

**Notice of a public meeting of  
Shareholder Committee**

**To:** Councillors Widdowson (Chair) and D'Agorne  
**Date:** Monday, 13 March 2023  
**Time:** 4.30 pm  
**Venue:** The Snow Room - Ground Floor, West Offices (G035)

**AGENDA**

**1. Declarations of Interest**

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

**2. Minutes** (Pages 1 - 8)

To approve and sign the minutes of the last meeting of the Committee held on 31 October 2022.

**3. Exclusion of Press and Public**

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

(i) Agenda Item 5, Yorwaste Ltd Finance Update

- Annex 2 – Yorwaste Business Plan Addendum

(ii) Agenda Item 6, Veritau Limited Business Update

- Appendix 1 – 2022/23 Veritau Group management accounts (period to 31 January 2023)
- Appendix 2 – Veritau Limited balance sheet as at 31 January 2023
- Appendix 3 – 2023/24 Veritau Group business plan
- Appendix 4 – 2023/24 Veritau Group budget

(iii) Agenda Item 7, Make It York Update

- Annex 7 – Draft budget 2023-24
- Annex 8 – Summary profit & loss sheet as at 31 Dec 22

(iv) Agenda Item 8, City of York Trading

- Annex A – CYT Performance Update March 2023

On the grounds that these contain information relating to the financial or business affairs of any particular persons (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.

#### **4. Public Participation**

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

Please note that our registration deadlines are set as 2 working days before the meeting, in order to facilitate the management of public participation at our meetings. The deadline for registering at this meeting is **5:00pm on Thursday 9 March 2023**.

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

#### **Webcasting of Public Meetings**

Please note that, subject to available resources, this meeting will be webcast including any registered public speakers who have given their permission. The meeting can be viewed live and on demand at <http://www.york.gov.uk/webcasts>.

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

5. **Yorwaste Ltd Finance Update** (Pages 9 - 16)  
The report provides an update on Yorwaste's finance and performance to date.
6. **Veritau Limited Business Update** (Pages 17 - 40)  
The report provides an update on Veritau Group's finance and performance to date.
7. **Make It York Update** (Pages 41 - 122)  
The report provides an update on Make It York's financial performance since the last report in October 2022.
8. **City of York Trading Ltd Update** (Pages 123 - 130)  
The report provides an update on City of York Trading Ltd's performance.
9. **Urgent Business**  
Any other business which the Chair considers urgent under the Local Government Act 1972.

Democracy Officer:

Name: Louise Cook

Contact details:

- Telephone – (01904) 551031
- Email - [louise.cook@york.gov.uk](mailto:louise.cook@york.gov.uk)

For more information about any of the following please contact the Democracy 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 (Polish)  
własnym języku.

Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)

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

 (01904) 551550

City of York Council

Committee Minutes

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Meeting	Shareholder Committee
Date	31 October 2022
Present	Councillors Widdowson (Chair) and D'Agorne
In Attendance	<p>Cllr Douglas, Leader of the Labour Group</p> <p>Patrick Looker, Head of Service, Finance (City of York Council (CYC))</p> <p>Dan Moynihan, Senior Solicitor, Contract and Commercial (CYC)</p> <p>Helen Whiting, Head of Human Resources &amp; Organisational Development (CYC)</p> <p>Sandy Boyle, Managing Director (Yorwaste)</p> <p>Max Thomas, Chief Executive (Veritau)</p> <p>Karen Bull, Managing Director (City of York Trading)</p> <p>Sarah Loftus, Managing Director (Make It York)</p>

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### **10. Declarations of Interest (4:30pm)**

Members were asked to declare at this point in the meeting any disclosable pecuniary interests or other registerable interests they might have in respect of business on the agenda, if they had not already done so in advance on the Register of Interests. None were declared.

### **11. Minutes (4:31pm)**

Resolved: That the minutes of the last meeting held on 15 June 2022 be approved and then signed by the Chair as a correct record.

### **12. Exclusion of Press and Public (4:31pm)**

Resolved: That the press and public be excluded from the meeting during any discussion arising on the following documents, on the grounds that they contained information relating to the financial or business affairs of particular persons (including the authority holding that information), which was 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:

- (i) Agenda Item 6, Veritau Limited Business Update

- Appendix 1 – Annual Report and Financial Statements for the Year Ended 31 March 2022
  - Appendix 2 – Veritau Group Management Accounts 2022/23 (Quarter 2)
- (ii) Agenda Item 7, City of York Trading Ltd Update
- Annex B - CYT Performance Update Oct 2022
- (iii) Agenda Item 8, Make It York Update
- Appendix 2 - Proposed non-executive directors
  - Appendix 4 - Budget Forecast 22-23 and 23-24
  - Appendix 5 - Balance Sheet
  - Appendix 6 - Cashflow Forecast 22-23

### **13. Public Participation (4:32pm)**

It was reported that one member of the public had registered to speak under the Council's Public Participation Scheme, but they did not attend the meeting.

### **14. Yorwaste Ltd Finance Update (4:32pm)**

Members considered a report from Yorwaste that provided their year-end trading position and accounts for the 2021/22 financial year as well as an update on trading information for 2022/23.

The Managing Director of Yorwaste provided a general overview noting that the accounts for the year-ending March 2022, attached as Annex 1 to the report, had been submitted to Companies House and that the Company:

- had achieved Cyber Essentials Plus accreditation of its IT security infrastructure and measures continued to be installed to minimise cyber threats.
- had recently been accredited under the Good Business Charter.
- would ensure all relevant staff were transitioned to the new hourly rates set by the Living Wage Foundation.
- was progressing with plans to install solar onto Harewood Whin Waste Transfer Station but the state of the electrical network

infrastructure and available capacity was currently a barrier to being able to export any electricity generation to the power grid.

- was looking to transition its energy mix, and alternate technology solutions were being considered due to the expensive costs of retrofitting sites.
- were exploring several projects with the University of York and the Food Environment Research Agency, which would improve the Company's sustainability profile.

In answer to questions raised, it was noted that the outcome and timetable for the Government's Resources and Waste Strategy implementation was still unclear and that the Company did not expect any significant impacts from the York and North Yorkshire devolution deal.

During discussion, the Managing Director agreed to provide Members with a summary of their current position in terms of accessing the northern power grid and specifics relating to onshore wind. The Managing Director was then commended on achieving the Good Business Charter and for the solar photovoltaic (PV) systems already installed.

Resolved:

- (i) That the report and annex from Yorwaste Ltd be noted.

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

- (ii) That Members received a summary of the Company's current position in terms of accessing the northern power grid and specifics relating to onshore wind.

Reason: To enable Members to support the Company in accessing the power grid and to consider if onshore wind should be included in future scoping exercises.

## **15. Veritau Limited Business Update (4:55pm)**

Members considered a report that provided an update on Veritau's finance and performance to date.

The Chief Executive of Veritau provided an overview and confirmed:

- The Group had continued to expand their client base and had several new contracts.

- An employment exercise that supported professional development with a clear career path into more senior leadership positions was underway.
- The 2021/22 accounts had been audited and approved and would be submitted to Companies House.
- The 2022/23 management accounts were forecasted to breakeven, due to the award of a higher-than-budgeted pay increase.
- The Group had retained its Investor in People accreditation and was working towards achieving Good Business Charter status.

During discussion and in answer to questions raised, the Chief Executive agreed to provide a copy of their sustainability policy to Members, and it was noted that none of the Group's workforce were paid under the real living wage rate.

The Chief Executive was thanked for his update.

Resolved:

- (i) That the Group's performance, since the last update, be noted.
- (ii) That the Group's sustainability policy be provided to Committee Members.

Reason: To ensure the Council was updated on the performance of Veritau Ltd.

## **16. City of York Trading Ltd Update (5:03pm)**

Members considered a report that provided a City of York Trading Ltd (CYT) performance update.

The Managing Director provided an overview and noted that the Company:

- accounts for 2021/22 would be filed with Companies House and the shareholder's dividend to the council was £135,000.
- through workwithschools, had recently approved a Carbon Reduction Plan.
- had registered on the Sustainable Business: Leadership, Innovation and Management Programme, which was led by the University of York and the York and North Yorkshire Local Enterprise Partnership.
- were in discussions with membership support at the Good Business Charter to explore how it may be able to secure membership and was waiting on formal advice before submitting an application.
- had provided advice to City of York Council regarding the new processes, particularly the modifications to the application forms.



The Managing Director was thanked for her report and during discussion she agreed to:

- promote sustainable travel amongst her staff and customers.
- liaise with their pension providers to investigate if the funds could be invested in a more sustainable manner.
- consider streamlining the forms used by City of York Council and to provide a brief update to the Chair.

In answer to questions raised, the Managing Director stated that the Company was an equal opportunities employer that strived to employ a diverse workforce and that all CYT's employees received pay above the real living wage rate. The Managing Director agreed that discussions with the CYT Board were required to consider if the real living wage rate should be mandated throughout all their clients.

The Managing Director was thanked for her report and congratulated on the successful refurbishment of their new offices.

Resolved:

- (i) That the statutory accounts for City of York Trading Ltd for the financial year 2021/22, attached at Annex A to the report, be noted.

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

- (ii) That the confidential Performance Update from City of York's Trading Ltd, attached at Annex B to the report, be noted.

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

- (iii) That the Procurement Policy Statement, attached at Annex C to the report, the Carbon Reduction Plan, attached at Annex D to the report, and the Sustainability Policy Statement, attached at Annex E to the report, from City of York Trading Ltd, be noted.

Reason: To ensure the Council was updated on the policies and plans of City of York Trading Ltd.

## 17. Make It York Update (5:21pm)

Members considered a report that provided an update on Make It York's (MIY) finance performance since the last report in March 2022.

The Managing Director of MIY provided an overview, highlighting the activities, campaigns and events undertaken in the last six months, and their budgetary position.

It was noted that:

- MIY's Board would like to recruit three new non-executive directors and a Member Advisory Board would soon be established.
- There had been a small restructure within the Company and several vacancies would be advertised.
- There would be a continued focus on international campaigns, the Shambles Market and engagement with York residents.
- Every stall at this year's Christmas Market would offer a discount of up to 30% to local residents who could prove they lived in York.
- Standardisation in the markets had been carried out and an interim rent reduction had been introduced, pending a full rent review.
- MIY had established the first Cultural Executive in the UK, which included 160 members.
- Audited accounts for 2021/22 were recorded with a loss due to a deferred tax on pensions from the previous year.
- Cost control measures were being implemented to address some of the deficit expected at the end of 2022/23 and City of York Council Officers continued to monitor the organisation's ongoing financial position.

The Managing Director was commended for negotiating discounts for York residents and for banning single-use plastics at the Christmas Market, and in answer to questions raised, it was noted that:

- The Good Business Charter had been achieved in June 2022.
- The Visitor Centre would be selling reusable cups and the ambition was to make the Shambles Market even more sustainable.
- All Board Members were requested to follow standard protocols, including declaring any declarations of interests.
- MIY staff were paid above the real living wage rate.
- MIY had a policy to source and buy, where practicable, goods and services locally, and would consider endorsing this through their tenders.
- The Shambles Market had been included in the Christmas publications this year and the commodities sold at future Christmas Markets would be examined more closely.

The Managing Director was congratulated on her detailed report.

Resolved:

- (i) That the Make It York update report, at Annex C (including appendices 1 to 6) to the report, be noted.
- (ii) That the appointment of three new non-executive directors, whose personal profiles were attached at Appendix 2 of the Make It York update report, be approved.

Reason: To ensure the Council was updated on the financial performance of Make It York and its governance.

### **18. Work Plan (5:43pm)**

Members considered the Committee's work plan.

Resolved: That the work plan be noted.

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

Cllr Widdowson, Chair

[The meeting started at 4.30pm and finished at 5.43pm].

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## Shareholder Committee

13 March 2023

Report of the Chief Finance Officer

### Yorwaste Ltd Finance Update

#### Purpose of Report

1. To consider reports from Yorwaste providing a trading update for the 2022/23 financial year as well as the Business Plan for 2023/24.

#### Recommendations

2. Note the reports from Yorwaste Ltd attached at Annex 1 and confidential Annex 2 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 within North Yorkshire County Council and from 2023/24 the North Yorkshire Council.
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 A Waller and the Corporate Director of Place, Neil Ferris. The company is a Teckal company whereby over 80% of its revenues come from its local authority owners.

5. The latest trading update for the company is shown at Annex 1. This report also highlights key issues around the Business Plan for 2023/24 as well as challenges facing the company over the coming years

**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.

<b>Author:</b>	<b>Chief Officer responsible for the report:</b>			
Patrick Looker Head of Service Finance Email <a href="mailto:patrick.looker@york.gov.uk">patrick.looker@york.gov.uk</a>	Debbie Mitchell Chief Finance Officer			
	<b>Report Approved</b>	x	<b>Date</b>	28 February 2023
<b>Wards Affected:</b>			All	
<b>For further information please contact the author of the report</b>				

Annexes:

Annex 1 – Yorwaste Headline Performance Review.

Annex 2 - Yorwaste Business Plan Addendum (confidential).

## **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**

#### **Health & Safety**

The Company has been awarded a Five Star Health & Safety Audit rating by the British Safety Council. The audit covered all of Yorwaste's operations and is a significant achievement for the Company, and all the more so due to the additional hazards presented from operating in the waste management sector.

This award compliments the Company's recent Investors In People accreditation which, when taken together, demonstrate the Company's commitment to the Health, Safety, and wellbeing of its employees and wider stakeholders.

#### **Finance**

The Company is expected to deliver a full year profit in line, if not slightly ahead of the budget target. However, it should be recognised that this years budget target was at a lower level than last year's actual out-turn primarily due to the Company absorbing some

inflationary pressures rather than fully pass them onto the Authority Clients.

The most significant inflationary pressure has been energy costs and whilst the Company was largely protected from the high electricity prices (due to locking in at market lows prior to the recent surges), it still had to absorb both the abolition of red duty diesel for fixed plant, and the higher pump prices.

On the upside the higher energy costs resulted in higher landfill gas revenues which has allowed the Company to make additional provision for future landfill aftercare costs.

The Company has also sought to be fair and proactive in addressing the cost of living crisis and made an additional interim pay award to its employees. It continues to comply with the requirements of the Living Wage Foundation.

The Company cash position is strong and an additional (non-contractual) pay down of shareholder loans will be made in the current fiscal year.

### **Materials Recycling Facility (MRF) Fire**

In January the Company experienced a fire at its Harewood MRF. The fire started in the middle of the night in the hard plastics bay and was largely contained to the picking line extension whilst the main building was protected by the fire suppression system.

Whilst the picking line was a complete loss the Company had contingencies in place and service continuity was maintained. The Company was then able to source, build, and implement a temporary processing solution which was operational in under 4 weeks. The main site is expected to return to full operations before the start of the next fiscal year.

### **Governance & Best Practice**

In pursuit of best practice, Yorwaste commissioned an independent audit of its Information Governance by Veritau. Whilst the Company was broadly compliant, the audit identified a number of areas where current informal processes could be improved with greater structure. The Company has retained Veritau to assist in addressing the areas for improvement which will be implemented over the coming months.



## **Environment & Climate Change**

Yorwaste has continued to attract a zero Compliance Assessment Report Score (CARS) from the Environment Agency's inspections. This is a positive result (points are only awarded for breaches) and the Company is now almost 3 years since the last point was awarded.

The Company continues to support the shareholding authorities in progressing the potential for solar installations at both Harewood and Seamer closed landfills and has supported their applications to the Net Zero fund in respect of both projects.

### **3. Business Plan 2023/24**

With inflation above 10%, and with limits on the client authorities ability to increase revenues from council tax, the Company faces below inflation revenues rises on its services for the authorities.

On the upside it anticipates that it will continue to benefit from higher landfill gas revenues which will mitigate some of this challenge and will allow further provision for future aftercare liabilities to be made.

The Company also faces higher disposal charges for its commercial waste which can only be partially offset by price increases to its customers within the current market pricing. The Company is focused on retaining its customer base as intense competition returns to the market after the relatively static period which resulted from covid.

The net impact of the above is a target budget which, whilst still in profit, is expected to fall below the current year's out-turn. Whilst this may appear to be a backward step it is in line with the Company's shareholder value commitment as the real terms cost of service provision to the Authority client has been reduced. The Company is also pursuing additional revenue opportunities which, if realised, could be an upside.

The Company continues to forecast a positive cash position and is cautiously optimistic it can continue to accelerate the pay down of shareholder loans in the budget year. This is in keeping with the longer term objective to clear shareholder loans which will then enable the Company to consider paying dividends.

### **Strategic Priorities for Business Plan 2023/24**

The following strategic priorities for the coming year are essentially unchanged:

- 1) Continued focus on Health & Safety as the number one priority.
- 2) Ongoing optimisation of the current business both in terms of operating costs and commercial customer base.
- 3) Development of business case for solar on closed landfills to help deliver the shareholders Net Zero vision
- 4) Supporting shareholder needs under the Governments Resource and Waste Strategy policy.

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

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**CITY OF YORK COUNCIL SHAREHOLDER COMMITTEE****13 March 2023****Veritau Limited Business Update****Introduction**

- 1 Veritau Limited is a local authority shared service company jointly owned by the City of York Council (CYC) and North Yorkshire County Council (NYCC). The company was established in 2009. The company has two subsidiary companies, Veritau North Yorkshire Limited and Veritau Tees Valley Limited, which are part owned by other councils. Together the companies form the Veritau Group.
- 2 The wider Veritau Group currently has 9 member councils but also provides services to a large number of multi-academy trusts and schools, housing associations and other public sector organisations. The group employs approximately 80 professional staff and offers a range of assurance services, including internal audit, counter fraud, risk management, and information governance. The majority of these services are provided to organisations in the Yorkshire and Teesside regions although the group has clients across the United Kingdom.
- 3 Local government reorganisation in North Yorkshire will result in a number of changes for the business. The number of member councils will reduce to 4 from 1 April 2023, and Veritau North Yorkshire Limited will effectively cease trading. As a result, current VNY employees will transfer to Veritau Limited on 1 April. Staff currently providing internal audit and information governance services at Harrogate Borough Council and Craven District Council will also be transferring to Veritau Limited.
- 4 Veritau delivers shareholder value to its member councils through:
  - economies of scale resulting in lower unit costs
  - increased efficiencies and flexibility – standard working practices ensure there is less duplication of effort and best practice is more easily shared
  - improved access to specialist resources (for example data analytics, risk management and counter fraud specialists) that would otherwise not be available to a small in-house team

- increased resilience and the ability to accommodate changes in workload because of the larger pool of staff available
- improved service continuity and less reliance on key members of staff for service delivery
- the ability to invest in new technologies and working practices

### **Finance and Performance Update**

- 5 Since the last meeting of the Shareholder Committee on 31 October 2022, the Group has continued to gain contracts to provide internal audit and data protection services to schools and other public sector organisations. However, staff retention continues to be a problem and it is often difficult to fill vacant posts. This is limiting our ability to grow the business. To help mitigate the risk, we have recently recruited a further 5 graduate trainees. Additional recruitment of graduate trainees is planned over the next year.
- 6 We also continue to support our staff to gain professional qualifications and relevant experience, and to progress within the business. Since the last committee meeting, an 'aspiring manager' and a trainee information governance officer have both completed their professional qualifications and progressed. A further two Internal Auditors and a Senior Information Governance Officer have been promoted.
- 7 Staff sickness (for the group) is currently 5.2 days per FTE as at 31 January 2023 (2021/22 – 9.8 days).
- 8 TUPE consultation meetings are taking place with those members of staff currently employed by Harrogate Borough Council and Craven District Council who will be transferring to Veritau Limited. TUPE consultation meetings are also taking place with those employees who are transferring from Veritau North Yorkshire Limited to Veritau Limited.

### 2022/23 Management Accounts

- 9 The Veritau Limited and Group management accounts for the 10 months to 31 January 2023 are attached for information as confidential **appendix 1**. The management accounts include a forecast to the year end. A copy of the latest balance sheet for Veritau Limited is also attached as confidential **appendix 2** for information.
- 10 As previously reported, external income is projected to be higher than expected but the 2022/23 pay award was above budget (the average increase was 6.35% compared to the 3% we allowed in the

budget). The Group is therefore expected to only breakeven this year.

### 2023/24 Business Plan

- 11 The business plan sets out the strategic aims of the Veritau group for the next three years to 2026, and the service priorities for 2023/24. The business plan also includes details of the Group budget for 2023/24, as follows:

	<b>2023/24</b>	<b>2022/23</b>
	<b>£ (k)</b>	<b>£ (k)</b>
Turnover	3,724	2,990
Cost of sales	(3,410)	(2,694)
Gross profit	314	296
Other income	11	3
Overheads	(293)	(254)
Net profit before tax	32	45

- 12 Capital expenditure of £38k is planned in 2023/24 (2022/23 - £30k). This includes further upgrades to the website client portal, producing additional e-learning courses, and further investment in our core case management systems, data analytics and IT hardware.
- 13 The key business priorities for 2023/24 include the continued expansion of the customer base and a focus on developing the quality and scope of the service offering. Expanding the customer base includes the potential admission of new member councils and the provision of services across a wider geographical area. Using technology to support more effective and agile working will also remain a priority.
- 14 Support will continue to be provided to the new North Yorkshire Council as service transformation programmes are established and work to integrate systems and processes continues. We will also support those staff who have transferred directly to Veritau as part of the process.
- 15 In addition, the following service priorities have been identified for 2023/24:

- internal audit – to develop the use of new agile auditing techniques, to increase data analytics / IT audit capacity, to offer co-sourced services to other councils, and to promote services to academy schools
- information governance – to be seen as the provider of first choice for member councils, to continue to promote DPO and information access services to schools and other clients, and to launch Veritau Learn (our eLearning platform for clients)
- counter fraud – to promote counter fraud services to councils, housing associations and schools, to increase the use of data analytics, and to develop a range of eLearning courses
- risk management – to be seen as the provider of first choice for member councils and other clients, and to promote risk management products and services for academy schools

16 Other specific service development / improvements priorities for 2023/24 are set out in the Business Plan.

17 A copy of the 2023/24 business plan is attached as **appendix 3**. The detailed Group budget for 2023/24 is also attached as **appendix 4** for information. The business plan and budget are confidential because they contain commercially sensitive information.

#### Purchase of Veritau North Yorkshire Limited shares

18 Veritau North Yorkshire Limited (VNY) was incorporated in February 2012. The purpose of the company was to enable a number of the North Yorkshire district and borough councils to join Veritau and for Veritau to provide services to those councils. The creation of a separate company enabled the new councils to be brought into the group without any dilution of CYC and NYCC control. VNY started trading in April 2012.

19 Veritau Limited owns 50% of the shares in VNY with the remaining shares currently held by 5 of the North Yorkshire district and borough councils.

20 Since incorporation, VNY has traded successfully with its member councils and by 31 March 2023, is expected to have distributable reserves of approximately £180k.

21 As a result of local government reorganisation in North Yorkshire, the shares held by the 5 district and borough councils will transfer to the new North Yorkshire Council (NYC) on 1 April 2023. As a



result of the transfer, NYC will then effectively own 75% of VNY (50% of the shares directly and 25% of the shares indirectly through its ownership of Veritau limited).

- 22 Veritau Limited is proposing to purchase these shares from NYC shortly after the date of transfer for £90k (being 50% of VNY's distributable reserves). This will mean that VNY will then become a wholly owned subsidiary of Veritau Limited. The share purchase has a number of advantages, including:
- it restores the existing balance of control between NYC and CYC
  - given the possibility of new member councils joining Veritau in the future, VNY (renamed) would provide a suitable vehicle to allow this to happen. The onboarding process would therefore be easier
- 23 The respective value of each shareholder's interest in Veritau would not be affected by the share purchase. The purchase of the shares would be shown as an investment on Veritau Limited's balance sheet.
- 24 The purchase of shares is however a reserved matter in Veritau Limited's shareholder agreement and therefore requires the unanimous agreement of both NYC and CYC as shareholders in Veritau Limited. NYC will also need to agree to the sale of its interest in VNY.

#### Procurement

- 25 As previously reported, the majority of the Group's expenditure is employee related, and support services (for example, IT, legal, HR and payroll) are mostly provided by our member councils. Procurement activity is therefore limited. Any goods and services which are bought-in are procured in accordance with the Group's contract procedure rules.

#### Sustainability

- 26 As previously reported, the Group's business objectives include a specific commitment to ensure the business is delivered in an environmentally sustainable manner. This commitment is underpinned by our environment and sustainability policy.
- 27 The Group has also moved to a hybrid working model as a way to reduce travel and hence our carbon footprint. We have also recently obtained Good Business Charter accreditation. As part of

this we now need to set clear environmental objectives relevant to the organisation, including our approach to achieving net zero. We also need to identify relevant performance targets and encourage the development of good environmental practice by our employees, suppliers and clients.

- 28 We have also been doing more to raise awareness of the impact of climate change within the business. Staff now have access to an introduction to climate change eLearning course. Environmental issues are also a regular feature of internal training events. At a recent training event, we arranged for the Head of Carbon Reduction at CYC to give a presentation on the council's plans to achieve net zero. At previous events we have had the Energy and Carbon – Operations Manager from NYCC give a presentation on energy use / costs and energy efficiency, and the Head of the Local Enterprise Partnership give a presentation on how the devolution deal for North Yorkshire and York would help the region to achieve net zero.

### **Recommendations**

- 29 That the shareholder committee:
- notes the Group's performance since the last business update report in October 2022
  - approves the 2023/24 Business Plan
  - approves the purchase by Veritau Limited of the shares in VNY, currently owned by the North Yorkshire district and borough councils, which are transferring to NYC on 1 April 2023

### **Appendices (Confidential)**

Appendix 1 – 2022/23 Veritau Group management accounts (period to 31 January 2023)

Appendix 2 – Veritau Limited balance sheet as at 31 January 2023

Appendix 3 – 2023/24 Veritau Group business plan

Appendix 4 – 2023/24 Veritau Group budget

### **Further Information**

Contact: Max Thomas – Chief Executive [max.thomas@veritau.co.uk](mailto:max.thomas@veritau.co.uk)

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of the Local Government Act 1972.

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**Shareholder Committee**

13 March 2023

Report of the Strategic Services Manager (Customer and Communities)

**Make It York Update****Purpose of Report**

1. To consider reports from Make It York (MIY) on the company's financial performance since the last report in October 2022. Included within the report is an update of financial and non-financial performance for the trading period April to Dec 2022 with a financial forecast for the end of the financial year. It also includes the business plan and budget for 2023/24 with a new dashboard to report ongoing performance and trends.

**Recommendations**

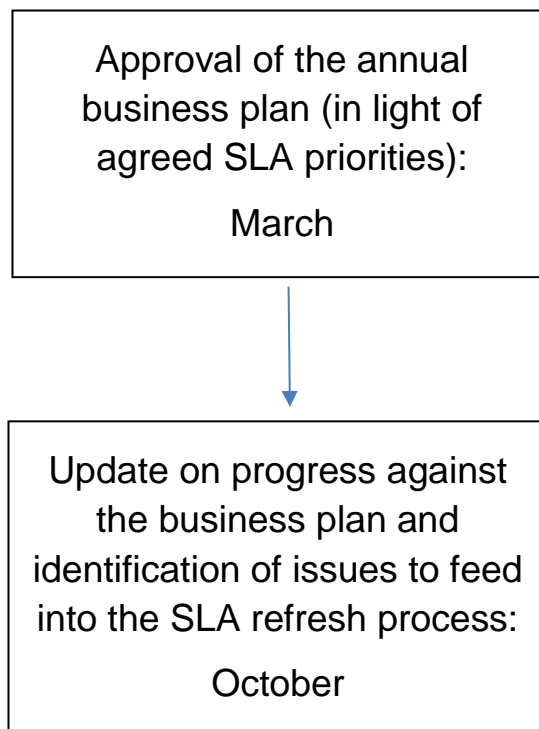
2. The committee is asked to note the Make It York Shareholder Report at Annex 1 and the supporting documents from Annex 2 to Annex 8.
3. To approve the annual business plan (service delivery plan) at Annex 4 and 2023/24 budget at Annex 7.
4. To note the new dashboards at Annex 5 and 6 and offer any feedback to MIY.

Reason: To ensure the Council is updated on the financial performance of Make It York and approve the business plan and budget for 2023/24.

**Background**

5. In May 2022, the Council's Executive agreed to enter into a new three-year contract with MIY. 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 four main headings:
  - **The Economy:** promoting York as a business location through all of MIY's activity
  - **Visitor Economy:** covering destination management and tourism sector development

- **City Centre:** covering markets, city centre vibrancy and commercial events
  - **Culture:** focussing on driving the Culture Strategy, major events and the UNESCO Creative City designation
6. The Service Specification sets out key deliverables, outcomes by which performance will be measured, and detailed delivery tasks.
  7. Executive agreed that MIY should report to the Shareholder Committee twice a year as follows:



8. MIY's business plan for 2023/24, reflects the priorities set out in the current SLA, is attached at Annex 4.
9. MIY also provide the Council each quarter with a narrative report which is attached at Annex 2 for the period May to July 2022 and Annex 3 for August to October 2022.

### **Financial update**

10. The audited accounts for 2021/22 (reported in October 2022 to Shareholder Committee) highlighted MIY as a going concern, with a recorded loss of £44,648 in the year ending 30 March 2022.
11. For the year 2022-23 MIY have produced a forecast outturn position for a predicted profit of £83k by 31 March 2023. The full detail can be seen in confidential Annex 8. The previous reported position in

October's Shareholder committee report was for a forecast loss of £64k, against a budgeted loss of £24k.

12. MIY have worked closely with officers to monitor the company's ongoing financial position. Financial reports (confidential) provide a summary of the company's current financial position as part of the main report as well as setting a budget for 2023/24 which indicates a profit of £90k.
13. The shareholder committee can be reassured that officers will continue to work closely with MIY to monitor the financial position.

### **Risk Management**

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

### **Implications**

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

<b>Author:</b>	<b>Chief Officer responsible for the report:</b>			
Andrew Laslett Strategic Services Manager (Customer and Communities) <a href="mailto:andrew.laslett@york.gov.uk">andrew.laslett@york.gov.uk</a>	Pauline Stuchfield Director of Customer and Communities			
	<b>Report Approved</b>	✓	<b>Date</b>	01.03.23.
<b>Wards Affected:</b>				All
<b>For further information please contact the author of the report</b>				

### **Annexes**

- Annex 1 – Make It York Shareholder Report
- Annex 2 – MIY Quarterly Narrative Report May - July 22
- Annex 3 - MIY Quarterly Narrative Report Aug - Oct 22
- Annex 4 - MIY Service Delivery Plan 2023/24
- Annex 5 – MIY Company Dashboard Oct – Dec 22

Annex 6 – York Tourism Dashboard Oct – Dec 22

Annex 7 – Confidential; Draft budget 2023-24

Annex 8 – Confidential; Summary profit & loss sheet as at 31 Dec 22



## **Report to City of York Council Shareholder Committee**

**Monday 13<sup>th</sup> March 2023**

### **Introduction**

This paper provides an update of Make It York's (MIY) activities for the year April 2022 – March 2023. It also presents the final Budget Forecast against the Business Plan's base Budget 2022/23. The estimated forecast for 2023/24 and Business/Service Delivery Plan for 2023/24 are also included.

This year has been challenging for MIY with revenue streams impacted due to the slow recovery from Covid, but also due to the increase in the cost of living and pending recession. The year has been one of focusing on the financial stability of the organisation and looking at ways to be more effective with the resources we have. We have also worked hard to resolve concerns that have been raised by the Shareholder. There have been significant improvements made to the governance, financial management, event management and reporting procedures at MIY. More focus has also been given to the services that we deliver well, and a number of reviews have taken place. We have had key successes in the activities we deliver, and our media reach has grown.

Regular Client Meetings and reporting between MIY and City of York Council (CYC) have continued to take place. A Quarterly Narrative has also been produced in advance of each quarterly meeting.

### **Governance**

The MIY Board has recruited 3 new Board Members and these members have been ratified by the CYC Shareholder Committee.

We have established a Membership Advisory Board, consisting of 17 Members. This group will provide challenge, new ideas and an increased ambassadorial voice for the city. The group are currently discussing ideas for Christmas 2023 and the Membership Conference 2024. The forming of this group will ensure that we are more accountable to our Membership and provide what Members want.

There have been a number of staffing changes during the year. This has given us an opportunity to better match skills against our business needs and the projects and services we deliver, as well as being able to reduce overheads and expenditure. A number of new posts have been created to fill the skills gaps we require and these vacancies are now almost filled. The overall head count has been reduced.

We have strengthened our financial management and procurement processes and have a clear Scheme of Delegation with open and transparent tendering processes. These new processes have helped to reduce unnecessary costs, helped us to control expenditure and manage income projections much better and are in line with the Business Plan and teckel company arrangements.

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; all our supplier contracts include an environmental clause to demonstrate how they will impact on reducing carbon. We have appointed a sustainability champion to the organisation.

We have developed a more comprehensive Business Delivery Plan for 2023/24. We are developing Service Delivery Plans linked to the overall Business Plan to track progress, performance, and impact. These individual Service Plans will be completed during Spring. 2023.

We have developed a more transparent way of measuring our impact. A copy of the most recent Quarterly Performance Dashboard Report is included in the report pack. This report is stronger in terms of data reporting to show exactly how we are having an impact and the return on investment, which is wider than a financial return on investment. Sitting alongside these documents is a company risk register, which was updated this year.

### **Business Performance**

Below provides information on our business performance during April 2022 – March 2023 to demonstrate the impact and services MIY provides for the city, visitors, residents, stakeholders, members and customers.

### ***Marketing & Communications***

York Footfall was up by 17% in 2022 compared to 2021. Although footfall is still 15% down on pre-pandemic figures, recovery is slightly stronger than either the regional benchmark (down 19% vs. 2019) or the Springboard index for the UK (down 17%). The highest average weekly footfall in York in 2022 was seen in October, when the Haunted York campaign was running, with numerous events across the city celebrating York's status as the "Most Haunted City in Europe".

Although York footfall is still largely driven by domestic visitors, visitor survey results indicate that overseas visitors are increasingly returning to York. Only 6% of the visitor survey sample were from overseas in 2021, but this had increased to 21% in 2022. In 2022, the US was the leading nationality by far in terms of both the volume and value of inbound tourism to York, while high levels of Visa spending were also seen amongst nationals from Canada and Australia.

Overall, overnight visitors (both domestic and overseas) generate the most expenditure per head in the city, with survey data indicating an increase of 20% in overnight visitor spend per person per trip from £337 in 2019 to £406 in 2022 (including accommodation).

Working with City partners, a total of 10 marketing campaigns took place including Easter and Chocolate Festival, Vintage York, Summer in York, Taste York, Haunted York and Guy Fawkes, York & Beyond / Dark Skies and Christmas 2022.



We have launched our national campaign, headlined by London North Eastern Railway (LNER) which focusses on the London Go-Getter and family audiences.

Our international campaign has just been launched with familiarization trips. We attended the World Travel Market last year. The Britain and Ireland marketplace along with work with the 'groups' market continues. The Chinese Student Ambassador Programme is ongoing.

We produced 4 publications, totaling 800,000 copies which included our mini, summer autumn/winter, Christmas guides, as well as our Haunted and Ice Trail.

April 22 to January 23 has seen excellent social media, website engagement and PR coverage. Our key successes are:

- Visit York social media content was viewed 18.3 million times
- Our social media content is being received better than ever before, with year-on-year engagement increasing by 14%
- The most valuable engagement we can receive is a user visiting our website from a social media post and clicks from social media to the Visit York website have increased by 73.6%, demonstrating people are responding very well to our posts
- We gained 12,207 new social media followers on Visit York channels which brings our total up to 156,591, representing 15.8% YOY growth, far exceeding our target of 5%
- The number of users visiting the Visit York website increased 15% compared to 2019's pre-COVID levels and it's up 44% compared to 2018 figures
- The Visit York website is generating over 1.65 million visits to the website each year. The estimated annual cost to generate this traffic through pay per click advertising is £2.7 million
- Residents' Festival content was viewed more than ever before, with 77,084 page views, 12% higher than the previous record results from 2022 which saw festival content viewed 68,793 times.

Over the next 6 months we will be undertaking a further eight marketing campaigns, and we aim to increase our social media engagement by 5% and website engagement by 5%.

### **Membership**

Our current membership retention remains at 88%. Since April 22, 99 new members have joined.

26 member events have taken place (April 22 – January 23).

### **Visitor Information Centre (VIC)**

The Visitor Information Centre (VIC) relocated to a more central location with increased footfall on Parliament Street during December 2022. Since this time, we have been monitoring visitor and resident interactions and will be using this analysis to determine what merchandise we sell, with an emphasis being on locally produced items. We have installed two digital screens, which will be used to convey local information and offerings to residents and visitors alike. Our

excellent VIC ambassadors and volunteers are continually providing up to date and relevant information relating to our member offerings, attraction events and travel information etc. As we are now in a more central location, we will be looking at increasing ticket sales and associated offerings in the future. Signage and the physical space within the VIC will be updated within the next couple of months.

## **Events**

In May 2022 we produced our Event Planner for the year up to 2023. This was developed once we knew that Covid restrictions were being lifted. It was a challenging environment for the events activity in the early part of the year, as organisers were still cautious.

Since April 2022, 10 major events have been delivered including York Life, Chocolate Festival, Viking Festival (x2), Food and Drink Festival, Summer Festival, Halloween, St Nicholas Christmas Fair, Residents Festival, Visit York Awards and York Ice Trail.

Renting public spaces has been a major challenge this year as income levels have been affected. The reasons for this are costs, multiple uses of the spaces we manage, licensing restrictions and timescales/processes of some organisations we require permissions from.

## **Shambles Market**

Regular meetings take place with Shambles Traders to continue to develop a shared vision for Shambles Market to ensure its sustainability.

Work has taken place on individual trader commodities to ensure all traders have the same opportunity to trade and be supported with the right balance of commodities and ensuring that they are not overrepresented. This will make the market attractive to shoppers and more sustainable for traders and MIY. The next stage is to grow new trading opportunities, which will support both the local economy and employment whilst providing best value for money for MIY and Traders.

A rent reduction was implemented in 2022 to support traders in the current trading climate subject to signing up to direct debit option. This supportive approach during the current economic climate will reap greater rewards in the medium-term future as the trading community will then thrive and multiply after the cost-of-living crisis recedes.

We will be using the services of a shopper led expert who will analyse shopper behaviour journey, motivations, patterns, and trends and identify key actions to improve shopping experience and benefit the trading community.

Funding bids have been submitted to secure investment for the market and make improvements for traders and shoppers and further detailed proposals will be developed to secure this.

## **Culture and Wellbeing**

Make It York and York Civic Trust made a successful bid to the National Lottery Heritage Fund (NLHF) for York Trailblazers – how we make history, with £249,999 in funding granted to the project. Trailblazers will be an exciting and inclusive city-wide programme of events and activities across 2023 – 25, celebrating York’s heritage, shaped around significant anniversaries, which inspire residents and visitors on York’s collective history and empower new generations to shape our future together. The activities funded by NLHF will enable York Civic Trust, Make It York and partners to uncover lesser-known heritage stories of York through workshops, sculpture trail, community grant funding, partner events and marketing.

The York Culture Forum now has 160 members. In September, the Culture Forum elected their new Culture Executive, the first democratically elected culture group of its kind in the UK, to advise and together shape the future direction of York's Culture Strategy. MIY ran two grants programmes in spring and summer 2022, awarding a total of £80K in funding to the events and culture sectors. The Additional Restrictions Grant (ARG) fund £50k Events and Festivals Grants Scheme, a one-off grants programme funded through City of York Council’s Additional Restrictions Grants, and the £30k Cultural Wellbeing grants programme, which MIY runs alongside the council (with funding through the Better Care Fund). The two schemes supported the creative and arts sector, as well as charities, social enterprises and voluntary groups across York.

The Tourism Strategy is currently going through drafting stages, having come together through robust consultation, including through Group NAO’s research, input and direction from the city’s Tourism Advisory Board, feedback from city leaders and stakeholders, resident views through City of York Council’s Our Big Conversation, the Visit York Visitor Survey, and participation from the Cultural Leaders Group (now the York Culture Forum). It is anticipated that the strategy will be launched in summer 2023.

MIY continues to support the development of the UNESCO Creative City of Media Arts status, working closely with the Guild of Media Arts and City of York Council to promote the designation.

## **Budget Position April 2022 – March 2023 and profiled budget for 2023/2024**

The 2022/23 budget was based on the 2019/20 Budget for MIY. We have taken a cautious approach with the budget this year as we anticipated that there would be a slow recovery from the pandemic and global cost of living crisis. The profit from summer and Christmas activities covers market keepers' sessions and winter months. There was a saving this financial year due to a delay in staff recruitment. Office project costs will be finalised in Q4. Debtors and creditors are at their lowest level at the end of Q3. A healthy cashflow is forecast to start 2023/24. This cautious management of the budget has meant that we are now happy to report that MIY is expecting to return a profit of approximately £80k. The budget for 2023/24 shows an approximate £90k profit.

## **Conclusion**

Whilst recognising that the post-COVID world would be different, the road to recovery has been challenging. MIY is now a going concern as the 2023/24 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 2023/24.

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Make It York

## **Quarterly Narrative**

**May – July 2022**

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## Visitor Economy

### Destination Management Organisation (DMO)

**DMO:**

- Leading on leisure marketing of York to make the most of York's offer and attract visitors to the city.
- Maintain and develop Visit York as a membership body supporting and developing the tourism sector.
- Work with the visitor economy sector to ensure that a quality product is offered to both visitors AND residents, and that it is accessible and welcoming to all.
- Encourage all York residents to enjoy the tourism and cultural offer of York including year-round promotion and targeted residents' events.

### Leisure Marketing

**Summer guide:** Produced 50,000 copies, now in distribution via InfoDisplay, NPD and Take One Media and the VIC.

**2022 Events calendar (printed):** Finished and distribution has taken place across the city.

**New £1 shopping map:** Created for sale in the VIC. 3,000 copies for now with a view to creating a new one when we move location.

**Vintage York:** Campaign launched in the lead up to the Jubilee with a new 1950s postcard style video, the campaign was sponsored by York Park & Ride and City Cruises York. Paid for social activity promotion, Twitter competition and YouTube advertising took place.

**Kyiv City Ballet:** An amazing opportunity to fundraise for UNICEF arose with a ballet performance at York Theatre Royal by the Kyiv City ballet who were stranded in Paris when the war broke out, a city-wide collaboration helped to raise over £30K for children in Ukraine. A VIP reception at York Mansion House also took place with the new Lord Mayor. Members and partners supported with free hotel rooms and train tickets and a whole range of food and drink whilst the company were in the city.

**Summer in York Campaign:** Launched on 17 June in partnership with York Park & Ride, Minster, JORVIK, City Cruises and Thor's Orangery. A full activity plan was created with a new summer postcard style film for Video on Demand on ITV hub from 25 July to 31 August and Capital FM Yorkshire from 18 July for one month with Adam and JoJo creating a new promotional video of their day out in York.

**Haunted York / Guy Fawkes:** Building the new campaign for an even spookier Halloween this year, working with York Park & Ride and York Dungeon and looking to incorporate the new 'Tragedy of Guy Fawkes' at York Theatre Royal.



**York Christmas:** Work has commenced on selling adverts into the new guide to be ready for the beginning of October. Adverts are placed already for coach and group tour magazines this summer to push coach bookings for Christmas.

## Digital Channels

### Visit York (Website)

During the period of 1 April to 20 June, the Visit York website was visited by 270,603 users, **an increase of 6.83%** compared to the previous highs of 2021.

There were 742,456 page views of the site during this period, the most viewed pages being 'Things to Do', 'What's On', and 'Attractions'. An accommodation booking tool is set to launch on the site in the coming weeks, along with a year-round 'Haunted York' hub page, expanded B2B 'Trusted Supplier' content and numerous small improvements to the website and CMS login system.

### Visit York (Social Media)

Visit York social media channels received a record 5.4 million impressions during this period, 248,843 engagements and gained 4,436 new followers.

Visit York now has a total of 146,721 followers across Facebook, Twitter and Instagram. Video content is set to be utilised much more in the coming months, with our new in-house design and content executive producing engaging Summer in York videos.

### Make It York (Website)

During the period of 1 April to 20 June, 4,623 users visited the Make It York website which resulted in 12,543 page views. The news article detailing the return of St Nicholas Fair was the most viewed page on the site during this period after the home page, closely followed by 'Shambles Market', and 'About Us'. New content was developed for the website during this period with a York Culture Forum Discussion going live, additions to the Culture Hub and a number of news posts and case studies.

### Make It York (Social Media)

Meanwhile, social media coverage on MIY platforms resulted in 82,224 impressions, 3,420 engagements, and 1,410 link clicks to the Make It York website, while gaining 168 new followers across all social media channels contributing to a total follower count of 10,717 followers.

## PR & Comms

Between 1<sup>st</sup> April and 20<sup>th</sup> June there were:

Total News Volume:	112
Total News Reach:	18.4 million
Total News Value:	£1.53 million

Campaigns/topics of focus during this period included Easter, Chocolate Festival, Her Majesty the Queen's Platinum Jubilee, VisitEngland Awards, Ukraine's Kyiv City Ballet charity gala performance and culture grants.

National coverage was secured in titles such as: BBC News Online, Yours Magazine, Mirror Online, The Sun, iNews and Food & Travel Magazine.

Regional coverage was secured in Yorkshire Post, York Press, YorkMix, Living North, Absolutely Yorkshire, Yorkshire Live and Northern Echo.

Broadcast coverage included ITV News Tyne Tees, Channel 5 News, ITV Calendar, BBC Look North, YorkMix Radio and BBC Radio York.

We have had seven press trips during this period, which we supported with itineraries including: The Telegraph, Luxury England, A Bear Called Paddington (social media influencer) and Alan X El Mundo (Mexican YouTuber with over 3m subscribers).

## Visit York Membership

Membership retention currently stands at 71%, with 406 memberships having renewed and 136 yet to pay.

Since the beginning of April, **60** new members have been recruited. This is a record number consisting of a mix of hotels, restaurants, self-catering and business services. The membership team are currently working through 100 prospective members as well as processing high numbers of organic enquiries.

Engagement with some members is still proving to be a challenge, however, the implementation of a new Key Account Management model should improve how we work with them. We will be ensuring that all members receive direct one on one contact, enabling us to gain a greater understanding of member requirements which will also help us to showcase Visit York marketing plans.

Since April, the team have hosted 10 membership events with over 600 attendees.

Membership figures from previous years are shown in the table below:

Year	Total no of members	Total no of new members gained	Note
2019/2020	575	134	
2020/2021	423	141	103 lost due to Covid
2021/2022	597	144	Record year since membership began

### Publications

The Spring/Summer guide sales process went well with a range of different sectors included.

Sales for the Autumn/Winter guides are steady. The deadline for booking a space is August 2022.

### Visitor Information Centre (VIC)

Footfall remains steady with more international visitors starting to return, especially from the US, Northern Europe and Australia. Footfall figures from 2019-2022 are shown in the table below:

	2019	2020	2021	2022
January	18,551	17,306	0	7,925
February	27,890	21,526	0	10,969
March	23,982	7,476	0	15,791
April	33,138	0	774	15,955
May	30,031	0	4,293	17,398
June	28,998	1,756	12,052	17,109
July	34,303	8,291	17,703	18,682
August	38,216	13,609	22,084	
September	29,450	10,966	21,418	
October	31,588	7,143	20,414	
November	21,986	0	14,186	
December	20,619	2,292	7,867	

YTD	2019	2020	2021	2022
January	18,551	17,306	0	7,925
February	46,441	38,832	0	18,894
March	70,423	46,308	0	34,685
April	103,561	46,308	774	50,640
May	133,592	46,308	5,067	68,038
June	162,590	48,064	17,119	85,147
July	196,893	56,355	34,822	103,829
August	235,109	69,964	56,906	
September	264,559	80,930	78,324	
October	296,147	88,073	98,738	
November	318,133	88,073	112,924	
December	338,752	90,365	120,791	

The VIC team complimented the events taking place in the city by:

**Platinum Jubilee:** Decorating the VIC with Union Jack flags and life size cut-outs of Her Majesty the Queen, selling Jubilee merchandise and signposting visitors to Jubilee events.

**Jorvik Viking Festival:** Decorating the VIC with Jorvik Viking shields, wearing Viking Festival t-shirts (supplied by Jorvik), housing a giant axe in the leaflet room, selling Viking merchandise and signposting to the various events taking place across the city.

**Pride:** Decorating the VIC with rainbow flags, selling Pride merchandise (with part of the revenue being donated to charity) and supporting local events including the march on the Saturday.

In July, we started to sell York Gift Cards (one of only three locations in the city to do so) working in collaboration with York BID. This should help to increase footfall into the VIC.

## Volunteers

Our Volunteers have been incredibly helpful over the past few months. Some of them continue to provide information to visitors in the leaflet room of the VIC, covering for staff lunches etc. Others have manned the 'visitor information pod' at York Station, distributing the Summer Guide and Mini Guides and providing information to visitors arriving by train.

Our volunteers and VIC team have done a magnificent job of distributing the MIY Business Plan and Events Calendar to over **600 businesses** in the city during the past 6-8 weeks. The feedback from businesses was excellent, with many appreciating the personal interaction and having access to an events calendar to share with customers/colleagues.

## York Pass

York Pass sales are above average with the main sales channel being direct web bookings

Yorkshire Museum Trust are now included in the York Pass.

Discounts were available on both a 3- and 6-day Pass, to help to promote a longer stay and support those members who are included 'beyond York'. 1- and 2-day Passes remain the most popular for consumers. Sales have slowed a little, which we believe is attributed to international markets. Research into buying patterns within the city will provide us with an insight as to whether to discount 1- and 2-day products to increase sales.

We have seen an increase in the number of affiliate partnership requests. 31 affiliates are now set up, with plans in place to work with and manage increased performance.

We have a limited number of trade partners including Get Your Guide, Trip Advisor, Virgin Experience and Railbookers, who are now requesting high commissions.

Sales within the Visitor Information Centre are increasing again, and further promotion of the Pass within this area is being explored.

York Pass has featured as a Key Partner in our Summer campaign which will help to promote the pass to a wider audience.

## Tourism Sector Development

### Tourism Sector Development

- Attract new business tourism to the city by providing a clear and effective process for responding to conference enquiries with high quality response and support and working proactively to attract new enquiries appropriate to the city)
- Work with tourism 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 including: -
  - (a) leading on approaches to maximise private-sector led investment into city centre improvement; and
  - (b) working with the Council and with businesses to stimulate a stronger evening economy.

## Business Tourism

Business tourism activity this quarter has seen more of a return to ‘normal’, with trade show activity, ongoing larger enquiries but still seeing shorter lead times than pre-pandemic – a trend reported by many VY members.

An unexpected project during this quarter has been the collaboration with York Theatre Royal supporting the Kyiv City Ballet fundraising gala on 14 June. 100% of ticket sales were being donated to UNICEF’s Ukraine Appeal. We worked with the YTR team for 6 weeks in the run up to the event, reaching out to VY members to secure free accommodation, travel, food and drink for the company, and supported with the Mansion House civ reception and co-ordinated media activity. A true collaborative effort and city-wide welcome.

Active enquiries include:

- International bee health conference for 150, organised by FERA – multi-venue proposal including gala dinner in York, social activities at various city venues plus a day excursion to Castle Howard, October 2022.
- Crime Writers’ Association annual conference, spring 2023 for 70-100.
- Medical charity, research conference, spring 2024 for 500.

Liberal Democrat Spring Conference 2023:

This will be returning as an in-person event in March 2023 to York Barbican. We have secured delegate rates at a selection of hotels, which are now live to book via [visityork.org](http://visityork.org).

#### Trade events and related activity:

- We returned to the Conference and Hospitality Show Leeds (24 May 2022), with two VY members joining as partners – Castle Howard and York Gin. Follow up with the new leads generated has been positive, and it was good to get back out at face-to-face events. Several people stopped to complement our stand design too.



- We joined other smaller destinations on the MeetEngland stand at The Meetings Show, London (ExCel), 29-30 June 2022. Reaching out to former clients to rekindle interest in returning to York, and targeting new connections and association contacts.
- We hosted the first in-person sales managers' meeting on 16 June, kindly hosted by the York Conferences team at the Guildhall; a chance for new members to connect and network, lots of positive conversations over future collaborations as a result.
- The agents' education visit with the Association of Independent Event Agencies took place on 14 July 2022 with 5 participants, hosted by The Grand, York.

#### Conference web content development:

- Ongoing work developing the venue search function within the conference section of visitYork.org to replace the existing third-party search, which will give greater control over appearance and functionality.
- New page to showcase exclusive hire opportunities, still reaching out to members to encourage them to participate in the delegate welcome offer and a new event planners' toolkit will go live shortly.

## Research & Insight

### Tourism Intelligence Update

The T-Stats platform continues to be updated monthly with the following information:

- Sessions on visitYork.org, new followers and impressions on VY social media channels, VIC footfall and visits to attractions using a York Pass using internal data
- City centre footfall – from Springboard / York Open Data
- Hotel occupancy, average daily rate, and RevPAR - from STR data provided by HAY
- Airbnb occupancy – from AirDNA data provided through T-stats
- Visits to attractions – provided by attractions
- Weather – from the Met Office provided through T-stats

Automated reports are now available to download covering any time period e.g., monthly, quarterly, or annually. Monthly reports are being circulated to the Marketing and Comms team.

Attraction data is not currently included in the monthly report due to the time lag between month end and the data being received from attractions. In addition, a number of attractions have not yet responded to requests for visitor numbers.

T-Stats can be updated with any tourism data, as long as it is collected at least monthly.

We are assured by York BID that we will receive access to their movement insight data from Visa and O2.

### Visitor Survey

Visitor Survey results are sent by QA research quarterly. A quarterly report for January-March was produced but has not been circulated in case the figures are used as definitive, rather than as a seasonal snapshot, given that visitor profiles and behaviours change over time.

Each quarter, CYC are provided with the following KPIs from the Visitor Survey:

- ◆ Average party size
- ◆ Average spend per person per day excluding accommodation
- ◆ Activities taken part in during visit
- ◆ Overall experience rating
- ◆ Likelihood of returning in the next 2 years
- ◆ Likelihood of recommending a visit to York

A quarterly tracker report showing the results of these KPIs and other measures from Q1 2019 to Q1 2022 was presented to the TAB meeting on 13th May. At the meeting, some TAB members raised again the long running criticism that the Visitor Survey is not representative of all city centre users. The methodology is designed to only include day and overnight visitors to York and is currently the only way of tracking tourist attitudes and behaviour as a distinct group as opposed to those of residents, commuters, business travellers, or visitors on a



routine shopping trip. This distinction proved useful recently when, following the news of rail strikes, there was an enquiry about the use of public transport amongst tourists.

### **Economic Impact Model – Cambridge**

Every year (except 2020 due to Covid), Tourism Southeast (TSE) run the Cambridge Model to estimate the volume and value of tourism to York. Tourism Southeast are currently working on an updated version of Cambridge 2 in conjunction with Bournemouth University and will be piloting it in September. The cost will be more than the current Cambridge Model as it will produce a lot more data, but TSE are still working on exact numbers. TSE will aim for this to be completed by the end of September, but it is dependent on VisitBritain supplying their data and us supplying our local data by the start of September.

Among other things, the report estimates the volume and value of:

#### Overall day visits

Overnight visits split by UK and domestic, and purpose of travel e.g., holiday or business  
As day visitors are calculated using the VB day visits survey, the Cambridge Model is likely to underestimate the volume of overseas visitors on a day trip to York but staying in accommodation outside the city. TSE admit that inherently overseas visits are always underrepresented even in the national data but weighting in the Cambridge Model helps counterbalance this. Nevertheless, given the importance of overseas visitors to York, data from the annual Visitor Survey has been used annually to estimate overseas visitors falling into this category, and these have been added to the Cambridge Model data.

Similarly, business day visitors are not accounted for in the current Cambridge Model but will be considered in the updated version. Up until 2018, estimates of business day visits were added to the Cambridge Model data using results from the UK Conference and Meeting Survey (UKCAMS) survey, which is conducted annually by RJS Associates. In addition to the national research, local analysis can be run for any destination with a minimum of 10 responses. There has been no York specific business tourism data since 2018 as only 3 businesses responded in 2019 and 6 businesses in 2021.

In 2019, the Cambridge Model estimated there were 6.6-million-day trips and 1.6 million overnight visits to York, a total of 8.2 million trips. Using 2018 UKCAMS and 2019 Visitor Survey data, overseas and business day visitors increased the number of day visitors to York to an estimated 7.2 million, or an estimated 8.8 million trips overall.

For the 2021 modelling, our contact at TSE has not returned requests for clarification over the data to be submitted by early September, however, based on previous years, the data required is likely to include:

Serviced accommodation occupancy data – this year, STR data will replace the Visit York Occupancy Survey data

Self-catering occupancy data – using AirDNA data provided through T-Stats

Attractions visits – so far 14 of 23 attractions have submitted annual visits data for 2021. Reminders will be sent out until all data is collected or the deadline for submission is reached

Visitor spend and length of stay – from Annual Visitor Survey

Bedstock data – this is a huge task using desk research to try and measure the total number of rooms available to book across hotels, B&Bs, guesthouses, serviced apartments, self-catering cottages, hostels, campsites, and any other accommodation in York. The last bedstock audit was in 2018

Given the lack of clarification from TSE, David Calway at Global Tourism Solutions (GTS) UK was approached about the possibility of moving to the STEAM model.

### Events and festivals

**York Life Festival:** A short festival report was produced but this was limited due to a low response rate. Only 25 responses were received despite an incentive being offered.

**Jorvik Viking Festival:** We agreed to analyse data collected by the Jorvik Group during the Viking Festival as part of the money invested in the marketing partnership with Make It York. Once the survey data has been received, reporting will begin.

### Good Business Charter

Make It York have recently become a member of the Good Business Charter and will include the logo on the website and in the VIC. We will continue to promote the value of joining via social media.

### Tourism Advisory Board

1. Convene and facilitate a TAB for York, which brings together a diverse range of stakeholders in the sector and has an independent chair.
2. Take a lead in the development and delivery of a tourism strategy as part of the city's new Economic Strategy.

The tourism advisory board has continued to meet on a monthly basis throughout 2022 and the minutes from the Jan-June meetings are available on request. The focus of the tourism advisory board continues to be planning York's new tourism strategy.

## Culture, Wellbeing and Events

### York Culture Strategy, *York's Creative Future*

- Drive an ambitious and cohesive programme of cultural development for the city covering the arts, heritage and creative industries.
- Work with the CLG to lead on the development and evaluation of the Culture Strategy, ensuring full engagement with other city strategies and plans, including the Local Plan, Skills,
- Deliver/commission events both for the creative sector and for others, e.g. Culture Awards or equivalent that are profile raising, increase collaboration and demonstrate best practice.
- Convene and support the CLG as the strategy “owners”, providing the secretariat and driving the agenda, resourcing the partnership and co-chairing alongside an elected cultural leader.
- Develop a sustainable independent executive structure and constitution for the CLG.
- Receive regular strategic advice from the both the cultural and creative sectors maintaining appropriate liaison arrangements to inform the Make It York board of directors and to steer the company’s plans.
- Maintain positive and comprehensive relationships with national and regional strategic support bodies.
- Put together the necessary partnerships to make funding bids to deliver the Culture Strategy.
- Advise and support cultural providers with regard to new initiatives liaising with the council as appropriate.

### Culture Strategy governance and new Culture Forum

A key priority within the Culture Strategy has been to create more democratic and open structures. Make It York have worked closely with the culture sector to create and launch a new Culture Forum, to enable a broader and more diverse group of representatives to contribute to future direction of the Strategy.

The York Culture Forum opened in December 2021, replacing the previous York Cultural Leaders Group meetings, with meetings taking place bi-monthly, and alternating between zoom and face-to-face meetings to accommodate the broadest range of members. The Culture Forum has 153 members signed up to date, representing a broad range of creative freelancers, as well as members from a wider range of cultural and creative organisations.

The next stage for the Culture Forum is to elect their Culture Executive, who will oversee the direction and implementation of the Culture Strategy, as their representatives. The Executive will be led by two co-chairs – Head of Culture and Wellbeing at Make It York and a chair appointed from and by the incoming Executive. There will be eleven Executive members in total, with a representative for each of the six Key Priorities in the Culture Strategy (Engagement, Participation and Relevance; Placemaking; Children and Young People; Talent

Development and Retention; Culture and Wellbeing; York's National and International Profile) as well as a representative from the Guild of Media Arts, several General Members, and the Executive Member for Culture.

We held an extraordinary meeting of the Culture Forum in early May, on the Executive Group nominations and election process. From May through June, interested candidates can contact MIY for initial conversations about the Executive Group. Then on 19 July, the Nomination Period opens, where candidates may nominate themselves (or another member may nominate them) to stand for election to the Exec. On 1 September, nominations close and voting opens online. Every member of the Forum has one vote per vacant electable position and must cast their vote by 14 September. An online Hustings meeting will be held at the start of this period for candidates to introduce themselves further. The election results will be announced at the Culture Forum AGM on 15 September, and the candidates can assume office.

We believe this model is the first of its kind in the UK.

### **Culture Sector Communications**

MIY provides a fortnightly Culture e-news update, with latest culture news, funding updates, and MIY news, which we encourage the sector to contribute to, to act as a further information channel. The e-news currently has a readership of 157 people, and growing.

The Culture Hub on the MIY website hosts the Culture Strategy and acts as a hub for the city's creative and cultural activity. We continue to develop this area of the website, and have recently added an online Culture Forum discussion board, available to Forum members, which was requested to enable members to share information and skills. We have also added a 'Latest Culture News' section to the Culture hub page – where culture posts will appear, as well as in the main news page and home page.

### **Action Plan**

The MIY Culture, Wellbeing and Events team produced an action plan for the Culture Strategy in early 2021, which takes the form of a RAG report with key actions to achieve the outcomes/recommendations within the strategy and a quarterly reporting framework.

From this, we also produce a quarterly written update report. We host this quarterly report on the Culture Hub for information on strategy progress. It can be accessed here: <https://www.makeityork.com/culture/yorks-creative-future-york-culture-strategy-2020-2025/>

Recent progress across each Key Priority for the strategy has included:

### **Engagement:**

- Much engagement work is focused around attracting new participants to the Culture Forum, with 153 freelancers and organisations now members. MIY have now outlined the election process to the Culture Exec, which will open in the summer, with

appointees confirmed in September. We will hold the next Forum meeting in real life in July, to facilitate knowledge sharing and networking.

- Plans for York Trailblazers (formerly known as Makers and Shapers) have progressed with York Civic Trust and partners, with community engagement at the heart of the design process and a legacy project to ensure future engagement. A bid is being finalised, which will be submitted by July, to support the programme of events and activities planned for 2022 -25.
- Building on research and initial meetings, MIY have become established members of engagement focused groups, including 100% Digital York, CYC's Our Big Conversation consultancy group, and the York Multiple Complex Needs network.

### **Placemaking:**

- Make It York are currently developing case study evidence on local authority funding for culture, in response to a call for evidence from the Commission on Culture and Local Government, to investigate the role that publicly funded culture can play in national recovery post-pandemic.
- York's investment plan for the Shared Prosperity Fund, once approved by Government, could see over £5m shared amongst projects in the city over the next three years. The Investment Plan will reflect the city's priorities and will be based on the My City Centre strategy, Culture strategy and York Skills Plan, together with the emerging York Economic Strategy, Health and Wellbeing strategy and Climate Change strategy.
- As part of our placemaking work, MIY has developed a guide for creatives looking to find space in and around York within vacant shop spaces, to make the process easier to navigate. This will launch on the Culture hub on the MIY website soon.
- Creative Workspace meetings continue between Guild of Media Arts, York Creatives, University of York, CYC, York Conservation Trust and MIY representatives, to consider availability and need of creative workspaces within the city, and to help simplify processes to access these for creatives.
- Conversations are ongoing with regional and national culture representatives. Links are also being developed across the north as part of MIY's role on the Northern Culture Consortium, which advocates together for the importance of northern culture.

### **Children and Young People:**

- MIY are supporting REACH, the Cultural Education Partnership, and have created a web page hub for them to showcase cultural and creative activity for children and young people in York, on the Culture hub of the MIY website. REACH has secured funding through IVE and City of York Council, part of which will go towards the development of this webpage hub, and MIY are working closely with them to facilitate this.
- Make It York are working closely with REACH to develop their offering, with the MIY Creative and Cultural Development Manager sitting on the REACH Steering Group.

Part of the IVE funding will secure a Programme Manager position for REACH, and the C&CD Manager is involved in this process.

#### **Talent Development:**

- Ongoing conversations with organisations and higher education providers to help shape the direction of this priority, including meeting with University of York Careers department to discuss changes in talent development during the pandemic and issues facing students in the city.
- Developing relationship with CYC data department to facilitate up-to-date data on the cultural and creative sector, including number of people it now employs in the city.
- SLAP have developed an artist accelerator programme, to support new artists in the city, covering everything from project management to tax assessments, managing social media and marketing and more. This is supported by an Arts Council England grant, which MIY wrote in support of and we are providing support in kind.

#### **Culture and Wellbeing:**

- The application process for the Cultural Wellbeing grants, co-led by MIY and City of York Council, has now closed and grantees have been shortlisted. We are currently finalising details and grant agreements, before announcing successful grant recipients in mid-July. A total £30K is available to local charities, social enterprises, voluntary and community groups.
- Evaluation is now underway on the projects who received funding in 2021, and these have begun to feature as Culture and Wellbeing case studies on the MIY website, as we continue to build the qualitative evidence bank for culture and wellbeing.
- The Culture Commissioning Partnership (CCP), with Chair and Secretariat by MIY, leads on the Culture and Wellbeing Priority within the Culture Strategy. An action plan across communications and engagement, funding, people and strategy, has now been created, following workshops in late 2021, and has been presented to the CCP, to ensure a joined-up citywide approach to culture and wellbeing for partners.
- We are implementing key deliverables from this action plan, which include a range of activities from site visits (our most recent meeting took place at York Archaeology, visiting the award-winning Archaeology on Prescription programme), best practice review, to future joint funding bids and building engagement.

#### **York's National and International Profile:**

- Make It York ran an Events and Festivals Grants scheme this year, for York based organisations negatively impacted by Covid-19, to support upcoming events in 2022. The £50k grant funding came from the Government's ARG fund, and was kindly provided by City of York Council to Make It York, supporting York's economic recovery from Covid-19. 15 events were awarded the grant funding in May, including York

Pride, the York Mystery Plays and York Design Week. Full details here: [15 organisations awarded ARG Events & Festivals Grants \(makeityork.com\)](#)

- Work on York's bid for UNESCO World Heritage Status for the city is ongoing. In April, the Council Executive accepted the recommendation of the York UNESCO World Heritage Steering Group (WHSG) that York should bid for World Heritage status. WHSG are now finalising the application for this, which will see York applying to join the UK Tentative List of UNESCO World Heritage Sites. The deadline for submission is 15 July 2022. A list of the recommended sites for the Tentative List will then be submitted to ministers for approval before being registered at UNESCO later this year. Should York join the Tentative List, the Steering Group will then make a full application to UNESCO for World Heritage status. The Head of Culture and Wellbeing represents on the WHSG. More information here: [Agenda item - York as a World Heritage Site](#)
- The Culture team are working together with the Marketing team on the development of the Tourism Strategy, to ensure that it's focus on Culture aligns with the Culture Strategy and the work currently being developed in the city.
- Planning for York Trailblazers (formerly known as Makers and Shapers) is ongoing, led by York Civic Trust and Make It York, with support from other partners, and we submitted a bid to support project work in July. Ambition is for this to be a city-wide project from 2022-25, celebrating the anniversaries of past innovators and inspiring those of today and the future and re-introducing the role, reputation and history of York as a cutting-edge city.

## UNESCO designation

- Support the Guild of Media Arts as the focal point for UNESCO City of Media Arts designation by facilitating and undertaking activities that maximise the potential benefits of York's UNESCO designation and ensure sustained development in line with the Four Year Monitoring Report and Plan of 2018.
- Work with UNESCO Focal Point – the Guild of Media Arts – and the Council to deliver 2018- 22 UNESCO Creative City objectives.
- Support the focal point to convene wider stakeholder groups in the city to maximise the impact of the designation to the city.
- Communicate regularly with the creative sector e.g. through mailings and social media.
- Promote the creative sector through media channels highlighting York's profile as a Creative city.
- Monitor and evaluate progress leading to the 2022 Report to UNESCO.
- Support the Focal Point to collaborate with UK Creative Cities and other designations, UK UNESCO Commission, Media Arts Network, and Creative Cities Network.
- Promote the designation within the city, e.g. through the BID, Retail and Hospitality Forums.

Mediale's Immersive Assembly artist residency with fellow UNESCO Creative City of Media Arts, Viborg in Denmark, has now launched and runs till September 2022, for emerging to mid-career artists and studios working in animation, performance, and play.

In May, Mediale ran a two-day programme in York for artists from both countries, working alongside local organisations including XR Stories and York Museums Trust. Arts Council England, the Danish Embassy, Make It York, the Guild of Media Arts and Mediale held a partner meeting as part of this activity, with all reporting the initiative was well received. Henrik Holmskov, Viborg's International Project Manager and UNESCO Focal Point also visited several the city's cultural organisations during this visit to share knowledge and discuss partnership working, facilitated by Chris Bailey, Clerk of the Guild of Media Arts.

The Immersive Assembly has been made possible through funding by Arts Council England and the Danish Embassy, and has been supported by Make It York, on behalf of the city, and by the Guild of Media Arts. Make It York were also able to fund some of Mediale's activity for this through the ARG Events and Festivals Grant Scheme. Arts Council England, the Guild of Media Arts, City of York Council, and Make It York, have now met to discuss potential next steps for the UNESCO Creative Cities collaboration.

The UNESCO Creative City of Media Arts working group of the Guild of Media Arts, York Mediale, City of York Council and Make It York, continues to meet on a regular basis, to collaboratively work together to profile raise for the city's media arts designation. The group are now looking to develop an overarching engagement plan for the designation, and identifying further events and opportunities to take part in, to further raise the profile of the designation together.



The MIY Head of Culture and Wellbeing attends Guild of Media Arts Court Meetings as an Observer.

## Events

- Work with business, visitor economy and cultural sectors in developing the Framework to ensure its fit with wider city strategies / objectives.
- Bring the Framework to the Council for approval, and put in place systems to evaluate the success of the Framework.
- Take the initiative in building coalitions and partnerships for specific initiatives to fill identified gaps in product e.g. to deliver the York Mystery Plays.
- Engage businesses and visitors in mass participation sporting events commissioned by the Council.
- When the need arises, take a lead in supporting cultural events of strategic significance e.g. Rugby League World Cup 2021.

With the new Events team in place, holding weekly meetings to update on planning and city centre commercial bookings, planning for the Events Strategy and Event Framework will commence over the coming months. The Events Strategy will focus on alignment with both the Culture and Tourism Strategies.

The team continues to build and maintain partnerships for specific initiatives, through both our events and cultural work, to ensure engagement with events delivery partners and to advocate for forthcoming cultural events.

## Update on Make It York events

### **Residents Festival**

City of York Council supported the development of a city centre offer, the York Life Festival, to enhance the impact of the current Residents Festival. This took place on 2 - 3 April (rather than alongside the traditional offer, due to covid considerations). It featured a programmed stage of local mixed acts, curated by the York Venue Network, and an entertainment hub area on Parliament St., featuring stand -up comedy, spoken word poetry and theatre, as well as a number of family-friendly initiatives including face painting, drumming, ukulele, arts, crafts, magic, and beatboxing. Evaluation is currently underway to deliver key metrics, but the event was very well attended, with a high turnout of locals and families and feedback from partners and cultural stakeholders has been very positive.

### **York Ice Trail**

We have launched the 2023 York Ice Trail (4<sup>th</sup> and 5<sup>th</sup> February 2023) with the theme, 'A Journey Through Time'. The theme is seeking to include ice sculptures from prehistoric through to futuristic with two key zones that are animated and themed to immerse visitors a little more. We have contracted Ice Box to complete the ice production and installation. At this stage we are recruiting sponsors and going through design stages. We intend to have all sculptures secured by October 2022 to generate any logistical plans required for the delivery of the event. The press launch will be held in January once again and a pre-event launch during the evening of the 3<sup>rd</sup> February.

### **Visit York Tourism Awards (VYTA)**

The VYTA launched on Monday 4<sup>th</sup> July. All applications are online with the OpenWater system set up and approved by VisitEngland. To mark the launch, we hosted an event on the 4<sup>th</sup> July at York Marriott Hotel. This event featured VisitEngland themselves, past winners, the chair of our judges and Susan Briggs who is leading on the entry workshops. The entry workshops were scheduled for the 5<sup>th</sup> July (3 sessions, 1 hybrid).

Applications ran until Friday 26<sup>th</sup> August and then judging will commence with finalists being released on the 26<sup>th</sup> September. We can then pull out any seasonal attractions and ensure they are mystery shopped by the end of their season. All mystery shopping is to be completed by the end of November and winners selected in December. The awards themselves will be held at York Racecourse on Thursday 23<sup>rd</sup> March 2023.

### **Rugby League World Cup 2022**

We are progressing with RLWC in terms of volunteers, wayfinding, city dressing, match day entertainment etc. We held a Host Impact Day on Wednesday 29<sup>th</sup> June alongside the Day of Inspiration, facilitated by the University of York. At present we are producing various promotional materials that will be circulated to boost ticket sales across the city. We are also exploring the production of a city-wide video called 'Pass the ball' which will see a custom purple ball being passed to key people, businesses, attractions, and landmarks before making its way to the LNER Stadium. This video will be released for the 50 days to go marker (October) and be screened on match days.

York will hold the trophies for two days on 10<sup>th</sup> and 11<sup>th</sup> October to mark the 50 days to go marker also. We are currently looking at opportunities to make the most of hosting the trophies during this period.

MIY are hosting two civic welcomes, one for the New Zealand Men's team on the 11<sup>th</sup> October and one for the Women's Teams on the 31<sup>st</sup> October. Both events will be held at the Mansion House. In addition, York is housing the official RLWC Women's welcome event (organised directly by RLWC) at the Hospitium on 28<sup>th</sup> October.

## City Centre, Events and Markets

### **City Centre:**

- Make proposals to the Council for any new ideas for commercial exploitation of the Footstreets, Eye York and Tower Gardens and Knavesmire.
- Contributing expertise, ideas and experiences to the MyCityCentre Project which will set the city centre strategy.
- Contribute to the Council's Retail Strategy, and join with the BID, Retail Forum, Indie York and others to attempt to attract appropriate new retail operators to the city.
- Create a high-profile calendar of city centre festivals, activities and events ensuring that partners such as the BID are enabled to contribute. Identify times when new events would add value to the York experience and work on filling these gaps.
- Promote the events calendar through all appropriate means including through highly visible city centre information.

### City Centre Vibrancy

#### **City Funding Support for Culture and Events**

Make It York ran an Events and Festivals Grants scheme this year, for York based organisations negatively impacted by Covid-19, to support upcoming events in 2022.

The £50k grant funding came from the Government's ARG fund and was kindly provided by City of York Council to Make It York to support York's economic recovery from Covid-19. The purpose of the grant funding was to support the delivery of events and festivals which would have happened in 2020 and/or 2021, as well as holding new events and festivals led by York-based organisations who have been negatively impacted by the pandemic and therefore unable to fund the overall costs of such activities themselves. Grant funding was delivered in consultation with the Executive Members for Culture & Communities and Economy & Strategic Planning.

15 events were awarded grant funding in May, including York Pride, the York Mystery Plays and York Design Week. Full details here: [15 organisations awarded ARG Events & Festivals Grants \(makeityork.com\)](#)

City of York Council has confirmed a further £45K of ARG will be provided to Make It York which will support the delivery of local projects designed to improve city centre footfall, support a vibrant city centre and boost trade and economic recovery. MIY are also delighted to receive additional ARG funding which will help to support an Art Trail in York. We will be working with partners to develop the trail and will unveil the plans over the coming months.

## City Centre and Open Spaces

### Knivesmire

The Events team have worked closely with Balloon Fiesta organisers and CYC departments to address previous concerns raised by CYC councillors and Environmental protection. The event is due to take place during the weekend of 23-25<sup>th</sup> September.

Blue Sky Acoustics were commissioned to produce a noise management plan for the Knivesmire, in line with the premises licence. The report will ensure that all future events will adhere to agreed noise levels. Site planning, to future proof the site for events and mitigate against previous noise issues, will be improved.

MIY are in discussions with the organisers of 'Pub in the Park' about the possibility of hosting an event in 2023, similar to events that are taking place across the country this year. Further details can be found here: [Pub in the Park with Tom Kerridge | Pub in the Park with Tom Kerridge | Pub in the Park Festivals \(pubintheparkuk.com\)](#)

### St Sampson's Square

MIY commissioned a structural survey of St Sampson's Square to investigate the feasibility of the square hosting a 35m Big Wheel for the whole of October and during future dates. If feasible, this will become a strong attraction in the City Centre and would be in situ during quieter periods of the year to help to increase footfall.

### Tendering

In line with our Scheme of Delegation and to secure value for money and promote fair and transparent processes, Make It York has a tender process to award major contracts to suppliers. Details of current tenders, including instructions on how to submit a tender, are published on the MIY website.

We undertook a tender process for Christmas food & drink offers and summer activity:

**Summer** – the contract was awarded to Fabler (formerly Thor's) to produce an 'Orangery' on Parliament St during the Summer (24<sup>th</sup> June – 4<sup>th</sup> September). Further details are below.

**Christmas** – the contract was awarded to Coopers Marquees (working with Jamboree Entertainment). Further details below.

### May-July events

Between May and July, the Events team supported several city wide events, namely the Jorvik Viking Festival (city centre), York Waggon Plays (city centre), York Pride (Knivesmire) and York Cycle Rally (Knivesmire).

The Events team worked with partners at CYC Active Leisure, York Minster and North Yorkshire Police to host the Queens Baton Relay on Wednesday 13<sup>th</sup> July as it passed through York as part of the international tour of the Commonwealth. The Relay and nominated Baton bearers had a photo opportunity on the Bar walls and in front of York Minster before heading to York St John's University Sports Campus. On arrival, they were joined by over 600 school children engaging with over 20 local sports groups to promote taking part in sport across the city.

Our very own MD, Sarah took part in the Queens Baton Relay in Hull after being nominated by her son.

### **Summer 2022**

Fabler (formerly Thor's) built an 'Orangery' on Parliament St, which is in situ from 24<sup>th</sup> June – 4<sup>th</sup> September. The brand-new rustic structure for 2022 includes its very own courtyard and reclaimed wood stage with a programme of music and live events throughout the summer. All details can be found on the Visit York website.

### **Christmas 2022**

Christmas 2022 marks the 30<sup>th</sup> Anniversary of the St Nicholas Christmas Fair. As mentioned above, a Winter Hutte' will be built on Parliament St, replacing last year's Thor's Tipi. This will be a new, two-storey feature and will include a menu produced and in partnership with Andrew Perne, who is a Yorkshire based, Michelin starred chef.

All trading spaces on Parliament St and St Sampson's Square have now been fully allocated with over two thirds of traders coming from York/Yorkshire. We also have a substantial waiting list, should anybody drop out beforehand.

We are also investigating the feasibility of a number of additional activities/destination opportunities in the Eye of York and Castle Mills car park area, which would help to spread the Christmas offer across the City.

Working in partnership with York BID, we have awarded a four year contract for the Winter Lights to be supplied by LITE. We will be ensuring that the city wide scheme provides points of interest across the city.

### **MyCityCentre and other groups**

The Culture and Wellbeing team are members of the My City Centre stakeholders' group, providing input into the current Vision document and consultation on events across the city and their positive impact on creating a vibrant city centre.

The team also sits on the following partnership groups: City Centre Anti-Social Behaviour, Counter Terrorism task group and Publicly Accessible locations working group.

## Commercial Events

### **Commercial Events**

- Run safe and sustainable commercial events, including specialist markets, to generate surplus for investment.
- Maintain an up-to-date, comprehensive and publicly accessible overall list of events happening across York.
- Provide a toolkit to allow event organisers to self-serve including guidance on event management and highlighting where permissions would be required.
- Manage all enquiries from any individual or organisation requiring support / guidance with regard to putting on an event in York in the first instance
- If a proposed event falls within the Footstreets, Tower Gardens or the Eye of York:
  - decide whether to permit the event;
  - take responsibility for ensuring that the event organiser complies with all safety and other legal requirements in the planning and delivery of the event, including referring the event to the Council's Safety Advisory Group.
  - provide any appropriate management or other support to the event organiser
- If the proposed event is on land other than the Footstreets, Tower Gardens or the Eye of York determine whether the event falls within Make It York's remit and objectives, and if so:
  - seek relevant Council approvals to proceed;
  - provide appropriate management or other support to the event organiser; and
  - if not, sign post the event organiser to web-based and other information resources as appropriate.
- Work within relevant laws and Regulations that exist and ensure compliance with all licenses and permissions associated with particular sites at all times.

**See sections above.**

## Shambles Market

### Shambles Market

#### **Economic Health of Shambles Market**

Consultation has recently concluded on standardisation of rents for retail traders and an increase on rent for food traders and took effect in July. It is proposed that Inflation will automatically be applied each year in line with inflation commencing 2023. Moving forward periodic rent reviews will be undertaken to ensure that the market operates on a sustainable basis.

Shambles Market needs to be more commercially minded to deliver best value and facilitate a service that is sustainable where businesses can go and thrive as market trends continue to evolve.

To support delivering a sustainable market planned work in the near future includes:

- Options for revitalising the short- and medium-term performance of the market including a
  - a review of all service policies, procedures and protocols to ensure they are up-to-date, relevant and fully documented
  - enhanced staff training
  - a proactive approach to marketing and promotion maximising stall occupancy, trader mix and footfall
- Long term strategic outlook for the market
  - market Health Check
  - delivery of an investment plan
  - delivery of a succession plan to attract, encourage and recruit future market traders particularly young traders
  - development of a programme of added value markets ie Night Markets, and speciality markets
  - effective procurement and contract management is in place and delivers value for money
  - health and safety arrangements, including training, are in place, effective and compliant
  - Review of licencing system for traders to ensure the market can change and adapt
  - development of an Enterprise Programme to bring young people as traders to the market

Occupancy continues to be a challenge, particularly during the week. Saturday and Sunday are achieving 100% occupancy. Work is underway to actively seek out new traders for the market and this will further be enhanced by a marketing campaign

### **Improving relationships with traders**

Regular meetings are scheduled with YMTF where key issues are addressed and discussed. Further trader liaisons with Food traders are being developed to drive improvement and inform business direction.

### **Marketing**

A marketing subgroup has been established and is progressing some key initiatives in partnership with traders.

The MIY website has been improved to include trader spotlights, how to become a trader, application forms, FAQ's and history of the Shambles Market.



Make It York

**Quarterly Narrative**  
**August – October 2022**

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## Visitor Economy

### Leisure Marketing

#### *Summer in York*

The Summer in York campaign took place along with York Park & Ride and key partners including York Minster, JORVIK Viking Centre and City Cruises.

A Capital Yorkshire video with Adam and JoJo and associated competition was heard by 339,000 listeners and sent to over 16,000 contacts on their database which resulted in 3,275 page impressions of the hub page and 2,446 competition entries.

Video on Demand with ITV hub led to 154,116 impressions and promoted our Summer in York video.

#### *Haunted York*

On the 26th September we launched our Haunted York campaign. This included a new DL leaflet and haunted hub ([visityork.org/haunted](http://visityork.org/haunted)) and is being promoted in partnership with York Park & Ride and York Dungeon.

We promoted York as the most haunted city in Europe and a brand new seance show took place at York Dungeon. We also incorporated Guy Fawkes and the new Tragedy of Guy Fawkes play taking place at York Theatre Royal.

#### *Taste York hub*

'Taste York' hub is now live on our website ([visityork.org/taste](http://visityork.org/taste)) and features York as the place to be for foodie breaks. It provides details about the York Food Festival and York Restaurant Week (ran by York BID) as well as giving information about gastronomic events and offers.

#### *Leisure Awards*

Visit York was nominated in two categories at the Group Leisure Awards including Best UK destination for groups and Best Christmas Experience. We are happy to report that we won the Best UK Destination for Groups award.



### ***Christmas Guide***

The Christmas Guide is now in circulation and incorporates 30<sup>th</sup> anniversary branding and information about the Nutcracker Trail.

### ***National Campaigns***

Activity is now booked for our 'Love York with LNER' campaign which launched in October. The campaign promotes York breaks with LNER leading up to the Christmas period and features content from key partners including York Minster, JORVIK Viking Centre, City Cruises, National Railway Museum, The Grand Hotel, Castle Howard and the York Christmas Festival. The campaign includes outdoor posters on the London Underground and bespoke digital activity to target people taking short breaks from London.

### ***International Campaigns***

Make It York/Visit York attended the World Travel Market Conference in London from the 7-9th November. We shared a pod on the UKInbound stand along with Visit Leeds.

### **Digital Channels**

#### ***Visit York website***

During the period 21st June to 21st September, the Visit York website was visited by **348,126** users: a **14.29%** increase on the previous period. There were **975,196** page views during this period, the most viewed pages being 'Christmas', 'Things to Do', 'What's On', and 'Attractions'.

Campaign hub pages for Christmas, Halloween and Taste York were all updated and either published or ready for launch dates. An updated and expanded B2B 'Trusted Supplier' section of the website went live, with 41 pages of content being refreshed.

Other new content live on the site includes a 'York Hotels with Parking' page, targeting the 110,000+ searches per year, and a new 'Delegate Offers page' detailing Visit York member offers for business tourists.

#### ***Visit York Social Media***

Visit York social media channels received **4.2 million** impressions during this period, 171,622 engagements and gained **2,565** new followers.

Visit York now has a total of **150,681** followers across Facebook, Twitter, TikTok, and Instagram.

Video content output has increased significantly during this period, with our new in-house design and content executive producing videos ranging from 'Walking the City Walls', 'A Magical Walk Down the Shambles', and 'Exploring the Ouse', generating over 250,000+ video views.

The Visit York Business Tourism LinkedIn account was re-branded to 'Visit York' during this period and now includes posts related to events, member sector promotion (e.g. retail, food & drink etc.), trusted suppliers, campaigns as well as continuing with business tourism messaging.

The most popular post during this period was a Facebook post sharing that 'York has been voted the best city in the UK for a staycation by Which? Travel' which resulted in 219,102 impressions and 19,615 engagements.

### ***Make It York website***

During the period of 21st June to 21st September, **5,620** users visited the Make It York website which resulted in **11,179** page views.

The Shambles Market hub page was the most viewed page on the site during this period after the home page, closely followed by 'St Nicholas Fair', and 'How to Become a Trader at Shambles Market'.

The most popular news post was the announcement of the York Christmas Market anniversary bauble competition. Development began on the 'REACH Young People Hub', listing York-based professional creative and heritage educational opportunities and is due to go live in Q3 of 2022.

### ***Make It York Social Media***

Social media coverage on Make It York channels resulted in **91,717** impressions, 4,113 engagements, and 2,018 link clicks to the Make It York website, while gaining **256** new followers across all social media channels contributing to a total follower count of **10,967** followers.






The most popular post during this period was a LinkedIn post updating on 'Managing Director Sarah Loftus carrying the baton in The Queen's Baton Relay this morning in Hull' which gained **5,298** impressions and 398 engagements.

### **PR & Comms**

Total News Volume (print & online): 119

Total News Reach (print & online): 18.1m

Total News Value (print & online): £607k

-  Campaigns/topics of focus during this period included an invitation to applicants for the Visit York Tourism Awards 2023, Cultural Wellbeing Grant recipients, Queen's Baton Relay, York Ice Trail 2023 and Shambles Market visitor increases.
  
-  National coverage was secured in titles such as: Great British Life, Yahoo, House & Garden and Group Travel World.
  
-  Regional coverage was secured in the Yorkshire Post, Northern Echo, The Press, YorkMix, Yorkshire Reporter, Living North, Scarborough Evening News and Harrogate Advertiser.
  
-  Broadcast coverage included ITV Calendar, ITV Tyne Tees, York Mix Radio, Greatest Hits Radio, YO1 Radio, That's TV, BBC Radio Leeds and BBC Radio York.
  
-  We have facilitated 9 press trips during this time, including Homes and Antiques magazine, Hopazine magazine and Snapshots of Wander.

## Visit York Membership

Membership retention currently stands at **88%**, with **521** memberships having renewed this year.

Since the beginning of April, **97** new members have been recruited. This is a record number consisting of a mix of hotels, restaurants, self-catering and business services.

In the future, the management of Membership will be incorporated into a Key Account Management (KAM) model and acquisition of new business will be split across the teams. The implementation of the KAM model has been communicated to members and we anticipate this being fully implemented in November.

This new system of engaging with and managing Membership will ensure that all members receive direct one on one contact, enabling us to gain a greater understanding of member requirements. It will also help us to showcase future Visit York marketing plans.

Since April, the team have hosted **24** membership events ranging from member showcases to training opportunities.

## Publications

As mentioned above, the Autumn/Christmas Guide is now in circulation and was distributed during October via Info Display, NDP and Take one media. We are focussing on regional markets including Yorkshire, The Humber and the Northeast as well as attending the Living North Fair. We are also engaging with key areas of London including Kings Cross station.

The Autumn/Christmas Guide has a record number of advertisers this year (46) including a mixture of attractions, food, drink, and retail clients.

## Visitor Information Centre (VIC)

Footfall remained steady over the summer period (see table below) with more international visitors returning, the top five nationalities being:

1. USA (by a long way)
2. Netherlands
3. Canada
4. Germany
5. Australia

	VISITOR INFORMATION CENTRE			
	2019	2020	2021	2022
January	18,551	17,306	0	7,925
February	27,890	21,526	0	10,969
March	23,982	7,476	0	15,791
April	33,138	0	774	15,955
May	30,031	0	4,293	17,398
June	28,998	1,756	12,052	17,109
July	34,303	8,291	17,703	18,682
August	38,216	13,609	22,084	21,345
September	29,450	10,966	21,418	17,457
October	31,588	7,143	20,414	

November	21,986	0	14,186	
December	20,619	2,292	7,867	

During the next couple of weeks, the Visitor Information team will be looking at merchandise for Christmas 2023 and assisting with the move to the new premises. All are engaged and excited about the move and are keen to help.

### Volunteers

Volunteers have again proved invaluable during the summer, with many keen to help and step in at short notice, if needed. They will continue to provide information in the Visitor Information Centre and at York Train Station. As the Visitor Pod has been so successful during the summer, we intend to increase usage of it during the run up to Christmas by manning it with both staff and volunteers (subject to availability). Volunteers are now distributing the Christmas Guide to businesses in the city.

### York Pass

York Pass has had a good, strong summer with online sales accounting for 85% of total sales.

The Top 10 most popular York Pass attractions are:

1	JORVIK Viking Centre	4419
2	York Dungeon	3127
3	Clifford's Tower	2714
4	York Minster	2294
5	ASK Italian Restaurant	2211
6	Van Gogh Immersive Experience	2091
7	York Castle Museum	1730
8	City Cruises York	1571
9	York Cocoa Works	1471
10	Golden Tours	1233

We are exploring options for restaurant partner offers as the included meal from ASK restaurant was a strong selling point.

Continued regular attraction closures now impact the value of York Pass leaving no choice but to discount to maintain sales.

York Castle Museum and Yorkshire Museum have experienced a successful return to York Pass and we hope to include the exhibitions at the Art Gallery.

On the 14<sup>th</sup> October, we transferred to Stripe as the YP payment provider following the withdrawal of this service by Worldpay.



## Business Tourism

Business tourism activity this quarter is slow post-pandemic. Venues across the city are still reporting shorter lead times which we are seeing with about half of the direct enquiries. Long-lead enquiries for large-scale, in-person events are coming in for 2024/5, with little or no interest in hybrid options.

### Confirmed enquiries include:

- ✚ International Bee Health conference for 100, organised by FERA (October 2022) – multi-venue proposal including 4-day conference at York Biotech Campus, gala dinner at Merchant Adventurers' Hall, afternoon excursion including lunch and bespoke activities planned with Castle Howard.
- ✚ Crime Writers' Association annual conference for 70-100 (April 2023) - 2-day conference at Park Inn, gala dinner and social activities tbc.

### Enquiries in the pipeline:

- ✚ Charity away day for 70-100, November 2022
- ✚ Tech company 2-day project meeting for 40-50, January 2023
- ✚ Medical association, 2-day annual event for 350-400, June 2023
- ✚ Tech company 4-day corporate camp for 220, May-June 2023

### Liberal Democrat Spring Conference, March 2023

This is likely to be extended for a day at York Barbican in to compensate for the cancellation of the autumn conference which fell during the period of national mourning.

### Trade events and related activity

- We returned to The Meetings Show, London (ExCel), 29-30 June alongside 4 other smaller destinations on the MeetEngland stand. Positive conversations with new prospective clients, and some landing/growing in York interest that we were able to pass on the CYC Economic Development team.



### Conference web content development

- ✚ Ongoing work developing the venue search function within the conference section of [visityork.org](http://visityork.org) to replace the existing third-party search, which will give greater control over appearance and functionality.
- ✚ Our new delegate welcome went live, providing a selection of offers from Visit York members to extend a warm, city-wide welcome to business visitors and delegates.
- ✚ The event planners' toolkit was also launched with resources to support event professionals with their conference comms, such as social assets, useful links, sample copy, travel info, 'must-see York', digital versions of city guides etc, to help delegates make the most of their time in York or extend their stay.

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### Tourism Intelligence and Research

Quarterly tourism intelligence dashboards have been developed (see appendices below) showing YTD results and results for the most recent three months.

Key headline figures from the dashboards show

- ✚ that hotel occupancy rates are up from last summer, with average occupancy at 83% for June to August 2022.
- ✚ AirBnb occupancy rates are lower this summer compared to last, at 71%, but average daily rates are higher.
- ✚ Footfall is higher overall for the year to date than for the previous year, it was slightly down over the summer months in the city centre, at 2.41mn compared to the previous quarter, at 2.44mn, which saw a peak footfall over the Easter holidays. This could be due to the heatwave and rail strikes affecting people's decisions to travel to the centre.
- ✚ NB, For this quarter, the results shown will be from June to August, rather than July to September, as data is not available for around 2-3 weeks after month end.

### ***Make It York Intelligence***

In addition to the tourism intelligence dashboards, work is continuing on the production of a company health check dashboard, which will provide a summary of key measures of success tracked against the Make It York Business Plan. Once completed this will also be circulated to the board.

### ***Economic Impact Model – Cambridge***

Due to delays in the release of the 2021 GB Tourism Survey and GB Day Visitor Survey data as a result of COVID-19 related travel restrictions, the 2021 Cambridge Model Report for York will not now be received until January 2023.

The Cambridge Model produces estimates of the level of tourism activity within a given local area using national and local information. The volume of visits is translated into economic terms by estimating the amount of spending by visitors based on their average spend per trip. In turn, the impact of that spending can be translated to estimate the effects in terms of business turnover and jobs. The standard measures generated are:

- The total amount spent by visitors

- The amount of income for local residents and businesses created by this spending, and
- The number of jobs supported by visitor spending.

All of the required inputs for the 2021 report have already been sent to Tourism South East in the hope that the report can be delivered earlier than early 2023.

### Visitor Survey

Each quarter the raw data is sent by QA research and uploaded to Qresearchsoftware for analysis. The latest data for Q3 (July - September) will be available from mid-October.

A dashboard showing YTD results has been attached separately (see Appendix B). It shows key information sources used before and during a trip to York and should help to show the effectiveness of Visit York marketing.

The following KPIs from the Visitor Survey are sent to the Business Intelligence Hub at City of York Council on a quarterly basis. The Business Intelligence Team occasionally include figures from the visitor satisfaction KPIs on performance reports when they are writing about tourism and/or the city centre economy.

2022	Party size	Spend	Activities taken part in during stay			Visitor Satisfaction		
			Shopping in regular shops	Eating / drinking after 5pm	Shopping in a market	Experience (out of 5)	Likely to return to York in the next 2 yrs.	Likely to recommend York to someone else
	Average party size	Average spends per person per day, excl. accom.						
<b>Jan -Mar</b>	2.38	£74.41	85%	53%	60%	4.69	78%	95%
<b>Apr - June</b>	2.32	£80.55	85%	67%	71%	4.71	69%	98%
<b>June YTD</b>	<b>2.34</b>	<b>£78.19</b>	<b>85%</b>	<b>62%</b>	<b>68%</b>	<b>4.70</b>	<b>72%</b>	<b>96%</b>
<b>Base: Q1=201, Q2=321. Source: Monthly face to face survey of leisure visitors to York</b>								

### T-Stats and Movement Insight Data

The T-Stats platform continues to be updated monthly. Visit York members are being encouraged to ask for a log-in so they can access tourism data as and when they need it. The Business Intelligence Hub at City of York Council have a T-Stats login in order to access information for use in the Culture, Leisure and Communities Performance Scorecards:

<https://data.yorkopendata.org/dataset/executive-member-portfolio-scorecards-2022-2023>

York BID have now provided access to their Movement Insight data from Visa and O2. This is not currently being reported on as York BID already provide monthly reports on their website: <https://www.theyorkbid.com/category/insights/>. The latest report for August can be found here: <https://www.theyorkbid.com/city-centre-insights-august-2022/>

Having access to spend and visitor data via Movement Insights has proved useful in response to ad hoc data requests, for example:

- Change in visitor catchment distance
- Leading overseas markets in York – by visits and spend

## Culture & Wellbeing

### York Culture Strategy, York's Creative Future

#### Culture Strategy governance and new Culture Forum

York Culture Forum now has 160 members signed up to date.

In September, the Culture Forum elected their new Culture Executive.

They are:

- Barbara Swinn, Head of Strategy and Engagement at York Explore Libraries and Archives, – Cultural Engagement, Participation and Relevance
- Andrew Morrison, Chief Executive Officer of York Civic Trust and Fairfax House, as – Placemaking
- Lydia Cottrell, Founder of SLAP and freelance multi-disciplinary artist, – Talent Development and Retention
- Sarah Maltby, Director of Attractions at Jorvik Group, – York's National and International Profile
- Rachel Cowgill, Professor of Music and University Research Theme Champion for Creativity, University of York - General Member
- Tom Bird, Chief Executive of York Theatre Royal - General Member
- Rebecca Newman, Soprano and Managing Director of York Proms - General Member.

They join the non-elected members:

- Chris Edwards, Chair of REACH, the Local Cultural Education Partnership, as Head of Priority Area – Children and Young People
- Owen Turner, Master of the Guild of Media Arts, representing the UNESCO Creative City of Media Arts designation
- Helen Apsey, Head of Culture and Wellbeing at Make It York, as co-Chair of the York Culture Forum and Head of Priority Area – Culture and Wellbeing
- Councillor Darryl Smalley, representing City of York Council, as Executive Member for Culture, Leisure and Communities.

The Executive will be led by two co-chairs – Head of Culture and Wellbeing at Make It York and a co-chair appointed from and by the incoming Executive. The group will meet bi-monthly to steer the strategy's future direction. The first meeting of the new Culture Executive will take place in October.

#### Funding news

Make It York and York Civic Trust together submitted a bid to the National Lottery Heritage Fund for *York Trailblazers – how we make history* (formerly known as 'Makers and Shapers'). The bid has been successful, and £249,999 in funding has been granted to the project to make Trailblazers a reality.

Trailblazers will be an exciting and inclusive city-wide programme of events and activities across 2023 – 25, celebrating York's heritage, shaped around significant anniversaries, which inspire residents and visitors on York's collective history and empower new generations to shape our future together.

The activities funded by the NLHF will enable MIY and YCT to shine a light on lesser-known heritage stories, working with heritage and culture organisations and community groups across the city. Project deliverables include: community and schools heritage education through workshops; a community grants scheme for diverse community and heritage groups to produce events/initiatives as part of the programme; a large-scale public realm heritage trail created in collaboration between local sculptors and heritage craftspeople, heritage organisations, local communities and digital artists; and long-term trail legacy to transform areas of York.

MIY and YCT will develop and deliver the project together, with each leading on their areas of expertise: MIY will deliver the community grants scheme, the heritage sculpture trail, and provide a high-visibility marketing platform for the project.

### **Policy and Strategy**

MIY provided written responses to City of York Council's draft strategies on Health and Wellbeing and Economy. These highlighted the role of culture in wellbeing, and in regards to the Economic Strategy, the role and value of culture, as well as the economic value of tourism to the city.

### **Action Plan**

The MIY Culture, Wellbeing and Events team produced an action plan for the Culture Strategy in early 2021, which takes the form of a RAG report with key actions to achieve the outcomes/recommendations within the strategy and a quarterly reporting framework.

Recent progress across each Key Priority for the strategy has included:

### **Engagement**

- ✚ Much engagement work has focused around attracting new participants to the Culture Forum, and implementing the election process to the Culture Exec.
- ✚ The most recent Culture Forum was held in mid-September at the StreetLife project on Coney Street, where the results of the Culture Exec elections were announced, and we held a roundtable on the impact of the cost-of-living crisis on the sector. This was a productive discussion resulting in agreement to intel sharing between organisations, signposting to support for staff/ the community, and collective lobbying.
- ✚ See above update on York Trailblazers: community engagement is at the heart of the design process and a legacy project to ensure future engagement.
- ✚ MIY provides a fortnightly Culture e-news update, with latest culture news, funding updates, and MIY news, which we encourage the sector to contribute to, to act as a further information channel. The e-news currently has a readership of 160 people, and growing.
- ✚ The Culture Hub on the MIY website hosts the Culture Strategy and acts as a hub for the city's creative and cultural activity. We continue to develop this area of the website with the latest culture news and activities, including quarterly strategy progress reports.

### **Placemaking:**

- ✚ Make It York submitted case study evidence on local authority funding for culture, in response to a call for evidence from the Commission on Culture and Local Government, to investigate the role that publicly funded culture can play in national post-pandemic recovery. The case study focuses on the success of the York Life Festival, a free weekend music and culture festival for residents in April '22, which was funded through the Council's ARG grant scheme.

- ✚ University of York's Place and Community Knowledge Exchange fund opens for another round of funding in late September: MIY are liaising with the Humanities Research Centre to investigate a joint event to bring the sector and academics together.
- ✚ Phase two of the College Green pocket-park work began in this quarter, as part of MIY's Bloom! festival legacy project, in partnership with York BID and York Minster.
- ✚ Next steps on City of York Council's Investment Plan for the Shared Prosperity Fund will take place this quarter, which could see over £5m shared amongst projects in the city over the next three years. MIY has contributed proposals for the fund, across culture, tourism, events and markets.
- ✚ Conversations are ongoing with regional and national culture representatives. Links are also being developed across the north as part of MIY's role on the Northern Culture Consortium, which advocates together for the importance of northern culture.

#### **Children and Young People:**

- ✚ MIY are supporting REACH, the Cultural Education Partnership, and have created a web page hub for them to showcase cultural and creative activity for children and young people in York, on the Culture hub of the MIY website. MIY has drawn down funding from REACH to begin the further development of the hub, with the directory prioritised. Work has been ongoing on this over the summer.
- ✚ REACH's pilot scheme targets the twelve most deprived schools in the city to deliver arts-based development for schools and improve outcomes for the most deprived pupils. As part of REACH's scheme, the web hub will bring together a suite of place-based resources, many online and free, into one easy-to access offering.
- ✚ A key funding outcome of the York Trailblazers bid is to deliver free creative, heritage themed workshops to every primary and secondary school in York.

#### **Talent Development:**

- ✚ REACH's development will provide more cultural opportunities for children and young people, both in cultural activities and also in supporting twelve schools integrate more of an arts-based curriculum.
- ✚ SLAP's Talent Development Scheme continued during this quarter, with two of the artists achieving Arts Council Funding to expand their projects.
- ✚ Art is My Career discussion with MIY included education of both students and families to support young people exploring creative careers. AIMC are piloting this approach in two York schools and hope to expand and roll out further.
- ✚ Now funding for Trailblazers has been confirmed, conversations around development of student participation/ internships/ volunteering within the programme are ongoing.

#### **Culture and Wellbeing:**

- ✚ Nine York-based charities, social enterprises, community groups and individuals have been awarded grant funding this quarter by Make It York and City of York Council, via the Better Care Fund. The Cultural Wellbeing grant funding will support cultural and creative engagement activities that support resident mental health and wellbeing, and reduce loneliness and isolation. A total £30K was funding made available. Full details of the projects funded can be found here: [Nine Organisations Awarded Cultural Wellbeing Grants 2022 \(makeityork.com\)](https://www.makeityork.com/nine-organisations-awarded-cultural-wellbeing-grants-2022)

- ✚ Evaluation continued on the projects who received Cultural Wellbeing grant funding in 2021, and these now feature as Culture and Wellbeing case studies on the MIY website, as we continue to build the qualitative evidence bank for culture and wellbeing.
- ✚ A case study on the Cultural Wellbeing grants and York's Cultural Commissioning Partnership was submitted to the Local Government Association this quarter, for their new social prescribing handbook, which will highlight the vital contribution culture, leisure, green spaces, and sport make to social prescribing. Its audience will be councils (councillors and officers with responsibility for sport, parks, culture and health), health and wellbeing boards, and integrated care systems. Publication date tbc.
- ✚ The Culture Commissioning Partnership (CCP), with Chair and Secretariat by MIY, leads on the Culture and Wellbeing Priority within the Culture Strategy. An action plan across communications and engagement, funding, people and strategy, has now been agreed with the CCP, and is currently being implemented.

#### **York's National and International Profile:**

- ✚ During this quarter the York Culture Forum elected its first Culture Executive, to oversee activity and the development and implementation of the Culture Strategy. The September Forum meeting included a roundtable on the cost-of-living crisis and demonstrated a clear appetite for the sector to use its collective voice to advocate for itself on a local and national basis. The new Culture Exec will take forward the recommendations of this discussion for advocacy on multiple subjects.
- ✚ The application of York's bid for UNESCO World Heritage Status has now been submitted to DCMS. A list of the recommended sites for the Tentative List will now be submitted to ministers for approval before being registered at UNESCO later this year. Should York join the Tentative List, the city's UNESCO World Heritage Steering Group will then make a full application to UNESCO for WH status. The Head of Culture and Wellbeing represents on the WHSG. More information here: [Agenda item - York as a World Heritage Site](#)
- ✚ During this quarter, £250K funding for York Trailblazers (formerly known as Makers and Shapers) was secured, led by York Civic Trust and Make It York, with support from other partners. This will be a city-wide project from 2023-25, celebrating the anniversaries of past innovators and inspiring those of today and the future, as well as York's role as a cutting-edge creative city.

#### **UNESCO designation**

Work is underway on York's 2022 UNESCO Creative City of Media Arts Monitoring Report, with MIY working closely with the Guild of Media Arts to develop content and design for this. The guidelines and deadline for the report are still tbc from UNESCO.

The UNESCO Creative City of Media Arts working group are now looking to develop an overarching engagement plan for the designation to further raise the profile of the designation together.

During this period, Mediale led a three -day visit to Viborg in Denmark as part of the Immersive Assembly Volume II artist residency programme.

The Guild of Media Arts are currently planning a market development visit to Viborg, this November. They anticipate that this will provide York companies with the opportunity to meet companies working in the creative sector in Viborg and the wider region, and to gather business and market intelligence

about Denmark. Viborg are developing plans to visit to York with a delegation of administrative representatives from the Central Denmark region and the 19 municipalities within it, in April 2023.



## City Centre, Events and Markets

### City Funding Support for Culture and Events

We are developing a Sculpture Trail for 2023. The Art Trail is currently in development, with a commission that went live on the MIY website until the 14 October, for visual artists, designers, and illustrators to create a unique character or creature, bespoke to the city, that will be transformed into 3D, larger than life sculpture models as part of a family-friendly city-wide trail in 2023.

The 2023 sculpture trail will see 25/30 large scale sculptures strategically placed around the city to form a vibrant and bold family friendly trail of characters or creatures. Each sculpture model will be customised by being decorated with unique designs (through painting, applique, etc.) from Yorkshire-based artists, in response to a set overarching theme.

### Events Team

With the new Events team in place, holding weekly meetings to update on planning and city centre commercial bookings, planning for the Events Strategy and Event Framework will commence over the coming months. The Events Strategy will focus on alignment with both the Culture and Tourism Strategies.

The team continues to build and maintain partnerships for specific initiatives, through both our events and cultural work, to ensure engagement with events delivery partners and to advocate for forthcoming cultural events

### York Ice Trail 2023

Sculptures for the 2023 York Ice Trail themed around 'A Journey through Time' have now been secured and planning is underway for the event.

Sales closed on the 30<sup>th</sup> September with a total of 28 sculptures being sold. At the time of writing, a headline sponsor is still being sought for the event.

### Rugby League World Cup 2021

The RLWC 2021 is now underway. We have produced various promotional materials that were circulated to boost ticket sales across the city. We produced a city-wide video called 'Pass the ball' which sees a custom purple ball being passed to key people, businesses, attractions, and landmarks before making its way to the LNER Stadium. This video was released for the 50 days to go marker (October) and is being screened on match days.

York held the trophies for two days on 10<sup>th</sup> and 11<sup>th</sup> October to mark the 50 days to go marker also.

MIY organised two civic welcomes, one for the New Zealand Men's team on the 11th of October and one for the Women's Teams on the 31<sup>st</sup> October. York hosted the official RLWC Women's welcome event (organised directly by RLWC) at the Hospitium on 28<sup>th</sup> October.

### Visit York Tourism Awards (VYTA)

Applications closed for the VYTA on the 26<sup>th</sup> of August and judging took place on the 26<sup>th</sup> September. This year, there were 16 awards categories for businesses to enter, with 13 of these categories eligible for the winner to be put forward to the national VisitEngland Awards for Excellence 2023.

The shortlist can be found here: [Visit York Tourism Awards 2023 | Visit York](#)

All mystery shopping is to be completed by the end of November and winners selected in December.

The awards themselves will be held at York Racecourse on Thursday 23<sup>rd</sup> March 2023 and ticket sales are now open.

## **City Centre and Open Spaces**

### **Knivesmire**

The Balloon Festival was successfully delivered on 23-25<sup>th</sup> September.

### **St Sampson's Square**

The big wheel was on St Sampson Square for the whole of October and will return again in February 2023. Feedback from the public and businesses was very good.

### **Parliament Street**

#### ***Thors***

The summer event provided by Thor's Orangery proved to be popular with residents and visitors in the summer and feedback has been positive both from the organiser and users.

An initial proposal has been submitted for summer next year over a longer period (12 weeks) with a focus on community activities and participation such live music, theatre, crafts and café vibe speciality coffee and cake as opposed to beer and cocktails.

## **Christmas 2022**

According to new research recently collated York Christmas Market has been ranked 5<sup>th</sup> best Christmas Market in the world to visit globally and is ranked 2<sup>nd</sup> in the UK.

Celebrating its 30<sup>th</sup> year the Christmas Market will provide over 200 log units that will provide a variety of goods for visitors and residents. New for this year is a bespoke two storey Hutte with upper terrace overlooking the city offering a fine dining experience from Michelin starred Andrew Pern along with bar area and food takeaway area and this is complimented by a wide of food units.

As part of a commitment to be more environmentally conscious we have introduced sustainable initiatives this year. For the first time there is a complete ban on single use plastic across the market along with the requirement to use green generators has been implemented. Some locally made or sourced products are being used or being sold on the market. These initial steps will deliver a small reduction in food miles by using locally made/sourced, in waste by effective recycling and a in reliance on fossil fuels by utilising green generators. The benefits will be captured for this year's events and used for future enhancement of the event.

Make it York is working in collaboration with Covent Garden Entertainment and the city buskers to programme choirs, brass bands, performers, and entertainment throughout the day onto the evening to add to the Christmas Atmosphere.

Counter terrorism bollards will again be installed this year as the CYC procurement of permanent measures was delayed. Dialogue has been ongoing with CYC to ensure that these are installed as seamlessly as possible. Improved joint communications plan between Make it York and CYC has been implemented with advance notice given to businesses for awareness and planning. Funding has been agreed to wrap some barriers so that they are more aesthetically improved.

Working in partnership with York BID, we have awarded a four-year contract for the Winter Lights to be supplied by LITE. We will be ensuring that the city-wide scheme provides points of interest across the city during the festive season.

### **MyCityCentre and other groups**

The team are members of the My City Centre stakeholders' group, providing input into the current Vision document and consultation on events across the city and their positive impact on creating a vibrant city centre.

The team also sits on the following partnership groups: City Centre Anti-Social Behaviour, Counter Terrorism task group and Publicly Accessible locations working group.

## Shambles Market

### Market update

Work has been undertaken to explore how to reduce Shambles impact on the environment in line with CYC aspirations for their assets.

The market provides an opportunity for Make It York to collaborate with traders and engage with residents and visitors to raise awareness of the contributions we can all make, from small steps to bigger changes, to support York's ambition to be a net-zero carbon city by 2030.

Funding is being explored which if successful, will deliver:

- + On site changes within the market, to support traders to adopt more sustainable practices such as:
  - divert waste from going to landfill
  - Reducing CO2 emissions around the city centre
- + Installation of LED lights across the market to deliver less light pollution and better energy efficiency
- + Recycle and reuse initiatives
- + Creation of a community garden area within Shambles Market this will increase dwell-time by providing public and help with social isolation strengthening Shambles as a community hub in the heart of the city centre.
- + **Designing out Crime**

Funding has been agreed to install CCTV within Shambles market directly linked to the City of York city centre system. This will address anti-social behaviour that occurs at the market and damage to stall and food units.

### Sustainable Market

As operator of the market, we need to ensure its long-term sustainability and deliver a balanced market with a good mix of different commodities for visitors to the market which also enables independent business to grow and develop. Rules and Regulations which have been mutually agreed with traders are in place that govern how the market is operated. A commodity check has recently commenced to ensure that the Rules and Regulations are applied fairly, consistently and transparently across all the trading community and traders are selling only goods that they are approved for. This ensures that a comprehensive and balanced market is provided and is necessary to improve the overall market and encourage new traders to occupy vacant stalls.

Initial discussions have taken place to explore facilitating an artisan evening market monthly during 2023 and further work on further speciality markets will be explored.

### Marketing campaign and activations - educate, engage, encourage

- + To support the introduction of these initiatives, MIY will create a marketing campaign centred on education, encouragement and shared responsibility to:
  - Engage with traders, residents and visitors to raise awareness of the benefits of the small changes we can make in our everyday habits;
  - Empower people to make greener consumer choices, “small changes, big impact”;

- Demonstrate how we can be part of meaningful change through working collaboratively, sharing examples of how organisers, traders, residents and visitors can all make positive contributions to a place;
- Contribute to an ongoing narrative about green initiatives in the city and measurable environmental results that will bring real benefits to businesses, residents and visitors;
- Share eco-conscious messaging and calls to action to encourage changes in habits, i.e., complimentary provision of a limited number of branded cups, water bottles and shopping bags

By sharing progress with consumers and traders, we can capture positive impacts achieved and show how the small daily changes contribute to larger goals:

- ✚ Contractors will supply KPI reports where possible detailing amount of waste collected, fertiliser produced, CO<sup>2</sup> diverted, vehicle miles saved, etc, which will share in campaigns to encourage further consumer engagement.
- ✚ By choosing reusable mugs for hot drinks “we've saved XXX single use coffee cups from going into landfill”
- ✚ By refilling a water bottle “we've refilled the equivalent of XXX plastic water bottles” and potentially supported clean water provision overseas
- ✚ Through maximising opportunities to tie in with existing green campaigns and activity by building on existing campaigns with partners such as First Bus York, e.g. ‘Live Local, Spend Local, Travel Local’ messaging could be expanded to include ‘Live Green, Spend Green, Travel Green’, and to work with The BID on their existing ‘Go greener in York’ activity.

### **Market Occupancy**

Attendance data provided showed that the Market was achieving strong occupancy, on Saturdays and Sundays however there are vacant stalls throughout the week. Daily and weekly occupancy of the market continues to be monitored and changes to capturing occupancy is required to show a truer picture of the trading environment.

To retain a seven-day market shambles needs to, increase trader numbers on certain days, attract new customers and ensure the market is sustainable in the long terms.

The creation of a Market Retail Mix matrix to identify specific commodities that would enhance the overall offer is being planned and developed with the trading community. This will help deliver a well-balanced market that offers the unusual, the surprising and day to day commodities.

### **Market Rent levels**

Retail traders continue to make representation on rent levels following standardisation particularly in the current economic climate. A separate options appraisal report has been prepared for the boards consideration.

Developing speciality evening markets will further enhance income. A grant of £10k has been secured from York Bid to facilitate shared use of gazebos. A plan will be put in place to make use of the gazebos to provide added value events.

## **Health and Safety**

Health and Safety has improved at Shambles Market over the last few months supported by an external contractor. Daily H&S checks are now being undertaken. Full staff training was undertaken recently to further embed the importance of Health and Safety for the organisation and daily operations of the market.

The action plan as a result of the Health and Safety Audit concluded in February is in the process of being completed and is worked on constantly. A follow up audit will take place in due course.

## **Improving relationships with traders**

Regular meetings are scheduled with YMTF and the newly formed Shambles Food Trader Forum to drive improvement and inform business direction. Members of the Executive Team have spent weekends working at the market talking to traders and listening to their feedback along with observing operational requirements.

## **Marketing**

A marketing subgroup has been established and is progressing some key initiatives in partnership with traders.

The MIY website has been improved to include trader spotlights, how to become a trader, application forms, FAQ's and history of the Shambles Market.

Work is ongoing to integrate Shambles with the forthcoming Christmas Market to ensure that it's a seamless offer for the duration of the event. Shambles traders and offers will feature in all marketing plans along with the provision of Christmas Lights and tree located near Jubbergate.

## **Procurement**

In line with our Scheme of Delegation and to secure value for money and promote fair and transparent processes, Make It York has a tender process to award major contracts to suppliers. Details of current tenders, including instructions on how to submit a tender, are published on the MIY website.

Procurement will commence in January 2023 for next year's event and goods and services where appropriate.

## Corporate Services Delivery Plan 2022-25

Who we are and what we do	Our service challenges	Our service opportunities	Delivering MIY Business Plan Outcomes	Delivering against our CYC SLA and Corporate Priorities
<p>We deliver directly a range of services for the benefit of the MIY business, residents and visitors. These include:</p> <ul style="list-style-type: none"> <li>• Provision of Financial Services and Corporate Services for departments within MIY</li> <li>• Provision of Visitor Information Service</li> <li>• Provision of Governance Services</li> <li>• Office Management</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting the pressures of operating a 7 day a week Visitor Information Centre (VIC) with limited budgets against rising partner and customer expectations</li> <li>• Continuing to develop our financial services to reduce costs and improve inefficiencies</li> <li>• Addressing outstanding bad debts and processes to allow more flexibility, especially for the Visit York membership scheme and York Pass</li> <li>• Working with our new Auditor for 2023/24</li> <li>• Managing the new office and Visitor Information Centre with limited space and budget</li> </ul>	<p>Having a physical VIC means that we can engage with a large number of visitors who come to York, thereby improving services that the tourism sector provides.</p> <p>40% of VIC interactions are with residents which enables us to improve the information available to them and what they can experience in York.</p> <p>The development of the new VIC at Parliament Street and Visitor Pod at York Station.</p> <p>Improve our financial and budget information for our Board and Shareholder, which will enable us to predict income and expenditure more effectively. Key opportunity to manage cash flow more effectively through our improved financial rules and regulations.</p>	<p>The Make It York Board has agreed the following values:</p> <ul style="list-style-type: none"> <li>• <b>Entrepreneurial</b> - We will champion new ways of working. We will deliver great results. We will always be constantly improving.</li> <li>• <b>Collaborative</b> - We will work in partnerships. We will share our resources. We will support our teams.</li> <li>• <b>Responsible</b> – We will put customers first. We will do what we say. We will be true to our City.</li> <li>• <b>Ambitious</b> - We will make York the best place it can be. We will make MIY the best company it can be. We will become the best team we can be.</li> <li>• We are committed to working in partnership with other City of York Council services and partner organisations to deliver these priorities.</li> </ul>	<ul style="list-style-type: none"> <li>• Generate income from activities to support the delivery of the Business Plan and these Objectives; and</li> <li>• Work with the Council and other partners to attract funding to support and enhance the delivery of the activities set out below.</li> </ul>

## Delivering Business Plan priorities 2023/24

Business Plan Objective	Priority	What good will look like by March 2024 (unless stated)	The things we need to do to achieve this	Completion date	Accountable officer
<p><b>We want more effective financial processes</b></p> <p>To support the Board in making decisions</p> <p>To support our operational teams to be able to manage their budgets more effectively</p> <p>To enable our contractor and local businesses to be able to pay us on time and vice versa</p>	<p>Ensuring sustainable funding for MIY and to be commercially viable over next 3 years</p> <p>Financial management processes and procedures that meet the needs of the company</p> <p>Encourage local business to be on preferred supplier list or tendering process</p>	<p>Robust financial monitoring in place with accurate forecasting on a monthly basis.</p> <p>We will move to outcomes-based budgeting ensuring that MIY resources are directly linked to the MIY Business Plan and priorities. It will provide evidence to clearly demonstrate the outcomes being achieved for the resources we use and the impact those outcomes have. This ensures that MIY delivers value for money and prioritises its limited resources effectively.</p> <p>Ensure robust tendering and contract management is in place. Purchase locally where feasible and have clear robust processes based on quality and price.</p> <p>An operationally robust HR and team management system implemented to better manage sickness, appraisals, training, performance and objectives.</p>	<ul style="list-style-type: none"> <li>▪ Delivery Plans developed within the context of approved budgets</li> <li>▪ Review of financial management system to ensure fit for purpose</li> <li>▪ Review of financial ordering systems and processes to ensure that effective budget management and appropriate authorisation is adhered to</li> <li>▪ Financial awareness training for staff</li> <li>▪ Introduction of Direct Debit for Market Traders reducing staffing resources and reducing bad debt</li> <li>▪ Commitment to pay all invoices within 30 days</li> <li>▪ Review of procurement and contracting policies and procedures annually</li> <li>▪ HR agile management introduced company wide and training provided for all staff</li> </ul>		

**We want more people to use the Visitor Information Centre (VIC)**

Making York famous with a first-class visitor welcome

Delivering a first-class customer experience

- New Visitor Information Centre will provide key services in the heart of the City Centre to enhance the visitor experience and access to information will enable them to make informed decisions
- VIC will improve the wider city offers and enhance the visitor welcome through physical improvement and investing in staff
- Improve roaming visitor information services at key gateways including York Station
- Provide high quality services and create positive visitor experiences
- Maximise economic benefits by promoting relevant retail products

Creating an excellent information service for visitors coming to the city both digitally and in person

Contributing to increasing participation and visits to the City Centre and creating a visitor focussed City

- Research into users and non-users to better align services to user needs
- Assess usage of the Visitor Information Centre
- Assess the economic impact of the Visitor Information Centre i.e. nett spend per customer
- Assess statistics of origin of visitors to Visitor Information Centre to better cater services
- Work collaboratively with partner organisations to ensure that staff are up to date with visitor experiences
- Continue to look at new services provided for visitors to improve quality of our services
- Re-model and refurbish the shop to ensure that visitors receive excellent customer service and are offered a friendly, helpful experience
- Advocate the benefits of tourism to residents and businesses
- Continue to explore innovative ways to increase income, sell local merchandise and engage and promote local small businesses
- Identify a range of new sales lines and local products

Creating unrivalled experiences for visitors across the city

**We want residents to be proud to use our Visitor Information Service**

Creating a front of house that is welcoming and informative

Ensuring our City Centre is attractive and befitting of our city's heritage

Increase volunteers working with MIY, upskilling, and training new recruits.

- Deliver a Tourism Ambassador Programme for the VIC
- Host events and create opportunities for local people to volunteer throughout the summer
- Deliver regular in-house training and familiarisation visits to local attractions
- Create staff development opportunities and develop rapports with local attractions

Developing our resources and availability, providing a service to our members to enable them to be visitor ambassadors

Strong Communities

Offer a unique customer experience to visitors, residents and businesses.

Develop the Information Service into a social and community space which exhibits 'York' and can adapt to changing customer attitudes and behaviours and the increasing popularity of online bookings and tourism guides.



<p><b>Who we are and what we do</b></p> <p>We directly deliver a range of services for the benefit of business, residents, and visitors.</p> <p>These include:</p> <ul style="list-style-type: none"> <li>Events and Festivals</li> <li>Shambles Market</li> </ul> <p>To support businesses, provide affordable services to residents and provide destinations for visitors to York.</p> <p>These provide:</p> <ul style="list-style-type: none"> <li>Our major events programme supports the City Centre. These events not only provide the opportunity to engage with local people to provide cultural activities but also attracts a considerable number of tourists into the City</li> <li>The Shambles Market operates 7 days a week and hosts the largest number of independent traders in York providing a mixture of commodities from everyday essentials to the unusual and surprising</li> </ul>	<p><b>Our service challenges</b></p> <ul style="list-style-type: none"> <li>Meeting the pressures of operating a 7 day a week market with limited budgets against rising partner and customer expectations</li> <li>Continuing to develop our markets in the context of changing shopping habits</li> <li>Addressing long-standing repairs and maintenance issues at the market, many of which are aging</li> <li>Engaging more effectively with a wider proportion of the City's residents</li> <li>Delivering and operating service within agreed budgets</li> </ul>	<p><b>Our service opportunities</b></p> <p>Holding major events means that we can engage with many residents who may not otherwise access and participate.</p> <p>The development of the Shambles Market as a key community hub provides us with significant opportunities for partnership working with other services and organisations.</p>	<p><b>Delivering Business Plan Outcomes</b></p> <ul style="list-style-type: none"> <li>The Make It York Board has agreed the following Values:             <ul style="list-style-type: none"> <li><b>Entrepreneurial</b> - We will champion new ways of working. We will deliver great results. We will continually improve.</li> <li><b>Collaborative</b> - We will work in Partnerships. We will share our resources. We will support our teams.</li> <li><b>Responsible</b> – We will put customers first. We will do what we say. We will be true to our city.</li> <li><b>Ambitious</b> - We will make York the best place it can be. We will make MIY the best company it can be. We will become the best team we can be.</li> </ul> </li> <li>We are committed to working in partnership with other City of York Council services and partner organisations to deliver these priorities.</li> </ul>	<p><b>Delivering against our CYC SLA and Corporate Priorities</b></p> <ul style="list-style-type: none"> <li>Work towards increasing the value of the visitor economy through promoting innovation and higher quality in the existing offer</li> <li>Encourage a high value visitor economy investment and attract higher spending visitors</li> <li>Day-to-day management of the Shambles Market; operation of the Market Charter on behalf of the city</li> <li>In consultation with the CYC, develop a new Markets Strategy</li> <li>Support new retailers to trade</li> <li>Work towards a 5% year on year growth in surplus</li> <li>City Centre vibrancy – contribute expertise, ideas and experiences to the MyCityCentre Project which will set the City Centre strategy</li> <li>Work with City Centre landlords, including those distant from York, if they can be found, to ensure they are invested in the City.</li> <li>Commercial events – Keep the City Centre relevant and enticing by curating a programme of public events in the foot streets</li> <li>Run commercial events such as the Christmas Market in a safe and sustainable manner, to generate commercial opportunities for local businesses and generate surplus for investment in the economy</li> <li>Evening economy – My City Vision</li> </ul>
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**Delivering Business Plan priorities 2023/24**

Business Plan Objective	Priority	What good will look like by March 2024 (unless stated)	The things we need to do to achieve this	Completion date	Accountable officer
<p><b>We want more businesses to prosper here</b></p> <p>Supporting local businesses with advice and information</p> <p>Building strategic partnerships locally, nationally and globally</p> <p>Attracting and retaining the right investment and talent for the city</p>	<p>Manage the Shambles Market by operating the City's Market Charter and supporting existing and new market retailers to bring even more vibrancy to the Market.</p> <p>Ambitious Entrepreneurial Collaborative</p>	<ul style="list-style-type: none"> <li>Contributed to strong and sustainable neighbourhoods working with residents and businesses to sustain resilient communities by providing places for the community to come together access affordable, high-quality goods</li> <li>Customer focus: The market will expand its customer base, attracting and selling to a broader spectrum of shoppers. Working with traders, Make It York will review the market's trading hours, improve its marketing and promotions and explore new sales routes, e.g., on-line sales and click and collect</li> <li>Mix of Commodities: Over time, the commodity mix will evolve within the market, with a focus on using up spare pitch capacity to achieve a balance of traditional and new products and services, recognising changing demand. All vacant pitches across the Shambles Market will be occupied with a waiting list of traders</li> <li>Ambitious standards: The market traders and management will have improved performance by regularising trader presence,</li> </ul>	<p>Exploit the opportunities that the Shambles Market offers for the city economy, its residents and visitors by:</p> <ul style="list-style-type: none"> <li>Developing and delivering a distinctive and high impact marketing and communications plan for the market and its businesses</li> <li>Engaging young people and encouraging them to become stall holders</li> <li>Promoting the market as a place for shopping with and for young people</li> <li>Creating a community space</li> <li>Developing a programme of additional markets on different days or 'special' types of markets e.g., farmers' markets, totally locally, recycle, reuse and Vegan etc.</li> <li>Creating pathways and incentives for new businesses to choose the Shambles Market as its choice to do business, with support in starting up and becoming sustainable, and offering provision for existing traders to develop and grow</li> <li>Developing a Markets Strategy to ensure that it is at the heart of local neighbourhoods and a visitor attraction</li> </ul>		

		<p>improving customer service, adhering to license conditions and traffic management orders, and ensuring visible product pricing. A good conduct agreement will be worked up to enshrine these standards</p> <ul style="list-style-type: none"> <li>▪ The market will have benefited from local development and investment enjoying new seating, greening up areas and new solar stall roofs</li> <li>▪ This will support inclusivity, accessibility, dwell time and spend</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop a Health Check of the Shambles Market to ensure sustainability in the long term</li> <li>▪ Deliver sustainability initiatives that reduce the impact of the market operations</li> <li>▪ Continue to strengthen partnerships with traders</li> <li>▪ Install new Wi-Fi to support traders to run their businesses</li> <li>▪ Install CCTV to address design out crime</li> </ul>
<p><b>We want more people to visit York</b></p> <p>Make York famous as a first-class destination for leisure, business, and study</p> <p>Create unrivalled experiences for visitors across the city</p> <p>Support local businesses who help make this happen</p>	<p>Entrepreneurial Collaborative Ambitious Responsible</p>	<ul style="list-style-type: none"> <li>▪ We will have delivered five commercial events including the Christmas Market, Ice Trail, Spring and Summer events and a Sculpture Trail</li> <li>▪ Curated a year-round programme of public events, catering to peak and off-peak times of the year to encourage seasonality, and create a high-quality, vibrant, and attractive city offer that will provide a consistent and uplifting experience for residents and visitors</li> <li>▪ Our provisions are utilised by other partners to engage with residents and visitors</li> <li>▪ More tourists visit the district and stay for longer, spending more to support our economy</li> <li>▪ Markets and Events act as key drivers in attracting shoppers into our town and City Centre</li> <li>▪ Make our events examples of best practice, to increase quality and where possible, create more sustainable events</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review of current events and festivals programme to identify gaps and opportunities to develop an Events Strategy, drawing on the existing Cultural Strategy, My City Vision, and emerging Tourism Strategy, and other major local strategies</li> <li>▪ Develop an annual calendar of events and festivals which add value to the York experience and encourage visitors and resident participation</li> <li>▪ Continue to develop major events and festivals such as St Nicholas Christmas Fair and Ice Trail</li> <li>▪ Develop itineraries for events and festivals suggesting visits to attractions, food and drink and accommodation to drive longer stays</li> <li>▪ Strive to deliver events that are more environmentally sustainable and build on the single use plastic ban and also explore innovative ways of being more sustainable</li> <li>▪ Forge partnerships to enable third party delivered events that are utilising City Centre public spaces</li> <li>▪ Ensure all events are held within current laws, regulations, Health and Safety guidance and delivering on sustainability</li> <li>▪ Benchmark and evaluate satisfaction of events and festivals with local City Centre businesses, Shambles Market traders, visitors and residents</li> <li>▪ Develop a programme of support and training for new volunteers to assist at events and festivals</li> </ul>
<p><b>We want our residents to be proud to live here</b></p> <p>Create incredible events that our communities love</p> <p>Develop our dynamic and engaging cultural and arts scene</p>	<p>Responsible Ambitious Collaborative Entrepreneurial</p>	<ul style="list-style-type: none"> <li>▪ Develop proposals that demonstrate a balance for everyone sharing public spaces</li> <li>▪ Deliver an annual events programme that meets the needs of residents that they can participate, experience and learn</li> </ul>	<ul style="list-style-type: none"> <li>▪ By the end of 2023 we will have a draft booking system/ licence procedure for buskers and street entertainers for consideration with partners to make sure that residents, businesses, and visitors get the best experience and that street performers get the chance to shine and showcase their talents</li> </ul>

<p><b>Who we are and what we do</b></p> <p>We deliver directly a range of services for the benefit of the MIY business, local residents and visitors. These include:</p> <ul style="list-style-type: none"> <li>• Delivery of the Culture Strategy</li> <li>• Cultural services, as outcomes of the Culture Strategy, including the Culture Forum and Culture Exec, and development of citywide partnerships and funding opportunities</li> <li>• Cultural activations</li> <li>• Tourism research and insight and MIY business insight</li> </ul>	<p><b>Our service challenges</b></p> <ul style="list-style-type: none"> <li>▪ Lack of core Culture Strategy funding to enable key initiatives and activations to take place</li> <li>▪ Broad network of relationships to maintain</li> <li>▪ Dependent on partner data to ensure tourism data is fully reflective of citywide trends (can be difficult to obtain)</li> </ul>	<p><b>Our service opportunities</b></p> <ul style="list-style-type: none"> <li>▪ Opportunities for partnership development, resulting in exciting citywide projects and bids, that enable us to deliver major elements of the Culture Strategy</li> <li>▪ Ability to help shape cultural landscape, to ensure culture provision becomes inclusive, relevant and accessible to residents and visitors, including young people, in line with the ambitions of the Culture Strategy</li> <li>▪ Ability to monitor and identify tourism and broader data trends, to help shape future business needs.</li> </ul>	<p><b>Delivering MIY Business Plan Outcomes</b></p> <p>Make It York Board has agreed the following values:</p> <ul style="list-style-type: none"> <li>▪ <b>Entrepreneurial</b> - We will champion new ways of working. We will deliver great results. We will always be improving</li> <li>▪ <b>Collaborative</b> - We will work in Partnerships. We will share our resources. We will support our teams.</li> <li>▪ <b>Responsible</b> – We will put customers first, We will do what we say. We will be true to our city.</li> <li>▪ <b>Ambitious</b> - We will make York the best place it can be. We will make MIY the best Company it can be. We will become the best team we can be.</li> </ul> <p><b>Culture and Wellbeing Priorities:</b></p> <ul style="list-style-type: none"> <li>▪ Develop, promote and manage the City's Culture Strategy, York's Creative Future, 2020 - 25. by working with partners to deliver an ambitious and cohesive range of programmes. Promoting the culture and creative sector through media channels, policy work, networking opportunities, working groups and forums</li> <li>▪ Develop an Events Framework for the Culture Strategy that enables the City to proactively identify events it wishes to host and attract</li> <li>▪ Promote and maximise York's UNESCO Creative City of Media Arts Status</li> <li>▪ Support cultural events and initiatives, such as the York Mystery Plays</li> </ul> <p>We are committed to working in partnership with other City of York Council services and partner organisations to deliver these priorities.</p>	<p><b>Delivering against our CYC SLA and Corporate Priorities</b></p> <p><b>Key Deliverables:</b></p> <ul style="list-style-type: none"> <li>▪ <b>Culture Strategy</b> – An ambitious and cohesive programme of cultural development for the city covering the arts, heritage and creative industries</li> <li>▪ <b>Events Framework</b> – 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 also enables the Council to respond in an informed way when opportunities are brought forward</li> <li>▪ <b>UNESCO designation</b> – Ensure the people of York understand and appreciate the importance of York's UNESCO Creative City of Media Arts status and maximise its impact.</li> </ul>
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**Delivering Business Plan priorities 2023/24**

Business Plan Objective	Priority	What good will look like by March 2024 (unless stated)	The things we need to do to achieve this	Completion date	Accountable officer
<p><b>Ensure the ongoing development, delivery and promotion of the city's Culture Strategy</b></p>	<p>Culture Forum and Culture Executive now established, to drive future Culture Strategy development: majority of strategy Working Groups in place. Continue to act as co-chair and secretariat for the Exec and Forum, shaping the development of the strategy, and empowering</p>	<ul style="list-style-type: none"> <li>▪ Engaged Culture Forum covering broad ranging topics of importance to the culture and creative sector, networking opportunities and knowledge sharing.</li> <li>▪ Empowered Culture Exec, who together steer the Culture Strategy's future direction, with Heads of Priority Areas leading on and developing their strategic areas.</li> <li>▪ Working Groups who together support the Exec and Forum to drive forward the strategy's key Priorities.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing co-chairing and secretariat role to Culture Forum and Exec</li> <li>▪ Co-working with Exec and wider sector to shape Culture Strategy's future direction</li> <li>▪ Deliver key programmes in line with Culture Strategy objectives (Trailblazers etc. - see below for more info)</li> <li>▪ Continue to promote the culture and creative sector through media channels, policy work, networking opportunities, working groups and forums</li> <li>▪ Developing work with Culture Exec for Arts Council bid in 2023-24</li> </ul>	<p>Ongoing</p>	<p>HA</p>

<p><b>Ensuring the successful delivery of the York Trailblazers programme</b></p>	<p>Culture Executive members to lead and develop their strategy priority areas further.</p> <p>Continue to deliver the Cultural Wellbeing Grants programme, alongside City of York Council (funding dependent, through the Better Care Fund), to support charities, social enterprises and voluntary groups who work in the arts for health.</p> <p>Working alongside York Civic Trust and key partners on an exciting citywide programme of events and activities, including grant funding, marketing and promotion, and a large-scale sculpture trail</p>	<ul style="list-style-type: none"> <li>Applied for one major funding bid in 2023-24 that supports and helps drive forward the ambitions of the Culture Strategy.</li> <li>Explore the potential for a York Creates Fund.</li> <li>Continued delivery of the Cultural Wellbeing Grants programme</li> <li>Trailblazers hubs live on MIY and VY sites, high-profile campaign to ensure resident engagement, co-production workshops have taken place with heritage experts, artists, schools and community groups to shape the 2024 sculpture trail, grant programme has been delivered to enable community groups to get involved and their own trailblazing history and heritage stories.</li> </ul>	<ul style="list-style-type: none"> <li>York Creates Fund development started through small creative commissions, with proceeds going towards fund pot and future projects</li> <li>Cultural Wellbeing – grants programme ongoing and developing evaluation</li> <li>Governance structures in place – internal project team in place with CDM as project lead</li> <li>Deliver ongoing marketing campaign</li> <li>Deliver grant-giving programme</li> <li>Planning and logistics in place for sculpture trail – to launch in April 2024, running through to c. September 2024.</li> </ul>	<p>Summer 2023 (exact date tbc as funding confirmation dependant)</p> <p>Ongoing – grants programme delivery May 2023, trail live April 2024, trail completion Sept 2024</p>
<p><b>Promote and maximise York’s UNESCO Creative City of Media Arts status</b></p>	<p>Support the future sustainability of the status and focal point of the UNESCO Creative City of Media Arts designation</p> <p>Support York’s bid for UNESCO World Heritage Status</p>	<ul style="list-style-type: none"> <li>UCCN Monitoring Report 2022 completed (timelines tbc at present as UNESCO reconfiguring reporting process)</li> <li>Profile-raising for the designation, in line with the vision of the Culture Strategy, working closely with the Guild of Media Arts and city partners</li> <li>NB – we won’t know the outcome of the first bid round until Feb 2023 – if we reach the next stage of bidding, it will mean continued co-working with partners and the York UNESCO World Heritage Status Steering Group to develop our proposals.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing collaborative working</li> <li>UNESCO designation key part of Culture Strategy and Tourism Strategy and marcomms and policy work reflects this: ensure ongoing profile raising</li> </ul>	<p>Ongoing</p> <p>Tbc – awaiting bid outcome</p>
<p><b>Develop an Events Framework for the Culture Strategy that enables the City to proactively identify events it wishes to host and attract.</b></p>	<p>Ensuring development of an Events Strategy, which dovetails with other city strategies, including the Culture, Tourism and Economic Strategies</p>	<ul style="list-style-type: none"> <li>Development of a new Events Strategy that reflects MIY and the city’s ambition for events and festivals</li> <li>Cultural events and installations with opportunities for cultural practitioners within the Events Strategy, to ensure cultural engagement, working with the culture sector</li> <li>Aligns with the Culture Strategy and Tourism Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Internal discussion of needs regarding an Event Strategy and Framework</li> <li>Consultation with key city groups – Culture Forum, Tourism Advisory Board, and others regarding requirements for Event Strategy</li> <li>Drafting strategy</li> <li>Publication date tbc</li> </ul>	<p>Tbc</p> <p>HA/ KC</p>
<p><b>Support cultural events and initiatives, such as the York Mystery Plays.</b></p>	<p>Advocacy for cultural events and initiatives within city with key stakeholders and profile raising</p>	<ul style="list-style-type: none"> <li>Ongoing awareness raising of cultural events and initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Continue to advocate for cultural events and initiatives</li> <li>Signpost organisers towards relevant funding opportunities</li> <li>Profile-raise through marcomms and policy work</li> </ul>	<p>Ongoing</p>

**Research and  
Insight informs and  
underpins our work**

Delivering annual Visit York  
Visitor Survey  
Evaluating MIY events and  
festivals  
Tourism dashboard  
MIY dashboard

- Delivery of annual Visit York Visitor Survey, with key info and trends informing Tourism Strategy development and marketing campaigns
- Evaluation of key MIY events
- Ongoing measuring of success/ dashboards in place, to simplify and make more impactful way of communicating key measures and for tracking progress, identifying where need to improve

- Developing and ongoing measuring of success/ dashboards
- Quarterly business-wide research and insight meetings
- Working closely across teams to gain awareness of current key campaigns, data needed, and to share understanding of research trends
- Sharing key data, which feeds into key company priorities and their development

Ongoing

<p><b>Who we are and what we do</b></p> <p>We deliver directly a range services for the benefit of business, residents and visitors. These include:</p> <ul style="list-style-type: none"> <li>▪ Making York famous as a first- class destination for leisure, business and study</li> <li>▪ Building strategic partnerships locally nationally and globally to grow visitor numbers</li> <li>▪ Promoting the City, through several communication channels highlighting local businesses and numbers</li> </ul> <p>These provide:</p> <ul style="list-style-type: none"> <li>▪ Approximately 8.4 million visitors a year to the City, contributing to 30+% of the local economy via the tourism sector</li> <li>▪ Maximum reach of promotion via varied channels generating visits to the City</li> <li>▪ Engagement with local businesses and support in marketing, networking and revenue generation</li> </ul>	<p><b>Our service challenges</b></p> <ul style="list-style-type: none"> <li>▪ Challenges with the current economy, marketing budgets are usually reduced first</li> <li>▪ PR for both the company and the City when negative</li> <li>▪ Reliant on new businesses to invest in the City in order to grow our membership platform and offer something different to a varied audience</li> <li>▪ Delivering and operating a service within agreed budgets</li> </ul>	<p><b>Our service opportunities</b></p> <ul style="list-style-type: none"> <li>▪ Developing partnerships with B2B businesses in order to support the hospitality sector</li> <li>▪ Approaching businesses as a more solution based organisation rather than product driven</li> <li>▪ Utilising new technology and channels to deliver to different audiences which will create more visits</li> </ul>	<p><b>How we represent our values</b></p> <p>The Make It York Board has agreed the following values:</p> <ul style="list-style-type: none"> <li>▪ <b>Entrepreneurial</b> - We will champion new ways of working. We will deliver great results. We will continually improve</li> <li>▪ <b>Collaborative</b> - We will continue to work in partnership with members and suppliers to ensure success for all parties</li> <li>▪ <b>Respectful</b> – We will ensure messaging is in line with the city vision whilst supporting stakeholders needs. We will deliver what we propose, and push for an increase on results</li> <li>▪ <b>Ambitious</b> - We will make York the best place it can be. We will make MIY the best company it can be. We will become the best team we can be</li> </ul>	<p><b>Delivering against our CYC SLA and Corporate Priorities</b></p> <ul style="list-style-type: none"> <li>▪ Promotion of York as a leisure and business visitor destination; running the Visit York membership scheme; liaison with LEP, Visit Britain etc. to make the most of all available support</li> <li>▪ Contribute to national and regional marketing initiatives</li> <li>▪ Convene the Tourism Advisory Board (TAB) as a representative body for all those involved in the tourism sector and contribute to the development of a new Tourism Strategy</li> <li>▪ Work with the visitor economy sector, 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</li> <li>▪ Encourage all York residents to enjoy the tourism and cultural offering of York including year-round promotion and targeted residents’ events</li> <li>▪ Attract new business tourism to the city by providing a clear and effective process for responding to conference enquiries with high quality response and support, and working proactively to attract new enquiries appropriate to the city</li> </ul>
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Delivering Business Plan priorities 2023/24

Business Plan Objective	Priority	What good will look like by March 2024 (unless stated)	The things we need to do to achieve this	Completion date	Accountable officer
Promote York as a leisure, business and visitor destination	Partner with organisations such as VisitBritain and VisitEngland, ensuring York is included in leading International, National and Regional marketing initiatives	<ul style="list-style-type: none"> <li>▪ Increasing visitor spend in the City along with footfall into the City Centre by 5%</li> <li>▪ Increasing the membership model by 2% year on year</li> <li>▪ Maintaining a retention rate of above 94%</li> <li>▪ Working with the tourism sector to increase GVA growth</li> <li>▪ Working with the tourism sector to increase private sector led investment into the City Centre including the evening economy</li> <li>▪ Pioneering new ways of managing cultural tourism and eco-tourism</li> <li>▪ Establishing a greater understanding of business visitors in order to create a business marketing campaign resulting in more visits and a conferencing strategy</li> </ul>	<ul style="list-style-type: none"> <li>▪ An increase of 5% of followers, impressions and engagement with our social media channels</li> <li>▪ Increased engagement with both Visit York and Make It York websites</li> <li>▪ Increased footfall, occupancy, average length of stay and overall value of the visitor economy by developing marketing campaigns aimed at local, national and global audiences</li> <li>▪ Recruiting and maintaining campaign partners across the sector to promote York to all audiences</li> <li>▪ Targeting international visitors to re-engage and welcome them back to the City (currently make up 3.8% of overall visits to the city)</li> <li>▪ Maintaining visitation numbers from the domestic market</li> <li>▪ Growing our press coverage by 5%</li> </ul>		<ul style="list-style-type: none"> <li>▪ HA</li> </ul>
Develop and grow our Visit York membership scheme	<ul style="list-style-type: none"> <li>▪ Ensure members are engaged with marketing campaigns and feel valued in the city and represented</li> <li>▪ Engage with new businesses in the hospitality sector offering support and</li> </ul>		<ul style="list-style-type: none"> <li>▪ Use research analysis to create key objectives per campaign and specify target audiences</li> <li>▪ Hold a minimum of 12 member events per year, focussing on key speaker slots about the industry, ensuring true insight into the business needs of members</li> <li>▪ Increase our membership by 2% (revenue)</li> <li>▪ Increase individual contacts with members ensuring all information is communicated efficiently along with</li> </ul>	Tbc	

	<p>opportunity via our channels</p> <ul style="list-style-type: none"> <li>▪ Understand business need and provide marketing solutions to support initiatives</li> </ul>	<p>understanding how businesses promote the city and thereby using that to influence campaign activity</p>
<p>Convene and support the implementation of the Tourism Strategy</p>		<ul style="list-style-type: none"> <li>▪ Start the implementation of a green tourism project to support sustainability across the business</li> <li>▪ Support partners with the implementation of the Tourism Strategy</li> </ul>
<p>Encourage all York residents to enjoy the tourism and cultural offer of York including year round promotions and targeted residents' events</p>		<ul style="list-style-type: none"> <li>▪ Support all areas of MIY with marketing and engagement in order for them to fulfil objectives set</li> <li>▪ Work with the events team to ensure maximum coverage of events and promotions</li> <li>▪ Grow resident engagement by 5% giving a larger platform of promotion to resident audience</li> </ul>

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## Websites

	Q1 April to June 2022		Q2 July-September 2022		Q3 October-December 2022		Q4 January-March 2023	
Website	<b>VisitYork</b>	MakeItYork	<b>VisitYork</b>	MakeItYork	<b>VisitYork</b>	MakeItYork	<b>VisitYork</b>	MakeItYork
Users:	296,232 +4.1% vs. previous year	6,190 +5.1% vs. previous year	348,126 +14.29% vs. previous year	5,620 +3.9% vs. previous year	683,907 +9.1% vs. previous year	13,462 +211.40% vs. previous year		
Page views:	819,298	14,024	975,196	11,179	885,844	22,517		
Most viewed pages:	<ul style="list-style-type: none"> <li>'What's On'</li> <li>'Things to Do'</li> <li>'Attractions'</li> <li>'City Cruises'</li> <li>'Shambles'</li> </ul>	<ul style="list-style-type: none"> <li>Shambles Market hub page</li> <li>City Centre Space Rate Card</li> <li>Make It York events</li> </ul>	<ul style="list-style-type: none"> <li>'Christmas'</li> <li>'Things to Do'</li> <li>'What's On'</li> <li>'Attractions'</li> </ul>	<ul style="list-style-type: none"> <li>Shambles Market hub page</li> <li>'St Nicholas Fair'</li> <li>'How to Become a Trader at Shambles Market'</li> </ul>	<ul style="list-style-type: none"> <li>'Christmas'</li> <li>'Christmas Market'</li> <li>'Christmas Market Traders'</li> <li>'What's on'</li> </ul>	<ul style="list-style-type: none"> <li>'York St Nicholas Fair'</li> <li>'Shambles Market hub'</li> <li>'Work with us'</li> <li>'Visitor Economy'</li> </ul>		

## Websites

- The number of users to both websites continues to grow each quarter
- Visit York page views were slightly down in Oct-Dec vs. the summer months, but kept high by interest in the Christmas markets, which were the most viewed pages
- Make It York page views were highest in the last quarter, again driven by interest in the Christmas markets



# COMPANY DASHBOARD: OCTOBER TO DECEMBER 2022

## Social Media

	Q1 April to June 2022		Q2 July-September 2022 (21 <sup>st</sup> June – 21 <sup>st</sup> September)		Q3 October-December 2022		Q4 January-March 2023	
Social media	VisitYork	MakeItYork	VisitYork	MakeItYork	VisitYork	MakeItYork	VisitYork	MakeItYork
Impressions:	5.8 million	98,082	4.2 million	91,717	6.1 million	89,101		
Engagements:	262,851	4,003	171,622	4,113	289,714	4,561		
New followers:	4,773	192	2,565	256	5,159	146		
Total followers:	147,239	10,741	150,681	10,967	156,324	11,118		
Video content:	395,423 views	n/a	262,059	n/a	369,024	n/a		
Most popular post:	<p>✂ The countdown is on! ✂ The JORVIK Viking Festival is taking place in York from 28th May - 1st June! #JVF22 🔑</p>	<p>We're pleased to award 15 York-based organisations funding from the ARG Events &amp; Festivals grant scheme, in partnership with @CityofYork</p>	<p>York has been voted the best city in the UK for a staycation by Which? Travel</p>	<p>Managing Director Sarah Loftus carrying the baton in The Queen's Baton Relay this morning in Hull</p>	<p>It's official... the England Women's Rugby League team have made it to the semi finals of the Rugby League World Cup.</p>	<p>On Wednesday 9th Nov, their Majesties King Charles III and Camilla, The Queen Consort, will visit York to unveil a statue of Her late Majesty Queen Elizabeth II</p>		

## Social Media

- Visit York social media impressions, engagements and new follower counts were highest in the most recent quarter, with a post about the Women's Rugby League World Cup Team being the most popular
- Make It York's social media engagements were also at their highest level in Q3. The most popular post was about the King and Queen Consort's visit to York



# COMPANY DASHBOARD: OCTOBER TO DECEMBER 2022

## Sales & Marketing

### Marketing

- "Haunted York" Campaign Results
- Social media total impressions 468,196
- Video on Demand with ITV hub: Total impressions 252,276
- Coronation Street the best performing with over 66K impressions
- Key partners:
- York Park & Ride & York Dungeon
- Love York with LNER Christmas focus
- London Underground
- 35 x 16 sheet posters and 150 escalator panels on London Underground for 2 weeks - Total impressions: 14,743,800
- Love York with LNER hub page (Christmas focus): 4,273 views
- Love York with LNER Christmas paid social reels:
- Impressions: 435,478
- Reach: 217,054
- Engagements: 27,174
- Hand Luggage Only (Yaya and Lloyd Social media influencers from London) 135,000 views of their festive visit to York to date

	Q1 Apr-Jun 2022	Q2 Jul-Sep 2022	Q3 Oct-Dec 2022	Q4 Jan-Mar 2023
<b>PR &amp; Comms</b>				
Total news volume (print & online)	112	119	359	
Total news reach (print & online)	18.4 million	18.1 million	109 million	
Total news value (print & online)	£1.53m	£607k	£2.3 million	
Press trips facilitated	7	9	9	
<b>Membership</b>				
Retention (annual)	88%			
Renewals (annual)	521			
New members	45	97 (since April)	103 (Since April)	
Events	9	24	30	
<b>Business Conferences</b>				
No. in pipeline	3	4	6	
No. confirmed	0	3	2	



# COMPANY DASHBOARD: OCTOBER TO DECEMBER 2022

## York Pass and Visitor Information Centre

### York Pass and Visitor Information Centre

- York Pass sales quieter in Winter months due to Christmas offers but web sales still generating income along with trade accounts.
- A number of Trade Partners have shown interest in York Pass and discussions were had at WTM- reviewing our trade partners for next year.
- Negotiations have started with system supplier regarding new agreement.
- Attraction contacts to be reviewed for renewal next quarter

York Pass				
	Q1 Apr-Jun 2022	Q2 Jul-Sep 2022	Q3 Oct-Dec 2022	Q4 Jan-Mar 2023
No. of passes sold	2,813	3,755	1,135	
Top 3 attractions	1. JORVIK 2. York Dungeon 3. Clifford's Tower	1. JORVIK 2. York Dungeon 3. Clifford's Tower	1. JORVIK 2. York Dungeon 3. Clifford's Tower	
Average attraction visit	3.0	3.9	3.5	

Visitor Information Centre				
	Q1 Apr-Jun 2022	Q2 Jul-Sep 2022	Q3 Oct-Dec 2022	Q4 Jan-Mar 2023
Footfall	50,462 <i>(vs. 17,119 in 2021)</i>	57,484 <i>(vs. 61,205 in 2021)</i>	38,448 <i>(vs. 42,467 in 2021)</i>	
Top 5 nationalities	1. X 2. X 3. X 4. X 5. X	1. USA 2. Netherlands 3. Canada 4. Germany 5. Australia	1. X 2. X 3. X 4. X 5. X	
Key things people come in for:	1. X 2. X 3. X	1. X 2. X 3. X	1. X 2. X 3. X	



# COMPANY DASHBOARD: OCTOBER TO DECEMBER 2022

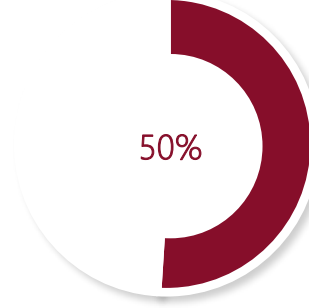
## Culture

### Culture

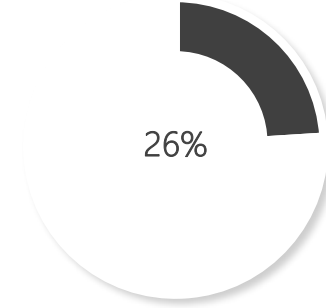
- Funding towards the Culture Strategy's £3.5m target is on track: recent funding includes York Trailblazers' £250k from National Lottery Heritage Fund, and City of York Council's confirmation of £98K grant funding for culture through the Shared Prosperity Fund.
- Direct funding includes culture initiatives MIY received funding for, ran grants programmes on, advocated for funding on behalf of the sector, and/ or contributed to funding bids/ outcomes. Indirect funding includes projects without MIY's direct involvement, e.g., University of York's Community Renewal Funding for Streetlife, and York Archaeology's CRF and NLHF funding.
- Planning is underway for the York Trailblazers 2023 – 25 programme, with Governance structure now in place, evaluation strategy being finalised, brand concept and campaign plans in development.
- The Culture Forum is taking place bi-monthly, with attendance of +50 members at the December meeting, at which Rachael Maskell spoke.
- The Culture Exec is now established and working to shape Culture Strategy direction: early focus has been Placemaking and connecting with local developers. The Exec are also developing early-stage plans for an Arts Council England partnership bid to support the strategy's Children and Young People and Talent Development priorities.
- Development continues of the UNESCO Creative City profile, with the Guild of Media Arts leading planning for a delegation visit from fellow Creative City Viborg in April 2023.

### Progress Towards Targets

Combined direct & indirect funding towards Culture Strategy target:



Confirmed direct funding towards Culture Strategy target (£3.5m in 5 years):



### Culture Newsletter:

		% increase
Open rate	53%	-6%
Click rate	16%	+7%
Unsubscribes	2	-1%

Members of Culture Forum: 159

Event evaluations 2022/23: 3: York Life Festival, Viking Festival, Christmas Festival



# COMPANY DASHBOARD: OCTOBER TO DECEMBER 2022

## City Centre, Events and Markets

### Events in 2022/23

Q1 Apr-Jun 2022	Q2 Jul-Sep 2022	Q3 Oct-Dec 2022	Q4 Jan-Mar 2023
<ul style="list-style-type: none"> <li>York Life Festival</li> </ul>		<ul style="list-style-type: none"> <li>Rugby League World Cup</li> <li>St Nicholas Fair &amp; Christmas Markets</li> </ul>	<ul style="list-style-type: none"> <li>York Residents Festival</li> <li>York Ice Trail</li> </ul>

### Key Findings from the 2022 Christmas markets

Rating	5 <sup>th</sup> best in the world
Estimated visits	441,000
Average spend per trip	Day visitors: £111.55 (+33% vs. 2019) ↑ Staying visitors: £453.17 (+24% vs. 2019) ↑ York residents/students: £68.76 (+17% vs. 2019) ↑
Economic impact to York	£75.9 million
Visitor Profile	Majority aged over 45. Significant increase in over 65s vs. 2021, possibly due to fewer concerns around Covid
Independent traders supported	92: 61 Yorkshire based and 31 York based
Coach bookings	286

### Markets

- The Shambles Markets continues to provide a challenge due less consumer spend, a change in shopping habits and these are challenging times for all traders.
- The rent reduction was appreciated by all traders and is helping in the current climate.
- An expression of interest bid has been submitted for Shared Prosperity funding for approximately £400k for sustainability and infrastructure improvements at Shambles.

### Markets

	Q1 Apr-Jun 2022	Q2 Jul-Sep 2022	Q3 Oct-Dec 2022	Q4 Jan-Mar 2023
Total Stalls Taken	1314	1440	1414	
Occupancy	45%	49%	51%	
New casual traders	12	4	8	



	This quarter: Oct-Dec 2022	vs. previous: Jul-Sep 2022	vs. last year: Oct-Dec 2021	vs. pre-Covid: Oct-Dec 2019	Summary
<b>Hotel Accommodation: STR data provided by HAY (December data still outstanding)</b>					
Average Occupancy (Oct-Nov)	85%				<ul style="list-style-type: none"> <li>Average hotel occupancy levels were in line with the summer months and with October-November 2019</li> <li>The average daily rate was slightly lower than last year, but higher occupancy levels resulted in higher average revenue per available room</li> </ul>
Average Daily Rate (Oct-Nov)	£101.06				
Average Revenue Per Available Room (Oct-Nov)	£87.98				
<b>Airbnb Accommodation: AirDNA data provided by T-Stats</b>					
Average Occupancy	71%				<ul style="list-style-type: none"> <li>Average occupancy fell from 78% in July-September to 71% this quarter, though this was slightly higher than the 68% seen in October – December 2021</li> <li>Average daily rate and monthly rev par was slightly lower than the previous quarter, largely due to a dip in November.</li> <li>December monthly rev par was second only to August at £3,847</li> </ul>
Average Daily Rate	£139.69				
Monthly Revenue Per Available Room	£3,446.64				
Average Active Listings	1,971				
<b>City Centre Footfall: Springboard data provided by City of York Council</b>					
Total Footfall	2,478,424				<ul style="list-style-type: none"> <li>Total footfall for October to December was slightly higher than in the summer months at 2.48 million vs. 2.46 million in July to September</li> <li>Parliament Street footfall was slightly lower at 1.86 million vs. 1.87 million in July to September</li> </ul>
Total Parliament Street Footfall	1,858,428				
Total Micklegate Footfall	619,996				
<b>Visits to Attractions: Data provided by York based attractions</b>					
Total Visits to Big Attractions (n=10*)	484,144				<ul style="list-style-type: none"> <li>Attraction visits fell compared to the summer months, as would be expected this time of year, as certain attractions close or reduce their hours</li> <li>On a positive note, overall visits to big attractions were higher, on average, in October-December than in 2019, showing a strong end to the year</li> </ul>
Total Visits to Small Attractions (n=7**)	32,958				
Total Visits to All Attractions (n=17)	517,102				
<b>VIC and York Pass visits: Visit York data</b>					
Total Visits to VIC	38,448				<ul style="list-style-type: none"> <li>VIC visits for October to December were down 9% vs. 2021 and 48% vs. 2019, while York Pass visits were down 22% vs. 2021 and 33% vs. 2019</li> </ul>
Total Visits to Attractions Using York Pass	8,190				

\*City Cruises York, City Sightseeing York, Clifford's Tower, JORVIK Viking Centre, York Art Gallery, York Castle Museum, York Dungeon, York Minster, York's Chocolate Story, Yorkshire Museum

\*\*Barley Hall, DIG, Goddards, Holgate Windmill, Merchant Adventurers Hall, The Bar Convent, York Cold War Bunker

Indicator	2022	vs. 2021	vs. 2019	Summary
<b>Hotel Accommodation: STR data provided by HAY (December data still outstanding)</b>				
<b>Average Occupancy (Jan-Nov)</b>	<b>75%</b>			<ul style="list-style-type: none"> <li>Average occupancy levels for January to November 2022 were higher than 2021, but still below 2019 levels (84%)</li> <li>Higher daily room rates have led to a higher average revenue per room than either 2019 (up 9%) or 2021 (up 30%)</li> </ul>
<b>Average Daily Rate (Jan-Nov)</b>	<b>£98.89</b>			
<b>Average Revenue Per Available Room (Jan-Nov)</b>	<b>£76.04</b>			
<b>Airbnb Accommodation: AirDNA data provided by T-Stats</b>				
<b>Average Occupancy</b>	<b>65%</b>			<ul style="list-style-type: none"> <li>Airbnb performance has exceeded both 2021 and 2019 across all performance measures. Compared to 2019, average figures for the year have increased:               <ul style="list-style-type: none"> <li>By 3% to 63% for occupancy</li> <li>By 37% from £100.96 for average daily rate</li> <li>By 47% from £2,027 for monthly REVPAR</li> <li>By 23% from 1,579 for active listings</li> </ul> </li> </ul>
<b>Average Daily Rate</b>	<b>£138.43</b>			
<b>Monthly Revenue Per Available Room</b>	<b>£2,969.46</b>			
<b>Average Active Listings</b>	<b>1,938</b>			
<b>City Centre Footfall: Springboard data provided by City of York Council</b>				
<b>Total Footfall</b>	<b>9.26 million</b>			<ul style="list-style-type: none"> <li>Overall footfall levels for the year almost reached 10 million, and were 17% higher than in 2021, though still 15% down on 2019</li> <li>Micklegate footfall was 23% higher than 2021, while Parliament Street footfall was 15% higher</li> </ul>
<b>Total Parliament Street Footfall</b>	<b>6.95 million</b>			
<b>Total Micklegate Footfall</b>	<b>2.31 million</b>			
<b>Visits to Attractions: Data provided by York based attractions</b>				
<b>Total Visits to Big Attractions (n=10*)</b>	<b>2.02 million</b>			<ul style="list-style-type: none"> <li>Attraction visits have almost doubled since 2021, when the pandemic forced most to stay closed until May. Others, such as Clifford's Tower and the Cold War Bunker, were closed all year</li> <li>Visits are still down on 2019, though big attractions show greater recovery, with visits at 89% of 2019 levels</li> </ul>
<b>Total Visits to Small Attractions (n=7**)</b>	<b>139,541</b>			
<b>Total Visits to All Attractions (n=17)</b>	<b>2.16 million</b>			
<b>VIC and York Pass visits: Visit York data</b>				
<b>Total Visits to VIC</b>	<b>181,079</b>			<ul style="list-style-type: none"> <li>VIC footfall in 2022 was 50% higher vs. 2021 but still 47% down on 2019</li> <li>Total York Pass visits in 2022 were 37% up on 2021, but still 37% down on 2019</li> </ul>
<b>Total Visits to Attractions Using York Pass</b>	<b>49,848</b>			

\*City Cruises York, City Sightseeing York, Clifford's Tower, JORVIK Viking Centre, York Art Gallery, York Castle Museum, York Dungeon, York Minster, York's Chocolate Story, Yorkshire Museum  
 \*\*Barley Hall, DIG, Goddards, Holgate Windmill, Merchant Adventurers Hall, The Bar Convent, York Cold War Bunker



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**Shareholder Committee****13 March 2023**

Report of the Head of HR and OD

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

1. To consider the City of York Trading Ltd Performance Update March 2023 provided as confidential **Annex A**. The performance update is private due to the commercial sensitivities.

**Recommendations**

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

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

**Background and analysis**

3. City of York Trading Ltd (trading as WorkwithYork, WorkwithSchools and WorkwithYorkshire "the Company") 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.
4. Through the Company, the Council makes a cost saving compared to the cost of agency staff on the open market, and is also able to secure staff to cover hard-to-fill roles where permanent recruitment is challenging.
5. In addition, the payment of an annual dividend from the Company's overall profits is designed to assist the Council's financial position.

**Key Company Matters 2022/23:-**

6. The Company's Board of Directors is unchanged since 30 October 2022 report to Shareholders and continues to meet monthly to consider monthly financial and performance reports and discuss strategy going forward.

7. The Company's final budget for 2023/24 has not been put before the Board of Directors, though discussions have taken place regarding the matters to take into consideration in setting the budget, and this approval will take place at the next Board Meeting on 24 March.
8. The Company's current contract with the Council ends on 31 August 2023, ahead of renewal the Company has sent the Council a draft contract for consideration.
9. Key Performance Indicators are monitored on a weekly and monthly basis.
10. Marketing activities continue, including utilisation of the Company's websites and social media channels.

### 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.

<b>Author:</b>	<b>Chief Officer responsible for the report:</b>		
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	<b>Report Approved</b>	✓	<b>Date</b> 1 March 2023
<b>Wards Affected:</b>			All
<b>For further information please contact the author of the report</b>			

### Annexes

Annex A– CYT Performance Update March 2023 **CONFIDENTIAL**

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of the Local Government Act 1972.

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