

# Make It York

## Shareholder Meeting

### Managing Director's Report – March 2019

#### Introduction

This report provides summary financial performance figures for Mark It York for the financial year 2018-2019, together with projected budget figures for the financial year 2019-2020. It also lays out new Managing Director, Sean Bullick's, early views on the broad direction of travel of the business and key areas of focus. These were discussed at the Make It York Board Meeting on 6<sup>th</sup> March 2019 and were warmly welcomed by those present.

#### 1. Financial Performance

Performance against budget – Year to date (28 February 2019):

	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>
<b>Revenue</b>	£4,478,008	£4,573,627	(£95,619)
<b>Direct Costs</b>	£3,825,554	£3,975,230	(£149,676)
<b>Gross Profit</b>	£652,454	£598,397	£54,057
<b>Overheads</b>	£511,740	£529,613	(£17,873)
<b>Net Profit</b>	£140,714	£68,784	£71,930

- Overall net profit above budget by £71,900.
- Revenue variance £95,600 below budget due to ambitious budget set for York Pass.
- Christmas revenue exceeded by £47,000 against budget.
- Direct cost saving of £149,600 against budget.
- Continuing strong performance from Shambles Market, City Centre Activities and Visit York Membership.
- Balance sheet position is currently at £330,600.

#### Budget 2019/20

	<b>Budget</b>
<b>Revenue</b>	£4,814,082
<b>Direct Costs</b>	£4,169,755
<b>Gross Profit</b>	£644,327
<b>Overheads</b>	£613,428
<b>Net Profit</b>	£30,898

#### 2. Highlights to date

Sean Bullick has now been in post for two months. Over that period, his primary focus has been on understanding the business, and on strengthening MIY's relationships with its key strategic partners. These include CYC, the two universities, the two LEPs, York Hospitals Trust,

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business, the various Trusts in the city, the range of cultural venues, the Chamber of Commerce, and the Joseph Roundtree Foundation.

One of the most significant ongoing partnership projects is the Branding work recently commissioned by CYC. MIY is very keen to help shape and, where possible, to help deliver this hugely important piece of work.

Beyond this, MIY's programme has continued to be delivered. Since January, highlights of this have included a very successful Tourism Conference, the establishment of the YoRIC rail-tech network together with the hosting of its inaugural conference, and the third annual Food and Drink Conference.

The Visit York team has delivered the Ice Trail, held in February for the first time this year, and has launched the *Only in York* consumer marketing campaign. Supporting this, MIY mini-guide and conference publications have been produced.

### **3. Governance**

At its last meeting, the Make It York Board discussed a suggestion that its Board Meetings be held quarterly, with the addition of an annual strategy session, rather than according to the current schedule. The idea was met positively and it was suggested that it be put to the next Shareholder's meeting for consideration and, hopefully, approval.

That same meeting also noted that the corporate risk register would be reviewed in May.

### **4. The 2019/20 Business Plan**

With respect to the coming year's Business Plan, an indicative budget has been produced (summary figures detailed above). Beyond this, the opportunity of an incoming MD is being utilised to review the Business Plan and the CYC SLA to ensure alignment and, if necessary, rationalisation.

Following the positive feedback from MIY's Board on the MD's initial impressions on corporate and city priorities, these have been characterised, and set out below, for the Shareholder to consider.

The priority areas discussed are:

#### City positioning and profile

There is a fantastic opportunity to build on the York brand by developing a clear proposition for the city. This will incorporate different messages for different key audiences, including visitors, residents, investors, academics and students. If delivered to its potential, the project, and the proposition it incorporates, will provide a mechanism for the city to positively project itself and a helpful "prism" through which policy makers can consider their decision-making.

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## Network-building and inward investment

With a lack of office and expansion space for existing and prospective businesses in York, attracting new business and inward investment, as well as supporting the growth of those already here, is key to future economic prosperity. MIY can play a role in this by complimenting the work of CYC and, going forward, the Leeds City Region LEP, in relation both to York Central as it rolls out, and to the wider city opportunity. An important element of this is building upon existing networks and experience to ensure the city as a whole, and its individual opportunities, have the profile they need with the right people and organisations regionally, nationally and internationally.

## City centre animation

York is a hugely successful tourist city already. MIY currently runs or facilitates a range of events which animate the public realm and make the city vibrant and interesting for visitors and residents. There is scope though to use the “stage” provided to do, and to facilitate, a great deal more, the ultimate objective being to ensure a daily “wow” factor. Coordinating and building on the current offer of events, markets, festivals and spectacles is an area in which MIY has a strong track record and one which it believes it can grow.

## Driving the Cultural Strategy

In many respects this is self-explanatory; MIY has worked closely with CYC on the cultural strategy and the associated creative industries strategy. Embedding a “culture for all” approach to delivery across the city, as well as supporting capacity building amongst practitioners and providing city centre visibility for their work, is something MIY is arguably especially well-placed to assist with.