trade hub on the Visit York website, serving as a one-stop resource for tour operators and agents. 	DMO 1	

		<ul style="list-style-type: none"> • Work alongside other DMOs creating wider itineraries for long haul markets • Collaborate with transport providers to highlight the accessibility to the city and sustainable messages 		
	Summer Campaign: <i>"Summer in York: Sunrise to Sunset"</i>	<ul style="list-style-type: none"> • Increased dwell time and strengthen high-value moments by promoting York's food scene, attractions, culture, heritage and seasonal programming • Promotion of the Evening economy featuring purple flag status • Collaborate with York Park and Ride on highlighting extended hours of operation • Collaborate with partners on experiences and reasons to stay in the city for longer 	DMO 1	
	Halloween Campaign: <i>"Haunted York: The Intervention"</i>	<ul style="list-style-type: none"> • Shoulder season promotion for the city to a wider audience (couples and explores along with families.) • Partner with more independent businesses showcasing heritage and storytelling • Increase more press engagement 	DMO 1	

	Easter Campaign: <i>"Easter in York: A Season to Discover"</i>	<ul style="list-style-type: none"> • Shoulder season promotion • Promotion of green spaces throughout the city (sustainability) • Promotion of upcoming events in the City (return visitor) • Highlight transport network to beyond York members, reasons to stay longer. • Support more member businesses to promote seasonal offers. • 	DMO 1	
Events and Festivals	Expand York Ice Trail and introduce 1 new signature world-class event	2 signature events delivered by 2029		
Events and Festivals	Deliver annual Christmas Market	<ul style="list-style-type: none"> • Engaging experiences that attract local, regional, and national visitors • Supporting local businesses • Significant income generation • Accessible and Inclusive event 		
Events and Festivals	Curate, collaborate and deliver Grotesque trail	<ul style="list-style-type: none"> • Delivers a high-profile cultural event that boosted footfall, engagement, and visibility across the city. • Delivers Free, family-friendly trail with heritage storytelling • Delivers school's programme • Delivers public art workshops 		

		<ul style="list-style-type: none"> • Showcase York's creative talent while offering opportunities for students, emerging artists, and community groups to participate in a meaningful cultural project. • Strengthens collaborative working between Make It York, York Minster, academic partners, and the voluntary sector. • Enriches York's summer visitor offer with a distinctive, interactive experience. • Contribute to York's wider cultural ambitions and community engagement priorities. • Growth in cultural participation rates among York residents 		
Objective 2: Implement and support other partners, including the York Tourism Advisory Board and City of York Council, with the delivery of York's new Tourism Strategy, with a commitment to sustainability and growth				
Focus Area	Key Actions	Outcomes by 2027	SLA link	Quarter updates
Tourism Advisory Board	Collaborate on initiatives and joint marketing or product-development projects arising from the Tourism Advisory Board. How many joint initiatives/joint marketing?	<ul style="list-style-type: none"> • 1 joint campaign delivered in 26/27 • 2 collaborative initiatives delivered • 30 partner organisations participating in each initiative 	TAB 1	

	Align sustainability messages and incentives with LVEP priorities to curate funding opportunities to deliver training and activity around sustainable messages.	<ul style="list-style-type: none"> Utilise Visit England Resources and training opportunities to support member businesses with sustainable tourism initiatives. Support with Grant funding from LVEP (if awarded) to deliver resources to support Tourism industry. 	SLA Objective H	
Objective 3: Highlight the uniqueness of the city, from the warmest welcome we extend to visitors, to the remarkable art, culture, history and gastronomy; from unique goods created and sold by independent businesses, to our nationally and internationally significant museums and collections				
Focus Area	Key Actions	Outcome by 2027		Quarter update
York Pass	Development of York Pass <ul style="list-style-type: none"> Delivery of Digital Content and Sales Plan Launch wider demographic coverage of York Pass 	<ul style="list-style-type: none"> Increased in York pass sales by 5% Increase in revenue growth 5% Increase of York Pass sales in shoulder seasons 10% 	CUL 1	
Visitor Information Centre	<p>A welcome from VIC staff that is personal. Visitors don't just arrive; they're brought into a city that treats hospitality as part of its heritage.</p> <p>Vic staff will deliver personable, story-driven welcome, leveraging local knowledge and assist in provide tailored itineraries.</p>	<p>Delivery of an enhanced visitor experience:</p> <ul style="list-style-type: none"> Visitors receive engaging, personalised interactions, leading to higher satisfaction and memorable visits. Increased up to date local knowledge and engagement. 		

	Ensure Visitor Information Centre (VIC) staff attend previews of exhibitions, new business openings, and food and drink experiences.	<ul style="list-style-type: none"> VIC fostered stronger relationships with local businesses. Informed, proactive staff who can assist visitors and respond to inquiries. 		
Visit York website	Maintain visityork.org and social channels ensuring content is relevant and up to date showcasing York's key attractions, current events, seasonal experiences, and high-value visitor information demonstrating a strong destination appeal	<ul style="list-style-type: none"> Increase views of key marketing campaign content by 10% Increase domestic and international promotion of York through social media channels. Total number of Visit York social media followers by 5% Increase Visit York newsletter signups, total size of audience, cumulative by 5% 		
Objective 4: Target national and international markets that will deliver the best return on investment for the city, with higher spend and longer stays.				
Focus Area	Key Actions	Outcome by 2027	SLA link	Quarter Update
Internal Marketing	International Campaign (Year-Round): Positioning York as a globally renowned destination.	<ul style="list-style-type: none"> Campaign will position York as a globally renowned destination for luxury, history, and culture. Strengthened partnerships with global trade organizations and travel 	DMO 1	

		<p>businesses to enhance York's visibility abroad.</p> <ul style="list-style-type: none"> Bespoke international travel trade hub on the Visit York website, serving as a one-stop resource for tour operators and agents. 		
Travel Trade shows	<p>Attendance at major trade shows such as World Travel Market (November 2026) to represent York and engage with key international operators and agents, DMC's and OTA's</p> <p>Collaboration with partners to maximize presence and impact at events such as ETOA's China European Marketplace and other global travel trade fairs</p>	<ul style="list-style-type: none"> Strengthening partnerships with VisitBritain, ETOA, and UKInbound to expand York's presence in international markets. Collaborating on co-promotions, trade events, and campaigns targeting overseas audiences. 	DMO 1	
Travel Trade	Explore in market promotional activities with Tour partners and operators in collaboration with other DMO's in region	<ul style="list-style-type: none"> Source opportunities on how we boost itineraries on sale with TO's in market, provide assets and source funding channels via partnerships 	DMO 1	
Travel Trade	Host Familiarisation Trips with key markets and continue to push for international press coverage	<ul style="list-style-type: none"> Engage with VB In market teams on hosting opportunities with Press and trade Work with partners to engage DMC's and lead on own FAM trips 	DMO 1	
Travel Trade	Explore new routes of data on international trends and needs	<ul style="list-style-type: none"> Work with York BID and VB on international data sets to outline target markets and upcoming travel networks 	DMO 1	
Objective 5: Ensure that York is a destination that always delivers on its promises. Every visitor should leave York wanting to return				

Focus Area	Key Actions	Outcome by 2027	SLA link	Quarter update
York Pass/ VIC	Explore annual attraction ticket initiatives	<ul style="list-style-type: none"> Confirmation if annual attraction ticket initiatives plausible by May 2026 Deliver 1 initiatives, if plausible by December 2026 		
Events and Festivals	Promotion of events programmes giving reason to return for repeat visits	<ul style="list-style-type: none"> Update the Events Programme on a 6 monthly Basis 	CCV 1	
Data and Analysis	Evaluate and implement NPS data, focussing on promotion on reasons on why visitors would return to the City	<ul style="list-style-type: none"> Data-driven decision making More robust data for continuous improvement Improved visitor experience Visitor retention and repeat visits increased Better-targeted and effective marketing 		

Priority 2: Supporting a vibrant and dynamic city centre for businesses to thrive

Objective 1: Create an environment in which businesses seek to invest in the city centre, filling empty properties with both big names and independent traders to extend York's reputation for quality shopping, hospitality and entertainment.

Focus Area	Key Action	Outcomes by 2027	SLA link	Quarter Updates
	<p>Support partners on approaches to maximise private-sector, visitor led investment into city centre improvement.</p> <p>Develop a proactive place-branding and marketing strategy</p>	<p>Increased destination brand awareness Nationally and Regionally</p> <p>One co-funded projects or campaigns with York businesses delivered</p>	VSD 2	

		Increased visitor economy performance increase in annual footfall		
Events and Festivals	Develop a year-round programme of events and speciality markets	6 speciality Markets delivered 3 MIY Events Delivered 12 3 rd Party Events delivered	CCV 1	
	Advocate for and support improvements to public realm, lighting, wayfinding and accessibility	Attendance at City Centre meeting eg Castle Gateway, Safer York Partnership, CARP York BID		
York Pass	Strengthen links between attractions that are part of York Pass and the retail core through cross-promotion and experiences	Promotion of 'Special offers' area on York Pass website via direct comms to visitors. Include retail into our itinerary suggestions on yorkpass.com Explore advertising opportunities on Yorkpass.com for alternative businesses	CUL 1	
Objective 2: Support Shambles Market to thrive by appealing to residents; encouraging regular visits for daily staples; creating a space for friends and families to share a snack; capturing wandering visitors to browse for an array of goods				
Focus Area	Key Action	Outcomes by 2027	SLA link	Quarter update
Markets	Drive through an ambitious transformational plan of the Shambles Market as identified in the Shambles Markets Strategy	Delivery action plan completed Investment Plan completed by Jan 2026 and presented at MIY Board 4 th February 2026 2 of initiatives/projects delivered in 26/27, subject to available funding	MAR 1	

	Develop and deliver initiatives/projects that support inclusive growth (e.g. new trader start-up support, speciality markets)	Develop a pop up concept for new traders initiative	MAR 2	
	Develop community-based markets at Acomb and Riverside	2 community-based markets	MAR 2	
	Develop and deliver nighttime markets at Shambles	2 Night Markets delivered	MAR 2	
Objective 3: Blend regular festivals already established as must-visit experiences with new events and activities to appeal to an even wider audience of locals and visitors				
Focus Area	Key Action	Outcomes by 2027	SLA link	Quarter Update
Events and Festivals	Curate and promote “unrivalled experiences” showcasing York’s history and creative sector by curating and delivering 3 signature events by 2029 (Ice trail/Christmas/Grotesque)	<p>Created a more balanced year round events calendar</p> <p>Increased visitor footfall across off-peak and shoulder seasons - addressed shoulder season</p> <p>Delivers strengthened cross sector collaboration with key partners in the city</p> <p>Increased revenue streams</p> <p>Distinctive “only in York” event</p> <p>Scalable sponsorship opportunities delivered</p> <p>Improved accessibility and inclusivity of events – participation from diverse range of residents and visitors</p>	CE1 CCV 3 EVF 3	
Events and Festivals	Work with existing third-party event providers to enhance their offer:	A more resilient, diverse and balanced events programme for the City.	CE 1	

	<ul style="list-style-type: none"> Develop and integrate themed activities to existing events such as Wizard Festival to include themed markets or trails. Review offers/events of third-party providers and explore ways to strengthen them by adding fresh programming, new partnerships, and complementary activities to broaden the appeal to wider audiences. 	<p>More inclusive diverse activities.</p> <p>Improved quality of third-party events, including health and safety</p>		
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Objective 4: Encourage free events and activities to drive city-centre visits and engagement for residents and tourists

Focus Area	Key Action	Outcomes by 2027	SLA link	Quarter update
Events and Festivals	Support Local and Community Events by maintaining an online event toolkit to allow event organisers to self-serve including guidance on event management.	More community groups planning and delivering local events responsive to local community need.	CE 3	
Events and Festivals	Residents Festival delivered Jan 2027	<ul style="list-style-type: none"> Increased resident engagement and participation Promoting cultural heritage to residents 	DMO 4	

Objective 5: Explore new ways of using city centre spaces to generate income and improve accessibility

Focus area	Key Action	Outcomes by 2027	SLA link	Quarter update
Events and Festivals	Undertake a SWOT analysis by April 2026 and identify 2 new activities by May 2026. Complete Business plans By June 26	2 new activities delivered in 2027		

Objective 6: Be brave. Not every event will appeal to every audience, so we will balance the needs of all those who engage with the city centre on either regular or one-off visits

Focus Area	Key Action	Outcomes by 2027	SLA link	Quarter update
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Data and Analysis	<p>Review existing data sources, dashboards, tools, Google Analytics, footfall counters.</p> <p>Undertake benchmarking to make informed decisions</p> <p>In 2026 complete full planning for 2027 delivery including scope and requirements, budget planning, stakeholder mapping, completion of tendering, contracts, logistics and approvals.</p>	<p>Better informed decisions backed by data.</p> <p>Helps identify trends, patterns, and anomalies that guide strategic choice.</p> <p>Identification of opportunities</p> <p>Identification of gaps</p> <p>Provides evidence-based insights rather than relying on intuition.</p>		
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Objective 7: Develop events, trails and activities that highlight the works of local artists and create engagement and connections between art, sculpture and places within the city

Focus Area	Key Action	Outcomes by 2027	SLA link	Quarter update
Events and Festivals	Subject to funding curate and deliver a York Time Travellers Festival	<ul style="list-style-type: none"> Strengthen York's reputation as a world-class heritage destination. Encourage citywide participation and civic pride. Support the visitor economy with a distinctive festival moment outside existing peak periods. Showcase collaboration between heritage partners, cultural organisations, businesses, and communities. 	CE 1 CUL 3	

		<ul style="list-style-type: none"> • Growth in cultural participation rates among York residents 		
	Subject to funding curate and deliver York Grotesque Sculpture Trail	<ul style="list-style-type: none"> • Delivers a high-profile cultural event that boosted footfall, engagement, and visibility across the city. • Delivers Free, family-friendly trail with heritage storytelling • Delivers school's programme • Delivers public art workshops • Showcase York's creative talent while offering opportunities for students, emerging artists, and community groups to participate in a meaningful cultural project. • Strengthens collaborative working between Make It York, York Minster, academic partners, and the voluntary sector. • Enriches York's summer visitor offer with a distinctive, interactive experience. • Contribute to York's wider cultural ambitions and community engagement priorities. • Growth in cultural participation rates among York residents 	DMO 4 CE 1 CUL 3	

Objective 8: Support and highlight the works, skills and achievements that underpin the UNESCO Creative City of Media Arts status, promoting them through our online and offline communications channels				
Focus Area	Key Action	Outcomes by 2027	SLA link	Quarter update
UNESCO	Continue to market UNESCO through the Visit York website	<ul style="list-style-type: none"> Stronger visibility of York's UNESCO status. Reinforcement of York's identity and civic pride 	UD 1, 2	
	Continue to be Guardians of the UNESCO Brand and distribute Branding Tool kit to members and new members to use.	<ul style="list-style-type: none"> Promotion the creative sector through media channels highlighting York's profile as a creative city, as part of the membership scheme 	USD 2	
Objective 9: Engage artists and cultural practitioners to deliver initiatives that engage with marginalised communities across the city				
Focus Area	Key Action	Outcomes by 2027	SLA link	Quarter update
Culture	Support CYC to deliver culture and partners to support cultural events and activity that they aspire to deliver.	Stronger communities Increased participation Community skills building Greater collaboration with NYCM/York BID	CUL 1 CUL 2	
Culture	<p>Include and promote all cultural celebration events in York by creating including in annual events calendar</p> <p>Explore opportunities to engage with marginalised communities through play, sculpture and art.</p>	<p>Support TAB working group on York localhood and residential action plan</p> <p>Explore community led tourism initiatives within the city and assess how we can support their needs further</p>	CCV 3	
Priority 3: Maintaining a city based on social value and sustainability by pioneering and leading on regenerative tourism				
Objective 1: Gain knowledge in best practice for regenerative tourism, using both tourism partners such as VisitBritain and VisitEngland but also industry experts in other fields showcasing adaptation				

Focus Area	Key Action	Outcomes by 2027	SLA link	Quarter Updates
Regenerative Tourism	Define a clear regenerative framework for York by <ul style="list-style-type: none"> • Adopting a clear definition of regenerative tourism for York. • Aligning with VisitBritain/VisitEngland guidance and global standards. • Agree priority themes for York. • Embedding within TAB • Embedding regenerative principles into marketing campaigns 	Framework embedded Priority themes agreed	TAB 1	
Objective 2: Support the city's climate ambitions, where possible, engaging with businesses and our visitors				
Focus Area	Key action	Outcomes by 2027	SLA link	Quarter updates
Markets	Support circular economy initiatives such refill schemes, reuse speciality markets	5 No of speciality markets created and delivered		
Visitor Engagement	<ul style="list-style-type: none"> • Promote sustainable transport options (public transport, cycling, walking routes). • Collaborate with hotels, attractions, and event organisers to adopt green initiatives. 	<ul style="list-style-type: none"> • Reduced emissions from choosing sustainable transport • One collaboration in 2026 		
Destination Marketing	<ul style="list-style-type: none"> • Use MIY marketing channels to showcase climate-conscious initiatives, attracting eco-minded visitors. • Implement awareness campaigns encouraging responsible tourism and low-impact behaviours. 	<ul style="list-style-type: none"> • Increased environmentally responsible visitor behaviour 		

	Collaborate on net-zero initiatives	Follow VE good practice on sustainable tourism. Work alongside Visit North Yorkshire on training options for tourism businesses		
Objective 3: Promote and collaborate with communities to enhance community led tourism offers for our visitors.				
Focus Area	Key Action	Outcomes by 2027	SLA link	Quarter updates
Tourism	Develop a task & finish group	Develop one joint initiative and deliver the initiative in 2026		
Objective 4: Continue to understand and implement accessibility needs of all individuals ensuring and inclusive environment for all.				
Focus Area	Key Action	Outcomes by 2027	SLA link	Quarter updates
Events and Festivals	Collaboration with CYC and NYCA on utilising accessible fund to improve accessibility.			
Events and Festivals	Embed key initiatives into event planning and delivery and in marketing campaigns ie "Take a Seat "and "At your convenience" Work with York Disability Rights Forum to make improvements to the Christmas Market	Enhanced participation and engagement. Improved equity and fairness. Increased levels of satisfaction Broader reach and impact 2 improvements delivered by Christmas Market 2026		
Marketing	Continue to develop and enhance accessible itineraries	Increased participation	DMO 3	
Objective 5: Work with our residents to showcase the value of tourism and events for York. Engage with their needs and ensure residents are ambassadors for both the city, tourism and all of what Make It York delivers				
Focus Area	Key Action	Outcomes by 2027	SLA link	Quarter updates

Tourism	Launch community-led tourism programmes, focusing on inclusion and accessibility	Increase in residents participation and satisfaction		
Priority 4: Maintaining a strong and effective organisation				
Objective 1: Continue to evolve our operational strategy so it can adapt to changing market conditions, maintaining Make It York as a sustainable, self-financing company				
Focus Area	Key Action	Outcomes by 2027	SLA link	Quarter updates
Finance	<ul style="list-style-type: none"> Strengthen financial sustainability by expanding and diversifying commercial income streams across events, speciality markets, Shambles Market, sponsorship, membership, partnerships, and the York Pass product 	<ul style="list-style-type: none"> Stronger financial sustainability Higher resilience to economic shocks due to diversified income More leverage to invest in infrastructure and strategic priorities that supports long-term planning 		
Objective 2: Maintain our commitment to retain Good Business Charter status, which monitors ten criteria required, from diversity and inclusion to fair wages, hours and contracts				
Focus Area	Key Action	Outcomes by 2027		Quarter update
Governance & Compliance:	<ul style="list-style-type: none"> Retain Good Business Charter accreditation for MIY Work with visitor sector businesses to help them become even better employers, by promoting the adoption of the Good Business Charter. Work with Good Business Charter to better understand levels and trends in participation and pathway to accreditation to target activity with visitor sector. 	<ul style="list-style-type: none"> MIY accreditation retained. Raised awareness of the Good Business Charter to increase the number of Visit York members achieving accreditation by embedding it into membership communications, events, and partnership activity annually. Promoted the benefits of Good Business Charter to 		

		Visit York Members by providing information in monthly newsletters. <ul style="list-style-type: none"> Supporting GBC with their campaigns by highlighting to members. 		
Objective 3: Evaluate all our events through impact assessments to ensure that they contribute to the local economy in a positive way				
Focus Area	Key Action	Outcomes by 2027	SLA link	Quarter updates
Events	Develop a framework for evaluating events and festivals to include <ul style="list-style-type: none"> Attendance and experience Financial performance Marketing and communication effectiveness Operational efficiency Stakeholder engagement 	A comprehensive annual evaluation process that clearly identifies which events deliver value, where improvements are needed, and how future events can be optimised for stronger financial, operational and community outcomes. This enables better resource allocation, stronger strategic alignment, and more impactful events over time.	CCV 1	
Objective 4: Build and grow our membership of Visit York, engage more members and deliver more impactful and inclusive campaigns.				
Focus Area	Key Action	Outcomes by 2027		Quarter updates
Visitor Sector Development	Develop a Visit York membership growth plan to strengthen VY membership value and increase membership	Increase Membership by 5%	VSD 2	
Objective 5: Support businesses to celebrate the success of the tourism, hospitality and culture sector through our annual Visit York Tourism Awards, with York's success stories then feeding into VisitEngland's Awards for Excellence.				
Focus Area	Key Action	Outcomes by 2027		Quarter updates
Visitor Sector Development	Plan, deliver and host annual Visit York Tourism Awards	Awards Delivered in Mark 2027	VSD 1	

	Plan and Deliver the Visit York Conference in January 2027	Conference delivered 2027		
Objective 6: Support the growth of networks within the city, encouraging and facilitating organisations to work with each other to build audiences and develop enhanced offers				
Focus Area	Key Action	Outcomes by 2027		Quarter updates
Visitor Sector Development	Continue to develop MAB	5 Meetings held 2026/2027	VSD 1	
	Continue to collaborate with HAY	3 collaborations delivered		
	Continue to Support TAB	12 meetings held 2026/2027		
Partnerships				
City of York Council				
York Bid				
University of York				
York St John University				
Tourism Advisory Board				
Shambles Market Traders				
Public Transport operating partners – LNER & First Bus				
Hospitality Association York				
Visit York Members				
Member Advisory Board				
Travel/Trade partners				
North Yorkshire Combined Authority				
Local Visitor Economy Partnership				
Visit England				
Visit Britain				
Culture and Heritage organisations				

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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.

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.								
- 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.	- Increase views of key marketing campaign content (Summer, Haunted, Easter/Chocolate, National, International)	10%	3.3%	400.40%	+8%	+40.3%		DMO 1 : Changes made to how we measure due to AI functions now in place on search engine. AI now summarises web pages that will deter from direct website visits. Therefore new ways to measure engagement needs to be recorded. 400.4% result in Q1 is due to earlier start to the summer marketing campaign in 2025 compared to 2024, i.e. traffic was generated to the website earlier. This will even out over the Qs Changes made to how we measure as above 340% increase due to same reason as above, summer content has boosted figures earlier than in 2024
	- Increase organic video views on Make It York social media channels	25%	37.0%	340.00%	60.56%	+71.4%		
	- Increase domestic and international promotion of York through social media channels. Total number of Visit York social media followers.	5%	5.60%	12.20%	12.80%	+6.3%		Changes made to how we measure as above
	- Increase Visit York newsletter signups, total size of audience, cumulative	5%	6.35%	1.20%	3.70%	2.8%		Changes made to how we measure as above
	- Targeted marketing and campaigns x 4	4	5	1	1	2		https://acrobat.adobe.com/id/urn:aad:sc-RU73053cae-f083-4c9e-a615-ab4dc7d35773
	- Retain retention rate of VY membership at 80%	80%	93%	94%	94%	94%		Visit York Membership MGT introduced - guides members through all aspects of membership available to them and how to make best use.
	- Member Advisory meetings x 4 per year	4	5	1	1	2		
	- Attend 2 International trade shows per year	4	4			3		International Market Priorities Report.pdf
	- Visitor stay length increased by 1% yoy (STEAM) - Annual	1.0%		Annual	Annual	Annual	Annual	
	- Visitors spend increased. (STEAM) - Annual	↑	Direct Expenditure 1.352 bn in 2024, this is a 10.56% increase on 2023 (1.223bn)	Annual	Annual	Annual	Annual	Annual reporting
	- Value of tourism to the economy increases. (STEAM) - Annual	↑	10.44% increase vs 2023 - 2.01bn vs 1.82bn	Annual	Annual	Annual	Annual	Annual reporting
DMO 2 Outcome - Maintain and develop Visit York as a membership body supporting and developing the visitor economy sector.								
- Maintain relationships with existing members and create new member relationships to increase members.	- Hold regular training and networking events throughout the year, in addition to flagship events such as the Tourism Conference and Tourism Awards.	10	15	7	3	6		
	- Deliver informative monthly emails to members, with an targeted open rate of 40%.	40%	44.60%	44.70%	51%	37%		
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.								
- 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. - Create an online search facility covering different accessibility needs by April 25. - 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.)	- Attend regular LVEP meetings and contribute to Key priorities outlined in growth plan. Ensure partner involvement in all campaigns, through content and revenue. - Online accessibility search provision live April 25. - 4 new accessibility itineraries jointly developed.	4	4	1	1	1		LVEP partnership agreement, growth plan and framework pending due to combined authority involvement and first board meeting pending.
	No measurement	Jan-00	1	Live	Live	Live	Live	complete
		4	4	complete	complete	complete	complete	4
		1 annually	1	1	0	0	0	1
DMO 4 Outcome - Encourage all York residents to enjoy the tourism and cultural offer of York including year-round promotion and targeted residents' events.								
- 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.	- Increased number of residents participating in cultural activities such as Residents Festival by 5% - Co-ordinate and promote Residents' Festival annually.	5%		0 - Qtr4	0 - Qtr4	0 - Qtr4		Resident engagement data is captured and documented in other areas of the business.
		1	1 Annually	Annual	Annual	Annual	Annual	Held 31st Jan and 1st February 2026
Additional comments below: (N.B. use "Alt + enter" to start a new paragraph in a cell)								
*Source: 2023 STEAM tourism report								
DMO 1 : Changes made to how we measure due to AI functions npw in place on search engine. AI now summarises web pages that will deter from direct website visits. Therefore new ways to measure engagement needs to be recorded.								
DMO 4: Resident engagement data is captured and documented in other areas of the business, Culture and Events.								

2. Visitor sector development									
Outputs	Measurements	Target	2024-2025 Baseline	Q1 2025-26 Apr-Jun	Q2 2025-26 Jul-Sep	Q3 2025-26 Oct-Dec	Q4 2025-26 Jan-Mar	2025-2026	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.									
· Increased awareness of Visit York members of the Good Business Charter and accreditation to increase. · Supporting York business to make positive changes.	· 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%	2%	see note	see note	see note	see note		We cannot achieve accreditation for businesses and therefore we should track click through rates and promotion of GBC. Need to remove 2% growth
	· Promoting the benefits of Good Business Charter to Visit York Members by providing information in monthly newsletters.	12	12	3	3	3			
	· Measuring click throughs to Good Business Charter from Visit York website.	187	187	29	51	112			
VSD2 Outcome - Supporting on approaches to maximise private-sector, visitor led investment into city centre improvement.									
· New businesses within the city joining Visit York membership	· 1% additional new members joining - Annual	1%	45	8	10	9			
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.									
· Promoting the City as a location for business events to new markets to grow business tourism all year-round.	· Increasing the number of enquiries for Business Tourism in 2024/25	30	27	5	6	5			Needs further discussion
Additional comments below: (N.B. use "Alt + enter" to start a new paragraph in a cell)									

3. Tourism Advisory Board									
Outputs	Measurement	Target	24/25 baseline	Q1 2025-26 Apr-Jun	Q2 2025-26 Jul-Sept	Q3 2025-26 Oct-Dec	Q4 2025-26 Jan-Mar	2025-2026	Notes
· 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			
	· Increase visitor spend annually Target £70pph.(Visitor Survey. Excludes accommodation. Includes zero spend and all party members, regardless of age)	£70pph by year 5 of Tourism Strategy	£54	annual	annual	annual	annual		will be supplied annually
Additional comments below: (N.B. use "Alt + enter" to start a new paragraph in a cell)									

4. Markets									
Outputs	Measurement	Target	2024-2025 Baseline	Q1 2025-26 Apr-Jun	Q2 2025-26 Jul-Sep	Q3 2025-26 Oct-Dec	Q4 2025-26 Jan-Mar	2025-2026	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.									
· 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 Sept 2025.	1	1		see note	see note			Output achieved Aug 25. Board approval Sept 25. Next stage is development of delivery plan (S/M/L) and investment plan (S/M/L). Now with CYC for comment prior to issuing strategy summary to traders. Delivery plan and investment plan to be agreed at board on 4th February 26
· Collaborate closely with all partners including market traders to maintain markets viability.	· 20 new SMEs supported to start up/expand business.	60	35	17	16	5			on target to acheive
· 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 2025/26.	4	4	0	1	1			Yorkshire Market x2
· Markets to be delivered cost neutral at minimum.	· Trader, customer, and non-customer surveys completed by Jan 2025.	1	0	0	completed	completed			completed as part of strategy
	· 1 street food night market delivered to encourage families and students to attend to help kick start the family friendly evening economy	2	0	0	1	0			Wizard Night Market Delivered
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.	1	6	2	2	Completed			consultation completed
	· Produce a business plan for consultation to achieve sustainability.	1	0	0	0	0			Will follow approval of the strategy.

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.	· Facilitate community-based markets inc Acomb and Riverside	20	8	3	12	6			
	· 2 specialty markets held. Any other than the above that is processed.	9	9	1	0	3			Alternative' Market x2, Whiskey Festival & Guildhall Christmas Market

Additional comments below: (N.B. use "Alt + enter" to start a new paragraph in a cell)

Mar 1 (4) Will be completed end of August

Mar 1 (7) trader, customer, and non-customer surveys completed by Jan 2025. - these where completed as part of the independent Market Strategy, findings available, end of August.

Mar 1 (8) Street food / night market was wizard/magic themed night market - 27 traders attended

Mar 2 (10) Last trader rep meeting held 11/06/25 - 1 retail trader representative and 1 food representative and no YMTF representative

Mar 2 (10) New STF members nominated and appointed, voted to restart meetings in February due to christmas busy period.

Mar 2 (11) develop business plan/action plan once the market strategy is complete.

Mar 3 (13) Acomb Artisan markets started in Q1, one per month.

Outputs		Measurement	Target	5. Commercial Events					2025-2026	Notes
				2025-26 Baseline	Q1 2025-26 Apr-Jun	Q2 2025-26 Jul-Sep	Q3 2025-26 Oct-Dec	Q4 2025-26 Jan-Mar		
CE 1 Outcome - Run safe and sustainable commercial events, including specialist market to support economic growth and promote York, to generate surplus for investment.										
<div>· 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.</div> <div>· Update annual events plan for 2025/26 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.</div>	For Make it York directly delivered events:									
	· 70% of audience survey rating performance 'very satisfied' or 'fairly satisfied'	70%	94%	0%	99%*	92%				Children's Festival and Yorkshire Day Market - only 16 surveys were recieved - as with the Night Market is not a true representation of attendees to capture the required information
	· 35% of audience from York	35%	30%	0%	66.67%*	15%				A small and local offering which appeals to a more local audience - Yorkshire Day (small artisan market) and Sandpit, not widely publicided and short term.
	· 65% of audience from outside York	65%	70%	0%	33.33%*	85%				
	· Foot fall during event period	1.7m	1.7 million	2,000	10,000	961,730				A total of 961,730 thousand counts were recorded by footfall cameras on Parliament Street during the 2025 Christmas Market. The daily average was 24,660. The busiest weekend was 6th and 7th December 2025. Footfall recorded on Parliament Street during the Christmas market in 2025 was down around 23% compared to the same period of 2024. It is important to note however that there were issues with the footfall camera on Parliament during some of the Christmas Market 2025, leading to some of the counts to be based on estimated figures.
	· Social media engagement and website conversion rate	2.8m	2.8m	Website Total Page Views: 2.4K (It's the 11th most viewed event this year, behind only larger events such as JORVIK Viking Festival, Ice Trail, Residents' Festival etc) Total Users: 1.8K Social Media Total Impressions: 60.5K Engagements: 3.0K	Total page views: 9.6K Total users: 6.6K Social Media Impressions 350,100+ Total Social Media Engagements 13,100+	Website Total page views: 224.8k on the main hub page, 406.5k on all Christmas pages Total users: 145.3k on main hub page, 177k on all Christmas pages Social Media Impressions: 1.6m Total Social Media Engagements: 57.2k			Annual Events Plan approved my MIY Boad which introduces new events such as night markets, world food market, Seaside in the City, York Grotesque Trail,	
	· 45% of people travelling to York for events by active and sustainable means (bus, walk, cycle, train) increase by 5% annually	50%	68%	0%	55%*	53%				
	· 60% of local businesses trading at events (York and Yorkshire)	60%	60%	63.64%	100%	80%				
	· Value of events per annum to York Economy £90 million			Annual	Annual	Annual	Annual			
· No of reported incidents <3	<3	<3	0	0	0					
CE 2 Outcome - Maintain an up to-date, comprehensive, and publicly accessible overall list of events happening across York.										

<div>· Calendar of year-round events created and shared with at least 100 businesses by end of Jan 25, uploaded to visitork.org website and viewed by 100,000 per annum unique visitors.</div>	<div>· Production of annual events Calendar circulated to 100 no of business and promoted through digital channels with 100,000 unique visitors accessing.</div>	100 Businesses and 100,000 visitors	1169 VYM 74,394 D/L	1,169 VYM 5,779 D/L	3465 D/L	432 VYM 3,738 D/L			QTR 2 Shared 3,4685 downloads
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.									
<div>· 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.</div>	<div>· 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.</div>	1	1	Toolkit complete	Toolkit complete	Toolkit being uploaded to website			Events and Festivals Toolkit being designed for website. Completion by mid November, In the meantime electronic versions will be issued.
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.									
<div>· Enabling local Community led Events and Festivals delivering increased community pride.</div>	<div>· Increased community skills, increased volunteering at community events, improved civic pride.</div>	100% responded to within 5 working days	160 enquiries responde d to	50	27	35			Enquiries are not specifically for this month just enquiries that have come through. This is why the booking number is higher than the enquiries
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.									
<div>· Enabling appropriate use of public spaces in a safe manner</div>	<div>· Active community members participating</div>	81	81	47	Q2 2025-26 Jul-Sep	36			
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									
<div>· 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.</div>	<div>· All events, where applicable, utilising public spaces discussed at Safety Advisory Group</div>	23	23	10	5	8			Q2 - 5 events that came through MIY sent through to SAG (1 of these is the Children's Festival/Yorkshire Day)
	<div>· Safe events delivered in line with guidance and legislation.</div>	14	14	5	9	6			Q3 - 2 city centre events (Made In Yorkshire and Christmas Market discussed at SAG), Knavesmire events and one Rawcliffe Country Park event (Fireworks) Q2 - 9 events staged on York Knavesmire during this period
									Q3 - 5 events held on York Knavesmire and 1 event held at Rawcliffe Country Park
CE 7 Outcome - Work within relevant laws and regulations that exist and ensure compliance with all licenses and permissions always associated with particular sites.									
Delivering events and festival in line with legislation, guidance, and best practice.									
<div>· Ensuring all relevant event costs by MIY or third-party event organisation are covered.</div>		100%	100%	100%	100%	100%			
<div>· 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.</div>		100%	100%	100%	100%	100%			
<div>· 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.</div>		100%	100%	100%	100%	100%			
Additional comments below: (N.B. use "Alt + enter" to start a new paragraph in a cell)									
CE1 - Q1 Wizard Night Market - only 11 survey responses were recieved which is not a true representation of attendees to capture the required information									
CE3 - Production of the Events Toolkit to be made readily available and proposed that this is used as the benchmark for this reporting line (downloads and page views etc)									
CE6 - 10 events that came through MIY sent through to SAG and 5 events staged on York Knavesmire during this period									


6. City Centre Vibrancy									
Outputs	Measurement	Target	2024-2025 Baseline	Q1 2025-26 Apr-Jun	Q2 2025-26 Jul-Sep	Q3 2025-26 Oct-Dec	Q4 2025-26 Jan-Mar	2025-2026	Notes
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.	2	2	1	1	1			
· 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.	· 100,000 unique visitors accessing annual calendar.	100,000	100,000	5,779 Downloads	3,465	3,738 D/L			
· 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 March and September 25, uploaded to visitYork.org website and viewed by 35k unique visitors.	· Annual calendar shared with 100 businesses.	100	100	Shared with 1169 member business email addresses	432 VYM	432 VYM			
CCV 4 Outcome - Promote the events calendar through all appropriate means including through highly visible city centre information to continue Yorks'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	2	0	0	1			
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.	1	1	1	0	0	0	1	
Additional comments below: (N.B. use "Alt + enter" to start a new paragraph in a cell)									

7. Culture									
Outputs	Measurement	Target	2025-2026 Baseline	Q1 2025-26 Apr-Jun	Q2 2025-26 Jul-Sep	Q3 2025-26 Oct-Dec	Q4 2025-26 Jan-Mar	2025-26	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	1	1	see note	see note	see note			Initial meeting with CYC and MIY taken place. Comments/amedments being filtered through
· Management of Busking.		No Target	0	0	0	0	0		Provide complaints relating to busking in CCV5
· Management and facilitating filming in the city.		78	73	0	16	23			
· Delivery of York Pass.	· Increase in take up of York Pass by 5%	12374 = 5% previous outturn	11785	3125	3211	1566			Leeds List and Black Friday incentives trialled during quiet period.
	· Increase of Extra Value Offers x 10 offers	17	17	17	17	17			
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	2	1	2	1		4	York Pride, York Proms, Childrens festival and Expo
	· No of artists, arts and heritage organisations engaged with events and festival and speciality markets using the city outdoor spaces.	53	53	annual	annual	annual	annual		
	· Number of 'heritage' spaces signed up to York Pass.	19	19	annual	annual	annual	annual		
	· Production of annual calendar of Events.	1	1	1	0	1	0	2	
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	2	2	1	1	0		2	Unesco and contemporary Art Gallery Feasibility grant funded
Additional comments below: (N.B. use "Alt + enter" to start a new paragraph in a cell)									
Cul 1 (5) Team went out to see 7 buskers in Q1 following complaints/reports									
Contemporary Art Galley Feasibility grant awarded via N Y Major									

8. Events Framework									
Outputs	Measurement	Target	2024-2025 Baseline	Q1 2025-26 Apr-Jun	Q2 2025-26 Jul-Sep	Q3 2025 -26 Oct-Dec	Q4 2025-26 Jan-Mar	20245-2026	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	1	0	0	1	0		Womens Rugby League 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.	1	0	0	0	0			Not progressed
· 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.		0	0	0	0	0		
	· Number of Festivals and Cultural Events held.	2	2	0	1	1	0		Annual
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.			Annual	Annual	Annual	Annual		
	· Participation at events increased.			see note	see note	see note	see note		We dont have participation data for Rugby World Cup
	· Future tourism & local business value	Annual combined	0	Annual	Annual	Annual	Annual		New methoolgy intorduced for 25/26 which enables assessment of economic impact
Additional comments below: (N.B. use "Alt + enter" to start a new paragraph in a cell)									
Discussion with CYC on Event Framework expectations									

9. UNESCO Designation									
Outputs	Measurement	Target	2024-2025 Baseline	Q1 2025-26 Apr-Jun	Q2 2025-26 Jul-Sep	Q3 2025-26 Oct-Dec	Q4 2025-26 Jan-Mar	2025-2026	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	1	1	1	1	1	
· 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	Social Media posts Number of Posts - 28 Impressions - 9.2K Engagements - 339 Web 1.4K Views of UNESCO content on Make It York and Visit York websites Enewsletters Total Recipients - 5.6K Total Opens - 3.7K Total Clicks - 351	Social Media posts Number of Posts - 28 Impressions - 9.2K Engagements - 339 Web 1.4K Views of UNESCO content on Make It York and Visit York websites Enewsletters Total Recipients - 5.6K Total Opens - 3.7K Total Clicks - 351	Social Media posts Number of Posts - 6 Impressions - 1.1K Engagements - 44 Web 320 views Enewsletters Total Recipients - 0 Total Opens - 0 Total Clicks - 0	Social Media posts Number of Posts - 6 Impressions - 780 Engagements - 12 Web 426 views Enewsletters Total Recipients - 0 Total Opens - 0 Total Clicks - 0	Social Media posts Number of Posts - 6 Impressions - 848 Engagements - 20 Web 920 views Enewsletters Total Recipients - 413 Total Opens - 322 Total Clicks - 175			Can we change this to awareness as we direct members to resource and create new content but can not control how members use this?
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	1	1	1	1	1	1	
Additional comments below: (N.B. use "Alt + enter" to start a new paragraph in a cell)									
UNESCO Media Arts Expo grant funded via NY Mayor									

Appendix 5 – MIY Risk Register

Risk Category	Risk Owner	Risk Description	LIKELIHOOD	IMPACT	SCORE	TASKS TO MITIGATE RISKS	Residual Risk			Direction of Travel	Current Update	Qtr 4
							L	I	S			
Programme and Delivery Risks												
1. DMO - Destination Management Organisation												
1a DMO 1	Sam Hunt	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.Utilising Innovative	3	5	15		Haunted Campaign Delivered in partnership with York Park & Ride and York Dungeon, this campaign achieved record-breaking engagement across social media.	
Christmas Marketing – Digital and social media content continues to perform strongly, with exceptional engagement levels. The new ‘trader showcases’ are successfully highlighting Yorkshire produce and supporting local businesses.												
Starring campaign Set to launch shortly in collaboration with the North York Moors National Park and Castle Howard, featuring <i>London Underground advertising</i> scheduled to go live in the first week of December.												
International York’s represented at major global events including:												


Appendix 5 – MIY Risk Register

Item	Owner	Description	Start	End	Score	Notes	Impact	Score	Notes
1b	Sam Hunt	Visit York membership schemes collapses	2	4	8	<ul style="list-style-type: none"> flexible approaches to digital and creative marketing. Campaigns planned and agreed in advance 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 	2 3	6	<ul style="list-style-type: none"> Civic visit to Nanjing, China Attendance at World Travel Market, London Partnership with NYMNP at Travdays, Netherlands Upcoming participation in Destination Britain North East Asia
DMO 2									<p>No change to risk</p> <p>Membership retention 25/25 is at 94%</p> <p>Marketing campaign plan for 26/27 complete and ready to go to members in December</p> <p>LVEP money secured for international marketing.</p>

Appendix 5 – MIY Risk Register

[illegible]

Appendix 5 – MIY Risk Register

DMO 3	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">• Newsletters and Bulletins• Tourism Advisory Board attendance• York Bid partnership working.• 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		<ul style="list-style-type: none">• TAB (The Advisory Board): Ongoing monthly attendance and active support for the strategic action plan.
												No change to risk
												The first LVEP Board met at the end of September. Stuart Paver is the nominated Board representative.
												MIY and CYC have met with North Yorkshire Council and the Combined Authority to align priorities and identify joint initiatives that increase collaboration and enhance regional tourism and economic outcomes.
												TAB (The Advisory Board): Ongoing monthly attendance and active support for the strategic action plan.
												LVEP Framework draft is ongoing which merges both York Tourism Strategy and North Yorkshire Destination Marketing Plan.

Appendix 5 – MIY Risk Register

2a VSD 4	Sam Hunt	Failure to attract new business tourism to the city.	2	2	4	<ul style="list-style-type: none">Generic marketing to promote York as a destination for business ConferenceAttendance at relevant shows and events	2	2	4		No change to risk New members joining this financial year
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-	2	4	8		No change to risk Implementation plan in process with TAB board members. Action Plan reviewed and next stages to be implemented.

Appendix 5 – MIY Risk Register


[illegible]

	<p>sustainable market</p> <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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Appendix 5 – MIY Risk Register

4 b	Lisa Grimbley	Failure to operate York's market charter on behalf of the Council.	3	3	9	<ul style="list-style-type: none">Development of a Market Strategy.Monitor and review other proposed Markets in the CityPromote the rules of the Market Charter to ensure other operators understandDevelop a Market Strategy for the City	2	3	6		<p>No change, risk is still the same.</p> <p>Market Manager has monitoring in place for permitted markets.</p> <p>Continuing to support Acomb market which is popular and well received by residents and stakeholders.</p>
5. CE - Commercial Events											
5a	Lisa Grimbley	Failure to 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.	3	3	9	<ul style="list-style-type: none">Project Board for all Key projects in placeBudget Monitoring in place and reviewedContracts in place and managedContingency plans to defer activityEvent evaluations in place	2	3	6		<p>Risk remains the same</p> <p>Regular Budget monitoring in place.</p> <p>Annual events plan developed and approved, with partial completion with full detailed event planning in place.</p>


Appendix 5 – MIY Risk Register

5b	Lisa Grimbley	Failure to deliver key events due removal/restriction of premises licence resulting in reputational damage and loss of income.	3	4	12	<ul style="list-style-type: none">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	2	4	8		No change, risk is still the same.
						<ul style="list-style-type: none">Review of tendering and contract procedures to provide full assurances of compliance with licence					<p>Robust monitoring of premise licence is in place.</p> <p>Reviewed the premise licence for Parliament Street, resulting in additional risk</p>


Appendix 5 – MIY Risk Register

Ref	Name	Description	Impact	Probability	Current Risk	Control	Residual Risk	Status
						<ul style="list-style-type: none"> conditions by 3rd party provider 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 		assessments being undertaken for the provision of SIA trained staff.
5c	Lisa Grimbley	Failure to deliver the 2026 Christmas Market as planned due to failure to obtain required Local Authority approvals as a result of ATTRO conditions not aligning with CYC access for all requirements resulting in event cancellation or late withdrawal leading to significant loss of income, increased expenditure,	4	5	20	<ul style="list-style-type: none"> Early and ongoing engagement with the Local Authority to confirm approval pathways and timelines. Submission of complete, compliant documentation aligned to Local Authority standards (SAG) 	4 5 20	Risk updated for 2026 event


Appendix 5 – MIY Risk Register

		potential contractual disputes with suppliers and vendors and potential reputational damage to MIY.					<ul style="list-style-type: none">Contingency planning, including scalable or alternative delivery options.Clear contractual clauses addressing cancellation due to regulatory non-approval to be added to all contracts and terms and conditions.			
5d CE1	Lisa Grimbley	Failure to deliver an event in public spaces because of permanent or temporary ATTRO/CYC ,its implications, associated costs leading to event cancellation or reduction in scope; loss of public engagement and reputational damage; potential financial loss.	4	5	20	<ul style="list-style-type: none">Early engagement with CYC/NYP at the event concept stage to identify ATTRO implications.Identification of any unbudgeted ATTRO-related costs that could make delivery unviable.Incorporate potential ATTRO requirements, costs, and lead	4	5	20	 Risk updated

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5 e CE 1 and CE 3	Failure to reach agreement with third-party event organisers due to the financial implications of ATTRO requirements and ATTRO conditions not aligning with CYC access for all requirements resulting in organisers withdrawing from planned events resulting in reduced income to MIY and local businesses, loss of public engagement and reputational	4	4	<div></div>	times into event planning	<div></div>	
					<ul style="list-style-type: none">Where events are third-party led, include clauses in agreements that clarify responsibility for ATTRO-related costs and cancellations are responsibility of event provider.		
					<ul style="list-style-type: none">Requirement that third party event organisers undertake a ATTRO feasibility assessment before provisional event approval.Where events are third-party led, include clauses in agreements that clarify responsibility for ATTRO-related costs and cancellations are responsibility of event provider.		
					4	5	<div></div>  <div>New Risk added</div>

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		damage to MIYT and third party event organiser.								
5f	Lisa Grimbley	Failure to support Local and Community Events to be delivered safely	3	4	12	<ul style="list-style-type: none">Community event toolkit has been created to allow event organisers to self-serve including guidance on event management and highlighting where permissions would be required.Review their event documentation	2 4	8		<p>No change, risk is still the same.</p> <p>Number of community bookings being held in the city centre, supported pre-event by the Events Team.</p> <p>Community events and festival toolkit written to guide which has visibility on Makeityork.com and CYC website.</p>

CE 6




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5g	Lisa Grimbley	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>
6. CCV - City centre vibrancy											
6a CCV 1	Lisa Grimbley	Failure to maximise opportunities to commercialise Eye of York, Tower Gardens, Exhibition Square, Kings Square and St Helen's Square due to constraints - operational and logistical	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 & voluntary groups Regular e-mail shots to third party organisers Promotion and advertising plan to be in place Review of pricing plan 	3	3	9		<p>Restrictions on the noise licence requirements impedes ability to attract commercial event providers.</p> <p>Termination of racecourse management agreement impacts on event planning. Further clarity from CYC required.</p>
6b CCV 5	Lisa Grimbley	Failure to improve the management of	2	3	6	<ul style="list-style-type: none"> Spaces and Places Policy to 	2	3	6		<p>Spaces and Places policy drafted and submitted to CYC. Draft needs to align with</p>

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		buskers, street traders, street cafes and pedlars due to policy not being endorsed, approved for implementation and enforced.					be developed in conjunction with CYC and Partners to obtain buy in. <ul style="list-style-type: none">• 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				CYC - Movement and Place Plan. Ongoing discussions with CYC. Meeting held with Local Councillors to brief on draft policy. Further work required on guidelines and enforcement.
7. CUL - Culture											
7a	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	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		2 trail to be delivered in 2025.
CUL 1											

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from the spaces managed by MIY.											
8. EVF – Events Framework											
8a	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		Ongoing work, no change, risk is still the same.
EVF 1											
9. UD UNESCO designation											
9a	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
UD 1											
10. Visitor Information											
10 a	Karen Collins	Visitor Information Service failure to cover costs	3	3	9	<ul style="list-style-type: none">Regular budget monitoringIncrease of commission-based Ticketing Offerings (transport, attractions, tours) including re-negotiating	2	3	6		No change to risk Established further retail opportunities i.e new souvenirs, local products, branded merchandise. Reviewed commission-based sales for attractions and transport bookings.

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10 b	Sam Hunt	York Pass failure to receive income	3	3	9	<div><div></div><div>of existing Ticket commission rates</div><div><div></div><div>• Retail Strategy to cover next 18 months mid-production</div><div>• Renegotiating contract/SLA for 2024/25 with TWG</div><div>• Regular monthly meeting with TWG and TurboPass in place to resolve immediate issues and settle outstanding debt</div><div>• TurboPass bringing Trade Supplier and Pass Sales experience to maximise pass potential – roadmap ongoing</div><div>• Robust financial system in place</div><div>• Increase in web and hotel trade suppliers for additional</div></div></div>	3	3	9	<div></div> <div>No change to risk level.</div> <div>New model software agreement contract with Turbo Pass/TWG completed.</div> <div>Product analysis currently underway exploring options to grow sales of York Pass</div>
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Appendix 5 – MIY Risk Register

						<ul style="list-style-type: none">Action logs introducedMD attends CMT as requestedMD 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 MembersRegular Stakeholder meetings in placeRegular local member meetings in placeCYC members on the board	1	3	3	 No change to risk or mitigation
11 c	Blessing James	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 scrutinyMonthly budget monitoring reports	2	3	6	 No change to risk

Appendix 5 – MIY Risk Register




11d	Blessing James	Unexpected increase in overhead costs and project costs	2	4		8	<ul style="list-style-type: none">provided to Heads of ServiceBudget monitoring provided to ShareholderRegular budget monitoring and performance review in placeBudgets 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 increaseEffective tendering and contract	2	3		6




Appendix 5 – MIY Risk Register

[illegible]



Appendix 5 – MIY Risk Register

11 f	Blessing James	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 Bi Monthly board updates Monthly CYC/MIY budget meetings
11g	Blessing James	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/Sta nding Orders/Scheme of Delegation • Service Planning 	1	4	4		No change to risk
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/dis aster recovery plan with IT contract. • All PCs, Laptops and Servers are protected by Hornet security and anti viirus 	2	3	6		Risk remains the same Robust IT security policies in place. Back up process in place. GDPR training undertaken by all staff. Key elements on key multifactor to protect. Enhanced cybersecurity measures embedded across MIY systems. These include: <ul style="list-style-type: none"> • Full security review competed with enhanced measures implemented. Including phishing simulations and

Appendix 5 – MIY Risk Register

Item	Owner	Impact	Frequency	Severity	Score	Controls	Score	Change	Risk
11 i	Karen Collins	Staff Capacity impacting performance of the business and constrains capacity	3	3	9	<ul style="list-style-type: none"> Protection Systems and cannot be disabled with automatic updates. 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. 	6		No change to risk

Appendix 5 – MIY Risk Register


11 k	Blessing James	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.• New advanced purchase order system implemented.• Public Liability assessment and insurance.• Policies and procedure to maintain high standards of behaviour and integrity eg IT useage policy.	3	3	9		No change to risk
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	2	4	8		No change to risk Mandatory annual staff training completed Updated data retention policy.

Appendix 5 – MIY Risk Register

Ref	Responsible	Issue	Severity	Frequency	Current Risk	Controls	Residual Risk	Recommendations
11 m	Lisa Grimbley	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 performance and standards	1	4	4	<ul style="list-style-type: none"> standards of behaviour and integrity eg IT use policy. All staff training to be undertaken Data Protection and GDPR. 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 	4	<p>No change to risk</p> <p>Ongoing H&S staff training H&S Induction training for new staff</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, also strengthened in the Rules and Regulations.</p>





	<p>information dissemination.</p> <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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Appendix 5 – MIY Risk Register

						<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 process and	1	4	4	 <div>No change to risk Sickness absence monitored Recruitment and selection policy updated Staff survey undertaken with action plan completed</div>

			<div></div> <div>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>• Annual staff survey undertaken</div><div>• Able to recruit short term agency staff if required for critical roles.</div></div></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 the event of a significant event occurring,</div>	<div><div><div>• Good partnership working arrangements at all levels to.</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></div>	<div>No change to risk</div> <div>BCP in place and tested and reviewed annually.</div>

Appendix 5 – MIY Risk Register

						months, or when substantive changes in processes and priorities are identified.					
12. External Threats											
12a	MD/HOS		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
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.	2	2	4		No change to risk

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- Regular monitoring of the SLA with corrective. planning if targets are not being hit.
- Contingency plans and Business Continuity plans in place.

Risk Matrix

Consequence (Impact)	Likelihood				
	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

4-6

Moderate Risk

Risk remains the same

8-12

High Risk

Decreased Risk

15-25

Extreme Risk

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**THE CITY OF YORK COUNCIL
SHAREHOLDER COMMITTEE
2 FEBRUARY 2026**

TITLE: YPO UPDATE REPORT

REPORT OF: YPO MANAGING DIRECTOR

1. PURPOSE OF REPORT

- 1.1 To provide members of the Shareholder Committee with an update on the performance of YPO, of which York is one of thirteen founder members of the governing Joint Committee.

2. PERFORMANCE UPDATE

- 2.1 The key business focus for the financial year from January to December 2025, has fallen into three broad categories: taking short term commercial actions in an aggressive commercial marketplace for education resources in order to retain customers and market share; launching new services (consultancy and training) in the public sector procurement market while strengthening our existing offer; reviewing and controlling costs to ensure that achievement of the year-end profit target is as close as possible to original expectations. I am extremely pleased to say that YPO has performed well in all three of these areas.
- 2.2 The education resources market continued to be challenging throughout 2025 with budget restrictions, cost cutting initiatives, and reduced ability to forward plan spend continuing to impact negatively on the education sector. Although currently under-going year-end financial audit, 2025 product sales are expected to be 7% down against budget and 1% down against the previous year.
- 2.3 Despite the challenging market conditions our market share, as measured by BESA (British Education Suppliers Association), is up +0.2%, showing that YPO is performing more strongly than its competitors in a challenging market environment.
- 2.4 The YPO own-brand has demonstrated exceptional growth over the past five years, achieving a 68% increase in revenue and an impressive 112% increase in gross margin (GM). The brand now represents 34% of total sales and 43% of total margin, compared to supplier brands which account for 48% of sales and 37% of margin.
- 2.5 In contrast to the underachievement in education product sales, the public sector contracting business is performing strongly, with the forecast outturn for rebate income in 2025 expected to meet the forecasted figure of £8.5m, the highest ever achieved. This strong performance has been greatly assisted by the recruitment of a team of

four Business Engagement Managers (BEMs) to work across all sectors with a view to establishing long term relationships that can help YPO build on its offering and to continuously develop its service offering to meet the needs of our customers. Part of this new function will offer an Account Management approach to our 13 founding members and extend this to our 71 associate members, building on well established relationships and working in partnership with all members.

- 2.6 The impact of the shortfall in education sales has been further offset by strong control of costs within the organisation. Overhead savings of £1.988m were achieved, mainly through transport costs, vacancies held and savings in utility and general facilities costs.
- 2.7 The net effect of these variances – both positive and negative, lead to an expected profit figure of £12m against an original budget of £12.2m. This forecast is, as stated, subject to financial audit with the results presented to YPO's Audit & Governance Sub-Committee in June 2026.
- 2.8 In light of the challenging market conditions and the fact that market share in the education sector was retained by aggressive pricing, which is expected to continue into 2026, the YPO Management Committee has approved a business plan for 2026, showing flat profit achievement at £12m.
- 2.9 The strong financial performance over the last 3 years, with profit targets mainly achieved as budgeted, improved performance on debt collection and reductions in stock and inventory levels, has enabled YPO to fully pay back the finance facility provided by Wakefield Council as Lead Authority and YPO is therefore now fully self-sufficient from a cash point of view. This has allowed YPO to resume its treasury management strategy with Wakefield Council, investing cash surpluses into external market funds, to maximise the return on funds held.
- 2.10 Performance of all IT during the last year has been particularly strong, addressing previous areas of risk within the business. The redevelopment of our Warehouse Management System which went live at the end of August 2024 has performed flawlessly all year, including through the peak period. Thousands of lines of code were rewritten and over 6 million records transferred to the new system. No support issues were raised during peak specifically related to the upgrade.
- 2.11 In our continuing efforts to ensure the security of YPOs systems and data we were pleased to announce in June 2025 that YPO achieved the ISO 27001 certification in Information Security. ISO 27001 is the gold standard of information and cyber security and although the program of work was managed by IT, this is a business wide certification that will ensure full compliance with data protection, information governance and cyber security best practice.
- 2.12 Work now continues to embed all elements of the ISO 27001 framework into all areas of the business prior to the first annual review by the BSI in June 2026.
- 2.13 As we approach the end of 2025 we are planning our deliverables for next year. Some of the major technology projects include the next phase of development work on our ERP system (NAV), our ISO 27001 cyber security one year review, and our Artificial Intelligence (AI) offering. The team will also be supporting on the deployment of the new CRM system, a new CMS system, a new website, as well as several technology projects in the operations, warehouse and logistics areas of the business.
- 2.14 The lease on YPO's additional storage facility, located on the same industrial estate,

comes to an end in 2027. Investigations into alternative solutions are currently underway and these include an extension to the current main warehouse, lease or purchase of an additional facility elsewhere, or extension of the existing lease. Proposals are due to be taken to the July Management Committee for approval.

3. PROCUREMENT POLICIES

- 3.1 YPO has invested in a new bespoke procurement solutions team, offering support to public sector contracting authorities that require bought in procurement services. This team is made up of four procurement professionals who are able to be charged out on a day rate. Our aim is to facilitate short to medium term needs for procurement functions that have resource, skill or capacity issues.
- 3.2 In May we completed our first bespoke procurement package with North Yorkshire Council and have now gone on to start work at City of Bradford Council and Wakefield Council. Both clients are currently planning to extend our services beyond the initial period.
- 3.3 There is also a need for continuous professional development within the procurement profession, with an ever-changing environment, we have seen the introduction of the new Procurement Act 2023, Social Value changes and many more in recent years. Public Sector customers have fed back to us that they require support and a cost-effective way to keep their procurement workforce informed and adequately trained. YPO has responded to this need by investing in a team of two individuals that are working with some founder member Heads of Procurement to curate a training programme that will meet the needs of our public sector partners.
- 3.4 Our key focus is on delivering procurement training to Procurement Professionals, Suppliers and Customer Stakeholders. The team is now taking bookings and has delivered several training sessions to procurement teams across various sectors.

4. INTERNATIONAL SALES

- 4.1 The narrative above describes the activities of the YPO Joint Committee, a public body. In addition, City of York Council is a shareholder in YPO Procurement Holdings Limited, which trades through its operational subsidiary, YPO Supplies Limited. Performance for this business during the 2025 financial year exceeded budget, with sales of £3.348m (£2.825m UK and £0.523m International) against a budget of £2.85m (£2.55m UK and ££0.3m International).
- 4.2 The YPO Procurement Holdings Board recommended approval of a business plan for 2026 with total sales of £5.0m (£4.0m UK and £1.0m International) and this was approved by a majority of shareholding authorities. The UK sales mainly derive from private nurseries, care facilities, private individuals and teachers. The International sales mainly derive from international schools operating in the United Arab Emirates. For this reason, City of York Council declined to approve the business plan, as in previous years. This position is understood and respected by YPO.

5. RECOMMENDATIONS

- 5.1 That members should note the content of the report.

SERVICE DIRECTOR: SIMON HILL, MANAGING DIRECTOR

YPO
41 Industrial Park
Wakefield
WF2 0XE

E-mail address: simon.hill@ypo.co.uk

APPENDICES:

Appendix 1: City of York Council Members Benefits Statement 2024



Members Benefits Statement 2024



Members Benefits Statement 2024

We *share* our profits with you

Your share of the dividend is: **£84,822**

Through our robust financial planning and tight cost control, we're delighted to once again create a financial surplus and return a dividend to our members and associates.

You have used **26** out of an available 110 YPO frameworks in 2024.

Top three areas of your *framework* spend

1. Energy (Electricity)	£5,735,163
2. Corporate & Financial Services	£2,282,757
3. Energy (Gas)	£1,527,014

We give back through our *loyalty vouchers*

Our recognised loyalty scheme automatically enrolls public sector customers when signing up for an account. Loyalty amounts are automatically calculated with each purchase and a voucher is issued each year via an exclusive voucher dashboard.

Your loyalty share is: **£2,022**



We *support* your local economy

We recognise the importance of driving economic growth in your local community. The below figure is the local spend by YPO customers in your area, through online and catalogue product purchases and using local suppliers on a YPO framework.

In the **Yorkshire and The Humber** region, YPO has spent: **£102,889,664**

Top three *suppliers* in your local authority area

1. David Miller Frozen Foods Limited
2. Portakabin Limited
3. Yorcloud Ltd

Top three *suppliers* in your region

1. Volvo Bussar AB
2. Turner & Price Limited
3. W Sinclair & Sons (Stationers) Ltd



Spend with *SME suppliers* in your region

We recognise that local economies benefit from increased spending with Small and Medium Enterprises (SMEs). It's not just the significant contribution to the economy, the impact of SMEs supports job creation and growth, community opportunities, and greater choice for customers.

YPO total direct spend with SME suppliers in your area is: **£25,208.60**

In 2024, based on spend with suppliers in your area this has helped generate a local social impact of: **£1,322,960.84**

To assess the local impact, we have analysed whether the spend is based on a small to medium enterprise (SME) or a large organisation. Studies have shown that SMEs deploy 48% of any spend locally while larger organisations only deploy 13%. This gives perspective of the impact of the spend on the local economy.





Shareholder Committee**2 February 2026**

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 2025.

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
 - b) approve the draft 2026/27 business plans for both Veritau Limited and Veritau Public Sector Limited subject to any final changes that the respective boards of each company may propose

Reasons:

To enable members to assess the performance of Veritau against the current business plans and to approve the business priorities for each company for 2026/27.

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 current 2025/26 business plans for both companies were approved by this Committee on 3 February 2025. Annex 1 to this report provides an update on the performance of both companies to date and details of the forecast outturn for 2025/26.

5. The aims and priorities for each company in 2026/27 are also summarised. The detailed draft business plans are attached as confidential appendices. The business plans contain details of the 2026/27 budget and development actions for each company.

Key Company Matters:-

6. Points of note from Annex 1 include the:
- continued expansion in the provision of internal audit and data protection officer services to the education and charity sectors
 - management accounts show that both Veritau Limited and Veritau Public Sector Limited are on target to achieve a budgeted profit in 2025/26.

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	21/1/26
Wards Affected:					All
For further information please contact the author of the report					

Annexes:

Annex 1: Veritau business update report including confidential appendix 1 – draft Veritau Public Sector Limited business plan (2026/27) and appendix 2 – draft Veritau Limited business plan (2026/27)

CITY OF YORK COUNCIL SHAREHOLDER COMMITTEE

2 February 2026

Veritau Business Update

Introduction

- 1 Veritau Limited is a shared service company jointly owned by City of York Council (CYC) and North Yorkshire Council (NYC). The company was established in 2009. The company currently has two dormant subsidiary companies, Veritau Tees Valley Limited and Veritau North Yorkshire Limited.
- 2 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 6 member councils, CYC, NYC, Redcar & Cleveland Borough Council, Middlesbrough Council, Leicester City Council and Cherwell District Council. 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 Veritau Limited provides services on a commercial basis to 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 Both of Veritau Limited's existing subsidiary companies will be wound-up this year.

Finance and Performance Update

- 6 Veritau Limited has continued to promote its services to schools, councils, charities and other potential clients. A number of academy trusts and other clients have signed up for data protection officer and internal audit services in the period. Bids have also been submitted to provide internal audit services to a number of other academy trusts. Several existing clients have also extended their current contracts.

2025/26 Management accounts

- 7 The management accounts for the 9 months to 31 December 2025 show that Veritau Limited and VPS Limited are both on target to achieve their budgeted profit, as follows:

Veritau Limited

	2025/26 Q3 actual £ (k)	2025/26 Forecast £ (k)
Turnover	765	1,252
Cost of sales	(563)	(1,154)
Gross profit	202	98
Other income	5	7
Overheads	(96)	(90)
Net profit/(loss) before tax	111	15

Veritau Public Sector Limited

	2025/26 Q3 actual £ (k)	2025/26 Forecast £ (k)
Turnover	2,449	3,330
Cost of sales	(2,475)	(3,054)
Gross profit	(26)	276
Other income	10	14
Overheads	(214)	(286)
Net profit/(loss) before tax	(230)	4

- 8 As part of the process to wind-up the company, Veritau North Yorkshire Limited has also paid a final net dividend of £72k to Veritau Limited. There have been no other exceptional items of income or expenditure in the period.

2026/27 Business Plans

- 9 Separate business plans are prepared for each company, to reflect their different purposes, aims and objectives.
- 10 The draft business plans set out the strategic aims of each company for the next three years to 2029, and the service priorities for 2026/27. The business plans also include details of the respective draft budgets for each company, as follows:

	VPS Limited 2026/27 £ (k)	Veritau Limited 2026/27 £ (k)
Turnover	3,889	1,155
Cost of sales	(3,492)	(935)
Gross profit	397	220
Other income	11	5
Overheads	(324)	(117)
Net profit before tax	84	108

- 11 Capital expenditure of £45k is planned by VPS in 2026/27. This includes further investment in IT hardware, data analytics and AI functionality.
- 12 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 councils 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.
- 13 In addition, the following service priorities have been identified for 2026/27:
 - Internal audit – to use the new K10 Vision audit management system to improve efficiency and client communications, to further develop the use of modern and collaborative auditing approaches, increase data analytics / IT audit capacity. We will also continue to develop our knowledge of AI to ensure we are well placed to support our clients to deliver transformational change
 - Information governance – to continue to promote data protection and information access services to our clients, and to integrate our existing client portal into DeskPro
 - Counter fraud – to promote counter fraud services to potential clients, to increase the use of data analytics, and to develop a range of eLearning courses
- 14 Other specific service development / improvement priorities for 2026/27 are set out in each company's Business Plan.
- 15 A copy of the draft VPS business plan (and budget) is attached as **appendix 1**. The draft Veritau Limited business plan (and budget) is attached as **appendix 2**. The business plans are confidential because they contain commercially sensitive information.

Recommendations

- 16 That the shareholder committee:
 - a) notes the performance of each company since the last business update report in October 2025
 - b) approves the draft 2026/27 business plans subject to any final changes that the respective boards of each company may propose

Appendices (Confidential)

Appendix 1 – 2026/27 Veritau Public Sector Limited business plan

Appendix 2 – 2026/27 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 2026/27

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
June 2026			
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
October 2026			
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
February 2027			
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)