

## Chair's Introduction

Make It York is now entering its second, three-year business cycle, so has picked up valuable learning along the way about the best ways of delivering value to York and its environs. Learning then from where we have been most effective, our core focus will be to either lead on, or contribute to, programmes or projects that benefit York, whilst becoming a more financially sustainable and embedded organisation.

## The Mission

To improve York's competitiveness and contribute to its liveability for the benefit of its citizens, communities and businesses.

## Overarching Objectives

1. To capture more value for the city of York and its functioning economic area, by providing a market-facing organisation promoting and developing York in a joined-up way, to residents, visitors, businesses and students
2. To promote and sustain collaborative working, avoiding duplication of effort, across York's stakeholders, alighted around a shared interest in the success of York

The business model assumes that we capture as much value in the form of revenue as we can (Objective 1), which then offsets the costs of non-commercial activity (Objective 2). The job of the Directors of Make It York is to assist the management team to get the balance right between the two objectives, our **strategy**, and to lead on **performance** and **assurance** to ensure that we are doing what we have been commissioned to do to the best of our ability. As Directors we are charged with promoting the success of the company, and in our case this means, where possible, generating a surplus which is used for the public good of the city.

The external operating environment is very fluid at the moment with Brexit and Yorkshire Devolution likely to change the way we work within the life of this 3 year plan. We must therefore remain fleet of foot to be able to react quickly to opportunities that emerge for York.

**Jane Lady Gibson**  
**Chair**  
**Make It York**  
**15 March 2018**