



Notice of a public meeting of

Economy, Place, Access and Transport Scrutiny Committee

- To:** Councillors K Taylor (Chair), Pearson (Vice-Chair),
B Burton, J Burton, Fenton, Healey, Hook, Nelson,
Steward and Whitcroft
- Date:** Monday, 22 January 2024
- Time:** 5.30 pm
- Venue:** The George Hudson Board Room - 1st Floor West
Offices (F045)

AGENDA

- 1. Declarations of Interest** (Pages 1 - 2)
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.
- 2. Minutes** (Pages 3 - 12)
To approve and sign the minutes of the Economy, Place, Access, and Transport Policy and Scrutiny Committee meetings held on 24 October 2023 and 28 November 2023.
- 3. 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 18 January 2024.

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 www.york.gov.uk/webcasts.

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

Written representations in respect of items on this agenda should be submitted to Democratic Services by **5.00pm on Thursday 18 January 2024**.

4. Make It York Performance Report (Pages 13 - 52)

This report provides the Committee with a performance update on Make it York Limited (“MiY”) and update for members that proposals are being developed to extend the term of the current service contract between the Council and MiY for up to a further three years.

Also provides an update on a new Service Level Agreement (SLA) template using the ‘Our City Centre Vision’ themes, that was approved by Executive in October 2023.

- 5. GLL Annual Performance Report 2022-23** (Pages 53 - 74)
This report provides Scrutiny members with an annual (financial year 2022-23) update from Greenwich Leisure Limited (GLL) who operate the Council's leisure and stadium facilities.
- 6. MCA Economic Framework** (Pages 75 - 90)
This report sets out a draft Economic Framework for the York and North Yorkshire Mayoral Combined Authority (MCA) for Scrutiny consideration and feedback.
- 7. Work Plan** (Pages 91 - 96)
Members are asked to consider the Committee's work plan for the 2023/24 municipal year.
- 8. Urgent Business**
Any other business which the Chair considers urgent under the Local Government Act 1972.

Democratic Services officer:

Name:

Robert Flintoft

Contact details:

- Telephone – (01904) 555704

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

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

Contact details are set out above.

This information can be provided in your own language.

我們也用您們的語言提供這個信息 (Cantonese)

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

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

Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)

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

☎ (01904) 551550

Declarations of Interest – guidance for Members

- (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 in the discussion or vote, and leave the meeting <u>unless</u> you have a dispensation. |
| Other Registrable Interests (Directly Related) OR Non-Registrable Interests (Directly Related) | Disclose the interest; speak on the item <u>only if</u> the public are also allowed to speak, but otherwise not participate in the discussion or vote, and leave the meeting <u>unless</u> you have a dispensation. |
| Other Registrable Interests (Affects) OR Non-Registrable Interests (Affects) | Disclose the interest; remain in the meeting, participate and vote <u>unless</u> the matter affects the financial interest or well-being: (a) to a greater extent than it affects the financial interest or well-being 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 <u>only if</u> the public are also allowed to speak, but otherwise do not participate in the discussion or vote, and leave the meeting <u>unless</u> 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.

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City of York Council

Committee Minutes

| | |
|---------------------------|---|
| Meeting | Economy, Place, Access and Transport Scrutiny Committee |
| Date | 24 October 2023 |
| Present | Councillors K Taylor (Chair), J Burton, Fenton, Healey, Hook, Merrett (Substitute), Nelson, Steward, Whitcroft and Mason |
| In Attendance | Councillor Kilbane – Executive Member for Economy and Transport Councillor Ravilious – Executive Member for Environment and Climate Emergency |
| Officers in attendance | James Gilchrist - Director of Environment, Transport and Planning Patrick Looker - Head of Service Finance Julian Ridge - Sustainable Transport Manager Andy Vose - Transport Policy Manager Mike Southcombe - Public Protection, Regulatory Support & Advice Manager |
| Apologies | Councillor B Burton |

6. Declarations of Interest (17:34)

Members were asked to declare, at this point in the meeting, any personal interests not included on the Register of Interests or any prejudicial or disclosable pecuniary interest that they might have in respect of the business on the agenda.

Cllr Merrett noted that he did not have an personal or prejudicial interest to declare, but wished to note that he was a member of both the Bus and Environment Forums.

7. Minutes (17:34)

Resolved: The Committee agreed the minutes of the 21 March 2023 be signed as a correct record with the chairs amendments and agreed that the minutes of the 26 September 2023 be signed as a correct record.

8. Public Participation (17:36)

It was reported that there had been 8 registrations to speak under the Councils Public Participation Scheme.

Gwen Swinburn raised concerns regarding York's new Local Transport Strategy & Plan proposed consultation. She stated that areas without parish councils were disadvantaged by the consultation. She also asked about progress against a number of Council documents and asked whether there would be published changes to the 2020 Highway inspection manual.

Niall McFerran confirmed that York Bus Forum welcomed the new Local Transport Strategy & Plan. He asked for confirmation on how much of the £17.3m BSIP funding had been spent and details of projects coming forward. He suggested that reliability for buses were key, tracked timetables and intermediary stops for park and ride buses would improve bus travel.

Anna Semlyen raised concerns that the new Local Transport Strategy & Plan lacked clear plans to reduce car travel by the required 20% identified to meet net zero for the city. She asked that the Committee seek options that demonstrate how the city would meet this reduction.

Andy D'Agorne stated that the Council needed to meet its objectives to reduce traffic and pollution. He noted that changes to bus policies in the city were needed which should include extending park and ride service hours and rerouting the 405 bus past the railway station. Finally he asked that the Council's residents parking schemes be revised to include all terrace streets in the city.

John Gannon highlighted that CO2 pollution on Gillygate exceeded maximum levels set by the World Health Organisation and asked that the Council complete the electrification of all buses and taxis, create additional penalties for idling, and only allow goods vehicles to drive down Gillygate at designated times.

Flick Williams raised concerns that within the Local Transport Strategy that in a priority for cyclists over buses created unsafe bus stops which prioritised cycle lanes on the road space. She noted that disabled people make 40% less journeys on average and dangerous to navigate road spaces would lead to people deciding they could not leave their homes. Jonathan Tyler confirmed that the York Civic Trust broadly welcomed the Local Transport Strategy & Plan. He noted that they were awaiting

modelling on some of the key objectives and plans such as the proposed 71% reduction in car travel.

Sharon Cheek spoke on behalf of York Cycle Campaign, they outlined that the city required a drastic increase active travel. Welcomed the proposal for a connected cycle priority network the reallocation of road space, she confirmed this work as well as speed reduction was vital to increase cycling in the city.

9. 2023/24 Finance and Performance Monitor 1 (18:13)

Officers provided the projected 2023/24 financial position and the performance position for the period covering 1 April 2023 to 30 June 2023. The Committee considered the performance data included within the report. It was noted that some performance indicators would be changed between this report and the next as performance would be measured against the new Council Plan. It was also noted that all the Councils performance indicators could be considered on the Council's Open Data platform. Members also enquired as to how data was presented and officers confirmed that they could review whether additional years data could be included over quarters and how progress is identified.

The Committee noted the current spending in the highways budget on street lighting, and enquired about whether solar technology could be used, to both reduce cost and assist with the Councils climate ambitions. Officers confirmed that while solar technology was getting better there remained constraints relating to battery technology, they confirmed that a previous scrutiny committee had scrutinised the Council's street lighting policy and that they would email the Committee further detail on this.

Council incomes were also discussed. It was confirmed to members that in planning services significant income comes from major developments, therefore, it would be expected that with the finalising of the local plan that more major developments would come forward. Car parking was raised with the agreement by Executive to raise parking fees in the city. Members asked whether there was a concern that price rises for parking could reduce usage, and officers noted that while it was possible data from the previous year showed that a 10% price increase only resulted in a 1% usage reduction.

Finally the Committee discussed the highways maintenance backlog which was described as a long standing problem faced by local authorities. Officers confirmed that planned maintenance was prioritised and when new funding was available additional schemes for maintenance would be added

to the Councils program of works, if funding would be cut then some schemes would be removed taking into account the prioritisation of the work. It was confirmed that the Council had not yet had detail on proposed additional road maintenance from central government. The Executive Member for Economy and Transport confirmed that the Council lacked the budget to address the whole of the maintenance backlog, citing an issue of funding cuts to local authority funding since 2010.

Resolved:

- i. Noted the finance and performance information;
- ii. Requested that officers share additional detail on the ability to use solar technology to power street lighting;
- iii. Requested that officers provide additional detail regarding how much would need to be spent in year to prevent the highways maintenance backlog from increasing.

Reason: to ensure expenditure is kept within the approved budget.

10. York's new Local Transport Strategy & Plan (18:54)

Officers introduced the report outlining the need to prepare a new Local Transport Strategy and Plan. It was confirmed that the plan would be for York and would inform the statutory Local Transport Plan for York and North Yorkshire, which will be the responsibility of the new Mayoral Combined Authority. Officers confirmed that the plan would go out for consultation before being agreed by Executive. The Executive Member for Economy and Transport asked the Committee for their comments on the plan and the proposed objectives.

The Committee enquired about how the consultation process would be conducted and how it can ensure the Council reaches hard to reach groups. Officers confirmed that once the consultation process was finished the Council would identify groups the consultation did not reach and would aim to reach out to these groups. Members highlighted the importance of encouraging modal shift and asked if motorists could be considered as an important group to reach in consultation, members also asked if there would be a specific channel for councillors to engage with the consultation.

Members highlighted the importance of the new Local Transport Strategy and Plan improving accessibility to the city. Suggested improvements included improving safety around the use of e-scooters and accessing bus stops and how these integrate with cycle lanes. Members therefore requested that future safety audits ensure disabled representation. The

Committee also discussed the need to require all private hire cars to be wheelchair accessible to support disabled users. Members enquired about blue badge parking and noted the proposed standard of ensuring parking would be within 150 meters of major attractions, members proposed that 150 meters could be too far for some blue badge holders and whether a 50 meter could be the standard. The Executive Member for Economy and Transport confirmed that they could explore amending the minimum distance required, but would wish to ensure a deliverable standard was set which followed legislation and guidance the Council would receive.

Improving bus travel was discussed, members suggested practices such as single ticketing, max fares, and electric timetables to improve bus travel. Tackling congestion and providing ways for buses and other forms of public transport to travel quickly was noted as key to providing an consistent service. The Committee also highlighted the need to improve bus travel in rural areas and it was confirmed that officers were exploring with providers how to maximise the use of park and ride sights, with the prospect of services not to York city centre using the sights including buses outside of the wider York area.

The Committee also discussed the proposed 2030 target for reducing car travel by 20%. Members enquired about whether other cities had had success in reducing car travel and how they achieved this, it was confirmed that many local authorities were at a similar stage as the Council in setting their targets. Leicester was highlighted as an example with a focus on active travel having shown some success in reducing car travel.

Resolved:

- i. To request that the Executive Member for Economy and Transport work with officers to ensure the consultation reaches hard to reach groups, including running face to face sessions where needed. Also to ensure the consultation uses accessible language throughout;
- ii. To request that the new Local Transport Strategy & Plan seek to set high minimum standards regarding accessibility for the disabled and to explain in instances where those standards could not be meet;
- iii. To request that Councillor be included in the list of professionals who can respond to the consultation;
- iv. To request that the Council continues to work with North Yorkshire County Council and the new combined authority to develop transport links between York and North Yorkshire;
- v. To request that the British Transport Police be engaged in traffic management policy;

- vi. To request that greater detail be provided in the new Local Transport Strategy & Plan around targets and benchmarking to ensure the Council can monitor progress against the targets;
- vii. To request that the consultation include options on public transport including integrated timetables, single ticketing, and daily fares caps;
- viii. To request that there be disability representation on the Independent Safety Auditing Committee.

Reason: To provide the Committee's input into the new Local Transport Strategy & Plan prior to going out for consultation.

11. Work Plan (20:24)

Members considered the Committee work plan and discussed the prospect of forming a working group to review spending on the Local Transport Plan (LTP) 3 before the implementation of LTP4. It was noted that a number of other topics were being considered for potential working groups and that members would bring proposals to the Committee's November meeting.

It was also noted that delays to the creation of the combined authority could affect the proposed item on devolution schemes for the Committee's November meeting and could need to be postponed to a later date.

Resolved:

- i. That the Committee work plan be noted;
- ii. That Committee members bring working group topic proposals to the Committee's 28 November 2023 meeting for consideration.

Reason: to ensure that the Committee maintains a program of work.

Councillor Taylor, Chair

[The meeting started at 5.31 pm and finished at 8.39 pm].

| | |
|---------------|--|
| Meeting | Economy, Place, Access and Transport Scrutiny Committee |
| Date | 28 November 2023 |
| Present | Councillors K Taylor (Chair), B Burton, J Burton, Fenton, Healey, Hook, Rose (Substitute), Steward, Whitcroft and Waller (Substitute) |
| In Attendance | Councillor Kilbane - Deputy Leader and Executive Member for Economy & Transport Kathryn Daly - Head of City Development Jill Anderson – Senior Lawyer Brendan Paddison - Chair of the York Tourism Advisory Board |
| Apologies | Councillors Pearson and Nelson |

12. Declarations of Interest (17:31)

Members were asked to declare, at this point in the meeting, any personal interests not included on the Register of Interests or any prejudicial or disclosable pecuniary interest that they might have in respect of the business on the agenda. None were declared.

13. Public Participation (17:35)

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

14. Economic Strategy and Tourism Strategy Update (17:36)

The Committee were joined by Brendan Paddison from the York Tourism Advisory Board.

Officers introduced the report and provided two clarifications to the report, that the York Economic Strategy was adopted in November 2022 not 2023 and that in paragraph 11 of the report that the task and finish group would start meeting in 2024 not 2023. They outlined that the Economic Strategy aimed to raise living standards and productivity in York. It was noted that

there had been positive progress under the strategy but that it was still only in year one of the 10 year strategy.

The Committee discussed the content of the Economic Strategy and were informed that the four key sectors the Council was seeking to grow were rail, tech and creative, bio-economy, and business/professional services. It was also confirmed that the Council were developing a sector development plan for each of these. The Committee enquired about whether the Council had focused on other cities economic strategy and recommended that officers look to develop some case studies to help demonstrate delivery impact.

Members asked about the current state of the good business charter and it was confirmed that workshop events with businesses were arranged for January 2024 to raise awareness of the charter and address issues business' might have in joining.

Members enquired about how its interventions in York's economy could be measured. Officers noted that it could be hard to show direct impact, but with an ambitious strategy the plan was to focus on a prioritised delivery plan and delivering activities which can contribute to positive macro-economic changes. It was noted that York's economy had been performing well during and post the pandemic comparatively to other cities.

The Committee discussed how the strategy could help improve productivity in York and enquired as to how GPA was calculated for those who live in York but work elsewhere. Officers confirmed that they would need to check this.

Mr Paddison introduced the draft Tourism Strategy which would be a relaunch from the original strategy in 2020. He confirmed that the strategy was one for the city not just the Council or Make it York and its six key themes were informed through extensive consultation work.

Members considered the draft Tourism Strategy and recommended that the advisory board seek to set more detailed targets within the strategy. Officers noted this and agreed it would be raised with the advisory board and Make it York.

The Committee recommended that the strategy should have a focus on promoting and developing York as a destination for disabled tourists. They noted the opportunity of the purple pound and suggested improvements should be paired with this in accessible transport and infrastructure, work could also be done with hotels to promote infrastructure improvements such as ceiling hoist rooms. It was also confirmed that the advisory board

currently did not have any disability representation, but was seeking to widen the representation of the board.

Members discussed the role of the night time economy in York and recommended that the strategy include a clearer plan for this sector for both residents and tourists. They also suggested promoting the aims of the 'get me home safely' campaign for those working in the night time economy.

The Committee agreed that tourist attractions and events in York should focus promoting to residents as well as tourists. They suggested that it was important that a tourist strategy highlight the benefits of tourism and the events that were being held were a positive to residents. It was confirmed that the Council was communicating with Make it York about aiming for events to appeal to tourists and residents.

Members were informed that both strategies when agreed would form part of the Council's communications with partners such as the York Central Master Developer and the new combined authority to inform them of York's strategic objectives.

Resolved:

- i. To recommend the preparation of case studies to help demonstrate the impact of the Economic Strategy;
- ii. Officers to confirm to the Committee how GPA is calculated when considering residents that work outside of York;
- iii. To recommend that the Tourism Strategy be reviewed for accessible language;
- iv. To recommend that the Tourism Strategy ensure that it promotes the whole of York and not just the city centre;
- v. To recommend that the Tourism Strategy seek to promote accessibility and to increase representation on the York Tourism Advisory Board;
- vi. To recommend that the Tourism Strategy ensure a focus is presented on promoting tourist attractions to residents;
- vii. To recommend that the Tourism Strategy set clear targets and focus on how it will attract target tourist groups to the city.

Reason: To keep the committee updated on these key strategies for the city and to feed in Scrutiny comments ahead of the Council being asked to adopt the Strategy in February 2024.

15. Work Plan (19:43)

The Committee considered its program of work for 2023/24. It was confirmed that currently York Central would remain within the remit of Corporate Services, Climate Change and Scrutiny Management Committee as a major project and that the master developer would be invited to attend that Committee. Members discussed the prospect of undertaking task and finish group work and the chair agreed to write to Committee members regarding this ahead of Committee members bringing forward proposals.

Resolved:

- i. Noted the Committee work plan for 2023/24;
- ii. That the chair would write to Committee members regarding bringing forward task and finish group proposals.

Reason: To ensure the Committee maintained a program of work.

Councillor Taylor, Chair

[The meeting started at 5.31 pm and finished at 7.41 pm].



**Economy, Place, Access, and Transport
Policy and Scrutiny Committee****22 January 2024**

Report of the Director of Customer & Communities and Corporate Director of Place.

Make It York Performance Report**Summary**

1. This report provides the Committee with a performance update on Make it York Limited (“MiY”) and update for members that proposals are being developed to extend the term of the current service contract between the Council and MiY for up to a further three years.
2. Also provides an update on a new Service Level Agreement (SLA) template using the ‘Our City Centre Vision’ themes, that was approved by Executive in October 2023.

Recommendations

That Economy, Place, Access, and Transport Policy and Scrutiny Committee:

3. Note the performance update from MiY at Annex A and the current SLA at Annex B.
4. Comment on the draft future Service Level Agreement template for MiY at Annex C.

Reason: To keep secure a strong future for MiY as a Teckal company.

Background

5. MiY have operated now as a Council Teckal company since 2018 and the current service contract was entered into on 23 September 2021, expiring 22 September 2024.

6. The current contract can be extended, up to a further three years (until and including 22 September 2027), provided that both the Council and MiY mutually agree (in writing) to an extension on or before 22 March 2024.
7. The current contract if extended can also be varied, allowing the contract to be updated, in particular the Service Standards (“SLA”) and Charging and Invoicing provision, as well as negotiating the terms of the leases, access, and other property related arrangements for the extended term.
8. An Executive report is planned for 14 March 2024, to request an extension to the current contract and approving a new SLA, charges, as well as any related lease arrangements.
9. The previous Executive decision which considered the current contract was approved initially on 20 May 2021, which also approved changes to the Memorandum and Articles of Association, changes to priorities the SLA was based on and noted the extensive consultation of key stakeholder groups.

Consultation

10. Extensive consultation with key stakeholder groups was last undertaken in 2021, prior to the approval of the current MiY contract. The need to undertake this scale of external consultation is not necessary at this point, as the performance of MiY has stabilised during the current contract period.
11. The current SLA shown at Annex B was approved in October 2023 at the Shareholder Committee as each year the contract allows for updates to ensure the SLA remains current. The key updates were:
 - a) The inclusion of the Council plan priorities in part 1.
 - b) Removal of the Economic Development section to reflect that this function had been moved back in-house by the Council in 2021.
 - c) Added in the role for MiY to play in the emerging York & North Yorkshire LVEP (Local Visitor Economy Partnership), working collaboratively with North Yorkshire Council.
 - d) Removed some out-of-date actions and targets.
 - e) Added in MiY role to lead on events in the parks.
 - f) Reduced administration role for MiY around Culture (Cultural Leadership Group and Culture forum).
 - g) Added in the need to co-produce a Spaces & Places policy for the city centre.

12. Within the Council, the future draft SLA template shown at Annex C has been consulted with all relevant chief officers and Executive members with the feedback that there is strong support for using the Our City Centre Vision themes to structure the future SLA.
13. Consultation and negotiation with MiY senior management team has been critical to reach this point and is ongoing, with a very positive, healthy and challenging client and contractor relationship to ensure a balance of commercialisation and social benefits are reached.

Options

14. There are no options available for scrutiny members to consider for this report.

Council Plan

15. The Council set up MiY as a Teckal trading company in 2018 to deliver key priorities including economic development, city centre and markets, visitor economy and culture with an initial three-year contract during 2018-21.
16. In May 2021 the Council approved a new three-year contract for the period 2021-24, with a new SLA that returned to the Council the economic development function and staff, to allow MiY to focus on tourism, city centre and markets, culture and events.
17. The 'Our City Centre Vision' approved at Executive in October 2023, re-launched a vision for the city centre to create *“a vibrant city centre, where a wide range of people want to spend time in the day and night, which creates the right conditions for responsive businesses to grow and adapt, for city living to develop, and for cultural and social activity to flourish.”*
18. To reflect the current environment and align to the city strategies, the 'Our City Centre Vision' includes 8 themes, with a strong focus on accessibility, residents, affordability, equalities, climate resilience and carbon reduction. The 8 themes are shown below:

Figure 1: Our City Centre Vision Themes



19. This new City Centre Vision will provide a framework for the future SLA for MiY to ensure that it aligns with not only the new vision, but the three 10-year strategies which were approved by Full Council in December 2022 comprising of:
 - a) Climate Change Strategy 2022-2032
 - b) Health and Wellbeing Strategy 2022-2032
 - c) Economic Strategy 2022-2023.
20. These overarching strategies and the recently adopted Council Plan have all been reflected in the Our City Centre Vision.
21. Finally, the Vision also aligns to the priorities in the emerging Tourism Strategy for the City “A vision for tourism in York 2023”, due to be considered by the Executive soon.

Implications

22. There are no implications for this report, as no decisions are being considered.

Risk Management

23. There are no known risks.

Contact Details

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&

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Chief Officer Responsible for the report:

Pauline Stuchfield
Director
Customer & Communities

Report **Date** 11.01.2024
Approved

Wards Affected:

All

For further information please contact the author of the report

Background Papers:

21.05.2021 Executive Committee. Agenda item 133: The Council's Contract with Make it York

12.10.2023 Executive Committee. Agenda item 37: Delivering the Vision for the City Centre

Annexes

Annex A: MiY Performance Report
Appendix 1 – MIY Company Dashboard July to Sept 2023

Annex B: MiY Service Level Agreement

Annex C: MIY New Service Level Agreement template

List of Abbreviations Used in this Report

CLG – Culture Leadership Group

LVEP - Local Visitor Economy Partnership
MiY – Make It York Limited
SLA – Service Level Agreement

MakeItYork

Scrutiny Committee – 22 January 2024

Make It York update.

Introduction

This paper sets out an update on Make It Yorks activities for the period April – November 2023, also included at Appendix 1 is the dashboard performance data.

This year is proving challenging for MIY (Make It York) with revenue streams impacted due to the increase in the cost-of-living, poor weather, and continuing train strikes. The year so far has been focused on raising sponsorship for free events and trails for residents and visitors to enjoy. During these first 6 months we have also focused on membership retention and our summer campaigns, as well as planning for Christmas and events in 2023. We have had key successes in the activities we deliver, and our media reach has grown.

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

Financial Position April 2022 – March 2023

The financial position at the end of March 2023 shows a profit for the financial year of £177,050 - 2022: loss (£44,648). There is an actuarial gain of £10,000 leaving the total profit for the year at £187,050. The balance sheet position at March 2023 is (£94,079) - 2022: (£281,129). The strong financial results and performance show the company is moving towards solvency.

Budget forecast for 2023/2024

We set the budget to record a profit of £24,190. The mid-year budget forecast shows we are on track to return a profit for 2023/2024. We continue a cautious approach with the budget this year as we anticipated it will be a slow recovery from the global cost of living crisis.

We have been successful in our covid disruption insurance claim and received £239,710. This is larger than the amount budgeted, £37,000. This increased amount will enable the company to return to solvency this year and build back the reserves for the company and to look to return paying dividends.

Governance

The Make It York Board gained 2 new members from the Local Authority, due to the change in administration, the representatives being Cllr P Kilbane and Cllr D Smalley.

Our Membership Advisory Board has met on 3 occasions. This group provides challenge, new ideas and an increased ambassadorial voice for the city. The group currently supports new ideas for Christmas 2023 and the Membership Conference for 2024. This group also ensures that we are more accountable to our Membership and provide what Members want.

There has been a focus on staff training and development. All staff have undertaken Health and Safety training, Equalities and Diversity training, as well as Counter Terrorism training. Individual training plans have also been developed. We also have a new Head of Finance for the organisation.

We have worked with North Yorkshire Council and the Combined Authority to gain LVEP (Local Visitor Economy Partnerships) status, to ensure we work closely with Visit England and Visit Britain. We have developed a more transparent way of measuring our impact. A copy of the two most recent Quarterly Performance Dashboard Report is included in the report pack (Appendix 1). This report has become stronger in terms of data reporting to show exactly how we are having an impact and the return on investment, which is wider than a financial return on investment. Sitting alongside these documents is the updated company risk register.

Sustainability

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

We recognise that what we do and provide has an environmental impact and are committed to making continuous improvements to the environmental performance of our activities.

We have been successful in achieving our accreditation for the Good Business Charter status in recognition of delivering responsible business practices.

Business Performance

Below provides information on our business performance during April 2023 – March 2024 to demonstrate the impact and services MIY provides for the city, visitors, residents, stakeholders, members, and customers.

Volume and value of tourism in York:

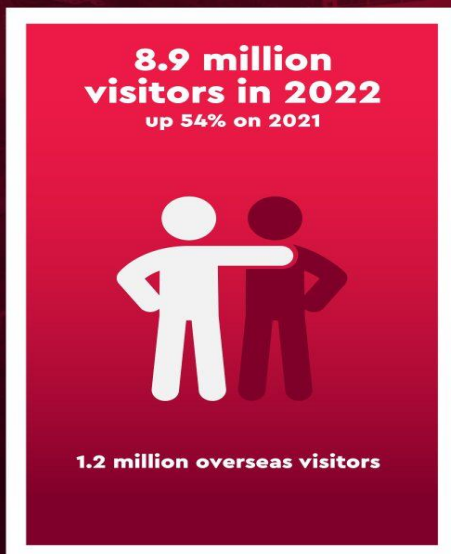
Data from the recent STEAM report, which measures the annual volume and value of tourism activity in the UK, has recorded that the tourism industry has had a total economic impact of £1.7 billion within York in 2022, with visitors spending £1.2 billion in the city.

As a result of being a world-class tourism destination, 17,000 full time jobs in York have been supported across accommodation, visitor attractions, food and drink, and retail sectors throughout 2022.

With so much to see and do across the city, 1 in 5 visitors to York stayed overnight in 2022, generating more than half of the total economic impact, with £249 million of direct spend from visitors going towards accommodation.

The data also shows how the city welcomed 8.9 million visitors in 2022, with 1.2 million of these coming from overseas as we witness the return of international travel. This increase, whilst not yet at pre-covid levels, showcases a visitor economy growth of 54% when compared to 2021.

York Tourism Stats 2022



source: STEAM data for York 2022

VisitYork

York visitors between April 23 and November 23:

Overall, tourism performance in the city between April and November has been positive, with all key measures showing an improvement compared to 2022.

Footfall:

- Total footfall recorded on Parliament Street and Micklegate between April and November 2023 was 6.9 million, up 5% vs. same period in 2022 (*source: Springboard*).
- 5.2 million counts were recorded on Parliament Street over this period, and 1.7 million on Micklegate. September was the busiest month for footfall on Parliament Street, closely followed by November, with over 700,000 counts recorded in both these months.

Accommodation:

- Average hotel occupancy for April to November was 87%, an increase of 6% on the same period the previous year. The highest occupancy was in September at 91%. The average daily rate per room was £110, also up 6% vs. 2022, and average RevPAR (Revenue Per Available Room) was £96, up 12% (*source: STAR data via Hospitality Association York*)
- Average Airbnb occupancy from April to November 2023 was 73%, an increase of 4% on the same period in 2022. The average daily rate remained steady at £140, but the increased occupancy resulted in a higher average monthly revenue of £3,690. The average number of active Airbnb listings over this period was 2,128, an increase of 6% vs. 2022 (*source: AirDNA via T-Stats*).

Attractions:

Every month, 23 attractions within the York city boundary provide their visitor numbers. This includes 12 big attractions (defined as those receiving over 50,000 visitors a year) and 11 small. To date (20th December), all but one has supplied data up to and including November:

- The 12 big attractions received over 2 million visitors between April and November, the same as in 2022. This is despite some adverse weather conditions affecting outdoor attractions and the partial closure of York Castle Museum from September due to RAAC.
- The 10 small attractions received over 150,000 visitors between April and November, a 14% increase on the same period in 2022.
- Overall, almost 2.2 million visits were made to these 23 York visitor attractions between April and November 2023, a 1% rise vs. 2022.

Inbound:

- Around 100 international visitors were interviewed between April and September. More than half were from the USA and Australia

(source: Visit York Annual Visitor Survey. Q4 data not yet available)

- Largest international spend by VISA card transaction during April to September was by cardholders from the USA and Australia. Over this period, spend more than doubled amongst VISA cardholders from Peru (+159%), South Korea (+128%), New Zealand (+112%) and China Mainland (+104%) when compared to the same period the previous year *(source: VISA via the York BID. Q4 data not yet available.)*

Visit York:

- Between April and November 2023 there were 35,304 visits to attractions using a York Pass, an 18% decrease vs. the same period in 2022.
- A total of 89,837 footfall counts were registered in the VIC between April and November, a decrease of 36% on the previous year. However, the footfall trackers have been unreliable all year, so the actual count is likely to be higher than this.

Marketing & Communications

Marketing Campaigns

In June we launched the summer campaign working with First Buses and 6 other partner members. The campaign included activities across the web, social media, email marketing, influencer campaigns, online advertising, PR, outdoor advertising, competitions, radio, and TV. We also produced a 56-page summer guide, printed 30,000 copies, and distributed this throughout key locations in York.

In September we launched the 'Haunted York' campaign. This began with a teaser post on social media, which was picked up extensively by online press, including national publications the Mirror, Daily Star and Daily Mail.

Key web and social media statistics - 1st April to 30th November 2023

Social:

- Visit York social media content achieved:
 - 15.4 million impressions, +12% vs 2022.

ANNEX A

- 415,341 engagements, -34% vs 2022 (This is an industry wide pattern).
- 2.7 million video views, +215% vs 2022
- 2,181 Published Posts, +15% vs 2022
- 11,933 Net Audience Growth +11.8% audience size vs 2022 (177,459 total followers).
- Summer:
 - 219 posts referencing summer.
 - 2.7 million impressions.
 - 510K engagements.
 - Summer Reels were viewed 1.7 million times.
- Haunted York:
 - 86 posts referencing Haunted York, +62% vs 2022
 - 4.5 million impressions, +350% vs 2022
 - 123K engagements, +200% vs 2022.

Web:

- Web visitors – 1.14 million users. +0.3% vs 2022.
- Christmas:
 - 671,064 page views, +5.5% vs 2022, including 356,812 page views for the Christmas hub page and 124,665 page views for the Christmas market page.
- Summer:
 - 14,731 page views, +0.2 increase vs 2022.
- Haunted York:
 - 60,371 page views, +98% vs 2022, including 17,126 views of the Haunted hub page, +25% vs 2022, and 22,932 views of the Halloween event category pages, +101% vs 2022

Key PR Statistics - April – November 2023

- 585 print and online articles
- £5,279,148 AVE
- 175,052,521 OTS
- 7 radio/broadcast interviews including BBC Look North and ITV Calendar

Membership

Our current membership retention is 84%. Since April, 29 new members have joined, with the strongest growth seen across the food/drink and retail sectors.

We have hosted and collaborated on 17 membership events between April-November 2023, including a repeat of the 'Meet the Team' event and a Christmas launch, alongside networking opportunities, webinars and online training and showcase events hosted by Visit York members. We have also hosted 5 forums for different sectors of membership, including attractions' meeting and a self-catering/short-let accommodation session attended by Rachael Maskell MP to discuss challenges facing the sector. At the end of October, we launched the Autumn Winter guide.

Visitor Information Centre

The Visitor Information Centre (VIC) has been active on Parliament Street for a little over a year. We have focused on adding to our commission-based ticketing offering (transport, attractions, tours) with the inclusion of one-off events such as York Pride and York Proms. Our merchandise offering has become more streamlined as we analyzed trends and historical data to identify demand whilst focusing on increasing profit margins and local supplier exposure. Our excellent team of ambassadors and volunteers continue to provide up-to-date knowledge to visitors, members, and residents alike.

Markets and Events

In April 2023 we produced our Event Planner for the year up to March 24. This was circulated to all city centre businesses and partners and published on the Visit York website.

Since April 2023 we have delivered or supported several events. These include Chocolate Festival, Viking Festival, Made in Yorkshire, Food and Drink Festival, York Pride, Summer Festival, Visit York Awards and the Christmas Market.

A new third-party application process has been introduced which ensures compliance with all conditions including health and safety, licensing conditions and appropriate use of space. It also requires organisers to provide information on reducing carbon footprint associated with events, waste management arrangements and initiatives and energy-efficient practices.

All third-party event organisers are signposted to the ACT (Action Counters Terrorism) training prior to any event.

The York Christmas Market 2023 had a different layout this year to enable better movement of people and more food outlets introduced as opposed to a Bar area. York Christmas Market has been voted No 3 in the top 10 markets in Europe for 2023 on The travel.com.

The Market Traders were all from the Yorkshire Region with 35% of these being York Based and 77% being Yorkshire based. Over 200 applications were received to trade on the market.

In 2023 MIY facilitated Indie York having a unit for the six weeks for them to sell. Several local businesses have utilised this for over 6 weeks. This has been invaluable to Indie York.

Make it York facilitated Channel 4 filming in November/December for the Matt Baker Christmas Travels with mum and dad. The Christmas market and its traders were featured along with Betty's Team Rooms, Barley Hall, National Railway Museum, York Cocoa Works, Holy Trinity Church, York Bid and MIY Christmas lights and the cobbled streets. This aired on Channel 4 in December.

York was voted Best UK city for shopping (best large city) in Which magazine with a score of 86% for City and Market.

The market also received a visit to the market from Newcastle BID to look at our Xmas market and how we deliver it, the feedback was positive, and they were impressed with the overall offer.

The Christmas Market has been submitted for the National Association of British Markets (NAMBA) – Large Market Award.

Consultation took place regarding 2023 Market with the York Disability Forum regarding the layout of the market. The forum will be consulted moving forward on all events using public spaces including 3rd party events.

We worked with partners and city centre venues to create hidden gem spaces at the Christmas Market. As the markets get extremely busy, especially at weekends, these spaces will provide less busy venues and facilities for anyone preferring a quite less busy space for a period. These were promoted on maps and via QR codes.

Renting public spaces continues to be a challenge and income levels have been affected. The reasons for this are costs to hire the space, cost of utilities, and an increase in supplier costs. In addition to this some spaces are not suitable due to having no utilities or problematic due to permits required and delays in securing these.

Shambles Market

Shambles Market has recently been awarded the 'Travellers' Choice award 2023' (top 10% of listings on TripAdvisor). The award celebrates businesses that have consistently received great Traveller reviews on TripAdvisor over the last 12 months, placing the market among 10% of all listings on TripAdvisor globally.

Regular meetings with Shambles Traders Forum continue monthly and these prove beneficial and ensure that issues are addressed quickly, fairly, and transparently. Meet the team events for all traders have also been instigated. These will be held 3 times a year. This ensures a more inclusive engagement with all the trading community.

Shambles Market has been submitted for the National Association of British Markets (NABMA) Great British Market Awards – best outdoor market.

Funding bids were submitted for investment at the market to facilitate improvements. Both Shared Prosperity Fund applications were unsuccessful. MIY will explore other sources of funding to improve the market for traders and visitors.

Culture and Wellbeing

We are looking into grant funding to enable future cultural project delivery. 2 Bids have been submitted.

The York Culture Forum now has over 180 members, who engage in the network through bi-monthly forum meetings and e-news information on culture news, funding, and events. Most recent meeting held at the Guildhall, with sessions from Cllr Jo Coles on her vision for culture, and Aesthetica, on forthcoming Reignite event on economic impact of media arts and the creative industries.

The Executive Group of the Culture Forum leads on culture advocacy and steers the Culture Strategy's future direction. The Exec recently

produced an open letter asking CYC to include a vital Supplementary Planning Document for Cultural Provision in the Local Plan, which has over 70 signatures from Forum members.

Make It York and York Civic Trust continue development and delivery of York Trailblazers, funded by the National Lottery Heritage Fund. Trailblazers is a city-wide programme of events and activities across 2023 – 25, celebrating York's heritage.

Trailblazers' community grants launched in July, with a £30,000 funding pot, for projects that celebrate York's history and heritage, enable community activity, and work with marginalised groups. In 2024, the tansy beetle sculpture trail will appear across the city, with local artists commissioned by community and heritage groups to customise 20 giant tansy beetles to tell the stories of York's hidden trailblazers. Workshops to choose the trailblazers are ongoing, led by York Civic Trust. The project has released its digital commissions.

Seven York-based charities, social enterprises, community groups and individuals have been awarded £26,775 grant funding by Make It York and City of York Council this summer, made available via the Better Care Fund. The Cultural Wellbeing Grants supports the cultural and creative sector to run a range of initiatives for York residents that support mental wellbeing and reduce loneliness and isolation.

REACH (Reconnecting Education, the Arts, Creativity and Heritage), York's Cultural Education Partnership, began delivery of the pilot project expanding culture and creativity in ten of York's most deprived schools. Make It York is supporting the project through developing and hosting the digital hub for Reconnecting Education, the Arts, Creativity and Heritage (REACH) funded through IVE and City of York Council and steering group representation.

MIY continues supporting the development of the UNESCO Creative City of Media Arts status, working closely with the Guild of Media Arts and City of York Council to promote the designation. The Guild of Media Arts hosted a study group visit by senior cultural managers from 19 municipalities in Denmark in April, supported by Make It York.

The Tourism Strategy has been finalised, having gone through rounds of consultation with key tourism, culture, and business stakeholders. Strategy development has been led by the Tourism Advisory Board, working closely with Make It York, York St John, and City of York

Council. It has now undergone its final design edits – ahead of sign off by City of York Council in early 2024.

Make It York were recently advised that we were unsuccessful in funding applications to the Shared Prosperity Fund that would support the Culture Forum and York Life Festival.

Conclusion

This financial year is proving challenging for MIY with revenue streams impacted due to the increase in the cost-of-living, poor weather, and continuing train strikes. However, we continue to offer all our services and deliver strong results.

Appendix 1: 2023/24 COMPANY DASHBOARD: JULY – SEPTEMBER 2023

Websites

| | Q1 April-June 2023 | | Q2 July-September 2023 | | Q3 October-December 2023 | | Q4 January-March 2024 | |
|--|---|--|--|--|--------------------------|------------|-----------------------|------------|
| Website | VisitYork | MakeItYork | VisitYork | MakeItYork | VisitYork | MakeItYork | VisitYork | MakeItYork |
| No. of users (+/-% vs. previous year): | 302,221 (+2.02% vs. previous year) | 8,342 (+34.8% vs. previous year) | 395,891 (+9.7% vs. previous year) | 15,009 (+152% vs. previous year) | | | | |
| No. of page views: | 811,125 | 18,674 | 1,109,265 | 38,120 | | | | |
| Most viewed pages: | <ul style="list-style-type: none"> 'What's On' 'Things to Do' 'Must See York' 'Attractions' 'Stay' | <ul style="list-style-type: none"> 'Shambles Market' 'Snooks Trail Artist Call Out' 'Shambles Market – Become a Trader' | <ul style="list-style-type: none"> 'Christmas' 'What's On' 'Things to Do' 'Stay' 'Christmas Events' | <ul style="list-style-type: none"> 'York Christmas Market' 'Shambles Market' 'Shambles Market – Become a Trader' News post on Christmas Market | | | | |

Websites: July-September 2023

- Despite it being summer, Christmas content was the most viewed content on the Visit York website due to the large volume of people searching for 'Christmas in York' and related search terms.
- There was a huge 152% increase in traffic to the Make It York website compared to the same period last year. This is mainly due to people looking for information on the York Christmas Market, and also Shambles Market.



Appendix 1: 2023/24 COMPANY DASHBOARD: JULY – SEPTEMBER 2023

Social Media

| | Q1 April to June 2023 | | Q2 July-September 2023 | | Q3 October-December 2023 | | Q4 January-March 2024 | |
|--------------------|---|--|---|--|--------------------------|------------|-----------------------|------------|
| Social media | VisitYork | MakeItYork | VisitYork | MakeItYork | VisitYork | MakeItYork | VisitYork | MakeItYork |
| Impressions: | 3.8 Million | 76,074 | 6.02 Million | 67,121 | | | | |
| Engagements: | 146,060 | 3,331 | 146,216 | 3,348 | | | | |
| New followers: | 2,637 | 201 | 4,397 | 110 | | | | |
| Total followers: | 168,147 | 11,526 | 172,560 | 11,626 | | | | |
| Video content: | 138,508 Views | n/a | 1,119,367 | n/a | | | | |
| Most popular post: | 'Discover hidden gems around every turn in York, from historic snickelways to stunning gardens, our city has it all!  | 'Exciting news! York is a step closer to becoming a UNESCO World Heritage Site after gaining Government backing for its bid' | To all pursuers of the paranormal... visit York this Halloween and experience our haunted city at the spookiest time of the year! 🎃 🧛 | Exciting news! Explore the wonders of the UK's UNESCO sites with the newly launched map. | | | | |

Social Media: July-September 2023

- Strong engagement and impressions on Visit York social media during this period, mainly driven by video content produced for summer and Halloween campaigns.



Appendix 1: 2023/24 COMPANY DASHBOARD: JULY – SEPTEMBER 2023

York Pass and Visitor Information Centre

York Pass and Visitor Information Centre: July-September 2023

- Decrease in passes sold – currently completing Trade Supplier review with a view to re-igniting previous + new web trade supplier relationships for additional YP revenue streams
- Hotel Trade Agreement refreshed – four hotels to be introduced with further reach to happen
- Ticketing Agreement refreshed – four new Ticketing relationships confirmed
- Retail Margins increased with reviewed offering

| York Pass | | | | |
|--------------------------------|---|---|-----------------|-----------------|
| | Q1 Apr-Jun 2023 | Q2 Jul-Sep 2023 | Q3 Oct-Dec 2023 | Q4 Jan-Mar 2024 |
| No. of passes sold: | 2674 | 2582 | | |
| Top 3 attractions: | 1. Jorvik (2085) 2. York Minster (1493) 3. Cliffords Tower (1449) | 1. Jorvik (2050) 2. York Minster (1901) 3. Cliffords Tower + York Dungeons (1537) | | |
| Average visits per pass: | 5.36 | 5.22 | | |
| Visitor Information Centre | | | | |
| | Q1 Apr-Jun 2023 | Q2 Jul-Sep 2023 | Q3 Oct-Dec 2023 | Q4 Jan-Mar 2024 |
| Footfall (vs. previous year) | 35204 <i>(vs. 50462 in 2022)</i> | 36074 | | |
| Top 5 nationalities: | 1. UK 2. Spain 3. France 4. America 5. Italy | 1. UK 2. France 3. Spain 4. Germany 5. Australia | | |
| Key things people come in for: | 1. General Info/Maps 2. Buying/Browsing Merch 3. Bus Information | 1. General Info/ Maps 2. Buying/ Browsing Merch 3. Attractions | | |



Appendix 1: 2023/24 COMPANY DASHBOARD: JULY – SEPTEMBER 2023

Sales & Marketing

Marketing Campaigns: July-September 2023

Summer Campaign June to Sept

- Working with 6 partner member businesses we launched a summer campaign in June, including activity across web, socials, email, radio and TV.
- The digital team created social reels for each partner
- The Summer hub page on the VY website received 14,731 page views during the campaign
- 30,000 Summer guides were printed and distributed throughout key locations in York

Haunted Campaign Sept to November

- Launched with a PR stunt which gained significant Press interest from local and national online publications
- Working with 2 partners to create a campaign promoting 'Haunted York' for Halloween, including activity across Web, socials, email and TV
- 15,000 'Haunted' leaflets were produced and distributed through the VIC

Press/influencer trips facilitated have declined due to a reduction in staff within the PR dept, however, 9 PR trips are planned for the Christmas period.

PR & Comms

Membership: July-September 2023

| | Q1 Apr-Jun 2023 | Q2 Jul-Sep 2023 | Q3 Oct-Dec 2023 | Q4 Jan-Mar 2024 |
|------------------------------------|-----------------|-----------------|-----------------|-----------------|
| Total news volume (print & online) | 214 | 174 | | |
| Total news reach (print & online) | Over 52m | Over 37M | | |
| Total news value (print & online) | £1.6M | £930K | | |
| Press trips facilitated | 5 | 0 | | |

| | |
|------------|-----|
| Retention: | 84% |
| Renewals: | 471 |



Appendix 1: 2023/24 COMPANY DASHBOARD: JULY – SEPTEMBER 2023

Culture

Culture: July-September 2023

- Focus on developing grant pipeline following unsuccessful SPF bids to support culture delivery. Current applications include Arts Council bid to support Culture Forum and Historic England bid on heritage of the Shambles Market. Also working with partners to develop a Paul Hamlyn Foundation application to support Children and Young People area of Culture Strategy.
- The York Culture Forum now has over 180 members. Most recent meeting held at Guildhall, with sessions from Cllr Jo Coles on her vision for culture, and Aesthetica, on forthcoming Reignite event on economic impact of media arts and the creative industries.
- The Culture Exec has recruited new members following retirement, job change and long-term absence. Group is now working on next steps for driving Culture Strategy, including: more culture advocacy, sector support, and resident focus.
- Trailblazers community grants launched in July, with a £30,000 funding pot, for projects that celebrate York’s history and heritage, enable community activity, and work with marginalised groups. Grants have now been shortlisted and funding is being awarded before public announcement made. Next step for the programme is to launch digital commissions for heritage that tie in with UNESCO Creative City of Media Arts status.
- REACH began delivery of the pilot project expanding culture and creativity in ten of York’s most deprived schools. Make It York is supporting the project through developing and hosting the digital hub for REACH (funded through IVE and City of York Council) and steering group representation.

Tourism and visitor economy: July-September 2023

- The Tourism Strategy is being finalised, following consultation with key tourism, culture and business stakeholders, including Tourism Advisory Board, Culture Exec, MIY Board, BID Board. It is undergoing final design edits – these will be completed by Make It York and York St John University in October 2023 – ahead of sign off by City of York Council.
- Make It York and North Yorkshire Council’s joint application for Local Visitor Economy Status has now been submitted to Visit England, with support from City of York Council.
- Data from the recent STEAM report, which measures the annual volume and value of tourism activity in the UK, has recorded that the tourism industry has had a total economic impact of £1.7 billion within York in 2022, with visitors spending £1.2 billion in the city. Full details here: [Tourism worth £1.7 Billion to York in 2022, according to new tourism report \(makeityork.com\)](https://www.makeityork.com/news/tourism-worth-1.7-billion-to-york-in-2022)

| Culture Newsletter: | | % increase |
|---------------------|-----|------------|
| Open rate | 61% | % |
| Click rate | 19% | % |
| Unsubscribes | 1 | <1% |

Members of Culture Forum: 182



Appendix 1: 2023/24 COMPANY DASHBOARD: JULY – SEPTEMBER 2023

City Centre, Events and Markets

Make It York Events: July-September 2023

1. There have been no direct delivered events this period by MIY. Work has been undertaken for the planning of events for December and February 2024. Ongoing support has been provided to third party event organisers.
2. Operational planning is finalised for the 2023 York Christmas Market. Which will see 75 retail units, 8 street food offerings and a central information point. This year we are working with partners and City centre venues to create hidden gem spaces at the Christmas Market. As the markets get extremely busy, especially at weekends, these spaces will provide less busy venues and facilities for anyone preferring a quite less busy space for a period. These will be promoted on maps a via a QR code.

Third Party Events: July-September 2023

1. Events

York Pride Event was held at the Knavesmire in June with the principle aim of promoting equality, diversity, and advances in education to eliminate discrimination. The event was free, family friendly, organised and managed by volunteers. It provided community stalls, live music, entertainment, food, drink, and sports activities. Attendance was approx 10,000 over the day.

The Orangery Community Hub returned to the City between June and August. The event provided World Cup Football Screening for families, networking events, free live music concerts for York, collaboration opportunities, Cycle York Meet Up, 'Festival of Europe' and Toddler Groups.

Markets: July-September 2023

Shambles Market has recently been awarded the 'Travellers' Choice award 2023' (top 10% of listings on TripAdvisor). The award celebrates businesses that have consistently received great Traveller reviews on TripAdvisor over the last 12 months, placing the market among the 10% of all listings on Tripadvisor globally.

Wifi has been fitted in the market to benefit traders to enable them to take card transaction as part of their offer.

Regular meetings with Shambles Traders Forum continue and ensure that issues are addressed quickly, fairly and transparently. A lot of work continues to be undertaken to deliver a market that is balanced and supportive for all traders both regular and casual. A balanced market policy is now in place.

The law prohibits agreements and certain other arrangements which may prevent, restrict or distort competition. However, if a market has a written policy on a business rationale for decisions on the balance and tenant mix which is appropriate, then there is not a breach of the Competition Act. The Office of Fair-trading advises that restricted user clauses will not, generally, be regarded as a breach of the Competition Act and that such provision can legitimately be used to achieve an appropriate mix of traders within a retail development. This is a fair and transparent process and is the normal practice at markets across the country, in line with guidance from NABMA (National Association of Markets Authorities).

| | Apr-Jun 2023 | Jul-Sep 2023 | Oct-Dec 2023 | Jan-Mar 2024 |
|---------------------|--------------|--------------|--------------|--------------|
| Total Stalls Taken: | 4574 | 5154 | | |
| Occupancy: | 78% | 80.03% | | |
| New casual traders: | 6 | 23 | | |



Schedule 1

The Specification

Part 1 - OBJECTIVES

The following are objectives to be achieved by Make It York as a Teckal company, for the purposes of public and procurement law in the United Kingdom, through the provision of the Services:

- (a) Contribute proactively to the city vision of being more affordable, more accessible, more sustainable, and fairer for future generations to enjoy and residents to benefit from today.
- (b) Co-ordination and promotion of the city of York's brand and cultural offer taking every opportunity to articulate York's narrative, regionally, nationally, and internationally.
- (c) Work towards increasing the value of the visitor economy (including residents as visitors) through promoting innovation for social good and higher quality in the existing offer, encouraging high value visitor economy investment and attracting higher spending visitors.
- (d) Nurture new cultural ideas and initiatives to support good health and wellbeing.
- (e) Create entrepreneurial partnerships to bring projects to life, reducing duplication and displacement of private sector activity in the fields that Make It York works in.
- (f) Generate income from activities to support the delivery of the Business Plan and these Objectives.
- (g) Work with the Council and other partners to attract funding to support and enhance the delivery of the activities set out below.

Part 2 - SERVICE SPECIFIC REQUIREMENTS

1 General

- 1.1 Develop and deliver agreed initiatives and programmes within the remit of the areas set out in this agreement that further the Council's strategic priorities. These initiatives and programmes will further articulate York's narrative, fill identified gaps in provision not addressed by other providers and must not duplicate or displace other existing or potential provision.
- 1.2 Develop an annual business plan for Make It York, liaising with the Council to ensure that all activities are consistent with the Council's priorities (the "Business Plan").
- 1.3 Provide regular and timely advice for Council senior managers as required on remits relevant to these Service Specific Requirements and summarising what has been submitted in a quarterly progress report.
- 1.4 Represent York on operational working groups relevant to these Service Specific Requirements as agreed with the Council.
- 1.5 Ensure coherent local communications and press releases that further articulate York's brand position, regionally, nationally, and internationally in alignment with the Council's Marketing & Communications Team.
- 1.6 Work co-operatively in areas where the Council or commissioned partners remain the lead organisation responsible, but the remit is overlapping with these Service Specific Requirements.
- 1.7 Make business cases to the Council, in writing, for activities, initiatives or investment proposals that are not currently part of the SLA where Make It York considers they would support the Objectives set out in Part 1 of this Schedule and would add to or enhance these Service Specific Requirements set out here.

ANNEX B

- 1.8 Collect relevant data, including user feedback, to evidence performance against the Objectives set out above and the Outcomes in set out below, as well as these Service Specific Requirements.

2 **Visitor Economy**

2.1 Key Deliverables:

- *Destination Management Organisation* – promotion of York as a leisure and business visitor destination; running the Visit York membership scheme; representing York on the emerging York & North Local Visitor Economy Partnership (LVEP), liaison with Combined Authority, Visit Britain, Visit England, etc. to make the most of all available support and contribute to national and regional marketing initiatives.
- *Visitor sector development* – Working with visitor sector businesses to increase their productivity and help them become even better employers, provision of sector intelligence through a monthly report.
- *Tourism Advisory Board (“TAB”)* – Convene and influence the TAB as a representative body for all those involved in the tourism sector and contribute to the delivery and monitoring of the new Tourism Strategy.

2.2 **Outcomes**

- (a) *Destination Management Organisation* – LVEP and Visit York to reflect the full diversity of York’s Visitor Economy.
- (b) *Visitor economy sector development* – Increase accredited membership of the Good Business Charter by businesses in York’s visitor economy and increased value of York visitor economy.
- (c) *TAB* – TAB to meet actively throughout the year, as a minimum quarterly.

ANNEX B

Detailed delivery: Destination Management Organisation (“DMO”)

- 2.3 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.
- 2.4 Maintain and develop Visit York as a membership body supporting and developing the visitor economy sector.
- 2.5 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.
- 2.6 Encourage all York residents to enjoy the tourism and cultural offer of York including year-round promotion and targeted residents’ events.

Detailed delivery: Visitor sector development

- 2.7 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 including:
 -
 - (a) supporting on approaches to maximise private-sector, visitor led investment into city centre improvement; and
 - (b) working with the council and with businesses to stimulate a stronger evening economy.

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.

ANNEX B

Detailed delivery: TAB

- 2.8 Convene and facilitate a TAB for York, which brings together a diverse range of stakeholders in the sector and has an independent chair.
- 2.9 Take a lead in the development, delivery, and monitoring of the new tourism strategy.

3 **City Centre, Events and Markets**3.1 *Key Deliverables:*

- *Markets* – Day-to-day management of the Shambles Market; operation speciality and added value markets. Management of the Market Charter on behalf of the whole city; in consultation with the Council, development of a new Markets Strategy; supporting new retailers to trade.
- *City Centre vibrancy* – Contributing expertise, ideas, and experiences to the Our City Centre Project, which will set the city centre strategy; working with city centre landlords, including those distant from York if they can be found, to ensure they are invested in the city.
- *Commercial events* – Keeping the city centre relevant and enticing by curating a programme of public events in the foot streets; running commercial events such as the Christmas market in a safe and sustainable manner, to generate commercial opportunities for local businesses and generate surplus for investment.
- *Spaces and Places Policy* – Development of a Spaces and Places Policy that improves how buskers, street traders, street cafes and pedlars are managed in the City Centre. Working with the Council, The BID and other city centre organisation's that will need to be partners to deliver the new policy.

3.2 **Outcomes** (to be set or confirmed in City Centre Strategy)

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- (a) *Markets* – Development of a new Markets Strategy for the next 5 years so that the market is commercially sustainable and an attractive place to do business and to ensure it can adapt, where needed, and remain strong into the future. Implement measures for improving the performance and competitiveness of Shambles Market ensuring that it contributes positively to the city and builds strong relationships with residents, visitors, businesses, and other stakeholders.
- (b) Developing new speciality markets and temporary markets supporting new retailers to trade.
- (c) Undertake independent evaluation of customer and non-customer sentiment to be undertaken and influence direction and raise awareness of and access to Markets as a community provision, a place to meet, shop and socialise.
- (d) *City Centre Vibrancy* – strong leadership by Make It York’s staff and/or board of directors in Our City Centre engagement and workshop sessions.
- (e) *Commercial events* – The provision of a varied and innovative programme of events and festivals, which attract both existing and new audiences with a particular emphasis on young people and families ensuring that they demonstrate economic benefits to York, deliver cultural benefits, media benefits raising the profile regionally, nationally and internationally and community benefits, in terms of bring communities together, offering skills development, of professional staff, young people and volunteers.
- (f) *Additional Events* – Where new or large one-off events provide opportunities for the city, Make It York and the Council will agree a separate Service Level Agreement to ensure delivery expectations are clear with an identified budget if applicable.

Detailed delivery: Markets

- 3.3 Operation of the Shambles Market and facilitate meaningful engagement with all traders. Develop a new Markets Strategy for

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York which includes considering how best to use the powers in the Market Charter to support inclusive growth across the city.

- 3.4 Work with traders and other stakeholders to develop the market business plan in order to maximise its financial performance and continue to develop the offer.
- 3.5 Operate York's market charter on behalf of the Council.
- 3.6 Maintain and update as necessary the Market Regulations ensuring compliance with all legislation and Statutory Requirements and throughout the rest of the Contract Term, Make It York will continue to update the Market Regulations for approval by the Council, as necessary, on an on-going basis, in consultation with the traders, ensuring that the up-to-date Market Regulations are promulgated and implemented in a fair, transparent and consistent basis.

Detailed delivery: City centre vibrancy

- 3.7 Oversee opportunities for Eye of York, Tower Gardens, Exhibition Square, Kings Square and St Helen's Square, within the constraints and challenges these areas have. Develop workable solutions to put to the council to be able to commercialise these areas, if possible.
- 3.8 Contributing expertise, ideas, and experiences to the Our City Centre Project which will set the city centre strategy.
- 3.9 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. Identify times when new events would add value to the York experience and work on filling these gaps.
- 3.10 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.

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Detailed delivery: Commercial Events

- 3.11 Run safe and sustainable commercial events, including specialist market to support economic growth and promote York, to generate surplus for investment.
- 3.12 Maintain an up-to-date, comprehensive, and publicly accessible overall list of events happening across York.
- 3.13 Support Local and Community Events to be delivered safely by creating an event toolkit to allow event organisers to self-serve including guidance on event management and highlighting where permissions would be required.
- 3.14 Manage all enquiries from any individual or organisation requiring support / guidance with regard to putting on an event in York in the first instance.
- 3.15 If a proposed event falls within the Foot streets, Tower Gardens, or the Eye of York:
 - (a) decide whether to permit the event.
 - (b) take responsibility for ensuring that the event organiser complies with all safety and other legal requirements in the planning and delivery of the event, including referring the event to the council's Safety Advisory Group.
 - (c) provide any appropriate management or other support to the event organiser.
- 3.16 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, and if so:
 - (a) seek relevant Council approvals to proceed.
 - (b) provide appropriate management advice or other support to the event organiser at an agreed cost; and

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- (c) if not, sign post the event organiser to web-based and other information resources as appropriate.

3.17 Work within relevant laws and regulations that exist and ensure compliance with all licenses and permissions associated with particular sites at all times.

4 **Culture**

4.1 *Key Deliverables:*

- *Culture Strategy* – 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.

4.2 **Outcomes:**

- (a) *Culture Strategy* – Deliver MIY events in the City Centre and help facilitate third party events.
- (b) *Events Framework*– Co-produce an events framework with the Council that has a clear vision for city wide events, as well as a detailed toolkit to support individuals and organisations in planning an event in York.
- (c) *UNESCO Designation* – Promotion of designation through the website.

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Detailed delivery: Culture Strategy

- 4.3 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.
- 4.4 Work with partners to facilitate or deliver joint events - for the creative sector.
- 4.5 Receive regular strategic advice from both the cultural and creative sectors maintaining appropriate liaison arrangements to inform the Make It York board of directors and to steer the company's plans.
- 4.6 Maintain positive and comprehensive relationships with national and regional strategic support bodies.
- 4.7 Put together the necessary partnerships to make funding bids to deliver the Culture Strategy.

Detailed delivery: Events Framework

- 4.8 Work with business, visitor economy and cultural sectors in developing the Framework to ensure its fit with wider city strategies / objectives.
- 4.9 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.
- 4.10 Take the initiative in building coalitions and partnerships for specific initiatives to fill identified gaps in product as identified by the framework.
- 4.11 Engage businesses and visitors in mass participation sporting events commissioned by the Council.

Detailed delivery: UNESCO designation

- 4.12 Support the Guild of Media Arts as the focal point for UNESCO City

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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.

- 4.13 Promote the creative sector through media channels highlighting York's profile as a creative city, as part of the membership scheme
- 4.14 Promote the designation within the city, e.g., through the BID, Retail and Hospitality Forums.

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Schedule 1

The Specification

Part 1 - OBJECTIVES

The following are objectives to be achieved by Make It York as a Teckal company, for the purposes of public and procurement law in the United Kingdom, through the provision of the Services:

- (a) Contribute proactively to the city vision of being more affordable, more accessible, more sustainable, and fairer for future generations to enjoy and residents to benefit from today.
- (b) Co-ordination and promotion of the city of York's brand and cultural offer taking every opportunity to articulate York's narrative, regionally, nationally, and internationally.
- (c) Work towards increasing the value of the visitor economy (including residents as visitors) through promoting innovation for social good and higher quality in the existing offer, encouraging high value visitor economy investment and attracting higher spending visitors.
- (d) Nurture new cultural ideas and initiatives to support good health and wellbeing.
- (e) Create entrepreneurial partnerships to bring projects to life, reducing duplication and displacement of private sector activity in the fields that Make It York works in.
- (f) Generate income from activities to support the delivery of the Business Plan and these Objectives.

- (g) Work with the Council and other partners to attract funding to support and enhance the delivery of the activities set out below.

Part 2 - SERVICE SPECIFIC REQUIREMENTS

1 General

- 1.1 Develop and deliver agreed initiatives and programmes within the remit of the areas set out in this agreement that further the Council’s strategic priorities. These initiatives and programmes will further articulate York’s narrative, fill identified gaps in provision not addressed by other providers and must not duplicate or displace other existing or potential provision.
- 1.2 Develop an annual business plan for Make It York, liaising with the Council to ensure that all activities are consistent with the Council’s priorities (the “Business Plan”).
- 1.3 Provide regular and timely advice for Council senior managers as required on remits relevant to these Service Specific Requirements and summarising what has been submitted in a quarterly progress report.
- 1.4 Represent York on operational working groups relevant to these Service Specific Requirements as agreed with the Council.
- 1.5 Ensure coherent local communications and press releases that further articulate York’s brand position, regionally, nationally, and internationally in alignment with the Council’s Marketing & Communications Team.

- 1.6 Work co-operatively in areas where the Council or commissioned partners remain the lead organisation responsible, but the remit is overlapping with these Service Specific Requirements.
- 1.7 Make business cases to the Council, in writing, for activities, initiatives or investment proposals that are not currently part of the SLA where Make It York considers they would support the Objectives set out in Part 1 of this Schedule and would add to or enhance these Service Specific Requirements set out here.
- 1.8 Collect relevant data, including user feedback, to evidence performance against the Objectives set out above and the Outcomes in set out below, as well as these Service Specific Requirements.

2 Key Deliverables, Outcomes and Outputs:

| Ref | SLA Key Deliverables, Outcomes and Outputs | Linkages to Council Plan Commitments (2023-2027) Equalities Affordability Climate Health | | | | Supporting the York 'Our City Centre' Vision (2023) | Measurement |
|-----|--|--|---|---|---|---|-------------|
| | | E | A | C | H | OCC Themes | |
| | | | | | | 1. Family friendly and affordable city centre 2. An attractive, active and healthy city centre 3. A sustainable city fit for the future 4. Making tourism work for York 5. Embracing our riversides | |

ANNEX C : Make It York Draft Service Level Agreement (SLA) 2024 – Strategic Linkages

| Ref | SLA Key Deliverables, Outcomes and Outputs | Linkages to Council Plan Commitments (2023-2027) Equalities Affordability Climate Health | | | | Supporting the York 'Our City Centre' Vision (2023) | Measurement |
|-----|--|--|---|---|---|--|-------------|
| | | E | A | C | H | OCC Themes | |
| | | | | | | 6. A safe city centre which is welcome & accessible to all | |
| | | | | | | 7. Thriving businesses & productive buildings | |
| | | | | | | 8. Celebrating heritage and making modern history | |

DRAFT



Economy, Place, Access, and Transport Policy and Scrutiny Committee

22 January 2024

Report of the Director of Customer & Communities

GLL Annual Performance Report 2022-23

Summary

1. This report provides Scrutiny members with an annual (financial year 2022-23) update from Greenwich Leisure Limited (GLL) who operate the Council's leisure and stadium facilities.

Recommendations

That Economy, Place, Access, and Transport Policy and Scrutiny Committee:

2. Note the GLL annual summary report and comment upon the report.

Reason: To keep the committee updated on the performance of the GLL contract.

Background

3. GLL are a charitable social enterprise which entered a Design, Build, Operate and Maintain (DBOM) contract with the Council for 13 years on 16 November 2017 and currently operate five facilities:
 - **Energise Leisure Centre** (Large and small swimming pool, hydrotherapy pool, large fitness gym, large sports hall, dance studio, spin studio, climbing wall, crèche, café, outdoor tennis courts and full-size synthetic pitch).
 - **Yearsley Swimming Pool** (Edwardian 50-yard swimming pool).
 - **Burnholme Sports Centre** (Large sports hall, fitness gym, dance studio and spin studio, outdoor grass sports pitches and synthetic sports pitch).

- **The LNER Community Stadium** (8,500 all seater stadium and associated facilities).
 - **York Leisure Centre** at the Community Stadium (3 pools, sports hall with viewing, clip and climb, large fitness suite and dance/spin studios, café, outdoor synthetic sports pitch and play park).
4. As part of the contractual arrangements there is a performance management framework that requires GLL to report formally to the Council quarterly against a set reporting framework. The service specification also has performance measures around availability of services, required outcomes and where required, measurements.
 5. The performance and monitoring framework also acts to financially penalise poor performance or non-compliance, as well as rewarding over achievements.
 6. GLL at the end of each year have a requirement to produce an annual summary report and to present this to the Council, which is included at Annex A for members to scrutinise.
 7. The 2021-22 annual report was reported to the Customer and Corporate Services Scrutiny on 21 July 2022.

Consultation

8. No consultation to consider.

Options

9. There are no options available for Members to consider for this report.

Council Plan

10. The Council Plan 2023-27 One City for all, has a core commitment for health and wellbeing stating that we will *“Improve health and wellbeing and reduce health inequalities, taking a Health in All Policies approach, with good education, jobs, travel, housing, better access to health and social care services and environmental sustainability. We will achieve better outcomes by targeting areas of deprivation, aiming to level opportunity across the city.”*
11. In operating the Council’s leisure and stadium facilities, GLL consider the key Council commitments of Equalities, Affordability, Climate & Environment and Health as follows:

- a. **Equalities and Human Rights** - There are commitments to broadening participation and access, celebrating inclusion, and providing more opportunities for marginalised groups.
 - b. **Affordability** – GLL are pro-active in working to ensure York residents have access to the public leisure facilities, by offering ‘pay as you go’ pricing as well as a range of memberships. GLL also take part in schemes that offer free access, for example the Holiday Activity Fund. Healthwise is a physical activity referral scheme that introduces individuals to the benefits of physical activity in order to help manage and improve existing medical conditions. Healthwise aims to encourage people of all abilities to become and remain more active which should in turn improve knowledge, skills, confidence and improve an individual’s health and wellbeing.
 - c. **Climate & Environment** – GLL play a significant role in ensuring a more sustainable service is achieved, including reducing the environmental impacts of operating large leisure facilities that are high users of energy, especially swimming pools. GLL investment has also been a key focus through the last 12 months with investment into the centres along with ongoing maintenance ensuring that all of the facilities are maintained to a high standard. In 2022/23 £414,963 was invested into centres of which £243,816 was into the Stadium.
 - d. **Health and Wellbeing** – GLL’s vision is at the heart of the Council health and wellbeing commitment, “to empower local communities to achieve better quality of life”, with the aim to increase participation in leisure, sport and culture to improve health and social wellbeing outcomes through the promotion, provision and delivery of quality facilities and services.
12. A 10-year joint Health and Wellbeing Strategy was adopted in 2022 with one big vision that “In 2032, York will be healthier, and that health will be fairer”.
13. To meet the ‘one big vision’ the strategy has six big ambitions and ten big goals:

Six Big Ambitions:

| | |
|---|--|
| Become a health generating city | Make good health more equal across the city |
| Make good health more equal across the city | Prevent now to avoid later harm |
| Work to make York a mentally health city | Build a collaborative health and care system |

Ten Big Goals:

| | |
|--|-------------------|
| Overarching: gap in Health Life Expectancy | Mental wellbeing |
| Smoking | Health Weight |
| Suicide / Self harm | Physical activity |
| Alcohol | Inequality groups |
| Diagnosis gaps | Social connection |

14. GLL as the Council's leisure contractor, operates the leisure facilities to contribute and deliver on the key priorities of the 10-year Health and Wellbeing strategy. To under pin this GLL develop and work to an annual Physical Activity and Health Plan.

Implications

15. There are no implications for this report.

Risk Management

8. There are no known risks.

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Chief Officer Responsible for the report:

Laura Williams
Assistant Director
Customer & Communities

Report **Date** 11.01.2024
Approved

Wards Affected:

All

For further information please contact the author of the report

Background Papers:

None

Annexes

Annex A: GLL Annual Summary Report

List of Abbreviations Used in this Report

DBOM - Design, Build, Operate and Maintain

GLL - Greenwich Leisure Limited

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Annex A

Scrutiny Report: GLL Annual Performance Report 2022-23



1. GLLs vision is:

“To empower local communities to achieve better quality of life”.

2. Our aim is to increase participation in leisure, sport and culture to improve health and social wellbeing outcomes through the promotion, provision and delivery of quality facilities and services.
3. Established in 1993, GLL is the largest UK-based charitable social enterprise delivering leisure, health and community services. Under the consumer facing brand Better, we operate 240 public Sports and Leisure facilities, 120 libraries, 10 children’s centres and 5 adventure playgrounds in partnership with 50 local councils, public agencies and sporting organisations. Better leisure facilities enjoy 50 million visitors a year and have more than 650,000 members.
4. GLL recently celebrated 30 years of its inception and 15 years of the GLL Sports Foundation which engages:
 - To support young people with athletic talent to achieve their full sporting potential by reducing the financial burden of training and competition costs.
 - To bridge the gap in sports inequalities and give young athletes the opportunity to reach their potential.
 - To inspire local communities to participate in physical activity and aspire to achieve, using our ambassadors.
 - To seek long-term sporting legacy and coordination with national talent development pathways.
 - To be the largest independent athlete support scheme for talented young people striving for national and international sporting success
5. The GLL contract with City of York Council operates under a Design, Build, Operate and Maintain contract (DBOM), which started in December 2017 for 13 years. This enables us to run the following leisure centres in York: Burnholme Sports Centre, Energise Leisure Centre, Yearsley Pool and York Stadium Leisure Complex.

6. In the year from April 2022 – March 2023 the four leisure centres and the stadium had a total patronage of 636,729 people an increase of 5% from the previous year and but also an additional 194,309 people visiting the stadium to watch matches.
7. Investment has been a key focus in the year since we last came to scrutiny, staff, capital etc. Capital investment into the centres along with ongoing maintenance ensures that all the facilities are maintained to a high standard. In 2022/23 £414,963 was invested into centres of which £243,816 was into the stadium. It is planned in 2023/24 to spend a further £305,132 of which over £70,000 is being reinvested into the stadium to enhance operations and customer experience.
8. In 2023 GLL reviewed its five-year plan for 2023-2027 with new Core Values. Many of which accompany the new CYC four core commitments.
 - Customers and Communities at our Heart
 - Tackling Health Inequalities
 - Partner of Choice
 - Respecting the Planet
 - The Better Way of doing Business
 - More than a Job
9. GLL's Physical Activity and Health Plan is aligned to the City of York Councils 10-year (2022-2032) Health and Wellbeing Strategy. We will also continue to assist in the delivery of the Climate Change Strategy in line with objectives to ensuring a more sustainable service is achieved.

Burnholme Sports Centre

10. This reasonably new sports centre has continued to grow over the past year ensuring a greater use of the centre for the local community for sports users but also those organisations using the centre for clinical services. The centre has also expanded its opening times on a weekday morning from 7am to accommodate this increase.
11. The NHS continue to use the centre three days a week for MSK (Musculoskeletal) outpatients, this enables a clear pathway from the NHS into the Healthwise programme to offer long term support for those that require it.
12. For the younger generation the gymnastics programme has been outsourced to a local company that offers similar services at Energise Leisure Centre, over the past few months this offering has increased and now the centre hosts birthday parties.
13. Toddlers World sessions have been fully implemented this year and occur twice each week for children between the ages of 6 months to 4 years to have an affordable soft

play experience. We offer dedicated SEND (Special education needs and disabilities) sessions on this equipment in the school holidays through our partner SENSes.

14. The centre has gradually increased its health and fitness membership with a demographic representing the local community. With an assortment of health and fitness classes that range from Pilates to Circuit Training to dedicated Healthwise sessions.
15. Burnholme Sports Centre continues to host Covid and Flu vaccinations to the residents of York, with the centre and staff working closely with Nimbuscare.
16. An array of sports clubs is expanding the sports centre patronage including YCFC foundation, Ultimate Frisbee, Ainsty gymnastics, SENSes sessions, Tang Hall Smart and Fulford Junior Football club.
17. The housing development at Burnholme continues to offer a few challenges, with three sides of the sports centre being utilised for the construction works. GLL is in constant dialog with the council and contractor and other key stakeholders during this process.

Energise Leisure Centre

18. Energise has seen an increase in staffing levels in the past 12 months to meet with demand and improve the customer experience for the residents of Westfield and the surrounding wards, a number of staff are also now on apprenticeships ensuring they are well trained for the role that they are in and allow for progression.
19. A large investment into the Energise Sports hall will see long term benefits. The floor has been sanded, relined and resealed which has brought permanent markings for Roller Derby instead of the tapped circuit. The first generation of LED lighting has also been replaced and the walls have been painted within the guidelines of Sport England. All these works occurred outside of the York High School curriculum time to ensure there was no down time in the pupil's education.
20. The centre has also seen investment not visible to the public with an upgrade to the Building Management System (BMS) allowing better control of the entire building for first time along with a new fire alarm system.
21. The Fitness suite has seen an increase to the size of the indoor cycling studio along with brand new Technogym indoor bikes. A number of pieces of fitness equipment have also been exchanged following customer feedback and change in trends, this alongside rebranding in the fitness and studio areas has been welcomed by customers.

22. The centre staff continue to work with York High School (YHS) enabling a balanced programme for their pupils in a fantastic sporting venue. Communication is key between all parties and regular meetings occur to ensure this is actioned, maintained and recorded.
23. The pool hall and fitness suite have also seen investment with LED lighting installed to reduce consumption while reducing its carbon footprint. While new pool chemical controllers have been installed to ensure the pool water quality is maintained to the highest levels.

Yearsley Pool

24. Since the last scrutiny report, significant investments have occurred at Yearsley Pool to reduce the utility consumption and reduce its carbon footprint in line with the City of York's Council Climate Change Strategy. Two large pool covers have been installed along with upgrading of LED lighting and PIRs and tighter controls on the programming with regard to the Building Management System.
25. Yearsley Pool yet again showed its high levels of customer satisfaction when it came to the GLL Annual User Survey. It had the 2nd highest Net Promoter Score (NPS) in the company at 73%. York Partnership came top out of the entire company (45 partnerships). Along with being in the top 5 for overall customer experience, 2nd in staffing, cleanliness and value for money.
26. Comments from the Annual User Survey also highlighted areas for improvement in 2022/23, these have been actioned with regards to locker improvements and the upgrade of the showers.
27. Aqua Splash has been reintroduced into the pool with success, with group bookings i.e. scouts, schools and parties now being booked. The pool is also working with targeted funding for groups that benefit from inclusion into swimming for young families.
28. The workout programme has increased to four Aquafit sessions which is a 100% increase from the previous year and shows a positive trend in people wanting to remain healthy with the aid of the low impact class.

York Leisure Centre

29. York Leisure Centre has grown further in 2022/23 with additional services being offered to residents in the form of the new York Against Cancer Leveson Centre and a further NHS outpatient's service for weight management and MSK (Musculoskeletal).

30. The model for having so many services within the same location is seen as good practise and has been showcased across the industry and into international literature. Although sometimes challenging the rewards for the local community are impressive.

31. For reference GLL is the landlord to the tenants below and ensures that all key stakeholders have a venue that can showcase their organisations but also to the city of York and further afield. The complex consists of the following organisations:

- Better York Leisure Centre (GLL)
- York Against Cancer (YAC) and Leveson Centre
- Little Gym
- York Rugby League Football Club (YRLFC)
- York City Football Club (YCFC)
- York Stadium Management Company (SMC)
- York Explore and Archives
- CGC Event Catering
- Little Yorkshire Coffee Company
- NHS York and Scarborough Teaching Hospital
 - i. Training services
 - ii. Weight Management
 - iii. Blood
 - iv. Sleep
 - v. Eyes
 - vi. MSK (Musculoskeletal)

32. York Leisure Centre was inspected under the Sport England's continuous improvement scheme called Quest. It successfully gained an Excellent rating along with receiving two independently assessed standards for Exercise Referral Tackling Inequalities in Leisure.

33. Junior activities at the centre include swimming lessons, Clip n Climb sessions, Family fun water sessions, Toddlers World (soft play) and the outside play area. Further investment is planned in 2024 with additional soft play being offered for older children.

34. York Leisure Centre continues to work with its partners to enhance their customers experience, for example the York RLFC Inclusion Day used the sports hall for wheelchair rugby and 4g pitches for Inclusive Rugby, which was a great success.

LNER Community Stadium

35. The LNER Community Stadium is managed by the York Stadium Management Company (York SMC) who are responsible for delivering operational and maintenance services in accordance with contractual agreements subjugated from City of York Council via GLL. The Company was originally 100% owned by York City

Football Club, however a full equity share transfer was completed in September 2023 resulting in GLL being the current owners.

36. The stadium continues to focus on the delivery of 4 key areas for users of the stadium (being the licensed clubs and other third parties from time to time):

- Match day operations
- Ticketing
- Facility maintenance
- Corporate services (i.e., finance, legal, IT, marketing etc.) to support the above

37. The stadium's capacity has remained unrestricted (at 8,510) since September 2021. A transparent and effective working relationship exists with the local Sports Safety Advisory Group.

38. Since April 2022 a total of 153 fixtures have been held at the stadium up until November 2023:

- York City Football Club (YCFC) - 51
- York Rugby League FC (York RLFC) - 42
- SMC – 60 (for various hosts, including RLWC21, RFL, Leeds United, Leeds United U21s, Hull City U21s, Sheffield United U21s and a host of community fixtures)

39. The number of tickets sold for the above fixtures (i.e., from April 2022 – November 2023) totalled: 342,918:

- YCFC – 225,861
- York RLFC – 59,029
- SMC – 58,028

40. Since opening in May 2021, the stadium has hosted 225 fixtures and sold 454,170 tickets for those fixtures.

41. Initial challenges in operational delivery from late 2021 have been addressed through a combination of structured investment in the stadium's infrastructure, implementation of strict processes and internal controls and tight financial management. The approach has been in 3 parts:

- Intervention – strategic, financial and operational intervention to bring in the right people and enhance communication for all stakeholders.
- Consolidation – embedding the various initiatives identified as essential to protect economic value within the SMC in the interest of all stadium stakeholders, and
- Growth – using the above to provide a platform for value creation and showcasing the stadium as a community asset with opportunities for

continuous commercial and awareness building initiatives in the foreseeable future.

42. As of 30 November 2023, the SMC was fully compliant with its Match Day Agreement obligations and continues to work positively and constructively with GLL, City of York Council and the licensed clubs to deliver continual improvement initiatives.

43. The SMC's initial strategic intentions were to become the region's leading Community Sports Stadium by way of:

- The ultimate, seamless ticketing journey.
- An outstanding stadium experience (for spectators and user clubs).
- The highest standards of operational compliance, and
- A regional and national awareness building campaign alongside key strategic partners to capture future events from high profile clubs and governing bodies.

44. Since being acquired by GLL, it is apparent that this strategic direction is one that is fully supported by GLL – with the additional focus on aligning closely to GLL's own strategic intentions across the UK.

45. Since April 2022, a total of £289,000 has been invested in the stadium's capital infrastructure covering the following areas:

- Stadium TV's (internal & external)
- Ticket system hardware (access control)
- IT & power infrastructure (supporting broadcasting needs)
- Stadium access controls
- 4th changing room (required for RLWC21 and subsequently used for other double-header fixtures)
- Stadium fit out (tables, shelving etc.)
- Stadium cleaning machinery
- Pitch maintenance equipment
- Stadium signage

46. The following provides an update on progress/initiatives since that will continue into 2024:

47. Since April 2022, York SMC has grown its workforce from 5 FT staff, 3 PT staff and 8 casual staff (total 16) to 5 FT, 5 PT and 37 (total 47).

48. This increase is a deliberate transition towards using SMC's own/preferred stewards (increasing loyalty, competence & reducing cost to users) and cleaning staff – mitigating exposure to third party providers.

49. York SMC intends investing in a large scoreboard from June 2024 and, as a second phase of potential investment, perimeter LED advertising boards – the purpose of both being to allow the licensed clubs to maximise advertising income through additional sponsorship offerings.
50. Minimising financial exposure to the SMC, both the scoreboard and LED boards would be 'hired' from the SMC on a monthly or per match basis. Indicative support for this has been verbally obtained from both clubs (as well as a temporary scoreboard solution between now and June 2024)
51. The current ticket platform providers (Advanced) announced in May 2023 their intentions to withdraw from the ticketing market in which they currently operate. The SMC's contractual commitment to Advanced expires (after a 5-year deal) in April 2024 and this allows SMC to source and procure a replacement system (Future Ticketing – FT).
52. Since September 2023, FT's system has been run in parallel with Advanced and used to launch York RLFC's 2024 season ticket campaign and also sell tickets for SMC fixtures (primarily Leeds United U21s). The practical and reporting functionality from FT is exceptional compared to Advanced and York RLFC are extremely happy with its performance.
53. It is the intention to transfer YCFC's match day and season ticketing offerings onto FT for the onset of the 2024/25 season – requiring set up for that to commence in early 2024 to facilitate the launch of their 2024/25 season ticket campaign.
54. Ongoing investment in pitch quality/rating equipment to support maintenance and advocate quality settings will continue. The next pitch renovation will be during June 2024 in order to comply with the pitch warranty.
55. The transition of ownership from YCFC to GLL has allowed SMC to press ahead with developing its own digital marketing footprint and social-media engagement platforms.
56. A significantly improved website offering is also currently in progress, which is specifically intended to enhance the customer journey for supporters attending the stadium.
57. York RLFC are currently hopeful of competing in the RFL's Super League in 2025. This is not yet guaranteed, however additional stadium investment may be required if they are successful.
58. One area of additional investment that may be necessary (in addition to the scoreboard and LED boards referred to above) is a potential upgrade to the current floodlight lux. It is unlikely that SMC will be required to fund this upgrade, however

discussions with City of York Council and York RLFC will be required to clarify exactly what is required, and who is responsible for funding.

59. The SMC's funds are provided on a 'non for profit' basis – any surplus being reinvested into the stadium's assets or operations, rather than distributed to private owners. It is hoped that this will enable the SMC to create a sinking fund for additional capital investment in due course. Over the next 6 months, SMC is hopeful of completing its consolidation phase of its 3-year transformation plans and thereafter the opportunities to create such a fund can be more realistically considered.

Healthwise

60. Healthwise is a physical activity referral scheme dedicated to keeping individuals fit and healthy, whether living with a health condition or looking for support and guidance. Healthwise York work with local GP's, Physiotherapists and other health care professionals (HCP's) that represent the key stakeholders for the programme.

61. The York Partnership has a dedicated team and Health Manager to assist in the delivery of the Community, Healthwise and Physical Activity Plan in partnership with the York Physical Activity and Sport Strategy 2020-2030.

62. The York partnership has established important relationships with various health partners in the city. Some of these partners include the Public Health Teams, NHS MSK, NHS Outpatient Services, NHS Community Appointment Days, and additional partners such as the York Coronary Care Support group and York Against Cancer.

63. Physical activity plays an essential role in preventing and managing a wide range of health conditions. At GLL we offer Physical Activity Referral Schemes (PARS) at our leisure centres across York. GP's and other Health professionals can refer their patients to our low-cost programmes to help improve, manage or prevent health conditions such as high blood pressure, diabetes, asthma, arthritis, overweight/obesity, cancer, cardiac, depression or anxiety, osteoporosis among other conditions.

64. Cost as a pay as you go member is £4.50 per session or as a Direct Debit member of £25 per month. There is no contract or tie in the scheme.

65. The York Health Manager sits on the Public Health, Healthy Weight Steering Group for York which is working towards a healthier city for our residents. As part of the tier service for obesity the Better centres across York provide facility space and equipment for partners such as the Health Trainers in Public Health who provide a Tier 1 service and the Tier 3 NHS weight management service.

66. Furthermore, with the recent renovations to provide outpatient services in the Lantern at the stadium; all the services include Health trainers, the NHS Tier 3 Weight

Management service and MSK with the added tier 2 service that Healthwise deliver, provide a complete service that is aimed to reduce obesity in our city.

67. At Energise Leisure Centre, Burnholme Sports Centre and York Leisure Centre the Healthwise team is working in partnership with the City of York Health Trainers, working towards decreasing health inequalities and the wider determinants of health.
68. Energise Leisure Centre has also been closely working with the Adult Social Team to provide services within the Hydro pool to support individuals with disabilities. The Healthwise team operates a specialist class for health referrals that require specialised care, such as fragility and post-operative care.
69. The York Teaching Hospital MSK team have been operating their services from Burnholme Sports Centre prior to the Covid lockdown; initially starting with two days a week, it has now increased to three days, bringing additional benefits to the partnership with our Healthwise programme. The collaboration between Healthwise and the MSK teams has resulted in an increase in referrals for physical activity programs, with 83.7% of referrals from the MSK team starting the Healthwise program in 2023.
70. Tier 2 Adult Weight Management Programmes (AWMP) are delivered throughout the York centres: Energise Leisure Centre, York Leisure and Burnholme Sports Centre. In 2022, funding of £50,000 was obtained from Public Health England, and with good attendance and success, a further £50,000 was obtained for 2023.
71. In conjunction with The York Coronary Care Support group who operate Phase IV cardiac classes at the York Stadium facility. Better's own Cardiac rehabilitation programme at Energise Leisure Centre is designed for those who may have had a cardiac event and have been referred either from their GP or from a Phase 3 team at the local hospital. The programme safely explores the benefits of physical activity and provides individuals with the tools to develop the lifestyle behaviours needed for a smoother recovery, including healthy eating habits and stress management techniques.
72. York Against Cancer (YAC) is a major supporter of cancer programs, providing funding for free sessions in the specialist iCANmove cancer sessions.
73. YAC has recently secured funding for a partnership between themselves, Macmillan, and the Healthwise team to support a pre-rehab program for newly diagnosed Lung cancer patients.
74. The Healthwise team is coordinating this program in collaboration with the York University research department on exercise adherence in pre-operative or treatment provision.

75. The specialist Aqua Health sessions held at Energise Leisure Centre, York Leisure Centre and Yearsley pool are delivered by a Healthwise facilitator who is a trained Sport England instructor that has created a unique programme for patients to exercise safely in the water with a personalised activity programme. This is unlike any other class we deliver where the patients have an experience of a gym workout but in water.

76. The Healthwise team are all Mental Health First Aiders, which has proven beneficial to the team whilst consulting with the patient referrals and to support colleagues within the York Partnership. The team are also qualified to deliver specialist advanced classes in exercise rehabilitation:

- L3 Exercise referral qualified
- L4 Cancer Rehabilitation Specialists
- L4 Cardiac Phase IV
- L4 Diabetes and Obesity
- L4 Lower Back Specialists
- Pilates Instructors
- Women's Health

77. The Healthwise classes are designed to help patients develop the knowledge, skills and confidence they need to improve their health and wellbeing. Our principal objectives are to deliver programmes that are designed to improve people's health and reduce health inequalities particularly in deprived areas. We aim to promote physical and mental wellbeing and to increase participation through engaging residents who have long term conditions in regular physical activity to help them manage or improve their condition. Healthwise classes have over 30 specialist classes that are outlined below to help patient referrals achieve this goal:

78. Between April 2022 and the end of March 2023 Healthwise received 1075 referrals of which 863 started and 723 completed the scheme. Following completion of the programme we offer a discounted membership we currently have over 1000 participants accessing this membership.

Community Sports

79. The LNER Community Stadium hosted the biggest sporting event in November 2022 with the Women's Rugby League World Cup. The event showcased that York could host an international event, that involved the whole city including the universities, Make it York, the Council and many other stakeholders.

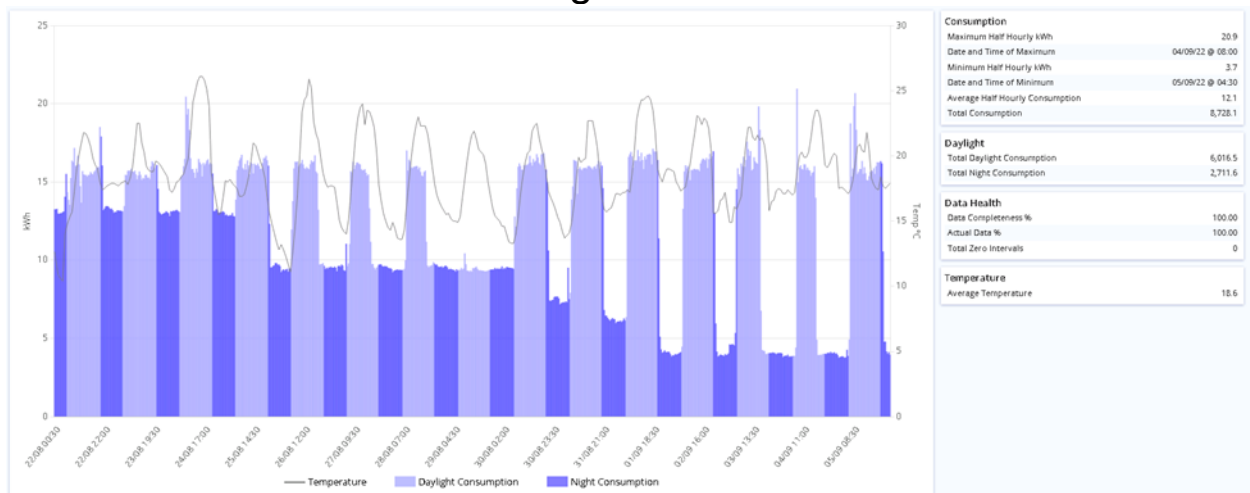
80. The legacy of the event added a fourth changing room to the venue along with enhanced security measure and infrastructure. Along with a sense that the stadium and stakeholders having a solid belief that the City of York can host events that all organisations and residents can get behind.

81. With the successful Rugby League World Cup in November 2022 GLL and the SMC were approached by World Rugby (Union) to register interest in the Women's World Rugby Cup 2025. Upon a successful partnership between the council, GLL, SMC, YCFC and YRLFC the period of the competition for 2025 tournament was agreed and we were therefore awarded a number of group stage games in the summer of 2025, once again putting York on the national and international map.
82. We commissioned AccessAble to complete audits of the four leisure centres and stadium in order to enhance the customer experience, the details are on the each of the centre's website pages as well as the main AccessAble website. Action plans with recommendations was also presented for centres to review alongside a staff workshop.
83. Three centres went through the Sport England continuous improvement scheme called Quest. Energise Leisure Centre and Yearsley Pool were awarded 'Very Good' while York Leisure Centre achieved 'Excellent'. Both Energise and York LC were also awarded the standards is Tacking inequalities in Leisure and Exercise Referral. Work now continues maintaining and improving the scores.
84. GLL have provided funded memberships for all Looked after children and care leavers. We offer a funded membership or limited access to swimming lessons to break down barriers to activity participation, with a peak of 74 individuals accessing service.
85. Yearsley Pool hosted the annual Swimathon in May 2023, however this time a slightly different approach was made to run the maximum three sessions over the three-day period which enabled swimmers to complete the triple 5k swim. The pool remained open to the public as 3 lanes were utilised on all occasions.
86. The Community Sports Manager and GLL staff team attended a number of job events including York High Careers Fair (with mock Interviews), Acomb and York RI jobs fairs, York Learning Career Talk and an apprenticeship fair at York Race Course.
87. Although the leisure centres host work experience opportunities for young people on a regular basis, York Leisure Centre has started a partnership with NHS England Choices College for young people adults aged 16-24 with learning disabilities/difficulties and or Autism.
88. Energise Leisure Centre hosted the York Sight Loss Council My Sight event in November of which the aim was to raise awareness of accessible sports and leisure activities available locally and help people to get more active. This encompasses both ours and CYC core ideals.
89. Netball Youth Camps occurred at Energise Leisure Centre during the May half term and Easter holidays with the partnership being expanded into 2024.

90. Pickleball has been introduced at Burnholme Sports Centre, this new sport is fast becoming one of the most popular racket sports in the world, Pickleball brings together some of the best elements of tennis, badminton and table tennis and is a fun, exciting game for people of all ages and abilities. It is played on a court the same size as a badminton court, using a shorter tennis-style net.
91. Warm spaces – Energise has signed up again to be the York Partnership hub for Warm Spaces this winter. The aim is to provide a warm relaxing space with charging points and free Wi-Fi.
92. There has been an increase in club bookings at Yearsley Swimming Pool with many aquatic clubs from across North Yorkshire and beyond now utilising the pool for long course training which is unique to York.
93. The York partnership sponsored four awards at the 2023 York Sport Awards with the Active Primary School award, Active Secondary school award, Sustainability award and Diversity and Inclusivity award. GLL has supported the York Sport Awards since 2018.
94. The York Partnership was approached by the disability group SENSes regarding the provision and hire available for disability groups. We have hosted a number of sessions with SENSes with Toddlers World at Burnholme Sports Centre and Aqua Splash at Yearsley Pool.
95. The York Partnership once again supported the York Older People's Assembly 50+ Festival in September with a range of activities across the centres.
96. York Leisure Centre and Yearsley Swimming Pool hosted the annual GB deaf swimming event and gala in October 2023, with over 30 participants attending,

Respecting the Planet

97. GLL and the SMC has invested significantly into the leisure centres and stadium to ensure they are maintained to the high standards that we strive for, this includes reducing our reliance on fossil fuels and reducing our energy consumption.
98. This graphic below shows Yearsley Pool electrical consumption 22/08/22 – 05/09/22 and the impact of when the pool covers were commissioned, Air Handling Units turned off along with other savings. The overnight baseload has been reduced from circ. 28kWh to 8kWh.



99. Over the past few years GLL in partnership with CYC have been actively seeking to reduce our carbon footprint and reduce utility consumption with the benefit of all stakeholders and the environment. The paragraphs below show the continued investment into the centres.

100. Energise Leisure Centre

- LED lighting in the sports hall, studios, pool halls, fitness suite, reception and concourse
- Pool covers installed on the main pool and small pool.
- Replacement and enhancement of the Building Management System (BMS), to better control the environments within the centre including the Air Handling Units (AHUs) and the older part of the building.

101. Yearsley Swimming Pool

- LED lighting in back-office areas, including the slipper baths.
- Two pool covers over the main pool installed in September 2022.
- The Building Management System (BMS) was replaced with a change to proactively alter the closed protocol of the Air Handling Units.

102. York Stadium Leisure Complex

- Centre already covered 100% by LED lights with the exclusion of the stadium floodlights.
- Pool covers on the main pool and small pool.
- Reduced the timings of PIR lighting in low use areas.
- Reduced the pool variable speed drives speeds.

103. Across all the centres through general housekeeping and tighter controls of the Building Management Systems has seen:

- Reduced pool temperatures i.e., main pools from 29c to 28c.
- Reduced pool hall temperatures.
- Air conditioning on at peak times only.
- Air Handling Units (AHUs) turned off over night as pool covers in operation.
- Regular review of nighttime kWh baseloads.

- Regular review of BMS including timetable programming.
- PIR light sensors time limits reduced.

104. GLL have submitted funding from the Swimming Pool Sustainability Fund capital for three solar PV arrays to be on the roofs of the three swimming pools. The arrays could potentially generate 463 kW a year reducing the carbon footprint by 89 tonnes a year. The funding would also go towards lagging of pipes and other measures to make the council facilities more carbon neutral.

105. We are working with Applefields School to repurpose a piece of unused land the border the sports centre and school into an accessible nature reserve for their pupils.

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**Economy, Place, Access, and Transport
Policy Scrutiny Committee**

22 January 2024

Report of the Corporate Director Place

**Draft Economic Framework for York & North Yorkshire Mayoral
Combined Authority**

Summary

1. This report sets out a draft Economic Framework for the York and North Yorkshire Mayoral Combined Authority (MCA) for Scrutiny consideration and feedback.

Recommendations

2. The Committee is asked to consider the draft York & North Yorkshire Economic Framework for the MCA and provide feedback to the Joint Devolution Committee

Reason: To keep the committee updated on this key draft document for York and North Yorkshire and ensure that it reflects City of York priorities.

Background

3. The York and North Yorkshire Combined Authority (CA) was created on 20 December 2023, with a Mayoral election scheduled in May 2024. The aim of producing an economic framework now is to ensure that the CA is in a strong position when the mayor is elected in May 2024.
4. Whilst acknowledging that a mayor will want their own opportunity to shape development of a long-term economic strategy, it is envisaged that the Economic Framework will provide initial direction for the CA and help with Joint Devolution Committee decision-making and prioritisation in advance of the mayor. The Economic Framework will

also help create a strategic focus and ensure that the mayor is elected to a region and Constituent Local Authorities with a shared strategic ambition and established priorities.

5. The draft Economic Framework for the York and North Yorkshire MCA was approved by the Joint Devolution Committee on 15th December 2023. A copy of the full Joint Devolution Committee report is attached as Annexe A for information.
6. As Annexe A explains, the draft framework seeks to build on the strategic economic plans of the City of York Council and North Yorkshire Council alongside existing sub-regional strategies, all of which have been developed from wider consultations and robust evidence bases. This includes the York Economic Strategy, which was adopted by City of York Council in November 2022 and was the subject of a separate report to Economy, Place, Access, and Transport Policy and Scrutiny Committee in November 2023.
7. The draft framework seeks to build on the synergies between the existing strategies and to identify the opportunities for the York & North Yorkshire sub-region that complement local ambitions and provide opportunities for economies of scale and shared benefits across the whole geography.
8. A series of workshops have been undertaken with senior officers and the Leaders of City of York and North Yorkshire Councils to refine the draft Framework and ensure alignment with local ambitions.
9. The Joint Devolution Committee has agreed that the draft Framework will now be subject to further consultation with elected members and officers of both Local Authorities and wider stakeholders.

Options

10. Scrutiny members are being asked to consider what feedback, if any, the City of York Council should provide to the MCA on the draft Economic Framework.
11. The draft economic framework is a single page diagram, as illustrated below:



12. As the diagram shows, the framework has three overarching ambitions (shown in the outer ring of the diagram) as follows:

- **Transition to a carbon negative region:** A carbon negative, circular and more resilient economy
- **Deliver good economic growth:** A global, innovative, productive economy with strong and thriving businesses

- **Increase Opportunities for all:** A thriving and inclusive economy

There is also a cross cutting theme around health and wellbeing (shown in the second ring on the diagram above).

13. To deliver these over-arching ambitions, the framework also sets out eight priority themes:

- **Great Places** sit at the heart of the plan, reflecting their importance to the economy of York and North Yorkshire and reflecting that they often act as the link between the other seven investment themes. It recognises that York and North Yorkshire is comprised of many distinct places (ranging from rural, coastal, city/urban and market towns), each with their own strengths and challenges.
- **A Well-Connected Economy**, reflects the importance of transport and digital in connecting businesses and people to opportunities;
- **Housing**, with a particular focus on increasing affordable and sustainable homes;
- **A Thriving Workforce** will develop clear opportunities and skills pathways for all
- **A Green & Circular Economy**, reflects the value of our natural capital and economic potential of a sustainable energy sector;
- **A Global Economy**, will develop the inward investment potential of the region prioritising high growth sectors;
- **A Productive & Innovative Economy** will drive the performance of established core sectors, including through innovation and research & development;
- **Culture & Heritage** reflects the world leading status of our cultural and heritage assets and will seek to strengthen and increase investment into them.

14. The Joint Devolution Committee report acknowledges that, to complement the Framework, investment plans will need to be developed across the priority themes, identifying priorities and opportunities across York and North Yorkshire. This work will be done collaboratively and a further paper will be brought to the Combined Authority in due course outlining these plans.
15. To support this process, the Joint Devolution Committee report also acknowledges the need to ensure a strong pipeline of projects to enable early investment decisions should the economic framework align with the Mayors priorities. A separate budget update paper on the agenda for the same Joint Devolution Committee (attached as Annexe B) agreed an initial allocation of £1 million of revenue funding (from the £9m Mayoral Investment Funding to be received on creation of the Combined Authority) to support development of investible pipeline projects.
16. The aim of this initial 'pipeline' money is to ensure that City of York and North Yorkshire Councils have sufficient capacity to develop full business cases for priority projects which align with the Economic Framework. Both Councils will be asked to identify their own priority projects for this business case funding, and it is proposed that the funding is shared equally between the two authorities. Agreement to the specific projects that will be funded, and the delivery of the specific outcomes required from the funding has been delegated to the Interim Director of Transition and Interim S73 Officer.
17. The Joint Devolution Committee report also identified that a core element of the devolution deal is a 30-year Mayoral Investment Fund. A statutory requirement of this Fund is to deliver a 5-Yearly Gateway Review, essentially demonstrating progress and impact made via the investment. As part of that process, a Local Evaluation Plan and baseline report must be created. This Framework will help to establish that baseline position for future monitoring and evaluation.

Consultation

18. A series of workshops have been undertaken with senior officers and the Leaders of City of York and North Yorkshire Councils to refine the Framework and ensure alignment with local ambitions.
19. The Joint Devolution Committee has agreed that the draft Framework will now be subject to further consultation with elected members and officers

of both Local Authorities and wider stakeholders, hence this report is being brought to Scrutiny for consideration.

Council Plan

20. The City of York 10-Year Plan (York 2032) and Council Plan 'One City, for all' have been fully considered in the preparation of the Framework, including the four core commitments of Equalities, Affordability, Climate and Health – as illustrated by the fact that all eight of the priority themes set out at paragraph 13 have direct relevance.
21. Health and Wellbeing has been embedded across the draft framework (recognising the key role in supporting the wider determinants of health e.g., transport / air quality, good housing, good jobs etc) and it is underpinned by three strategic ambitions which also link to York's core commitments as follows:
 - **Transition to a carbon negative region:** A carbon negative, circular and more resilient economy (Links to the CYC Climate & Environment core commitment and the York Climate Change Strategy)
 - **Deliver good economic growth:** A global, innovative, productive economy with strong and thriving businesses (Links to the CYC Affordability core commitment and the York Economic Strategy)
 - **Increase Opportunities for all:** A thriving and inclusive economy (Links to the CYC Affordability and Equalities core commitments)
22. The Joint Devolution Committee report acknowledges that these three strategic ambitions, coupled with a commitment to improving health and wellbeing for all should be at the heart of future decision making for all aspects of the Framework.

Implications

23. There are no direct financial implications linked to the recommendations of this scrutiny report. However as set out in paragraphs 15-16 above and Appendix B, there is a positive financial implication from the separate Joint Devolution Committee decision to allocate MCA funding to North Yorkshire and City of York Councils for capacity to support development of a project pipeline. For City of York, the MCA funding is likely to be used to help enhance officer capacity and/or to commission

external professional capacity where relevant, to help accelerate strategic business case work relating to key York priorities.

24. Work is underway at a corporate level to develop a prioritised project pipeline, linked to the MCA Economic Framework. The process for drafting the project pipeline has been agreed via Corporate Management Team (CMT) and involves the CYC Policy Officer Network (representing policy officer leads from across the council) developing proposals for CMT consideration, followed by portfolio discussions. In parallel, policy leads will also discuss the emerging pipeline with their equivalents in North Yorkshire Council and with Combined Authority colleagues to ensure future project deliverability and shared priorities.

25. There are no implications from the recommendations in this report in relation to:

- Human Resources (HR)
- Legal
- Information Technology (IT)
- Equalities
- Crime and Disorder
- Property

Risk Management

25. There are no known risks to the recommendations in this report.

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Report Approved **Date** 8/1/24

Specialist Implications Officer(s)

Financial

Name Debbie Mitchell
Title Chief Finance Officer
Tel No. 01904 554161

Wards Affected: [List wards or tick box to indicate all] All

For further information please contact the author of the report

Background Papers:

There are no background CYC papers relating specifically to the MCA Economic Framework. The following links relate to CYC decisions that will be considered in the project pipeline work:

Council approve 10-Year Plan (York 2032) [Agenda for Council on Thursday, 15 December 2022, 6.30 pm \(york.gov.uk\)](#) item 36

Council approve the Council Plan 2023-2027 [Agenda for Council on Thursday, 21 September 2023, 6.30 pm \(york.gov.uk\)](#) item 6

Annexes

- A. [Joint Devolution Committee Report - Economic Framework for the York and North Yorkshire MCA](#) – Friday 15 December 2023
- B. [Joint Devolution Committee Report – Finance Update](#) - Friday 15 December 2023

List of Abbreviations Used in this Report

| | |
|-----|----------------------------|
| CA | Combined Authority |
| CMT | Corporate Management Team |
| CYC | City of York Council |
| MCA | Mayoral Combined Authority |

DEVOLUTION JOINT COMMITTEE

MEETING

15 December 2023

Economic Framework for the York and North Yorkshire MCA

Report of the Director of Transition

1.0 PURPOSE OF REPORT

- 1.1 The report sets out a draft Economic Framework for the York and North Yorkshire Combined Authority.

2.0 RATIONALE FOR A FRAMEWORK

- 2.1 The proposed York and North Yorkshire Combined Authority (CA) is scheduled to be created in January 2024 with a Mayor being elected in May 2024. Producing an Economic Framework will ensure the CA is in a strong position for when the mayor is elected in May 2024.
- 2.2 Whilst acknowledging that a Mayor will want the opportunity to shape development of a long term economic strategy, an Economic Framework will provide initial direction for the CA and to help with decision-making and prioritisation in advance of the Mayor.
- 2.3 The Economic Framework will create a strategic focus and ensure that the Mayor is elected to a region and Constituent Councils with a shared strategic ambition and established priorities.
- 2.4 A core element of the devolution deal is a 30 year Mayoral Investment Fund. A statutory requirement of this Fund is to deliver a 5-Yearly Gateway Review, essentially demonstrating progress and impact made via the investment. As part of that process, a Local Evaluation Plan and baseline report must be created. This Framework will help to establish that baseline position for future monitoring and evaluation.

3.0 DEVELOPMENT PROCESS

- 3.1 The Framework builds on the strategic plans from the City of York Council and North Yorkshire Council alongside existing sub-regional strategies, such as the Routemap to Carbon negative, all developed from wider consultations and robust evidence bases.
- 3.2 Working in collaboration and building on the synergies between the existing strategies, the Framework identifies the opportunities for the sub-region that complement local ambitions and provide opportunities for economies of scale and shared benefits across the whole geography.
- 3.3 To support this collaboration, a series of workshops were undertaken with senior colleagues and the Leaders of City of York and North Yorkshire councils, to refine the Framework further and ensure alignment with local ambitions.
- 3.4 It is proposed that following approval for the draft Framework further consultation will be undertaken with elected members and officers of both Local Authorities and wider stakeholders.

4.0 **DRAFT ECONOMIC FRAMEWORK**

4.1 The below diagram is the draft Economic Framework:



Key:

- = Overarching ambitions
- = Health and wellbeing should be reflected through all priorities
- = Thematic priorities

- 4.2 The Framework is under-pinned by three strategic ambitions;
- Transition to a carbon negative region: A carbon negative, circular and more resilient economy;
 - Deliver good economic growth: A global, innovative, productive economy with strong and thriving businesses;
 - Increase Opportunities for all: A thriving and inclusive economy.

4.3 Health and wellbeing has been embedded across the framework, recognising the role in supporting the wider determinants of health (e.g. transport / air quality, good housing, good jobs etc.).

- 4.4 The strategic ambitions, coupled with a commitment to improving health and wellbeing should be at the heart of decision making for all aspects of the Framework.
- 4.5 In order to deliver the over-arching ambitions, the framework sets out 8 priority themes under which investment plans will be developed:
1. **Great Places** sit at the heart of the plan, reflecting their importance to the economy of York and North Yorkshire and reflecting they often act as the link between the other seven investment themes.
 2. **A Well-Connected Economy**, reflects the importance of transport and digital in connecting businesses and people to opportunities;
 3. **Housing**, with a particular focus on increasing affordable and sustainable homes;
 4. **A Thriving Workforce** will develop clear opportunities and skills pathways for all
 5. **A Green & Circular Economy**, reflects the value of our natural capital and economic potential of a sustainable energy sector;
 6. **A Global Economy**, will develop the inward investment potential of the region prioritising high growth sectors;
 7. **A Productive & Innovative Economy** will drive the performance of established core sectors, whilst innovation and R&D;
 8. **Culture & Heritage**, reflects the world leading status of our assets and will seek to strengthen and increase investment into our cultural assets;

5.0 **NEXT STEPS**

- 5.1 Following approval by the Joint Committee, consultation work will then be undertaken in January 2024 with a final framework to be agreed by the Combined Authority in February 2024.
- 5.2 To complement the Framework, investment plans will be developed across the priority themes, identifying priorities and opportunities across York and North Yorkshire. A further paper will be brought to the Combined Authority outlining these plans.
- 5.3 To support this process, there is also a need to ensure we have an investible pipeline of projects to enable early investment should the economic framework align with the Mayors priorities. The budget update paper proposes an initial allocation to support development of these projects.

6.0 **LEGAL IMPLICATIONS**

- 6.1 No legal implications are anticipated at this point, as the approval sought from the Joint Committee is on a draft framework, subject to further consultation.

7.0 **FINANCIAL IMPLICATIONS**

- 7.1 No financial implications are anticipated at this point, as the approval sought from the Joint Committee is on a draft framework, subject to further consultation.

8.0 **CLIMATE CHANGE IMPLICATIONS**

- 8.1 No climate change implications are anticipated at this point, as the approval sought from the Joint Committee is on a draft framework, subject to further consultation. The Framework identifies that all activity will need to contribute to the transition to carbon negative.

9.0 **EQUALITIES IMPLICATIONS**

No equalities implications are anticipated at this point, as the approval sought from the Joint Committee is on a draft framework, subject to further consultation. The

Framework identifies that all activity will need to make a contribution to an overarching ambition around increasing opportunities for all.

10.0 REASONS FOR RECOMMENDATIONS

10.1 Approval of a draft Economic Framework to enable further consultation with City of York and North Yorkshire Councils, and wider stakeholders.

11.0 RECOMMENDATIONS

9.1 The Joint Committee is recommended to:

- Approve the draft Economic Framework to enable further consultation with City of York and North Yorkshire Councils, and wider stakeholders.

Background Documents

[City of York Council Economic Strategy 2022 - 32](#)

[North Yorkshire Council Economic Growth Strategy 2024 - 2029](#)

Report Author – Andrew Leeming and Kate McHugh

York and North Yorkshire Joint Devolution Committee Meeting

15 December 2023

Finance Update

Report of the City of York Council Chief Finance Officer

1. Purpose of the Report

| |
|---|
| 1.1. To provide an update on the financial elements of the Combined Authority |
|---|

2. Background

2.1. The Combined Authority (CA) will be funded through a range of new funding streams. To provide confidence in the financial sustainability and investment potential of the CA, work continues on the financial model.

3. Analysis

- 3.1. The key financial issues for consideration include:
- Allocation of up to £1m from the £9m Mayoral Investment Funding received on creation of the Combined Authority, to work up a pipeline of investible schemes.
 - A request for approval for North Yorkshire Council to be confirmed as the accountable body for the receipt of £347k capacity funding from Government for Housing Investment.
 - An update on the implementation costs incurred to date along with an estimate of total costs through to creation of the CA.
 - Update from the Autumn Statement.

Economic Framework

- 3.2. As detailed in the Economic Framework paper, significant work has been completed to develop a shared set of economic priorities. To accompany this and to enable first year progress we also require a pipeline of investible schemes worked up to full business case. This will enable an incoming Mayor the option to consider the opportunities should they align with their manifesto.
- 3.3. It is proposed that up to £1m is allocated from the £9m Mayoral funding received on creation of the Combined Authority to support North Yorkshire Council and City of York Council to develop full business cases for priority projects which align with the Economic Framework. Both City of York and North Yorkshire are identifying their priority projects, and it is proposed that the funding is shared equally between the two authorities. Agreement to the projects funded and the delivery of the specific outcomes from the funding will be delegated to the Interim Director of Transition and Interim S73 Officer.

Housing Investment

- 3.4. The York and North Yorkshire Devolution Deal set out the following commitment around the housing agenda: 'To support the York and North Yorkshire Combined Authority to identify and bring forward a pipeline of housing projects, the Government will also provide £347,000 in capacity funding across 2023/2024 and 2024/2025.' This is revenue funding and separate to the £12.7m capital funding that has been awarded as part of the Brownfield Housing Fund and is considered elsewhere on this agenda.
- 3.5. The £347k enables the CA to ensure capabilities are in place to develop a strong pipeline of housing projects and work closer with strategic partners (such as Homes England, City of York and North Yorkshire Councils and Registered Providers). This will strengthen the CA's position to attract further investment in the future.
- 3.6. Officers are currently exploring the potential options to fulfil these needs. Critical to this process is drawing down the funds as soon as possible. The Department for Levelling-Up, Housing and Communities (DLUHC) have confirmed that they are now able to release the investment. However, as the York and North Yorkshire Combined Authority has not yet been established, an alternative accountable body is required, in the interim, to accept the funding. It is proposed that North Yorkshire Council accept the funding, on behalf of the CA. DLUHC have been notified and are accepting of this approach.

Implementation Costs

- 3.7. The table below sets out the latest forecast on implementation costs.

| | 2022/23 Actuals £'000 | 2023/24 Forecast £'000 | Total Estimated Cost £'000 |
|--|-----------------------------|------------------------------|----------------------------------|
| Consultation | 222 | 0 | 222 |
| Communications | 71 | 113 | 184 |
| Finance | 17 | 84 | 100 |
| HR | 5 | 85 | 90 |
| Legal | 5 | 77 | 82 |
| Programme Management | 264 | 364 | 628 |
| ICT | 0 | 163 | 163 |
| Total Implementation | 584 | 886 | 1,470 |
| Programme Costs (AEB, Brownfield, Net Zero) | 0 | 381 | 381 |
| Total, including Programme Costs | 584 | 1,267 | 1,851 |

- 3.8. On 24th July 2023 Joint Committee gave approval for overall implementation costs of £1.6m. However, this was based on the CA being created from November 2023. As this date has now been delayed to late January / early February, there are an additional 3 months of costs now included.

- 3.9. There has also been significant progress made on programmes of work, including Adult Education, Brownfield and Net Zero, resulting in an increase in programme costs above those originally forecast.
- 3.10. These costs will be recovered in full once funding is released on creation of the CA.

Autumn Statement

- 3.11. The Chancellor presented the Autumn Statement on 22nd November. Generally, the Statement was disappointing for public services with no new funding announced. There was, however, some more positive news on extending deeper devolution powers.
- 3.12. The Government has published a new framework for extending deeper devolution to existing Level 3 Mayoral Combined Authorities (MCAs). The Level 4 framework provides new powers for MCAs to draw down on, based on the trailblazer deals negotiated with the Greater Manchester and West Midlands Combined Authorities.
- 3.13. The framework provides a phased approach to deeper devolution ranging from a consolidated settlement from DLUHC across local growth, place, housing and regeneration, through to expanded devolved control of key drivers of economic productivity, including the affordable housing programme, housing retrofit programme and new powers over business support, careers and skills services.
- 3.14. Manchester and West Midlands have been allocated a full level four deal which includes a single financial settlement across transport, housing, skills and retrofit.
- 3.15. The government has promised to conclude new 'level 4' devolution deals with existing mayoral authorities that meet readiness tests of their capacity, governance, and culture. Those subject to investigation by the government due to concerns over their use of public money will also be excluded. Further work is required in York and North Yorkshire to explore the potential for deepening devolution in line with the Level 4 framework and to ensure the design of the Combined Authority supports the required investment readiness criteria.
- 3.16. The Level 4 Devolution Framework Technical Paper is included as an annex.

4. Financial Implications

- 4.1. As this report is for information, there are no direct financial implications. However, it will be important for the Combined Authority to be self-financing, sustainable, and financially resilient.

5. Other Implications

- 5.1. There are no legal, climate change or equalities implications to this report.

6. Recommendations

- 6.1. The Committee is asked to:

- Note the contents of the report.
- Confirm approval for the use of £1m from £9m Mayoral Investment Funding received on creation of the Combined Authority to begin the work on developing a pipeline of schemes as outlined in paragraphs 3.2 to 3.3. Delegated approval will be given to the Interim Director of Transition and Interim S73 Officer to approve allocations to specific projects and to monitor outcomes.
- Confirm that NYC are the accountable body for receipt of £347k of capacity funding as outlined in paragraphs 3.4 to 3.6.
- Note the implementation and programme costs and confirm approval to increase the budget by £250k.

6.2. Reason for recommendation – to ensure the Committee is made aware of current progress on financial matters.

Contact Officers:

Debbie Mitchell

Nick Edwards

Annexes

Annex 1 - Level 4 Devolution Framework Technical Paper

Economy, Place, Access, and Transport Scrutiny Committee Work Plan

Quarterly finance and performance monitoring reports:

To include along with papers for the relevant committee date, but not to be treated as a substantive agenda item. We can still raise questions/comments about them though by exception if Members wish to; perhaps then following up with specific agenda item in future.

Possible Task and Finish Groups to run in parallel. *Detailed scope needs working out between interested Members prior to committee approval.*

- Grass verges, etc

Interested Members: Cllrs Hook, Steward, and Taylor.

- Broadband installation issues

Interested Members: Cllrs Hook and Nelson

Role of Executive Members:

- Expected to attend items relevant to their portfolio area

- Committee Members to maintain sight of Executive business and flag up specific issues/reports to bring to committee for scrutiny, pending space on the workplan.

Other notes for info:

- With exception to the meeting on 26/09/23 the scope of the reports, along with any external guests, for most of the year's planned meetings need clarifying. To give sufficient notice we should aim to confirm these no later than 2 calendar months prior to each meeting.

| Theme | Item | Lead Officer | Scope |
|---|------------------------------------|--------------|--|
| 27 February 2024 | | | |
| York's waterworks - a health check | The health of our rivers and becks | | Report on cleanliness of York's rivers/becks, sewage management, management/support of biodiversity around them. |
| | Drainage infrastructure | | Report on the state of York's drainage infrastructure; covering capacity to meet demand in urban and rural areas, insight into recent and forthcoming investment into repairs/upgrades, scale of challenge faced. |
| | Finance and Performance Update | | |
| 25 March 2024 | | | |
| Our city's assets - using what we've got more effectively to benefit our residents | Asset Management | | Report on how the Council's Asset Management Strategy (2017-2022) worked and where it's left us now, thinking around the plan for the next five years, chance to have discussion on ideas to feed into this - covering value for money, acquisition, redevelopment, disposal. |
| 25 April 2024 | | | |
| Parking - Digi ResPark, enforcement, plus on street EV charging. | Digital ResPark | | Follow up on previous scrutiny session held November 2022 covering any recommendations taken on board, problems dealt with since then, other outstanding issues/challenges/opportunities. |
| | Parking Enforcement | | <ul style="list-style-type: none"> - Brief summary of how this service works (for the benefit of the reading/watching public). - Appraisal of the Parking Hot Line (who runs it, are we happy with how it works, relationship between who runs this and CYC). - Performance against demand; <i>how many reports are</i> |

| | | | |
|--|-----------------------|--|---|
| | | | <p><i>physically followed up and how quickly, how many of them see enforcement take place, and any other useful KPIs.</i></p> <ul style="list-style-type: none"> - Pressures faced by the service and its staff; personnel numbers versus workload, vacancies, peaks/troughs in demand, and any specific “problem” areas/themes. - Working relationship with Police who also help with parking offences, especially outside of our service hours. - Use/roll-out of technology to help with enforcement capacity; to what extent is this happening, how are we deploying current resource, is it working, do we need more. - Anything else which Officers would value Members/Public input on; addressing future demand, alternative methods of service delivery, that sort of thing. |
| | On-street EV charging | | Follow up on previous Scrutiny item on this subject |

Unallocated items:

- Planning Enforcement; with particular focus on conditions relating to the Environment.
- York BID
- **All other items** on previous work plans for previous “Economy and Place” committee, plus any items relating to Access and Transport from any other previous committees.

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