

**Notice of a public meeting of  
Shareholder Committee**

**To:** Councillors Widdowson (Chair) and D'Agorne  
**Date:** Monday, 6 September 2021  
**Time:** 4.30 pm  
**Venue:** The Snow Room - Ground Floor, West Offices (G035)

**AGENDA**

**1. Declarations of Interest**

At this point in the meeting Members are asked to declare:

- any personal interests not included on the Register of Interests
- any prejudicial interests or
- any disclosable pecuniary interests

which they may have in respect of business on this agenda.

**2. Minutes** (Pages 3 - 4)

To approve and sign the minutes of the last meeting of the Committee held on 25 March 2021.

**3. Exclusion of Press and Public**

To consider excluding the public and press from the meeting during consideration of the following items:

(i) Agenda Item 5, Yorwaste Ltd Finance Update:

- Annex 2: Yorwaste detailed financial review

(ii) Agenda Item 6, YPO and YPO Procurement Holdings Ltd Finance Update:

- Annex A: YPO Financial Performance Review
- Annex B: YPO Procurement Holdings Ltd Business & Trading Report

(iii) Agenda item 7, City of York Trading Ltd Update:

- Annex A: CYT Performance Update Sept 2021

- (iv) Agenda item 8, Veritau Limited Business Update:
  - Appendix 1, Veritau Group Annual Report 2020/21
  - Appendix 2, Veritau Group Management Accounts 1/4/21 to 31/7/21 (4 Months)
  
- (v) Agenda Item 9, Make It York (MIY) Update:
  - Annex 5, Management Accounts for the 20/21 Financial Year

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

#### **4. 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 have changed to 2 working days before the meeting. The deadline for registering at this meeting is at **5.00pm on Thursday 2 September 2021**.

To register to speak please visit [www.york.gov.uk/AttendCouncilMeetings](http://www.york.gov.uk/AttendCouncilMeetings) to fill out an online registration form. If you have any questions about the registration form or the meeting please contact the Democracy Officer for the meeting whose details can be found at the foot of the agenda.

#### **Webcasting of Public Meetings**

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

During coronavirus, we've made some changes to how we're

running council meetings. See our coronavirus updates ([www.york.gov.uk/COVIDDemocracy](http://www.york.gov.uk/COVIDDemocracy)) for more information on meetings and decisions.

- 5. Yorwaste Ltd Finance Update** (Pages 5 - 12)  
Committee Members will receive reports from Yorwaste outlining the financial performance for the year ended 31 March 2021 and trading update for the first quarter of 2021/22.
- 6. YPO and YPO Procurement Holdings Ltd Finance Update** (Pages 13 - 32)  
Committee Members are asked to consider a report from YPO outlining the latest financial performance.
- 7. City of York Trading Ltd Update** (Pages 33 - 40)  
Committee Members are asked to consider the City of York Trading Ltd's performance update.
- 8. Veritau Limited Business Update** (Pages 41 - 60)  
To receive Veritau Group's Annual Report for 2020/21 and performance to date in 2021/22.
- 9. Make It York (MIY) Update** (Pages 61 - 114)  
To consider reports from Make It York (MIY) outlining the company's financial performance for the year ended 31 March 2021 and trading update for the first quarter of 2021/22.
- 10. Work Plan** (Pages 115 - 116)  
To consider the Committee's Work Plan for the remainder of the municipal year.
- 11. Urgent Business**  
Any other business which the Chair considers urgent under the Local Government Act 1972.

Democracy Officer:

Name: Fiona Young

Contact details:

- Telephone – (01904) 551088
- Email – [democratic.services@york.gov.uk](mailto:democratic.services@york.gov.uk)

For more information about any of the following please contact the Democracy 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 własnym języku. (Polish)

Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)

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

 (01904) 551550

## Coronavirus protocols for attending Committee Meetings at West Offices

If you are attending a meeting in West Offices, you must observe the following protocols.

**Good ventilation is a key control point, therefore, all windows must remain open within the meeting room.**

If you're displaying possible coronavirus symptoms (or anyone in your household is displaying symptoms), you should follow government guidance. You are advised not to attend your meeting at West Offices.

### Testing

The Council encourages regular testing of all Officers and Members and also any members of the public in attendance at a Committee Meeting. Any members of the public attending a meeting are advised to take a test within 24 hours of attending a meeting, the result of the test should be negative, in order to attend. Test kits can be obtained by clicking on either link: [Find where to get rapid lateral flow tests - NHS \(test-and-trace.nhs.uk\)](https://www.nhs.uk/conditions/coronavirus/covid-19/testing/rapid-lateral-flow-tests/), or, [Order coronavirus \(COVID-19\) rapid lateral flow tests - GOV.UK \(www.gov.uk\)](https://www.gov.uk/order-coronavirus-rapid-lateral-flow-tests). Alternatively, if you call 119 between the hours of 7am and 11pm, you can order a testing kit over the telephone.

### Guidelines for attending Meetings at West Offices

- Please do not arrive more than 10 minutes before the meeting is due to start.
- You may wish to wear a face covering to help protect those also attending.
- You should wear a face covering when entering West Offices.
- Visitors to enter West Offices by the customer entrance and Officers/Councillors to enter using the staff entrance only.
- Ensure your ID / visitors pass is clearly visible at all time.
- Regular handwashing is recommended.
- Use the touchless hand sanitiser units on entry and exit to the building and hand sanitiser within the Meeting room.
- Bring your own drink if required.
- Only use the designated toilets next to the Meeting room.

### Developing symptoms whilst in West Offices

If you develop coronavirus symptoms during a Meeting, you should:

- Make your way home immediately
- Avoid the use of public transport where possible
- Follow government guidance in relation to self-isolation.

You should also:

- Advise the Meeting organiser so they can arrange to assess and carry out additional cleaning
- Do not remain in the building any longer than necessary
- Do not visit any other areas of the building before you leave

If you receive a positive test result, or if you develop any symptoms before the meeting is due to take place, **you should not attend the meeting.**

This page is intentionally left blank

City of York Council

Committee Minutes

---

Meeting	Shareholder Committee
Date	25 March 2021
Present	Councillors Widdowson (Chair) and D'Agorne

---

## **11. Declarations of Interest**

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 discloseable pecuniary interests that they might have in respect of the business on the agenda.

Cllr D'Agorne raised a personal non prejudicial interest in Agenda Item 5, Make It York – Managing Directors Report, in that his partner, Cllr Craghill, was a Director of Make It York.

## **12. Minutes**

Resolved: That the minutes of the last meeting held on 4 March 2021 be approved and then be signed by the Chair as a correct record at a later date.

## **13. Exclusion of Press and Public**

Members considered the exclusion of the press and public from the meeting for discussion and decision for the exempt annexes to Agenda Item 5 on the grounds that each contained information relating to the financial or business affairs of any particular person (including the authority holding that information).

Resolved: That the press and public be excluded from the meeting during consideration of:

- (i) Agenda Item 5, Make It York (MIY) - Managing Director's Report
  - Appendix A: Current and forecast position for the business between now and March 2025.

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

#### **14. Public Participation**

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

#### **15. Make It York (MIY) – Managing Director's Report**

Committee Members received a report that provided an analysis of Make It York's (MIY) current financial position, together with a range of forecasts for the coming five years. As requested at the last meeting of the Shareholder Committee, the annexes included more detail and commentary on the variables and assumptions behind the figures provided.

MIY's Accountant was in attendance to present the report and respond to questions. He explained how the pandemic had affected MIY's financial position, stating that they had used and maintained the Government's furlough scheme and had suffered significant losses due to cancelled events.

Members thanked the Accountant for attending the meeting and for providing the information they had requested.

At this point, the Chair excluded the press and public from the meeting to enable the Committee to discuss MIY's revenue projections and forecasts from 2020-2025.

Resolved: That the report and annexes be noted.

Reason: To ensure Make It York's commercial viability.

Cllr Widdowson, Chair

[The meeting started at 1.30pm and finished at 2.10pm].





---

**Shareholder Committee****6 September 2021**

Report of the Chief Finance Officer

**Yorwaste Ltd Finance Update****Purpose of Report**

1. To consider reports from Yorwaste outlining the financial performance for the year ended 31 March 2021 and trading update for the first quarter of 2021/22.

**Recommendations**

2. Note the reports from Yorwaste Ltd attached at annexes 1 and 2 to this report.

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

**Background and analysis**

3. Yorwaste was established as a Local Authority Waste Disposal Company owned fully by North Yorkshire County Council in 1991 to manage the council's landfill sites. In 1996 as part of Local Government Review City of York Council became a 22.27% shareholder of the company. The company provides services to York relating to Transfer Stations, processing recyclates, garden waste and management and transport of waste at the two Household Waste Sites. They also provide similar services within North Yorkshire County Council.
4. The Yorwaste board is made up of council representatives of the two authorities and also independent board members. The representatives from City of York Council are currently Cllr A. Waller and the Corporate Director of Place, Neil Ferris. The company is a Teckal company whereby over 80% of its revenues come from its local authority owners.
5. The headline financial performance for both 2020/21 financial year and the first quarter for 2021/22 is shown at Annex 1. This report also highlights key challenges and opportunities facing the company over the coming years

6. Confidential Annex 2 provides further detail of the financial performance.

**Risk Management**

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

**Implications**

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

<b>Author:</b>	<b>Chief Officer responsible for the report:</b>		
Patrick Looker Finance Manager Email: <a href="mailto:patrick.looker@york.gov.uk">patrick.looker@york.gov.uk</a>	Debbie Mitchell Chief Finance Officer		
	<b>Report Approved</b>	x	<b>Date</b> 18 Aug 2021
<b>Wards Affected:</b> All			
<b>For further information please contact the author of the report</b>			

**Annexes**

Annex 1 – Yorwaste Headline Performance Review.

Annex 2 – Yorwaste Detailed financial review (Commercial in confidence)

## **ANNEX 1 - YORWASTE PERFORMANCE & FINANCE UPDATE**

### **1. How Yorwaste delivers shareholder value.**

As a Teckal company, Yorwaste delivers shareholder value in a number of ways.

**Directly** through either a reduction in the cost-of-service provision to the shareholding authority or in the generation of profits which accrue to the shareholding authority. This value is enhanced by the operation of commercial activities which can offset operating costs to the authority or enhance the generation of profits.

**Indirectly** through the shareholders' investment in Allerton Waste Recovery Park (AWRP) by maximising their potential financial return from volume related contractual terms.

**Intangibly** in that, as a result of its shareholding ownership, additional ad-hoc services and assistance to the shareholding authority are provided at either cost or zero charge.

The challenge for Yorwaste is to balance the above factors to deliver a cost effective, tax efficient, value for money solution for the local taxpayer.

### **2. Review of performance for the fiscal year to 31<sup>st</sup> March 2021.**

We previously reported on performance just before the close of the last fiscal year and the final out-turn was in line with those expectations. The Company delivered a solid health & safety performance. It exceeded budget and delivered a Profit Before Tax of £1.2m (vs prior year loss £0.55m). This was driven by acceleration of planned cost reductions, proactive optimisation of non-effective (annual leave) during the lockdown, and delays to investment and maintenance spending. It should however be noted that many of those savings were one-off in nature and not sustainable in a "business as normal" scenario.

In addition to a positive outcome on profitability the Company also met the shareholder targets for Allerton Waste Recover Park inputs in both volume and gate price.

### **3. Current Year Update**

Q1 performance exceeded Budget driven by a strong performance in Commercial revenues and higher than anticipated landfill gas

revenues. Underlying operating costs were in line with expectations after accounting for some catch-up maintenance costs from the prior year and profit is trending ahead of budget.

Whilst Q1 is off to a good start, the remainder of the year does have considerable headwinds. Competition for commercial customers is once again on the rise after a period of relative calm and the national driver shortage is stretching resources very thin. All indications are that the impact of the driver shortage may get worse before it gets better and the Company is closely monitoring the problem.

Whilst we are cautiously optimistic that the Company will continue to deliver a profit for the current fiscal year, it is unlikely to be at the same level as last year. The Company has the cash resources to meet its ongoing liquidity requirements, including debt repayments, without recourse to the shareholder.

#### **4. Looking Forward**

There are three key areas which present opportunities and/or challenges for the Company in the short to medium term.

##### **a) Local Government Review**

The Government has published the outcome of the Local Government Review (LGR) which sees the formation of a single unitary council in North Yorkshire along with the continuation of the current City of York unitary.

Initially LGR is not expected to significantly impact Yorwaste as the shareholding remains the same and the Teckal operations will continue to perform the same function. The Company does not expect LGR to materially impact its commercial operations.

In time, and subject to the appropriate review process, it is thought that there may be scope to co-locate some collection depots alongside the disposal depots as part of a wider optimisation process. This would need to take into account any new requirements arising from the Resource Waste Strategy (e.g. food waste and changes to recycle collection) and the impact that may have on the upstream collection process.

Yorwaste will continue to support the work of the respective waste teams in assessing options.

## b) Resource Waste Strategy

Whilst the potential changes to waste collection have been outlined in the Government's Waste Strategy there has been little detail of how any changes will be funded.

The biggest impact is likely to be on collection operations which may require larger fleets and/or more collections. The cost-benefit on both financial and environmental outcomes will require careful analysis as there may be unintended consequences such as increased carbon footprint depending on the details of any final policy from Central Government.

For Yorwaste, there may be potential to operate a regional MRF to manage both Shareholder's recycle requirements, as well as potential to provide a food waste management option, however both options will need to be assessed against the potential alternative offered from a reconfigured Allerton Waste Recover Park.

Yorwaste will continue to support the work of the respective waste teams in assessing options.

## c) Longer Term Aftercare costs

The Company periodically updates (every 5 to 7 years) its assessments on the long-term costs of the aftercare liability of closed landfills. This liability was accrued whilst the landfills were in operation and was calculated based on assumptions relevant at that time. The Company anticipates performing an update of its aftercare liability at some point over the next 24 months. This will be conducted by an independent external body and will incorporate the latest data and evidence on what that future liability should be.

It is difficult to state with any certainty what the outcome of that review might be, however should it be deemed higher than the current liability on the balance sheet this could result in a negative impact on profitability.

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank





---

**Shareholder Committee****6 September 2021**

Report of the Chief Finance Officer

**YPO and YPO Procurement Holdings Ltd Finance Update****Purpose of Report**

1. To consider a report from YPO outlining the latest financial performance.

**Recommendations**

2. Note the reports from YPO and YPO Procurement Holdings Ltd attached at annexes A and B to this report.

Reason: To ensure the Council is updated on the financial performance of both YPO and YPO Procurement Holdings Ltd.

**Background and analysis**

3. YPO (formerly known as the Yorkshire Purchasing Organisation) was established as a joint committee of Local Authorities in 1974 and the Council is one of 13 founder member authorities.
4. YPO Procurement Holdings Ltd was incorporated in 2014 as a subsidiary of YPO and was formed so that YPO would be able to transact with the private sector for the first time and to open up new markets, but also to enable it to act in a more commercial fashion, with a governance structure more aligned to a commercial business than a local authority.
5. The activity of both companies is regularly reported to officers through the Strategic Officers Group which is attended by the Chief Finance Officer on behalf of the Council. There are also elected member representatives from the Council on the YPO Management Committee and the YPO Procurement Holdings Ltd Board.
6. The Council is one of 13 founder members and therefore does not have sole control over the company, but works in partnership with YPO and the other 12 Councils.

7. The latest YPO financial performance review is attached at Annex A and provides an update on the organisations performance in 2021. It reviews the year to date results and forecasted outturn position against the budget.
8. The YPO Procurement Holdings Ltd Business and Trading Report is attached at Annex B to the report and provides an overview of the limited company’s financial performance and highlights areas of under / over performance against the budget.

**Risk Management**

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

**Implications**

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

<b>Author:</b>	<b>Chief Officer responsible for the report:</b>		
Debbie Mitchell Chief Finance Officer Tel: 01904 554161 <a href="mailto:debbie.mitchell@york.gov.uk">debbie.mitchell@york.gov.uk</a>	Debbie Mitchell Chief Finance Officer		
	<b>Report Approved</b>	x	<b>Date</b> 20/08/21
<b>Wards Affected:</b> All			
<b>For further information please contact the author of the report</b>			

**Annexes:**

Confidential Annex A – YPO Financial Performance Review

Confidential Annex B – YPO Procurement Holdings Ltd Business & Trading Report

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank





---

**Shareholder Committee****6 September 2021**

Report of the Head of HR

**City of York Trading Update****Purpose of Report**

1. To consider the City of York Trading Ltd's Performance Update Sept 2021 as provided in the confidential annex.
2. The performance update is private due to the commercial sensitives.

**Recommendations**

3. Note the reports from City of York's Trading Ltd attached at annexe A to this report.

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

**Background and analysis**

4. City of York Trading Ltd (trading as WorkwithYork, WorkwithSchools and WorkwithYorkshire) was formed in 2011 with the intention of supplying temporary staff to CYC, to schools (in and around the York area) and to other outside organisations.
5. Through City of York Trading Ltd, CYC makes a saving compared to the cost of agency staff on the open market.
6. In addition the payment of an annual dividend from the Company's profits is designed to assist CYC's financial position.

**Key Company Matters 2021/22:-**

7. The Company's Board of Directors currently comprises :-
  - Karen Bull (Managing Director)  
with Non-Executive Directors
  - Cllr Andrew Waller (Chair)
  - Cllr Kallum Taylor

- Cllr Simon Daubeney
- John Dobson
- Oliver Wright

- The Company’s Management Accountant prepares financial reports and the Managing Director prepares Performance Reports on a monthly basis. The Board Meetings are held monthly to coincide with this reporting.
- The Company’s accounts for 2021/22 are currently being audited. The Company’s financial performance 2021/22 year-to-date is positive with both turnover and profit above budget. Further information is provided to the Shareholder Committee within the Performance Update Sept 2021 (Annex A).
- Key Performance Indicators are monitored on weekly and monthly basis.
- Marketing activities continue, including utilisation of the Company’s websites and social media channels.

**Risk Management**

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

**Implications**

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

<b>Author:</b>	<b>Chief Officer responsible for the report:</b>		
Trudy Forster, Head of HR & OD Tel: 01904 553984 E: trudy.forster@york.gov.uk	Debbie Mitchell Chief Finance Officer		
Karen Bull, MD CYT Ltd	<b>Report Approved</b>	x	<b>Date</b> 20/08/2021
<b>Wards Affected:</b> All			
<b>For further information please contact the author of the report</b>			

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

Document is Restricted

This page is intentionally left blank

**CITY OF YORK COUNCIL SHAREHOLDER COMMITTEE****6 September 2021****Veritau Limited Business Update****Introduction**

Veritau Limited is a local authority shared service company jointly owned by the City of York Council and North Yorkshire County Council. The company was established in 2009. The company has two subsidiary companies, Veritau North Yorkshire Limited and Veritau Tees Valley Limited, which are part owned by other councils. Together the companies form the Veritau Group.

The wider Veritau Group has 9 member councils but also provides services to a large number of multi-academy trusts and schools, housing associations and other public sector organisations. The group employs approximately 70 professional staff and offers a range of assurance services, including internal audit, counter fraud, risk management, and information governance. The majority of these services are delivered to organisations in the Yorkshire region although the group has clients across the United Kingdom.

Veritau delivers shareholder value to its member councils through:

- Economies of scale resulting in lower unit costs
- Increased efficiencies and flexibility – standard working practices ensure there is less duplication of effort and best practice is more easily shared
- Improved access to specialist resources (for example data analytics, risk management and counter fraud specialists) that would otherwise not be available to a small in-house team
- Increased resilience and the ability to accommodate changes in workload because of the larger pool of staff available
- Improved service continuity and less reliance on key members of staff for service delivery
- The ability to invest in new technologies and working practices

## 2020/21 Finance and Performance

Despite the challenges caused by the Covid-19 pandemic, Veritau achieved the majority of its business objectives. The Group continued to attract new clients with a number of academy schools and trusts signing up for services this year. Ad-hoc work was also requested by a number of other clients. Client satisfaction and retention rates remained high. Staff satisfaction rates were also in line with the previous year.

The Group reported a loss before tax and pension adjustments of £17.7k. The loss was largely attributable to an increase in work in progress at the year-end of £41k and the inclusion of a holiday pay accrual of £50k. Both are considered to be one-off adjustments.

All staff were set up to work from home and to deliver services remotely. The Group also created a new Information Access team to exploit a number of potential business opportunities, and a multi-disciplinary Covid-19 Response Team to help coordinate the fraud prevention support provided to its clients.

The Veritau Limited, Veritau North Yorkshire Limited and Veritau Tees Valley Limited boards of directors each met twice during the year.

Debbie Mitchell replaced Ian Floyd as a director of Veritau Limited in November 2020.

Other service developments and achievements during the year included:

- implementing a new case management system for our Information Governance team
- developing a new website and client portal (which went live in March 2021)
- completing a brand refresh
- developing a new counter fraud offer to schools and re-designing the existing Data Protection Officer service offer
- extending the aspiring manager programme to our Information Governance and Corporate Fraud teams
- being shortlisted for the Tackling Economic Crime awards (TECA)

A copy of the annual report is attached as **appendix 1**. The report is confidential because it contains commercially sensitive information.

## **2021/22 Performance Update**

The Group is on track to achieve its target profit for 2021/22. There are also no significant variances compared to the approved budget at this stage in the year.

Redcar & Cleveland Borough Council has appointed Veritau to act as the council's Data Protection Officer (DPO) from 1 July 2021. This will be for an initial 12 month period to allow the council to assess the new outsourced arrangement. A number of academy schools and MATs have also signed up to receive internal audit and DPO services in the current financial year.

A copy of the 2021/22 Group management accounts (to 31/7/21) is attached as **appendix 2**. The management accounts are confidential because they contain commercially sensitive information.

Cllr Andrew Waller has replaced Cllr Nigel Ayre as a director of Veritau Limited.

## **Recommendations**

That the shareholder committee notes the Group's annual report for 2020/21 and performance to date in 2021/22.

## **Appendices (Confidential)**

Appendix 1 – 2020/21 Veritau Group Annual Report

Appendix 2 – 2021/22 Veritau Group management accounts (to 31/7/21)

## **Further Information**

Contact: Max Thomas – Chief Executive [max.thomas@veritau.co.uk](mailto:max.thomas@veritau.co.uk)

This page is intentionally left blank



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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank



---

**Shareholder Committee**

6 September 2021

Report of the Assistant Director (Customer and Communities)

**Make It York Finance Update****Purpose of Report**

1. To consider reports from Make It York (MIY) outlining the company's financial performance for the year ended 31<sup>st</sup> March 2021 and trading update for the first quarter of 2021/22.

**Recommendations**

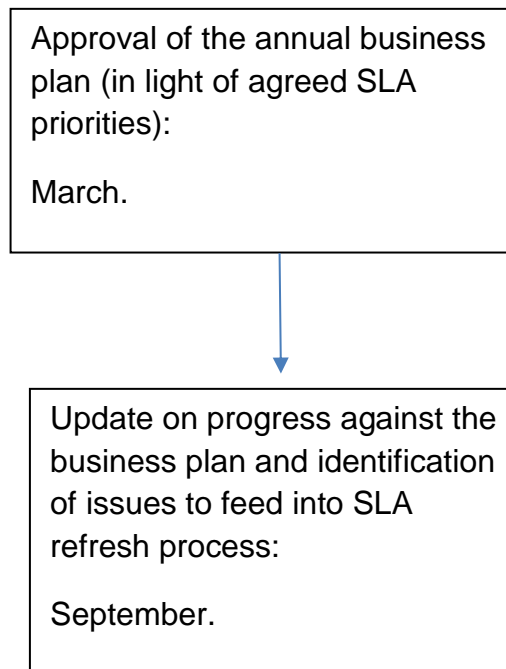
2. The committee is ask to note the reports from Make It York attached as Annexes 2 to 5 of this report.

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

**Background**

3. MIY was established by the Council in 2015 as a wholly owned, local authority company in order to deliver a new approach to marketing, culture, tourism and business development in the city. The council was able to enter into a contract to deliver these services without the need for a procurement exercise, as is permitted by regulation 12 of the Public Contract Regulations 2015, since the company is 'Teckal' compliant, i.e. the Council has control of all the shares in the company and exercises effective day-to-day control over its affairs, and at least 80% of the activities of the company are carried out in the performance of tasks entrusted to it by the controlling contracting authority.
4. In May this year the Council's Executive agreed to enter into a new three-year contract with MIY. A new service specification (or SLA as it is often informally referred to) was negotiated between the Council and the MIY board (see Annex 1). This is laid out under four main headings:
  - **The Economy:** promoting York as a business location through all of MIY's activity

- **Visitor Economy:** covering destination management and tourism sector development
  - **City Centre:** covering markets, city centre vibrancy and commercial events
  - **Culture:** focussing on driving the Culture Strategy, major events and the Unesco Creative City designation
5. The inward investment and economic development functions previously carried out by MIY were removed from the SLA and these functions have returned to the Council.
  6. The Service Specification also sets out key deliverables, outcomes by which performance will be measured, and detailed delivery tasks.
  7. MIY reports to the Shareholder Committee twice a year as follows:



8. This year, with the contract renewal process extending to May, it was not possible for MIY to produce a business plan in March. Following the departure of the MIY Managing Director it will now be necessary to wait for the new appointee to take up post before a business plan can be produced and brought to this committee for approval.
9. Although a business plan is not yet in place, MIY have continued to deliver strongly against the SLA. The Quarterly Narrative Report, which is produced by MIY as part of the client contract monitoring process, is attached at Annex 4 and provides some insight for the committee into MIY's current activity.

## **Financial update**

10. Whilst MIY had previously been financially successful across the life of the contract (the CYC annual net funding to MIY being reduced from £544k in 2015/16 to £324k in 20/21), meeting its budget targets and producing a £25k annual dividend for the council, the pandemic has been extremely difficult for the company, as it has for thousands of businesses across the country. MIY's revenues have been decimated and, although the company's board reduced costs and cut all non-essential spend, these measures were not sufficient to ensure the commercial viability of the business. As a result of this, the Executive in December 2020 had to take significant measures to secure the future of the company, agreeing to:
  - a. Waive the requirement for MIY to make a revenue return to the council in 20/21 in respect of trading activity across the city centre
  - b. Defer the first two quarters rent due from MIY in 20/21 for use of premises on Museum Street and Silver Street offices in line with arrangements for all council commercial tenants
  - c. A loan facility from the council of £300k to be accessed by MIY only if necessary
  - d. Provide a letter of guarantee to MIY with respect to the company's liabilities up to a maximum of £1m over the next 2 years to enable the company to continue as a going concern
11. MIY have worked closely with officers since December to monitor the company's ongoing financial position. Annex 3 provides a summary of the company's current financial position whilst confidential Annex 5 provides further detail of the financial performance.

## **Risk Management**

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

## **Implications**

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

## **Annexes**

1. Service specification ("the SLA")

2. Make It York update
3. Make It York Financial Report – Summary
4. Quarterly Narrative Report – May to July 2021

**Confidential Annex**

5. Make It York Financial Report

<b>Author:</b>	<b>Chief Officer responsible for the report:</b>			
Charlie Croft Assistant Director (Customer and Communities)	Pauline Stuchfield Director of Customer and Communities			
	<b>Report Approved</b>	✓	<b>Date</b>	24.8.21.
<b>Wards Affected:</b> All				
<b>For further information please contact the author of the report</b>				



**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 to the stronger co-ordination and promotion of the city of York's profile and cultural offer taking every opportunity to articulate York's brand position, regionally, nationally and internationally;
- (b) work towards increasing the value of the visitor economy through promoting innovation and higher quality in the existing offer, encouraging high value visitor economy investment and attracting higher spending visitors;
- (c) nurture new cultural ideas and initiatives;
- (d) 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;
- (e) generate income from activities to support the delivery of the Business Plan and these Objectives; and
- (f) 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 a detailed 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 narrative report.
- 1.4 Represent York on operational working groups relevant to these Service Specific Requirements as agreed with the Council.
- 1.5 Undertake research and business intelligence required in order to successfully fulfil the obligations set out in these Service Specific Requirements.
- 1.6 Ensure coherent local communications and press releases that further articulate the narrative, in alignment with the Council's Marketing & Communications Team.
- 1.7 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.
- 1.8 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.
- 1.9 Collect relevant data, including user feedback, to evidence performance against the Objectives set out above, and the Outcomes set out below, as well as these Service Specific Requirements.

## 2 Economic Development

- 2.1 Though Make It York is not expected to provide specific resource for economic development activity, it will play an important role in promoting York as a business location through all its activity and in particular in its marketing activities.
- 2.2 Make it York will work with the Council to signpost businesses and inward investors to a 'single front door' approach within the Council for businesses and start-up, to make it easy for all businesses to access this front door and to *promote a positive business* environment in York through supporting and developing appropriate networks and other initiatives.

## 3 Visitor Economy

### 3.1 Key Deliverables:

- *Destination Management Organisation* – promotion of York as a leisure and business visitor destination; running the Visit York membership scheme; liaison with LEP, Visit Britain, Welcome to Yorkshire, etc. to make the most of all available support and contribute to national and regional marketing initiatives.
- *Tourism sector development* – working with tourism 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 the TAB as a representative body for all those involved in the tourism sector, and contribute to the development of a new Tourism Strategy.

### 3.2 Outcomes (to be set or confirmed in Tourism Strategy)

- (a) *Destination Management Organisation* – increase in visitor numbers and hotel occupancy and room count to be specified in Tourism strategy and agreed by the TAB; aim for growth in Visit York membership of 2% year on year in post pandemic York;
- (b) *Tourism sector development* – Aim for 5% Gross Value Added (“**GVA**”) increase shown in the Office of National Statistics (“**ONS**”) Local Authority Level Statistics across 3

years of agreement if practical when taking into account and fully understanding the impact of the pandemic;

- (c) *TAB* – TAB to meet actively each Month (12 meetings per annum); and
- (d) *Aim to increase average visitor spend by 5% above RPI* – Base figure to be set once the impact of the pandemic is fully understood.

*Detailed delivery: Destination Management Organisation (“DMO”)*

- 3.3 Leading on leisure marketing of York, working with Welcome to Yorkshire, national and regional bodies to make the most of York’s offer and attract visitors to the city.
- 3.4 Maintain and develop Visit York as a membership body supporting and developing the tourism sector.
- 3.5 Work with the visitor economy sector, Welcome to Yorkshire, 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.
- 3.6 Encourage all York residents to enjoy the tourism and cultural offer of York including year round promotion and targeted residents’ events.

*Detailed delivery: Tourism sector development*

- 3.7 Work with tourism 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) leading on approaches to maximise private-sector led investment into city centre improvement; and
  - (b) working with the Council and with businesses to stimulate a stronger evening economy.
- 3.8 Attract new business tourism to the city by providing a clear and effective process for responding to conference enquiries with high quality response and support, and working proactively to attract new

enquiries appropriate to the city.

*Detailed delivery: TAB*

- 3.9 Convene and facilitate a TAB for York, which brings together a diverse range of stakeholders in the sector and has an independent chair.
- 3.10 Take a lead in the development and delivery of a tourism strategy as part of the city's new Economic Strategy.

#### **4 City Centre, Events and Markets**

##### **4.1 Key Deliverables:**

- (a) *Markets* – Day-to-day management of the Shambles Market; operation of the Market Charter on behalf of the city; in consultation with the Council, development of a new Markets Strategy; supporting new retailers to trade.
- (b) *City Centre vibrancy* – Contributing expertise, ideas and experiences to the MyCityCentre 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.
- (c) *Commercial events* – Keeping the city centre relevant and enticing by curating a programme of public events in the Footstreets; 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 in the economy.

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

- (a) *Markets* – 5% year on year growth in surplus from Shambles Market with a commitment from the Council to support measures taken to achieve this; Year 1 creation and adoption by the Council's Executive of a Markets Strategy leading to delivery as specified in that strategy; Year 2 onwards independent evaluation of customer sentiment to be undertaken.
- (b) *City Centre Vibrancy* – to aim to help bring tenants to vacant city centre premises as a direct result of Make It York's engagement; serious involvement by Make It York's staff

and/or board of directors in MyCityCentre engagement and workshop sessions

- (c) *Commercial events* – Minimum of £500,000 generated each year through commercial events for investment (distribution to be outlined by MIY in subsequent year's Business Plan); Year 2 onwards independent evaluation of customer sentiment to be undertaken.

*Detailed delivery: Markets*

- 4.3 Operate the Shambles Market and facilitate a Market Traders' Forum.
- 4.4 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.
- 4.5 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.
- 4.6 Operate York's market charter on behalf of the Council (in line with the Markets Policy at Appendix 1).
- 4.7 Maintain and update as necessary the Market Regulations (in consultation with the traders). The current Market Regulations are set out at Appendix 2.

*Detailed delivery: City centre vibrancy*

- 4.8 Make proposals to the Council for any new ideas for commercial exploitation of the Footstreets, Eye of York and Tower Gardens.
- 4.9 Contributing expertise, ideas and experiences to the MyCityCentre Project which will set the city centre strategy.
- 4.10 Contribute to the Council's Retail Strategy, and join with the BID, Retail Forum, Indie York and others to attempt to attract appropriate new retail operators to the city.
- 4.11 Create a high-profile calendar of city centre festivals, activities and events ensuring that partners such as the BID are enabled to contribute. Identify times when new events would add value to the York experience and work on filling these gaps.
- 4.12 Promote the events calendar through all appropriate means

including through highly visible city centre information.

*Detailed delivery: Commercial Events*

- 4.13 Run safe and sustainable commercial events, including specialist markets, to generate surplus for investment.
- 4.14 Maintain an up-to-date, comprehensive and publicly accessible overall list of events happening across York.
- 4.15 Provide a toolkit to allow event organisers to self-serve including guidance on event management and highlighting where permissions would be required.
- 4.16 Manage all enquiries from any individual or organisation requiring support / guidance with regard to putting on an event in York in the first instance
- 4.17 If a proposed event falls within the Footstreets, 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
- 4.18 If the proposed event is on land other than the Footstreets, 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 or other support to the event organiser; and
  - (c) if not, sign post the event organiser to web-based and other information resources as appropriate.
- 4.19 Work within relevant laws and Regulations that exist and ensure compliance with all licenses and permissions associated with particular sites at all times.

## 5 Culture

### 5.1 Key Deliverables:

- (a) *Culture Strategy* – An ambitious and cohesive programme of cultural development for the city covering the arts, heritage and creative industries.
- (b) *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 also enables the Council to respond in an informed way when opportunities are brought forward.
- (c) *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.

### 5.2 Outcomes:

- (a) *Culture Strategy* – By end of Year 1: Cultural Leaders Group (“**CLG**”) Executive structure in place (timing to be subject to the views of and input from the CLG Strategy Steering Group). Action and funding plans for the strategy established and agreed.
- (b) *Events Framework* – By end of Year 1: Research undertaken on cost/benefit analysis as well as relevant infrastructure issues. By end of Year 2: Strategy in place following stakeholder consultation and adoption by the Council.
- (c) *UNESCO Designation* – By end of Year 1: Stakeholder arrangements in place for i) helping to steer the designation, and ii) to involve wider city stakeholders in maximising the benefit of the designation. Year 2: submission of 2022 report meeting UNESCO requirements and widely owned plan with ambitious objectives for the next 4 years.

#### *Detailed delivery: Culture Strategy*

- 5.3 Drive an ambitious and cohesive programme of cultural development for the city covering the arts, heritage and creative industries
- 5.4 Work with the CLG to lead on the development and evaluation of the Culture Strategy, ensuring full engagement with other city



strategies and plans, including the Local Plan, Skills, Tourism, Events, and Economic Strategy.

- 5.5 Deliver/commission events both for the creative sector and for others, e.g. Culture Awards or equivalent that are profile raising, increase collaboration and demonstrate best practice.
- 5.6 Convene and support the CLG as the strategy “owners”, providing the secretariat and driving the agenda, resourcing the partnership and co-chairing alongside an elected cultural leader.
- 5.7 Develop a sustainable independent executive structure and constitution for the CLG.
- 5.8 Receive regular strategic advice from the 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.
- 5.9 Maintain positive and comprehensive relationships with national and regional strategic support bodies.
- 5.10 Put together the necessary partnerships to make funding bids to deliver the Culture Strategy.
- 5.11 Advise and support cultural providers with regard to new initiatives liaising with the council as appropriate.

*Detailed delivery: Events Framework*

- 5.12 Work with business, visitor economy and cultural sectors in developing the Framework to ensure its fit with wider city strategies / objectives.
- 5.13 Bring the Framework to the Council for approval, and put in place systems to evaluate the success of the Framework.
- 5.14 Take the initiative in building coalitions and partnerships for specific initiatives to fill identified gaps in product e.g. to deliver the York Mystery Plays.
- 5.15 Engage businesses and visitors in mass participation sporting events commissioned by the Council.
- 5.16 When the need arises, take a lead in supporting cultural events of strategic significance e.g. Rugby League World Cup 2021.

*Detailed delivery: UNESCO designation*

- 5.17 Support the Guild of Media Arts as the focal point for UNESCO City of Media Arts designation by facilitating and undertaking activities that maximise the potential benefits of York's UNESCO designation and ensure sustained development in line with the Four Year Monitoring Report and Plan of 2018.
- 5.18 Work with UNESCO Focal Point – the Guild of Media Arts – and the Council to deliver 2018-22 UNESCO Creative City objectives.
- 5.19 Support the focal point to convene wider stakeholder groups in the city to maximise the impact of the designation to the city.
- 5.20 Communicate regularly with the creative sector e.g. through mailings and social media.
- 5.21 Promote the creative sector through media channels highlighting York's profile as a creative city.
- 5.22 Monitor and evaluate progress leading to the 2022 Report to UNESCO.
- 5.23 Support the Focal Point to collaborate with UK Creative Cities and other designations, UK UNESCO Commission, Media Arts Network, and Creative Cities Network.
- 5.24 Promote the designation within the city, e.g. through the BID, Retail and Hospitality Forums.

# MakeItYork

## City of York Shareholder Committee – Monday 6<sup>th</sup> September 2021

### Make It York update

#### **Background**

As with many other businesses, the last year has been challenging for MIY with revenue streams severely impacted due to Covid. Steps were taken during the year to significantly improve the financial management and reporting at MIY by contracting the services of an experienced interim financial manager and given the fall in revenue due to covid, we have also made major efforts to reduce costs and cut all non-essential spending. During the year we have also coped with the departure of the Managing Director and a number of personnel changes.

However, the Board and staff are optimistic that an improving situation will emerge in the forthcoming year.

Monthly Client Meetings between MIY and CYC have continued to take place and reporting (as detailed in our new service level agreement) is much improved. A Quarterly Narrative has also been produced in advance of each quarterly meeting. A copy of the most recent report is included in the report pack.

#### **HR/Recruitment**

The search for a new Managing Director is well underway. An external recruitment company has been appointed to manage the process and they will vet potential applicants before shortlisting candidates for interviews in early September. The interview panel will consist of the Chair and members of the MIY Board, as well as CYC colleagues. One of the initial tasks for the incoming MD will be the production of a post covid business plan to be submitted and discussed at the CYC Shareholder Committee in March 2022.

In the interim, the Chair of MIY has (and will continue) to chair weekly meetings of the Senior Management Team. Weekly 'all staff' meetings are also scheduled to ensure the flow of communication continues.

A number of personnel changes have taken place since the last meeting of the Shareholder Committee. The Head of Commercial & Revenue Generation has left the business and the Sales Manager is providing senior interim cover to the team. A new Market Manager has been appointed from Monday 13th September who has many years' experience of managing and developing a busy market. The current Events Manager will take maternity leave from mid-September and a freelance Events Manager will work with MIY for the next 9 months.

### **Marketing & Communications**

The city continues to see a rise in visitor numbers, with footfall almost back to pre-pandemic levels, however these are largely domestic visitors with an inevitable fall off in higher spending foreign visitors. Working with City partners a number of marketing campaigns have been planned and/or have taken place including the 'Good to Go', Summer Days Out and Autumn LNER campaigns. A new mobile friendly Visit York website was successfully launched in May, which has received positive feedback from Members and visitors. The Tourism Advisory Board, convened by MIY, continues to meet on a monthly basis. The meetings ensure that the needs of the sector are being listened to and met.

### **Events and Christmas**

Plans are in place for a programme of events for the rest of the year, including: Festival of Food & Drink (September), family friendly Halloween themed events (October), York Design Week (October) and Aesthetica Short Film Festival (November). Preparations for a successful Christmas Market are also underway. The number of chalets at the Christmas market will be less than in previous years, to ensure that the general public and traders feel safe in the city. MIY continues to work with CYC and the Safety Advisory Group (SAG).

### **Culture and Wellbeing**

The cultural sector in York has been hard hit by the pandemic and MIY continues to support the sector wherever possible. The Cultural Leaders

Group (CLG) has continued to meet on a monthly basis throughout 2021. The Culture, Wellbeing and Events team have produced an action plan for the York Cultural Strategy, which takes the form of a RAG report with key actions to achieve the outcomes/recommendations within the strategy and a quarterly reporting framework.

### **Business Team**

The 4 members of the MIY Business Team transferred to CYC on the 1st September 2021.

### **Conclusion**

Whilst recognising that the post-COVID world will be different in a number of respects, MIY is confident it will once again become a fully going concern. With a new Managing Director in post, a Service Level Agreement with CYC about to commence, a professionalised team and more refined roles and priorities, MIY is in a strong position to continue to help the businesses of York during the recovery period.

This page is intentionally left blank

# MakeItYork

**City of York Shareholder Committee – Monday 6<sup>th</sup> September 2021**

**Make It York Financial Report - Summary**

**Accounts for the 20/21 Financial Year**

**Profit and Loss account**

**Income**

As the pandemic spread, MIY's income halved with the cancellation of the Christmas market being one of the most visible signs of the impact of Covid 19 on Make it York and the life of the city itself. The closure of the Visitor Information Centre during 'lockdowns' together with severely reduced income from publications, the Shambles, York Pass sales and other events in the city centre also drastically reduced MIY's revenues.

**Costs**

With the help of CJRS grants for furloughed staff, like for like staff costs were reduced by a third and direct costs by almost three quarters, though there was a limit to the extent that indirect and fixed costs could be reduced whilst MIY continued to provide services to its clients and stakeholders throughout the financial year.

**Balance Sheet**

The losses sustained in 20/21 exhausted MIY's brought forward reserves and meant that MIY had net liabilities at 31<sup>st</sup> March 2021.

**Audited Statutory Accounts**

MIY's auditors have commenced their field work and the audited accounts will be submitted for approval to the board in November before being circulated to shareholders and made available to the public.

**Results to Date**

The gradual easing of lockdown restrictions since Easter combined with continued measures to limit costs resulted in MIY's first quarter results

being significantly better than experienced in 2019, the last 'normal' 1<sup>st</sup> quarter. Trading has remained buoyant since then and whilst challenges remain, MIY is well on the way to recovery.

### **Forecast for the 21/22 Financial Year**

Whilst major uncertainties regarding MIY's operating environment exist, if the broader economic trends continue to be as buoyant as they have been since the easing of restrictions, MIY is expected to generate significantly more cash as a result of its activity in 21/22 than was previously anticipated, though it is still forecast to have a modest negative cash balance for a short period towards the end of the financial year.

This could be eliminated by drawing on the loan facility provided by City of York Council; however, MIY staff continue to explore options whereby the operating results can be improved even further and the need to use the facility avoided, though we mustn't understate how important the other support from CYC has been to MIY's survival, not just the continuation of its core funding and other financial assistance, but also in the support and advice of CYC's officers and members.



# **MakeItYork**

## **Quarterly Narrative Report**

**May – July 2021**

## Contents

<b>Introduction .....</b>	<b>3</b>
<b>Marketing and Communications.....</b>	<b>4</b>
<b>Leisure Marketing .....</b>	<b>4</b>
Tourism Advisory Board.....	4
Recovery Strategy Campaign .....	4
TV Activity.....	5
‘Good to Go’ Safety Video .....	5
#Love York Summer guide .....	6
Paid Social Media Activity .....	6
Summer of Sport .....	6
Summer Days Out Campaign with York Park & Ride.....	7
LNER Autumn campaign .....	7
Halloween .....	8
New photography.....	8
<b>Business Marketing .....</b>	<b>8</b>
Business tourism highlights .....	8
Business support highlights .....	9
<b>Digital &amp; Social Media .....</b>	<b>9</b>
<b>PR &amp; Communications .....</b>	<b>10</b>
<b>Culture and Wellbeing .....</b>	<b>11</b>
York Culture Strategy update.....	11
Cultural Leaders Group update .....	12
Culture and Wellbeing .....	13
<b>Events .....</b>	<b>14</b>
<b>Commercial and Revenue Generation .....</b>	<b>15</b>
Membership.....	15
City Centre .....	15
<b>Sponsorship and Publications .....</b>	<b>16</b>
Visitor Information Centre (VIC).....	16
York Pass.....	16
<b>Business, Network Innovation and Inward Investment .....</b>	<b>17</b>
<b>Key Account Management .....</b>	<b>17</b>
<b>Business Support .....</b>	<b>19</b>
<b>Further Support .....</b>	<b>20</b>
<b>Growth Managers Observations .....</b>	<b>20</b>
<b>Inward Investment.....</b>	<b>21</b>
<b>Indigenous Investments .....</b>	<b>21</b>
<b>Foreign Direct Investment .....</b>	<b>21</b>
<b>Other Activity .....</b>	<b>22</b>
<b>Premises and Developments .....</b>	<b>22</b>
<b>HR and Operations .....</b>	<b>24</b>

Recruitment..... 24  
Premises ..... 24

## Introduction

This report covers the period May – July 2021 and is produced in line with the requirements of the Service Level Agreement with City of York Council.

The report has been produced with input from the Senior Management Team following the departure of the Managing Director from Make It York in March 2021.

Greg Dyke has chaired a Senior Management Team meeting on a weekly basis and will continue to do so until a new MD is in post.

While we are all very aware of current challenges, the future for York remains very bright and the opportunities for 2021, including those around the York Central development, the green economy and the current government's levelling-up agenda remain very significant.

## Marketing and Communications

### Leisure Marketing

#### Tourism Advisory Board

Coordinated by MIY, Tourism Advisory Board (TAB) meetings continue to take place on a monthly basis to ensure we're meeting the needs of the sector and taking into account feedback from all relevant stakeholders as we evaluate and plan our leisure marketing campaigns. Minutes from all 2021 TAB meetings can be provided if further information is required on specific content, discussions and attendees.

#### Recovery Strategy Campaign

Our tourism recovery strategy campaign ran from 17<sup>th</sup> May through until 11<sup>th</sup> July.

The aim of this was to promote the city as a staycation destination and to complement the safe reopening of the city. This campaign was run in partnership with CYC and, as you'll be aware from previous updates, used the council's recovery strategy budget that was originally planned to be spent between July and December 2020 but, due to various national and regional lockdowns and pauses in activity, we ended up carrying forwards a budget of £61k into this year.

In a nutshell, the activity included a new 30 second TV advert, an 8-week broadcast TV campaign on channel 4, a new 'good to go' safety video produced in conjunction with Welcome to Yorkshire, a new printed 'Summer Guide' to the city and paid social media activity... the overall aim here being to increase visitor spend and to inspire people to choose York as their summer break destination.

### TV Activity

We invested £50k of the recovery budget in a TV campaign with Channel 4, which was also match-funded by Channel 4 through their greenhouse fund for new advertisers, thereby giving us £100k media spend and a really strong campaign. The match-funding was particularly attractive in choosing Channel 4 for this campaign as it delivered significantly better coverage than we could have achieved with any other media. We targeted an ABC1 45+ audience travelling without kids to try and bolster midweek stays as previous sector feedback told us that midweek visitation would be the major challenge this year without any international tourism and a weakened group travel sector. This is also a further reason why the Channel 4 programming was a particularly good fit.

To remind you on the detail, we bought linear (live) TV spots on two of Channel 4's macro regions for a 2-month campaign: The North with a total of 6,460,000 ABC1 adults and the Midlands with a total of 3,765,000 ABC1 adults. There are twice as many adults in both regions (almost 20million combined) but our TV spots only appeared in shows that were watched by a majority of upmarket ABC1 adults. We also bought VOD (video on demand) in the London region, so £10k match funded to £20k, on All4 and targeting the same ABC1 upmarket shows in the London region. The campaign delivered an OTS (opportunity to see) of 3.3, meaning it was seen that many times on average. Overall the campaign delivered close to 9 million impacts in total.

Looking at further campaign analysis, the campaign over delivered by £15k of real value, so for the £50k spend we received £115k of genuine media value across the Channel 4 North and Midlands Macros and All4 through the London area.

We also added a couple of questions relating to the TV advert to our June visitor survey, with 24% of people claiming to have seen it.

### 'Good to Go' Safety Video

Running alongside the TV advert and campaign, we worked with CYC and the Welcome to Yorkshire digital team on a 'we're good to go' safety standard video. This now sits within the Love York hub on the VY website, as well as being used in social media posts between 10<sup>th</sup> May and 11<sup>th</sup> July. The purpose of this video was to inspire confidence in visitors to return to York across all our channels. The premise was that the video focused on the city preparing and getting ready to fully reopen and showcased all the safety measures we have in place.

### #Love York Summer guide

An A5, 36-page 'Love York Summer Guide' was distributed from May onwards, with 50,000 copies zooming around Yorkshire and slightly beyond with NPD, Take One Media and Info Display, as well as through our own Visitor Information Centre. An online version is also available and is being promoted across our website and social media channels. This year's summer guide is in lieu of the traditional 'mini guide' and 'visitor guide' that we produce in a 'normal' year and we're aiming for these to return in 2022.

### Paid Social Media Activity

Kicking off from 17<sup>th</sup> May, we used the TV advert and 'Good to go' videos across our social channels and allocated £2.5k from the recovery strategy budget to significantly boost the reach of these (across the same geographic regions as the TV campaign).

To give you an idea of what we're achieving organically across our VY social media channels, for April we achieved over 1.2 million impressions, meaning this many people have seen our content. To put that figure into context, the 2019 pre-pandemic impressions figure for April was 809,000, so we're already seeing strong interest and a 48% increase over the same month two years ago. This 1.2 million reach would equal roughly a £36k spend if we were paying to promote our content and we're hoping to continue to grow this over the coming months.

Between May and July 2021, the Visit York website was visited by 323,378 users, an 8.7% increase on previous all-time-high figures from 2019, and pages on the website were viewed 1.05 million times. Visit York social media channels received 4.3 million impressions, 163,973 engagements and gained 2,187 new followers with all metrics exceeding previous records during the same time period in previous years.

The new Visit York website also launched on the 15<sup>th</sup> of June and has already had 201,719 users visiting the site, a 5% increase on the previous record numbers from the same time period in 2019. The new website has an improved design and greater functionality to showcase the city's activities, events and the wide range of Visit York member businesses to over 115,000 online visitors to the platform each month.

### Summer of Sport

You'll have seen that we launched our summer of sport campaign on Friday 9<sup>th</sup> July, with activities taking place through until early September.

This is supported by online and social media with a hub at <https://www.visitYork.org/summer>

This is a collaboration between Make It York, Thor's Tipi and First Bus York, with activity that includes an interactive sporty sculpture trail, pop-up tipi bars, urban running routes, free yoga classes and outdoor ping pong tables.

Our new 'summer of sport' activity leaflet and map was ready in time for the event launch on 9<sup>th</sup> July and we've produced 15,000 copies.

Six interactive sports-themed sculptures have been installed across the city centre offering photo opportunities for residents and visitors to get involved in. From celebrating on a winner's podium and driving a racing car, to posing with weights, the trail aims to get people moving around the city to enjoy the installations and share pictures on social media using #SummerinYork. Trail sponsors include York BID, Middletons Hotel, First Bus York, York City Knights and St Peter's York.

Until September 5, a pop-up Thor's Tipi bar is on Parliament Street offering a range of tropical-inspired drinks, cosy evenings around fire pits, and weekend DJ sets. Thor's is also joined on Parliament Street by a variety of York-based food vendors – including Yuzu Street Food, KREP, Shambles Kitchen, Sloppy's Burgers, Stam & Maria and The York Roast Co.

The colourful new outdoor seating will also remain across the city.

Outdoor ping-ping tables sponsored by Jorvik Viking Centre are located on Parliament Street, which residents and visitors can use for free and free yoga classes will also take place in Thor's tipi each week in partnership with Emperor's Gym. Kicking off from July 14, the classes will run each Wednesday (7.30AM -8.30AM) and Friday (8.30AM - 09.30AM) with pre-booking required by email to [leisure@middletonsyork.co.uk](mailto:leisure@middletonsyork.co.uk). For runners, two urban running routes have been devised in partnership with York Knavesmire Harriers.

### Summer Days Out Campaign with York Park & Ride

We're working closely with First Group on a Yorkshire-wide days out campaign that is encouraging families to use the park & ride scheme to enjoy the city throughout the summer holidays.

The focus here is on exploring 'hidden gems' in the city rather than well-known attractions and venues and includes activity with Capital FM Yorkshire, VOD with ITV, YouTube and podcast advertising and paid social across the VY channels.

Adam & Jojo from the Capital FM breakfast show filmed in York earlier this year and we are running an on air and on online competition to win £1,000 for a day out in York.

Plus launching on Monday 9 Aug, a new 30 sec clip for Video on demand with ITV hub and a new 15 sec clip for Youtube advertising targeting Yorkshire families with a little help from Polly at Little Vikings and her family. See video [here](#).

Brand new hub page for this at <https://www.visitthecityofyork.org/summer/summerdaysout>

This campaign is being funded by an £85k partnership with First Bus.

LNER Autumn campaign

Planning is underway for a national campaign (to begin in September) with LNER, targeting London and the South East for short break takers and to promote both Haunted York and Christmas, targeting go getters and empty nesters. Looking at a mix of Capital FM, Classic FM, digital and outdoor media.

### Halloween

Launching in mid-to-late September, we're looking to run a month-long 'Haunted York' campaign from 1-31 October 2021.

We're formulating this into an activity plan which will also support the current city of York drive for Purple Flag status and York's evening economy.

In previous years our Haunted campaign has run for a period of two weeks to cover the school half-term, however by extending this to cover the whole of October we feel that we can hit two distinct audiences.

Regional family and pre-nester focus targeting Yorkshire, the North East and North West. We will look to target pre-nesters from mid-September onwards and families in the run up to during the weeks when the school holidays are taking place.

### New photography

We've worked with Ravage Productions on new imagery to use across the new VY website and other digital and publication use and we're also now working with Milner Creative for new Shambles market imagery and a new series of 'farm to fork' videos showcasing the market as a hub for local produce.

### [Business Marketing](#)

#### Business tourism highlights

Business tourism activity has focused around positive messaging that York is ready to safely welcome delegates for business events when the time is right:

- We are working with event organisers who have postponed events since March 2020 to support rescheduling these if/when they can. A few have committed to new dates, but most are still uncertain and subject to confirmation.
- We have been promoting newly-opened venues such as Sandburn Hall hotel and Malmaison, sharing enticing new products with a conference audience to encourage a return to York to enjoy the enhanced events offer in the city.
- We are supporting the Liberal Democrats again with their planning for the Spring Conference 2022, and coordinating dates and spaces for the 2023/24 events too.



- The Visit Britain Domestic Events fund is an opportunity for not-for-profit organisations to apply for funding to support events happening before the end of the year, so we've been sharing this with eligible clients.
- We have continued to host sales managers' meetings every 4-6 weeks, gathering vital intelligence from member venues about returning business, customer confidence and ongoing challenges for the sector. These meetings have also been an opportunity to encourage members to provide ongoing business intelligence to the Meetings Industry Association (MIA) to feed into research shared with DCMS.
- Engagement with the refreshed Visit York business tourism channel on LinkedIn is increasing, followed targeted invitations to relevant contacts to follow these updates, and our bi-monthly e-news to our conference mailing list shares similar content.
- Meetings with key venues as more colleagues have returned from furlough.

### Business support highlights

- Ongoing updating of content on makeityork.com, in particular signposting around changes to covid-related support, current grants and lockdown restrictions as well as training/apprenticeships content.
- Provided 350 words for Commercial Property Monthly for their Yorkshire and North East feature.
- Worked on the York Business Week survey to gather feedback to help shape content for this year's programme.
- We continue to gather examples of York's achievements, innovations and pioneers to be jointly used to promote the city and its sector strengths in future inward investment activity and in business tourism activity showcasing York as a conference destination as appropriate.
- The previously mentioned MIY feature in the Little Vikings 'Moving to York' guide for families will not be included in the publication, reflecting the changes regarding business support provision. Similarly, work on the Living in York guide has also been paused.

### Digital & Social Media

#### Make It York

Between May and July 2021, the Make It York website had 13,428 page views, an increase of 10% compared the same period last year and was visited by 5,915 users, an increase of 29.6% compared to the same period last year. Relevant business content has been continually updated by the team to signpost businesses to the correct resources and the 'Meet the Team' page was the most viewed page on the site during this period after the home page. Meanwhile, social media coverage on MIY platforms resulted in 151,678 impressions and 3,250 engagements, while gaining 311 new followers across all social media channels.

#### Visit York

Between May and July 2021, the Visit York website was visited by 323,378 users, an 8.7% increase on previous all-time-high figures from 2019, and pages on the website were viewed 1.05 million times. Visit York social media channels received 4.3 million impressions, 163,973 engagements and gained 2,187 new followers with all metrics exceeding previous records during the same time period in previous years.

The new Visit York website launched on the 15<sup>th</sup> of June and has already had 201,719 users visiting the site, a 5% increase on the previous record numbers from the same time period in 2019. The new website has an improved design and greater functionality to showcase the city's activities, events and the wide range of Visit York member businesses to over 115,000 online visitors to the platform each month.

A global hub for displaying York's tourism offer, the new website was developed by our team at Make It York together with the web development supplier DestinationCore and supported by the Visit England grant funding.

- New modern design with greater functionality
- Visually impactful and intuitive experience for both member businesses and leisure visitors
- More dynamic and interactive content for popular hub pages like the #LoveYork hub
- More dynamic and user-friendly interface of the site's mobile version
- Improved user journey contributing to higher engagement
- New login system for members - offering a more advanced and easier way to edit product pages, events and offers
- Integration with the TXGB booking system
- Interactive itinerary building functionality, allowing users to share their itineraries online

## PR & Communications

### **Period from 1 May 2021 to 31 July 2021**

- Total news volume: 143
- Total news reach: 4.84 million
- Total news value: £543,485

National coverage in The Sun (print & online) plus The Sun Scotland, iNews, The Sunday Times, The Daily Star Online, Travel Weekly, Boundless Magazine, TopicUK and MSN.

Local and regional coverage in York Press, YorkMix, Yorkshire Post, Yorkshire Live, Sheffield Star, Your Local Link, Lancashire Times and Yorkshire Times.

Broadcasts included BBC Radio York, YorkMix Radio and Greatest Hits Radio.

Coverage themes: York as a staycation destination, Summer Of Sport campaign, Rugby League World Cup 2021, Youth Traders market competition at Shambles Market, Yorkshire Day celebrations, Cultural Grants, PAPI and MIY Business Grant event, new VisitYork.org website, Christmas Markets and York's covid recovery.

Fifteen press trips organised/supported including: The Sun, Express, OK!, Woman, LA Times, Daily Star, Bradt Guide, BRITAIN Magazine, The Telegraph and influencers such as 'The Cutlery Chronicles', 'Mummy Travels' and 'Londoner'. These cover a mix of proactive invites to media and reactive requests.

## Culture and Wellbeing

### York Culture Strategy update

The culture, wellbeing and events team have produced an action plan for the strategy, which takes the form of a RAG report with key actions to achieve the outcomes/ recommendations within the strategy and a quarterly reporting framework. This has been shared with the Cultural Leaders Group Strategy Steering Group and Cultural Leaders Group to gain their feedback. Following this, we have created a shared drive space where CLG members can input projects/ updates to be included in the Culture Strategy RAG quarterly reporting.

The progress across each Key Priority for the strategy for the second quarter has included:

- **Engagement:** Working on the research phase around engagement, inclusion and equality, to learn more about the current practices of organisations both within York as well as further afield (including the approach taken by large, national organisations). Planned conversations with York Travellers Trust and Joseph Rowntree Foundation.
- **Placemaking:** Ensuring culture is taken into consideration in placemaking conversations – MIY staff now sit on the Castle Gateway Advisory group, My City Centre, CYC Vacant Premises group. Meetings have also taken place with the creative sector on creative-led workspace in York, and initial design meeting with CLG members to produce proposal on key role culture can play in the York Central development. Also, ongoing conversations with regional culture contacts, including on the forthcoming North Yorkshire Culture Strategy and synergies with this.

- **Children and Young People:** MIY are supporting REACH, the Cultural Education Partnership, and have created a web page for them to showcase cultural and creative activity for children and young people in York, on the Culture hub of the MIY website, as they do not have their own website.
- **Talent Development:** MIY is giving support in kind to SLAP (Social Live Art Performance), who are planning to develop an Incubation and Artist Development project for emerging artists that create 'Live' work and are based in York, supporting them to develop their artistic practise and business knowledge. Now the new Cultural Development Manager has started (in late July), we will also set up a workshop with key higher education partners, with the anticipation that this might develop into a working group to lead on this priority.
- **Culture and Wellbeing:** see separate section below.
- **York's National and International Profile:** The UNESCO working group of York Mediale, City of York Council, Make It York and the Guild of Media Arts, continues to meet on a regular basis. MIY is working to create partner packs to raise profile and awareness of the designation. MIY contributed to a range of case studies on creative initiatives in York, which was submitted by the Guild of Media Arts to the UNESCO Creative Cities Network, for their forthcoming Creative Cities publication. MIY is also taking part in forthcoming meetings to restart conversations about plans for a potential event in 2022, to celebrate the city's significant anniversaries next year.

We are also working to further develop the online Culture Hub on the MIY website, which hosts the strategy and acts as a hub for the city's creative and cultural activity – we plan to include a separate web page for each of the Culture Strategy's six Key Priorities, sharing key info and progress on each area.

### [Cultural Leaders Group update](#)

The Cultural Leaders Group (CLG) have continued to meet on a monthly basis throughout 2021. This open and continuous communication with the culture sector has allowed us to keep up-to-date on their situations, facilitate collaboration, as well as inviting guest speakers to present.

Recent guests include Olivia Chatten, Master of the Guild of Media Arts and Business Development Manager at York Science Park, to present on the Guildhall development plans, and Rachel Cowgill, Prof. of Music at University of York and Research Theme Champion for Creativity, to discuss her role. At our most recent meeting, we also discussed the role of culture in York Central, and this has led to a forthcoming workshop where members of the CLG will work together to co-create a proposal for the key role of culture in the development, to share with the York Central Strategic Board.

The Cultural Leaders Group Strategy Steering Group (CLGSSG) continue to meet on a monthly basis to develop and refine plans to create an open and inclusive Culture Forum and Culture Executive, in place of the current CLG and CLGSSG structure, as a key recommendation of the Culture Strategy. We are well on the way to developing a Terms of Reference for the new

Exec and Forum, which describes how these will function and key processes and responsibilities of each. Following our most recent meeting (29/06) MIY will edit the ToR with latest feedback and also look to produce a Person Specification for members of the new Exec. We anticipate sharing these papers with the broader CLG in the autumn for their input and feedback, before we then look to launch the Forum.

MIY continue to provide a fortnightly e-news update to the Cultural Leaders Group in York, detailing current culture news, funding updates, and MIY news, which we encourage the sector to contribute to, to act as a further information channel.

### Culture and Wellbeing

Through the Better Care Fund, MIY and CYC awarded over £12,000 to seven social and cultural initiatives across the city, for projects running from December 2020 – March 2021. Since their completion, MIY has been working with the projects, from music and art through to dance and storytelling, to create a series of case studies about the work this funding has enabled. The case studies can be read here (links at bottom of article): [New Cultural Wellbeing Grants Awarded to Seven Local Community Projects \(makeityork.com\)](#)

It is our plan to create a Culture and Wellbeing page on the Culture hub of the MIY website, where these case studies and cultural wellbeing initiatives in the city more broadly will be shared. This resource (and the case study work already done) will act as a qualitative evaluation measure to capture the impact of the projects in the charity/ social enterprises and participants own words, in line with the recommendation for Cultural and Wellbeing evaluation in the Culture Strategy. We have discussed this model of evaluation with CYC and Converge, who have done significant work in this area.

City of York Council has confirmed that the Better Care Fund will provide funding for 2021, which means we will be able to run the cultural commissioning grants programme again this year, to support resident wellbeing through arts, culture and heritage activity. York CVS, Make It York and City of York Council are collaborating on this year's funding process, bringing together two funding streams made available by the Better Care Fund, of a total £50,000, so organisations can now be considered for both via one simple application process. Organisations are being invited to apply for grants of up to £5000 to support initiatives that boost mental and physical wellbeing across the city and reduce isolation through cultural and social engagement. We anticipate that successful applicants will be notified by late August.

York's Cultural Commissioning Partnership (CCP) meetings are ongoing on a monthly basis, to coordinate and share information on work around culture and wellbeing in York, as well as raise the profile of the sector, and undertake joint funding bids to increase capacity to develop social prescribing projects together. This group Chair and Secretariat are by Make It York.

## Events

2021 has seen a cancellation/postponing of all events from January - July\* due to COVID restrictions and lockdowns.

Make It York worked with City of York Council and York BID to deliver a range of seating across the city to encourage residents to visit the city centre and the use of outdoor spaces with social distancing thereby enabling city centre hospitality businesses to operate from April - June.

From late June, Make It York have worked with a range of local businesses, partner organisations and community groups to deliver a '**Summer of Sport**', offering a range of physical activities and additional seating areas for residents and visitors. Taking inspiration from the sporting events across the summer (Wimbledon, Euros, Olympics and later in the year, Rugby League World Cup – *nb, now postponed to 2022*), the offer includes a sports themed sculpture trail, vintage carousel, pop up cafe/bars in Parliament St and Tower Gardens, urban walking and running routes, ping pong and free yoga classes. There will also be a number of activations throughout the summer, including York community sports clubs and a new pop-up 'Festival of Archaeology' on August bank holiday.

For **Yorkshire Day**, we developed a programme of activity from 30 July - 1 August, in collaboration with City of York Council, the Civic team, York BID, and the Yorkshire Society, to create a cohesive, celebratory atmosphere in the city centre and raise the profile of the event. This included dressing the city with white rose bunting, Yorkshire deckchairs, giant TV screens showing archived footage of York and fun family movies in St. Sampson's Square and Tower Gardens, Yorkshire themed food stalls, selfie opportunities, window dressing, as well a high-profile marketing campaign across our channels, and opportunities for PR.

This summer-long programme will ensure a vibrant and animated city centre whilst supporting local businesses to encourage residents and visitors to enjoy York's attractions, retail and hospitality offer.

Plans are in place to programme events for the rest of the year, government restrictions pending, including: Festival of Food & Drink (September), family friendly Halloween themed events (October), the Christmas Market (November/December), York Design Week (October) and Aesthetica Short Film Festival (November).

We have now released the dates for Ice Trail 2022, which will take place on the weekend of 5 – 6 February: planning for this event is ongoing internally between our teams.

We are working alongside Visit England to coordinate the Tourism Awards 2022, and anticipate that these will happen in late March – early April 2022.

\*with the exception of Festival of Ideas which delivered a mainly digital programme

## Commercial and Revenue Generation

### Membership

There is a 70% retention rate to date and all members have paid their membership fees. During 2021-22 we have acquired 45 new members to date, making a total of 640 members and we are averaging 3 member events each month. Face to face events will be starting again when restrictions are lifted, but forums will remain online.

Members are positive about the new website and we continue to work on members page set ups.

Training member events that have been held include:

- Website Copy
- B2B members Forum
- New restaurant launch

### City Centre

- THORS TIPI and Street Food Village offering opened on Parliament Street on the 21<sup>st</sup> June
- YO1 Beach Café / Club opened on the 24<sup>th</sup> June and will run until Sunday 5<sup>th</sup> September. It will open daily between 10am and 7pm and is located in Tower Gardens
- The Summer of Sport marketing campaign launched on the 9<sup>th</sup> July, showcasing sport activations around the City including a Sport Sculpture trail, ping pong tables and free yoga classes
- Yorkshire Day plans took place during the first weekend in August
- Rugby League World Cup – 100 days to go events are scheduled for late July and August (this has since been postponed to 2022)
- Shambles Market Sponsorship has been confirmed and we are planning to release a partnership piece at the end of August. MIY will work closely with them around branding opportunities in the market including signage, parasols and stall boards
- The Young Traders Event held in Shambles Market went well. It was held on Tuesday 29<sup>th</sup> June and is a good feeder for the Market sponsor

## Sponsorship and Publications

**Ice Trail** sponsorship opportunities have been communicated to members and confirmations are starting to come in. The Commercial team will focus on this event during August and September

Promotion of the **Christmas Guide** has started and there is significant interest.

The team are starting conversations with previous print advertisers regarding the requirement and formatting of the next **Visitor Guide**. We are looking at possible changes in format along with print numbers.

## Visitor Information Centre (VIC)

Full time opening hours resumed on 1<sup>st</sup> July. The VIC team are spending considerable time assisting visitors with pre booking of attraction tickets. Footfall and income are steadily increasing. Online pre-booking has impacted both York Pass and attraction ticket sales in the VIC.

Average daily footfall is between 250 – 687 per day vs an average 1200 – 1400 per day in June 2019.

The Grand Central Lego train has now returned to GC Head Office freeing up a considerable area for both merchandise and a new desk area enabling a staff member to cover an area of the VIC previously unmanned. This should provide opportunities for more customer engagement in terms of merchandise.

We are continuing to clear old product ranges and better resident engagement would help to grow quality merchandise sales.

## York Pass

- Online sales are going well with June being 100% over budget. However, VIC YP sales are struggling due to pre booking conditions. Trade sales are performing beyond expectation due to Online Travel Agents' targeting of the UK domestic market rather than the international market
- Reduced attraction line up with a focus on city centre attractions in 2021



## Business, Network Innovation and Inward Investment

### Key Account Management

During the 3-month period there were 21 virtual conversations with key accounts. The conversation over the last couple of months have mostly been about the difficulty recruiting staff, and the impending reduction in furlough support from those companies that have staff on furlough. The government's roadmap out of lockdown was also a topic of conversation.

COVID – 19 – During May, most firms were optimistic about the upcoming months as the positive vaccine rollout continued to instill confidence in the business community. Some sectors were doing better than others with the consumer services, public transport and hospitality sectors lagging behind the likes of the construction sector. During June, companies were disappointed about the delay in moving out of lockdown but also recognise that public health comes first. That being the case, the impact of the 4-week delay will hit the hospitality and leisure sector even though some have been trading at a reduced capacity. July saw further relaxation of covid restrictions, but businesses are still cautious especially with the sustained rise of the delta variant. Contacts reported robust retail sales, in particular for household goods and DIY products, supported by strong housing market and home-improvement activity.

According to the Bank of England, spending on hospitality and leisure continued to strengthen as social distancing restrictions were relaxed around the UK. Contacts reported robust bookings at most hotels, self-catering accommodation, and visitor attractions, partly due to restrictions on foreign travel. Restaurants, bars and personal care services, such as hairdressers and salons, also reported strong demand. However, many contacts reported staff shortages, which in some cases was constraining activity.

Contacts in accountancy, legal and consultancy continued to report good levels of demand, as did companies in IT. Recruitment activity was reported to have increased to pre-pandemic levels, partly due to shortages of temporary workers. By contrast, activity relating to business travel, corporate hospitality and events remained subdued. Labour shortages were said to be limiting growth in some sectors, such as logistics.

Manufacturing output was supported by strong demand for food, beverages and construction-related products. However, activity growth was constrained by shortages of materials and labour. And contacts in some sectors reported stockpiling materials and components in anticipation of continued supply-chain disruption. Contacts said they were adapting to the new arrangements for trading with the EU.

Demand for bank credit from some small and medium-sized enterprises, centred around asset finance to support investment. Supply-chain issues led to a rise in demand for working capital finance. Bank credit was readily available in stable and growing sectors, though some

smaller businesses and those in sectors that have been most affected by the pandemic continued to report tight credit availability.

The city has seen over 43 commercial properties change ownership in the last 12 months to June 2021 with the office and retail sector making up the bulk of these. Of the 20 different transactions, the ten where the purchase price is known represents an investment of £14.6m. (this does not include the recent Helmsley Group purchase of units on Coney Street). The buyer make up includes 8% by the new user, 35% by institutions and 57% by private investors.

There is a lot of ongoing conversations around office space and usage going forward. Most companies are looking to maintain their current space but planning to use it differently with a mixture of remote and office working, using the space for teams to meet up one or two days per week. Some have surveyed their staff, and this was the most favoured way forward. Others are considering subletting parts of the office to other companies that are looking for informal city centre working space for small teams. The good news is we have not seen any evidence of mass exodus of city based office workers.

Demand for industrial property on the outskirts of the city continue to be strong with several units being developed speculatively, while there is significant available office space in the city centre for the first time in a while. This is mainly due to new developments like Hudson Quarter and the Toft Green developments.

Innovation is still continuing to play a major role in companies big and small and many see it as a chance to enter new markets. This has not changed in the last few months and businesses expect to continue to review products and assets with a view to mutually beneficial collaborations.

Nationally, rent collection figures 60 days after due date reveal that commercial tenants in the UK have paid 70% of all rents due at the 60-day mark. March quarter day, down -4% from the same point in the previous December quarter. While this marks a rise of 49% on the level of rent collected on the due date of 25 March, it remains lower than the equivalent period in the preceding two quarters. These are national figures but likely to closely reflect York's position.

Looking ahead, Britain is set for a "sharp snap back" in spending by shoppers as restrictions ease, according to experts at Deloitte. The firm found "going to a shop" topped the list of leisure activities people are most likely to do after lockdown. Separate research suggested that the UK's economy will grow at its fastest rate on record this year, helped by the rebound in consumer spending. The forecasting body has upgraded its 2021 growth forecast from 5% to 6.8%, which would mark the fastest rate seen since Office for National Statistics (ONS) records began. There is cautious optimism that conditions would stabilise in the coming months, and a few expected a return to modest growth as the vaccination programme progresses into the summer.

**Top 100 Club** - Having conversations with York St John University about establishing the Top 100 Executive Club. A networking group created from the York Top 100 list of companies. WE are exploring what added value we can add to the club with special incentives from the University. There is also the potential to arrange networking groups with Top 100 from other

areas. There is the potential to do this by sector or non-competing sectors to encourage collaboration.

### Business Support

In the last quarter, MIY has provided general business support via the Growth Managers to 122 businesses, including but not limited to:

- A re-useable beeswax food wrap manufacturer is expanding. They are about to move to a larger unit and are looking at new machinery/kit, engineering solutions /manufacturing process, are taking on more staff and considering internships and apprenticeships. To follow on from this, the Growth Managers have managed to secure a PAPI grant of £20,000 to assist the company, securing equipment and further innovation
- A QSPM business that specialises in care homes confirmed that they are as busy as they have ever been and there is high demand for care beds. They are seeking extra staff and hoping to develop closer relationships with universities.
- Working with a marketing business who are offering a new all-in-one marketing hub for small businesses which connect businesses looking for marketing help with providers. The business is just about to go live with their website and would like 100 users to test it, so that they can refine their offer.
- A natural health supplement manufacturer and retailer is experiencing server problems with the EU Transition, they are looking at setting up a hub in Ireland to help with this. Referred the company to DIT and they are now receiving intensive help.
- Supported a production company to access a £6.5k Digital Enterprise grant
- The Growth Managers have also supported a further education skills consultancy/provision to receive a £50k capital investment from BEF via Investment Readiness. They have signed new contracts with various institutions across USA and Australia.
- Other support included an SEO Agency, a recording studio, a landlord of a business park and a couple of tech businesses.

We delivered 6 Connect over Coffee virtual business support events attracting approximately 81 delegates. The concept has proved to be very effective and colleagues from neighbouring local authorities are asking for help and advice to do something similar in their area.

Recent topics included but not limited to:

- All about the networking! This meeting focused on making connections, so the businesses had the opportunity to take part in a lot more Zoom breakout rooms than usual.
- How the City of York Council sources contractors and suppliers, including tendering processes and an opportunity to give comments and views on how it can be improved. Phill Monk, Commercial Procurement Team, City of York Council.
- How to create a consistent pipeline of new opportunities? Jo Eckersley, NBD Rocks!
- GDPR Essentials – What businesses need to know, Samantha Dunwell Dunwell Data Protection – 14 delegates attended

Connect Over Coffee customer quotes:

“Excellent networking, one of my two favourites to attend” *Hannah Swierstra, Balance VA Services*

“I really love Connect over Coffee - thank you for organising it and for creating such a positive, supportive space for York business owners to meet” *Lucy Pembayun, LEaF Translations*

“I really enjoy them, well run, slick and great business opportunities. Thank you, Louise, for running them” *Rebecca Mason, The Social Media Tree*

## Further Support

Funders Roadshow - Led by Brian and Louise, over 40 businesses attended on 10th June. The event featured presentations by PAPI plus 15 funders/skills providers. The Growth Managers are now directly working with 5 new leads from the roadshow - PAPI have picked up 5 leads and 4 funders have had continued contact with businesses. A great result for everyone involved.

Growth Managers met with the Good Business Charter and helped to raise awareness and introduced LEP colleagues.

Both Growth Managers are giving CYC support on the criteria and potential voucher scheme distribution for the £1.2m ARG fund.

## Growth Managers Observations

We are still seeing a high demand for jobs and interest in internships, kickstart and apprenticeships and developing close working relationships with Universities. Companies in a number of sectors reported temporary, but material, staffing issues as a result of employees being required to self-isolate.

The creative and digital networks exist but are not maximizing the grants and funding opportunities available to them. York Creatives have now signposted the Growth Manager contacts details on their website.

The lack of capital grants is a major concern as businesses are no longer able to get any support with premises/unit fit out. The Business Growth Program administered through the Leeds City Region has been a big help for businesses in the past and helped to create jobs over the years. This is from both the SME and larger company sectors.

A lot of firms are looking for some form of digital support - be that capital investment or website redesign.

## Inward Investment

Handled **12** Inward investment enquiries for the period, including but not limited to:

- A Cheshire-based restaurant group is looking at York for expansion. 6500-10,000 sq ft building or 1 acre+ on which to build
- Carter Jonas client looking for Industrial/warehouse with office space; 2,500-3,500 sq ft with access for machine tools
- Manufacturer of compostable masks looking for 10,000 sq ft with good power supply
- Private tuition and exam centre looking for space in York. Yet to determine clearer search parameters but have provided information on working in York and access to talent
- An established retailer in Knaresborough looking to relocate to York. Looking for city centre space for around £12,000 pa
- Travel company - office space for 20+ people, with potential to take more and sublet.
- Govt dept/civil service roles - 100,000 + 250,000 sq ft of city centre space, close to station
- Cloud networking business - considering a relocation to York.

## Indigenous Investments

Handled **19** indigenous investment enquiries for the period, including but not limited to:

- Car rental business looking for second location, east York, 0.5 acres+
- Fuel experts looking to relocate manufacturing premises - 15,000 sq ft unit on 1-1.5 acres.
- Dry florist, cafe and bakery looking for less than 1000 sq ft.
- Recording studios and label - temporary office space during refurbishment
- 4 x start-up businesses - retail space
- Start-up business looking for light industrial space on the outskirts of York.
- Executive recruitment business looking to relocate their growing team to larger premises.
- Funding provider for churches considering freehold office space between 700 and 1500 sq ft in York city centre.
- Occupational therapy business - clinic and storage

## Foreign Direct Investment

Handled **4** Foreign investment enquiries for the period including but not limited to:

- A science institute in India - shell laboratory space
- Tool manufacture, already present in UK - office space for digital team
- Food manufacturer looking for up to 270,000 sq ft of warehouse/manufacturing/office space + parking and infrastructure
- Aeroponics and pyrolysis project – looking for land to lease

## Other Activity

- Tool manufacturer based in Doncaster, has indicated it will be landing at Raylor Centre. Follow-up meeting tba for further support re recruitment and for introductions.
- BoConcept, Danish furniture company, has opened at Monks Cross. This has been a long-term project; now assisting with recruitment and promotion.
- Training consultant is setting up at York Science Park.
- TT and film production company - their offer has been accepted on city centre premises, hoping to move towards end of July. Catch-up meeting shortly.
- Specialist structural engineers, focusing on two likely sites - Clifton and York Business Park
- Hull-based coffee business is in conversation with York Conservation Trust and Barry Crux re Stonegate property
- Website and communications planning for amalgamation of MIY business team and CYC economic development team.
- Continuing to work with CYC Economic Development teams on identifying the right businesses and contacts for the forthcoming Bosch lunch
- Sovereign Group requested a meeting to discuss York's offer as a business location. SG is an independent corporate and trust service provider and assists companies and individuals to establish themselves in the UK. We have made introductions to YNY LEP and key people in the city. Ongoing engagement

## Premises and Developments

- Meeting with heritage venue - assisted with review of business plans and made connections for regular use of space.
- York Biotech Campus - meeting with YNY LEP to determine best practice with communications and update on demand and supply. Discussions took place re challenges and opportunities.
- York Conferences - new relationship with Sales & Events Supervisor with aim to better understand space offer (including Guildhall) and make connections re sector assets.
- New co-working space available at Spark Studios. Viewing the space in July.
- Sector Focus – With Growth Manager, met with a well-connected entrepreneur and champion of York's creative and digital sector. New contacts given and made; better understanding of networks and space provision, particularly for arts.
- Meeting with DC Labs. An update on activity at Labs and progress with a year left on the programme. Of particular interest: Cutting Room facilities for co-design projects and Digital Creativity speaker series.
- Ongoing work to build and maintain a rapid response team across the city and beyond. New relationships in relation to skills (LCR LEP), travel (iTravel York), biotech sector (BioVale).
- The Business Team are attending regular meetings with CYC Economic Development Team as well as the Business Support Team from the YNY LEP. Meeting to make introductions where relevant and to improve the working relationship between LEP and MIY business team.

- Met with Brickman Yale (property management business. Providing feature briefs on specific properties) enabling Inward Investment Executive to pick out relevant enquiries and target for likely tenants.
- Provided supporting piece for entry of Hudson Quarter into Property Week Awards.

## HR and Operations

### Recruitment

- Recruitment for the Managing Director post is well underway, with interviews scheduled for early September.
- Interviews for the replacement Digital Marketing Executive post took place on the 30<sup>th</sup> July.
- We have appointed a freelance Events Manager to provide maternity leave cover from 31 August.
- An experienced Market Manager will start in this new role on 13 September.
- A temp with sales experience has been hired to cover the recently vacated Sponsorship and Advertising Sales Executive position.

### Premises

Subsequent to a Health & Safety review, a phased return to the Museum Street office started on the 2<sup>nd</sup> August. This will be on a hybrid office/homeworking basis with a limited number of hot desks available for pre-booking and will be reviewed on a regular basis.



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

Document is Restricted

This page is intentionally left blank

## Shareholder Committee Draft Work Plan to March 2022

Training/briefing events will be held at appropriate points in the year to support members in their role on the Committee.

Item	Lead officers	Other contributing Organisations	Scope
<b>6 September 2021</b>			
Veritau business plan	Max Thomas	Veritau	To receive an update on performance of the company
Make it York business plan	Charlie Croft	Make it York	To receive an update on performance of the company
Yorwaste / SJB Recycling business plan	Neil Ferris	Yorwaste	To receive an update on performance of the company
City of York Trading Ltd business plan	Trudy Forster	CYT Ltd	To receive an update on performance of the company
YPO business plan	Debbie Mitchell	YPO	To receive an update on performance of the company
<b>22 November 2021</b>			
Veritau business plan	Max Thomas	Veritau	To receive an update on performance of the company
Make it York business plan	Charlie Croft	Make it York	To receive an update on performance of the company
Yorwaste / SJB Recycling business	Neil Ferris	Yorwaste	To receive an update on performance of the company

plan			
City of York Trading Ltd business plan	Trudy Forster	CYT Ltd	To receive an update on performance of the company
YPO business plan	Debbie Mitchell	YPO	To receive an update on performance of the company
Update on the Municipal Bonds Agency		Municipal Bonds Agency	To receive an update on the Municipal Bonds Agency
<b>28 March 2022</b>			
Veritau business plan	Max Thomas	Veritau	To receive an update on performance of the company
Make it York business plan	Charlie Croft	Make it York	To receive an update on performance of the company
Yorwaste / SJB Recycling business plan	Neil Ferris	Yorwaste	To receive an update on performance of the company
City of York Trading Ltd business plan	Trudy Forster	CYT Ltd	To receive an update on performance of the company
YPO business plan	Debbie Mitchell	YPO	To receive an update on performance of the company