

Notice of a public meeting of

Shareholder Committee

To: Councillors Lomas (Chair) and Kilbane

Date: Monday, 13 October 2025

Time: 4.30 pm

Venue: West Offices

AGENDA

1. Apologies for Absence

To receive and note apologies for absence.

2. Declarations of Interest

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

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

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

Type of Interest

You must:

*Disclosable
Pecuniary Interests*

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

*Other Registrable
Interests (Directly
Related)*

OR

*Non-Registrable
Interests (Directly
Related)*

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

*Other Registrable
Interests (Affects)*

OR

*Non-Registrable
Interests (Affects)*

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

- (a) to a greater extent than it affects the financial interests of a majority of inhabitants of the affected ward; and*
- (b) a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest,*

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

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

3. Minutes (Pages 7 - 12)

To approve and sign the minutes of the last meeting of the Committee held on Monday, 23 June 2025.

4. Exclusion of Press and Public

To consider excluding the public and press from the meeting during consideration of **Agenda Item 6, confidential Appendix 2** on the grounds that this contains information relating to the financial or business affairs of any particular person (including the authority holding that information). This information is classed as exempt under Paragraph 3 of Schedule 12A to Section 100A of the Local Government Act 1972, as amended by the Local Government (Access to information) (Variation) Order 2006.

5. Public Participation

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

Please note that our registration deadlines are set as 2 working days before the meeting, in order to facilitate the management of public participation at our meetings. The deadline for registering at this meeting is **5:00pm on Thursday, 9 October 2025**.

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

Webcasting of Public Meetings

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

6. Make it York Finance Update (Pages 13 - 102)

To consider reports from Make It York (MIY) on the company's financial performance since the last report in February 2025. Included within the MIY report is a copy of the audited annual accounts for 2024/25 and an update of financial and non-financial performance for the trading period April to September 2025.

7. Yorwaste Limited Update (Pages 103 - 150)

To consider reports from Yorwaste providing a trading update for the 2025/26 financial year as well as a general update on the business.

- 8. City of York Trading Limited Update** (Pages 151 - 162)
This report presents the City of York Trading Ltd Performance Update October 2025 for the consideration of the Shareholder Committee.
- 9. Work With York Limited Update** (Pages 163 - 168)
This report presents the Work with York Ltd Performance Update October 2025 for the consideration of the Shareholder Committee.
- 10. Veritau Limited Business Update** (Pages 169 - 200)
This report provides an update on the performance and trading activities of Veritau Limited and Veritau Public Sector Limited (VPS) since the last meeting of this Committee in June 2025.
- 11. Work Plan** (Pages 201- 202)
To consider the Committee's work plan for the 2025-26 municipal year.
- 12. Urgent Business**
Any other business which the Chair considers urgent under the Local Government Act 1972.

Democracy Officer: Ben Jewitt

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- Email – benjamin.jewitt@york.gov.uk

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我們也用您們的語言提供這個信息 (Cantonese)

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

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

Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)

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

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City of York Council

Committee Minutes

Meeting	Shareholder Committee
Date	23 June 2025
Present	Councillors Lomas (Chair) and Kilbane
In Attendance	Councillor Ayre (Leader of the Lib Dem Group)
Officers Present	Helen Whiting, Chief Human Resources and Support Services Officer Patrick Looker, Assistant Director of Finance Dan Moynihan, Senior Lawyer (Contracts and Commercial) and Deputy Monitoring Officer
External Visitors	Sandy Boyle, Managing Director (Yorwaste Ltd) Karen Bull, Managing Director (City of York Trading Ltd and Work with York Limited) Max Thomas, Chief Executive (Veritau)

1. Apologies for Absence (4.49 pm)

No apologies for absence were received.

2. Declarations of Interest (4.50 pm)

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.

3. Minutes (4.50 pm)

Resolved: That the minutes of the last meeting held on 3 February 2025 be approved and then signed by the Chair as a correct record.

4. Exclusion of Press and Public (4.50 pm)

Resolved: That the public and press be excluded from the meeting during consideration of Agenda item 7, confidential Annexes A and B, on the grounds that they contained information relating to the

financial or business affairs of any particular person (including the authority holding that information). This information is classed as exempt under Paragraph 3 of Schedule 12A to Section 100A of the Local Government Act 1972, as amended by the Local Government (Access to information) (Variation) Order 2006.

5. Public Participation (4.51 pm)

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

6. Yorwaste Ltd Finance Update (4.51 pm)

The Managing Director of Yorwaste Ltd provided the committee with a trading update for the 2024/25 financial year and a general update on the business. It was noted that:

- Investment in health and safety performance had proved successful with no Lost Time Incidents (LTIs) in the fiscal year for the first time ever, and no RIDDOR incidents for over two years. A new safety measure to reduce the risk of collisions had been trialled at Harewood Whin and would be rolled out to other sites
- A fall in revenues from landfill gas generation had been offset through increased commercial revenues.
- The challenge posed by recent regulations requiring the separate collection handling of Persistent Organic Pollutants (POPs) such as old foam sofas had been met but could require additional capacity in the longer term. POPs were disposed of by incineration rather than landfill, which could present a challenge if Allerton Park was in contingency and had to redirect waste.
- Yorwaste had upgraded its Materials Recycling Facilities (MRF) to handle increased volumes at a higher level of quality, while planning approval for the Harewood Whin solar farm had been granted. Medium term strategic considerations included MRF requirements, capacity at Waste Transfer Stations, and future treatment of compost and food waste.
- The upcoming landfill ban in Scotland had the potential to be financially beneficial if prices were pushed up; consideration could be given to utilising spare capacity at Allerton Park to dispose of additional commercial waste.

Resolved: To note the report from Yorwaste Ltd attached at Annex 1 to the report.

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

7. City of York Trading Ltd and Work with York Limited Update June 2025 (5.04 pm)

The Managing Director of City of York Trading Ltd (CYT) and Work with York Limited provided the committee with an update on the performance of the two companies. It was noted that:

- Approval was sought from the committee for certain appointments to the Boards of the two companies; approval for these appointments would also be needed from the Staffing Matters and Urgency Committee which was due to meet next on 14 July 2025.
- Since the last meeting of the committee, a major undertaking had been the creation of, and transfer of staff to, Work with York Limited. This company now provided temporary, interim and some permanent staff services to the Council, while CYT handled commercial and non-Council work; the split had been required to ensure continuing Teckal compliance.
- While acknowledging that there had been a period of change and that in certain areas commercial confidentiality needed to be preserved, it was suggested that in future reports as much information as possible should be included in the public papers.

[Between 5.12 pm and 6.05 pm the press and public were excluded from the meeting during consideration of Annexes A and B to the report].

Resolved:

- i. To note the confidential Performance Update from City of York Trading Ltd attached at Annex A to this report.

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

- ii. To note the confidential Performance Update from Work with York Limited attached at Annex B to this report.

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

- iii. Subject to the approval of the Staffing Matters and Urgency Committee, to approve the appointment to the board of Work with York Limited as Non-Executive Director, Councillor Claire Douglas and delegate authority to the managing director of Work with York Limited to make all necessary filings with the Registrar of Companies and all necessary updates to the statutory registers, letterhead, website, etc. of the Company in relation to said appointment.

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

- iv. Subject to the approval of the Staffing Matters and Urgency Committee, to nominate Councillor Claire Douglas as Chair of the Board of Directors of City of York Trading Ltd, the previous Chair Cllr Ian Cuthbertson having on 6 June indicated to the CYT Board his intention to step down as chair, though to continue as Non-Executive Director.

Reason: To confirm chairing arrangements for the Board of Directors of City of York Trading Ltd.

- v. Subject to the approval of the Staffing Matters and Urgency Committee, to nominate Councillor Claire Douglas, once appointed as a Non-Executive Director in line with the resolution above, as Chair of the Board of Directors of Work with York Limited, the previous Chair Cllr Ian Cuthbertson having on 6 June indicated to the Work with York Limited Board his intention to step down as chair, though to continue as Non-Executive Director.

Reason: To confirm chairing arrangements for the Board of Directors of Work with York Limited.

8. Veritau Business Update Report (4.58 pm)

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

- There were a handful of outstanding issues to resolve following the recent corporate restructure, including a decision expected in July from Middlesbrough Council on joining VPS. If approved this would allow for the winding-up of the subsidiary company Veritau Tees Valley; the dormant subsidiary Veritau North Yorkshire could be wound-up at the same time, saving some costs.
- Draft financial results for the two companies were still subject to audit but significant changes were not expected; total turnover was slightly higher than anticipated.
- Since the last meeting of the committee, Veritau had signed up to the Armed Forces Covenant and its Cyber Essentials accreditation had been renewed.
- Response rates to the main client satisfaction survey sent to member councils had risen to 17.6% from 9.8% in 2024 following efforts to increase responses.

Resolved: To note the performance of both Veritau Limited and Veritau Public Sector Limited since the last business update report.

Reason: To enable members to assess the performance of Veritau against the 2024/25 and 2025/26 business plans.

9. Work Plan (5.03 pm)

Members considered the committee's work plan for the current municipal year.

Resolved: That the committee's work plan for 2025/26 be noted.

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

Cllr K Lomas, Chair

[The meeting started at 4.49 pm and finished at 6.05 pm].

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Shareholder Committee

13 October 2025

Report of the Director (Housing and Communities)

Make It York Update**Purpose of Report**

1. To consider reports from Make It York (**MIY**) on the company's financial performance since the last report in Feb 2025. Included within the MIY report is a copy of the audited annual accounts for 2024/25 and an update of financial and non-financial performance for the trading period April to September 2025.

Recommendations

2. The committee is asked to note the MIY Shareholder Report at **Annex A** and the supporting documents from **Appendix 1 to Appendix 4** supplied by MIY.
 - Appendix 1 – MIY Audited Accounts 2024-25
 - Appendix 2 – Management Accounts report incorporating Profit & Loss statement, Balance Sheet and Cashflow forecast – August 2025 (**Confidential**)
 - Appendix 3 – SLA Strategic Linkages & Key Performance Date dashboard
 - Appendix 4 – Updated SLA for period September 2026 – September 2027

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

Background and analysis

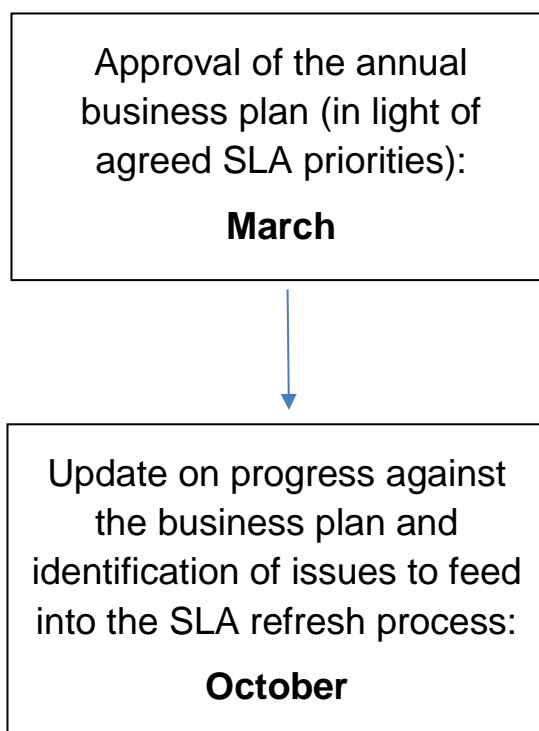
3. On 14th March 2024, the Council's Executive agreed to enter into a further two-year extension of the Service Contract with MIY¹. A new service specification (or **SLA** as it is often informally referred to) was

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

negotiated between the Council and the MIY board laid out under the following headings:

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

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



Key Company Matters

Business plan update

7. MIY have produced the update report shown at Annex A and Appendix 3 that provides a summary against the approved business plan by Shareholder committee in March 24.

Financial update

8. The audited accounts for 2024/25 shown at Annex A, Appendix 1, confirms MIY as a going concern. MIY made a profit before tax of £470,853 in the year ending 31 March 2025. This strong financial performance has improved MIY total equity at the year-end to £702,577.
9. The current forecast position at the end of August 2025 is for another profitable year, however it will not reach the levels of profit of the 2024-25 financial year. The full details can be seen in confidential Appendix 2.
10. MIY have worked closely with officers to monitor the company's ongoing financial position and continue to provide bi-monthly updates, to ensure early warnings should this positive financial position change.

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

SLA Refresh

12. Under the Service Contract with MIY, it allows for an SLA refresh each year, to ensure the SLA remains up to date and can accommodate changes if required. The following minor changes have been proposed, but with the overall structure remaining the same as last year:
 - a. Removing out of date outcomes/outputs
 - b. Replacing or rewording outputs/outcomes
 - c. Making changes to key performance measures where lessons have been learned from 24-25 reporting

Risk Management

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

Implications

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

Annexes

Annex A – Make It York Shareholder Report

Appendix 1 – MIY Audited Accounts 2024-25

Appendix 2 – Management Accounts report incorporating Profit & Loss statement, Balance Sheet and Cashflow forecast – August 2025 (**Confidential**)

Appendix 3 – SLA Strategic Linkages & Key Performance Date dashboard

Appendix 4 – Updated SLA for period September 2026 – September 2027 (**To follow agenda as supplement**)

Background Papers

Executive Decision 14 March 2024 -

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

Item 26 - [Agenda for Shareholder Committee on Monday, 3 February 2025, 4.30 pm](#)

Author:	Chief Officer responsible for the report:			
Andrew Laslett Strategic Services Manager (Housing and Communities)	Pauline Stuchfield Director of Housing and Communities			
	Report Approved	✓	Date	2/10/25
Wards Affected: All				
For further information please contact the author of the report				

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Report to City of York Council Shareholder Committee

Monday 13 October 2025

Introduction

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

Appendix 1 – Audited Accounts for 2024/25

Appendix 2 - Management Accounts report incorporating Profit & Loss statement, Balance Sheet and Cashflow forecast – August 2025 (**Confidential**).

Appendix 3 - SLA strategic linkages Key Performance Data dashboard.

Appendix 4 – Update SLA for September 2026 – September 2027

2024/25 has proved to be a strong year for MIY recording a record profit whilst outperforming its key objectives. York's reputation as a destination of choice to live, work, study, and visit has further strengthened. The city's brand continues to gain national and international recognition, underpinned by targeted marketing campaigns, the success of the Visit York Pass, and the city's rich culture, heritage, markets, and events. This is further amplified by MIY's expanding digital presence, ensuring York remains front of mind for diverse audiences.

2025/26 is continuing to build upon the work of the previous years within the parameters of a difficult financial position due to the increase in staff costs and the impact of these across the sector.

Financial Position April 24 – March 2025

The pre-tax profit for the financial year 2024-25 is £470,853. Corporation Tax of (£15,327) and a loss of (£18,000) on the defined benefit pension scheme leave the total comprehensive income for the year at £442,526.

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

the company.

The total equity held by MIY has increased from £285,051 to £702,577. This places MIY in a very strong financial position to move forwards into the current financial year.

Financial Position April 25 – March 2026

The current forecast position at the end of August 2025 is for another profitable year, however it will not reach the levels of profit of the 2024-25 financial year.

Income, whilst lower than 2024-25, is performing well thanks to the invaluable support of members and partners. This has allowed us to promote the city both nationally and internationally whilst also investing in MIY's future.

The Shambles Market and the City Centre events programme are performing extremely well this year, which is helping attract visitors and residents into the city.

MIY are partnering with Aesthetica Magazine alongside the North Yorkshire Combined Authority, York St John University and North Yorkshire County Council, to financially support the UNESCO City of Media Arts Expo for the 2nd year which adds real value to the city and its cultural offering.

The cash position is strong, which allows investment to be made in the company and its assets, specifically Shambles Market. This enables MIY to further attract visitors and traders to the iconic market. International marketing is a strong focus for MIY ensuring York welcomes visitors from across the globe.

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

Governance

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

Board of Directors

Director Appointments

The Make It York Board gained 1 new member from the Local Authority. Councillor Widdowson has replaced Cllr D Smalley.

Director Resignations

The Make It York Board has 3 directors' resignations this period which are Adam Wardale, Julia Unwin, and Councillor D Smalley.

Performance

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

Accountability and Transparency

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

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

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

Human Resources

Following employment law changes in 2024, MIY policies and procedures are updated and compliant with employment law.

Partnerships and Engagement

Partnerships

We have good and effective external stakeholder relationships that enable us to

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

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

Challenge on delivery of agreed outcomes

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

Health and Safety

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

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

Training and Development

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

Complaints

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

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

From April to September, we received 20 formal complaints regarding busking in the city and 3 complaints relating to street entertainment on Kings Square.

Risk Management

We manage businesses risks adequately and effectively.

- We protect our data from security breaches and have adequate IT security policies in place and daily external data backup. We apply key multifactor protect for key elements of the business. We review and challenge our data security in line with good practice and with our IT partner we have undertaken an in-depth security review of our system to ensure it is safeguarded from hacking. Whilst we currently have a very good baseline level of security some changes have been implemented that have increased this further.
- We have a regular review and challenge process is in place this ensures that.
- All staff undertake annual GDPR training.
- Our contractors provide adequate protection and assurances of securing our data held on their systems.
- We have an adequate Risk Register in place that is reassessed on a quarterly basis and monitor the top 3 risks.
- We have a full and comprehensive business continuity document that is tested and reviewed twice a year.

Assets

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

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

Delivery against Make It York Business Plan 2022 – 2025

Below provides information on our business performance during April to September 2025 to demonstrate the impact and services MIY provides for the city, visitors, residents, stakeholders, members, and customers against the current Business Plan.

These covers

Tourism & Destination Marketing

- **Achievements**

- Delivered high-profile campaigns repositioning York as a year-round visitor destination.
- Visitor numbers rebounded post-pandemic, exceeding 2019 levels by 2024.
- Strengthened international profile through VisitBritain partnerships and digital marketing.
- Tourism Strategy in place along with an established Tourism Advisory Board to implement the strategy.
- Increasing visitor spend annually target £70 pph by end of the tourism strategy. Current value £54 pph.

Events, Festivals and Markets

- **Achievements**

- Successful delivery of Residents Festival York Christmas Market, Residents Festival, Ice Trail, Trail Blazers, Snooks, Seaside in the City, and Wizard Night time Market.
- Continued growth of York Pass
- Enhanced York's reputation as a UNESCO Creative City of Media Arts.
- Created an events Toolkit to enable communities to deliver localised events safely.
- Shambles Market Strategy delivered
- Increased occupancy of Shambles Market
- Implementation of updated Rules and Regulations ensuring current professional market management requirements are met along with ensuring equity, inclusiveness transparency and fairness for all and meet current legislation adequately.
- Drafted a Spaces and Places policy for CYC

City Centre & Place Management

- **Achievements**

- Year-round events programming activated the city centre, driving footfall.
- Partnership working with York BID and local businesses to improve city centre vibrancy. Examples are Jorvik Viking Festivals, Irish Festival, Yorks Chocolate Festival, Wizard Festival, York Food and Drink Festival and Thors Summer Offer.

Making Culture Accessible for all

• Achievements

- Grant funded the first UNESCO City of Media Arts EXPO in 2024
- Delivered Trailblazers in partnership with York Civic Trust
- Delivered the 2020 – 2025 Culture Strategy
- Reformed the Cultural Leaders Group into a more open and inclusive structure a key outcome of the strategy.

Business Engagement & Support

• Achievements

- Delivered targeted support for Visit York Members through workshops, advice, and signposting.
- Strengthened engagement with key sectors (hospitality, retail, creative industries)
- Maintained membership retention above 80% year on year.

Economic Impact

• Achievements

- Tourism contributed an outstanding **£2.01 billion** to York's economy in 2024 – a **5.4% increase** from 2023.
- **34%** of visitor spend went to York's vibrant retail offering,
- **27%** was spent on our diverse food and drink scene,
- **25%** supported the city's accommodation sector,
- **11%** went toward recreation and entertainment, and
- **3%** was spent on transport and getting around the city.
- Overseas visitors alone accounted for nearly a quarter of the economic impact, injecting £0.5 billion into York's economy.

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

The proposed SLA for September 2026 – September 2027 is attached as **Appendix 4**.

Good Business Charter

Make It York has achieved re accreditation of the Good Business Charter this year.

Income and Sponsorship

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

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

LVEP

Funding has been secured in partnership with North Yorkshire Council for £100k.

The funding will achieve.

1. Data & Intelligence - Establishing a shared approach to Data & Intelligence to provide a foundation for evidence-based decision making

both for the LVEP and industry stakeholders.

2. International Marketing & Travel Trade - Develop an International Marketing & Travel Trade Strategy and a three-year programme of activity to attract greater numbers of international visitors.
3. Skills & Recruitment - Work with the Mayoral Combined Authority to address skills and recruitment challenges facing the sector.
4. Digital development and Collaboration - Sustainability, Accessibility & Inclusivity - Act as a conduit between VisitEngland and the tourism industry to encourage improvements in the areas of digital development, sustainability, accessibility, and inclusivity.

Combined Authority grant funding application

A grant application to the York and North Yorkshire Combined Authority to deliver the UNESCO City of Media Arts EXPO has been successful. The award is £60,000.

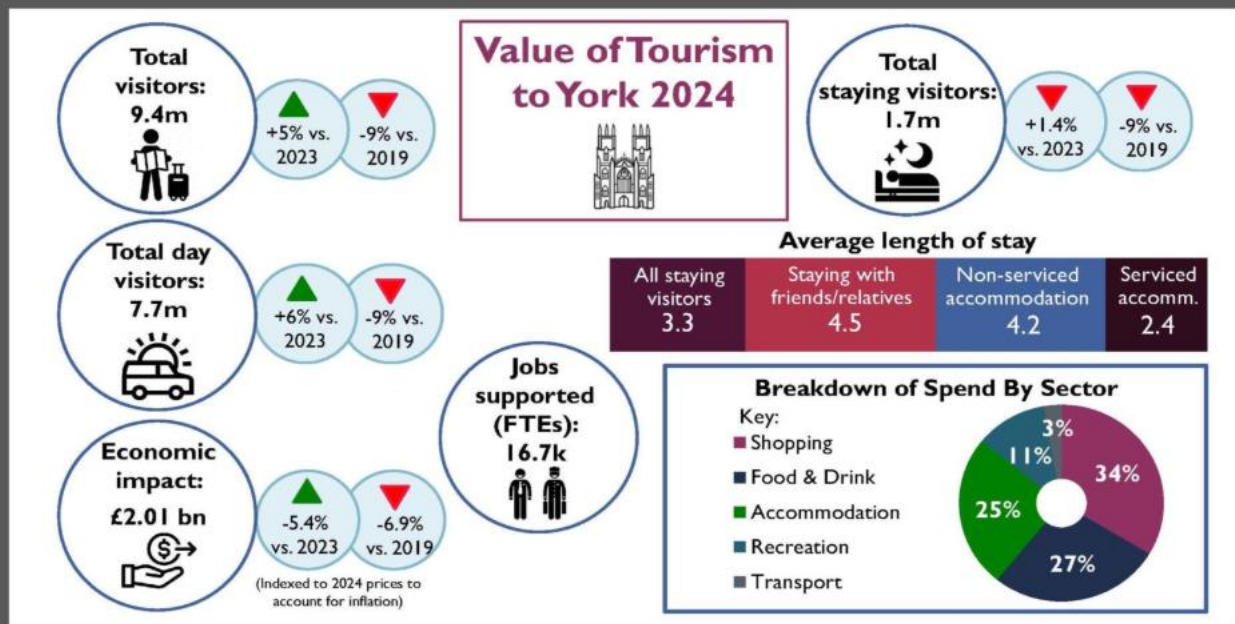
And will be used to kick-start and scale the Creative Industries sector in York & North Yorkshire, and develop a workforce ready for future economy, by delivering a UNESCO City of Media Arts EXPO to run alongside the Aesthetica Film Festival in November 2025.

A grant of **£30,000** from the York and North Yorkshire Combined Authority has also been successfully secured. This funding will enable a **feasibility study** to test the potential for establishing a **new contemporary art gallery** in York and North Yorkshire. A new contemporary art gallery in York showcasing national and international work, supporting UNESCO goals, nurturing regional talent, and strengthening the region's cultural infrastructure.

The study will examine demand, economic impact, and delivery models, providing the evidence base required to assess whether such a cultural investment is viable and sustainable for the region.

Data and Analysis

Steam Data 2024

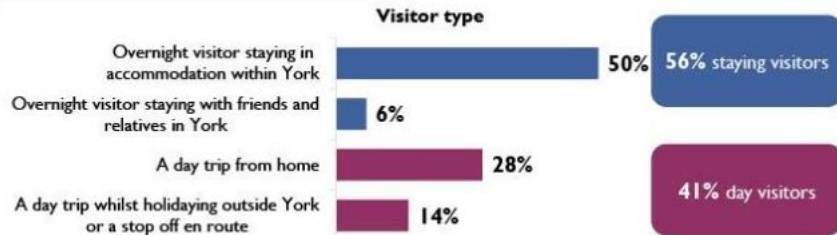


Source: 2024 STEAM report by Global Tourism Solutions (UK) Ltd 2024.

- This report outlines the findings of the FY 24-25 Visitor Survey carried out by PCP Market Research on behalf of Make It York.
- Surveys were conducted between April 2024 and March 2025 in various locations around York, including outside key visitor attractions and in retail areas popular with tourists.
- A random selection of people were approached and interviewed (no quotas set), with each survey taking approximately 15-20 minutes to complete.
- In total, 1,006 interviews were conducted with visitors in 2024-25. 416 were day visitors and 560 were staying visitors. 30 declared a status of "other".
- Interviews were only conducted with people who were visiting York for leisure or recreational reasons, excluding residents and visitors for work or business.
- The results reported refer to actual responses received. Not all the questions were mandatory and therefore the number of respondents for some questions is less than the stated 1,006.

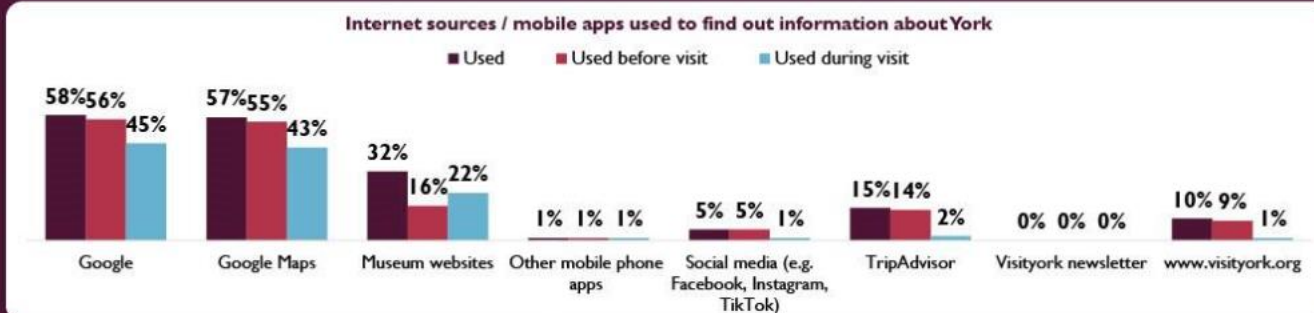
Survey location	Sample proportion
National Railway Museum (NRM)	19%
York Minster	15%
Parliament Street	15%
Castle Museum	10%
Shambles/King's Square	10%
Coppergate	8%
St Helen's Square	7%
Yorkshire Museum\ Museum Gardens	5%
Bar Walls	4%
Chocolate Story	2%
Visitor Information Centre (VIC)	2%
York Dungeons	2%

- The proportion of staying visitors surveyed (56%) is higher than the proportion who visit York each year. However, it provides a robust base for analysing the profile and behaviour of staying visitors to York.
- According to STEAM data, 18% of York's nine million visitors in 2024 were staying visitors, though they accounted for 44% of all visitor days, hence the higher proportion of staying visitors approached and surveyed.



Source: Face-to-face surveys with 1,006 visitors to York in 2024-25. N.B. Percentages may not always total 100 due to rounding and 'other' responses.

Information sources used before and during visit to York



Source: Face-to-face surveys with 1,006 visitors to York in 2024-25

VisitYork

Most visited sites in York

Site	Percentage
The Shambles	60%
National Railway Museum	54%
York Minster	44%
Walking the City Wall	40%
York Castle Museum	20%
Jorvik Viking Centre	14%
Yorkshire Museum	13%
York Dungeon	10%
Cliffords Tower	10%
York's Chocolate story	8%

From a list of 30 visitor attractions and tourist activities in York, **98%** of visitors had been to at least one, with most of these, 60% having visited the Shambles.

Average number of York sites visited:
 All visitors: 4.43
 Day visitors: 3.53
 Staying visitors: 5.52

14% of visitors also visited attractions beyond York (but within Yorkshire) during their trip.

Average spend in York per person per day (all and by visitor type)
 Includes zero spend but excludes spend included with accommodation.

All visitors	Day visitors	Staying visitors	Domestic visitors	Overseas visitors
£59	£58	£60	£61	£51

Indicates significantly higher at 95% confidence

VisitYork

Likelihood of recommending York (all and by visitor type)*					
Average (out of 5)	4.9	4.9	4.9	4.9	4.9
% Very/quite likely	100%	100%	100%	100%	100%
Very likely	90%	90%	91%	90%	94%
Quite likely	10%	10%	9%	10%	6%
	All visitors	Day visitors	Staying visitors	Domestic visitors	Overseas visitors

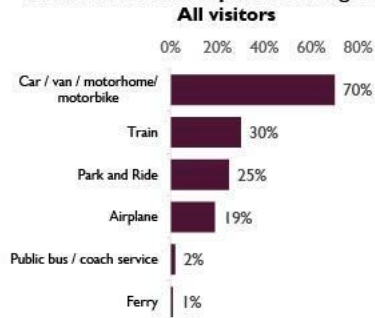
[illegible]

12

Profile of visitors to York

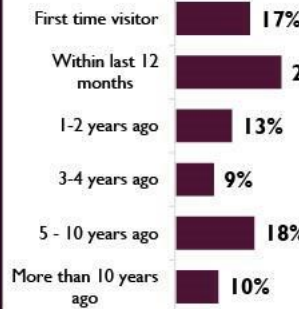
VisitYork

Main modes of transport used to get to York (all and by visitor type)



	Day	Staying	Domestic	Overseas
Car / van / motorhome / motorbike	79%	62%	78%	39%
Train	18%	39%	21%	61%
Park and Ride	53%	3%	30%	6%
Airplane	9%	28%	1%	89%
Public bus / coach service	5%	1%	1%	5%
Ferry	1%	1%	0%	4%

Most recent visit to York



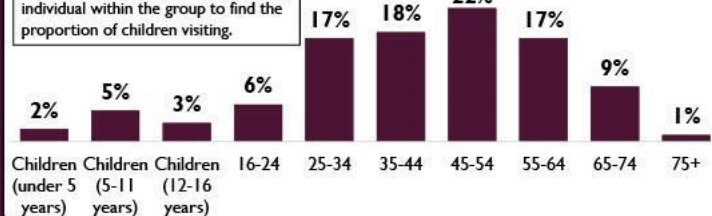
Repeat visitors had made an average of 2.6 trips in the last 12 months (excluding current trip).

% of repeat visitors to York

All visitors	34%
Day visitors	73%
Staying visitors	26%
Domestic visitors	94%
Overseas visitors	48%

Age profile

The survey collected the ages of every individual within the group to find the proportion of children visiting.



Party composition (all and by visitor type)

	All visitors	Day	Staying	Domestic	Overseas
Partner / spouse only	57%	39%	66%	54%	49%
Family	22%	36%	13%	22%	26%
Friends	20%	24%	16%	22%	16%
Alone	4%	5%	5%	4%	10%

Source: Face-to-face surveys with 1,006 visitors to York in 2024-25.
N.B. Percentages may not always total 100 due to rounding.

Indicates significantly lower at 95% confidence

Indicates significantly higher at 95% confidence

Origin of visitors to York

VisitYork

Region	All visitors	Day visitors	Staying visitors
Yorkshire and the Humber	21%	46%	3%
Overseas	21%	12%	29%
South East (including London)	13%	3%	19%
North West	10%	11%	8%
Scotland	6%	4%	8%
East Midlands	7%	7%	6%
North East	5%	8%	2%
East of England	1%	<1%	1%
West Midlands	7%	3%	9%
South West	6%	4%	5%
Wales	3%	2%	4%
Northern Ireland	<1%	<1%	1%



Overseas visitors

Country	No. of respondents
USA	66
CANADA	17
AUSTRALIA	14
GERMANY	8
NORWAY	8
SPAIN	8
NEW ZEALAND	6
IRELAND	5
FRANCE	5
INDIA	5
NETHERLANDS	4
UAE	4
FINLAND	4
BELGIUM	4
SWEDEN	3
HONG KONG	3
MALAYSIA	3
ITALY	3
POLAND	2
ICELAND	2
THAILAND	2
DENMARK	2
CHILE	1

map extracted using postcodes on Google maps

Source: Face-to-face surveys with 1,006 visitors to York in 2024-25.
N.B. Percentages may not always total 100 due to rounding.

Indicates significantly lower at 95% confidence

Indicates significantly higher at 95% confidence

VisitYork

QUARTERLY TOURISM DASHBOARD

RESULTS FOR:
Q2 2025 AND YTD
(APRIL TO JUNE 2025)

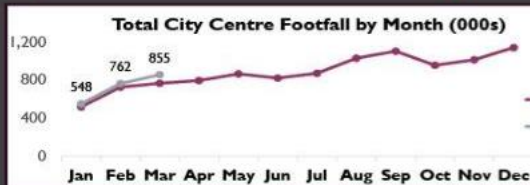
PUBLISHED: JULY 2025



Report date: July 2025

Footfall

VisitYork



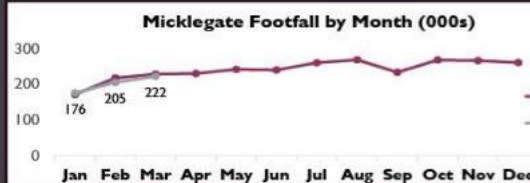
	Q1 (Jan-Mar)	YTD (Jan-Mar)
2025	2.16m	2.16m
Change vs. 2024	+7.9% ↑	+7.9% ↑

- Total footfall reached 2.16 million in Q1 2025 an increase of just under 8% compared with Q1 2024.
- Footfall was higher across all months of Q1 in 2025 compared with Q1 of 2024, with March 25 seeing the biggest increase compared to March 24 of 12%.
- Overall, YTD footfall is 8% higher than the first three months of 2024, largely driven by factors such as increased hotel occupancy and retail sales.



	Q1 (Jan-Mar)	YTD (Jan-Mar)
2025	1.56m	1.56m
Change vs. 2024	12.5% ↑	12.5% ↑

- in Q1 of 2025 compared with Q1 of 2024, with a 12.5% increase.
- Footfall was higher across all months of Q1 in 2025 compared with Q1 of 2024. With March seeing the biggest difference to the previous year with a 18% increase in footfall.
- YTD footfall is 12.5% higher than the same period of 2024. The increase in parliament street is largely due to increase of around 5% of general retail customers in Q1 of 2025 compared with 2024.



	Q2 (Jan-Mar)	YTD (Jan-Mar)
2025	602,85k	602,85k
Change vs. 2024	-2.3% ↓	-2.3% ↓

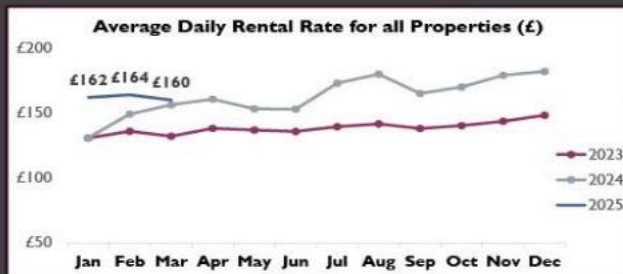
- Q1 of 2025 saw footfall on Micklegate fall marginally -2.3% compared with Q1 of 2025.
- Footfall was marginally lower compared to Q1 of 2024 Easter fell at the end of March 24 whereas in 2025 Easter didn't fall until mid April.

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

Report date: July 2025

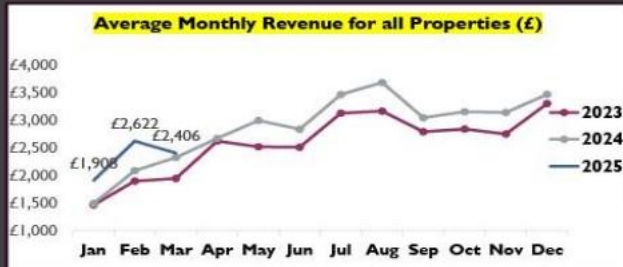
Airbnb – ADR and Monthly Revenue

VisitYork



	Q1 (Jan-Mar)	YTD (Jan-Mar)
2025	£162	£162
Change vs. 2024	+11% ↑	+11% ↑

- Average daily rental (ADR) per Airbnb reached a high of £164 in February of Q1 with the average £162 across Q1 of 2025.
- ADR for Q1 2025 was £162, 11% higher than 2024.
- Compared to Q1 2023, ADR was 22% in Q1 of 2025.



	Q1 (Jan-Mar)	YTD (Jan-Mar)
2025	£2,312	£2,312
Change vs. 2024	+15% ↑	+15% ↑

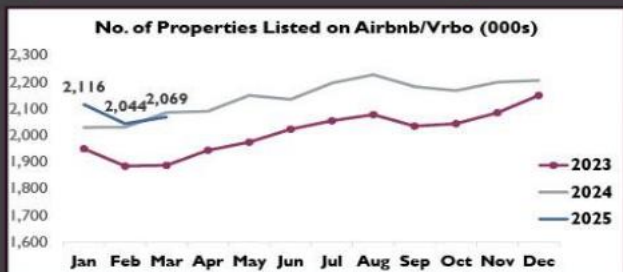
- In 2025 this data now comes from Airdna and not Airbnb, so the calculation methodology is slightly different.
- Average monthly revenue was 15% in 2025 than it was in 2024.

Source: Airdna

Report date: July 2025

Airbnb – Listings and Occupancy

VisitYork



	Q1 Average (Apr-Jun)	YTD Average (Jan-Jun)
2025	2,063	2,063
Change vs. 2024	+4% ↑	+4% ↑

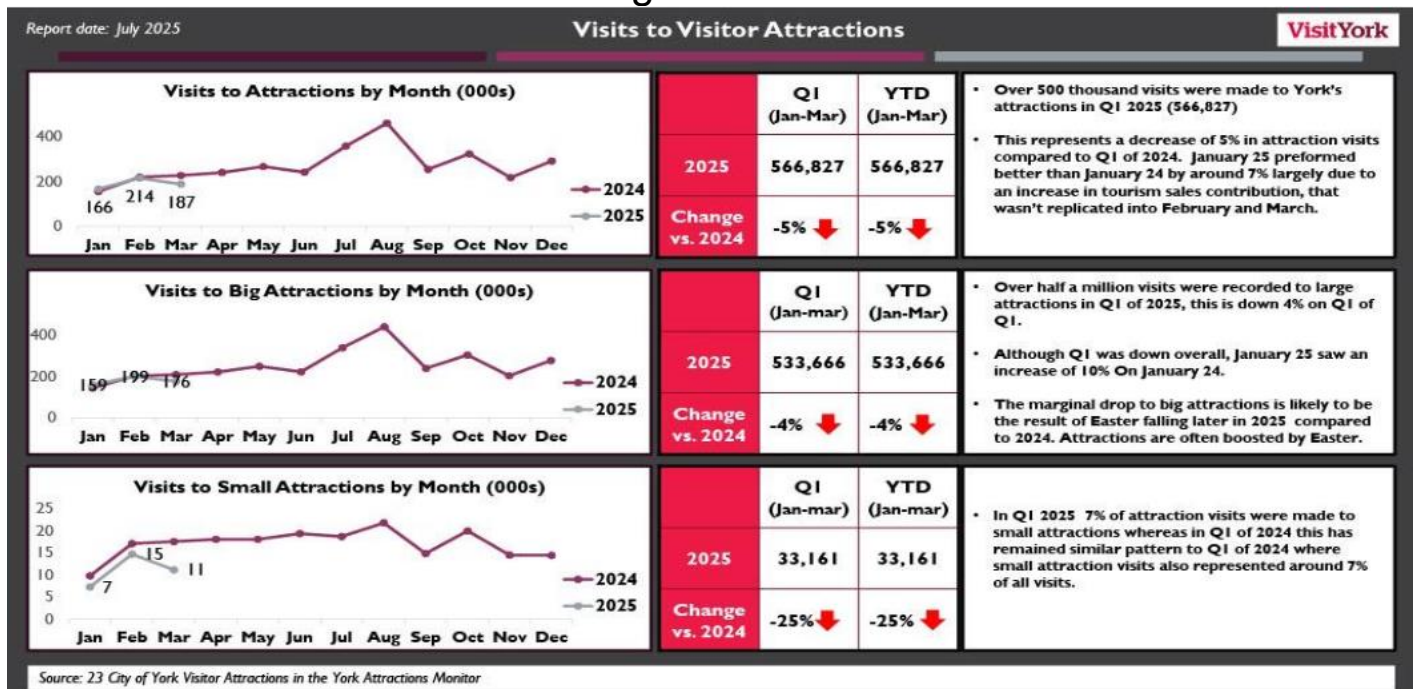
- The average number of Airbnb listings were up 4% on Q1 of 2024. Looking back further compared to Q1 2023, Q1 2025 is up 8%.
- The number of listings in March over the last 3 years have all increased from February suggesting that listings are likely to be impacted by factors like weather and seasonality.



	Q2 (Apr-Jun)	YTD (Jan-Jun)
2025	48%	48%
Change vs. 2024	1% ↑	+1% ↑

- The average occupancy was 48% for Q1, a 1% increase compared to Q1 of 2024.
- When compared against occupancy rates we can see that occupancy is correlated with the number of listings. Occupancy for instance was highest in February at 57% when listings dropped 3%.

Source: Airdna



International Tourism

Growth in international tourism is a key focus for York

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

Staff have or are attending the

MIY will visit

- Nanjing and Suzhou China between 15-19 September to attend the 2025 business development conference and an innovation fayre. MIY will sign the MOU with Nanjing, as it did in 2015.
- MIY will also attend Destination Britain North East Asia in partnership with Visit Britain B2B in China 26 – 28 November 25.
- MIY will exhibit at World Travel Market in London 3rd-6th November
- MIY was represented at Travdays in the Netherlands in partnership with North York Moors National Park and Visit Britain.
- MIY partnered with Visit North Yorkshire and Castle Howard at Destination Britain Americas on 11th-13th September.

Familiarisation visits

We also facilitated three international press visits in support of Visit Britain.

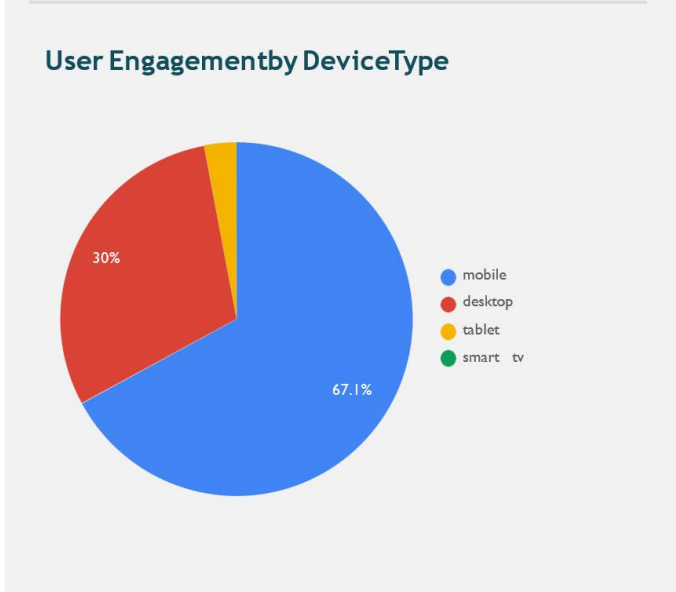
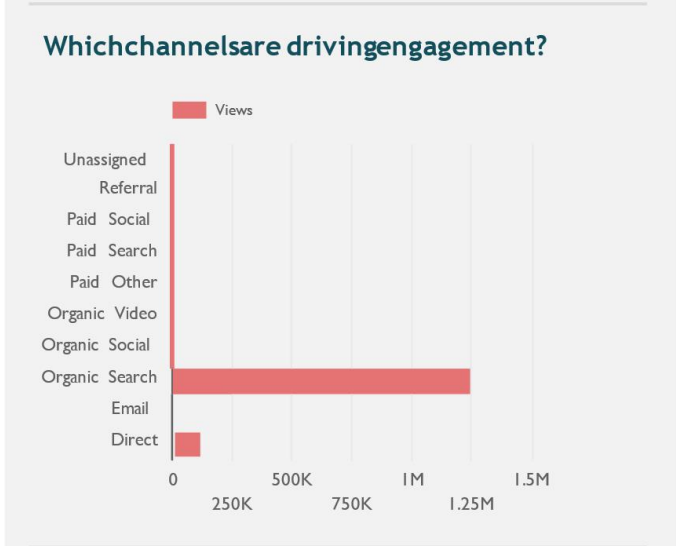
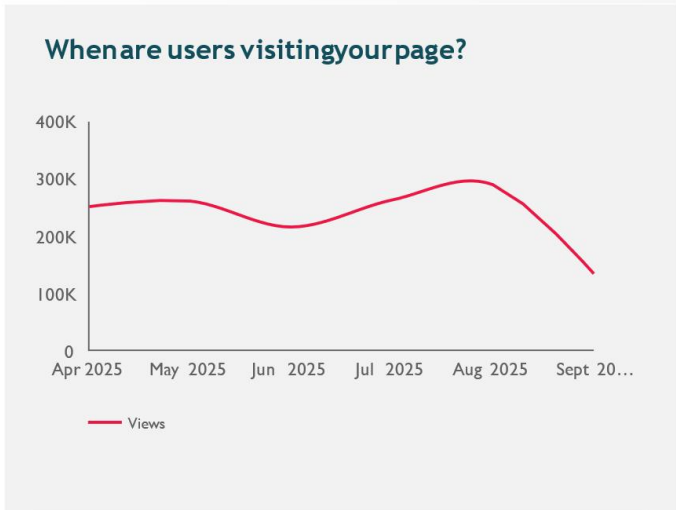
Digital Statistics

Visit York's digital strategy has delivered outstanding results from April 2025 to September 2025, leveraging web, social media, and email marketing to engage audiences, promote the city, and support its stakeholders.

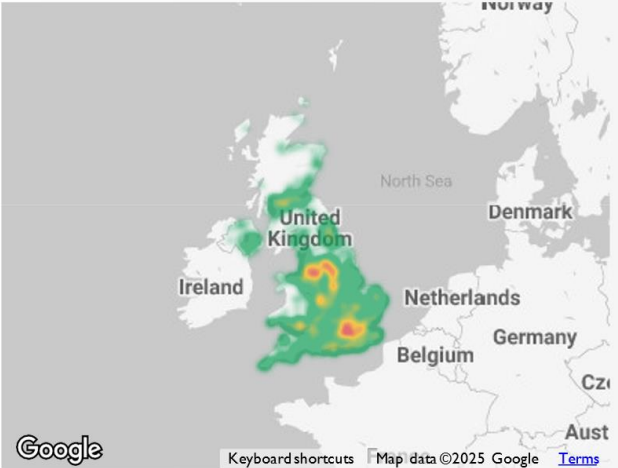
Website Summary

Page Filter

Total users	Views	Outbound Link Clicks	Average session duration	Sessions
520.4K	1.4M	166K	00:03:15	707.9K



Where are your users located?



Country	Views
1. United Kingdom	1,220,185
2. United States	57,279
3. Australia	14,201
4. Germany	12,764
5. Netherlands	9,939

How are users finding your page?

Page referrer	Views	Views
1. https://www.google.com/	635.6K	49.7%
2. https://visityork.org/whats-on	64.3K	5.0%
3. https://visityork.org/	59.6K	4.7%
4. https://www.google.co.uk/	34.9K	2.7%
5. https://www.bing.com/	27.8K	2.2%

Page Listings

Page path	Views
1. /whats-on	125.4K
2. /	103.4K
3. /business-directory/category/things-to-do	52.1K
4. /itineraries/must-see-do-in-york	41.8K
5. /christmas	33.1K

Social Media Summary

Post Type

Filter

Number of Posts

2,832

Impressions

5.0M

Comments

12K

Likes

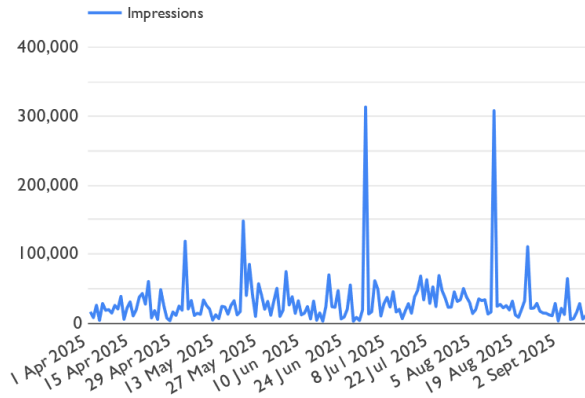
105.0K

Engagements

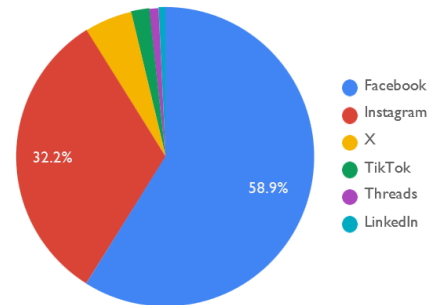
187.7K

Engagement Rate

3.21%



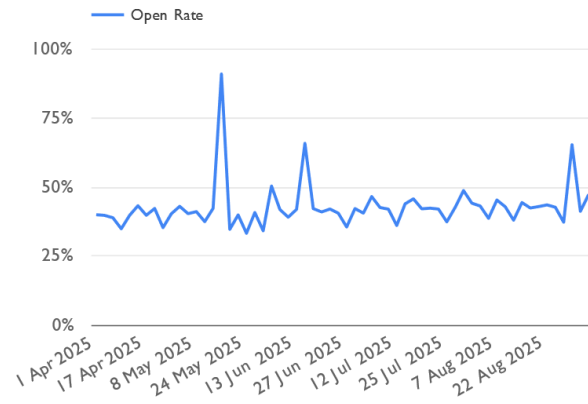
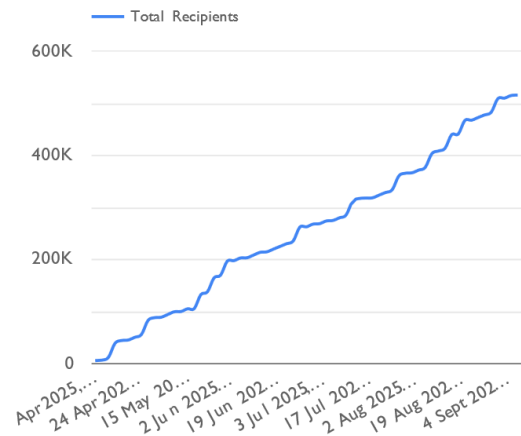
Impressions by Network



Top Posts	Post Type	Link	Date	Network	Impressions	Engagements
1. Embark on a Dream Day Out in York this su...	Post	https://www.facebook...	30 Jun 2025	Facebook	284,110	544
2. Make York your base for an adventure in the...	Post	https://www.facebook...	21 May 2025	Facebook	119,429	2,853
3. ðŸŽŸYork, but make it Tiny! A playful celebr...	Post	https://www.facebook...	11 Aug 2025	Facebook	96,478	4,433
4. ðŸŽŸYork, but make it Tiny! A playful celebr...	Reel	https://www.instagram...	11 Aug 2025	Instagra...	80,197	5,724
5. ðŸŽŸYork, but make it Tiny! A playful celebr...	Post	https://www.tiktok.com...	11 Aug 2025	TikTok	70,722	10,987
6. Soak up the sights, sounds and summer su...	Post	https://www.facebook...	22 Aug 2025	Facebook	59,797	2,148
7. Where ancient streets meet vibrant city life ð	Post	https://www.facebook...	4 Sept 2025	Facebook	51,673	1,887
8. Tucked away in the heart of York, Shambles ...	Post	https://www.facebook...	18 Jun 2025	Facebook	49,845	1,289
9. THOR'S tipi is now open on Parliament Stree...	Post	https://www.facebook...	23 May 2025	Facebook	49,558	1,519
10. Did you know you can buy a ticket once and...	Post	https://www.facebook...	4 Jun 2025	Facebook	48,622	1,460
11. ðŸŒŠ ð Big changes are coming around York ...	Post	https://www.facebook...	2 May 2025	Facebook	45,770	3,581
12. Shambles Market - home to the biggest gro...	Post	https://www.facebook...	11 Aug 2025	Facebook	44,445	960
13. Wander off the beaten path and discover Sh...	Post	https://www.facebook...	3 Jul 2025	Facebook	41,069	1,099
14. York at its most beautiful â€” From golden ...	Post	https://www.facebook...	1 Jun 2025	Facebook	34,744	2,531
15. A little rain canâ€™t stop Your Summer Adv...	Post	https://www.facebook...	25 Jun 2025	Facebook	32,444	949
16. Shambles Market is open daily! ðŸŽŸ From f...	Post	https://www.facebook...	9 Jul 2025	Facebook	28,679	491
17. Yorkshire Day Giveaway #71,88âŒŒ! Win the ...	Post	https://www.instagram...	22 Jul 2025	Instagra...	26,402	1,726
18. ðŸŒŸ Exciting news! ðŸŒŸ York has recentl...	Post	https://www.facebook...	24 Jul 2025	Facebook	24,373	1,183
19. Keep your eyes peeled as you stroll through ...	Post	https://www.facebook...	21 Jun 2025	Facebook	23,958	1,456
20. Golden hour in York âŒŒâŒŒ Take a stroll th...	Post	https://www.facebook...	20 Apr 2025	Facebook	23,294	1,290

NewsletterSummary

Filter

Number of Emails
65Total Recipients
515.7KTotal Opens
309.1KTotal Clicks
15.7KAverage Open Rate
43.02%Click-through Rate
5.08%

	Subject	Link	Send Date	OpenRate	Recipients	Total Clicks	CTR
1.	York Christmas Market 2025 Update	https://us14.campaign-...	19 May 2025	91.25%	163	0	0.00%
2.	Events for Visit York members	https://us14.campaign-...	16 Jun 2025	66.14%	896	103	6.43%
3.	Visit York Members' Update Septem...	https://us14.campaign-...	1 Sept 2025	65.63%	808	474	36.07%
4.	Visit York Members' Update - June	https://us14.campaign-...	2 Jun 2025	50.67%	898	259	16.02%
5.	Boost Your Brand This Festive Seas...	https://us14.campaign-...	19 Aug 2025	50.22%	917	259	22.16%
6.	Visit York Members' Update - July	https://us14.campaign-...	1 Jul 2025	49.48%	875	247	15.61%
7.	Visit York Members' Update - August	https://us14.campaign-...	1 Aug 2025	49.03%	885	195	15.80%
8.	Upcoming events for Visit York me...	https://us14.campaign-...	9 Sept 2025	47.64%	807	285	24.07%
9.	Members Update - re: recent phishin...	https://us14.campaign-...	4 Jul 2025	46.85%	876	23	2.73%
1...	Important: Please delete any suspic...	https://us14.campaign-...	16 Jul 2025	46.04%	876	30	3.47%
1...	7 Days in York - Georgian Festival & ...	https://us14.campaign-...	7 Aug 2025	45.62%	5,139	357	9.15%
1...	Visit York Cressida Cowell's How T...	https://us14.campaign-...	2 Aug 2025	44.46%	5,152	181	5.14%
1...	Visit York York Minster: Putting yo...	https://us14.campaign-...	15 Jul 2025	44.22%	5,191	134	3.67%
1...	Visit York Viking North - open now ...	https://us14.campaign-...	22 Aug 2025	43.84%	5,115	107	3.15%
1...	Events and training sessions for Vis...	https://us14.campaign-...	14 Apr 2025	43.55%	950	163	21.01%
1...	Visit York Make this summer one t...	https://us14.campaign-...	5 Aug 2025	43.44%	5,146	95	2.73%
1...	Visit York Members' Update - May	https://us14.campaign-...	2 May 2025	43.32%	925	267	28.05%
1...	7 Days in York - Family, Fun & Fizz Ø...	https://us14.campaign-...	21 Aug 2025	43.23%	5,118	131	3.80%
1...	7 Days in York - Shakespeare, Come...	https://us14.campaign-...	14 Aug 2025	43.16%	5,127	236	6.93%
2...	7 Days in York - Tours and Autocars...	https://us14.campaign-...	28 Aug 2025	43%	5,114	372	11.19%
2...	7 Days in York - Yorkshire Day Activi...	https://us14.campaign-...	31 Jul 2025	42.95%	5,158	214	6.27%

Marketing & Communications Campaigns

Campaigns

Since January 2025 we have delivered 3 x China Partnership joint campaigns, 1 visit Manchester Joint Campaign, 1 x Visit England joint campaign

Summer in York Campaign

Although last year's summer campaign was dubbed 'record-breaking', this year's Dream Days Out campaign has again exceeded all expectations, giving York Park & Ride even higher visibility and audience reach across a range of platforms.

Every element of this campaign was designed to attract visitors both into the city and onto York Park & Ride buses, specifically targeting an audience within a two-hour drivetime who were actively seeking dream days-out over the summer. With the campaign plan agreed at an early stage, we were able to launch summer activity by the end of June, meaning that we could appeal to forward-planning day-trippers as well as last-minute deciders.

Social media has again been the star of the show, becoming increasingly important to consumers when booking their UK days-out: it's estimated that 75% of 18 – 34 years, and 63% of 34 – 55 years use social media for inspiration when planning a trip.

What's more, the results outlined below are simply a snapshot of the situation on 1 September 2025. It's important to note that video views and post engagement across social media continue to grow, so by the end of the complete York Park & Ride campaign in November, these summer social results will increase.

Summer Campaign Headline Results

- **Content Creation & Reach**

Visit York delivered **452 summer posts** across social platforms – **up 89.9% on last year**. These achieved a **total reach of 896k people** (+9.5%) and **47.1k engagements** (+58%).

- **Video Success**

Video content drove the strongest results:

- **694k video views** on social media, **+73% vs 2024**.
- Our in-house team generated **337k organic views** (+89%), with the **top 5 posts averaging 56k reach, 42.5k views, and 4.4k engagements**.
- The boosted **Dream Days Out trailer re-launch (30 June)** alone delivered **274.6k views**, reaching **26.1k people** with **543 engagements**.

- **Platform Performance**

Facebook remains the largest channel, representing **62% of audience share**, followed by Instagram (**28%**) – while TikTok continues to grow.

- **Campaign Extensions**

- The **Summer campaign hub** recorded **12.7k views** (+18%).
- **Dream Days Out eNewsletters** reached **284.5k people** (+118%), with **26 themed sends** (+44%) and an **impressive 41% open rate** (+4%).
- The **Summer campaign video**, screened in Visit York's city-centre information centre, was viewed by an estimated **1.37m passers-by**.

- **Amplified Advertising**

To extend reach, we invested in multi-channel advertising, targeting families and day-trippers within a 2-hour drive of York:

- **ITVX**: 626.7k viewers (up 10% YoY despite £5k less budget). Placement during **Love Island** maximised exposure to the target audience (86% female, 25–55, higher income). Notably, **98.5% watched in full**.
- **YouTube**: 493k viewers, with **89.1k full views** (18% completion rate, **85% above forecast**) in just two weeks – outperforming last year's 4-week radio campaign.
- **Mumbler Partnership**: With half the budget of 2024 (£3k vs £6k), we prioritised authentic, parent-focused content. Bespoke blogs, reels, and digital features reached **93.5k parents**, including:
 - 45k via social media (25k on Instagram)
 - 20.1k via eNewsletters
 - 28.4k via the Mumbler summer hub

Visit York Membership

Annual Renewals

Visit York membership retention this financial year is 87.7%.

Visit York Membership

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

Visit York Tourism Awards

In March, the annual **Visit York Tourism Awards** were held. Two of the winning organisations – **The Wizard Walk** and **Sandburn Hall** – went on to achieve further recognition at the **VisitEngland Awards for Excellence**, where both secured **silver awards**.

Visit York Member MOT

A practical designed help members make the most off their Visit York membership was circulated recently. This was intended to ensure that member we informed and able to fully utilise the benefits and opportunities available to their business.

Workshops were also held at the Visit York conference.

VisitYork

Membership MOT Checklist

Business Name:

Welcome to your Membership MOT Checklist!

This practical guide is designed to help you make the most of your Visit York membership. By reviewing each section, you can ensure you're fully utilising the benefits and opportunities available to your business.

Some checklist points include links or email addresses to direct you to helpful tools, resources, or actions. Take a few minutes to work through the checklist and unlock the full potential of your membership. Please contact membership@makeityork.com if you have any questions.

Website

Have you logged into your visityork.org account to access and update your listing? Login at visityork.org/login - Access Our Login Guide at visityork.org/mot-login-guide	<input type="checkbox"/>
Have you submitted events and offers? If so, are you selecting as many relevant categories as possible to reach the biggest audience, and appear on relevant hub pages?	<input type="checkbox"/>
Have you added direct web links, to specific offers or booking pages, to drive visitors to your website?	<input type="checkbox"/>
Are you using relevant keywords in your listing to help visitors find you?	<input type="checkbox"/>
Is your business description up-to-date, including clear information on what you offer?	<input type="checkbox"/>
Are you regularly adding high-quality images to your listing?	<input type="checkbox"/>
Are you including your social media links and YouTube channel URL for visitors to easily connect with you?	<input type="checkbox"/>
Are your opening hours clearly displayed?	<input type="checkbox"/>
Have you included your TripAdvisor rating by pasting your TripAdvisor code into the relevant field?	<input type="checkbox"/>
Have you added any special facilities or accessibility notes to inform visitors about your amenities?	<input type="checkbox"/>
Have you uploaded a promotional video from YouTube or Vimeo to visually engage visitors on your listing?	<input type="checkbox"/>
Is your business map location accurately placed to help visitors find you?	<input type="checkbox"/>
Accommodation providers, have you provided additional booking information where relevant?	<input type="checkbox"/>
If you are an accommodation provider, have you added a booking link (or used one for attractions, tours, or restaurants)?	<input type="checkbox"/>

Social Media

Are you tagging Visit York in your social media posts to increase the likelihood of shares? - See All Visit York Social Channels at visityork.org/mot-socials	<input type="checkbox"/>
Have you used Visit York campaign hashtags to boost your reach? - See Current Campaigns at visityork.org/mot-campaigns	<input type="checkbox"/>
Are you posting content related to Visit York's citywide events or seasonal activities to engage more visitors? - See York Festivals visityork.org/mot-festivals	<input type="checkbox"/>

Visit York Newsletters

Have you checked the Visit York Members Newsletter for the latest updates and opportunities exclusive to members? - Read the Latest Membership eNews at visityork.org/mot-eNews	<input type="checkbox"/>
Are you subscribed to Visit York's e-newsletters to stay informed about events, festivals, and special offers being promoted to visitors? - Subscribe to eNews at visityork.org/mot-subscribe	<input type="checkbox"/>

General Benefits

Are you attending Visit York member networking events to build relationships and discover collaboration opportunities? - See Upcoming Member Events at visityork.org/mot-events	<input type="checkbox"/>
Have you hosted a Visit York members event? Contact membership@makeityork.com to enquire	<input type="checkbox"/>
Are you aware of current and upcoming Visit York marketing campaigns? - Read more visityork.org/mot-campaigns	<input type="checkbox"/>
Are you reviewing Visit York's research reports on industry trends to inform your marketing strategy? - Learn more at visityork.org/mot-research	<input type="checkbox"/>
Have you shared relevant visitor statistics about your business with Visit York through T-Stats to contribute to citywide data? - Submit your data at visityork.org/mot-tstats	<input type="checkbox"/>
Have you received and displayed your Visit York membership plaque to showcase your Visit York membership? Contact membership@makeityork.com to get yours.	<input type="checkbox"/>
Have you entered your business into the Visit York Tourism Awards? Gain local and national recognition by entering at visityork.org/mot-awards	<input type="checkbox"/>

Press/Comms

- Have you shared any exciting updates or news about your business with Visit York's PR team to increase potential media exposure? - **Send your press releases to us at comms@makeityork.com** ☐
- Are you providing high-quality images directly to Visit York for potential inclusion in press materials? ☐
- Do your staff understand the Visit York VIP Pass, and are they prepared for influencers, press, FAM trips and other media visits arranged through Visit York? - **Read about the VIP Pass at visityork.org/mot-vip** ☐
- Are you subscribed to Visit York's press release distribution list to stay informed of citywide news and updates? - **Sign Up at visityork.org/mot-press-release** ☐
- Are you keeping Visit York's PR team updated with any seasonal promotions or unique events that could be featured in Visit York media channels and campaigns? ☐
- **Send your press releases to us at comms@makeityork.com**

Perks Card

- Do you have an active offer available through the Visit York Perks Card to attract local customers? ☐
- **Submit a Perk at visityork.org/login**
- Are you using the Perks Card and enjoying exclusive offers from other Visit York members? ☐
- **See all Membership Perks at visityork.org/mot-perks**
- Are you regularly updating your Perks Card offers to keep them relevant and appealing? ☐
- Are your staff well-informed about the Perks Card benefits and understand its use when customers present it? ☐

Visitor Information Centre

- Have you provided up-to-date brochures or leaflets for display in the Visitor Information Centre to increase visibility? - **Learn more about the VIC at visityork.org/mot-vic** ☐
- Have you briefed Visitor Information Centre staff on any unique offers or seasonal updates so they can share them with visitors? ☐
- **Contact info@visityork.org to arrange briefing**

Visit York Media Library & Toolkits

- Have you accessed the Visit York Media Library to download high-quality images and videos for your marketing materials? ☐
- **Register for the Media Library at visityork.org/mot-media**
- Are you using the Visit York toolkits to strengthen your seasonal campaigns and join in with current Visit York promotions? ☐
- **Learn more about Toolkits at visityork.org/mot-toolkits**

Find Local Suppliers

- Have you checked the Visit York Local Supplier directory for services such as event décor, printing, or training providers to support your business? ☐
- **Find Local Suppliers at visityork.org/mot-local**

Silver & Gold Membership Benefits

- Have you considered upgrading your membership to Silver or Gold? ☐
- **See what you get at visityork.org/upgrade**
- Have you uploaded the maximum number of images allowed on visityork.org for your membership level to make your listing as engaging as possible? - **See All Silver/Gold Benefits at visityork.org/mot-silver-gold** ☐
- Silver/Gold Members: Have you submitted your quarterly social media post request to reach Visit York's wider audience? ☐
- Silver/Gold Members: Have you submitted special offers for inclusion in the "7 Days" newsletter to reach local residents and visitors? ☐
- Gold Members: Are you using your dedicated blog entries on visityork.org to tell your story and engage new audiences? ☐
- Gold Members: Have you submitted banner ads for placement on visityork.org to increase brand visibility? ☐
- Gold members: Have you submitted your 7 Days dedicated emails? ☐

Additional Marketing Opportunities

- Have you explored Visit York's digital marketing options, such as website advertising, social media posts, and e-newsletter features, to reach a larger audience? ☐
- **Review Digital Marketing Opportunities at visityork.org/mot-digital**
- Have you considered featured placements in the "Must See & Do" or "Hidden Gems" sections on visityork.org for more exposure? ☐
- Are you advertising in Visit York publications, like the Mini Guide or Winter Guide, to connect with a broader audience? - **See our Publications at visityork.org/mot-publications** ☐
- Have you looked into advertising on digital screens at the Visitor Information Centre to showcase your business to thousands of visitors? - **Learn more about the VIC screens at visityork.org/mot-vic-screens** ☐
- Are you featuring your business on the City Centre Art Benches along Parliament Street to reach a high-footfall audience and build awareness? - **Learn more about the art benches at visityork.org/mot-art-bench** ☐

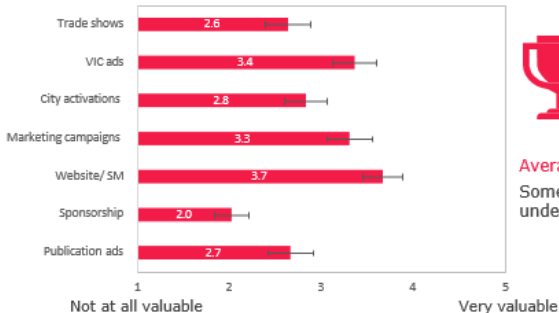
Member Survey

A Visit York membership annual survey was carried out in March 2025.

Make It York: Member survey insights 45 total responses



Value of marketing opportunities



Comments confirmed interest in being displayed on VY's website, SEO and reaching wider audiences



58% would recommend VY to other businesses

25% neutral

17% would not recommend

Average recommend: 3.7/5

Some comments that respondents did not understand the question about value

Value of MIY's channels



83% found direct emails from @membership useful

33% found the newsletter useful

22% for website and social media

"What is @VYBiz?"

"Send emails to more than one inbox?"

Torn on the value of York Tourism Awards

What MIY could improve

"More **networking**"

"Offer **feedback from awards**"

"Recognise business **outside York city centre**"

"Help **smaller businesses**"

"Regular **check-ups**"

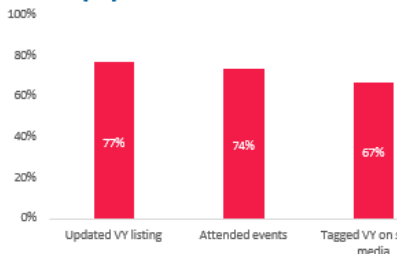
Priorities for year ahead

83% plan to increase brand awareness

81% plan to grow sales

only **11%** concerned with staff recruitment/ retention

Engaging with MIY last year: most popular

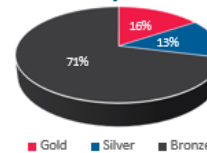


least popular

"Without a physical perks card I completely forgot that we get perks"

"We do not know how the perks card works"

Respondent profiles membership level



industries

Attraction and tours: 56%, Accommodation: 19%, Retail: 17%, Food and drink: 14%

Est. 1841
YORK ST JOHN UNIVERSITY

"Used to receive an Annual Visit to go through the benefits but had no engagement at all recently"

Tourism Advisory Board

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

Visit York Pass

The Visit York Pass currently provides access to 37 attractions and 17 Extra Value Offers.

The no. of passes sold YTD is 5,649 compared to 6,279 in the previous period. This is approx. 10% decrease in passes sold. The total sales of £423,572, compared to prior year £404,184 gives a 4.8% increase in turnover. The increase is due to the annual price increase in line with the price increases across the board of all the Visit York Pass attractions.

In April 2025, the new digital web application was successfully launched to

streamline the guest journey, which can be seen on updated marketing assets throughout the Visit York initiatives. The Visit York Pass is also now a key partner in this year's Visit York seasonal campaigns, reinforcing the product presence as a crucial commercial initiative for Visit York.

To strengthen trade and international distribution, the Pass has entered a partnership with TurboPass, the product's software manager with reach across global channels. Internally, trials of digital campaigns on regional platforms such as Leeds List are underway to increase product visibility and sales conversion.

In 2025/26 YTD, 40% of guests used their Visit York Pass on the same day as purchase with 25% of guests using them within 7 days and 21% of guests within 30 days. This indicates a longer lead time suggesting guests are planning ahead to optimise maximum value from the product, a change from the guest behaviour of 2024/25.

Ongoing considerations are being conducted into external influences on sales performance. Key considerations include the cost-of-living crisis, warmer seasonal weather and overall retail performance in York. The Visit York Pass is actively trialling new approaches to improve reach, visibility and sales.

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

Markets

Markets Strategy

In April a markets strategy was commissioned. The strategy was completed September 2025.

The strategy includes the following components:

1. Growth Opportunities for Shambles Market

Identify and assess opportunities to grow Shambles Market, including support for new traders, pathways to increase stallholder income, and measures to ensure the market delivers a sustainable profit.

2. Investment Requirements

Set out the capital and revenue investment needed over the next decade to maintain and upgrade Shambles Market's infrastructure, strengthen visitor experience, and secure long-term commercial viability.

3. Current Issues and Priorities

Review operational challenges and priority areas for improvement, drawing on

feedback from traders, customers, and operational teams.

4. Strengthening the Market

Develop both short- and long-term proposals to reinforce Shambles Market as a vibrant, inclusive, and commercially successful destination.

5. Trader Recruitment and Market Mix

Outline plans for trader recruitment and shaping a balanced, appealing mix of stalls and products.

6. Specialist and Added-Value Markets

Explore opportunities for themed or niche markets (e.g. farmers' markets, "Totally Locally" events) to diversify the offer, attract new audiences, and boost vibrancy.

7. Fees and Charges Review

Conduct a full review of fees and charges to ensure transparency, fairness, and long-term financial sustainability.

8. Environmental Sustainability

Define actions to minimise environmental impact, including waste reduction, improved recycling, and energy efficiency initiatives.

Wider Market Portfolio

The strategy will also clarify the roles of Acomb, Haxby, and Knavesmire markets, alongside seasonal markets such as the Christmas Market. It will explore:

- How markets can complement rather than compete with one another
- Opportunities for coordinated growth and potential new sites
- Each market's contribution to citywide footfall and vibrancy
- The implications of a broader market portfolio on the existing Market Charter

Engagement and Consultation

Extensive consultation will underpin the strategy, ensuring it is rooted in real-world insights and shaped collaboratively. Engagement included:

- Shopper and non-shopper surveys
- Current and casual trader feedback

- Input from local businesses
- Consultation with key stakeholders (CYC officers, Members, community groups, and businesses in York, Acomb, and Haxby)

Investment Requirements:

Identification of capital and revenue investment needed at Shambles Market over the next 10 years to maintain and enhance its infrastructure, visitor experience, and commercial viability.

Events and Festival

Events Toolkit

Make It York has written a festivals **and events community toolkit**. It is a practical and detailed community-friendly toolkit that will enable communities self-serve including by providing guidance on event management so that the can to create safe and impactful events of their own in a safe manner. The toolkit includes links to critical detailed documents and websites to aide in the delivery of events.

This work is part of the SLA objectives 2024-26.

York Residents Festival 25 & 26 January 2025

The Resident's Festival offered a variety of exclusive deals for York residents and includes free access or reduced-price access to attractions, access to tours, food and drink discounts, retail discounts and activity discounts.

Ice Trail

The Ice trail was delivered on 1st and 2nd February 2025. The theme for 2025 was "Origins," with sculptures inspired by legends, myths, and York's rich history.

Ice Trail Evaluation

VisitYork

Make It York
ICE TRAIL
 ORIGINS

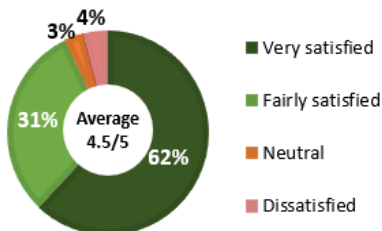
2025 York Ice Trail Evaluation Report

Make It York
 Visit | Culture | Markets | Events

VisitYork

Visitor Survey: Summary of Visitor Opinion

93% of visitors were satisfied with their overall experience of visiting the Trail



% of visitors likely to...

Very likely Quite likely



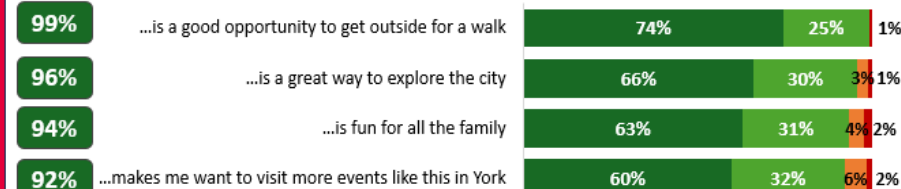
Sculptures or elements of the event visitors liked most (unprompted)

25. 50 Years of Railway Legends, NRM	19%
28. York Daffodil, Bradley's Jewellers	18%
32. Live Ice Carving of York Minster	18%
3. Minster to Metropolis, Grand Central	12%
All of them	12%
Sculptures / Activities at Middletons	6%
Opportunity to explore new areas of York	6%
30. No Longboat? No Problem, York P&R	5%
27. Dodo, York BID	4%
22. The Hobbits, The Judge's Lodging	3%
5. York's Chocolate Story-book	3%

% agree/
strongly agree

% of visitors who agree that the York Ice Trail...

Strongly agree Agree Neutral Disagree

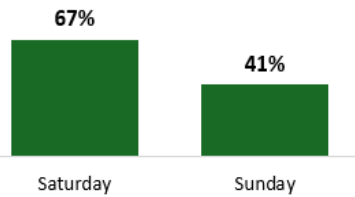


Source: 263 online interviews with visitors to the 2025 York Ice Trail

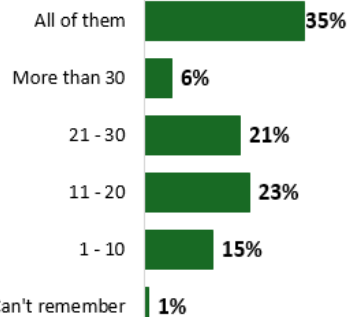
Source: 241 responses (23 skipped this question)

Visitor Survey: Summary of Visitor Behaviour

Day(s) visited the Ice Trail:

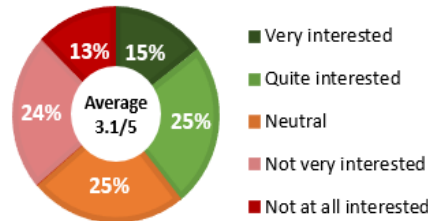


Number of ice sculptures seen:

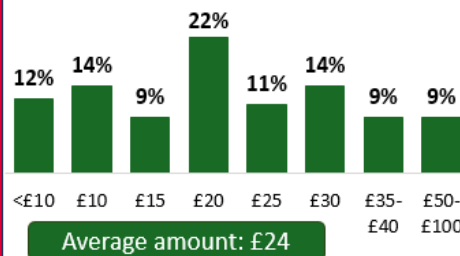


Workshop sessions:

40% of visitors would be interested in booking a session at a hands-on ice sculpting workshop.

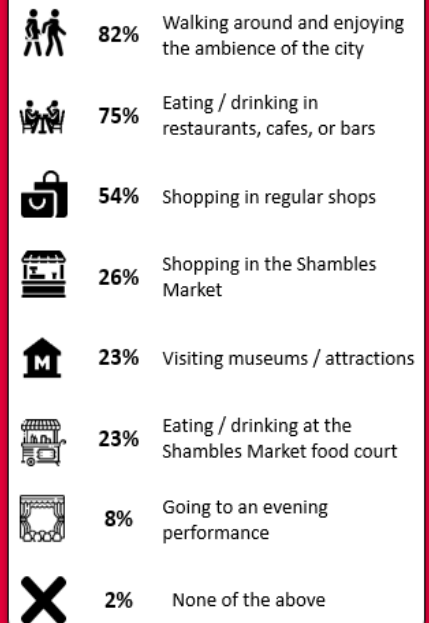


Maximum amount willing to pay:



Source: 90 visitors interested in booking a session

Other activities taken part in during visit:



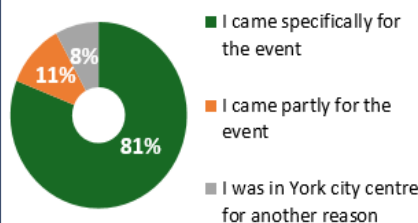
Source: 263 online interviews with visitors to the 2025 York Ice Trail. Totals may not always add up to 100% due to rounding.

Images: Flaticon.com

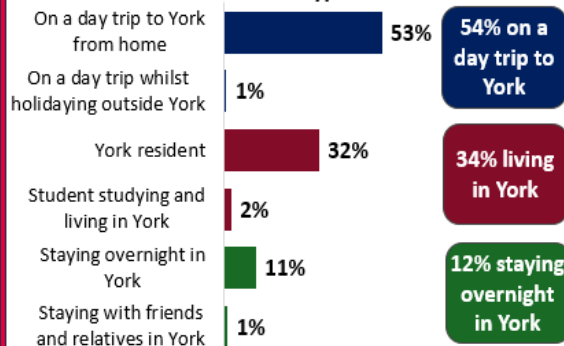
Visitor Survey: Summary of Visitor Profiles

62% were repeat visitors

Extent to which the Ice Trail influenced the decision to visit York:



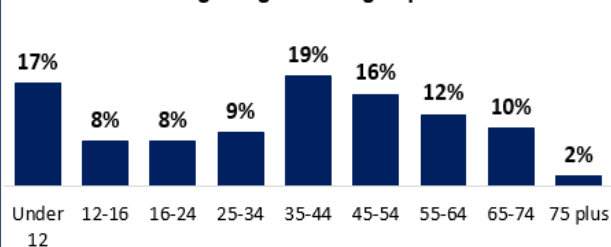
Visitor type:



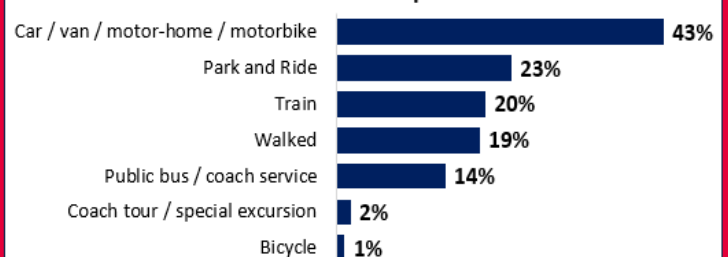
Visitor Origin

Region	%
York	34%
West Yorkshire	17%
North Yorkshire	12%
East Riding of Yorkshire	9%
South Yorkshire	7%
Total Yorkshire & Humber	79%
North East	6%
North West	5%
East Midlands	5%
Elsewhere in the UK	5%

Age ranges within groups:



Main modes of transport used:



Source: 263 online interviews with visitors to the 2025 York Ice Trail. Totals may not always add up to 100% due to rounding.

4

Visitor Feedback

"All the sculptures were amazing and it was great to have the opportunity to see the live ice carving."

"I enjoyed everything about the ice trail, a lot of team work obviously goes into putting this event on so praise to everyone x."

"It's a tradition for us to come now and we just love it!"

"All was really good, would definitely recommend and we will be back again!"

"It's just a fantastic way to see the city. I've lived near York for the last decade and I always find places I've never been before thanks to the Ice trail."

"Such a lovely event. All the sculptures are so unique and different every year!"

"I love how lots of local businesses get involved. Having a theme is great too. The trail takes you around the whole of the city so you can often discover new shops, food places you may not of seen before."

Trader/Sponsor Feedback

"The event was fantastic—so busy and a real testament to all your hard work. We truly appreciate it!"

"The ice trail is a brilliant event. It brings so many people into York in a positive way in the worst month of the year - genius!"

"Well done for organising this. We had a much higher footfall in the gardens than on a usual February day."

"The sculpture for The Milner was very well received, and the addition of a real-life bell on top created a great interactive element for visitors."

"Well done for a great event!"

"We have participated in the York Ice Trail for more than a decade, and it is undoubtedly one of the best customer-facing events our city has to offer. As a business owner, it is an unmissable opportunity to meet local residents, engage new customers, and participate in something that's full of personality and charm."

Source: 263 online interviews with visitors to the 2025 York Ice Trail.

Source: Visit York data


VisitYork

Marketing Campaign Summary: 01/09/24-03/02/25

Visit York Ice Trail Website Summary

Total users:	48.7K	18.4% ↑
Views:	89.4K	22.3% ↑
Outbound Link Clicks:	18K	5.0% ↑
Average session duration:	00:02:08	2.7% ↑
Sessions:	66.8K	18.5% ↑

Where users are located:

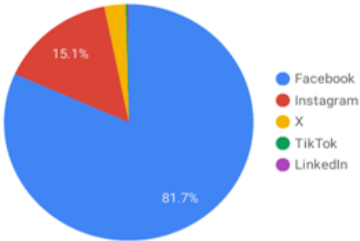


Country	Views	% Δ
1. United Kingdom	67,529	22.7% ↓
2. United States	847	-14.4%
3. Canada	151	371.9% ↑
4. Ireland	75	150.0% ↑
5. France	74	89.7% ↑

Ice Trail Social Media Campaign Summary

Number of posts:	79	-46.6% ↓
Impressions:	583.2K	-36.4% ↓
Comments:	349	-80.6% ↓
Likes:	3.8K	-65.6% ↓
Engagements:	18.8K	-46.7% ↓
Engagement Rate:	3.47%	-10.5% ↓
Video Views:	53.0K	-76.9% ↓
Reach:	549.5K	-31.7% ↓
Potential Reach:	1.5M	-55.7% ↓

Impressions by Network:



Ice Trail e-newsletter Summary

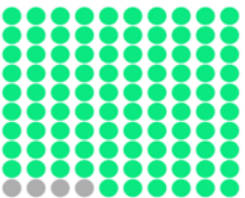
Number of emails:	9	200.0% ↑
Total recipients:	151.0K	340.4% ↑
Total opens:	81.5K	337.0% ↑
Total clicks:	7.0K	439.7% ↑
Average open rate:	37.99%	-1.5% ↓
Click-through rate	8.58%	23.5% ↑

Ice Trail Media Coverage Summary

Volume of articles:	73
Sum of Advertising Value Equivalency (AVE):	£239K
Sum of Opportunities To See (OTS):	37.1M

Split by sentiment:

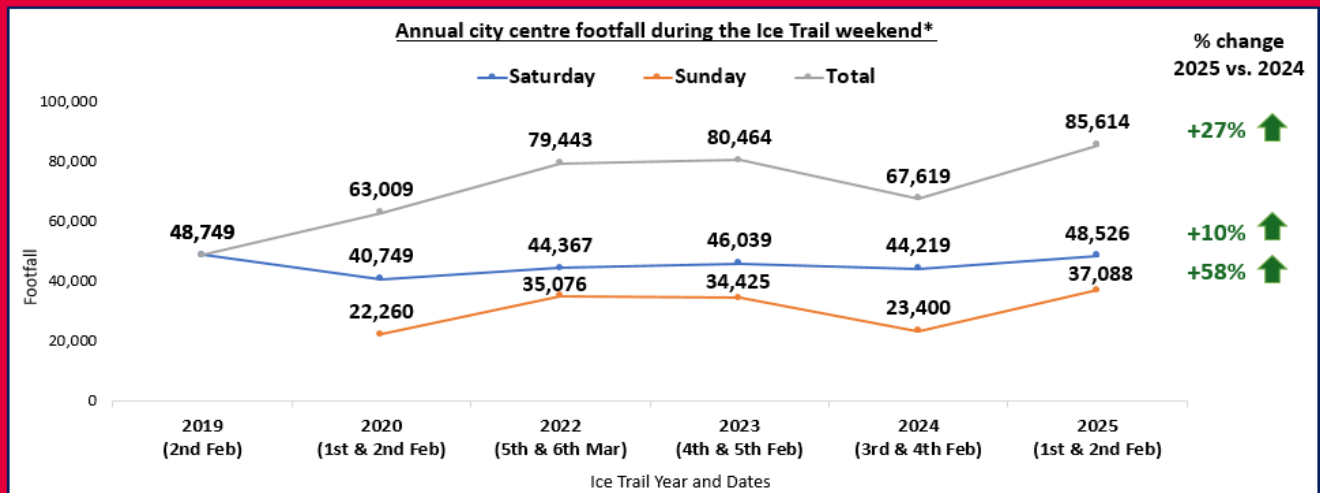
Positive
 Neutral



Source: Visit York data

City Centre Footfall During the Ice Trail Weekend

City centre footfall cameras on Micklegate and Parliament Street recorded over 85,000 counts during the 2025 York Ice Trail weekend. Saturday footfall was up 10% compared to 2024 while Sunday footfall was up 58%. Overall, city centre footfall had increased by 27% compared to the same time the previous year.



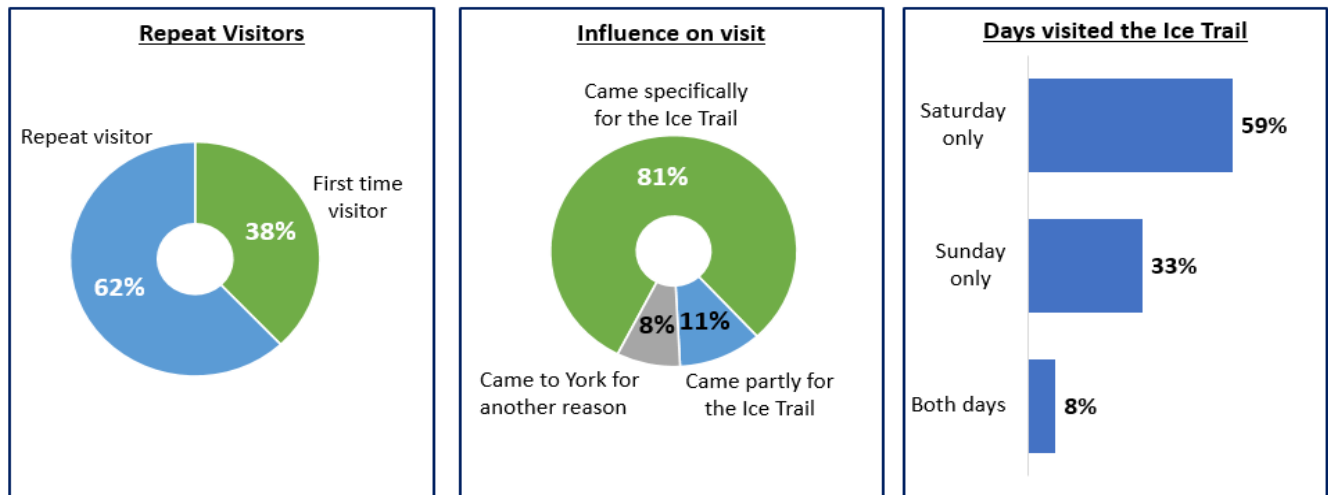
VisitYork

Make It York
ICE TRAIL
2025
ORIGINS

**2025
Visitor Survey
Detailed Results**

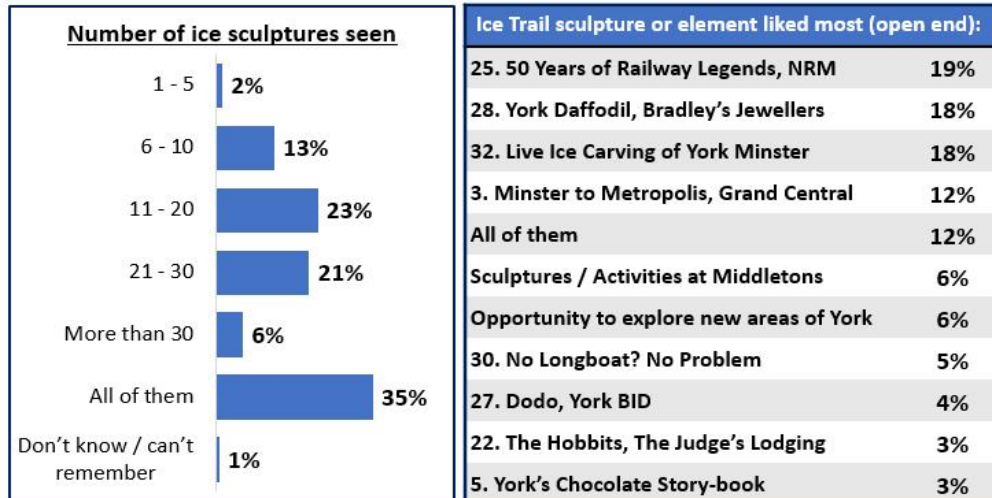
Make It York
Visit | Culture | Markets | Events

- Over three fifths (62%) of visitors had been to previous Ice Trail events in York.
- Four fifths of survey respondents had visited York city centre specifically to see the 2025 Ice Trail.
- Saturday was the most popular day to visit. 59% visited Saturday only and 8% visited both days, a total of 67% on Saturday.



Source: 263 online interviews with visitors to the 2025 York Ice Trail. A significant difference vs. 2024 is 7% at the 90% confidence level.

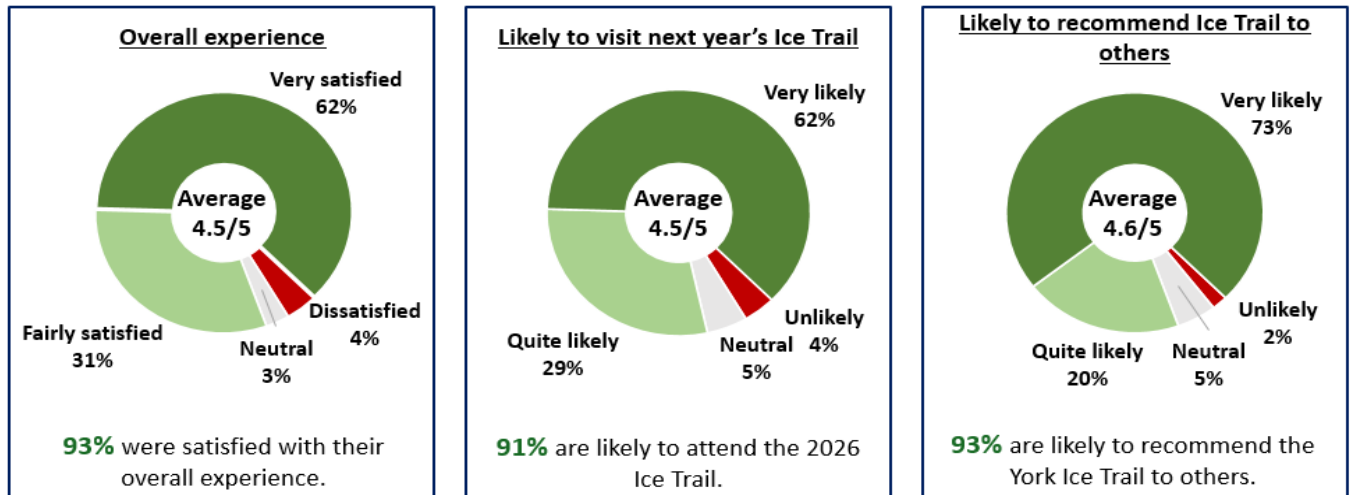
- Over a third (35%) of visitors saw all of the ice sculptures, up from 22% in 2024.
- When asked what they liked most, almost a fifth mentioned the National Railway Museum's "50 Years of Railway Legends" sculpture, Bradley's Jewellers "York Daffodil" and the live ice carving of York Minster.



Source: 263 online interviews with visitors to the 2025 York Ice Trail. 241 visitors responded and 22 skipped this question.



- **62%** of visitors were **very satisfied** with their overall experience of the Ice Trail, and a total of **93% were satisfied**, up 1% vs. 2024.
- **62%** of visitors are **very likely** to attend the next Ice Trail, while **91% are likely**, the same as 2024.
- **73%** are **very likely** to recommend the Ice Trail and a fifth are quite likely, a total of **93%**, the same as in 2024.



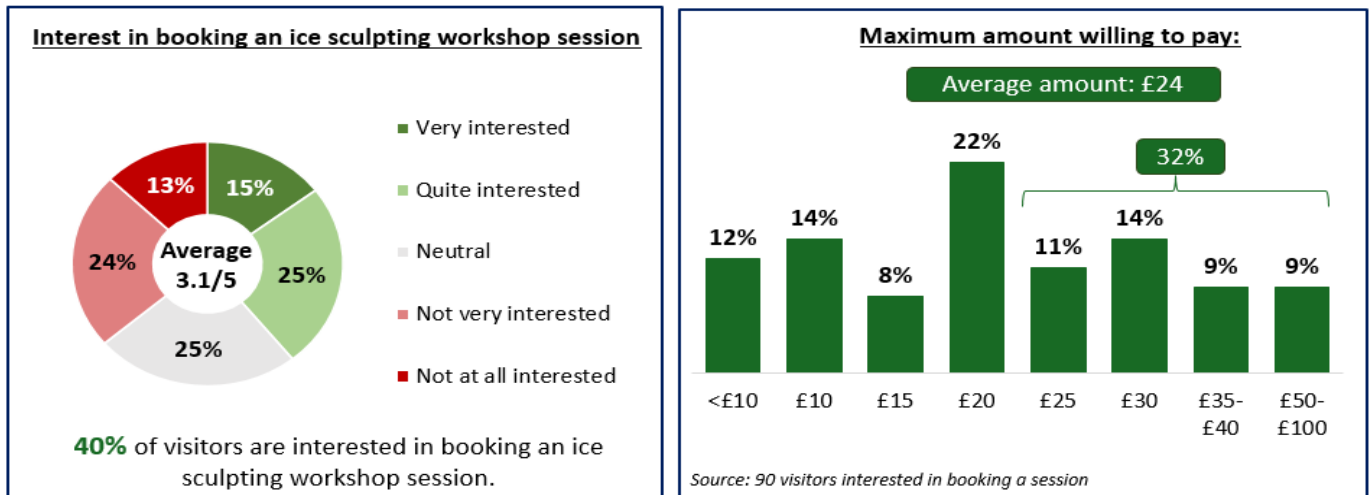
Source: 263 online interviews with visitors to the 2025 York Ice Trail. A significant difference vs. 2024 is 7% at the 90% confidence level.

- The highest proportion, 22%, could not think of any improvements, up from 14% in 2024.
- Key suggestions for improvement were around crowd control, as the event was so busy it made it difficult to take photos or even see the sculptures.
- Some found it difficult to follow the full trail, either because the sculptures were too spread out or they struggled to find them. A clearer route, better signage and an improved map were all suggested.

What could be improved for future Ice Trails?	% of comments
Nothing, all good.	22%
Better crowd control , e.g. barriers, signs, queuing or one way systems, or someone to move people along.	14%
The positioning of some of the sculptures – some were considered too far to walk, while others meant the volume of people created bottlenecks and road blocks. Suggestions included placing sculptures in large spaces such as the gardens, having them closer together, or having more sculptures to reduce the walk between them.	13%
Better signposting , especially if a sculpture has moved, and a more detailed, accurate map . Other suggestions were pin drops on Google maps, an interactive online map and/or app, as well as guides, arrows or footprints on the floor to help with finding the sculptures.	12%
Visibility - some visitors found it difficult to see some of the sculptures or take photos because of the number of people and they were low to the ground. It was easier with sculptures that were raised or that people couldn't walk behind.	11%
Have an earlier start time or extend the event over more days to reduce crowding.	10%
More interactive sculptures and experiences , information about the sculptures, additional activities and entertainment, especially for children, would make the event even more engaging.	9%
Stop people touching the sculptures so they last longer.	6%

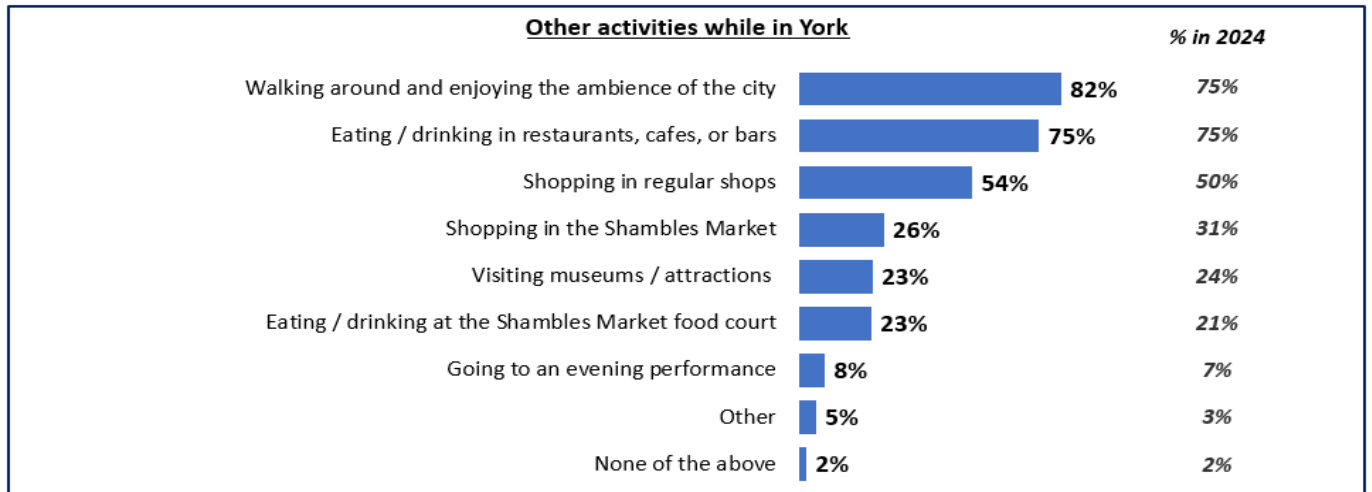
Source: 211 online interviews with visitors to the 2025 York Ice Trail. 52 respondents skipped this question.

- Two fifths of visitors are interested in booking a hands-on ice sculpting workshop session.
- Amongst those interested, the maximum amount they were willing to pay varied from less than £10 to £100.
- 43% were willing to pay £25 or more and a third were willing to pay at least £30. The average stated price was £24.



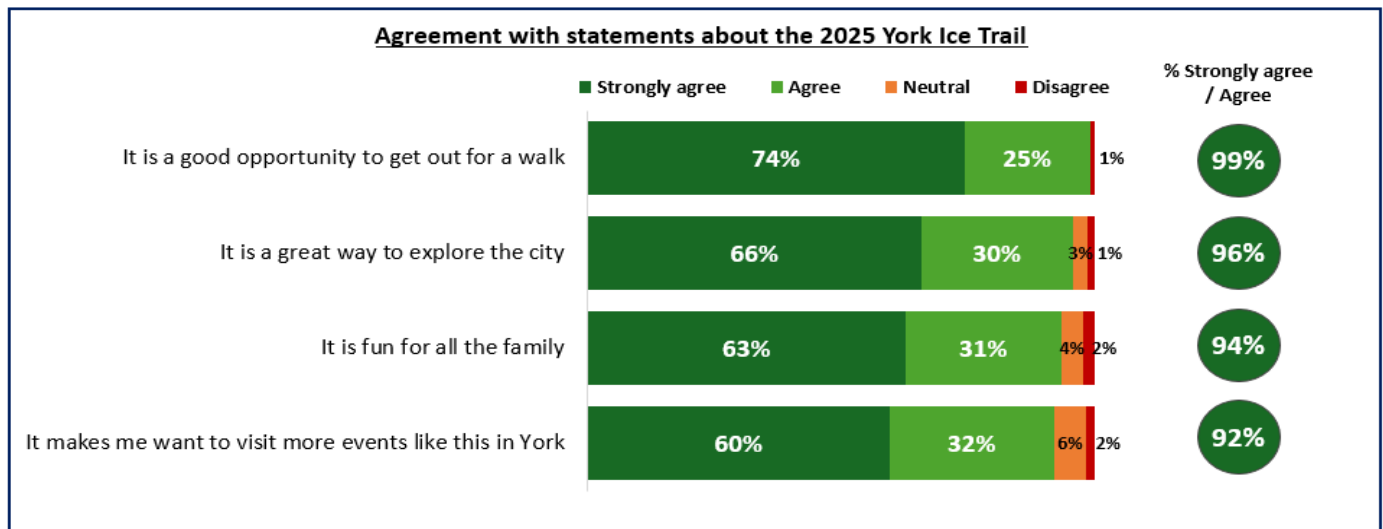
Source: 263 online interviews with visitors to the 2025 York Ice Trail. Totals may not always add up to 100% due to rounding

- Four fifths of Ice Trail visitors said they also enjoyed walking around and enjoying the ambience of the city, up 7% vs. 2024.
- Three quarters of visitors also ate out in restaurants, cafes or bars, the same as in 2024.
- Just over half of visitors also went shopping in York.



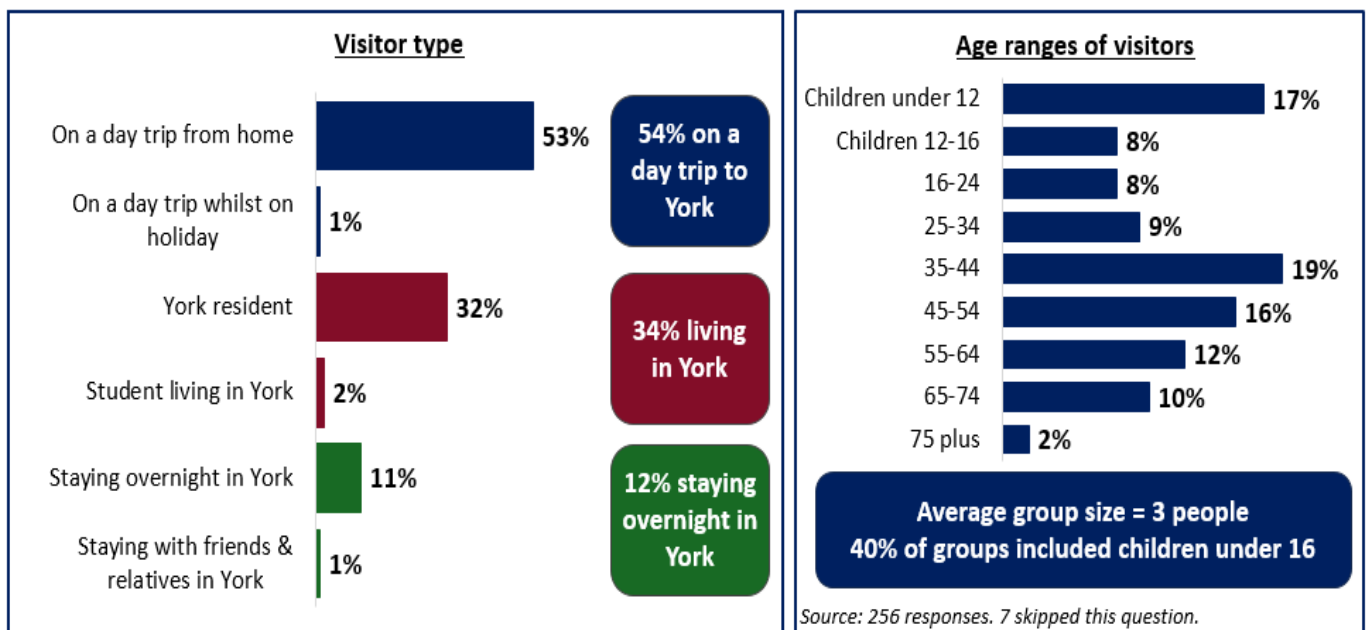
Source: 263 online interviews with visitors to the 2025 York Ice Trail. A significant difference vs. 2024 is 7% at the 90% confidence level.

- There is strong agreement that the York Ice Trail is a good opportunity to get out for a walk (99% vs. 97% in 2024) and a great way to explore the city (96%, the same as in 2024).
- The vast majority also agree that the event is fun for all the family (94% vs. 96% in 2024) and that it makes them want to visit other events like it in York (92% vs. 90% in 2024).



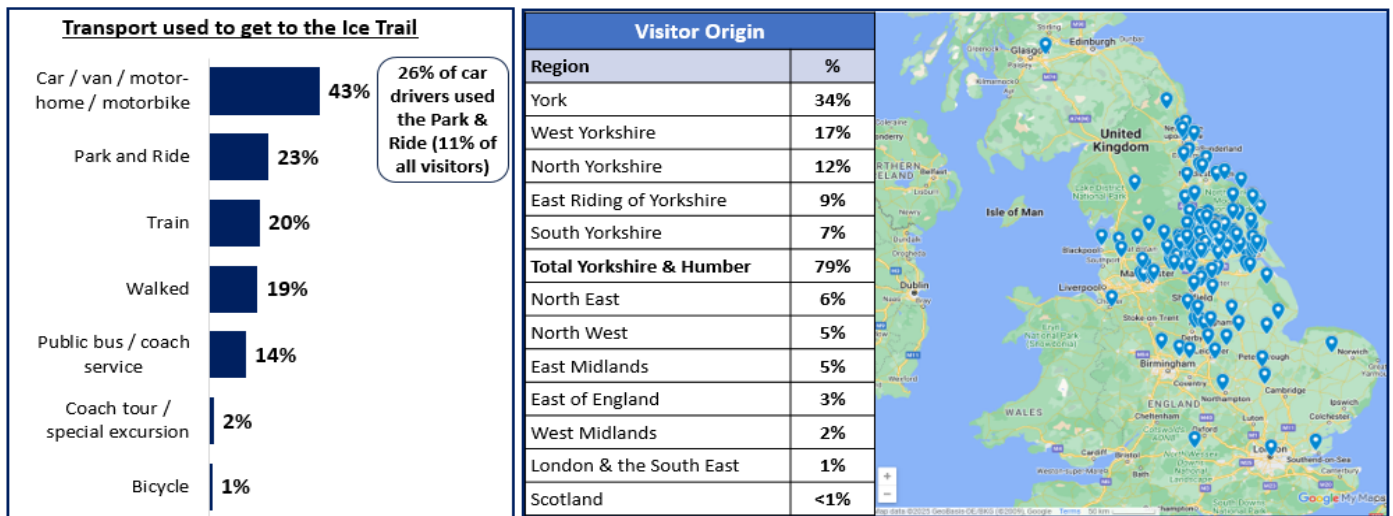
Source: 263 online interviews with visitors to the 2025 York Ice Trail. A significant difference vs. 2024 is 7% at the 90% confidence level.

- Over half, 54%, of visitors were on a day trip from outside York, down from 64% in 2024, while around a third were York residents, up from a quarter in 2024.
- Over a quarter of visitors were aged under 16. 40% of all groups included at least one child under 16. The average group size was 3 people.



Source: 263 online interviews with visitors to the 2025 York Ice Trail. Totals may not always add up to 100% due to rounding.

- The highest proportion, 43%, drove to the event. Just over a quarter of car drivers used the Park & Ride to get into the centre of York, equivalent to 11% of all visitors. Overall, almost a quarter of visitors used the Park & Ride.
- 79% of visitors were from Yorkshire & Humber, very similar to 2024 when the proportion was 81%. Almost half, 46%, of visitors were from York and North Yorkshire.



Source: 263 online interviews with visitors to the 2025 York Ice Trail. A significant difference vs. 2024 is 7% at the 90% confidence level.

Orangery Summer Offer

Thors Orangery once again has been present on Parliament Street encompasses city led engagement / community space. The facility provided its own seating/dining areas and curated a programme of music and live events throughout the summer. It also provided street food offers.

There were no licencing issues during the event and no H&S incidents.

Food and Drink Festival

The annual Food and Drink Festival commenced on 19 to 28 September 2025.

Christmas Market

The Christmas market has been revised this year which will make the event, safer, more accessible whilst addressing previous crowd management issues. It will have a more festive feel with enhanced dressing within St. Sampson's Square and Parliament Street; the changes and details are as follows:

- Shambles Market trader's vehicle movement will operate in line with the same hours as Christmas Market traders (10:30 - 19:00) to further control and minimise vehicle access into the pedestrian area during these hours. This has been communicated to all 130 traders in June with only 3 responses to date (two positive and one negative). This is in line with Event management best practice of designing out vehicle movement during a live

event and in line with guidance from Counter Terrorism Security advisors and local emergency services.

- Removed 7 huts in total with 3 being removed from St Sampson's Square which improves walkway widths and allowing space for themed dressing and event signposting. Unfortunately, we were unable to open up the square any further due to position of CYC street trader.
- Relocated 'Treehouse' from St Sampson's Square to Parliament St to minimise queuing in the junction of Church St/Davygate.
- Increased pedestrian pathway widths on to St Sampson's (from Davygate/Church St/St Sampson's Square).
- Moved a small catering unit (from Parliament St) to St Sampson's Square serving towards Three Cranes to make use of unused street.
- Moved food stalls facing Davygate on to St Sampson's Square therefore maximising the road width and increasing pedestrian flow.
- Christmas tree & Flower stall - 10m - no obstructions to maintain free flow and spread-out food traders to address queuing issues of 2024.
- Reconfigured the last block at the bottom of Parliament St to increase width of walkway to 9m with no side openings for catering.
- Working with CYC Accessibility officer and St Sampson's Centre to provide a 'quiet space' as trialled in 2024.
- Kings Square - removal of family attraction, traditional carousel (at loss to revenue to MIY) to minimise crowd build ups and reserve as a dedicated busking area to signpost performers therefore reducing crowd bottlenecks and disruption to CYC Waste vehicles/operations on main Christmas market site.
- City of York Council has not yet made a decision on blue badge access. It is believed that CYC will make a decision in October regarding Blue badge and whether to approve this.
- We understand that the Chief Constable of North Yorkshire Police intends to apply for a temporary Anti-Terrorism Traffic Regulation Order (ATTRO) for the Christmas market. If this is successful, then access will not be permitted.

Conclusion

MIY is a going concern as the 2025/26 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 2025/26 we continue to offer all our services and deliver strong results both to visitors and to residents.

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MAKE IT YORK LTD
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025
PAGES FOR FILING WITH REGISTRAR

Company registration number 09308493 (England and Wales)

MAKE IT YORK LTD

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MAKE IT YORK LTD**STATEMENT OF FINANCIAL POSITION
AS AT 31 MARCH 2025**

	Notes	2025 £	£	2024 £	£
Non-current assets					
Property, plant and equipment	4		102,975		107,511
Current assets					
Inventories		18,031		16,931	
Trade and other receivables	5	227,481		518,901	
Cash and cash equivalents		1,011,574		678,669	
		<u>1,257,086</u>		<u>1,214,501</u>	
Creditors: amounts falling due within one year	6	<u>(680,022)</u>		<u>(1,077,379)</u>	
Net current assets			577,064		137,122
Total assets less current liabilities			680,039		244,633
Provisions for liabilities			<u>(18,462)</u>		<u>(18,582)</u>
Net assets excluding pension surplus			661,577		226,051
Defined benefit pension surplus	7		41,000		59,000
Net assets			<u>702,577</u>		<u>285,051</u>
Capital and reserves					
Called up share capital			1		1
Retained earnings			<u>702,576</u>		<u>285,050</u>
Total equity			<u>702,577</u>		<u>285,051</u>

These financial statements have been prepared and delivered in accordance with the provisions applicable to companies subject to the small companies regime.

The directors of the company have elected not to include a copy of the income statement within the financial statements.

The financial statements were approved by the board of directors and authorised for issue on and are signed on its behalf by:

.....
Mr S D Paver
Director

Company registration number 09308493 (England and Wales)

MAKE IT YORK LTD**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025****1 Accounting policies****Company information**

Make It York Ltd is a private company limited by shares incorporated in England and Wales. The registered office is 21 Parliament Street, York, YO1 8SG.

1.1 Accounting convention

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the requirements of the Companies Act 2006 as applicable to companies subject to the small companies regime. The disclosure requirements of section 1A of FRS 102 have been applied other than where additional disclosure is required to show a true and fair view.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

Make it York Limited depends on its existing bank facilities and cash resources to meet its day to day working capital requirements. Current forecasts indicate that the company expects to be able to operate within these facilities for the whole of the foreseeable future. Accordingly, the directors believe it is appropriate to prepare the financial statements on the going concern basis.

1.3 Revenue

Revenue is recognised at the fair value of the consideration received or receivable for goods and services provided in the normal course of business, and is shown net of VAT and other sales related taxes. The fair value of consideration takes into account trade discounts, settlement discounts and volume rebates.

Revenue from the sale of goods is recognised when the significant risks and rewards of ownership of the goods have passed to the buyer (usually on dispatch of the goods), the amount of revenue can be measured reliably, it is probable that the economic benefits associated with the transaction will flow to the entity and the costs incurred or to be incurred in respect of the transaction can be measured reliably.

1.4 Intangible fixed assets other than goodwill

Intangible assets acquired separately from a business are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

Intangible assets acquired on business combinations are recognised separately from goodwill at the acquisition date where it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity and the fair value of the asset can be measured reliably; the intangible asset arises from contractual or other legal rights; and the intangible asset is separable from the entity.

Amortisation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Other Intangible assets	3 to 4 years straight line
-------------------------	----------------------------

1.5 Property, plant and equipment

Property, plant and equipment are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

MAKE IT YORK LTD

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies**(Continued)**

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Fixtures and fittings	33.33% and 10% straight line and 25% reducing balance
Computers	33.33% straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is credited or charged to profit or loss.

1.6 Impairment of non-current assets

At each reporting period end date, the company reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Where an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

1.7 Inventories

Inventories are stated at the lower of cost and estimated selling price less costs to complete and sell, after making allowance for obsolete and slow moving items.

At each reporting date, an assessment is made for impairment. Any excess of the carrying amount of inventories over its estimated selling price less costs to complete and sell is recognised as an impairment loss in profit or loss. Reversals of impairment losses are also recognised in profit or loss.

1.8 Cash and cash equivalents

Cash and cash equivalents are basic financial assets and include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

MAKE IT YORK LTD

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies**(Continued)****1.9 Financial instruments**

The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the company's statement of financial position when the company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Classification of financial liabilities

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

Basic financial liabilities

Basic financial liabilities, including trade and other payables, bank loans, loans from fellow group companies and preference shares that are classified as debt, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

1.10 Equity instruments

Equity instruments issued by the company are recorded at the proceeds received, net of transaction costs. Dividends payable on equity instruments are recognised as liabilities once they are no longer at the discretion of the company.

1.11 Taxation

The tax expense represents the sum of the tax currently payable and deferred tax.

Current tax

The tax currently payable is based on taxable profit for the year. Taxable profit differs from net profit as reported in the income statement because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The company's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the reporting end date.

MAKE IT YORK LTD

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies**(Continued)*****Deferred tax***

Deferred tax liabilities are generally recognised for all timing differences and deferred tax assets are recognised to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits. Such assets and liabilities are not recognised if the timing difference arises from goodwill or from the initial recognition of other assets and liabilities in a transaction that affects neither the tax profit nor the accounting profit.

The carrying amount of deferred tax assets is reviewed at each reporting end date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered. Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset is realised. Deferred tax is charged or credited in the income statement, except when it relates to items charged or credited directly to equity, in which case the deferred tax is also dealt with in equity. Deferred tax assets and liabilities are offset when the company has a legally enforceable right to offset current tax assets and liabilities and the deferred tax assets and liabilities relate to taxes levied by the same tax authority.

1.12 Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of stock or non-current assets.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.13 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

The cost of providing benefits under defined benefit plans is determined separately for each plan using the projected unit credit method, and is based on actuarial advice.

The change in the net defined benefit liability arising from employee service during the year is recognised as an employee cost. The cost of plan introductions, benefit changes, settlements and curtailments are recognised as an expense in measuring profit or loss in the period in which they arise.

The net interest element is determined by multiplying the net defined benefit liability by the discount rate, taking into account any changes in the net defined benefit liability during the period as a result of contribution and benefit payments. The net interest is recognised in profit or loss as other finance revenue or cost.

Remeasurement changes comprise actuarial gains and losses, the effect of the asset ceiling and the return on the net defined benefit liability excluding amounts included in net interest. These are recognised immediately in other comprehensive income in the period in which they occur and are not reclassified to profit and loss in subsequent periods.

The net defined benefit pension asset or liability in the balance sheet comprises the total for each plan of the present value of the defined benefit obligation (using a discount rate based on high quality corporate bonds), less the fair value of plan assets out of which the obligations are to be settled directly. Fair value is based on market price information, and in the case of quoted securities is the published bid price. The value of a net pension benefit asset is limited to the amount that may be recovered either through reduced contributions or agreed refunds from the scheme.

1.14 Leases

MAKE IT YORK LTD

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies**(Continued)**

Rentals payable under operating leases, including any lease incentives received, are charged to profit or loss on a straight line basis over the term of the relevant lease except where another more systematic basis is more representative of the time pattern in which economic benefits from the leases asset are consumed.

2 Employees

The average monthly number of persons (including directors) employed by the company during the year was:

	2025	2024
	Number	Number
Total	43	49
	<u> </u>	<u> </u>

3 Intangible fixed assets

**Other
£**

Cost

At 1 April 2024 and 31 March 2025

178,771

Amortisation and impairment

At 1 April 2024 and 31 March 2025

178,771

Carrying amount

At 31 March 2025

-

At 31 March 2024

-

4 Property, plant and equipment

	Fixtures and fittings	Computers	Total
	£	£	£
Cost			
At 1 April 2024	181,973	32,025	213,998
Additions	26,675	-	26,675
Disposals	(7,422)	(32,025)	(39,447)
	<u> </u>	<u> </u>	<u> </u>
At 31 March 2025	201,226	-	201,226
	<u> </u>	<u> </u>	<u> </u>
Depreciation and impairment			
At 1 April 2024	80,518	25,969	106,487
Depreciation charged in the year	24,220	3,933	28,153
Eliminated in respect of disposals	(6,487)	(29,902)	(36,389)
	<u> </u>	<u> </u>	<u> </u>
At 31 March 2025	98,251	-	98,251
	<u> </u>	<u> </u>	<u> </u>

MAKE IT YORK LTD

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

4	Property, plant and equipment	(Continued)		
		Fixtures and fittings	Computers	Total
		£	£	£
	Carrying amount			
	At 31 March 2025	102,975	-	102,975
	At 31 March 2024	101,455	6,056	107,511
5	Trade and other receivables			
		2025	2024	
		£	£	
	Amounts falling due within one year:			
	Trade receivables	104,104	341,756	
	Other receivables	113,127	162,395	
		217,231	504,151	
	Deferred tax asset	10,250	14,750	
		227,481	518,901	
6	Creditors: amounts falling due within one year			
		2025	2024	
		£	£	
	Trade payables	181,154	167,446	
	Corporation tax	10,947	-	
	Other taxation and social security	39,812	64,372	
	Other payables	448,109	845,561	
		680,022	1,077,379	
7	Retirement benefit schemes			
		2025	2024	
		£	£	
	Defined contribution schemes			
	Charge to profit or loss in respect of defined contribution schemes	111,929	78,970	

The company operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the company in an independently administered fund.

MAKE IT YORK LTD

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

7 Retirement benefit schemes**(Continued)****Defined benefit schemes****Introduction**

The disclosures relate to the funded liabilities within the North Yorkshire Pension Fund (the "Fund") which is part of the Local Government Pension Scheme (the "LGPS").

The LGPS is a funded defined benefit plan with benefits earned up to 31st March 2014 being linked to final salary. Benefits after 31st March 2014 are based on a Career Average Revalued Earnings scheme, details of the benefits earned over the period covered by this disclosure are set out in 'The Local Government Pension Scheme Regulations 2013' (as amended) and 'The Local Government Pension Scheme (Transitional Provisions, Savings and Amendment) Regulations 2014' (as amended).

Funding/Governance Arrangements of the LGPS

The funded nature of the LGPS requires participating employers and its employees to pay contributions into the Fund, calculated at a level intended to balance the pension liabilities with the investment assets. Information on the framework for calculating contributions to be paid is set out in LGPS Regulations 2013 and the Fund's Funding Strategy Statement. The last actuarial valuation was at 31st March 2022 and the contributions to be paid until 31st March 2024 resulting from that valuation are set out in the Fund's Rates and Adjustment Certificate.

The Fund Administering Authority, North Yorkshire County Council, is responsible for the governance of the Fund.

Assets

The assets allocated to the Employer in the Fund are notional and are assumed to be invested in line with the investments of the Fund for the purposes of calculation the return over the accounting period. The Fund holds a significant proportion of its assets in liquid investments. As a consequence there will be no significant restriction on realising assets if a large payment is required to be paid from the Fund in relation to an employer's liabilities. The assets are invested in a diversified spread of investments and the approximate split of assets for the Fund as a whole (based on data supplied by the Administering Authority) is shown in the disclosures.

The Administering Authority may invest a small proportion of the Fund's investments in the assets of some of the employers participating in the Fund if it forms part of their balanced investment strategy.

The FRS102 balance sheet is showing a net pensions asset before consideration of a surplus under paragraph 28 of FRS102. This states that an entity shall recognise a plan surplus as a defined benefit plan asset only to the extent that it is able to recover the surplus either through reduced contributions of through refunds from the plan. The amount not recognised on this basis is £165,000.

MAKE IT YORK LTD**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**
FOR THE YEAR ENDED 31 MARCH 2025**7 Retirement benefit schemes****(Continued)****Risks Associated with the Fund in relation to Accounting****Asset volatility**

The liabilities used for accounting purposes are calculated using a discount rate set with reference to corporate bond yields at the accounting date. If assets underperform this yield this will create a deficit in the accounts. The Fund holds a significant proportion of growth assets which while expected to outperform corporate bonds in the long term creates volatility and risk in the short term in relation to the accounting figures.

Changes in Bond Yield

A decrease in corporate bond yields will increase the value placed on the liabilities for accounting purposes although this will be marginally offset by the increase in the assets as a result (to the extent the Fund invests in corporate bonds).

Inflation Risk

The majority of the pension liabilities are linked to either pay or price inflation. Higher inflation expectations will lead to a higher liability value.

The assets are not perfectly correlated with inflation meaning that an increase in inflation will increase the deficit.

Life Expectancy

The majority of the Fund's obligations are to provide benefits for the life of the member following retirement, so increases in life expectancy will result in an increase in the liabilities.

Exiting Employers

Employers who leave the Fund (or their guarantor) may have to make an exit payment to meet any shortfall in assets against their pension liabilities. If the employer (or guarantor) is not able to meet this exit payment the liability may in certain circumstances fall on other employers in the Fund.

Further the assets at exit in respect of 'orphan liabilities' may, in retrospect, not be sufficient to meet the liabilities. This risk may fall on other employers. 'Orphan liabilities' are currently a small proportion of the overall liabilities in the Fund.

	2025	2024
<i>Key assumptions</i>	%	%
Discount rate	5.8	4.7
Expected rate of increase of pensions in payment	2.5	2.6
Expected rate of salary increases	3.75	3.85
	<u> </u>	<u> </u>

MAKE IT YORK LTD

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

7 Retirement benefit schemes**(Continued)**

<i>Mortality assumptions</i>	2025	2024
Assumed life expectations on retirement at age 65:	Years	Years
Retiring today		
- Males	21.9	22.1
- Females	24.5	24.6
	<u> </u>	<u> </u>
Retiring in 20 years		
- Males	22.5	23
- Females	25.2	25.6
	<u> </u>	<u> </u>
	2025	2024
<i>Amounts recognised in the income statement</i>	£	£
Current service cost	8,000	9,000
Net interest on net defined benefit liability/(asset)	(11,000)	(7,000)
Other costs and income	8,000	7,000
	<u> </u>	<u> </u>
Total costs	5,000	9,000
	<u> </u>	<u> </u>
	2025	2024
<i>Amounts taken to other comprehensive income</i>	£	£
Actual return on scheme assets	(37,000)	(33,000)
Less: calculated interest element	37,000	33,000
	<u> </u>	<u> </u>
Return on scheme assets excluding interest income	-	-
Actuarial changes related to obligations	(183,000)	(21,000)
Other gains and losses	20,000	(50,000)
Effect of changes in the amount of surplus that is not recognised	176,000	6,000
	<u> </u>	<u> </u>
Total costs/(income)	13,000	(65,000)
	<u> </u>	<u> </u>

The amounts included in the statement of financial position arising from the company's obligations in respect of defined benefit plans are as follows:

	2025	2024
	£	£
Present value of defined benefit obligations	591,000	733,000
Fair value of plan assets	(973,000)	(950,000)
	<u> </u>	<u> </u>
Surplus in scheme	(382,000)	(217,000)
Restriction on scheme assets	341,000	158,000
	<u> </u>	<u> </u>
Total asset recognised	(41,000)	(59,000)
	<u> </u>	<u> </u>

MAKE IT YORK LTD

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

7 Retirement benefit schemes**(Continued)**

	2025
	£
<i>Movements in the present value of defined benefit obligations</i>	
Liabilities at 1 April 2024	733,000
Current service cost	8,000
Benefits paid	(3,000)
Contributions from scheme members	2,000
Actuarial gains and losses	(183,000)
Interest cost	34,000
	<hr/>
At 31 March 2025	591,000
	<hr/> <hr/>

	2025
	£
<i>The defined benefit obligations arise from plans funded as follows:</i>	
Wholly unfunded obligations	-
Wholly or partly funded obligations	591,000
	<hr/>
	591,000
	<hr/> <hr/>

	2025
	£
<i>Movements in the fair value of plan assets</i>	
Fair value of assets at 1 April 2024	957,000
Interest income	45,000
Benefits paid	(3,000)
Contributions by scheme members	2,000
Other	(20,000)
	<hr/>
At 31 March 2025	981,000
	<hr/> <hr/>

The actual return on plan assets was £90,000 (2023 - £115,000).

	2025	2024
	£	£
<i>Fair value of plan assets at the reporting period end</i>		
Equity instruments	594,000	451,000
Debt instruments	145,000	188,000
Property	58,000	58,000
Other	184,000	260,000
	<hr/>	<hr/>
	981,000	957,000
	<hr/> <hr/>	<hr/> <hr/>

MAKE IT YORK LTD

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

8 Audit report information

As the income statement has been omitted from the filing copy of the financial statements, the following information in relation to the audit report on the statutory financial statements is provided in accordance with s444(5B) of the Companies Act 2006.

The auditor's report is unqualified and includes the following:

Opinion

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 March 2025 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Senior Statutory Auditor:

Nigel Everard

Statutory Auditor:

Hunter Gee Holroyd

Date of audit report:

Date:

9 Operating lease commitments**As lessee**

At the reporting end date the company had outstanding commitments for future minimum lease payments under non-cancellable operating leases, as follows:

	2025	2024
	£	£
Total commitments	102,500	132,500
	<u> </u>	<u> </u>

10 Related party transactions**Transactions with related parties**

During the year the company entered into the following transactions with related parties:

The company sold goods and services to City of York Council, the sole shareholder of Make It York Ltd, during the year to the value of £nil (2024 £33,504).

The company also received £561,000 (2024 £586,000) in service level agreement funding from City of Council.

The company purchased goods and services from City of York Council during the year to the value of £802,816 (2024 £713,557). At the year end the balance outstanding in respect of these transactions was £18,868 (2024 £36,762).

All transactions were conducted under normal commercial terms.

The controlling party is City of York Council.

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

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1. Destination Management Organisation									
Outputs	Measurements	Target	2024-2025 Baseline	Q1 2025-26 Apr-Jun	Q2 2025-26 Jul-Sep	Q3 2025 - 26 Oct-Dec	Q4 2025-26 Jan-Mar	2025-2026	Notes
DMO 1 Outcome - Leading on visitor economy marketing of York, working with Visit England, national and regional bodies to make the most of York's offer and attract visitors to the city.									
<ul style="list-style-type: none"> Creation and delivery of key marketing campaigns for York in collaboration with partners to strengthen city wide partnership approach, resulting in an improved quality of offer for York as a place to live, work, invest and visit. Creation of a new page on visitYork.org with sustainable travel information and promotion of sustainable travel itineraries viewed by 50,000 unique visitors per annum. Development of a package of linked attractions and experiences to encourage visitors to spend more time in York increasing overnight stays. Develop an international marketing plan and relationships established with 5 key international travel trade operators by end of May 2025. 	- Increase views of key marketing campaign content (Summer, Haunted, Easter/Chocolate, National, International)	10%	3.3%	400.40%					DMO 1 : Changes made to how we measure due to AI functions npw in place on search engine. AI now summarises web pages that will deter from direct website visits. Therefore new ways to measure engagement needs to be recorded. 400.4% result in Q1 is due to earlier start to the summer marketing campaign in 2025 compared to 2024, i.e. traffic was generated to the website earlier. This will even out over the Qs
	- Increase organic video views on Make It York social media channels	25%	37.0%	340.00%					Changes made to how we measure as above 340% increase due to same reason as above, summer content has boosted figures earlier than in 2024
	- Increase domestic and international promotion of York through social media channels. Total number of Visit York social media followers.	5%	5.60%	12.20%					Changes made to how we measure as above
	- Increase Visit York newsletter signups, total size of audience, cumulative	5%	6.35%	1.20%					Changes made to how we measure as above
	- Targeted marketing and campaigns x 4	4	5	1					https://acrobat.adobe.com/id/urn:aaid:sc:EU:73053cae-f083-4c9e-ae15-ab4dc7d35773
	- Retain retention rate of VY membership at 80%	80%	93%	94%					Visit York Membership MOT introduced - guides members through all aspects of membership available to them and how to make best use.
	- Member Advisory meetings x 4 per year	4	5	1					
	- Attend 2 International trade shows per year.	4	4						International Market Priorities Report.pdf
	- Visitor stay length increased by 1% yoy (STEAM) - Annual	1.0%		N/a					
	- Visitors spend increased. (STEAM) - Annual	↑	Direct Expenditure 1.352 bn in 2024, this is a 10.56% increase on 2023 (1.223bn)	N/a					
	- Value of tourism to the economy increases. (STEAM) - Annual	↑	10.44% increase vs 2023 - 2.01bn vs 1.82bn	N/a					
DMO 2 Outcome - Maintain and develop Visit York as a membership body supporting and developing the visitor economy sector.									
<ul style="list-style-type: none"> Maintain relationships with existing members and create new member relationships to increase members. 	- Hold regular training and networking events throughout the year, in addition to flagship events such as the Tourism Conference and Tourism Awards.	10	15	7					
	- Deliver informative monthly enews to members, with an targeted open rate of 40%.	40%	44.60%	44.70%					
DMO 3 Outcome - Work with the visitor economy sector, Visit England, the York & North Yorkshire LVEP, the York Business Improvement District ("BID") and other partners to ensure that a quality product is offered to both visitors and residents, and that it is accessible and welcoming to all.									
<ul style="list-style-type: none"> Contribute to the performance of the visitor economy by progressive and active partnership working to deliver connectivity of the visitor experience and enabling national and regional funding to be secured. Lobby and advocate key partners and organisations to influence key decisions, shape direction and maximise York's potential. 	- Attend regular LVEP meetings and contribute to Key priorities outlined in growth plan.	4	4	1					LVEP partnership agreement, growth plan and framework pending due to combined authority involvement and first board meeting pending.
	Ensure partner involvement in all campaigns, through content and revenue.								
- Create an online search facility covering different accessibility needs by April 25.	- Online accessibility search provision live April 25.								Accessibility Visit York

<ul style="list-style-type: none"> - Increase accessible tourism by the development of 4 new itineraries to showcase ways visitors with different accessibility needs can enjoy visiting York by April 25. [has an accessibility audit been done since 2012?) if not need to remove this.] 	<ul style="list-style-type: none"> - 4 new accessibility itineraries jointly developed. 	4	4						https://visityork.org/itineraries
<ul style="list-style-type: none"> - Continue to attract commercial sponsorship of Visit York Tourism Awards and showcasing industry achievements. 	Annual sponsorship secured	1 annually	1	N/a					
DMO 4 Outcome - Encourage all York residents to enjoy the tourism and cultural offer of York including year-round promotion and targeted residents' events.									
<ul style="list-style-type: none"> - We will work collaboratively and creatively to ensure every resident 	<ul style="list-style-type: none"> - Increased number of residents participating in cultural activities such as York Pass and Residents Festival by 5% - Co-ordinate and promote Residents' Festival annually. 	5%		2%					Resident engagement data is captured and documented in other areas of the business. 2% is % of of residents who bought and utilised York Pass in Qtr1. WE don't collect other Culture data. CYC lead
<ul style="list-style-type: none"> - Tourism is supported and welcomed by residents and local communities and more York residents are actively participating in tourism and cultural offer of York. 		1	1 Annually	N/a					
Additional comments below: (N.B. use "Alt + enter" to start a new paragraph in a cell)									
*Source: 2023 STEAM tourism report									
DMO 1 : Changes made to how we measure due to AI functions npw in place on search engine. AI now summarises web pages that will deter from direct website visits. Therefore new ways to measure engagement needs to be recorded.									
DMO 4: Resident engagement data is captured and documented in other areas of the business, Culture and Events.									

2. Visitor sector development									
Outputs	Measurements	Target	2024-2025 Baseline	Q1 2025-26 Apr-Jun	Q2 2025-26 Jul-Sep	Q3 2025-26 Oct-Dec	Q4 2025-26 Jan-Mar	2025-2026	Notes
VSD1 Outcome - Work with visitor sector businesses to increase their productivity and help them become even better employers, paying decent wages, and offering flexible employment, by promoting the adoption of the Good Business Charter. Facilitate cross-sector work to improve York centre as a destination for business, visitors, and residents.									
<ul style="list-style-type: none"> Increased awareness of Visit York members of the Good Business Charter and accreditation to increase. Supporting York business to make positive changes. 	<ul style="list-style-type: none"> Raise awareness of Good Business Charter to increase the number of Visit York Members achieving Good Business Charter Accreditation by 2% YOY, with support of Business Charter 	2%	?	CYC noted comment					We cannot achieve accreditation for businesses and therefore we should track click through rates and promotion of GBC. Need to remove 2% growth
	<ul style="list-style-type: none"> Promoting the benefits of Good Business Charter to Visit York Members by providing information in monthly newsletters. 	12	12	3					
	<ul style="list-style-type: none"> Measuring click throughs to Good Business Charter from Visit York website. 	187	187	29					
VSD2 Outcome - Supporting on approaches to maximise private-sector, visitor led investment into city centre improvement.									
<ul style="list-style-type: none"> New businesses within the city joining Visit York membership 	<ul style="list-style-type: none"> 1% additional new members joining - Annual 	1%	45	8					
VSD4 Outcome - Attract new business tourism to the city by providing a clear and effective process for responding to business tourism enquiries with high quality response and support and working proactively to attract new enquiries appropriate to the city.									
<ul style="list-style-type: none"> Promoting the City as a location for business events to new markets to grow business tourism all year-round. 	<ul style="list-style-type: none"> Increasing the number of enquiries for Business Tourism in 2024/25 	30	27	5					Needs further discussion
Additional comments below: (N.B. use "Alt + enter" to start a new paragraph in a cell)									

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3. Tourism Advisory Board									
Outputs	Measurement	Target	24/25 baseline	Q1 2025-26 Apr-Jun	Q2 2025-26 Jul-Sept	Q3 2025-26 Oct-Dec	Q4 2025-26 Jan-Mar	2025-2026	Notes
· Collectively with partners and attractions, promote the visitor economy and increase visitor spend in the city to increase the value of the tourism economy in York.	· Attend regular TAB meetings and provide relevant expertise and insight of performance and data.	12	12	3					
	· Increase visitor spend annually Target £70pph.(Visitor Survey. Excludes accommodation. Includes zero spend and all party members, regardless of age)	£70pph by year 5 of Tourism Strategy	£54	N/a					
Additional comments below: (N.B. use "Alt + enter" to start a new paragraph in a cell)									

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4. Markets									
Outputs	Measurement	Target	2024-2025 Baseline	Q1 2025-26 Apr-Jun	Q2 2025-26 Jul-Sep	Q3 2025-26 Oct-Dec	Q4 2025-26 Jan-Mar	2025-2026	Notes
MAR 1 Outcome - Operation of the Shambles Market and facilitate meaningful engagement with all traders. Develop a new Markets Strategy for York which includes considering how best to use the powers in the Market Charter to support inclusive growth across the city. Ensure that Rules and Regulations are maintained and up to date ensuring compliance with all legislation and statutory requirements and implemented in a fair, transparent, and consistent basis. MIY to seek approval to the Council if required for changes.									
· Develop a Markets Strategy to support the retention and attraction of high-quality market traders to the current site along with exploring the use of other key sites within the city to support growth.	· Market Strategy completed Sept 2025.	1	1	n/a	Completed				Board Sept 25
· Collaborate closely with all partners including market traders to maintain markets viability.	· 20 new SMEs supported to start up/expand business.	60	35	17					on target to achieve
· Provide vibrant and financially viable markets that contribute to the footfall and economic activity of the city.	· 2 new speciality markets and temporary markets enabled in 2024/25.	4	4	0					
· Markets to be delivered cost neutral at minimum.	· Trader, customer, and non-customer surveys completed by Jan 2025.	1	0	0	completed				completed as part of strategy
	· 1 street food night market delivered to encourage families and students to attend to help kick start the family friendly evening economy	2	0	1					Wizard Night Market and Yorkshire Day Market Delivered
MAR 2 Outcome - Work with traders and other stakeholders to develop the market business plan to maximise its financial performance and continue to develop the offer.									
Undertake consultation and engagement to ensure buy in from all partners on the direction of travel for Shambles linking into the Market Strategy.	· Facilitate six weekly trader liaison meetings open to all traders. Facilitate meet the team 4 times a year.	1	6	2					consultation completed
	· Produce a business plan for consultation to achieve sustainability.	1	0	0					Will follow approval of the strategy.
MAR 3 Outcome - Operate York's market charter on behalf of the Council.									
· Create opportunities for speciality markets and local produce community-based markets to operate within the city.	· Facilitate community-based markets inc Acomb and Riverside	20	8	3					

	· 2 specialty markets held. Any other than the above that is processed.	9	9	0					
Additional comments below: (N.B. use "Alt + enter" to start a new paragraph in a cell)									
Mar 1 (4) Will be completed end of August									
Mar 1 (7) trader, customer, and non-customer surveys completed by Jan 2025. - these where completed as part of the independent Market Strategy, findings available, end of August.									
Mar 1 (8) Street food / night market was wizard/magic themed night market - 27 traders attended									
Mar 2 (10) Last trader rep meeting held 11/06/25 - 1 retail trader representative and 1 food representative and no YMTF representative									
Mar 2 (11) develop business plan/action plan once the market strategy is complete.									
Mar 3 (13) Acomb Artisan markets started in Q1, one per month.									

5. Commercial Events									
Outputs	Measurement	Target	2025-26 Baseline	Q1 2025-26 Apr-Jun	Q2 2025-26 Jul-Sep	Q3 2025-26 Oct-Dec	Q4 2025-26 Jan-Mar	2025-2026	Notes
CE 1 Outcome - Run safe and sustainable commercial events, including specialist market to support economic growth and promote York, to generate surplus for investment.									
<p>· Provide a strong inclusive and diverse events programme to deliver the longer-term aspirations to grow events and speciality markets, deliver exceptional Visitor Experience that keep's York's profile high and generates high economic impact for the city.</p> <p>· Update annual events plan for 2025/26 that is designed to attract high spend stay visitors and select day and resident markets. Collaborate with commercial partners to secure new funding and sponsorship opportunities to sustain and expand programme and generate surplus.</p>	For Make it York directly delivered events:								
	· 70% of audience survey rating performance 'very satisfied' or 'fairly satisfied'	70%	94%	0%					
	· 35% of audience from York	35%	30%	0%					
	· 65% of audience from outside York	65%	70%	0%					
	· Foot fall during event period	1.7m	1.7 million	2,000					Night market footfall only not wizard festival footfall
		2.8m	2.8m	Website Total Page Views: 2.4K (It's the 11th most viewed event this year, behind only larger events such as JORVIK Viking Festival, Ice Trail, Residents' Festival etc) Total Users: 1.8K Social Media Total Impressions: 60.5K Engagements: 3.0K					Annual Events Plan approved my MIY Boad which introduces new events such as night markets, world food market, Seaside in the City, York Grotesque Trail,
	· Social media engagement and website conversion rate								
	· 45% of people travelling to York for events by active and sustainable means (bus, walk, cycle, train) increase by 5% annually.	50%	68%	0%					
	· 60% of local businesses trading at events (York and Yorkshire)	60%	60%	63.64%					
	· Value of events per annum to York Economy £90 million			n/a					
	· No of reported incidents <3	<3	<3	0					
									From evaluations of third party events

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CE 2 Outcome - Maintain an up to-date, comprehensive, and publicly accessible overall list of events happening across York.									
<ul style="list-style-type: none">Calendar of year-round events created and shared with at least 100 businesses by end of Jan 25, uploaded to visitYork.org website and viewed by 100,000 per annum unique visitors.	<ul style="list-style-type: none">Production of annual events Calendar circulated to 100 no of business and promoted through digital channels with 100,000 unique visitors accessing.	100 Businesses and 100,000 visitors	1169 Member Business es 74,394 Downloa ds	5,779 Downloads Shared with 1169 member businesses					Check an increase of downloads/views with Ben
CE 3 Outcome - Support Local and Community Events to be delivered safely by creating and event toolkit to allow event organisers to self-serve including guidance on event management and highlighting where permissions would be required.									
<ul style="list-style-type: none">Work with event organisers to assist in the enabling and planning of events and provide a supportive environment to facilitate increased local participation, influence and engagement of residents ensuring that community events ensuring that they are delivered at no cost to others.	<ul style="list-style-type: none">Events Toolkit delivered for communities which enable local community groups to plan and deliver their own events responsive to community need, for community benefit bringing communities together safely.	1	1	Toolkit drafted for disussion with CYC					How many people interact/download the event toolkit
CE 4 Outcome - Manage all enquiries from any individual or organisation requiring support / guidance regarding putting on an event in York in the first instance.									
<ul style="list-style-type: none">Enabling local Community led Events and Festivals delivering increased community pride.	<ul style="list-style-type: none">Increased community skills, increased volunteering at community events, improved civic pride.	100% responded to within 5 working days	160 enquiries responde d to	50					
CE 5 Outcome - If a proposed event falls within the Foot streets, Tower Gardens, Knavesmire or the Eye of York decide whether to permit the event.									
<ul style="list-style-type: none">Enabling appropriate use of public spaces in a safe manner	<ul style="list-style-type: none">Active community members participating	81	81	47					
CE 6 Outcome - If the proposed event is on land other than the Foot streets, Tower Gardens or the Eye of York determine whether the event falls within Make It York's remit and objectives									
<ul style="list-style-type: none">Enabling appropriate use of public spaces in a safe manner and obligating event organisers to manage and deliver events to national policy and guidelines, legislation, local restrictions i.e., noise management plans, guidance, and Safety Advisory Group recommendations.	<ul style="list-style-type: none">All events, where applicable, utilising public spaces discussed at Safety Advisory Group	23	23	10					
	<ul style="list-style-type: none">Safe events delivered in line with guidance and legislation.	14	14	5					
CE 7 Outcome - Work within relevant laws and regulations that exist and ensure compliance with all licenses and permissions always associated with particular sites.									
Delivering events and festival in line with legislation, guidance, and best practice.									
<ul style="list-style-type: none">Ensuring all relevant event costs by MIY or third-party event organisation are covered.		100%	100%	100%					
<ul style="list-style-type: none">For MIY directly delivered events - any CYC costs are required to be on fixed price cost that are agreed up front supported by relevant MIY purchase order.		100%	100%	100%					
<ul style="list-style-type: none">For all third-party events CYC costs are required to be on fixed price cost that are agreed up front with the Third-Party event deliverer. MIY will not be liable for any costs associated with Third Party Organisers.		100%	100%	100%					
Additional comments below: (N.B. use "Alt + enter" to start a new paragraph in a cell)									
CE1 - Q1 Wizard Night Market - only 11 survey responses were recieved which is not a true representation of attendees to capture the required information									
CE3 - Production of the Events Toolkit to be made readily available and proposed that this is used as the benchmark for this reporting line (downloads and page views etc)									
CE6 - 10 events that came through MIY sent through to SAG and 5 events staged on York Knavesmire during this period									
CE7 - Q1 1 MIY delivered event to SAG (Wizard Night Market) -									

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6. City Centre Vibrancy									
Outputs	Measurement	Target	2024-2025 Baseline	Q1 2025-26 Apr-Jun	Q2 2025-26 Jul-Sep	Q3 2025-26 Oct-Dec	Q4 2025-26 Jan-Mar	2025-2026	Notes
CCV 3 Outcome - Create a high-profile calendar of city centre festivals, activities and events ensuring that partners including the Council, and the BID are enabled to contribute.									
<ul style="list-style-type: none"> · Produce a collective annual calendar of events for circulation annually by March each year. · Complete analysis of gaps and provide recommendations to support the development of the year-round visitor economy and encourage new events and festivals to further animate the city and encourage a diverse a diverse annual events calendar and that the programme is attractive to families. · Create new offers and experiences and market existing opportunities to present a year-round visitor offer. · Calendar of year-round events created and shared with at least 200 businesses by end of Jan 25, uploaded to visitYork.org website and viewed by 35k unique visitors. 		2	2	1					
	· 100,000 unique visitors accessing annual calendar.	100,000	100,000	5,779 Downloads					
	· Annual calendar shared with 100 businesses.	100	100	Shared with 1169 member businesses					
CCV 4 Outcome - Promote the events calendar through all appropriate means including through highly visible city centre information to continue York's reputation of being a welcoming city for all as a city of sanctuary and human rights city.									
· Using front line services and digital services to promote a clear and consistent message of a welcoming city for all and everyone is treated with dignity and respect.	· Produce a digital guide and trails to provide opportunities for residents to engage and access our and other services online.	2	2						
CCV 5 Outcome - Development of a Spaces and Places Policy that improves how buskers, street traders, street cafes and pedlars are managed in the City Centre.									
· Provide a management document that will ensure respect of the character of each location, its occupants, and its appropriate function, celebrating local talent, local business taking into account the needs of all users of the city's streets and adding vibrancy and character to the city.	· Reduced No of complaints on use of spaces to less than 50.	1	1	1					
Additional comments below: (N.B. use "Alt + enter" to start a new paragraph in a cell) CCV 5 - Draft Spaces and Places Policy submitted for discussion									

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7. Culture									
Outputs	Measurement	Target	2025-2026 Baseline	Q1 2025-26 Apr-Jun	Q2 2025-26 Jul-Sep	Q3 2025-26 Oct-Dec	Q4 2025-26 Jan-Mar	2025-26	Notes
CUL 1 Outcome - Promote an ambitious and cohesive programme of cultural development for the city covering the arts, heritage and creative industries from the spaces managed by MIY.									
· Continue to develop and integrate Yorks cultural offer through events and festivals enhancing place identity, local vibrancy, and visitor audience.	· Spaces and Places policy approved by CYC	1	1						Initial meeting with CYC and MIY taken place. Comments/amenments being filtered through
· Management of Busking.		No Target	0						Provide compaints relating to busking in CCV5
· Management and facilitating filming in the city.		No Targtet	0						Will provide a total number of filmng applications annually
· Delivery of York Pass.	· Increase in take up of York Pass by 5%	12374 = 5% previous outturn	11785	3125					
	· Increase of Extra Value Offers x 10 offers	17	17	annual	annual	annual	annual		
CUL 2 Outcome - Work with partners to facilitate or deliver joint events - for the creative sector.									
· Enable two joint events to take place in the city · Promotion of these events through our digital assets	· Number of outdoor cultural events supported x 2.	2	2	0					
	· No of artists, arts and heritage organisations engaged with events and festival and speciality markets using the city outdoor spaces.	53	53						will be 3rd qtr reporting
	· Number of 'heritage' spaces signed up to York Pass.	19	19	annual	annual	annual	annual		
	· Production of annual calendar of Events.	1	1						
CUL 5 Outcome - Put together the necessary partnerships to make funding bids to deliver the Culture Strategy.									
· Number of bids submitted	· Number of bids submitted	2	2	1					
Additional comments below: (N.B. use "Alt + enter" to start a new paragraph in a cell)									
Cul 1 (5) Tteam went out to see 7 buskers in Q1 following complaints/reports									

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8. Events Framework										
Outputs	Measurement	Target	2024-2025 Baseline	Q1 2025-26 Apr-Jun	Q2 2025-26 Jul-Sep	Q3 2025 -26 Oct-Dec	Q4 2025-26 Jan-Mar	20245-2026	Notes	
EVF 1 Outcome - Work with business, visitor economy and cultural sectors in developing the Framework to ensure its fit with wider city strategies / objectives.										
· To agree and establish the key Strategic Events that would benefit York in partnership with relevant partners.	· Engage with Partners and develop an Events Framework Strategy for approval by CYC to cement York as a destination and to deliver a range of impacts for the City's residents, businesses and visitors linking to N Y combined Authority and LVEP strategies.									
EVF 2 Outcome - Events framework to be co-produced with the Council for approval, in line with Our City Centre vision and put in place systems to evaluate the success and impact of the Framework as delivered by MIY.										
· A more cohesive strategic direction for festivals and events to ensure that these align with the City's key strategies, objectives and outcomes.	· Events Framework co – produced for approval.									
· Building and facilitating partnerships and capacity and support for delivery of events and festivals.										
EVF 3 Outcome - Take the initiative in building coalitions and partnerships for specific initiatives to fill identified gaps in product as identified by the framework.										
· Improving opportunities through progressive and active collaborative partnerships working leading to jointly attracting more national and regional funding.	· Number of regional/ national/ international partnerships created.									
	· Number of Festivals and Cultural Events held.	2	2							
EVF 4 Outcome - Engage businesses and visitors in mass participation sporting events commissioned by the Council.										
· Engaging business will delivering tangible impacts to the city and its communities and visitors such as social impact, health and wellbeing impact, participation impact, economic impact from tourism & event expenditure, growing customer base to York. · Volunteering impact.	· New initiatives and partnerships formed.									
	· Participation at events increased.									
	· Future tourism & local business value									
Additional comments below: (N.B. use "Alt + enter" to start a new paragraph in a cell)										
Discussion with CYC on Event Framework expectations										

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9. UNESCO Designation									
Outputs	Measurement	Target	2024-2025 Baseline	Q1 2025-26 Apr-Jun	Q2 2025-26 Jul-Sep	Q3 2025-26 Oct-Dec	Q4 2025-26 Jan-Mar	2025-2026	Notes
UD1 Outcome - Support the Guild of Media Arts as the focal point for UNESCO City of Media Arts designation by Promoting York's status. Work with UNESCO Focal Point – the Guild of Media Arts – and the Council and wider partners to deliver the current UNESCO Creative City objectives.									
·Promotion of heritage and culture for all sectors of York's community. Creating opportunities for capacity building	Create a resource to co-ordinate efforts for UNESCO.	1	1						
· Increase the number of members promoting UNESCO on their channels	Promotion of the designation through MIY digital assets MIY Events Calender, MIY Linked in and member e news	Promoting the designation: Social Media posts Number of Posts - 28 Impressions - 9.2K Engagements - 339 Web 1.4K Views of UNESCO content on Make It York and Visit York websites Enewsletters Total Recipients - 5.6K Total Opens - 3.7K Total Clicks - 351	Promoting the designation: Social Media posts Number of Posts - 28 Impressions - 9.2K Engagements - 339 Web 1.4K Views of UNESCO content on Make It York and Visit York websites Enewsletters Total Recipients - 5.6K Total Opens - 3.7K Total Clicks - 351						Can we change this to awareness as we direct members to resource and create new content but can not control how members use this?
UD3 Outcome - Promote the designation within the city, e.g., through the BID, Retail and Hospitality Forums.									
·Circulate marketing assets to individual businesses to use as a promotional tool	Promotion of the designation through MIY digital assets MIY Events Calender, MIY Linked in and member e news	1	1	1					
Additional comments below: (N.B. use "Alt + enter" to start a new paragraph in a cell)									
UNESCO Media Arts Expo grant funded via NY Mayor									

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Shareholder Committee**13 October 2025**

Report of the Assistant Director of Finance

Yorwaste Ltd Finance Update**Purpose of Report**

1. To consider reports from Yorwaste providing a trading update for the 2025/26 financial year as well as a general update on the business.

Recommendations

2. Note the reports from Yorwaste Ltd attached at annex 1 to this report and the audited financial accounts for 2024/25 attached at annex 2.

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 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 (from 1st June 2025) Cllr K. Taylor and the Director of Environment and Regulation, Dave Atkinson. The company is a Teckal company whereby over 80% of its revenues come from its local authority owners.
5. The latest trading update for the company is shown at Annex 1 including the provisional outturn position.

Risk Management

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

Implications

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

Author:	Chief Officer responsible for the report:			
Patrick Looker Assistant Director of Finance Email patrick.looker@york.gov.uk	Patrick Looker Assistant Director of Finance			
	Report Approved	x	Date	01 th October 2025
Wards Affected: <i>All</i>				
<i>For further information please contact the author of the report</i>				

Appendix 1 – Director Report

Appendix 2 – 2024/25 Accounts

Appendix 1:

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. Report & Accounts for Fiscal Year ending March 2025

The Yorwaste Annual Report & Accounts for the Year ending March 2025 have been filed at Companies House and a copy is included as an appendix to this report.

3. Update on current performance

The company continues to perform well and is broadly in line with budget expectations. It should be noted that this year's budget profit is lower than last year as we have absorbed some significant cost increases, including living wage increases and the National Insurance hikes, rather than pass them onto the client at a time when authorities budgets are under considerable pressure.

Whilst there are still six months to go we have a cautious expectation of delivering a profit in the range of £0.6m to £0.8m, however this assumes current trends continue.

We recently lost a significant third party commercial recycle processing arrangement which would have presented an unbudgeted

upside. As a result our headroom for absorbing any unforeseen shocks has been reduced.

AWRP is once again operating within normal parameters following a period of extended downtime and we are still on course to deliver the Authorities' volume targets

3. Governance & Environmental

The Board has seen a number of changes in recent months and in keeping with best practice governance all Directors, including the most recent appointments, have received Director Responsibility training.

Whilst planning for Harewood solar has been granted there were a number of planning conditions which requires to be addressed. The Company is currently working through those conditions and hope to have them resolved in the next couple of months.

The Company has a target to be net zero on its electricity by 2030 which could be satisfied with c. 1MW of solar investment on Harewood and it would make sense to explore this alongside CYCs plans for the wider site development.

4. Looking Forward

A recent workshop with the Authorities' waste teams explored a number of strategic options for consideration. The Company is now awaiting guidance from Authorities on if, which, and how any of those options are to be progressed.

Pending the outcome of that process the Company is focusing on BAU to continue to control operational costs and grow Commercial revenues streams.

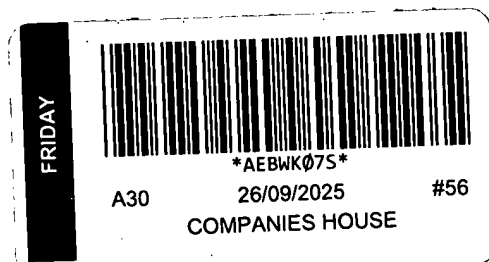
YORWASTE LIMITED

YORWASTE LIMITED

Registered Number: 2666908

ANNUAL REPORT AND FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2025



YORWASTE LIMITED**YEAR ENDED 31 MARCH 2025****CONTENTS OF THE ANNUAL REPORT AND FINANCIAL STATEMENTS**

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YORWASTE LIMITED

Company Registration No. 2666908

STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2025

COMPANY STRATEGY

The Company's objective is to maximise shareholder value whilst operating to high standards of health and safety, environmental compliance, and customer service.

The Company is wholly owned by two Local Authorities; The North Yorkshire Council (NYC) (77.3%) and City of York Council (CYC) (22.7%) (jointly referred to as the Controlling Authority); and operates on a Teckal exemption basis. To operate under the Teckal exemption the Company complies with the following conditions:

1. The Controlling Authority exercises control over the operations of the Company.
2. Over 80% of the Company's activities are carried out on behalf of the Controlling Authority.
3. There is no private share ownership in the Company.

Delivering shareholder value under the Teckal arrangement can be achieved through reducing the cost-of-service provision to the Controlling Authority, by generating contribution from the non-authority commercial operations, and/or generating a profit for the shareholders. All cost reductions achieved and/or profits earned will ultimately reduce the cost of waste management to the local taxpayer.

To achieve this, the key elements of the Company's strategy are:

- To prioritise and promote Health & Safety across the Company to protect employees, contractors, and customers, recognising that the waste industry is one of the most hazardous in the country.
- To deliver waste management solutions that are economically and environmentally sustainable over the long term.
- To operate a cost-effective waste transfer station network.
- To operate Household Waste Recycling Centres (HWRC) in a customer focused and cost-effective manner whilst maximising recycling rates.
- To operate commercial waste collections with a view to offsetting operational costs to the Controlling Authority and/or generating a profit.
- To manage the Company's closed landfills in a cost effective and environmentally compliant manner and to identify long-term cash generating projects for closed landfill sites to offset future environmental liabilities.

BUSINESS REVIEW

The Company provides waste management services to its shareholding local authorities under a Teckal exemption including the operation of waste transfer stations, transportation of waste to disposal sites, composting of green waste and production of PAS100 compost, management and processing of recycling materials, and the operation of Household Waste Recycling Centres. The Company also provides commercial waste management services including waste collection, recycling, and disposal. The Company manages the environmental liabilities of its closed landfills along with the generation of electricity from the landfill gas produced at some of those sites.

As a Company operating under a Teckal exemption the vast majority of its activities are centred around providing waste management services to its shareholding local authorities. The Company works very closely with the authority's waste teams to manage the current day-to-day operations and also develop strategies for the future in response to local and national changes in policy and service demands.

YORWASTE LIMITED

STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2025 (continued)

PERFORMANCE IN PERIOD

The Company had a strong performance this year both in terms of safety and financial return.

For the second time the Company had a full year with no RIDDOR incidents along with a full year with no Lost Time Injuries. The Company was reaccredited under ISO 45001 and received another ROSPA Gold Medal award, in addition the company has been awarded the Investors in People Silver award. This follows from the Company's previous investments to secure British Safety Council Five Star Audit accreditation and demonstrates the Company's commitment to the safety of its employees and wider stakeholders.

The Company's turnover was broadly unchanged, with the reduction in revenues from power generation largely offset by increases in core waste management services.

Total costs decreased by £0.5m with higher increases in disposal costs offset by lower operating costs.

Profit Before Interest & Tax showed an increase of 14.3%, with net interest costs materially unchanged, therefore Profit Before Tax was strongly ahead of prior year at £1.65m (2024: £1.35m).

Cash generation continued to be strong. Capital expenditure in the period totalled £5.2m (2024: £4.5m) which included investment in a new fleet of vehicles, trailers for the bulk fleet, Hook lifts for the HWRC contract and essential site mobile and fixed plant replacements. The vehicle replacements are part of the project to move from operational leased vehicles to owned as they reach their planned replacement, £2m of these were financed. The Company has sufficient liquidity to meet its planned capital investment program over the next 3 years.

At the end of the year the company had net assets of £10,261,980 (2024 £9,146,321)

BUSINESS PERFORMANCE

<u>KPI</u>	<u>Definition and method of calculation</u>	<u>2025</u>	<u>2024</u>
Gross Profit Margin	Gross profit in the year expressed as a percentage of turnover from operations	9.3%	9.9%
Administrative Expenses Ratio	Administrative expenses (excluding bad debts) in the year expressed as a percentage of turnover.	5.5%	5.3%
Cash Generation	EBITDA	£6.1m	£5.3m
Return on Capital Employed	EBIT, as a percentage of net assets.	23.3%	22.9%
RIDDOR Reportable Health and Safety Incidents	Number of RIDDOR reportable incidents	-	-
Environmental Compliance	Number of enforcement notices received from the Regulator	-	-

YORWASTE LIMITED

STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2025 (continued)

LOOKING FORWARD

This year's performance has overcome the significant reduction in power generation income of £1.8m, which was due to the reduction in gas revenues as electricity market rates return closer to historic trends.

The impact of the Government's "Simpler Recycling" strategy continues to evolve and the Company, in close co-operation with its Shareholding Authority clients, has a number of options to meet those requirements in a cost effective and compliant manner.

The Company has been granted planning permission for a 20 MW solar farm on the site of its Harewood Whin closed landfill. In addition to this project the Company is progressing with small-scale solar projects on its freehold properties scaled to meet their needs. The Company has a target to be carbon negative in relation to its electricity consumption by 2030.

In response to the increasing risk from cyber activities the Company also invested in maintaining the Cyber Essentials Plus accreditation for its IT infrastructure.

The Company also holds the Investors in People accreditation, reflecting the Company's focus on developing its employees.

The Company is accredited under the Good Business Charter. The above certifications and awards reflect the company's progress in delivering best practice across the business.

PRINCIPAL RISKS AND UNCERTAINTIES

The Company has in place a Strategic Risk Register which is updated on a 6-monthly basis by the Management Team. The Board of Directors monitors progress on the agreed management actions to mitigate such risks.

Currently the following are the Company's most significant risks:

Health & Safety

The waste management industry is one of the most hazardous industries in the UK and the Company seeks to continually improve its Health & Safety performance. The Company continues to invest in its health and safety processes, systems, and training to further improve its performance in this area. Health and Safety performance is reviewed and challenged at weekly and monthly management meetings and at Board meetings.

Closed landfill liabilities

The Company has a policy of providing for future aftercare costs after the sites have closed. The Directors are satisfied that future cash flows from landfill gas power generation and other commercial activities are sufficient to provide for the costs of aftercare, based on current legislation and current leachate production forecasts. This position is regularly reviewed, and the aftercare liability has recently been assessed and agreed by independent external consultants.

Competition

The Company operates in a very competitive, price sensitive, fragmented market sector. The Company maintains a sales team that focuses on both retention and expansion of the customer base. The Company has implemented a management information system which supports optimisation of collection routes and better targeting of sales resources to improve route density and profitability.

Cyber Security

The growing risk to cyber security from both criminals and other hostile actors is a threat to the Company's systems and its data. A material breach could significantly impact operations and data security. To mitigate this increasing risk the Company seeks to maintain its Cyber Essentials Plus accreditation, provides cyber security training to its network users, and commissions periodic independent network penetration tests.

YORWASTE LIMITED

STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2025 (continued)

PRINCIPAL RISKS AND UNCERTAINTIES (continued)

Property and Business Interruption Insurance

Due to the number of incidents within the waste industry, particularly of fire, insurers continue to require more stringent policy conditions. The Company has in place a comprehensive risk management process to reduce the likelihood of an incident and to ensure compliance with policy conditions.

Climate Change and Net Zero

Climate change and wider environmental issues have the potential to impact the Company both directly and indirectly. The pursuit of net zero has direct implications in the operation of the Company's fleet of vehicles (including mobile plant) and in its electricity usage and their future cost structure. The Company has plans to invest in renewables to a level to exceed the Company's own electricity consumption by 2030. The Company is also participating in its shareholders' fleet decarbonisation program.

Government's Resource & Waste Strategy

The Government's Resource and Waste Strategy has the potential to impact the composition and collection of both domestic and commercial waste. The impact on the Company will very much depend on the nature of the implementation of these policies which could provide either an upside or a downside. The Company has reviewed a range of scenarios and believes it can mitigate any downside whilst also capitalising on any upside.

STATEMENT BY THE DIRECTORS IN PERFORMANCE OF THEIR STATUTORY DUTIES IN ACCORDANCE WITH S172(1) COMPANIES ACT 2006

The board of directors of the company consider, both individually and together, that they have acted in the way they consider, in good faith, would be most likely to promote the success of the company for the benefit of its members as a whole (having regard to the stakeholders and matters set out in s172(1)(a-f) of the Companies Act 2006) in the decisions taken during the year ended 31 March 2025.

Long-Term Decision Making

The Board meets regularly to review performance and make decisions which impact the future performance of the Company. Over the course of the year the Board has made decisions on significant capital expenditure to maintain and improve the future performance of the business. The Board also made decisions on significant contracts to ensure they meet internal guidelines and support the future performance of the Company.

YORWASTE LIMITED

STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2025 (continued)

STATEMENT BY THE DIRECTORS IN PERFORMANCE OF THEIR STATUTORY DUTIES IN ACCORDANCE WITH S172(1) COMPANIES ACT 2006 (continued)

Company Employees

Employee Engagement

The Company engages with employees via various channels including, but not limited to:

- The management team are specifically tasked with carrying out safety conversations with front line employees to proactively engage on health and safety issues. This also provides a touch-point to discuss more general issues with those employees.
- Monthly team meetings provide general updates on Company issues along with specific health, safety, and wellbeing updates.
- A quarterly employee newsletter covering recent activities of the Company.
- A company "Screen Cloud" is visible to employees in offices and break rooms across the Company. It is regularly updated with Company news, events, and other relevant information.
- The Company has a comprehensive induction program for new employees.
- The Company encourages the active involvement of front-line employees in the assessment and deployment of significant capital expenditures including infrastructure upgrades, heavy plant, and new vehicle purchases.
- In the year the company has paid employees above the Real Living Wage, as determined by the Living Wage Foundation.

The Directors engage with employees as follows:

- The Managing Director makes regular site visits to all Company locations. During these visits he talks to front line employees and seeks direct feedback on any problems that they might have. Any feedback received will be considered in the setting of Company objectives.
- The Managing Director meets regularly with managerial and supervisory teams where he will update them on Company progress and, where appropriate, will discuss any issues raised during his site visits.
- Non-Executive Board members are encouraged to undertake site visits and engage with Company employees. This ensures that the Board has access to front line staff outside of the executive management reporting line, and that front line employees have the opportunity to talk directly to Board Directors.

Equal Opportunities Employer

The Company is an equal opportunities employer and seeks to ensure that there is no discrimination or harassment because of colour, race, nationality, religion or belief, ethnic or national origin, disability, age, sex, gender reassignment, marital or civil partnership status, pregnancy or maternity, or sexual orientation in the way that the Company treats its employees, job applicants, customers, suppliers and visitors.

Employment of Disabled People

The Company will:

- provide reasonable adjustments to ensure disabled people have access to our services and employment opportunities.
- provide reasonable adjustments to ensure people who become disabled during their employment are able to continue to work for the business.
- challenge discriminatory assumptions about disabled people; and
- seek to continue to improve access to information by ensuring availability of loop systems, braille facilities, alternative formatting, and sign language interpretation.

YORWASTE LIMITED

STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2025 (continued)

STATEMENT BY THE DIRECTORS IN PERFORMANCE OF THEIR STATUTORY DUTIES IN ACCORDANCE WITH S172(1) COMPANIES ACT 2006 (continued)

Compliance with Modern Slavery Act 2016

In compliance with the Modern Slavery Act 2016, the Company's statement on Modern Slavery can be found on the Company's website at www.Yorwaste.co.uk.

Business Relationships

The Company works closely with its largest customers, which are also the Shareholding Authorities, having almost daily contact, regular contract management meetings, as well working to develop longer-term waste management solutions in response to the changing environment and legislation.

Likewise, the Company actively manages its larger supplier and customer relationships with regular meetings to review performance. Smaller suppliers and customers are supported by the customer service center. The Company maintains wider business relationships through networking and industry events.

Community & Environment

As a waste management company owned by its local authorities, the Company takes its responsibilities to its local communities and environment seriously.

Community Engagement

The Board has three elected Councillors who continually engage with various communities across the Company's operational area. This is a benefit to the Company as those Board members can then raise any relevant suggestions or concerns which those communities may have in relation to the Company's operations.

The Company actively engages with the Communities it serves. Over the past year the Board approved two Company campaigns promoting re-use and recycling. These campaigns, Get ReCycling and ReUse Santa not only promoted re-use and reduced waste, but also provided a direct benefit to Community Interest Companies and a number of children's charities.

Environmental Compliance

The Company has received no enforcement notices from the Environment Agency in the year. Maintaining high standards of environmental compliance remains a core value of the organisation and is a key objective of the management team.

YORWASTE LIMITED

STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2025 (continued)

STATEMENT BY THE DIRECTORS IN PERFORMANCE OF THEIR STATUTORY DUTIES IN ACCORDANCE WITH S172(1) COMPANIES ACT 2006 (continued)

Streamlined Energy & Carbon Reporting (SECR)

Energy Consumed	kWh		%	
	2025	2024	2025	2024
Scope 1				
Diesel - Transport	11,335,948	11,045,441	67%	66%
Diesel - Material Processing	3,944,334	3,930,312	23%	23%
Scope 2				
Electricity	1,717,903	1,860,499	10%	11%
Total	16,998,185	16,836,252	100%	100%

Emission Data	Units	Fuel Consumed		GHG Conversion Factor *GHG Conversion Factor *		Emission (Kg CO2 eq)		Emission (Tonne CO2 eq)	
		2025	2024	2025	2024	2025	2024	2025	2024
Scope 1									
Diesel - Transport	Litres	1,146,742	1,117,354	2.51000	2.51000	2,878,322	2,804,559	2,878	2,805
Diesel - Material Processing	Litres	399,008	397,589	2.51000	2.51000	1,001,510	997,950	1,002	998
Scope 2									
Electricity	kWh	1,717,903*	1,860,499	0.207074	0.207074	355,733	385,261	356	385
Total emission								4,236	4,188

* UK Government GHG Conversion Factors for Company Reporting Version2 2022

Energy Intensity Metric	2025	2024	
Total Carbon emission (CO ₂ eq)	4,236	4,188	Tonnes
Total mass of waste handled	460,554	477,401	Tonnes
Emission (CO ₂ eq) per tonne of waste handled	9.20	8.77	Kg/T

YORWASTE LIMITED

STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2025 (continued)

Streamlined Energy & Carbon Reporting (SECR) (continued)

Improving energy efficiency

During the 2024/25 period, the solar PV system installed at the Northallerton Head Office Building generated 25,641 kWh of electricity. In addition, two solar PV systems were installed at the Thirsk site towards the end of the period with generation starting in February & March 2025 respectively. The energy generated by these PV systems is detailed below. The energy generated through this initiative and the associated emissions avoided, offsets the energy use and carbon emissions elsewhere in the business.

	Electricity Generated (kWh)		GHG Conversion Factor *		Emission Avoided (Kg CO2 eq)		Emission Avoided (Tonne CO2 eq)	
	2025	2024	2025	2024	2025	2024	2025	2024
Renewable energy generated (Solar PV)	36,865	24,659	0.207074	0.207074	7,634	5,106	8	5

* UK Government GHG Conversion Factors for Company Reporting Version 2 2022

High Standards of Business Conduct

As a waste management company owned by its local authorities, the Company is actively focused on maintaining its reputation and that of its shareholding authorities. The Company regularly reviews its operations and performance to ensure that they are legally compliant, economically efficient, and both socially and environmentally ethical.

As part of this commitment the Company has achieved Five Star Audit accreditation of its Health & Safety, has a number of ISO accreditations, is Investors in People Accredited, and is a member of the Good Business Charter.

Acting fairly

The Company, and its Board of Directors, make decisions taking into account the needs of the Company, its shareholders, and its wider stake holding community.

On behalf of the Board on 19 June 2025



Cllr. J Weighell
Chairman

YORWASTE LIMITED

DIRECTORS' REPORT FOR THE YEAR ENDED 31 MARCH 2025

The Directors present their report and the audited financial statements for the year ended 31 March 2025.

PRINCIPAL ACTIVITIES

The Company provides waste management services including recycling, waste and recyclables collection, composting, and landfill aftercare activities. All operations take place within the UK.

STRATEGIC REPORT

The Strategic Report for the year ended 31 March 2025 can be found on pages 3 to 10. The Strategic Report contains details of the Company's strategy, business environment, business performance, future developments and principal risks and uncertainties.

POST BALANCE SHEET EVENTS

There are no material post balance sheet events to report.

DIRECTORS

The rules governing the appointment and replacement of Directors are set out in the Company's Articles of Association. The Directors of Yorwaste Limited during the year and up to the date of signing the Financial Statements were:

A Boyle	Managing Director
Cllr. J Weighell	NYC Chairman and Non-Executive Director
Cllr. A Lee	NYC Non-Executive Director (resigned 17 th June 2025)
Cllr. G White	NYC Non-Executive Director (appointed 17 th June 2025)
K Battersby	NYC Non-Executive Director
Cllr. R Melly	CYC Non-Executive Director (resigned 22 May 2025)
D Mitchell	CYC Non-Executive Director (appointed 2 June 2025)
N Ferris	CYC Non-Executive Director (resigned 27 August 2024)
J Gilchrist	CYC Non-Executive Director (appointed 2 September 2024, resigned 1 st June 2025)
Cllr. K Taylor	CYC Non-Executive Director (appointed 22 May 2025)

Details of Directors' emoluments can be found at Note 7 to the Financial Statements.

DIRECTORS' INDEMNITIES

The Company has made qualifying third-party provisions (as defined in the Companies Act 2006) for its directors. The Company also maintains Directors' and Officers' Liability Insurance cover for claims brought against its directors or officers for wrongful acts in connections with the performance of their duties but does not cover claims arising from fraud. This policy was in force for the whole of the year and continues to be in force.

RESULTS AND DIVIDENDS

The results for the year ending 31 March 2025 are set out in the Profit & Loss Account on page 17. The Key Performance Indicators (KPIs) are reported on page 4 of the Strategic Report.

No dividend was declared for the year (2024 £nil).

GOING CONCERN

The Company meets its day-to-day working capital requirements through its bank facilities. The Company's forecasts and projections, taking account of reasonably possible changes in trading performance, show that the Company should be able to operate within the level of its current facilities. After making enquiries, the Directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. The Company therefore continues to adopt the going concern basis in preparing its Financial Statements.

YORWASTE LIMITED

DIRECTORS' REPORT FOR THE YEAR ENDED 31 MARCH 2025 (continued)

ACCOUNTING POLICIES

Details of the Company's Accounting Policies are provided in Note 3 to the Financial Statements.

MODERN SLAVERY

In compliance with the Modern Slavery Act 2016, the Company's statement on Modern Slavery can be found on the Company's website at www.Yorwaste.co.uk.

POLITICAL DONATIONS

The Company has a policy not to make political donations.

FINANCIAL RISK MANAGEMENT

All financial assets are held in sterling, therefore there is no foreign currency exchange rate exposure. Fixed asset investments are valued at cost and where appropriate an impairment charge has been made against non-value adding assets.

There is minimal exposure to interest rate risk with the Shareholder loans at a fixed margin above the Bank of England Base Rate. Current forecasts for movements in this base rate are for small increases which will not be financially material.

The Company manages its credit risk of customers by the implementation of credit checks on potential customers before sales commence and the application of a system of credit limits for on-going trading.

The Company provides regular fraud awareness training to all senior management and all employees of the finance team.

The Company has periodic independent audits, outside of the annual statutory audit, covering various aspects of the financial process to help identify any areas of risk and ensure the Company is following best practice guidelines.

HEALTH & SAFETY MANAGEMENT

The health and safety of employees, contractors and members of the public remains a core value for the company and the key priority for the Board of Directors and the management team.

The waste industry continues to be one of the most hazardous industries in the UK and the Company has set the target to maintain its ISO 45001 accreditation. The Company has also maintained its ROSPA Gold award.

YORWASTE LIMITED

DIRECTORS' REPORT FOR THE YEAR ENDED 31 MARCH 2025 (continued)

STATEMENT OF DIRECTORS' RESPONSIBILITIES IN RESPECT OF THE FINANCIAL STATEMENTS

The directors are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulation.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have prepared the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law).

Under company law, directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing the financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- state whether applicable United Kingdom Accounting Standards, comprising FRS 102 have been followed, subject to any material departures disclosed and explained in the financial statements;
- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors are also responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006.

Directors' confirmations

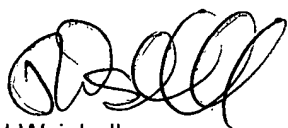
In the case of each director in office at the date the directors' report is approved:

- so far as the director is aware, there is no relevant audit information of which the company's auditors are unaware; and
- they have taken all the steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

REAPPOINTMENT OF AUDITORS

It is the intention of the directors to reappoint PricewaterhouseCoopers LLP as auditors for the next financial year.

On behalf of the Board 19 June 2025



Cllr. J Weighell
Chairman

YORWASTE LIMITED

Independent auditors' report to the members of Yorwaste Limited

Report on the audit of the financial statements

Opinion

In our opinion, Yorwaste Limited's financial statements:

- give a true and fair view of the state of the company's affairs as at 31 March 2025 and of its profit and cash flows for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law); and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements, included within the Annual Report and Financial Statements (the "Annual Report"), which comprise: the Balance Sheet as at 31 March 2025; the Profit and Loss Account, the Statement of Changes in Equity and the Statement of Cash Flows for the year then ended; and the notes to the financial statements, which include a description of the significant accounting policies.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities under ISAs (UK) are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remained independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, which includes the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Conclusions relating to going concern

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

However, because not all future events or conditions can be predicted, this conclusion is not a guarantee as to the company's ability to continue as a going concern.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Reporting on other information

The other information comprises all of the information in the Annual Report other than the financial statements and our auditors' report thereon. The directors are responsible for the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion on, except to the extent otherwise explicitly stated in this report, any form of assurance thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify an apparent material inconsistency or material misstatement, we are required to perform procedures to conclude whether there is a material misstatement of the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report based on these responsibilities.

YORWASTE LIMITED

Independent auditors' report to the members of Yorwaste Limited (continued)

Reporting on other information (continued)

With respect to the Strategic report and Directors' Report, we also considered whether the disclosures required by the UK Companies Act 2006 have been included.

Based on our work undertaken in the course of the audit, the Companies Act 2006 requires us also to report certain opinions and matters as described below.

Strategic report and Directors' Report

In our opinion, based on the work undertaken in the course of the audit, the information given in the Strategic report and Directors' Report for the year ended 31 March 2025 is consistent with the financial statements and has been prepared in accordance with applicable legal requirements.

In light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we did not identify any material misstatements in the Strategic report and Directors' Report.

Responsibilities for the financial statements and the audit**Responsibilities of the directors for the financial statements**

As explained more fully in the Statement of Directors' Responsibilities in respect of the Financial Statements, the directors are responsible for the preparation of the financial statements in accordance with the applicable framework and for being satisfied that they give a true and fair view. The directors are also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Based on our understanding of the company and industry, we identified that the principal risks of non-compliance with laws and regulations related to environmental, employment and health and safety regulations, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the financial statements such as UK tax legislation as well as compliance with the Companies Act 2006. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to the posting of inappropriate journal entries to increase profits through the creation of fictitious sales or manipulation of expenses, and management bias in accounting estimates. Audit procedures performed by the engagement team included:

- Discussions with management including those charged with governance, inquiring specifically as to whether there was any known or suspected instances of non-compliance with laws and regulations or fraud;
- Review of board minutes;
- Review of legal expenditure in the year to identify potential non-compliance with laws and regulations;
- Evaluation of management's controls designed to prevent and detect irregularities;
- Identifying and testing journal entries, in particular and journal entries posted with unusual account combinations impacting revenue or expenses; and
- Challenging assumptions and judgements made by management in their key accounting estimates, in particular those made in respect of the restoration and aftercare provision.

YORWASTE LIMITED

Independent auditors' report to the members of Yorwaste Limited (continued)

Use of this report

This report, including the opinions, has been prepared for and only for the company's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

Other required reporting

Companies Act 2006 exception reporting

Under the Companies Act 2006 we are required to report to you if, in our opinion:

- we have not obtained all the information and explanations we require for our audit; or
- adequate accounting records have not been kept by the company, or returns adequate for our audit have not been received from branches not visited by us; or
- certain disclosures of directors' remuneration specified by law are not made; or
- the financial statements are not in agreement with the accounting records and returns.

We have no exceptions to report arising from this responsibility.



Xi Chen (Senior Statutory Auditor)
for and on behalf of PricewaterhouseCoopers LLP
Chartered Accountants and Statutory Auditors
Newcastle upon Tyne
19 June 2025

YORWASTE LIMITED**PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31 MARCH 2025**

	Note	2025	2024
		£	£
TURNOVER	5	45,261,501	46,284,240
Cost of Sales		(41,040,442)	(41,723,317)
		<hr/>	<hr/>
GROSS PROFIT		4,221,059	4,560,923
Administrative Expenses		(2,513,109)	(2,470,771)
Other Operating Income		680,857	-
		<hr/>	<hr/>
OPERATING PROFIT	6	2,388,807	2,090,152
Interest Receivable and Similar Income	8a	178,521	67,001
Interest Payable and Similar Expenses	8b	(917,328)	(805,546)
		<hr/>	<hr/>
Net Interest Expense	8c	(738,807)	(738,545)
		<hr/>	<hr/>
PROFIT BEFORE TAXATION		1,650,000	1,351,607
Tax on Profit	9	(534,341)	(571,384)
		<hr/>	<hr/>
PROFIT FOR THE FINANCIAL YEAR		1,115,659	780,223
		<hr/>	<hr/>

The Company has no recognised other comprehensive income and, therefore, no separate statement of other comprehensive income has been presented.

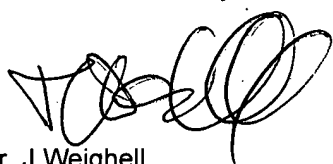
All of the activities of the company are classed as continuing.

YORWASTE LIMITED**BALANCE SHEET AT 31 MARCH 2025**

	Note	As at 31 March 2025 £	As at 31 March 2024 £
FIXED ASSETS			
Tangible assets	10	17,781,951	16,874,042
		<u>17,781,951</u>	<u>16,874,042</u>
CURRENT ASSETS			
Debtors	11	8,244,860	7,104,370
Investments	12	-	178,583
Cash at bank and in hand		7,774,414	6,675,752
		<u>16,019,274</u>	<u>13,958,705</u>
CREDITORS : Amounts falling due within one year	14	(6,387,238)	(5,747,549)
		<u>9,632,036</u>	<u>8,211,156</u>
NET CURRENT ASSETS			
		<u>27,413,987</u>	<u>25,085,198</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			
CREDITORS : Amounts falling due after more than one year	15	(6,093,701)	(4,700,000)
PROVISIONS FOR OTHER LIABILITIES	17	(11,058,306)	(11,238,877)
		<u>10,261,980</u>	<u>9,146,321</u>
NET ASSETS			
		<u>10,261,980</u>	<u>9,146,321</u>
CAPITAL AND RESERVES			
Called up share capital	19	4,526,000	4,526,000
Retained earnings		5,735,980	4,620,321
		<u>10,261,980</u>	<u>9,146,321</u>
Total Equity		<u>10,261,980</u>	<u>9,146,321</u>

The notes on pages 21 to 44 are an integral part of these Financial Statements.

The Financial Statements on pages 17 to 44 were approved by the Board of Directors at 19 June 2025 and were signed on its behalf by:



Cllr. J Weighell
Chairman and Non-Executive Director
Yorwaste Limited



A Boyle
Managing Director

Company Registration No. 2666908

YORWASTE LIMITED**STATEMENT OF CHANGES IN EQUITY****FOR THE YEAR ENDED 31 MARCH 2025**

	Called up Share Capital £	Retained Earnings £	Total Equity £
Balance as at 1 April 2023	4,526,000	3,840,098	8,366,098
Profit for the financial year	-	780,223	780,223
	<hr/>	<hr/>	<hr/>
Total comprehensive income for the year	-	780,223	780,223
	<hr/>	<hr/>	<hr/>
Balance as at 31 March 2024	4,526,000	4,620,321	9,146,321
	<hr/>	<hr/>	<hr/>
Balance as at 1 April 2024	4,526,000	4,620,321	9,146,321
Profit for the financial year	-	1,115,659	1,115,659
	<hr/>	<hr/>	<hr/>
Total comprehensive income for the year	-	1,115,659	1,115,659
	<hr/>	<hr/>	<hr/>
Balance as at 31 March 2025	4,526,000	5,735,980	10,261,980
	<hr/>	<hr/>	<hr/>

YORWASTE LIMITED**STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2025**

	Note	2025 £	2024 £
Net cash from operating activities	20	4,639,169	4,160,246
Taxation (paid)		-	-
Net cash generated from operating activities		4,639,169	4,160,246
Cash flow from investing activities			
Purchase of tangible assets		(5,193,908)	(4,509,698)
Proceeds from disposals of tangible assets		213,520	202,542
Investing activities		-	3,000,000
Interest received		178,521	67,001
Net cash used in investing activities		(4,801,867)	(1,240,155)
Cash flow from financing activities:			
Receipts from vehicle financing		2,034,759	-
Repayment of obligations under finance leases		(265,362)	-
Interest paid		(508,037)	(425,382)
Net cash (used in)/generated from financing activities		1,261,360	(425,382)
Net increase in cash and cash equivalents		1,098,662	2,494,709
Cash and cash equivalents at the beginning of the year		6,675,752	4,181,043
Cash and cash equivalents at the end of the year		7,774,414	6,675,752
Cash and cash equivalents consists of:			
Cash at bank and in hand		7,774,414	6,675,752
Cash and cash equivalents		7,774,414	6,675,752

YORWASTE LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

1 GENERAL INFORMATION

Yorwaste Limited ("the Company") operates waste management services primarily in the North Yorkshire area or adjacent geographical areas.

The company is a private company limited by shares and is incorporated in England, the UK. The address of its registered office is Mount View, Standard Way, Northallerton, North Yorkshire, England, DL6 2YD.

2 STATEMENT OF COMPLIANCE

The Financial Statements of Yorwaste Limited have been prepared in compliance with United Kingdom Accounting Standards, including Financial Reporting Standard 102, "The Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland" ("FRS 102") and the Companies Act 2006.

3 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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

(a) Basis of Preparation

These Financial Statements are prepared on a going concern basis, under the historical cost convention.

The preparation of Financial Statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Company accounting policies. The areas involving a higher degree of judgement of complexity, or areas where assumptions and estimates are significant to the Financial Statements are disclosed in note 4.

(b) Going Concern

The Company meets its day-to-day working capital requirements through its bank facilities. The Company's forecasts and projections, taking account of reasonably possible changes in trading performance, show that the Company should be able to operate within the level of its current facilities.

This assessment has included the impact of inflation on the business, including on its customers, supply chain and workforce and the cost mitigation measures available should there be an impact revenues. After making enquiries, the Directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. The Company therefore continues to adopt the going concern basis in preparing its Financial Statements.

(c) Exemptions for qualifying entities under FRS 102

FRS 102 allows a qualifying entity certain disclosure exemptions, subject to certain conditions, which have been complied with, including notification of, and no objection to, the use of exemptions by the Company's shareholders.

The Company has taken advantage of the following exemptions:

- (i) From the financial instrument disclosures, required under FRS 102 paragraphs 11.39 to 11.48A and paragraphs 12.26 to 12.29, as the information is provided in the consolidated Financial Statement disclosures of The North Yorkshire Council.
- (ii) Key management personnel compensation, as required by FRS 102 paragraph 33.7.
- (iii) From providing a reconciliation of shares outstanding at the beginning and the end of the period.

YORWASTE LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)

3 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(d) Foreign currency

(i) *Functional and presentation currency*

The Financial Statements are presented in pound sterling.

The Company's functional and presentation currency is the pound sterling.

(ii) *Transactions and balances*

Foreign currency transactions are translated into the functional currency using the spot exchange rates at the dates of the transactions. The Company has no foreign currency assets or liabilities.

(e) Revenue recognition

Revenue is measured at the fair value of the consideration received or receivable and represents the amount receivable for goods supplied or services rendered, net of returns, discounts and rebates allowed by the Company and value added taxes.

Where the consideration receivable in cash or cash equivalents is deferred, and the arrangement constitutes a financing transaction, the fair value of the consideration is measured as the present value of all future receipts using the imputed rate of interest.

The Company recognises revenues when (a) the significant risks and rewards of ownership have been transferred to the buyer; (b) the Company retains no continuing involvements or control over the goods; (c) the amount of revenue can be measured reliably and (d) it is probable that future economic benefits will flow to the entity.

(f) Employee benefits

The Company provides a range of benefits to employees, including paid holiday arrangements, defined contribution pension plans and life insurance cover.

(i) *Short term benefits*

Short term benefits, including holiday pay and other similar non-monetary benefits, are recognised as an expense in the financial year in which the service is received.

(ii) *Defined contribution pension plans*

The Company operates a number of defined contribution plans for its employees. A defined contribution plan is a pension plan under which the Company pays fixed contributions into a separate entity. Once the contributions have been paid the Company has no further payment obligations. The contributions are recognised as an expense when they are due. Amounts not paid are shown in accruals in the balance sheet. The assets of the plan are held separately from the Company in independently administered funds.

YORWASTE LIMITED**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)****3 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)****(g) Taxation**

Taxation expense for the year comprises current and deferred tax recognised in the reporting period. Tax is recognised in the profit and loss account, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case tax is also recognised in other comprehensive income or directly in equity respectively.

Current or deferred taxation assets and liabilities are not discounted.

(i) Current Tax

Current tax is the amount of corporation tax payable or repayable in respect of the taxable profit or loss for the year or prior years. Tax is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the year end.

Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

(ii) Deferred tax

Deferred tax arises from timing differences that are differences between taxable profits and total comprehensive income as stated in the Financial Statements. These timing differences arise from the inclusion of income and expenses in tax assessments in periods different from those in which they are recognised in Financial Statements.

Deferred tax is recognised on all timing differences at the reporting date. Unrelieved tax losses and other deferred tax assets are only recognised when it is probable that they will be recovered against the reversal of deferred tax liabilities or to the future taxable profits.

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

(h) Business combinations and goodwill

Business combinations are accounted for by applying the purchase method.

The cost of a business combination is the fair value of the consideration given, liabilities incurred or assumed and of equity instruments issued plus the costs directly attributable to the business combination. Where control is achieved in stages the cost is the consideration at the date of each transaction.

Contingent consideration is initially recognised at estimated amount where the consideration is probable and can be measured reliably. Where (i) the contingent consideration is not considered probable or cannot be reliably measured but subsequently becomes probable and measurable or (ii) contingent consideration previously measured is adjusted, the amounts are recognised as an adjustment to the cost of the business combination.

On acquisition of a business, fair values are attributed to the identifiable assets, liabilities and contingent liabilities unless the fair value cannot be measured reliably, in which case the value is incorporated in goodwill. Where the fair value of contingent liabilities cannot be reliably measured they are disclosed on the same basis as other contingent liabilities.

Goodwill recognised represents the excess of the fair value and directly attributable costs of the purchase consideration over the fair values to the Company's interest in the identifiable net assets, liabilities and contingent liabilities acquired.

On acquisition, goodwill is allocated to cash-generating units ('CGU's') that are expected to benefit from the combination.

YORWASTE LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)

3 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(i) Business combinations and goodwill (continued)

Goodwill is amortised over its expected useful life. Where the Company is unable to make a reliable estimate of useful life, goodwill is amortised over a period not exceeding 5 years. Goodwill is assessed for impairment when there are indicators of impairment, and any impairment is charged to the income statement. Reversals of impairment are recognised when the reasons for the impairment no longer apply.

(j) Tangible assets

Tangible assets are stated at cost (or deemed cost) less accumulated depreciation and accumulated impairment losses. Cost includes the original purchase price, costs directly attributable to bringing the asset to its working condition for its intended use, dismantling and restoration costs.

(i) Land and buildings

Land and buildings include freehold and leasehold buildings and offices. Land and buildings are stated at cost less accumulated depreciation and accumulated impairment losses.

(ii) Plant and machinery and fixtures and fittings

Plant and machinery and fixtures and fittings are stated at cost less accumulated depreciation and accumulated impairment losses.

(iii) Depreciation and residual values

Land is not depreciated. Depreciation on other assets is calculated, using the straight-line or volume depletion method, to allocate the depreciable amount to their residual values over their estimated useful lives, as follows:

- | | |
|-----------------------------------|---|
| • Freehold buildings | - Over periods up to 50 years |
| • Long leasehold property | - Varies according to location and the useful economic life of the site where the land and buildings are located over a period of up to 25 years. |
| • Site life development | - Varies according to location and the useful economic life of the site where the development expenditure has been incurred over a period of up to 25 years. |
| • Plant and machinery | - Varies according to location and the useful economic life of each site |
| • Fixtures and fittings | - 3 - 5 years |
| • Restoration and Aftercare costs | - Varies according to location and the useful economic life of the site where the aftercare and restoration costs will be incurred over a period of up to 35 years. |
| • Motor vehicles | - 7 years |

The assets' residual values and useful lives are reviewed, and adjusted, if appropriate, at the end of each reporting period. The effect of any change is accounted for prospectively.

(iv) Subsequent additions and major components

Subsequent costs, including major inspections, are included in the assets carrying amount or recognised as a separate asset, as appropriate, only when it is probable that economic benefits associated with the item will flow to the Company and the cost can be measured reliably.

The carrying amount of any replaced component is derecognised. Major components are treated as a separate asset where they have significantly different patterns of consumption of economic benefits and are depreciated separately over its useful life.

Repairs, maintenance and minor inspection costs are expensed as incurred.

YORWASTE LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)

3 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(j) Tangible assets (continued)

(v) *Assets in the course of construction*

Assets in the course of construction are stated at cost. These assets are not depreciated until they are available for use.

(vi) *Derecognition*

Tangible assets are derecognised on disposal or when no future economic benefits are expected. On disposal, the difference between the net disposal proceeds and the carrying amount is recognised in profit or loss and included in 'Other operating gains'.

(k) Borrowing costs

All borrowing costs are recognised in profit or loss in the year in which they are incurred.

(l) Leased assets

At inception the Company assesses agreements that transfer the right to use assets. The assessment considers whether the arrangement is, or contains, a lease based on the substance of the arrangement.

(i) *Finance leased assets*

Leases of assets that transfer substantially all the risks and rewards incidental to ownership are classified as finance leases.

Finance leases are capitalised at commencement of the lease as assets at the fair value of the leased asset or, if lower, the present value of the minimum lease payments calculated using the interest rate implicit in the lease. Where the implicit rate cannot be determined the Company's incremental borrowing rate is used. Incremental direct costs, incurred in negotiating and arranging the lease, are included in the cost of the asset.

Assets are depreciated in accordance with the depreciation policy in (j) (iii) for the asset. Assets are assessed for impairment at each reporting date.

The capital element of lease obligations is recorded as a liability on inception of the arrangement. Lease payments are apportioned between capital repayment and finance charge, using the effective interest rate method, to produce a constant rate of charge on the balance of the capital repayments outstanding.

(ii) *Operating leased assets*

Leases that do not transfer all the risks and rewards of ownership are classified as operating leases. Payments under operating leases are charged to the profit and loss account on a straight-line basis over the period of the lease.

(iii) *Lease incentives*

Incentives received to enter into a finance lease reduce the fair value of the asset and are included in the calculation of present value of minimum lease payments.

Incentives received to enter into an operating lease are credited to the profit and loss account, to reduce the lease expense, on a straight-line basis over the period of the lease.

YORWASTE LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)

3 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(m) Impairment of non-financial assets

At each balance sheet date non-financial assets not carried at fair value are assessed to determine whether there is an indication that the asset (or asset's cash generating unit) may be impaired. If there is such an indication the recoverable amount of the asset (or asset's cash generating unit) is compared to the carrying amount of the asset (or asset's cash generating unit).

The recoverable amount of the asset (or asset's cash generating unit) is the higher of the fair value less costs to sell and value in use. Value in use is defined as the present value of the future cash flows before interest and tax obtainable as a result of the asset's (or asset's cash generating unit) continued use. These cash flows are discounted using a pre-tax discount rate that represents the current market risk-free rate and the risks inherent in the asset.

If the recoverable amount of the asset (or asset's cash generating unit) is estimated to be lower than the carrying amount, the carrying amount is reduced to its recoverable amount. An impairment loss is recognised in the profit and loss account, unless the asset has been revalued when the amount is recognised in other comprehensive income to the extent of any previously recognised revaluation. Thereafter any excess is recognised in profit or loss.

If an impairment loss is subsequently reversed, the carrying amount of the asset (or asset's cash generating unit) is increased to the revised estimate of its recoverable amount, but only to the extent that the revised carrying amount does not exceed the carrying amount that would have been determined (net of depreciation or amortisation) had no impairment loss been recognised in prior years. A reversal of an impairment loss is recognised in the profit and loss account.

(n) Investments in subsidiary

(i) *Investment in subsidiary company*

Investment in a subsidiary company is held at cost less accumulated impairment losses.

(o) Current asset investments

(i) *Current asset investments*

Current asset investments are held at cost less accumulated impairment losses.

(p) Inventories

The cost of all stocks and consumables is charged to the profit and loss account in the year of purchase.

(q) Cash and cash equivalents

Cash and cash equivalents includes cash in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less and bank overdrafts. Bank overdrafts, when applicable, are shown within borrowings in current liabilities.

(r) Provisions and contingencies

(i) *Provisions*

Provisions are recognised when the Company has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount of the obligation can be estimated reliably.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations might be small.

YORWASTE LIMITED**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)****3 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)****(r) Provisions and contingencies (continued)**

In particular:

- (i) Restructuring provisions are recognised when the Company has a detailed, formal plan for the restructuring and has raised a valid expectation in those affected by either starting to implement the plan or announcing its main features to those affected and therefore has a legal or constructive obligation to carry out the restructuring; and
- (ii) Provision is not made for future operating losses.
Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as a finance cost.
- (ii) *Contingencies*
Contingent liabilities are not recognised, except those acquired in a business combination. Contingent liabilities arise as a result of past events when (i) it is not probable that there will be an outflow of resources or that the amount cannot be reliably measured at the reporting date or (ii) when the existence will be confirmed by the occurrence or non-occurrence of uncertain future events not wholly within the Company's control. Contingent liabilities are disclosed in the financial statements unless the probability of an outflow of resources is remote.

Contingent assets are not recognised. Contingent assets are disclosed in the financial statements when an inflow of economic benefits is probable.

(s) Financial instruments

The Company has chosen to adopt Sections 11 and 12 of FRS 102 in respect of financial instruments.

- (i) *Financial assets*
Basic financial assets, including trade and other receivables, cash and bank balances are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest.

Such assets are subsequently carried at amortised cost using the effective interest method.

At the end of each year financial assets measured at amortised cost are assessed for objective evidence of impairment. If an asset is impaired the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in profit or loss.

If there is decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been had the impairment not previously been recognised. The impairment reversal is recognised in profit or loss.

Other financial assets, including investments in equity instruments which are not subsidiaries, associates or joint ventures, are initially measured at fair value, which is normally the transaction price.

Such assets are subsequently carried at fair value and the changes in fair value are recognised in profit or loss, except that investments in equity instruments that are not publicly traded and whose fair values cannot be measured reliably are measured at cost less impairment.

YORWASTE LIMITED**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)****3 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)****(s) Financial instruments (continued)**

Financial assets are derecognised when (a) the contractual rights to the cash flows from the asset expire or are settled, or (b) substantially all the risks and rewards of the ownership of the asset are transferred to another party or (c) despite having retained some significant risks and rewards of ownership, control of the asset has been transferred to another party who has the practical ability to unilaterally sell the asset to an unrelated third party without imposing additional restrictions.

(ii) Financial liabilities

Basic financial liabilities, including trade and other payables, bank loans and loans from fellow Group companies are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn-down, the fee is capitalised as a pre-payment for liquidity services and amortised over the period of the facility to which it relates.

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

(iii) Offsetting

Financial assets and liabilities are offset and the net amounts presented in the Financial Statements when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

(t) Share capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new ordinary shares or options are shown in equity as a deduction, net of tax, from the proceeds.

(u) Distributions to equity holders

Dividends and other distributions to the Company's shareholders are recognised as a liability in the Financial Statements in the year in which the dividends and other distributions are approved by the shareholders. These amounts are recognised in the statement of changes in equity.

(v) Related party transactions

The Company discloses transactions with related parties which are not wholly owned within the same Group. Where appropriate, transactions of a similar nature are aggregated unless, in the opinion of the, separate disclosure is necessary to understand the effect of the transactions on the Company Financial Statements.

YORWASTE LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)

4 CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATION UNCERTAINTY

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

(a) Critical judgements in applying the Company's accounting policies

- (i) Assessing the length and quantum of the restoration and aftercare liabilities in respect of the landfill sites either previously or currently operated by the Company.
- (ii) Assessing the future cash flows to establish that the business continues to be a going concern.

(b) Key accounting estimates and assumptions

The Company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below:

(i) Restoration and aftercare provision

The estimation of these provisions requires judgement on the expected timing of the cash flows related to these liabilities, assessment of the level of costs to be borne over that period and the discount rate to be used, which is currently 4.50%. (3.84%) A change in the discount rate of 1% has an impact of approximately £0.8m

(ii) Provisions

Provision is made for asset retirement obligations, dilapidations and contingencies. These provisions require management's best estimate of the costs that will be incurred based on legislative and contractual requirements. In addition, the timing of the cash flows and the discount rates used to establish net present value of the obligations require management's judgement.

YORWASTE LIMITED**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)****5 TURNOVER**

	2025 £	2024 £
Analysis of turnover by geography:		
United Kingdom	45,261,501	46,284,240
	<u>2025</u> £	<u>2024</u> £
Analysis of turnover by category:		
Waste management services	44,512,854	43,777,762
Power generation	748,647	2,506,478
	<u>2025</u> £	<u>2024</u> £
Turnover	45,261,501	46,284,240

6 OPERATING PROFIT

Operating profit is stated after charging/(crediting):

	2025 £	2024 £
Wages and salaries (including Directors)	9,548,783	8,949,154
Social security costs (including Directors)	935,702	853,547
Other pension costs (including Directors)	357,381	342,748
	<u>10,841,866</u>	<u>10,145,449</u>
Staff costs charged to profit and loss	10,841,866	10,145,449
(Profit) on disposal of tangible assets	(123,699)	(122,259)
Reversal of Impairment of trade receivables	33,733	33,996
Operating lease charges	1,215,947	1,881,912
Fees payable to the Company's auditors' and their associates for the audit of the Company.	65,205	62,100
Fees payable to the Company's auditors' and their associates for other services:		
- Tax advisory services	11,005	15,700
	<u>76,210</u>	<u>77,800</u>
Total amount payment to the Company's auditors' and their associates	76,210	77,800

The directors have agreed with the company's auditors that the auditor's liability to damages for breach of duty in relation to the audit of the company's financial statements for the year to 31 March 2025 should be limited to the greater of £5 million or 5 times the auditor's fees, and that in any event the auditor's liability for damages should be limited to that part of any loss suffered by the company as is just and equitable having regard to the extent to which the auditor, the company and any third parties are responsible for the loss in question. The shareholders waived the need for approval of this limited liability agreement, as required by the Companies Act 2006, by a resolution dated 5th March 2025

YORWASTE LIMITED**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)****7 EMPLOYEES AND DIRECTORS****Employees**

The average monthly number of persons (including executive Directors) employed by the Company during the year was:

	2025 Number	2024 Number
Operational	242	248
Administration and central functions	39	40
Non-executive directors	3	3
	<hr/>	<hr/>
Total	284	291
	<hr/>	<hr/>

Directors

The Directors' emoluments were as follows:

	2025 £	2024 £
Aggregate emoluments	155,665	154,867
	<hr/>	<hr/>
Highest paid director	113,852	113,599
	<hr/>	<hr/>

One Director was a member of the Company's defined contribution scheme.

Included within the above numbers the Company paid pension contributions of £10,013 (2024: £9,994) on behalf of one Director (2024: one) during the year into a defined contribution pension fund.

Directors who are Local Authority Officers and are directly employed by the Shareholders receive no remuneration from the Company. Councillors who are appointed by the Shareholder do receive remuneration from the Company. The value of this remuneration is set by the Shareholders.

The Councillor Directors' remuneration is as follows:

	2025 £	2024 £
Non-Executive Director (NYC) Cllr Lee	10,794	10,583
Non-Executive Director (CYC) Cllr Melly	10,794	9,252
Non-Executive Director (CYC) Cllr Waller	-	1,607
	<hr/>	<hr/>
Chairman and Non-Executive Director	20,224	19,827
	<hr/>	<hr/>

Managing Directors pay ratio.

25th percentile	4.12:1	4.26:1
50th percentile	3.84:1	3.96:1
75th percentile	3.32:1	3.43:1

YORWASTE LIMITED**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)****8 NET INTEREST EXPENSE****(a) Interest receivable and similar income**

	2025	2024
	£	£
Interest on short term deposits	178,521	65,041
Other interest	-	1,960
	<hr/>	<hr/>
Total interest receivable and similar income	178,521	67,001
	<hr/> <hr/>	<hr/> <hr/>

(b) Interest payable and similar expenses

	2025	2024
	£	£
Interest expense on shareholder loans	420,521	425,382
Finance lease interest	87,516	-
Finance charge on provisions	409,291	380,164
	<hr/>	<hr/>
Total interest payable and similar expenses	917,328	805,546
	<hr/> <hr/>	<hr/> <hr/>

(c) Net interest expense

	2025	2024
	£	£
Interest receivable and similar income	178,521	67,001
Interest payable and similar expense	(917,328)	(805,546)
	<hr/>	<hr/>
Net interest payable and similar expenses	(738,807)	(738,545)
	<hr/> <hr/>	<hr/> <hr/>

YORWASTE LIMITED**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)****9 TAX ON PROFIT****(a) Tax charge included in profit or loss**

	2025 £	2024 £
Current tax:		
- Adjustment in respect of previous years	-	145,838
	<hr/>	<hr/>
Total current tax charge for the year	-	145,838
	<hr/>	<hr/>
Deferred tax:		
- Origination and reversal of timing differences	516,456	539,946
- Adjustment in respect of previous years	17,885	(114,400)
	<hr/>	<hr/>
Total deferred tax	534,341	425,546
	<hr/>	<hr/>
Tax on profit	534,341	571,384
	<hr/> <hr/>	<hr/> <hr/>

(b) Reconciliation of tax/charge

Tax assessed for the year is higher (2024: higher) than the standard rate of corporation tax in the UK for the year ended 31 March 2025 of 25% (2024: 25%). The differences are explained below:

	2025 £	2024 £
Profit before tax	1,650,000	1,351,607
	<hr/>	<hr/>
Profit before tax multiplied by the standard rate of tax in the UK of 25% (2024: 25%)	412,500	337,902
Effects of:		
- Expenses not deductible for tax purposes	82,701	83,457
- Restoration provision movement (change of basis)	21,255	118,587
- Adjustment in respect of previous years	17,885	31,438
	<hr/>	<hr/>
Tax charge for the year	534,341	571,384
	<hr/> <hr/>	<hr/> <hr/>

YORWASTE LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)

10 TANGIBLE ASSETS

	Restoration and Aftercare Costs £	Land and Buildings £	Site Life Development £	Motor Vehicles £	Plant and Machinery £	Fixtures and Fittings £	Total £
At 1 April 2024							
Cost	23,701,423	12,588,169	17,866,020	1,177,941	14,330,094	4,170,475	73,834,122
Accumulated depreciation & impairment	(21,413,087)	(8,122,766)	(17,116,354)	(176,896)	(8,119,479)	(2,011,498)	(56,960,080)
Net book amount	2,288,336	4,465,403	749,666	1,001,045	6,210,615	2,158,977	16,874,042
Year ended 31 March 2025							
Opening net book amount	2,288,336	4,465,403	749,666	1,001,045	6,210,615	2,158,977	16,874,042
Reclassifications	-	(21,207)	-	-	12,613	8,594	-
Additions	-	-	-	3,515,874	1,315,367	362,667	5,193,905
Disposals	(501,172)	(107)	-	(29,828)	(57,792)	(2,124)	(591,023)
Depreciation	(1,100,840)	(290,799)	(233,541)	(586,227)	(1,062,907)	(420,662)	(3,694,976)
Closing net book amount	686,324	4,153,290	516,125	3,900,864	6,417,896	2,107,452	17,781,951
At 31 March 2025							
Cost	23,200,251	12,563,208	17,866,020	4,630,914	14,424,115	4,549,704	77,234,212
Accumulated depreciation and impairment	(22,513,927)	(8,409,918)	(17,349,895)	(730,050)	(8,006,219)	(2,442,252)	(59,452,261)
Net book amount	686,324	4,153,290	516,125	3,900,864	6,417,896	2,107,452	17,781,951

The net carrying amount of assets held under finance leases included in motor vehicles is £1,978,618 (2024: nil).

YORWASTE LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)

10 TANGIBLE ASSETS (continued)

The net book value of land, included in land and buildings above, comprises:

	2025 £	2024 £
Freehold	335,568	335,568
Carrying amount	335,568	335,568

YORWASTE LIMITED**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)****11 DEBTORS**

	2025 £	2024 £
Trade debtors	1,535,784	581,323
Amounts owed by group undertakings	4,447,755	3,800,141
Other receivables	1,013,736	1,253,855
Prepayments and accrued income	1,247,585	1,469,051
	<u>8,244,860</u>	<u>7,104,370</u>

Trade debtors are stated after provisions for impairment of £82,756 (2024: £68,755).

Other receivables include a value of £993,896 (2024: £1,242,368) for prepaid rent at Harewood Whin.

Amounts owed by group undertakings include amounts due to both NYC and CYC – these amounts are included separately within Note 23. Amounts owed by group undertakings are unsecured, interest free, have no fixed date of repayment and are repayable on demand.

12 INVESTMENTS

	2025 £	2024 £
Restricted cash escrow accounts	-	178,583
	<u>-</u>	<u>178,583</u>

As a condition of granting waste management licences at the Company's West Tanfield and Scorton landfill sites, the Company has had to satisfy the Environment Agency's Financial Provision requirements. This has been done by the setting up of Escrow Accounts. Monies from these accounts cannot be drawn upon without the authority of the Environment Agency.

YORWASTE LIMITED**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)****13 DEFERRED TAX LIABILITY**

The provision for deferred tax consists of the following deferred tax liabilities:

	2025 £	2024 £
Restoration provision	14,424	25,082
Fixed asset timing differences	2,841,192	2,032,677
Tax Losses	(1,317,052)	(916,897)
Short term timing differences	(111,304)	(247,942)
	<hr/>	<hr/>
Deferred tax liability	1,427,260	892,920
	<hr/>	<hr/>

The company has trading losses of £5,268,209 (2024: £3,667,589) which has been recognised as recoverable and available for offset against trading profits arising in future years. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised; such deductions are reversed when the probability of future taxable profits improves.

14 CREDITORS: AMOUNT FALLING DUE WITHIN ONE YEAR

	2025 £	2024 £
Trade creditors	270,728	599,851
Finance leases	375,696	-
Amounts owed to group undertakings	1,938,079	686,021
Other taxation and social security	492,721	475,369
Other creditors	89,510	143,446
Accruals and deferred income	3,220,504	3,842,862
	<hr/>	<hr/>
	6,387,238	5,747,549
	<hr/>	<hr/>

Balances owed to Group undertakings are unsecured, interest free and are repayable on demand.

Amounts owed by group undertakings include amounts due to both NYC and CYC – these amounts are included separately within Note 23.

YORWASTE LIMITED**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)****15 CREDITORS: AMOUNT FALLING DUE AFTER MORE THAN ONE YEAR**

	2025 £	2024 £
Loans from NYC and CYC	4,700,000	4,700,000
Finance Leases	1,393,701	-
	<hr/>	<hr/>
	6,093,701	4,700,000
	<hr/>	<hr/>

16 LOANS AND OTHER BORROWINGS

Loan from NYC	3,700,000	3,700,000
Loan from CYC	1,000,000	1,000,000
Finance Leases	1,769,397	-
	<hr/>	<hr/>
	6,469,397	4,700,000
	<hr/>	<hr/>

Balances owed to Group undertakings are unsecured, interest free and are repayable on demand.

The loans from NYC and CYC attract interest at a rate of 4% above the Bank of England Base rate. They are repayable within thirteen months' notice of the date of any demand. The Company has granted a second fixed and floating charge over the Company's assets as security for these loans. The Directors confirm that at the date of signing of these Financial Statements that notice has not been served by either NYC or CYC for repayment of their loans.

Finance Leases

The future minimum finance lease payments are as follows

	2025 £	2024 £
Not later than one year	470,505	-
Later than one year and not later than five years	1,529,143	-
	<hr/>	<hr/>
Total Gross Payments	1,999,648	-
Less finance charges	(230,251)	-
	<hr/>	<hr/>
Carrying amount of liability	1,769,397	-
	<hr/>	<hr/>

YORWASTE LIMITED**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)****17 PROVISIONS FOR OTHER LIABILITIES**

	2025	2024
	£	£
Restoration and Aftercare	8,554,279	9,335,552
Deferred Tax Liability (note 13)	1,427,260	892,920
Dilapidation costs	1,076,767	1,010,405
	<hr/> <hr/>	<hr/> <hr/>
Total Provisions for Liabilities	11,058,306	11,238,877
	<hr/> <hr/>	<hr/> <hr/>

YORWASTE LIMITED**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)****17 PROVISIONS FOR OTHER LIABILITIES (continued)****Restoration and Aftercare Provisions**

	Restoration £	Aftercare £	Total £
At 1 April 2024	363,739	8,971,813	9,335,552
Provision revaluation	(7,094)	(494,078)	(501,172)
	<u>356,645</u>	<u>8,477,735</u>	<u>8,834,380</u>
Discount Unwind (Note 8b)	16,350	392,941	409,291
Amounts utilised	(12,173)	(677,219)	(689,392)
	<u>4,477</u>	<u>(284,278)</u>	<u>(279,801)</u>
At 31 March 2025	<u>360,822</u>	<u>8,193,457</u>	<u>8,554,279</u>

The Restoration and Aftercare provisions relate to amounts payable in respect of the restoration of maintenance of sites at the end of their useful lives.

The restoration provision is expected to be expended in the next 3 years whilst the aftercare will be expended over the next 35 years.

Restoration and Aftercare of Landfill Sites

The restoration and aftercare provisions relate to amounts payable in respect of the restoration and maintenance of sites, at the end of their useful lives to ensure the Company complies with Environmental Permits.

Dilapidation Provisions

	Total £
At 1 April 2024	1,010,405
Additions dealt with in the profit or loss	199,051
	<u>1,209,456</u>
Amounts utilised	(132,690)
	<u>1,076,766</u>
At 31 March 2025	<u>1,076,766</u>

Dilapidations Provision

As part of the Company's property leasing arrangements there is an obligation to repair damages which incur during the life of the lease, such as wear and tear. The cost is charged to profit and loss as the obligation arises.

YORWASTE LIMITED**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)****18 FINANCIAL INSTRUMENTS**

The Company has the following financial instruments:

	Notes	2025 £	2024 £
Financial assets that are debt instruments measured at amortised cost			
- Trade debtors	11	1,535,784	581,323
- Amounts owed by group undertakings	11	4,447,755	3,800,141
- Other receivables	11	1,013,736	1,253,855
- Investments	12	-	178,583
		<hr/>	<hr/>
		6,997,275	5,813,902
		<hr/>	<hr/>
Financial liabilities measured at amortised cost			
- Senior loans	15	4,700,000	4,700,000
- Trade creditors	14	270,728	599,851
- Amounts owed to group undertakings	14	1,938,079	686,021
- Finance Leases	14/15	1,769,397	-
- Other creditors	14	582,231	618,815
		<hr/>	<hr/>
		9,260,435	6,604,687
		<hr/>	<hr/>

YORWASTE LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)

19 CALLED UP SHARE CAPITAL

	Number	£
Ordinary shares of £1 each Allotted and fully paid		
At 31 March 2024	4,526,000	4,526,000
At 31 March 2025	4,526,000	4,526,000

There is a single class of ordinary shares. There are no restrictions on the distribution of dividends and the repayment of capital.

20 NOTES TO THE CASH FLOW STATEMENT

	2025 £	2024 £
Profit for the financial year	1,115,659	780,223
Adjustments for:		
Tax on profit	534,341	571,384
Net interest expense	738,807	738,545
Operating profit	2,388,807	2,090,152
Depreciation of tangible assets	3,694,976	3,189,017
Profit on disposal of tangible assets	(123,669)	(122,259)
Movements in other provisions less payments	(623,031)	(779,058)
Working capital movements:		
- (Increase)/Decrease in debtors	(1,140,490)	(789,873)
- Increase/(Decrease) in payables	263,993	589,895
Change in Escrow investments	178,583	(17,628)
Net cash generated from operating activities	4,639,169	4,160,246

Analysis of changes in net debt

	At 1 April 2024 £	Cash flows £	At 31 March 2025 £
Senior loans	(4,700,000)	-	(4,700,000)
Cash and cash equivalents			
Cash at bank and in hand	6,675,752	1,098,662	7,774,414
Total	1,975,752	1,098,662	3,074,414

YORWASTE LIMITED**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)****21 CONTINGENT LIABILITIES**

Yorwaste Limited has counter indemnified bonds required by the Environment Agency and customers to the sum of £6,227,827 (2024: £5,640,730) which has been provided on its behalf by Svenska Handelsbanken. To secure this Svenska Handelsbanken have been granted a debenture over the Company's assets. As at the balance date the Company is not aware of any liability and management have the intention of fully meeting requirements with the environment agency.

22 CAPITAL AND OTHER COMMITMENTS

At 31 March, the Company had the following capital commitments:

	2025 £	2024 £
Contracts for future capital expenditure not provided in the Financial Statements – Property, plant and equipment.	1,642,081	3,513,121

The Company had the following future minimum lease payments under non-cancellable operating leases for each of the following periods.

	2025 £	2024 £
Payments due:		
Not later than one year	720,417	989,743
Later than one year and not later than five years	1,090,155	1,420,055
More than 5 years	3,151,257	3,191,913

The Company had no other off-balance sheet arrangements.

YORWASTE LIMITED**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)****23 RELATED PARTY TRANSACTIONS**

Yorwaste Limited has contracted with its principal shareholder, The North Yorkshire Council to provide waste management services. These services are negotiated on an arm's length basis.

The total value of services provided in the year was £37,885,774 (2024: £34,952,219) and, as at 31 March 2025, the trading debtor balance outstanding was £3,516,359 (2024: £2,847,901).

In addition, The North Yorkshire Council provided services to Yorwaste Limited totalling £13,353,957 (2024: £10,866,827) of which £1,735,966 (2024: £436,812) was outstanding to be paid as at 31 March 2025.

Yorwaste Limited has contracted with its minority shareholder, City of York Council, to provide waste management services to City of York Council. Contracted prices are negotiated on an arm's length commercial basis.

The total value of services provided in the year was £4,779,988 (2024: £4,796,197) and, as at 31 March 2025, the debtor balance outstanding was £931,396 (2024: £952,240).

In addition, City of York Council provided services to Yorwaste Limited totalling £1,188,218 (2024: £1,198,370) of which £115,893 (2024: £145,001) was outstanding to be paid as at 31 March 2025.

Interest was payable on the The North Yorkshire Council and City of York Council loans as disclosed in Note 8.

Veritau Limited a jointly owned subsidiary of The North Yorkshire Council and City of York Council provided internal audit services of £8,125 in the year (2024: £9,300) of which £3,480 (2024: £11,160) was outstanding to be paid as at 31 March 2025.

First North Law a fully owned subsidiary of The North Yorkshire Council provided legal services of £25,480 in the year (2024: £27,740) of which £4,280 (2024: £5,088) was outstanding to be paid as at 31 March 2024.

24 CONTROLLING PARTY

The ultimate parent undertaking and controlling party is The North Yorkshire Council, the Company's majority shareholder. The North Yorkshire Council heads the largest and smallest groups to consolidate these financial statements. Copies of the financial statements of The North Yorkshire Council are available from County Hall, Northallerton, North Yorkshire, England, DL7 8AH.



Shareholder Committee**13 October 2025**

Report of Chief Officer Human Resources and Support Services

City of York Trading Ltd Update October 2025**Purpose of Report**

1. To consider and receive the City of York Trading Ltd Performance Update October 2025 provided as **Annexes A and B**.

Recommendations

2. Note the Performance Update from City of York Trading Ltd attached at **Annexes A and B** to this report.

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

Background and analysis

3. City of York Trading Limited ("CYT") was formed in 2011 with the intention of supplying temporary staff to the Council, to local schools, and permanent and temporary staff to other outside organisations.
4. The Council is the sole shareholder of the Company which started trading on 1st June 2012.
5. CYT no longer provides staff to the Council (this work was transferred to Work with York Limited from 1 April 2025) and CYT currently trades as WorkwithSchools and WorkwithYorkshire in the education and commercial recruitment markets.
6. CYT's Board of Directors comprises Karen Bull (Managing Director) with Non-Executive Directors, Cllr Claire Douglas, Cllr Ian Cuthbertson, Cllr John Moroney, Lisa Wood and Chloe Kerridge-Phipps and usually meets monthly to consider financial and performance reports and plan future strategy. Ann Vickers resigned

as Non-Executive Director (NED) at the end of August owing to other commitments, and CYT will shortly be advertising for a replacement NED.

7. 2024/25 accounts were audited in July 2025 and CYT have just received a draft audit report in September 2025 which is being reviewed.

Risk Management

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

Implications

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

Author:		Chief Officer responsible for the report:			
Karen Bull, MD CYT Ltd		Helen Whiting Chief Officer Human Resources and Support Services			
		Report Approved	Y	Date	1/10/2025
Wards Affected:					All
For further information please contact the author of the report					

Annex A– City of York Trading Ltd Brand Information

Annex B - Performance Update October 2025

Report of the Managing Director of CITY OF YORK TRADING LTD Annex A

City of York Trading Ltd Brand Information

1. WorkwithSchools

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

WorkwithSchools hold [APSCo Compliance+ accreditation](#) – the best practice quality standard for recruitment companies operating in the education sector, with members going beyond statutory safeguarding standards and aiming for excellence in competency, selection and service quality.

These standards were developed by APSCo with external stakeholders including from the National Association of Head Teachers, and the Association of School and College Leaders and mirror recruitment standards for schools' own staff.

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

WorkwithSchools have held Crown Commercial Service Framework Supplier status for supply staff since 2018 and several local schools book supply staff using this framework.

As part of this CCS framework requirement, CYT also continues to hold Cyber Essentials accreditation.

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

2. WorkwithYorkshire

WorkwithYorkshire is CYT's commercial recruitment brand, and provides permanent, interim and temporary staff to companies, third sector organisations, and local authorities (not City of York Council).

As a member of the Association of Professional Staffing Companies (APSCo) WorkwithYorkshire adheres to APSCo's [Members Code of Conduct](#).

WorkwithYorkshire consultants have experience of recruiting talented individuals for a range of roles, including for;

- professional services;
- middle to senior management;
- project specialists;
- full and part-time permanent roles at all levels;
- high-quality staff for short, medium and long term temporary assignments;
- seasonal staff to cover fluctuations in demand;
- quality cover at short notice.

WorkwithYorkshire understand that finding the right people for a business is key for growth and survival but appreciate that with employers currently facing rising business costs, which may impact their hiring decisions. WorkwithYorkshire can help by providing quality temporary candidates when needed, allowing clients to get on with the day to day running of their business, minimising the financial risk and supporting growth.

For clients seeking permanent staff, WorkwithYorkshire offer savings on time and money by removing advertising costs and instead using consultant connections, platforms and search resources. On a client's behalf, consultants perform a comprehensive screening and selection process, including interviewing and checking right to work, then highlighting only candidates that fit the client brief. WorkwithYorkshire consultants aim to spend time listening to clients to understand their organisation, culture and objectives, so they are well equipped to find the right people who will thrive in that environment.

With a number of local and national agencies as competitors, WorkwithYorkshire offer a more personal and bespoke professional service.

Covering the whole of Yorkshire, from Thirsk to Sheffield, Leeds to Scarborough, WorkwithYorkshire provide an ethical and transparent recruitment service for both clients and candidates.

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Report of the Managing Director of CITY OF YORK TRADING LTD Annex B

City of York Trading Ltd Shareholder Value and Performance Update

1. Delivering Shareholder Value

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

- Supply of temporary teaching and support staff to local schools, by WorkwithSchools - accredited as a Crown Commercial Framework supplier, a holder of APSCO Compliance+ Audited status and with over 170 mostly five-star [Google reviews](#);
- A comprehensive WorkwithSchools training programme, tailored bespoke Continuing Professional Development courses specifically designed for supply teachers and teaching assistants in consultation with local schools and provided free of charge for WorkwithSchools agency staff. This includes Early Career Teacher training, Teaching Assistant “taster” courses aimed at candidates new or returning and subject/key stage specific training, both in person and online.
- CYT’s support for apprenticeships and staff training within its own staff team, which has three current staff completing apprenticeships. As well as recruitment training, staff undertake other industry accredited qualifications and training, including in business support, payroll, compliance and marketing.
- Employment opportunities for local residents with both CYT brands, though some roles may be temporary, this fits with other staff commitments and many agency staff stay registered over many years enabling to move between assignments, through WorkwithYorkshire more permanent opportunities are available;
- CYT run a weekly in-house payroll for temporary staff (and do not use an umbrella payroll company), we use an online timesheet system (available on a mobile app) so timesheet hours logging and authorisation is simple and pay and charge rates transparent. The Company invoices clients monthly with competitive, all-inclusive rates, made up of pay, employer’s NI, employer’s pension, holiday pay, apprenticeship levy, payroll and timesheet costs and agency fees.

- The Company's ethical approach is demonstrated by this in-house payroll (ensuring high levels of compliance and avoiding candidate deductions for umbrella costs), and CYT only recruits for roles which are at Living Wage Foundation payrates or above. Consultants across both CYT brands have a bespoke approach to both clients and candidates, using their specific local and sector knowledge and Company profits are used to support local services.
- CYT provides both its permanent and temporary workforce with access to an Employee Assistance Scheme and Occupational Health support where needed – both purchased from the Council's service supplier.
- Now Living Wage employers for all permanent and temporary staff, CYT are now looking to obtain Living Wage Accredited Status and Good Business Charter Accreditation.
- CYT currently employs eighteen people within its staff team, with most staff working on a hybrid basis. Some staff work wholly or in part for Work with York Limited on Council business, and their costs are recharged where relevant.
- WorkwithYorkshire offers local competitive and ethical recruitment across Yorkshire, for the Council's partners and contacts, new and existing businesses, as well as public and third sector organisations.
- CYT's staff awards (last held in 2023) celebrating the hard work and commitment of the Company's temporary and supply staff and client contacts. The Company received excellent feedback from staff and other guests, including Council elected members and managers after the last event and received local and regional press coverage;
- The Company's rental of 29 Castlegate from the Council at a market rate, and its contributions both in financial and aesthetic terms, to the refurbishment of a building which had been empty for several years;
- ICT costs paid at market rate to the Council for hardware, network and systems access and advice ;
- CYT made a loan in April 2025 of £600k to the Council's new Teckal Company, Work with York Limited, enabling this company to service the Council's temporary staffing requirements and to cover initial overhead and payroll costs.

- 29 Castlegate acts as a donation point for York Foodbank, with donations received from the CYT staff team, temporary staff and candidates, partners across York and members of the public. CYT has previously made other charitable donations from fundraising including to the Island, and York Hungry Minds Appeal.
- The CYT staff team have volunteering opportunities as part of CYT's CSR, and some will be supporting St Leonard's Hospice by marshalling the Yorkshire Marathon and 10k in October 2025.
- When profits allow, Shareholder dividends are paid by the Company to the Council, and to date CYT dividends paid to the Council have exceeded £1m.

3. Update on current performance

1. WorkwithSchools

As schools are faced with on-going budget challenges and a broadening need for the types of roles they want WorkwithSchools to support, there has been a reshaping of CYT's education team with a focus on business development, candidate onboarding and extending our services across a range of educational establishments, with refreshed KPI's to support.

A key area of focus over the quieter summer months have been on candidate recruitment and schools engagement, with a number of events being run, promoted via social media and further supported by the marketing team.

During each summer, WorkwithSchools carry out a supply staff survey, checking availability for Autumn term and beyond and seeking feedback on the agency. Below is some of the excellent feedback received from a number of different WorkwithSchools supply staff :-

"WorkwithSchools has strong connections with local schools and nurseries. They genuinely care about their supply staff and maintain regular, open communication"

"Friendly, professional staff, good weekly payroll system, offered plenty of work"

"Excellent phone manner. Tailor assignments to my preferences. Friendly - you have always provided me with roles I like to cover. You are a flexible team and accommodate my complicated working rota. You are courteous, kind, helpful and trustworthy. Pay is always on time. You get to know us and you very kindly put on socials. It feels like one big family."

"The agency is very well organised. I like the flexibility they give you in terms of your work-life balance. There is also a lot of training which help you to be more confident"

“It also feels like the team knows me, rather than just being a random person that they send off to work in a school.”

“Working with WorkwithSchools has been an incredible experience from the very beginning. The support they provide in each role is outstanding, and the volume of work and bookings they offer always aligns perfectly with my preferences. I’ve never had a single negative experience with them, and I hold both the company and its staff in the highest regard.”

Though generally schools summer holidays are quieter, WorkwithSchools have been building engagement with nurseries as a way of bridging the demand gap, this summer exceeding planned budget, with a 98% fill rate and maintaining higher revenue levels compared to 2024.

A new Crown Commercial Service “Supply Teachers and Education Recruitment” framework tender opportunity is expected to be published during October 2025 (awarded in April 2026) so WorkwithSchools will be attending a preparatory briefing with APSCo shortly, ahead of bidding.

APSCo’s Compliance+ Audit is due for renewal in spring 2026, and the WorkwithSchools team, together with back office compliance colleagues continue to clear and re-check supply candidates in line with APSCo’s quality standards.

2. WorkwithYorkshire

After the death of one of WorkwithYorkshire’s recruitment consultants earlier in the year, the last few months have been challenging whilst a longer-than-expected recruitment process has taken place for a new member of staff. WorkwithYorkshire was delighted to welcome an experienced consultant at the start of September.

Reduced capacity over this challenging period has significantly impacted revenue, and although several permanent roles have been filled, temporary assignments covered and new clients onboarded, the Company now expects all of these (and therefore turnover) to increase markedly in the second half of the year following this new appointment.

Now back to capacity, the team is being supported to achieve robust KPI’s with a renewed marketing strategy and additional advertising capacity from the end of September onwards.

For WorkwithYorkshire, feedback from three different clients has included

“Thank you for providing 3 excellent candidates to interview. Again, a difficult decision as all 3 presented very well.”

"We are really pleased with how she has settled into the team and picked up the role."

"She seems to be fitting in really well and is very positive and eager to learn"

Though under budgeted revenue for the first half of the year, CYT has robust plans in place for recovery and growth in the remaining months.

4. Looking forward

CYT's audited accounts for 2024/2025 will be included with the next Shareholders report once approved by the Board and filed with Companies House.

The Company is looking carefully at the likely effects of the Employment Rights Bill currently going through Parliament, especially in relation to temporary assignments, and is closely following APSCo's reports and guidance.

In line with increased adoption across the Council, CYT is considering the additional use of AI to assist management, augment services to clients and candidates and support its wider staff team, also ensuring necessary safeguards.

WorkwithSchools will re-tender for Crown Commercial Service supplier status once the new framework has been published in October 2025.

CYT's Cyber Essentials is to be renewed in February 2026, and the Company will again be working with CYC ICT colleagues ahead of submission.

WorkwithSchools are also planning for their annual APSCO Compliance+ Audit in February/March 2026.

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Shareholder Committee**13 October 2025**

Report of the Chief Officer Human Resources and
Support Services

Work with York Ltd Update October 2025**Purpose of Report**

1. To consider and receive the Work with York Ltd Performance Update October 2025 provided as **Annex A**.

Recommendations

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

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

Background and analysis

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

7. Work with York Limited also has second tier contracts with a small number of specialist agencies to support the Council.
8. Work with York Limited's services to the Council include support with hard-to-fill and/or senior permanent recruitment.
9. WwY's Board of Directors comprises Karen Bull (Managing Director) with Non-Executive Directors, Cllr Claire Douglas, Cllr Ian Cuthbertson, Cllr John Moroney, Lisa Wood and Chloe Kerridge-Phipps and usually meets monthly to consider financial and performance reports and plan future strategy. Ann Vickers resigned as Non-Executive Director at the end of August owing to other commitments, and WwY will shortly be advertising for a replacement NED.
10. As 2025/26 is WwY's first year of trading, there are no accounts for 2024/25.

Risk Management

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

Implications

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

Author:		Chief Officer responsible for the report:			
Karen Bull, Managing Director Work with York Limited		Helen Whiting Chief Officer Human Resources and Support Services			
		Report Approved	Y	Date	1/10/2025
Wards Affected:					All
For further information please contact the author of the report					

Shareholder Committee Oct 25**Performance Update****1. Delivering Shareholder Value**

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

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

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

2. Update on current performance

WwY currently has 156 mainly 5-star [Google Reviews](#) with some really excellent feedback from candidates placed in work since April 2025:-

“Andrew Parkes helped me secure work as a visitor assistant at Mansion House. Very friendly and patient with any queries I had about the process and job. He also made great effort to keep me updated and guide me through each stage of the process. Definitely worth getting in touch if you're looking for a job!”

“I have been very impressed by the expeditious way that Andrew Parkes at WorkwithYork has processed my application to become a Road Safety Instructor with City of York Council. The onboarding process was very straight forward and clearly explained. No query was left unanswered and the reception staff were equally welcoming and helpful. Thank you.”

“Andrew Parkes has worked tirelessly this week to secure my start date for employment. The ladies in the office were equally wonderful to deal with. Couldn't recommend this company highly enough. I thought giving them 3 days to complete paperwork was a touch unrealistic but they smashed it in less than 2 days! Thank you all for your hard work and dedication.”

“After experiencing lots of setbacks while looking for work I tried Work With York Recruitment Agency, and I'm glad I did! Both Steve Horne and Andrew Parkes were fast and reliable in finding work that suited my needs. Would highly recommend to anyone struggling to find work!”

“Recently contacted WorkwithYork . I can confidently say I am very impressed with the level of professionalism , excellent communication and high level of respect. Kathryn James is one of a kind, she made everything flow. I would definitely recommend family and friends”

Since April 2025, 20 WwY staff have transferred to permanent roles in the Council

Over 63,500 hours have been covered by WwY staff working in the Council since the beginning of the current financial year, with over 100 new temporary bookings filled, along with almost 2500 shifts (mainly in Adult Social Care).

Over summer 2025, 15 existing WwY staff working in Adult Social Care each completed 14 new training courses, some at very short notice.

In June, WwY ran a refreshed campaign for an Assistant Director of Housing, with advertising across Municipal Journal and Local Government Jobs, The Guardian Online, Linkedin and a bespoke Council microsite with video content, along with a headhunting exercise. Interviews were held on 10th July with a shortlist of four. The WwY manager assisted with organisation on the day including welcoming candidates and facilitating panels interviews at West Offices. Successful and unanimous appointment and excellent feedback received from candidates and Council Director.

To date, Work with York Limited is ahead of planned budgeted income for the year.

3. Looking forward

The Company is looking carefully at the likely effects of the Employment Rights Bill currently going through Parliament, especially in relation to temporary Council assignments, and is closely following APSCo's reports and guidance.

WorkwithYork Limited are reviewing KPI's to enable continuous improvement of management, Board, customer and Shareholder reporting.



Shareholder Committee**13 October 2025**

Report of the Director of Governance

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

1. This report provides an update on the performance and trading activities of Veritau Limited and Veritau Public Sector Limited (VPS) since the last meeting of this Committee in June 2025.

Recommendations

2. The Shareholder Committee is asked to:
 - a) note the performance of both Veritau Limited and Veritau Public Sector Limited since the last business update report

Reasons:

To enable members to assess the performance of Veritau against the 2024/25 and 2025/26 business plans.

Background and analysis

3. The Shareholder Committee is responsible for overseeing and monitoring the performance of the council's owned companies. The committee is also responsible for discharging the shareholder functions of the Council under the Companies Act 2006. This includes determining and approving matters reserved to the Council as shareholder.
4. The current 2025/26 business plans for both companies were approved by this Committee on 3 February 2025.
5. Annex 1 to this report provides details of the 2024/25 annual report for Veritau and an update on the performance of both companies to date in 2024/25.

Key Company Matters:-

6. Points of note from Annex 1 include the:

- continued expansion in the provision of internal audit and data protection officer services to the education and charity sectors
- the expectation that the external auditors will issue unmodified opinions for the 2024/25 financial statements of each company
- the performance and achievements set out in the annual report for 2024/25
- retention of the Investors in People accreditation and the gaining of Living Pension accreditation.

Risk Management

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

Implications

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

Author:		Chief Officer responsible for the report:			
Max Thomas Head of Internal Audit Tel: 01905 552940		Bryn Roberts Director of Governance Tel: 01904 555521			
		Report Approved	Y	Date	2/10/25
Wards Affected:					All
For further information please contact the author of the report					

Annexes:

Annex 1: Veritau business update report

CITY OF YORK COUNCIL SHAREHOLDER COMMITTEE**13 October 2025****Veritau Business Update****Introduction**

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

- improved service continuity and less reliance on key members of staff for service delivery. The opportunities offered for career progression and development also make it easier to recruit and retain staff
- the ability to invest in new technologies and working practices
- greater depth of knowledge and expertise – staff have more insight due to the experience gained through working for multiple clients. We can also more easily support our staff to gain specialist qualifications and to become subject matter experts.

Finance and Performance Update

- 5 Since the last meeting of the Shareholder Committee on 23 June 2025, Middlesbrough Council has obtained the necessary approvals to join VPS. Leicester City Council has also transferred its counter fraud function to VPS. The service was previously delivered by an in-house team. Six members of staff were subject to a TUPE transfer from the Council because of this change.
- 6 Veritau Limited has continued to promote its services to schools and other public sector organisations. A number of schools have signed up for data protection officer services in the period. Bids have also been submitted to provide internal audit services to a number of academy trusts and other potential clients. A number of existing clients have also extended their current contracts.

2024/25 Financial Statements / Annual Report

- 7 The 2024/25 accounts of Veritau Limited, VPS Limited and Veritau Tees Valley Limited have been audited. The auditors, BHP LLP are expected to provide unmodified opinions for all three companies.
- 8 A copy of the annual report for 2024/25 is attached as **appendix 1**. The report provides further details about the restructure and the admission to VPS of Leicester City Council and Cherwell District Council as new member councils. The report also summarises the operating results of the 3 trading companies and provides details of staffing, client satisfaction and retention, business development and other service achievements during the year. The annual report has been published on the Veritau website.

2025/26 Management accounts

- 9 The management accounts for the 5 months to 31 August 2025 show that Veritau Limited and VPS Limited are both on target to achieve their budgeted profit, as follows:

Veritau Limited

	2025/26 YTD actual £ (k)	2025/26 Forecast £ (k)
Turnover	642	1,145
Cost of sales	(312)	(1,034)
Gross profit	330	111
Other income	2	6
Overheads	(38)	(100)
Net profit/(loss) before tax	294	17

**Veritau Public Sector
Limited**

	2025/26 YTD actual £ (k)	2025/26 Forecast £ (k)
Turnover	1,523	3,452
Cost of sales	(1,465)	(3,147)
Gross profit	58	305
Other income	6	16
Overheads	(143)	(286)
Net profit/(loss) before tax	(79)	35

- 10 There have been no exceptional items to date.

Other service developments

- 11 During the period, we have retained our Investors in People (IIP) accreditation and been accredited as a Living Pension Employer. Veritau is the first local authority connected organisation to gain this accreditation.

Recommendations

- 12 That the shareholder committee:
- a) notes the Veritau annual report for 2024/25
 - b) notes performance since the last business update report in June 2025

Appendices

Appendix 1 – 2024/25 Veritau annual report

Further Information

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



Veritau

Annual Report

2024-2025



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Foreword

We're pleased to present the 2024/25 annual report for Veritau. The report highlights the continuing growth and success of the business over the last year. It's also been a year of significant change. We successfully restructured the business and created a new company called Veritau Public Sector Limited (VPS) to provide services to our member councils. We also welcomed two new partners, Leicester City Council and Cherwell District Council. Veritau Limited is now the commercial arm of the business providing services to our other clients. This split will allow each company to focus on the respective needs of their clients and to tailor their service offering accordingly.

We've maintained our successful training and development programmes with a record number of new trainees recruited during the year. We've also continued to invest in new systems and tools to support the delivery of services as well as looking to the future to see how AI can transform the way we work. This ongoing investment provides a solid foundation for the future expansion of the business.

The public sector continues to face many challenges linked to increasing demand, limited resources and technological change. At the same time, structural changes are taking place in large parts of the public sector including local government and the NHS. This inevitably creates uncertainty and adds to the pressures faced by those organisations. The shared service model offered by Veritau therefore provides real value by providing greater resilience and delivering efficiencies and economies of scale. The ability to share knowledge and best practice across many organisations also enhances the work being done.

We have more great plans for the business so look forward to another year of continued success.

**Debbie Mitchell, Chair of Veritau Public Sector Ltd
and Gary Fielding, Chair of Veritau Ltd**

Introduction

This has been a year of significant change. We successfully completed a restructure which has resulted in the business being split into two parts. A new Teckal company called Veritau Public Sector Limited (VPS) has been established to provide services to our member councils. Veritau Limited is now the commercial arm of the business providing services to our other clients. VPS is a 'not for profit' company limited by guarantee, and it started trading on 1 August 2024. Veritau Tees Valley also provided services in 2024/25 although the company is expected to cease trading in the next few months. The restructure was intended to ensure the business remained Teckal compliant and to allow new member councils to join more easily.

The results for all three companies have been amalgamated for the purposes of this report. In future, we expect to show the results for VPS and Veritau Limited separately.

In addition to the restructure, we welcomed two new member councils, Leicester City Council and Cherwell District Council. We also continued to attract new clients with Bradford Children and Families Trust, schools, charities and sports governing bodies signing up for services during the year. Ad-hoc work was also requested by a number of other clients. Client satisfaction and retention rates have remained high.

Investment in new systems and technologies has continued. New case management systems went live in our internal audit and information governance services, and we implemented new redaction software to support our information access team. This ongoing investment helps provide a good foundation to support future growth across all our services. We also retained our Good Business Charter and Cyber Essentials accreditations and signed up to the Armed Forces Covenant.

Max Thomas, Chief Executive of Veritau

About us

Veritau provides assurance services to a wide range of clients, helping them to operate effectively, manage risks and comply with laws and regulations. We have two companies, Veritau Public Sector Limited which provides services to our member councils on a 'not for profit' basis and Veritau Limited which provides services to our other clients.

Our main offices are in York, but we provide services across the country.

Our mission

To deliver efficient, effective and professional assurance services which are responsive to the needs of our clients and add real value.

Our core values

- ▲ **Working together** to help our clients deliver excellence
- ▲ Embodying the principles of **honesty** and **integrity**
- ▲ **Championing innovation** to help achieve the best outcomes for our clients and adapt to change
- ▲ **Investing in our people** to help them succeed and deliver outstanding services

Management team



Max Thomas
Chief Executive



Richard Smith
Deputy Chief
Executive



Stuart Cutts
AD - Audit Assurance



Connor Munro
AD - Audit Assurance



Phil Jeffrey
AD - Audit Assurance



Ed Lambert-Martin
Internal Audit
Manager



Thomas Absalom
Internal Audit
Manager



Amy Stroud
Internal Audit
Manager



Bharat Mistry
Internal Audit
Manager



Jonathan Dodsworth
AD - Corporate Fraud



Daniel Clubb
AD - Corporate Fraud



Sarah Butler
Corporate Fraud
Manager



Helen Swan
AD - Information
Governance



Rosie Kelly
AD - Information
Governance



Andy Nutting
Information
Governance
Manager



Julie Ferguson
Information
Governance
Manager



Financial performance

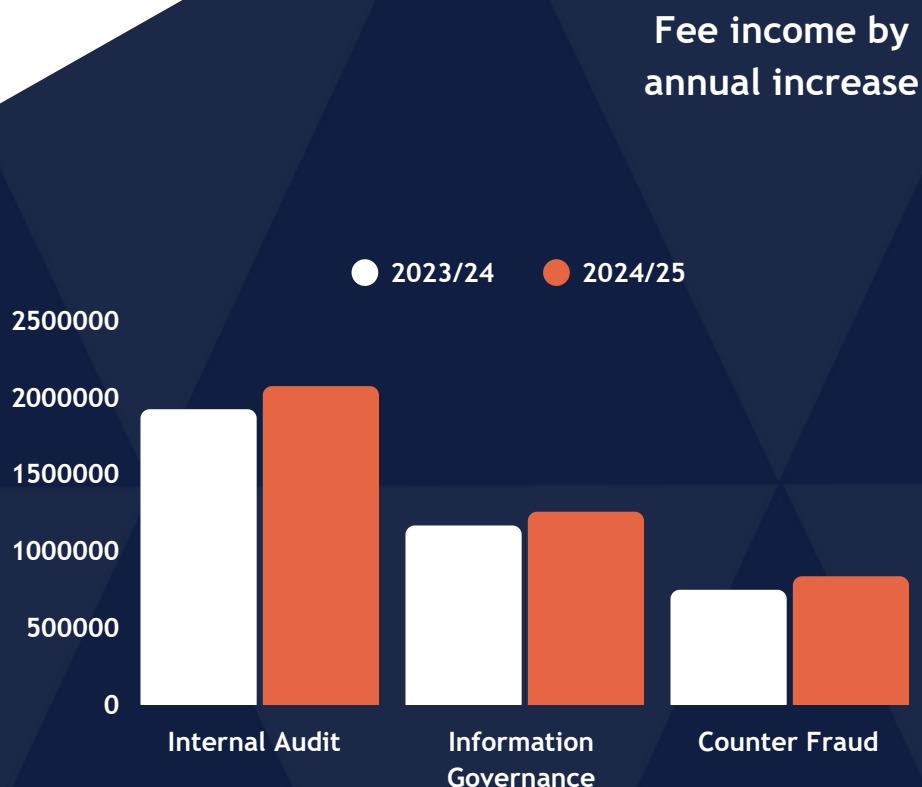
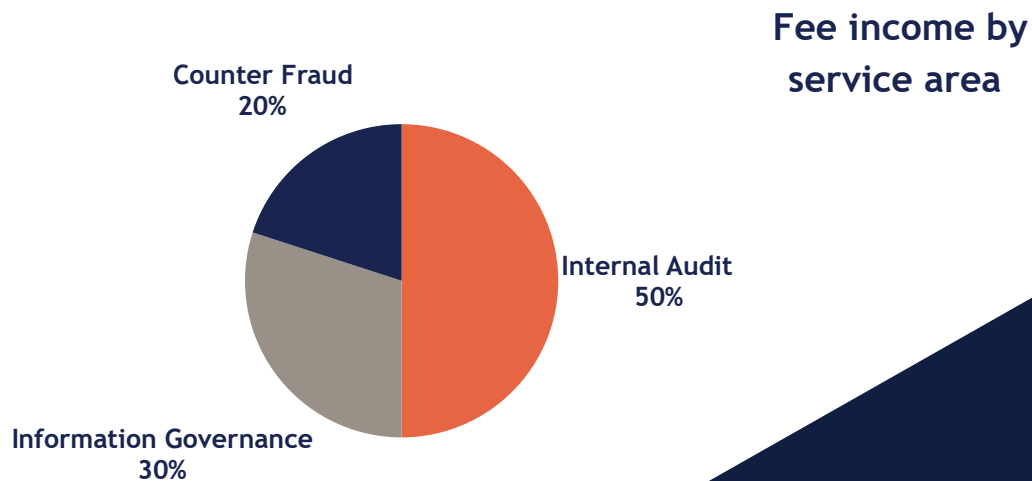
Turnover and operating profits before tax and pension adjustments for each group company were as follows:

Group Company	2024/25		2023/24
	Turnover (£k)	Operating profits/(loss) (£k)	Operating profits/(loss) (£k)
Veritau Limited	1,893	24.8	56.4
Veritau Public Sector Limited	1,986	14.4	0
Veritau Tees Valley Limited	300	(4.8)	0.1
Total	4,179	34.4	56.5

Fee income increased by 8.7% compared to the previous year (2024 – 21.9%) with strong growth across all the areas of the business. The total operating profit was £34.4k compared to the budget of £46.1k. This profit was also after incurring approximately £33k of costs associated with the business restructure.

Fee income

The following graphs show the breakdown of fee income between service areas for 2024/25 and the increase in fees compared to 2023/24:



Our clients

Our clients include:



councils



schools and
academies



council owned
companies



housing
associations

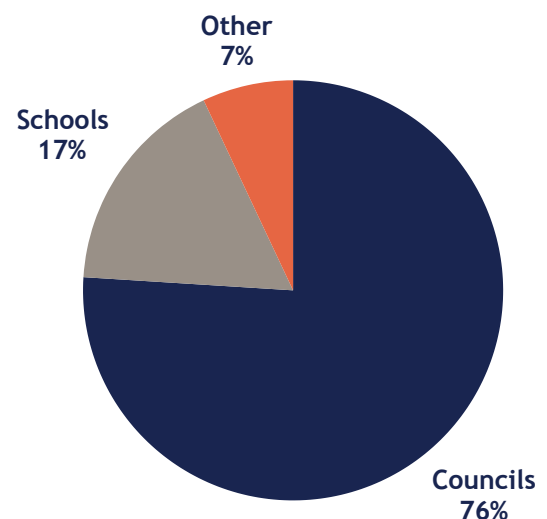


national sports
bodies



national park
authorities

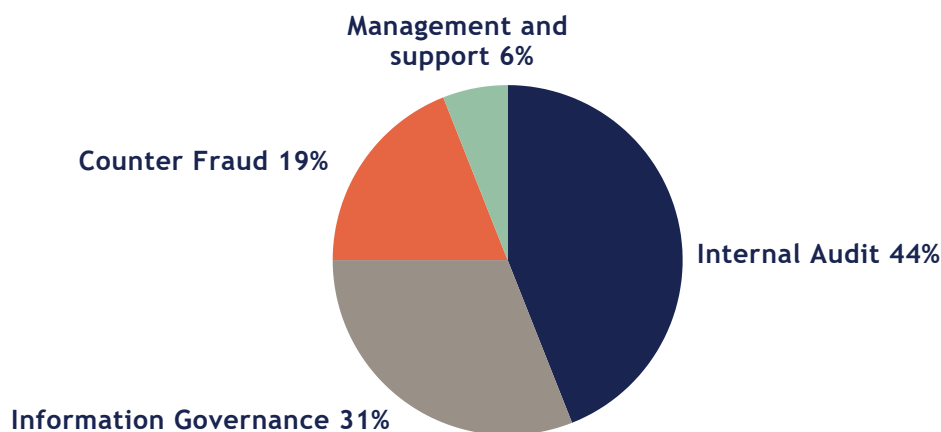
This graph shows the breakdown of fee income received in respect of each sector in 2024/25:





Our people

The average number of people employed across the group increased from 86 to 89 FTEs in 2024/25. The following graph shows the percentage of people working in each service area during the year.



We continue to actively support our graduate and aspiring manager training programmes. During the year, 10 trainees were recruited into our graduate training programme, with 6 successfully completing their training and progressing to officer roles. A further 2 seniors joined our aspiring manager programme.

Average staff turnover across the group was 8.5% (2024 – 9.4%).

Staff absence averaged 6.8 days per FTE (2024 – 6.6 days). The short-term absence rate was 4.8 days (2024 – 4.6 days).

Overall staff satisfaction was 83.1% (2024 – 84.6%).

We have also supported those staff who transferred from Leicester City Council as a result of the Council joining Veritau.

Governance

The Veritau Limited and Veritau Public Sector Limited boards of directors each met twice during the year. Leicester City Council and Cherwell District Council joined Veritau during the year and Stuart McAvoy and Michael Furness were appointed as directors to the Veritau Public Sector board.



Client satisfaction and retention

Customer satisfaction has remained high with 96% of respondents rating the services provided by Veritau as excellent or good (2024 – 97%). A separate survey of school clients showed 100% rated our data protection services as excellent or good (2024 – 96%).

Client retention also remained strong with 99% of clients indicating that they would continue to purchase services in 2025/26. This was unchanged from the previous year. New clients gained in the year include:

Internal Audit

- ▲ Blessed Peter Snow Catholic Academy Trust (Dewsbury, Huddersfield and Halifax)
- ▲ Lighthouse School (Leeds)
- ▲ Endeavour Academies Trust (Middlesbrough)
- ▲ The People's Learning Trust (Liverpool)
- ▲ Firthmoor Primary School (Darlington)
- ▲ Cascade MAT (Sheffield)

Data Protection Officer and related advisory services

- ▲ Behaviour Smart
- ▲ Swim England
- ▲ The Teesside Hospice
- ▲ Aspire Schools Trust (Lincoln)
- ▲ The Education Alliance (Hull and East Yorkshire)
- ▲ Talentum Learning Trust (Staffordshire)
- ▲ Finborough School (Suffolk)
- ▲ Mortimer Community College (South Shields)
- ▲ The Learning for Life Trust (Cumbria)

Internal audit, counter fraud and data protection services were provided to Bradford Children and Families Trust during the year. Services were also provided to the Mid Kent Audit Partnership, West Yorkshire Combined Authority, Transport for the North, Leicestershire County Council and the Butler Trust. In addition, we supported the introduction of core risk management arrangements at the York and North Yorkshire Combined Authority and continued to support the implementation of an assurance mapping process at Redcar and Cleveland Borough Council to allow the Council to identify and review the assurance it receives on an ongoing basis.

The contracts to provide internal audit services to the Yorkshire Dales and the Peak District National Park Authorities were also retained.

Key achievements



Achieving high levels of savings from counter fraud work. Cashable savings for all clients totalled £723k whilst the total value of fraud and error detected was £935k



Completing the implementation of our new redaction software, Nalytics and a new case management system for the Information Governance Service, DeskPro



Refreshing and relaunching our internal audit strategy which sets out the areas we will prioritise for development over the next three years



Adopting a new menopause policy and associated guidance, designating two menopause champions and establishing a menopause support group for staff



Signing up to the Armed Forces Covenant and retaining our Cyber Essentials and Good Business Charter (GBC) accreditations



Successfully targeting the charity sector to drive prospective clients to our website

Other service developments and achievements

- ▲ processing 1,500 potential fraud referrals and completing 533 investigations during the year
- ▲ producing a report and toolkit on behalf of the national Fighting Fraud and Corruption Locally (FFCL) group. The purpose of the toolkit is to support local authorities to raise awareness of and tackle adult social care fraud. The report and toolkit were presented at national and regional events
- ▲ progressing the full implementation of the new Global Internal Audit Standards which came into effect on 1 April 2025. This has included reviewing our audit procedures and practices, updating our audit manual and relevant audit charters, and communicating the changes to clients
- ▲ launching a new 'focus week' approach for academy schools and trusts which aims to reduce audit cycles for our smaller clients. Feedback since the launch has been positive and we have already seen improvements in the achievement of key audit milestones
- ▲ implementing measures to comply with the new prevention of sexual harassment legislation, including carrying out a risk assessment and introducing mandatory training for staff
- ▲ Making improvements to the schools' DPO service to enhance client experience and staff caseload management, including adopting new template documents and resources
- ▲ Representing our member councils at meetings with the Public Sector Fraud Authority and government representatives and being vice-chair of the Yorkshire and Humberside Tenancy Fraud Forum (TFF)

Our services



Internal Audit

Our internal auditors take an independent view of key business processes to assess risks, review controls and identify areas for improvement.



Counter Fraud

We protect our clients from the threat of fraud through prevention and deterrence. We also detect and investigate fraud when it occurs.



Information Governance

Supporting clients in protecting personal data, implementing effective governance frameworks, and managing information successfully.



Data Protection Officer (DPO)

We act as the data protection officer for over 600 schools and other public sector clients, helping them fulfil their obligations under UK GDPR.



Data Analytics

Using the powerful data analysis tool IDEA, our dedicated group supports internal audit and counter fraud work.



Risk Management

Our team of qualified professionals identify key risks and provide assurance to clients that risks are being managed within their risk appetite.



Information governance

Implementing new helpdesk system

As the number of our school clients has increased, and their expectations have evolved, we decided that we needed to replace our existing case management system with a more customer-centric helpdesk system.

Following an evaluation and procurement process we commenced the implementation of the new system in Spring 2024, going live a few months later. Offering improved internal processes and a much-needed revamp to client communications, the new system quickly became a success for both clients and our staff. Advanced reporting, through 'off-the-shelf' and bespoke dashboards, has provided us with insights not previously available, allowing the fine-tuning of the services we provide to schools.

Although initially intended only for our Schools Team, the success of the new system and its quick and easy adoption, meant we decided to deploy it across the rest of the service. Now completed, the implementation segregates the processes and 'business rules' for each team, allowing the methods of work and client communications to be optimised for each sector. This has resulted in immediate service improvements, with locally customisable automations and a modern user interface delivering efficiencies and improved usability.

Data (Use and Access) Act 2025 (DUAA)

This year, our information governance service has continued to track the progress of the proposed changes to data protection legislation through parliament. The Data (Use and Access Act) received royal assent on 19 June 2025. The Act introduces several amendments to data protection law, including changes to data subject rights, international data transfers, automated decision-making and website cookie requirements.

There are also new legal requirements on 'information society services' which acknowledge that children merit specific protection regarding their personal data. These are particularly relevant to our education sector clients. For example, schools will need to consider the new legislation when working with ed-tech providers. These companies must now be able to demonstrate that they have appropriate security measures in place to safeguard children's data.

As a service we've received external and internal training to upskill and understand how we can best support our clients to prepare and remain compliant. We also designated team leads to develop project plans to update our resources and issue guidance to our clients.

Most of the changes introduced by the DUA Act will not take effect until towards the end of 2025 or early 2026. In the meantime, we have been providing regular updates to our clients, and we plan to keep them fully informed as each change is introduced. We'll also be updating our resources to clearly explain what each change means in practice and how clients can implement them with confidence. Our aim is to make the transition as smooth and straightforward as possible.

Internal audit

Supporting academy trusts

Delivering internal audit for multi-academy trusts continues to be a significant area of growth and development. A key feature of the last year has been the ongoing expansion of trusts, who continue to onboard new schools and merge with other trusts. Many of our clients have become large organisations, employing hundreds of staff and educating thousands of children and young people.

This has encouraged us to review our service offering. As client trusts continue to mature, their expectations have changed. They are asking for strategic support targeting organisational development and a shift from traditional school audits to innovative engagements that add value across their school base.

Special educational needs and disabilities (SEND) funding is at the top of the agenda for many of our trusts. They continue to feel the pressure of resourcing provision for young people with Education, Health, and Care Plans (EHCPs). Our clients are asking for internal audit input in this area, and we've already completed several assignments. Feedback to date has been extremely positive. We use analytic techniques to identify strengths and weakness across trust schools. These cover areas such as the quality of provision mapping, and the analysis of costs versus types of provision and outcomes.

While the issues found were complex, our clients have welcomed the way we've presented our findings to trustees and senior leadership in a clear and understandable way. This is helping them to promote good practice and target areas where resources could be used more efficiently.

We are looking forward to seeing what challenges and opportunities this changing landscape will bring in the next year.

Supporting risk management

Veritau was approached to help develop a risk management approach for the newly established York and North Yorkshire Combined Authority. This has been an exciting and fast-paced project, working alongside the leadership team and in-house assurance specialists to co-develop the new arrangements.

The project is divided into two phases. Phase 1, delivered in 2024/25, focused on establishing risk governance arrangements and the development of a strategic risk register. Work started before the creation of the Authority. We held workshops with key stakeholders to help us understand the organisation's requirements and their ideas about how risk management should operate. Work continued throughout 2024/25 as we drafted and refined proposals for risk management policy and procedures.

An additional challenge was the need to harmonise the risk arrangements inherited from the former Local Enterprise Partnership (LEP), the Office of the Police, Fire and Crime Commissioner (OPFCC) and the Fire & Rescue Service. Each of these had their own unique risk profiles and service delivery models. We undertook a detailed fact-finding review of arrangements across the three bodies and assessed how the new Authority could bring them together in a practical way. The outcomes were reported to the leadership team, outlining key areas where improvements could be made. For example, ensuring governance of risk at a range of appropriate levels, escalation arrangements, and better action planning through clear accountability for actions. We also provided templates for the leadership team to use to develop a strategic risk register.

We look forward to continuing the project in 2025/26, as phase 2 commences. This will see the introduction of risks registers at a service level, and work to embed arrangements, for example through the delivery of training.

Counter Fraud

Social care deprivation of capital investigation

We completed a long-running social care investigation in April 2024, which resulted in an agreement to repay £150k to one of our client councils.

A local resident had been receiving social care support. A financial assessment had determined that his income and capital were low enough for the care to be funded by the council. However, there were concerns about the information provided. Following a referral from the council's social care team, we launched an investigation. We found that the resident's house had been sold to family members for significantly less than the property's market value. This meant the resident's capital did not reflect the true value that it should – and the resident should have been responsible for the care payments. The council used section 70 of the Care Act to recover the cost of the social care funded. The legislation enables local authorities to bill the third-party who received the benefit of the capital, rather than the resident. Working closely with the council's legal services team we achieved a successful outcome, with the residents' family agreeing to repay £150k in care fees.

Social care fraud - adult social care toolkit

Fighting Fraud and Corruption Locally is the collaborative strategy developed for English local authorities to address the risks of fraud and corruption. The strategy is overseen by an independent board.

Veritau has significant experience in tackling adult social care fraud for client councils. In light of this we were asked to lead a national working group for Fighting Fraud and Corruption Locally. We arranged a series of workshops involving counter fraud professionals from a range of local authorities. These discussions allowed us to develop a national picture of how adult social care fraud occurs and to evaluate the barriers to investigating and pursuing the people who commit fraud.

The workshops were also used to produce a toolkit of resources for councils. These are designed to help councils understand how fraud can affect social care funding and provide guidance to help them begin to address it. The toolkit includes fraud awareness presentations, a pocket guide on how to identify fraud, and suggestions on how to improve application and assessment forms. The toolkit also promotes the greater use of the legislation already in place to tackle deprivation of capital.

We have received excellent feedback, including from councils who have used the toolkit to train staff, and who have subsequently identified fraud and process issues. The toolkit was published in February 2025, and can be downloaded here: www.cifas.org.uk/adult_social_care_fraud_toolkit.



Veritau comprises:

Veritau Limited (6794890)
Veritau Public Sector Limited (15735835)
Veritau North Yorkshire Limited (7931990)
Veritau Tees Valley Limited (12363643).

The companies are registered in England and Wales. The registered office for all of the companies is West Offices, Station Rise, York YO1 6GA

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Shareholder Committee Plan 2025/26

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

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