

Notice of a public meeting of

Make it York Shareholders Group

- To:** Councillors Hayes (Chair), Cuthbertson, Levene, K Myers and Taylor
- Date:** Monday, 18 January 2016
- Time:** 5.30 pm
- Venue:** The Auden Room - Ground Floor, West Offices (G047)

AGENDA

1. **Declarations of Interest**

Members are asked to declare:

- Any personal interests not included on the Register of Interests
- Any prejudicial interests or
- Any disclosable pecuniary interests

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

2. **Minutes**

(Pages 1 - 2)

To approve and sign the minutes of the previous meeting held on 5 October 2015.

3. **Public Participation**

At this point in the meeting members of the public who have registered to speak can do so. The deadline for registering is **5.00pm on Friday 15 January 2016**.

Members of the public may register to speak on:

- An item on the agenda
- An issue within the remit of the committee

To register to speak please contact the officer for the meeting, on the details at the foot of the agenda.

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The Council’s protocol on Webcasting, Filming & Recording of Meetings ensures that these practices are carried out in a manner both respectful to the conduct of the meeting and all those present. It can be viewed at http://www.york.gov.uk/downloads/file/6453/protocol_for_webcasting_filming_and_recording_of_council_meetingspdf

- 4. Monitoring Financial Performance** (Pages 3 - 4)
This report presents Make it York’s summary of financial performance from October to December 2015.

The report from Make it York will follow on Monday 11 January.
- 5. Monitoring Performance against Objectives** (Pages 5 - 16)
This report presents:
 - A narrative report of latest activities and progress against responsibilities
 - Make it York scorecard
- 6. Any Other Business**
Any other business which the Chair considers urgent.

Contact Officer:

Name: Mark Alty, Principal Strategy and Economic Policy Officer

Contact Details:

Telephone – (01904) 554421

Email – mark.alty@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.

This information can be provided in your own language.

我們也用您們的語言提供這個信息 (Cantonese)

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

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

Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)

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

 **(01904) 551550**

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City of York Council

Committee Minutes

Meeting	Make it York Shareholders Group
Date	5 October 2015
Present	Councillors Hayes (Chair), Cuthbertson, Levene, K Myers and Taylor, Ian Floyd – Director of CBSS
In attendance	Sally Burns – Director CANs Phil Witcherley – Group Manager Economy & Place Strategy & Policy Mark Alty – Principal Strategy & Economic Policy Officer

1. Declarations of Interest

At this point in the meeting Members were asked to declare any personal, prejudicial or disclosable pecuniary interests that they might have in the business on the agenda. The following interests were declared in relation to the meeting:

Cllr Cuthbertson: Member of York Museums Trust

Cllr K Myers: Member of Make it York and Trustee of York Museums Trust

2. Minutes

Resolved: That the minutes of the meeting of the 6 July 2015 be approved and signed by the Chair.

3. Public Participation

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

4. Monitoring Financial Performance

Steve Brown outlined the highlights and challenges of financial performance to date.

The group discussed challenges of market profitability, but confirmed that commercial targets set were possible if challenging.

Steve Brown confirmed that plans were in place to address areas where there was a shortfall to date.

5. Monitoring Performance against Objectives

The Committee discussed section by section the performance of Make it York against the responsibilities and performance targets it has been set. The committee was satisfied with progress made to date.

Particular issues/actions of note:

- Steve Brown to explore possibility of sending key account list confidentially to members of the Shareholder Committee
- Steve Brown to explore possibility of getting copies of minutes of advisory boards to Shareholder Committee members
- Sally Burns to provide update on drainage issues around Shambles Market and steps being taken
- Steve Brown to send the UNESCO Media Arts prospectus around the group

6. Any Other Business

The group commented on the structure of reports; some found that the format of the performance information slightly confusing and more detail than required although in general the format was felt appropriate, so on that basis minor tweaks may be made in the future.

Steve Brown reiterated eagerness to be open and transparent in terms of information provided.

Councillor J Hayes, Chair

[The meeting started at 5.30 pm and finished at 7.15 pm].

MakeItYork

Make It York: Summary of financial performance April to November 2015

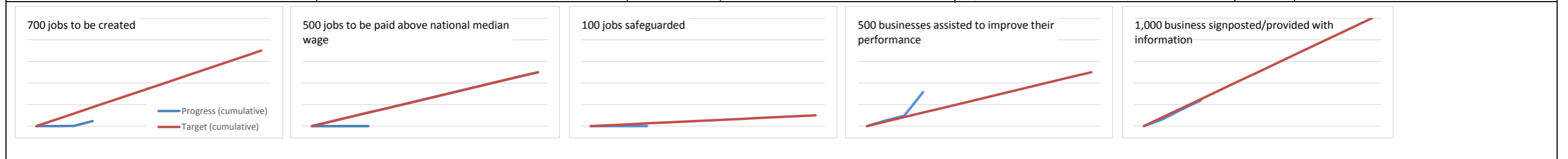
	ACTUAL YTD	BUDGET YTD	VARIANCE YTD
INCOME			
CYC Funding	£615,000	£645,000	(£30,000)
Visit York activity	£1,248,000	£1,282,000	(£34,000)
City centre activity	£776,000	£559,000	£217,000
External grants	£25,000	£59,000	(£34,000)
Other income	£123,000	£40,000	£83,000
TOTAL INCOME :	£2,787,000	£2,585,000	£202,000
DIRECT COSTS			
Consumer staff costs	£491,000	£460,000	(£31,000)
Business staff costs	£234,000	£305,000	£73,000
Other direct costs	£1,648,000	£1,465,000	(£183,000)
OVERHEADS			
Other staff costs	£178,000	£154,000	(£24,000)
Establishment costs	£163,000	£164,000	£1,000
Depreciation	£18,000	£1,000	(£17,000)
Corporation tax	£0	£0	£0
TOTAL COSTS :	£2,731,000	£2,549,000	(£182,000)
SURPLUS/DEFICIT:	£56,000	£36,000	£20,000



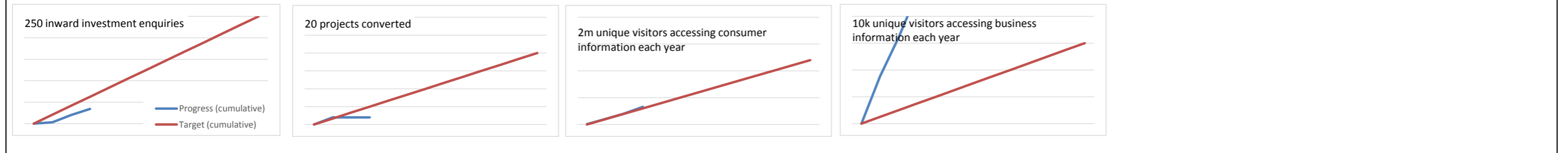
Financial summary : notes

1. The Make It York (MIY) budget was put together in December 2014, prior to the SLA and creation of the operational business plan, and is an amalgam of (a) a number of budgets from CYC (b) the Visit York accounts and (c) the Science City York accounts. The first operational year of MIY was always going to be a test with regard to the new budget. For the full year, MIY is budgeted to make a small surplus of £15k on turnover of £3.8 million.
2. The numbers presented here are for the first 8 months of trading, April to November. The accounts are published every 2 months so the next set of numbers for December and January will be out in late February. MIY will be moving to monthly accounts for the 2016/17 financial year.
3. Encouragingly, MIY is ahead of budget YTD by £20k, although this has been achieved in a different way than originally forecast. Revenue is up on budget by £202k but costs are also up by £182,000.
4. CYC funding is lower than budget (£30k) because for the first 3 months of MIY, CYC were still paying some staff directly. Staff were transferred under TUPE in July. Also, there is a £50k shortfall on money coming across for Science City York.
5. Visit York revenue is down on revenue by just over 2% because of under-performance on the Visitor Information Centre, the York Pass and website advertising. Commissions on hotel bookings is a particular issue as the market has changed substantially.
6. City centre revenue is well ahead of budget now (+217k) as a result of a successful Christmas market (about a third of the revenue falls in November) and because we have shown Illuminating York revenue as part of the city centre activity (there is a corresponding cost).
7. The £34k deficit referred to as 'external grants' relates to some funding generated by Visit York in 2014/15 that was budgeted through into this year but will not be repeated. There is a consequent £59k saving in 'other direct costs' meaning that this has no impact on the bottom line. However, some new external funding of £25k has been generated.
8. The £83k surplus of 'other income' relates to sponsorship and new revenue streams opened up by Make It York.
9. Consumer staff costs are over budget largely because 2 staff have been taken on who were unbudgeted (a sponsorship manager and a graphic artist) but will effectively pay for themselves by savings and revenue achieved elsewhere. For example, the salary of the graphic artist is below the external agency costs previously spent by VY, CYC and SCY.
10. Business staff costs are under budget because for 3 months some staff were still being paid by CYC (see point 4) and because some vacancies were filled later in the financial year. Other direct costs are £183k above budget, reflecting the additional activity around Christmas and Illuminating York.
11. With regard to overheads, other staff costs were under-estimated in the budget and also the cost of setting up MIY was overlooked, hence the depreciation charge (IT, office furniture etc.)
12. A reforecast done in December shows MIY coming in slightly ahead of budget. Reduced revenue as a result of the flooding may impact on this. However, everyone at MIY is focussed on making sure that the original budget is achieved.

Outputs: 3 year target	Notes	Baseline	Baseline measurement from	Target/progress	Start	Year 1 2015/16					
						Q1 Apr to Jun	Q2 Jul to Sep	Q3 Oct to Dec	Q4 Jan to Mar		
Supporting job creation											
700 jobs created through interventions	See notes on definition. There has not been robust collection of this data over the previous 3 year time period. The baseline figure is largely made up of 2 very large inward investors: Hiscox and John Lewis, which are difficult to replicate with certainty. Performance for the 3 years prior would have been considerably lower.	c.800	Council Economic Development Team, 2012/13 - 2015/16	Progress (by quarter) Progress (cumulative) Target (cumulative)	0 0 0	0 0 58	1 1 117	45 46 175	233		
500 of which estimated to be paid above national median wage	This will be estimated figure based on justifiable assumptions.	c.400	Council Economic Development Team estimate	Progress (by quarter) Progress (cumulative) Target (cumulative)	0 0 0	0 0 42	0 0 83	0 0 125	167		
100 jobs safeguarded through interventions	Or equivalent demonstrable activity as required in taking a lead role in safeguarding jobs in the city where they have been at risk); detailed public reporting on this may be subject to commercial confidentiality.	n/a	This hasn't been systematically monitored, but ad hoc reporting of safeguarding jobs within 3 businesses resulted in a total of 88 jobs safeguarding.	Progress (by quarter) Progress (cumulative) Target (cumulative)	0 0 0	0 0 8	0 0 17	0 0 25	33		
500 businesses, or creative/cultural organisations, assisted to improve their performance (across all sectors)	See notes on definition	n/a	This has not been collected historically	Business team (assists > 2 hrs)				2	12	118	
				Business team (assists < 2 hrs)				16	77	81	
				SCY (assists > 2 hrs)				44	24	86	
				SCY (assists < 2 hrs)						48	
				Research (assists > 2 hrs)				6	8	15	
Research (assists < 2 hrs)				4	11	16					
Total progress (by quarter) - assists > 2 hrs				0	52	44	219				
Total progress (cumulative) - assists > 2 hrs				0	52	96	315				
Target (cumulative)				0	42	83	125	167			
Additional progress (by quarter) - assists < 2 hrs				0	20	88	145				
Additional progress (cumulative) - assists < 2 hrs				0	20	108	253				
1,000 businesses or creative/cultural organisations signposted or been provided with information	See notes on definition	n/a	This has not been systematically collected, but for reference there are 428 businesses on the York Means Business newsletter (though not all are distinct businesses); Visit York has 600 members; there will be some overlap between the two.	Business team				11	62	52	
				SCY				48	22	24	
				Research				5	7	8	
				Total progress (by quarter)				0	64	91	84
				Total progress (cumulative)				0	64	155	239
Target (cumulative)				0	83	167	250	333			

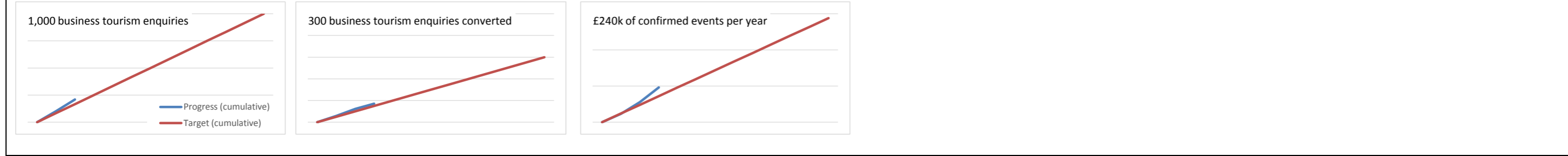


Outputs: 3 year target	Notes	Baseline	Baseline measurement from	Target/progress	Start	Year 1 2015/16			
						Q1 Apr to Jun	Q2 Jul to Sep	Q3 Oct to Dec	Q4 Jan to Mar
Inward investment									
Develop activities to ensure at least 250 inward investment enquiries from businesses outside of the region (the two LEP areas York is part of)	Detailed public reporting on this may be subject to commercial confidentiality. See notes on definition.	240	Council Economic Development team: Across the 3 year period there has been an average of 20 inward investment enquiries per quarter. This would total 240 over the period of the contract.	Progress (by quarter) Progress (cumulative) Target (cumulative)	0 0 0	3 3 21	17 20 42	14 34 63	83
With 20 projects converted	See notes on definition. There has not been robust collection of this data over the previous 3 year time period.	8	Council Economic Development Team, 2012/13 - 2015/16	Progress (by quarter) Progress (cumulative) Target (cumulative)	0 0 0	2 2 2	0 2 3	0 2 5	7
2,000,000 unique visitors accessing promotional or informative material about York for visiting, culture and events through channels in the ownership and influence of the company, e.g. VisitYork.org (total from web / twitter / youtube / visitor information centre / face to face etc) each year.	For the purposes of this figure, duplicates between the two channels would not be expected to be found and omitted.	1.99m	Visit York had 1.5m unique visitor to its website in 2014, and 490k visitors through VIC footfall.	Unique visitors to VisitYork.org (inc mobile) Twitter new followers - @VisitYork Twitter mentions - @VisitYork Facebook new likes - Visit York VIC footfall Unique visitors to VisitYork.org/ groups Unique visits to IlluminatingYork.org.uk Twitter new followers - @IlluminateYork Twitter mentions - @IlluminateYork Facebook new likes - Illuminating York Visits to cityofmediaarts.com Twitter new followers - @cityofmediaarts Twitter mentions - @cityofmediaarts Total progress (by quarter) Total progress (cumulative) Target (cumulative)	0 20,653 0 9,789 0 0 0 3,942 0 2,030 0 2,331 0 38,745 38,745 0	314,275 1,814 1,885 378 107,326 2,364 56,417 138 22 43 0 274 206 485,142 523,887 500,000	322,096 1,605 1,487 327 144,914 2,399 21,237 183 66 107 0 328 306 495,055 1,018,942 1,000,000	458,732 1,601 1,739 398 103,294 2,337 57,362 405 971 408 769 286 400 628,702 1,647,644 1,500,000	2,000,000
10,000 unique visitors accessing promotional or informative material about York for business through channels in the ownership and influence of the company (total from web / twitter / youtube / face to face etc) each year.	For the purposes of this figure, duplicates between the two channels would not be expected to be found and omitted.	n/a	SCY had 740 unique users in December 2014. Over a 3 month period to December 2014, the York Means Business website has 5,767 visits.	Unique users of scy.co.uk Unique users of yorkmeansbusiness.co.uk Unique visitors to VisitYork.org/members Unique visitors to VisitYork.org/media Unique visitors to VisitYork.org/conference Twitter new followers - @MakeltYork Twitter mentions - @MakeltYork Twitter new followers - @VisitYorkBiz Twitter mentions - @VisitYorkBiz Twitter new followers - @york_means_business Twitter mentions - @york_means_business Twitter new followers - @creativeyork Twitter mentions - @creativeyork Twitter new followers - @innovateyork Twitter mentions - @innovateyork Twitter new followers - @SCYinnovate Twitter mentions - @SCYinnovate Total progress (by quarter) Total progress (cumulative) Target (cumulative)	0 0 0 0 0 0 187 0 1,986 1,535 0 4,492 0 1,411 0 985 0 0 0	1,500 3,596 5,362 2,957 2,080 494 210 394 275 262 67 197 32 52 2 105 25 17,610 17,610 2,500	1,554 2,524 4,225 2,139 2,601 299 318 271 98 208 57 128 17 44 3 102 9 14,597 32,207 5,000	1,115 2,446 4,605 3,001 3,543 386 404 247 194 188 108 126 22 47 1 71 16 16,520 48,727 7,500	10,000



Outputs: 3 year target	Notes	Baseline	Baseline measurement from	Target/progress	Start	Year 1 2015/16			
						Q1 Apr to Jun	Q2 Jul to Sep	Q3 Oct to Dec	Q4 Jan to Mar

Business Tourism, with a particular focus on priority sectors.									
Develop activities to ensure at least 1,000 business tourism conference enquiries,	Detailed public reporting on this may be subject to commercial confidentiality. See notes on definition.	343 p/a	VisitYork4Meetings (this was highest performance on record)	Progress (by quarter) Progress (cumulative) Target (cumulative)	0 0 0	101 101 83	108 209 167	126 335 250	333
With 300 converted		92 p/a	VisitYork4Meetings (this was highest performance on record)	Progress (by quarter) Progress (cumulative) Target (cumulative)	0 0 0	29 29 25	32 61 50	24 85 75	100
To confirm events and conferences to a value of £240,000 per year		£236,105	VisitYork4Meetings (this is the ave annual value of confirmed conferences over the last 3 years)	Progress (by quarter) Progress (cumulative) Target (cumulative)	0 0 0	£ 57,453 £ 57,453 £ 60,000	£ 82,037 £ 139,490 £ 120,000	£ 100,914 £ 240,404 £ 180,000	£ 240,000



90% customers very or fairly satisfied by the level of service provided by Make it York direct enquiries / interactions for each major customer group									
Businesses (York and inward investing)	Not currently collected; should be a representative sample of direct enquiries	90%	90% was satisfaction provided by Local Business Links	Progress Target	90.0%				90.0%
Creative/cultural organisations	Not currently collected; should be a representative sample of direct enquiries			Progress Target					90.0%
Visitors	Visitor satisfaction is currently 4.6 / 5; equivalent to 92%	92%		Progress Target	92.0%				90.0%
Residents and students	Not currently collected; should be a representative sample of direct enquiries			Progress Target					90.0%







Attract additional funding to deliver outcomes									
In year 1, deliver an extra £100k of private sector funding, in addition to existing commercial and membership revenues, to help deliver the specified outcomes above; and	Detailed public reporting on this may be subject to commercial confidentiality.	n/a	This has not been collected historically	SCY Other Total progress (by quarter) Total progress (cumulative) Target (cumulative)	£ - £ - £ - £ - £ -	£ 6,910 £ 25,000 £ 31,910 £ 31,910 £ 25,000	£ 22,000 £ 22,000 £ 53,910 £ 50,000	£ 35,000 £ 35,000 £ 88,910 £ 75,000	£ 100,000
Submit at least 10 applications for additional significant funding from various UK and EU initiatives.		n/a	This has not been collected historically	SCY Inward investment team Total progress (by quarter) Total progress (cumulative) Target (cumulative)	0 0 0 0 0	1 1 1 1 1	3 3 4 2	1 5 3	3
To define, develop and hold key account relationships with at least 100 companies	Companies should be from a spread of: medium-sized high value businesses; foreign owned companies; high- growth companies; and those within priority sectors. Detailed public reporting on this may be subject to commercial confidentiality.	n/a	This has not been collected historically	Progress (by quarter) Progress (cumulative) Target (cumulative)	n/a n/a n/a				see narrative report



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Quarterly narrative report

Progress recorded through commentary and RAG (red/amber/green) rating

Description	2015/16 - Q3 Oct to Dec Q3 Progress to date/latest activity		Q3 RAG rating
Business Support, Information And Signposting			
<p>Front door for signposting: To be the 'single front door' in York for businesses and start-ups seeking a range of support, including a 'front door' for businesses accessing Council services, with high quality response, signposting and support.</p>	<p>We continue to work with a wide range of local, regional and national partners to spread the message about our services and support. We continue to see growing recognition of our services amongst businesses.</p>		A
<p>Raise awareness: To make York businesses and start-ups aware of the export provision / grants and finance / property in York / events / business support available to them, including provision through relevant regional bodies, such as the Local Enterprise Partnerships and Combined Authorities.</p>	<p>An updated Business Support Services Brochure has been produced and is being widely circulated. Staff continue to attend regular networking events and hold regular meetings with intermediaries. All events and support offers are being communicated on the website and through social media and via press release where relevant.</p>		A
<p>Property database: To provide an online searchable property database of business accommodation in York or equivalent.</p>	<p>Property database now functioning correctly, with a few minor issues to iron out. The two systems, Egi and Evolutive work together well for us and we can use each one appropriately according to the enquiry. Now need to drive traffic to search facility once again.</p>		A
<p>Student startups: To work with Higher York, and other partners, to ensure students looking to start a business are able to harness the offer.</p>	<p>The Universities are continuing to develop the project. We are awaiting further feedback from the outcomes of branding and research exercise.</p>		A
Key Account Management For Particular Businesses			
<p>Strategic key accounts: To define, develop and hold key account relationships with at least 100 companies from a spread of: medium-sized high value businesses; foreign owned companies; high-growth companies; and those within priority sectors. To deliver this in a coordinated way with the Council and other providers.</p>	<p>The list of companies have been identified and assigned to individuals. We have started to meet with the companies to introduce Make It York and see how we may be able to support them.</p>		A
<p>Support on large businesses: To support the Council in relevant key account follow up activity for large businesses in the city.</p>	<p>Continuing to support large company Key Accounts as needed.</p>		A

Quarterly narrative report

Progress recorded through commentary and RAG (red/amber/green) rating

Description	2015/16 - Q3 Oct to Dec	
	Q3 Progress to date/latest activity	Q3 RAG rating
Sector Development		
<p>High value sector networks - To ensure there are supportive private-sector led networks and profile for priority sectors (as decided by York Economic Partnership via York's Economy & Place Strategy; but including high value science & technology, visitor & retail, and creative & cultural industries) with supportive activities and events.</p>	<p>We have now been awarded the opportunity to deliver Venturefest Yorkshire 2016 as well as BioSynergy 2016 which will support over 1300 delegates interested in Bioscience, innovation and entrepreneurialism. We have appointed a full time role to manage the two conferences. Both ESIF bids have made it through to the 2nd stage of application with the one in partnership with FERA Science Ltd submitted. We will know the final outcome in March 2016. The one in partnership with Uni of York will be submitted in March next year.</p> <p>We are also supporting the establishment of 'Film York'; a peer to peer support network for emerging film makers in the city. Their platform went live during the UNESCO anniversary event and the network is gearing up for 2016.</p>	<p>● G</p>
<p>Named contact - To provide a named individual as a key contact for businesses from priority sectors.</p>	<p>Sector development activities are being led by Heather Niven (Creative, Digital, IT and Bioscience), Charles Storr (Financial and Professional Services, Rail, High Value Manufacturing) and Kate McMullen (Retail, Leisure, Tourism).</p> <p>Heather is also focussing on high value entrepreneurs, innovators and investors through the Venturefest activities.</p>	<p>● G</p>
<p>Director's Forums - To deliver Directors' Forums for high value 'Science City' sectors.</p>	<p>Continuing to support the three Science City York networks through quarterly Director Forum events. We ran both a Creative and Bioscience forum in October with IT & Digital scheduled for January.</p>	<p>● G</p>
<p>Advisory boards - To maintain appropriate advisory boards or groups for key sector groupings and brands (e.g. Science City, Visit York).</p>	<p>The first Visitor Economy Steering Group met on 10 Nov 2015. Next meeting to be held in Feb 2016. Additional members of the group to be recruited to ensure full representation of business types. SCY Advisory Board met on 3rd November. The next meeting is scheduled for 27 January 2016.</p>	<p>● G</p>
Inward Investment		
<p>Proactive & reactive inward investment - To seek proactively to attract new businesses to the city, including providing a clear and effective process for responding to inward investment enquiries in the city, including from intermediaries, with high quality response and support.</p>	<p>Revised enquiry handling process is working well, with more detailed discussion with LEP helping to ensure we see all relevant enquiries, rather than just those selected for us.</p> <p>Meetings have begun with commercial property agents to outline MIY offer, share enquiries and work collaboratively. A targeted retail proposition is being prepared for execution in March.</p>	<p>● A</p>
<p>Toolkit - To update and refresh the York inward investment 'story' and develop a 'toolkit' of resources to promote locating in the city</p>	<p>Following a small delay, the literature is nearing completion and will be printed in late Jan/early Feb. The soft landing offer to potential inward investors has been drawn up and we are firming up intermediary offers from businesses and partners.</p> <p>Appointments with key agents are being set for February and March.</p>	<p>● A</p>
<p>Anchor tenants - To seek proactively anchor tenants for key employment sites such as York Central and Heslington East.</p>	<p>We attended MIPIM UK, alongside LCR colleagues to promote key sites including YC, Southern Gateway and Heslington East. Following this, we have hosted 1 investor visit linked to YC with a further 2 in the pipeline.</p>	<p>● A</p>
<p>Embed new businesses - To welcome and help new businesses to embed within the city.</p>	<p>Business support services brochure has been printed and is available electronically.</p>	<p>● A</p>

Quarterly narrative report

Progress recorded through commentary and RAG (red/amber/green) rating

Description	2015/16 - Q3 Oct to Dec	
	Q3 Progress to date/latest activity	Q3 RAG rating
Visitor Economy Product Development		
To work with the visitor economy sector and city centre businesses to ensure a quality 'product' is offered to visitors and residents, and that it is accessible and welcoming to all.	<p>Delivered the 2015 Illuminating York events and St Nicholas Christmas Festival including Christmas Markets and Food/drink outlet, Ice Trail and Choirs weekend.</p> <p>Planning in place for a new Easter family event incorporating the Chocolate Festival.</p> <p>Early planning for IY and Christmas 2016 underway.</p> <p>Working with key tourism businesses to coordinate marketing and messages of 2016 product, including Mystery Plays and Flying Scotsman.</p> <p>The annual Tourism Conference for Visit York members will take place on 20 January 2016.</p>	● G
Business Tourism		
To attract new business tourism to the city, with a particular focus on priority sectors; including providing a clear and effective process for responding to enquiries with high quality response and support.	<p>Quarter 3 has been the strongest to date with a confirmed revenue of £100,914.10 of conference and events business to the city.</p> <p>Activity in quarter 3 has included Square Meal Venue and Events show attracting 200 new leads for potential events to York.</p> <p>Work has begun to bid for sector specific international events with York St John University.</p>	● G
Visitor And Cultural Information		
To ensure there are clear and effective ways for visitors and residents to find out about the city, including face-to-face and through digital media, with high quality information and support.	<p>Launch of new mobile version of www.visitork.org to improve functionality and usage.</p> <p>There is a need for MIY to look at all websites/social media channels, including Shambles Market, to coordinate on line information.</p> <p>Visit York Information Centre to review options for on street/pop up locations throughout 2016.</p> <p>The 2016 Destination Guide was completed and went to print in December, ready for distribution in January 2016. At 86 pages long and with a print run of 100k it is the biggest guide yet.</p>	● A
Resident Benefits From The Tourism and Cultural Offer		
Residents - To encourage, communicate with and provide all residents with the opportunity to enjoy the tourism and cultural offer of the city	<p>7 Days newsletter distributed directly to 8,200 residents with a further reach of approx. 80,000 via onward distribution by key employers, University of York, social media followers etc.</p> <p>Plans for 2016 Residents' Festival (30-31 Jan) now advanced with 80 free attractions and events offered to York Residents and Students.</p>	● G
Students - To work with Higher York, and other partners to ensure activities and information are beneficial for students	<p>All students at University of York receiving a link to the 7 Days newsletter. Early discussions and in principle agreement to incorporate content into the YSJ Students Union website.</p> <p>Students from York College, U of Y and YSJ to be encouraged to take part in the Residents' Festival using their student ID.</p> <p>Pilot Enhance programme completed with 20 new Young Chinese Ambassadors graduating from the programme.</p>	● A

Quarterly narrative report

Progress recorded through commentary and RAG (red/amber/green) rating

Description	2015/16 - Q3 Oct to Dec	
	Q3 Progress to date/latest activity	Q3 RAG rating
Cultural Development		
<p>Sector development - To take a lead in ensuring cultural and creative sectors are working collaboratively to improve cultural provision in the city, including shaping the cultural strategy for the city detailing priorities for collaborative action by the sector</p>	<p>Regular York@Large meetings attended by Make It York. Close working relationship with Chair of York@Large including sharing of useful leads/contacts and shared meeting with local projects and initiatives.</p>	<p>● A</p>
<p>Support commerciality - To support increased commercial competitiveness, productivity and innovation in the sector to enable sustainable organisational and financial models</p>	<p>The new commercial sponsorship of Illuminating York and the York Ice Trail worked well with positive feedback from retailers and business sponsors around the positive impact of being involved in local cultural product. York Ice Trail achieved almost £30,000 in sponsorship, Illuminating York £22,000 and £100,000 was raised to support the destination guide. We are seeking commercial support for Easter activity.</p>	<p>● A</p>
<p>New initiatives - To nurture new cultural ideas and initiatives</p>	<p>Make It York are developing plans to launch a York Hive - online crowd funding platform as part of a national model. This will allow local groups, businesses and individuals to raise awareness and cash for innovative projects in the public realm.</p>	<p>● A</p>
<p>Measure performance - To develop an outcomes framework and a baseline measurement to enable future monitoring of performance around cultural development</p>	<p>All data for cultural engagement now collected and presented to York@Large, infographic design of baseline document is due to start.</p>	<p>● A</p>
<p>Awards - To enable York cultural excellence to be recognised and promoted across the city through an annual awards event.</p>	<p>Invitations have now been sent out to 50 key people within the Cultural Sector to attend the York Culture Awards launch event on 14 January. We have now secured main sponsorship from Benenden for the event and additional award sponsorship from Joseph Rowntree Foundation and Rushbond, among others. Further award sponsorship deals are pending. The York Culture Awards website is currently under development and we have also commissioned a film producer and an animator to create promotional films. Entries for the awards will open on 14 January and will remain open until 30 September 2016.</p>	<p>● A</p>
City Centre Management And Improvement		
<p>Cross-sector working + investment - To facilitate cross-sector work to improve the city centre as a destination for business, visitors and residents. This should include leading on approaches to maximise private-sector led investment (e.g. a business improvement district or other).</p>	<p>Planning partnership opportunities with the imminent BID.</p>	<p>● G</p>
<p>Manage city centre space - To manage the City Centre space, and develop the city centre as a safe, dynamic and active place to be enjoyed by residents and visitors alike.</p>	<p>Hugely successful St Nicholas Festival incorporating Thor's Tipi and new elements across a trail of the city centre, drawing praise from visitors, residents and traders, incorporating very positive city wide publicity on BBC Breakfast television.</p>	<p>● G</p>

Quarterly narrative report

Progress recorded through commentary and RAG (red/amber/green) rating



Description	2015/16 - Q3 Oct to Dec Q3 Progress to date/latest activity		Q3 RAG rating
Market Management			
<p>Manage the market - To manage the Shambles Market to create a vibrant hub and programme that is an attraction in its own right, and to increase the revenue generated by this activity.</p>	<p>Successful trial of an evening market on Fridays before Christmas with traders reporting record sales and very positive responses from visitors and residents, an opportunity for the lighter nights. Working to bring more vibrancy to the Shambles space and continuing to work with CYC to complete the refurbishment programme.</p>	●	A
<p>In line with Charter - To deliver a service which is in keeping with the objectives and values of the Market Charter and Market Regulations. To take responsibility for the Market Charter and other regulations relevant to the Market.</p>	<p>Working within the Charter and in partnership with the Coppergate Centre to deliver an extension to the St Nicholas Christmas market into other areas of the city.</p>	●	G
<p>Promotion - To promote the market to key customer groups</p>	<p>Shambles Market promotion delivered largely through pre-agreed contract with an external marketing agency, supported by the MIY team. Marketing mainly through social media channels including opportunities for social media master classes for traders and building content on Shamblesmarket.com. Monthly Farmers Market continues to have specific marketing activity and additional promotion around the Christmas Festival. Signage package has still not been delivered, hampering opportunities to point footfall towards Market.</p>	●	A
Events Programming Of The City Centre			
<p>Festivals & events - To support and develop high quality city centre festivals, activities and events, currently to include a festival of food and drink, Illuminating York, winter festival and Viking festival.</p>	<p>Illuminating York took place from 28-31st Oct 2015 and was delivered within budget. A new commercial sponsor was secured and 8,098 people attended the ticketed installation in Museum Gardens. Overall footfall was calculated at 54,671. The improved 'St Nicholas Christmas Festival' was delivered successfully with a new grotto (attended by over 2,000 children), a new Food and Drink offer and 100 wooden chalets. The York Ice Trail comprised 30 sculptures and was well attended.</p>	●	G
<p>New initiatives - To support and develop new events and initiatives, that deliver ambitious, high quality artistic or cultural programmes, attracting significant audiences, whilst employing a robust approach to ensuring sustainability, health and safety standards and working effectively with a range of partners and funders.</p>	<p>The new Roman Festival continues to develop and Make It York offers ongoing support to Vespertine (a new programme of free cultural events in the early evening). Make It York are currently looking at sourcing investment in Easter activity, aimed at both resident families and visitors.</p>	●	A
<p>Engagement in wider events - To engage businesses and visitors in mass participation sporting events already happening or planned in the city.</p>	<p>Support is ongoing for The Yorkshire Marathon/ CTC Rally/ York 10k and Race for Life/Skyride and Festival of Cycling. There are a range of smaller 10k races throughout the year booked in.</p>	●	A


Quarterly narrative report

Progress recorded through commentary and RAG (red/amber/green) rating

Description	2015/16 - Q3 Oct to Dec	
	Q3 Progress to date/latest activity	Q3 RAG rating
Place Marketing		
<p>Marketing - To facilitate and promote a coherent image / brand for the city nationally and internationally, including relevant promotional materials across the remits.</p> <p>Brand - To manage Visit York and Science City brands liaising with partners as necessary.</p> <p>Collaboration - To work collaboratively, where mutually beneficial, with York's Universities and Colleges on the marketing of the city; acknowledging the significant resource institutions already have dedicated to attracting students and international markets.</p>	<p>Need for product development continues. Working with AVANTE groups to address anti-social behaviour. Extensive North of England marketing campaign to launch in US/China/Australia/ Germany/Netherlands in January 2016 with York as a key destination. New 2016 York Visitor Guide refreshes and develops York's cultural, family, high quality messages.</p> <p>Visit York brand remains as the lead brand for visitors and tourism businesses. Science City Brand to remain the same as it was before joining Make It York. It is recognised and fits well within the look and feel of the overall MIY portfolio of brands. This has been agreed with the advisory board.</p> <p>Conversations continue with both Universities and some very constructive initial conversations with Askham Bryan College.</p>	<p>● A</p> <p>● G</p> <p>● A</p>
Inbound VIP Visits Relevant To Business Growth, Tourism and Culture		
<p>To respond to and coordinate inbound VIP visits to the city for remits relevant to business growth, tourism and culture.</p>	<p>In November 23 Chinese tour operators had a whistle stop tour of York as part of a wider Northern Tourism Growth Fund visit, spending 6 days in the North looking to expand their programmes on the back of the news there will be a new direct flight from Beijing to Manchester in June 2016. 8 Dutch tour operators spent 1 day in York in December. 15 tour operators from UK based companies visited York for an overnight and full day familiarisation visit in December. We have organised 9 international media visits which took place in quarter 3 and have one US media visit already booked in for quarter 4. We attended the Meet the US Media event in New York in November and will be hosting visits from this in the future.</p>	<p>● G</p>
Capitalise Upon The Opportunity Of UNESCO Designation		
<p>Deliver action plan - To coordinate and facilitate activity to maximise the benefit of York's UNESCO City of Media Arts designation for the city's economic growth, and for residents; specifically taking a lead on delivering the UNESCO Media Arts action plan.</p> <p>Make self-sustainable - To attract funding to continue delivering this work into 2016/17 and beyond.</p>	<p>Anniversary event on the 1st December to announce 3 major strands of activity: - a new Guild of Media Arts, - a new Media Arts Award for schools, - the development of a new international media arts festival.</p> <p>Work continues to attract both public sector (eg Arts Council) and private sector funding.</p>	<p>● A</p> <p>● A</p>

Quarterly narrative report

Progress recorded through commentary and RAG (red/amber/green) rating

Description	2015/16 - Q3 Oct to Dec Q3 Progress to date/latest activity		Q3 RAG rating
Additional Responsibilities			
Conversations between sectors around business growth, tourism and culture	Work is ongoing in all areas		 A
Providing advice on business growth, tourism and culture			
Representing the city at a regional level within its remit			
Research and business intelligence to fulfil objectives			
Synergies across functions and customer groups			
Working in partnership			
Working collaboratively on relevant remits			
Working with both local enterprise partnerships			
Transparent plans and reporting			
Acting ethically and responsibly			

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