

## **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.
- (h) Create an environment for businesses and visitors' to proactively contribute to York's transition to net zero carbon emissions by 2030.

## 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, consulting 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.

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		
<b>DMO</b>	<b>Destination Management Organisation</b>	✓	✓	✓	✓	1. Family friendly and affordable city centre	✓	<b>DMO 1</b> <ul style="list-style-type: none"> <li>Increase click through rates of unique visitors accessing promotional and material on York for visiting, engaging in events and culture, markets, through MIY channels each year by 2% annually.</li> <li>Increase domestic and international promotion of York through social media channels, No of Instagram followers, number of Facebook post likes and follows, TikTok.</li> <li>Targeted marketing and campaigns x 4</li> <li>Retain retention rate of VY membership at 80%</li> <li>Member Advisory meetings x 4 per year</li> <li>Attend 2 International trade shows per year.</li> <li>Visitor stay length increased by 1% yoy (number capture via STA data delivered by HAY)</li> <li>Visitors spend increased.</li> <li>Value of tourism to the economy increases.</li> </ul>
	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.					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		
						6. A safe city centre which is welcome & accessible to all	✓	
						7. Thriving businesses & productive buildings	✓	
						8. Celebrating heritage and making modern history	✓	
<b>DMO 1</b>	<b>Outcome</b> - 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. <b>Output</b> <ul style="list-style-type: none"> <li>Creation and delivery of key marketing campaigns for York in collaboration with partners to strengthen city wide partnership approach. resulting in an improved quality of offer for York as a place to live, work, invest and visit.</li> <li>Creation of a new page on visityork.org with sustainable travel information and promotion of sustainable travel itineraries viewed by 50,000 unique visitors per annum.</li> <li>Development of a package of linked attractions and experiences to encourage visitors to spend more time in York increasing overnight stays.</li> <li>Develop an international marketing plan and relationships established with 5 key international travel trade operators by end of May 2025.</li> </ul>							

<p><b>DMO 2</b></p> <p><b>DMO 3</b></p> <p><b>DMO 4</b></p>	<p><b>Outcome</b> - Maintain and develop Visit York as a membership body supporting and developing the visitor economy sector.</p> <p><b>Output</b></p> <ul style="list-style-type: none"> <li>Maintain relationships with existing members and create new member relationships to increase members.</li> </ul> <p><b>Outcome</b> - Work with the visitor economy sector, Visit England, the York &amp; North Yorkshire LVEP, the York Business Improvement District (“<b>BID</b>”) 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.</p> <p><b>Output</b></p> <ul style="list-style-type: none"> <li>Contribute to the performance of the visitor economy by progressive and active partnership working to deliver connectivity of the visitor experience and enabling national and regional funding to be secured.</li> <li>Lobby and advocate key partners and organisations to influence key decisions, shape direction and maximise York’s potential.</li> <li>Create an online search facility covering different accessibility needs by April 25.</li> <li>Increase accessible tourism by the development of 4 new itineraries to showcase ways visitors with different accessibility needs can enjoy visiting York by April 25. [has an accessibility audit been done since 2012?] if not need to remove this.]</li> <li>Continue to attract commercial sponsorship of Visit York Tourism Awards and showcasing industry achievements.</li> </ul> <p><b>Outcome</b> - Encourage all York residents to enjoy the tourism and cultural offer of York including year-round promotion and targeted residents’ events.</p> <p><b>Output</b></p> <ul style="list-style-type: none"> <li>We will work collaboratively and creatively to ensure every resident utilises the tourism offer of the city.</li> <li>Tourism is supported and welcomed by residents and local communities and more York residents are actively participating in tourism and cultural offer of York.</li> </ul>							<p><b>DMO 2</b></p> <ul style="list-style-type: none"> <li>Hold networking events x 2 per annum.</li> <li>Deliver informative monthly to members ensuring retained membership of at least 80%</li> </ul> <p><b>DMO 3</b></p> <ul style="list-style-type: none"> <li>4 - 1 x per campaign joint partnership activities delivered including with LVEP.</li> <li>Online accessibility search provision live April 25.</li> <li>4 new accessibility itineraries jointly developed.</li> </ul> <p><b>DMO 4</b></p> <ul style="list-style-type: none"> <li>Increased number of residents participating in Cultural activities including Heritage, attending an event, or visiting an attraction by 5%</li> <li>co -ordinate and promote residents festival annually.</li> </ul>
<p><b>VSD</b></p>	<p><b>Visitor sector development</b></p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p><b>1. Family friendly and affordable city centre</b></p>	<p>✓</p>	<p><b>VSD 1</b></p>

<p><b>VSD 1</b></p> <p><b>Outcome</b> - 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.</p> <p><b>Output:</b></p> <ul style="list-style-type: none"> <li>Increased awareness of Visit York members of the Good Business Charter and accreditation to increase.</li> <li>Supporting York business to make positive changes.</li> </ul> <p><b>VSD 2</b></p> <p><b>Outcome</b> - supporting on approaches to maximise private-sector, visitor led investment into city centre improvement.</p> <p><b>Output</b></p> <ul style="list-style-type: none"> <li>New businesses within the city joining Visit York membership</li> </ul> <p><b>VSD 3</b></p> <p><b>Outcome</b> - collaborating with the council and with businesses to stimulate a stronger evening economy.</p> <p><b>Output:</b></p> <ul style="list-style-type: none"> <li>Attend meeting and task groups providing expertise as required to improve nighttime economy.</li> </ul> <p><b>VSD 4</b></p> <p><b>Outcome</b> - 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.</p> <p><b>Output</b></p> <ul style="list-style-type: none"> <li>Promoting the City as a location for business events to new markets to grow business tourism all year-round.</li> </ul>						<p><b>2. An attractive, active, and healthy city centre</b> ✓</p> <p><b>3. A sustainable city fit for the future</b></p> <p><b>4. Making tourism work for York</b> ✓</p> <p><b>5. Embracing our riversides</b></p> <p><b>6. A safe city centre which is welcome &amp; accessible to all</b></p> <p><b>7. Thriving businesses &amp; productive buildings</b> ✓</p> <p><b>8. Celebrating heritage and making modern history</b> ✓</p>	<p>✓</p> <p></p> <p>✓</p> <p></p> <p></p> <p>✓</p> <p>✓</p>	<ul style="list-style-type: none"> <li>Raise awareness of Good Business Charter to increase the number of Visit York Members achieving Good Business Charter Accreditation by 2% YOY, with support of Business Charter</li> <li>Promoting the benefits of Good Business Charter to Visit York Members by providing information in monthly newsletters.</li> <li>Measuring click through rates to Good Business Charter from Visit York website.</li> </ul> <p><b>VSD 2</b></p> <ul style="list-style-type: none"> <li>1% additional new members joining</li> </ul> <p><b>VSD 3</b></p> <ul style="list-style-type: none"> <li>Contribute ideas to enable delivery of a programme of family friendly activities that assist to strengthen aspirations for Purple Flag Accreditation</li> </ul> <p><b>VSD 4</b></p> <ul style="list-style-type: none"> <li>Increasing the number of enquiries for Business Tourism in 2024/25</li> </ul>
<p><b>TAB</b></p> <p><b>TAB 1</b></p>	<p><b>Tourism Advisory Board</b></p> <p><b>Outcome</b> - Convene and facilitate a TAB for York, which brings together a diverse range of stakeholders in the sector and has an independent chair.</p> <p><b>Output:</b></p>	<p>✓</p>	<p>✓</p>	<p>✓</p>		<p><b>1. Family friendly and affordable city centre</b> ✓</p> <p><b>2. An attractive, active, and healthy city centre</b> ✓</p> <p><b>3. A sustainable city fit for the future</b> ✓</p>	<p>✓</p> <p>✓</p> <p>✓</p>	<p><b>TAB 1</b></p> <ul style="list-style-type: none"> <li>Attend regular TAB meetings and provide relevant expertise and insight of performance and data.</li> </ul>

<p><b>TAB 2</b></p>	<ul style="list-style-type: none"> <li>Collectively with partners and attractions, promote the visitor economy and increase visitor spend in the city to increase the value of the tourism economy in York.</li> </ul> <p><b>Outcome</b> - Take a lead in the development, delivery, and monitoring of the new tourism strategy.</p> <p><b>Output:</b></p> <ul style="list-style-type: none"> <li>Actively secure adoption of Strategy across agencies / stakeholders once adopted by CYC to deliver key priorities and outcomes of the strategy.</li> </ul>					<p><b>4. Making tourism work for York</b> ✓</p> <p><b>5. Embracing our riversides</b></p> <p><b>6. A safe city centre which is welcome &amp; accessible to all</b> ✓</p> <p><b>7. Thriving businesses &amp; productive buildings</b> ✓</p> <p><b>8. Celebrating heritage and making modern history</b></p>		<ul style="list-style-type: none"> <li>Other specific KPI's to be agreed if MIY contribute to a specific output.</li> <li>Increase visitor spend annually Target £70pph.</li> </ul> <p><b>TAB 2</b></p> <ul style="list-style-type: none"> <li>Strategy adopted by key organisations by October 2024 [Strategy awaiting sign off from CYC, likely April 24]</li> </ul>
<p><b>MAR 1</b></p>	<p><b>Markets</b></p> <p>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.</p> <p><b>Outcome</b> - Operation of the Shambles Market and facilitate meaningful engagement with all traders. Develop a new Markets Strategy for York which includes considering how best to use the powers in the Market Charter to support inclusive growth across the city. Ensure that Rules and Regulations are maintained and up to date ensuring compliance with all legislation and statutory requirements and implemented in a fair, transparent, and consistent basis. MIY to seek approval to the Council if required for changes.</p> <p><b>Output:</b></p> <ul style="list-style-type: none"> <li>Undertake a review of Rules and Regulations and implement outcomes.</li> <li>Develop a Markets Strategy to support the retention and attraction of high-quality market traders to the current site along with exploring the use of other key sites within the city to support growth.</li> </ul>	✓	✓	✓	✓	<p><b>1. Family friendly and affordable city centre</b> ✓</p> <p><b>2. An attractive, active, and healthy city centre</b> ✓</p> <p><b>3. A sustainable city fit for the future</b> ✓</p> <p><b>4. Making tourism work for York</b> ✓</p> <p><b>5. Embracing our riversides</b></p> <p><b>6. A safe city centre which is welcome &amp; accessible to all</b> ✓</p> <p><b>7. Thriving businesses &amp; productive buildings</b> ✓</p> <p><b>8. Celebrating heritage and making modern history</b> ✓</p>		<p><b>MAR 1</b></p> <ul style="list-style-type: none"> <li>20 new SMEs supported to start up/expand business.</li> <li>2 new speciality markets and temporary markets enabled in 2024/25.</li> <li>Market Strategy completed Jan 2025.</li> <li>Trader, customer, and non-customer surveys completed by Jan 2025.</li> <li>1 street food night market delivered to encourage families and students to attend to help kick start the family friendly evening economy.</li> </ul>

<p><b>MAR 2</b></p> <p><b>MAR 3</b></p>	<ul style="list-style-type: none"> <li>Collaborate closely with all partners including market traders to maintain markets viability.</li> <li>Provide vibrant and financially viable markets that contribute to the footfall and economic activity of the city.</li> <li>Markets to be delivered cost neutral at minimum.</li> </ul> <p><b>Outcome</b> - Work with traders and other stakeholders to develop the market business plan to maximise its financial performance and continue to develop the offer.</p> <p><b>Output:</b></p> <ul style="list-style-type: none"> <li>Undertake consultation and engagement to ensure buy in from all partners on the direction of travel for Shambles linking into the Market Strategy.</li> </ul> <p><b>Outcome</b> - Operate York’s market charter on behalf of the Council.</p> <p><b>Output</b></p> <ul style="list-style-type: none"> <li>Create opportunities for speciality markets and local produce community-based markets to operate within the city.</li> </ul>							<ul style="list-style-type: none"> <li>Review annually Rules and Regulations in consultation with CYC and traders.</li> </ul> <p><b>MAR 2</b></p> <ul style="list-style-type: none"> <li>Facilitate six weekly trader liaison meetings open to all traders. Facilitate meet the team 4 times a year.</li> <li>Produce a business plan for consultation to achieve sustainability.</li> </ul> <p><b>MAR 3</b></p> <ul style="list-style-type: none"> <li>3 community-based markets facilitated in Acomb. Riverside and Haxby.</li> <li>2 specialty markets held.</li> </ul>
<p><b>CE</b></p> <p><b>CE 1</b></p> <p><b>CE 2</b></p>	<p><b>Commercial Events</b></p> <p><b>Outcome</b> - Run safe and sustainable commercial events, including specialist market to support economic growth and promote York, to generate surplus for investment.</p> <p><b>Output:</b></p> <ul style="list-style-type: none"> <li>Provide a strong inclusive and diverse events programme to deliver the longer-term aspirations to grow events and speciality markets, deliver exceptional Visitor Experience that keep’s York’s profile high and generates high economic impact for the city.</li> <li>Update annual events plan for 2024/25 that is designed to attract high spend stay visitors and select day and resident markets. Collaborate with commercial partners to secure new funding and sponsorship opportunities to sustain and expand programme and generate surplus.</li> </ul> <p><b>Outcome</b> - Maintain an up to-date, comprehensive, and publicly accessible overall list of events happening across York.</p> <p><b>Output</b></p>	✓	✓	✓	✓	<p><b>1. Family friendly and affordable city centre</b></p> <p><b>2. An attractive, active, and healthy city centre</b></p> <p><b>3. A sustainable city fit for the future</b></p>	✓	<p><b>CE 1</b></p> <p>For <b>Make it York directly delivered events:</b></p> <ul style="list-style-type: none"> <li>70 % of audience survey rating performance ‘very satisfied’ or ‘fairly satisfied’</li> <li>35 % of audience from York</li> <li>65% of audience from outside York</li> <li>Foot fall during event period</li> <li>Value of press and media coverage £500k</li> <li>Social media engagement and website conversion rate</li> <li>45% of people travelling to York for events by active and sustainable</li> </ul>

<p>CE 3</p> <p>CE 4</p> <p>CE 5</p> <p>CE 6</p>	<ul style="list-style-type: none"> <li>Calendar of year-round events created and shared with at least 100 businesses by end of Jan 25, uploaded to visitYork.org website and viewed by 100,000 per annum unique visitors.</li> </ul> <p><b>Outcome</b> - 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.</p> <p><b>Output:</b></p> <ul style="list-style-type: none"> <li>Work with event organisers to assist in the enabling and planning of events and provide a supportive environment to facilitate increased local participation, influence and engagement of residents ensuring that community events are delivered at no cost to others.</li> </ul> <p><b>Outcome</b> - Manage all enquiries from any individual or organisation requiring support / guidance regarding putting on an event in York in the first instance.</p> <p><b>Output</b></p> <ul style="list-style-type: none"> <li>Enabling local Community led Events and Festivals delivering increased community pride.</li> </ul> <p><b>Outcome</b> - If a proposed event falls within the Foot streets, Tower Gardens, Knavesmire or the Eye of York decide whether to permit the event.</p> <ul style="list-style-type: none"> <li>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.</li> <li>Provide any appropriate management or other support to the event organiser.</li> </ul> <p><b>Output</b> -</p> <ul style="list-style-type: none"> <li>Enabling appropriate use of public spaces in a safe manner</li> </ul> <p><b>Outcome</b> - 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:</p> <ul style="list-style-type: none"> <li>Seek relevant Council approvals to proceed.</li> </ul>					<p>4. Making tourism work for York ✓</p> <p>5. Embracing our riversides</p> <p>6. A safe city centre which is welcome &amp; accessible to all ✓</p> <p>7. Thriving businesses &amp; productive buildings</p> <p>8. Celebrating heritage and making modern history ✓</p>	<p>means (bus, walk, cycle, train) increase by 5% annually.</p> <ul style="list-style-type: none"> <li>60% of local businesses trading at events (York and Yorkshire)</li> <li>Value of events per annum to York Economy £90 million</li> <li>Total No of volunteers</li> <li>Total No of people contracted to work events including those employed by stall holders.</li> <li>No of reported incidents &lt;3</li> </ul> <p><b>For third party events</b></p> <p>Third party delivered in public spaces to provide measurements on</p> <ul style="list-style-type: none"> <li>The number of events considered at SAG.</li> <li>75% of participants rating the event excellent or good</li> <li>45% of people travelling to York for events by active and sustainable means (bus, walk, cycle, tram, train)</li> <li>35 % of audience from York</li> <li>65 % of audience from outside York</li> <li>Total No of local businesses supported specific to the event.</li> <li>Total No of attendees</li> <li>Value of press and media coverage [£]</li> <li>60% of products for sale that are locally sourced (York and Yorkshire)</li> <li>Total No of Volunteers working the event</li> <li>Total No of people contracted to work the event.</li> </ul>
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<p>CE 7</p>	<ul style="list-style-type: none"> <li>• provide appropriate management advice or other support to the event organiser at an agreed cost; and</li> <li>• if not, sign post the event organiser to web-based and other information resources as appropriate.</li> </ul> <p><b>Output -</b></p> <ul style="list-style-type: none"> <li>• Enabling appropriate use of public spaces in a safe manner and obligating event organisers to manage and deliver events to national policy and guidelines, legislation, local restrictions i.e., noise management plans, guidance, and Safety Advisory Group recommendations.</li> </ul> <p><b>Outcome -</b> Work within relevant laws and regulations that exist and ensure compliance with all licenses and permissions always associated with particular sites.</p> <p><b>Output</b></p> <ul style="list-style-type: none"> <li>• Delivering events and festival in line with legislation, guidance, and best practice.</li> <li>• Ensuring all relevant event costs by MIY or third-party event organisation are covered.</li> <li>• <del>Ensuring adequate toilet facilities and street/parking marshals specifically for large scale events like the Christmas market.</del></li> <li>• For MIY directly delivered events - any CYC costs are required to be on fixed price cost that are agreed up front supported by relevant MIY purchase order.</li> <li>• For all third-party events CYC costs are required to be on fixed price cost that are agreed up front with the Third-Party event deliverer. MIY will not be liable for any costs associated with Third Party Organisers.</li> </ul>						<ul style="list-style-type: none"> <li>• No of reported H&amp;S incidents</li> </ul> <p><b>CE 2</b></p> <ul style="list-style-type: none"> <li>• Production of annual events Calendar circulated to 100 no of business and 3000 residents and promoted through digital channels with 100,000 unique visitors accessing.</li> </ul> <p><b>CE 3</b></p> <ul style="list-style-type: none"> <li>• Events Toolkit delivered for communities which enable local community groups to plan and deliver their own events responsive to community need, for community benefit bringing communities together safely.</li> </ul> <p><b>CE 4</b></p> <ul style="list-style-type: none"> <li>• Increased community skills, increased volunteering at community events, improved civic pride.</li> </ul> <p><b>CE 5</b></p> <ul style="list-style-type: none"> <li>• Active community members participating</li> </ul> <p><b>CE 6</b></p> <ul style="list-style-type: none"> <li>• Safe events delivered in line with guidance and legislation.</li> </ul> <p><b>CE 7</b></p> <ul style="list-style-type: none"> <li>• All events compliant with requirements with no reported breaches.</li> </ul>
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CCV	<b>City centre vibrancy</b>	✓	✓		✓	<b>1. Family friendly and affordable city centre</b>	✓	
CCV 1	<b>Outcome</b> - 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. <b>Output-</b> <ul style="list-style-type: none"> <li>Engage with partners and stakeholders to explore a vision which will improve these areas and create spaces suitable for events.</li> </ul>					<b>2. An attractive, active, and healthy city centre</b>	✓	<b>CCV1</b> <ul style="list-style-type: none"> <li>Identify investment opportunities to make spaces fit for purpose and support the aims and objectives of CYC.</li> </ul>
CCV 2	<b>Outcome</b> - Contributing expertise, ideas, and experiences to the Our City Centre Project which will set the city centre strategy. <b>Output</b> <ul style="list-style-type: none"> <li>Play an active role in project board attending meetings sharing best practice and taking responsibility for key actions arising from the delivery of city centre strategy and jointly delivering projects that develop and improve the area for residents and visitors.</li> </ul>					<b>3. A sustainable city fit for the future</b>	✓	
CCV 2	<b>Outcome</b> - Contributing expertise, ideas, and experiences to the Our City Centre Project which will set the city centre strategy. <b>Output</b> <ul style="list-style-type: none"> <li>Play an active role in project board attending meetings sharing best practice and taking responsibility for key actions arising from the delivery of city centre strategy and jointly delivering projects that develop and improve the area for residents and visitors.</li> </ul>					<b>4. Making tourism work for York</b>	✓	<b>CCV 2 No measurement</b>
CCV 3	<b>Outcome</b> - 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 fill these gaps and responding more effectively to seasonality. <b>Output</b> <ul style="list-style-type: none"> <li>Complete analysis of gaps and provide recommendations to support the development of the year-round visitor economy and encourage new events and festivals to further animate the city and encourage a diverse a diverse annual events calendar and that the programme is attractive to families.</li> <li>Create new offers and experiences and market existing opportunities to present a year-round visitor offer.</li> <li>Calendar of year-round events created and shared with at least 200 businesses by end of Jan 25, uploaded to visitYork.org website and viewed by 35k unique visitors.</li> </ul>					<b>5. Embracing our riversides</b>		
CCV 3	<b>Outcome</b> - 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 fill these gaps and responding more effectively to seasonality. <b>Output</b> <ul style="list-style-type: none"> <li>Complete analysis of gaps and provide recommendations to support the development of the year-round visitor economy and encourage new events and festivals to further animate the city and encourage a diverse a diverse annual events calendar and that the programme is attractive to families.</li> <li>Create new offers and experiences and market existing opportunities to present a year-round visitor offer.</li> <li>Calendar of year-round events created and shared with at least 200 businesses by end of Jan 25, uploaded to visitYork.org website and viewed by 35k unique visitors.</li> </ul>					<b>6. A safe city centre which is welcome &amp; accessible to all</b>	✓	
CCV 3	<b>Outcome</b> - 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 fill these gaps and responding more effectively to seasonality. <b>Output</b> <ul style="list-style-type: none"> <li>Complete analysis of gaps and provide recommendations to support the development of the year-round visitor economy and encourage new events and festivals to further animate the city and encourage a diverse a diverse annual events calendar and that the programme is attractive to families.</li> <li>Create new offers and experiences and market existing opportunities to present a year-round visitor offer.</li> <li>Calendar of year-round events created and shared with at least 200 businesses by end of Jan 25, uploaded to visitYork.org website and viewed by 35k unique visitors.</li> </ul>					<b>7. Thriving businesses &amp; productive buildings</b>		
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CCV 3	<b>Outcome</b> - 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 fill these gaps and responding more effectively to seasonality. <b>Output</b> <ul style="list-style-type: none"> <li>Complete analysis of gaps and provide recommendations to support the development of the year-round visitor economy and encourage new events and festivals to further animate the city and encourage a diverse a diverse annual events calendar and that the programme is attractive to families.</li> <li>Create new offers and experiences and market existing opportunities to present a year-round visitor offer.</li> <li>Calendar of year-round events created and shared with at least 200 businesses by end of Jan 25, uploaded to visitYork.org website and viewed by 35k unique visitors.</li> </ul>							<b>CCV 4</b> <ul style="list-style-type: none"> <li>Produce a digital guide and trails to provide opportunities for residents</li> </ul>

<p><b>CCV 4</b></p>	<p><b>Outcome</b> - Promote the events calendar through all appropriate means including through highly visible city centre information to continue Yorks's reputation of being a welcoming city for all as a city of sanctuary and human rights city.</p> <p><b>Output</b></p> <ul style="list-style-type: none"> <li>Using front line services and digital services to promote a clear and consistent message of a welcoming city for all and everyone is treated with dignity and respect.</li> </ul>						<p>to engage and access our and other services online.</p>
<p><b>CCV 5</b></p>	<p><b>Outcome</b> - Development of a Spaces and Places Policy that improves how buskers, street traders, street cafes and pedlars are managed in the City Centre. Collaborating with the Council, The BID and other city centre organisation's that will need to be partners to deliver the new policy.</p> <p><b>Output</b></p> <ul style="list-style-type: none"> <li>Provide a management document that will ensure respect of the character of each location, its occupants, and its appropriate function, celebrating local talent, local business taking into account the needs of all users of the city's streets and adding vibrancy and character to the city.</li> </ul>						<p><b>CCV 5</b></p> <ul style="list-style-type: none"> <li>Reduced No of complaints on use of spaces to less than 50.</li> </ul>
<p><b>CUL</b></p>	<p><b>Culture Strategy</b> – 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.</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p><b>1. Family friendly and affordable city centre</b></p> <p>✓</p>	<ul style="list-style-type: none"> <li>Number of outdoor cultural events supported x 2.</li> <li>No of artists, arts and heritage organisations engaged with events and festival and speciality markets using the city outdoor spaces.</li> <li>Number of 'heritage' spaces signed up to York Pass.</li> <li>Production of annual calendar of Events.</li> </ul>
						<p><b>2. An attractive, active, and healthy city centre</b></p> <p>✓</p>	
						<p><b>3. A sustainable city fit for the future</b></p>	
<p><b>CUL 1</b></p>	<p><b>Outcome</b> - 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.</p> <p><b>Output</b></p> <ul style="list-style-type: none"> <li>Continue to develop and integrate Yorks cultural offer through events and festivals enhancing place identity, local vibrancy, and visitor audience.</li> <li>Management of Busking.</li> </ul>					<p><b>4. Making tourism work for York</b></p> <p>✓</p>	
						<p><b>5. Embracing our riversides</b></p>	
						<p><b>6. A safe city centre which is welcome &amp; accessible to all</b></p> <p>✓</p>	

	<ul style="list-style-type: none"> <li>• Management and facilitating filming in the city.</li> <li>• Delivery of York Pass.</li> </ul>						<b>7. Thriving businesses &amp; productive buildings</b>	
<b>CUL 2</b>	<b>Outcome</b> - Work with partners to facilitate or deliver joint events - for the creative sector. <b>Output</b> <ul style="list-style-type: none"> <li>• Enable two joint events to take place in the city</li> <li>• Promotion of these events through our digital assets</li> </ul>						<b>8. Celebrating heritage and making modern history</b>	✓
<b>CUL 3</b>	<b>Outcome</b> - 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. <b>Output</b> <ul style="list-style-type: none"> <li>• Attendance at strategic meeting held within the city</li> <li>• Liaison with other DMO's on regional and national cultural and creative sector activity</li> </ul>							
<b>CUL 4</b>	<b>Outcome</b> - Maintain positive and comprehensive relationships with national and regional strategic support bodies. <b>Output</b> <ul style="list-style-type: none"> <li>• Liaison with national bodies such as the Arts Council</li> <li>• Promote our spaces for regional and cultural events</li> </ul>							
<b>CUL 5</b>	<b>Outcome</b> - Put together the necessary partnerships to make funding bids to deliver the Culture Strategy. <b>Output</b> <ul style="list-style-type: none"> <li>• Number of bids submitted</li> <li>• Explore charitable status for MIY to ensure ability to deliver cultural free events</li> </ul>							
<b>EVF</b>	<b>Events Framework</b> A city-wide Events Framework consistent with the aims of the cultural strategy that enables the city proactively to identify the events that it wishes to host and attract and enables the Council to respond in an	✓	✓	✓	✓		<b>1. Family friendly and affordable city centre</b>	✓
							<b>2. An attractive, active, and healthy city centre</b>	✓

<p><b>EVF 1</b></p> <p><b>EVF 2</b></p> <p><b>EVF 3</b></p> <p><b>EVF 4</b></p>	<p>informed way when opportunities are brought forward.</p> <p><b>Detailed delivery: Events Framework</b>  <b>Outcome</b> - Work with business, visitor economy and cultural sectors in developing the Framework to ensure its fit with wider city strategies / objectives.  <b>Output</b></p> <ul style="list-style-type: none"> <li>To agree and establish the key Strategic Events that would benefit York in partnership with relevant partners.</li> </ul> <p><b>Outcome</b> - 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.  <b>Output</b></p> <ul style="list-style-type: none"> <li>A more cohesive strategic direction for festivals and events to ensure that these align with the City's key strategies, objectives and outcomes.</li> <li>Building and facilitating partnerships and capacity and support for delivery of events and festivals.</li> </ul> <p><b>Outcome</b> - Take the initiative in building coalitions and partnerships for specific initiatives to fill identified gaps in product as identified by the framework.  <b>Output</b></p> <ul style="list-style-type: none"> <li>Improving opportunities through progressive and active collaborative partnerships working leading to jointly attracting more national and regional funding.</li> </ul> <p><b>Outcome</b> - Engage businesses and visitors in mass participation sporting events commissioned by the Council.  <b>Output</b></p> <ul style="list-style-type: none"> <li>Engaging business will delivering tangible impacts to the city and its communities and visitors such as social impact, health and wellbeing impact, participation impact, economic impact from tourism &amp; event expenditure, growing customer base to York.</li> <li>Volunteering impact.</li> </ul>					<p><b>3. A sustainable city fit for the future</b> ✓</p> <p><b>4. Making tourism work for York</b> ✓</p> <p><b>5. Embracing our riversides</b></p> <p><b>6. A safe city centre which is welcome &amp; accessible to all</b> ✓</p> <p><b>7. Thriving businesses &amp; productive buildings</b></p> <p><b>8. Celebrating heritage and making modern history</b> ✓</p>	<p>✓</p> <p>✓</p> <p></p> <p>✓</p> <p></p> <p>✓</p>	<p><b>EVF 1</b></p> <ul style="list-style-type: none"> <li>Engage with Partners and develop an Events Framework Strategy for approval by CYC to cement York as a destination and to deliver a range of impacts for the City's residents, businesses and visitors linking to N Y combined Authority and LVEP strategies.</li> </ul> <p><b>EVF 2</b></p> <ul style="list-style-type: none"> <li>Events Framework co – produced for approval.</li> </ul> <p><b>EVF 3</b></p> <ul style="list-style-type: none"> <li>Number of regional/ national/ international partnerships created.</li> <li>Number of Festivals and Cultural Events held.</li> </ul> <p><b>EVF 4</b></p> <ul style="list-style-type: none"> <li>New initiatives and partnerships formed.</li> <li>Participation at events increased.</li> <li>Immediate tourism &amp; local business value</li> <li>Future tourism &amp; local business value</li> </ul>
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<b>UD</b>	<b>UNESCO designation</b>	✓	✓	✓	✓	<b>1. Family friendly and affordable city centre</b>	✓	<b>UD 1, 2 and 3</b> Create a resource to co-ordinate efforts for UNESCO.  Promotion of the designation through MIY digital assets MIY Events Calander, MIY Linked in and member e news.
	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.					<b>2. An attractive, active, and healthy city centre</b>	✓	
<b>UD1</b>	<b>Detailed delivery: UNESCO designation</b>					<b>3. A sustainable city fit for the future</b>	✓	
	<b>Outcome</b> - Support the Guild of Media Arts as the focal point for UNESCO City of Media Arts designation by Promoting York's status. Work with UNESCO Focal Point – the Guild of Media Arts – and the Council and wider partners to deliver the current UNESCO Creative City objectives.					<b>4. Making tourism work for York</b>	✓	
	<b>Output</b>					<b>5. Embracing our riversides</b>		
	<ul style="list-style-type: none"> <li>Promotion of heritage and culture for all sectors of York's community. Creating opportunities for capacity building.</li> </ul>					<b>6. A safe city centre which is welcome &amp; accessible to all</b>	✓	
<b>UD 2</b>	<b>Outcome</b> - Promote the creative sector through media channels highlighting York's profile as a creative city, as part of the membership scheme					<b>7. Thriving businesses &amp; productive buildings</b>	✓	
	<b>Output</b>					<b>8. Celebrating heritage and making modern history</b>	✓	
	<ul style="list-style-type: none"> <li>Increase the number of members promoting UNESCO on their channels</li> </ul>							
<b>UD 3</b>	<b>Outcome</b> - Promote the designation within the city, e.g., through the BID, Retail and Hospitality Forums.							
	<b>Output</b>							
	<ul style="list-style-type: none"> <li>Circulate marketing assets to individual businesses to use as a promotional tool</li> </ul>							