



Report to City of York Council Shareholder Committee Monday October 14th 2024

Introduction

This paper provides an update of Make It York's (MIY) activities from April 24 to September 2024. It also presents Appendix 1 - Audited Accounts for 2023/2024, Appendix 2 – Management Accounts report incorporating Profit & Loss statement, Balance Sheet and Cashflow forecast - August 2024 **(Confidential)**, Appendix 3 - SLA strategic linkages Key Performance Data dashboard.

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

Financial Position April 2023 - March 2024

MIY has had a strong financial performance in the year April 2023 – March 2024. The profit for the financial year before tax is £297,618. This is made up of operating profit of £57,908 and a successful COVID insurance claim of £239,710. With recognition of a surplus on the defined benefit pension scheme and the movement on Corporation Tax, total comprehensive income for the 2023-24 financial year is £379,130.

This profit has been achieved through strong financial management, the controlling of costs and maximising revenue opportunities through the activities of the company.

The strong financial performance has moved MIY back into solvency with total net assets at the year-end of £285,051.

Financial Position April 2024 – March 2025

The financial year has started strongly with the position at the end of August ahead of the budgeted position. York Pass is doing particularly well this year,

which aligns with more visitors to the city. A new purchase order system and policy has been implemented which is controlling expenditure and allowing for greater accountability for MIY staff.

The snooks trail, run in partnership with St Leonard's Hospice, made a profit of £27,000 which was shared between the two companies. MIY have ringfenced this money into a "York Creates fund" which ensures it goes back into the creative community.

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

The cash position is strong, which allows investment to be made in the company and its assets, specifically Shambles Market. This enables MIY to further attract visitors and traders to the iconic market.

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

Governance

The new SLA is in place from September 24 with clear outcomes and outputs and regular Client Meetings take place. A Quarterly Narrative is also produced before each quarterly meeting along with financial information.

The Make It York Board has one new member from the Local Authority, Councilor Douglas replaced Councilor Kilbane. The Local Authority representatives are Councilor Douglas and Councilor D Smalley.

Good Business Charter

We are committed to supporting York's ambition to be a net-zero carbon city by 2030 and will reduce our environmental impact.

We have successfully achieved Good Business Charter status for the second year in a row in recognition of delivering responsible business practices. All our supplier contracts include an environmental clause to demonstrate how they will impact on reducing carbon and we are directly with GBC to create a resource for MIY Members - local tourism, hospitality, and retail businesses to help them understand how being a responsible business can help attract/retain staff, reduce costs, build trust with customers, and then provide

further case studies. Introductory meetings are also being facilitated with key partners.

Performance

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

Human Resources

We have human resource policies and procedures that are up to date and in line with law and applicable regulations that are applied to all fairly and consistently.

Health and Safety

We have a Health and Safety Management Plan that is issued and read by all staff and all staff undertake annual comprehensive Health and Safety training relevant to their role. Staff have also completed the Action Counter Terrorism training. We undertake annual DSE assessments and training for all staff.

Training and Development

We have an annual training and development management programme in place and staff. Equality and Diversity, Information Security and Data Protection training have all been undertaken. Internal mentoring is also facilitated where this is identified as part of appraisal process.

Complaints

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

Risk Management

We manage businesses risks adequately and effectively

- We protect our data from security breaches and have adequate IT

security policies in place and daily external data backup. We apply key multifactor protect for key elements of the business.

- All staff undertake annual GDPR training.
- Our contractors provide adequate protection and assurances of securing our data held on their systems.
- We have an adequate Risk Register in place that is reassessed on a quarterly basis.
- 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.

Annual Business Performance

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

Make it York Annual Review

The annual review is complete in digital format. We chose this format consciously in line with our commitment to reduce our carbon footprint and in line with the Council's aspirations.

The report can be accessed via <https://app.air.inc/a/c89fY9mys?ts=0>

Positive PR and Promotion for York

- [most popular city](#) - YouGov, 2024

- [friendliest place to live](#) - Rest Kess, 15 March 2024
- [joint second-best large UK city for a short break](#) - Which? 24 May 2024
- [one of the best cities in the UK for food and drink](#) - Which? 26 June 2024
- [Finalist as Best UK Destination](#) - GLT Awards Finalist 2024, 4 July
- [third best street food market in Yorkshire](#) - according to Danny Malin yorkshireeveningpost.co.uk, 23 July 2024
- German TV show 27/28 July 2024 which the VB team in Germany initiated 2023. The show features Scarborough, North York Moors, York, Thirsk, Durham, and Newcastle: [Wunderschön! Englands Norden - Durch Yorkshire nach Newcastle - hier anschauen \(ardmediathek.de\)](http://ardmediathek.de)
- [York's high street was ranked in 18th place out of the top 25](#), [American Express](#) and Global Data, 6 Aug

Income and Sponsorship

We continue to maximise opportunities for sponsorship and income which secures best value for money for MIY managed assets such as public spaces, publications, the website, Art benches, digital TV screens and sponsorship of key event trails, which creates and supports the development of commercial partnerships. Sponsorship and advertising income has a “key role to play” in ensuring that we can continue to deliver several key outcomes such as events which are valued by residents, visitors, and businesses.

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

Visit York Membership

Membership retentions for 24/25 is at 93% Between April and September with 13 new members joining Visit York. This is the highest level of retention in Make It York's history.

Two Member networking events held this quarter along with monthly e newsletter.

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

Volume and value of tourism in York:

Volume and Value of Tourism to York in 2023:

Data from the 2023 STEAM Report, published in May 2024, showed that tourism was worth £1.82 billion to York's visitor economy in 2023. A total of 9 million visitors (*up 2.2% vs. 2022*) spent £1.2 billion in the city.

- An estimated 1.3 million visitors were international, 1.7 million were staying visitors (*up 1.3%*) and 7.3 million were day visitors (*up 2.5%*)
- The average length of stay was 3.2 nights
- A total of 16,017 FTE (Full Time Equivalent jobs) (Full Time Equivalent jobs) jobs were supported directly and indirectly by tourism.

YTD Tourism Performance in York (July 2024):

Footfall

- Total city centre footfall reached almost 2.5 million visits in Q2 2024 (Apr-Jun), a marginal increase vs. Q2 2023 despite Easter falling in March this year. Footfall fell by 8% in April vs. 2023 but recovered in subsequent months.
- After a strong first quarter, a disappointing April left total Q2 Parliament Street footfall 4% below Q2 2023 at 1.8 million. Highest monthly recorded footfall was in May.
- In contrast to Parliament Street, Micklegate saw a 16% rise in footfall in Q2 compared to 2023 (711k). The demolition of Queen Street Bridge saw increased footfall as pedestrians took alternative routes, but new businesses and increased community events (e.g. the Micklegate Art Trail) have also contributed to higher footfall.

Accommodation

- Airbnb/Vrbo listings reached their highest average quarterly level in Q2 at 2,125, a 7% increase on Q2 2023 and a 33% rise vs. Q2 2019. Listings continued to grow in July, reaching 2,183. However, B&Bs are increasingly using Airbnb in a bid to reach a wider audience.
- Average Airbnb occupancy was 65% for Q2, a 44% increase compared to Q1, but no change on Q2 2023. Overall, average YTD occupancy rates this year are in line with 2023. Average daily rental (ADR) per Airbnb reached a high of £161 in April but has been falling since. Average monthly revenue per property was £2,836 for Q2, but it varies across the year as occupancy and daily rates change, from around £1,500 in January to almost £3,500 per month in July.
- Serviced accommodation occupancy reached 85% in May, the latest month for which data is available and the highest rate for years (May 2019 occupancy was 84%). Room rates also reached their highest level (£112) giving an ADR of £95 for May, 11% higher than May 2023.

Visitor Attractions

- Almost three quarter of a million visits were made to York's attractions in Q2 2024, though this was a 6% decrease compared to Q2 the previous year, primarily due to Easter falling in March. Big attractions received 690k visits, while over 55,000 visits were made to York's smaller attractions (Source: 23 attractions in the York Attractions Monitor)
- A strong performance in May (when compared to 2023) was countered by a weaker performance in July, resulting in overall visitor numbers for the year to date being in line with last year.

Origin markets | Northern England destinations

Top origin markets according to spend (2023)

Northern England destinations	1	2	3	4	5
Cheshire and Warrington	USA	Republic of Ireland	China Mainland	Australia	France
Cumbria	USA	Republic of Ireland	Australia	Germany	Canada
County Durham	USA	China Mainland	Republic of Ireland	Australia	Germany
Hull and East Yorkshire	USA	Republic of Ireland	Germany	Australia	France
Greater Manchester	Republic of Ireland	USA	France	China Mainland	Saudi Arabia
Lancashire	USA	Republic of Ireland	Australia	Germany	China Mainland
Liverpool City Region	Republic of Ireland	USA	Norway	Australia	France
North Yorkshire	USA	Australia	Republic of Ireland	China Mainland	Canada
Northumberland	USA	Republic of Ireland	Australia	Germany	Canada
South Yorkshire	Republic of Ireland	USA	China Mainland	Australia	India
Tees Valley	USA	Republic of Ireland	Australia	Germany	India
Tyne and Wear	USA	Republic of Ireland	China Mainland	Australia	Saudi Arabia
West Yorkshire	USA	Republic of Ireland	China Mainland	Australia	India
Britain average	USA	Republic of Ireland	France	Saudi Arabia	Australia

The most prominent top ranked origin markets across Northern England destinations are the USA and Republic of Ireland, followed by Australia and China Mainland. An unusual entrant to the top rankings, only appearing for one region, is Norway (ranked 3rd for Liverpool City Region).

All values and percentage changes in spend are in nominal terms unless otherwise specified. Please refer to the appendix for details on destination definitions. Please note that this data covers in person spend only; online spend is not included

Comparison

		Number of visitors			Economic Impact	
		Total visitors (millions)	No. of Day Visitors (millions)	No. of Staying Visitors (millions)	Economic Impact (£millions)*	Number of FTEs (Full Time Equivalent jobs) supported
York	2023	9.03	7.29	1.74	£1,815	16,017
	% change vs. 2022	2%	2%	1%	-4% indexed +8% historic	-3%
Harrogate	2023	5.8	4.6	1.2	£778	£7,216
	% change vs. 2022	-1%	-2%	4%	22%	9%
Durham City	2023	4.4	N/A	N/A	£296	3,099
	% change vs. 2022	13%	N/A	N/A	19%	10%
Newcastle	2023	10.98	9.279	1.7	N/A	13,785
	% change vs. 2022	5%	5%	6%	N/A	11%
Sunderland	2023	8.73	7.92	0.81	£597	5,848
	% change vs. 2022	3%	2%	6%	3%	11%
County Durham	2023	20.15	18.54	1.61	£1,230	13,178
	% change vs. 2022	13%	14%	1%	18%	12%
Northumberland	2023	10.12	8.26	1.86	£1,262	14,655
	% change vs. 2022	1%	3%	-4%	8%	0%
Greenwich	2023	19.00	N/A	N/A	£1,870	16,000
	% change vs. 2022	11%	N/A	N/A	25%	N/A

Marketing & Communications

New York International visit

MIY attended New York in May as part of a trade delegation to foster greater trade links.

We attended a number of organised networking events to promote York as a place to live, visit, and invest.

Key Outcomes of the visit were

- Agreed Contra marketing with New York
- Arranged familiarisation visits to York because of being in New York and networking.
- Liaised with New York Economic development and Investment Team and connected them with CYC inward investment team to look at ways of York Central can be utilised as a UK base for businesses seeking UK based presence as opposed to London.
- Visit York advertised on Times square – advertising value of £10k
- Held meetings with out of home advertising in New York who are direct suppliers in America. This enabled us to understand the actual cost of facilitating an international marketing campaign.

Campaigns

Summer Campaign

Summer in York is Make it York's headline summer campaign ran between June & August. This campaign is delivered in partnership with First Bus.

The campaign was largely designed for our attractions sector, who want to stabilise or build their day-tripping, family, VFR, and repeat visit markets during a highly competitive period.

The campaign was featured on Sky, ITV, video on demand along with a radio campaign.

Green York

In 2024, Visit York launched its first sustainable tourism marketing campaign, partnered by FIRST, UK leaders in responsible tourism, with an impressive York Electric fleet of buses.

This campaign achieved two key objectives:

- Provide industry support for the growth of sustainable tourism within the city, with a campaign titled 'Green York.' This will include rewarding sustainable or caring businesses through boost promotion on Visit York channels, providing member training and support, and introducing a new 'sustainable champion' annual award.
- A complementary marketing campaign, celebrating York as one of Britain's most beautiful and historic cities, with a vibrant local culture and unique traditions - a caring city that is a wellbeing haven for humans and wildlife alike.

Minster Campaign

Working in partnership with York Minster, Visit York launched a marketing campaign to mark the 40th anniversary of the infamous 1984 fire and commemorate this landmark event. The campaign helped to reach a new, national audience of visitors – crucially, an audience who can make a financial contribution towards York Minster's future by becoming paying visitors.

The campaign is running between May and December, with York Minster's highlight events to include an exhibition launch and special service in early summer, and a light installation in the autumn.

The campaign will be featured on Sky, ITV, video on demand along with a radio campaign on Classic FM.

Halloween Campaign

A Halloween marketing campaign went live on the 13 September. The campaign be amplified on YouTube and social media and features key partners of Park and Ride and York Dungeon.

The decision was made for this to be an annual campaign enabling us to use the assets for international audiences, highlighting York as Europe's most haunted City.

Key web and social media statistics - 1st April to September 24

1st April to 31st August 2024

Social Media Performance

Impressions : 5,096,668

Engagements : 156,285

Video Views: 1,002,766

Published Posts: 1,185

Net Audience Growth: +2,876

Summer Campaign:

Posts Referencing Summer/Dream Day Out: 215 posts

Impressions: 1.4 million

Engagements: 229,115

Summer Reels Views: 389,244

Web Performance

Web Visitors: 562,693 users

Summer Campaign:

Page Views: 22,550

Key PR Statistics – 1 April 2024 – 31 August 2024

- 306 volumes of print and online articles
- £1.85 million AVE (average value equivalency)
- 151 million OTS (opportunities to see)
- Interviews including BBC Radio York, That's TV (both for Trailblazers)
- Internationally: York featured in German TV show with 800k viewers, feature in Conde Nast Traveler Spain, P&O Ferries in Hull promoting York to international agents, visit from Dunhuang City (China) and Archaeology Academy to York Archaeology, Veenus classic steam train trip from Chester to York

Visitor Information Centre

We will continue to investigate additional revenue streams to boost the VIC's financial performance whilst highlighting our members and all York has to offer.

Make it York also provides an information pod at the train station which has been open through the summer.

Markets and Events

Market Charter

Following the successful trial market at Acomb a further extension has been granted until December 24. The market has proved popular with the local community and is well used. A request has been received to hold an additional market at Acomb following community engagement and discussions with CYC are ongoing to facilitate this.

Market Rules and Regulations

An updated version of Shambles Markets Rules and Regulations has been the subject of Trader consultation.

The on-going sustainability of Shambles Market as detailed in the Service Level Agreement is dependent on the ability of Make It York to proactively manage and develop this, supported by a current and comprehensive set of Rules and Regulations. Having last been amended in March 2022, we are now proposing to update these as:

- They do not reflect current professional market management requirements.
- They do not facilitate equity and inclusiveness for all.
- They do not help deliver a vibrant and financially viable market or deliver a market that this operated at cost neutral at minimum.
- They do not cover current legislation adequately.
- It is essential to have a standard set of Rules and Regulations that are fair, transparent, consistent, and practical for all traders to comply with on all market days.

Events and Festival

Speciality events

Currently exploring opportunities to develop the events and speciality markets programme to provide a more diverse offer which is family orientated and inclusive, appealing to both residents and visitors. Meetings have taken place with third-party speciality market providers; we hosted an artisan market as part of the Yorkshire Day celebration and are working on a speciality market programme for 2025.

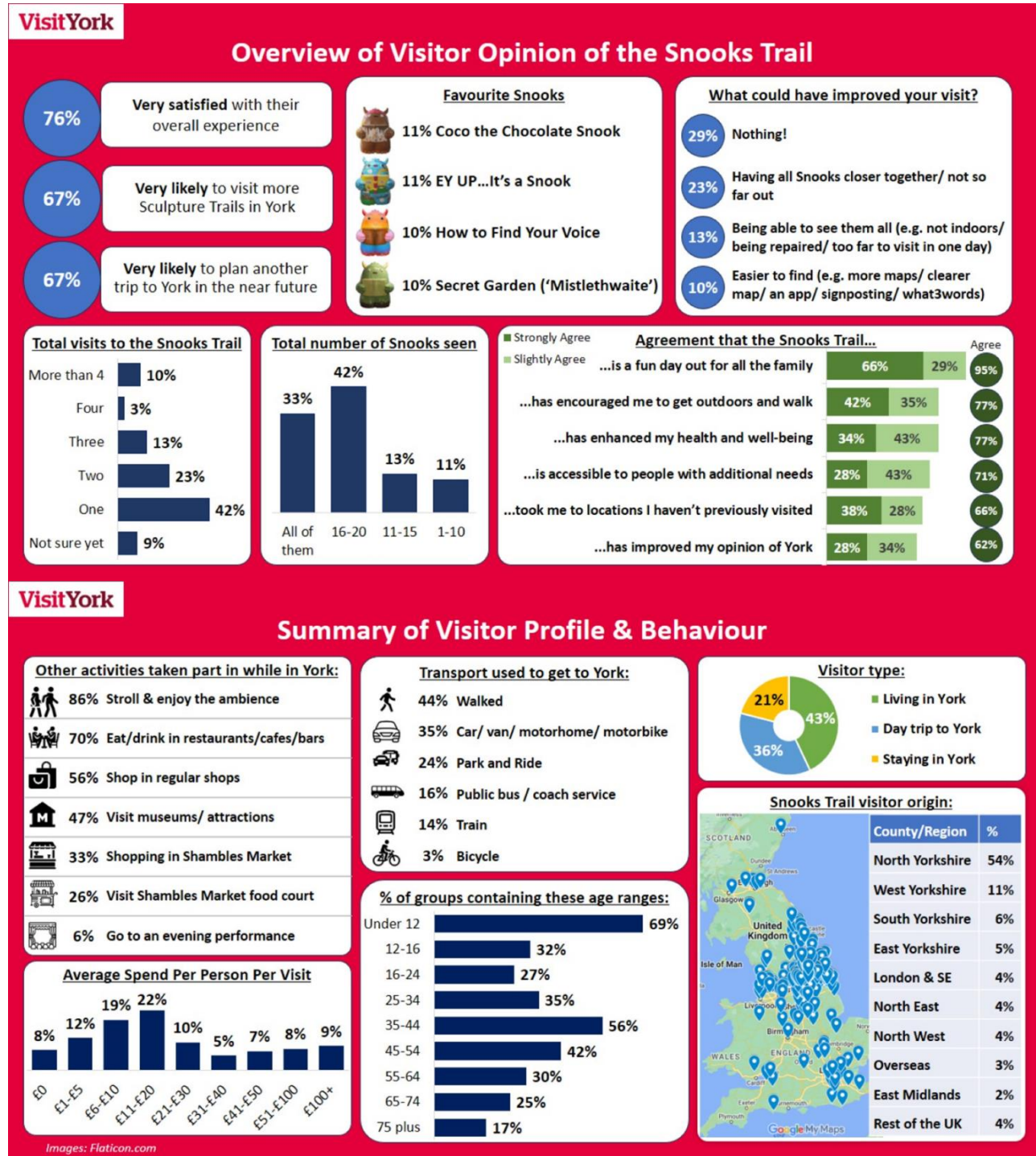
Yorkshire Halloween Festival

Working with Made in Yorkshire, a Yorkshire Halloween Festival will take place from Thursday 24th October through to Friday 1st November. The event will emphasize creativity and interactivity for families- with a Halloween/Autumnal theme. The festival featuring regular artisans who will be trading within a large marquee, with a forecourt created by pop-up marquees presenting activities designed to encourage families to take part in a range of interactive craft activities- with a Halloween and Autumn theme. There will also be a Tipi (Jorvik Tipis) which will provide an inclusive sensory environment to host a series of accessible and creative events (free, paid, and open) and offer a Halloween inspired sensory haven in the centre of York.

Snooks Trail


The Snooks trail took place from March until April and saw 21 Giant Snooks and 77 Cardboard Snooks were showcased across the city for 8 weeks.

A summary of the evaluation is below.



Newsletter, PR & School Engagement with 2024 Snooks Trail

Newsletter Summary	
Number of emails:	16
Total recipients:	53.5k
Total opens:	32.3k
Total clicks:	4.9k
Average open rate:	47.53%
Media Summary	
Volume of articles:	62
Value:	£115k
Opportunities to see:	2.85m
Media sources:	
<small>Great British Life (Web) Living North (Web) Living North (Yorkshire) The Press (York)</small> <small>Yahoo UK and Ireland (Web)</small> <small>Gazette and Herald Yorkshire Business Woman The Press (York) yorkpress.co.uk</small>	
	

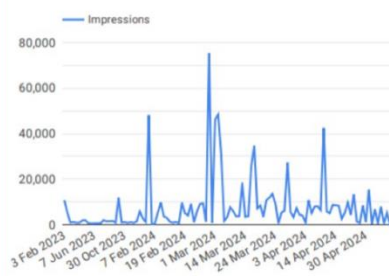
Cardboard Snooks Project: Engagement with Schools	
2,250 young people engaged across the following educational settings:	
<ol style="list-style-type: none"> All Saints Federation of Academies Burton Green Primary School Carr Junior School Copmanthorpe Primary School Elloughton Primary School Heworth Primary School Jack and Jill's Nursery School Our Lady Queen of Martyrs Poppleton Road Primary School Rufforth Primary School Scarcroft Primary School Skelton Primary School St Lawrence's CE Primary School Westfield Primary Community School 	
In total, 77 cardboard Snooks were returned and placed in a total of 52 businesses and libraries across the city.	

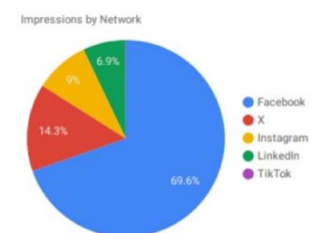
Source: Visit York – Newsletter data 1 Jan 2023 – 9 May 2024, PR data 1 Jan 2023 – 16 May 2024

Website & Social Media Engagement with 2024 Snooks Trail

Website Summary	
Total users:	30.2k
Views:	64.6k
Outbound Link Clicks:	13k
Average session duration:	00:02:16
Sessions:	47.0k
Most viewed pages:	
Page path	Views
1. /snooks	27.1K
2. /trails/the-snooks-trail	6.3K
3. /snooks/meet-the-snooks	4K
4. /events/snooks-yorks-character-trail	3.3K
5. /snooks/trail-faqs	2.2K
6. /snooks/cluesarehiddeninbooks	818
7. /snooks/meet-the-artists	736
8. /snooks/trail-sponsors	641
9. /snooks/meet-the-snooks/snooks-love-all-books	348
10. /snooks/snooks-easter-challenge	332

Social Media Summary	
Number of posts:	390
Impressions:	835.1k
Comments:	534
Likes:	9.5k
Engagements:	25.7k
Engagement Rate:	3.79%





Source: Visit York data 1 Jan 2023 – 9 May 2024

Christmas Market

The Christmas Market 2024 will run from 14th November to 22nd December - 39 days in total.

80% of Traders attending are Yorkshire Based

The market will host:

- 75 Chalets
- 10 Street Food offers
- 3 Mulled Wine offers

We have been working with City of York Council to facilitate a dedicated Safe Space venue which would make York Christmas Market a national first and exemplar to improve accessibility on large scale events.

CYC see this as a fantastic opportunity and unique claim as the first Christmas Market nationally to make such accommodations.

Options to fund this are now being explored. If funding can be found this initiative will be implemented.

LVEP

Make It York has been involved in developing a Draft Growth Plan and draft partnership agreement. This details the scope of LVEP and key priorities for North Yorkshire. The plan is still in the draft stage and once finalised will be owned by all partners and stakeholders to ensure delivery.

Culture

UNESCO

We were partners in the delivery of Reignite festival.

MIY has awarded a grant to deliver the UNESCO Media Arts Expo along with CYC and York and North Yorkshire Mayor.

The Event includes developing in the first UNESCO City of Media Arts Expo which is designed to make the organisations in the city working on national and international scales visible, provide education opportunities and career

pathways for young people, alongside championing UNESCO to residents. We will also engage with the other Creative Cities in the Network and CYC can use this event as a driver for engaging inward investment focused on York Central. The Event includes developing in the first UNESCO City of Media Arts Expo which is designed to make the organisations in the city working on national and international scales visible, provide education opportunities and career pathways for young people, alongside championing UNESCO to residents. We will also engage with the other Creative Cities in the Network and CYC can use this event as a driver for engaging inward investment focused on York Central.

York also hosted the UNESCO Local to Global site cluster meeting on 25 June 2024. This was attended by other UNESCO UK Cities. in-person workshops that will take place in 2024 to explore shared challenges and opportunities for UNESCO sites in the UK in-person workshops that will take place in 2024 to explore shared challenges and opportunities for UNESCO sites in the UK in-person workshops that will take place in 2024 to explore shared challenges and opportunities for UNESCO sites in the UK. The in-person workshops explored shared challenges and opportunities for UNESCO sites in the UK.

Trailblazers

In partnership with York Civic Trust the Trailblazers were launched on the 1st of August.

The trail saw 17 unique Tansy Beetle Sculptures, all built from sustainable materials and all which celebrated a local Trailblazer on display in various locations across the city until late September.

Information boards were provided with each sculpture to explain the Trailblazers contribution to the community, as well as a background to the artist and the community group. There were printed maps available to pick up from the Visitor Information Centre on Parliament Street, or the option to download a digital map from Make it York's website.

The National lottery funding secured tied the city-wide Trailblazers anniversaries and events together through the following activities: heritage organisations, local communities, digital artists, community and schools heritage education work through interactive and accessible workshops; a community grants scheme to enable groups to produce their own events and initiatives as part of the York Trailblazers programme; a large-scale public

realm heritage trail created in collaboration between local sculptors and heritage craftspeople; and long-term legacy for the trail assets to transform areas of York by their permanent installation.

York Civic Trust and Make It York have worked together to:

- Engage York's residents and visitors in a celebration of York's history and heritage and its trailblazing figures – past, present, and future - through an inclusive programme of events and initiatives.
- Supported and promoted the existing York Trailblazers programme taking place.
- Created opportunities for community groups and heritage experts to work together, contributing new and exciting events to the programme, and enabling York's residents to discover more about our shared heritage through the heritage sculpture trail design process and through administering Community Grants.
- Delivered a heritage sculpture trail celebrating the stories of York's trailblazers, chosen, championed, and developed by a diverse range of community groups representing modern York – inspiring residents to learn more about York's hidden histories and residents and visitors alike to enjoy discovering more about the city's heritage.

Conclusion

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