

Notice of a public meeting of

Shareholder Committee

To: Councillors Lomas (Chair) and Douglas
Date: Tuesday, 19 March 2024
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 and co-opted members are asked to declare any disclosable pecuniary interest, or other registerable interest, they might have in respect of business on this agenda, if they have not already done so in advance on the Register of Interests. The disclosure must include the nature of the interest.

An interest must also be disclosed in the meeting when it becomes apparent to the member during the meeting.

(1) *Members must consider their interests, and act according to the following:*

Type of Interest

You must:

*Disclosable
Pecuniary Interests*

Disclose the interest; not participate the discussion or vote; and leave the meeting unless you have a dispensa

*Other Registrable
Interests (Directly*

*Disclose the interest; speak on the i
only if the public are also allowed to*

*Related)
OR
Non-Registrable
Interests (Directly
Related)*

Speak but otherwise not participate in the discussion or vote; and leave the meeting unless you have a dispensation.

*Other Registrable
Interests (Affects)
OR
Non-Registrable
Interests (Affects)*

Disclose the interest; remain in the meeting, participate, and vote unless the matter affects the financial interest or well-being:

*(a) to a greater extent than it affects the financial interests of a majority of inhabitants of the affected ward; and
(b) a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest,
in which case speak on the item only if the public are also allowed to speak, but otherwise not do not participate in the discussion or vote, and leave the meeting, unless you have a dispensation.*

- (2) *Disclosable pecuniary interests relate to the Member concerned or their spouse/partner.*
- (3) *Members in arrears of Council Tax by more than two months must not vote in decisions on, or which might affect, budget calculations, and must disclose at the meeting that this restriction applies to them. A failure to comply with these requirements is a criminal offence under section 106 of the Local Government Finance Act 1992.*

2. Minutes (Pages 1 - 10)

To approve and sign the minutes of the last meetings of the Committee held on 23 October 2023 and 19 December 2023.

3. Exclusion of Press and Public

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

- **Agenda Item 5**, Confidential Annex B; **Agenda Item 6**, Confidential Appendices 1-4; and **Agenda Item 7**, Confidential Appendices 1 and 2 on the grounds that they 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.
- **Agenda Item 6**, Confidential Appendix 7 on the grounds that it contains information relating to any individual, information which is likely to reveal the identity of an individual, and information relating to the the financial or business affairs of any particular person (including the authority holding that information). This information is classed as exempt under Paragraphs 1, 2 and 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.
- **Agenda Item 8**, Confidential Annexes A and B on the grounds that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information) and information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office-holders under, the authority. This information is classed as exempt under Paragraphs 3 and 4 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 are set as 2

working days before the meeting, in order to facilitate the management of public participation at our meetings. The deadline for registering at this meeting is 5:00pm on Friday 15 March 2024.

To register to speak please visit www.york.gov.uk/AttendCouncilMeetings to fill in an online registration form. If you have any questions about the registration form or the meeting, please contact Democratic Services. Contact details can be found at the foot of this agenda.

Webcasting of Public Meetings

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

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

- 5. Yorwaste Ltd Finance Update** (Pages 11 - 20)
To receive an update on the performance of the company.
- 6. Make it York Business Plan** (Pages 21 - 70)
To approve the annual business plan (in light of agreed SLA priorities).
- 7. Veritau Limited Finance and Business Plan** (Pages 71 - 102)
To receive an update on the performance of the company and the business plan for 2024-27.
- 8. City of York Trading Ltd Business Plan** (Pages 103 - 126)
To consider the company's business plan for 2024-25 and to approve the CYT Implementation Project Plan.
- 9. Shareholder Committee Work Plan 2024-25** (Pages 127 - 128)

To consider the Committee's draft work plan for the 2024/25 municipal year.

10. Urgent Business

Any other business which the Chair considers urgent under the Local Government Act 1972.

Democracy Officer:

Name: James Parker

Contact details:

- Telephone – (01904) 553659
- Email - james.parker@york.gov.uk

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

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

Contact details are set out above.

This information can be provided in your own language.

我們也用您們的語言提供這個信息 (Cantonese)

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

Ta informacja może być dostarczona w twoim 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

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City of York Council

Committee Minutes

Meeting	Shareholder Committee
Date	23 October 2023
Present	Councillors Lomas (Chair) and Kent
In Attendance	Councillor Ayre
Officers in Attendance	Helen Whiting – Head of HR Patrick Looker – Head of Service Finance Dan Moynihan – Senior Lawyer

10. Declarations of Interest (6:04 pm)

Members were asked to declare at this point in the meeting any disclosable pecuniary interests or other registerable interests they might have in respect of business on the agenda, if they had not already done so in advance on the Register of Interests. None were declared.

11. Minutes (6:04 pm)

Resolved: That the minutes of the last meeting held on 19 June 2023 be approved and then signed by the Chair as a correct record.

12. Exclusion of Press and Public (6:04 pm)

Resolved: That the public and press be excluded from the meeting during consideration of Appendices 2, 3, 4, and 5 of Agenda Item 6, Annex A of Agenda Item 7 and Appendix 1 of Agenda Item 8 on the grounds that they 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 Paragraphs 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.

13. Public Participation (6:05 pm)

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

14. Yorwaste Ltd Update (6:05 pm)

Members considered a report from Yorwaste that provided year end accounts for the 2022/23 financial year, as well as, an update of trading for the financial year 2023/24.

The Managing Director of Yorwaste provided a financial overview noting the end of year net profits along with the current mid-year profit which was helped predominately by the continued strength in landfill gas revenues and retaining specific third party processing contracts.

Whilst presenting his report, the Managing Director noted that:

- The government had just released guidance on how they intended the simplified waste strategy to proceed. Officers would digest the wider impact and any immediate actions would be implemented.
- A planning application for the large scale solar array at Harewood had been submitted, however, even if granted, there was still the challenge of connection to the National Grid.
- A recent review of the Company's mobile plant fleet found over 50% were either Stage 4B or Stage 5 compliant with a further 28% being Stage 4A compliant. Whilst the Company still had around a fifth of its mobile plant in Stage 3, these were very low usage assets at lower volume sites and would be phased out as and when newer vehicles could replace them. By 2030, it was projected that at least 95% of the fleet would be at Stage 5 or above with the remainder at Stage 4B.

During discussion of the item and in answer to questions raised, the Managing Director confirmed that the company reported its Scope 1 and Scope 2 emissions within their annual accounts and were considering solutions to measure Scope 3. The 2030 net zero ambition for York was discussed and the committee encouraged the Managing Director to implement their own climate action plan that would support their climate auditing and the council's timeframes in reaching net zero.

Members thanked the Managing Director for his report.

Resolved: That the reports from Yorwaste Ltd, attached at Annex 1 to the report, and the audited financial accounts for 2022/23, attached at Annex 2 of the report, be noted.

Reason: To ensure the council was updated on the financial performance of Yorwaste Ltd

15. Make it York Finance Update (6:17 pm)

Members considered a report that highlighted Make It York's (MIY) financial performance since the last report in March 2023. Also included within the MIY report was a copy of the audited annual accounts for 2022/23, an update of financial and non-financial performance for the trading period April to September 2023 and a financial forecast for 2024/25 and 2025/26.

The Managing Director of MIY provided a financial overview and addressed the end of year net profits. She confirmed that the Service Level Agreement between MIY and City of York Council had been updated and required Members approval, and then she highlighted the governance arrangements where the committee were informed that the Membership Advisory Board had met on three occasions and the Board would provide challenge, new ideas and an increased ambassadorial voice for the city. The Managing Director also noted that a new Head of Finance had been appointed and the financial management accounts were shared with the local authority on a monthly basis.

[Between 6:21 pm and 6:30 pm the press and public were excluded from the meeting during consideration of Appendices 2, 3, 4, and 5.]

The Managing Director was thanked for her report and it was

Resolved:

- (i) That the Make It York Shareholder Report at Annex A to the report, and the supporting documents from Appendix 1 to Appendix 7, supplied by MIY, be noted.
- (ii) That the updated Service Specification (SLA), noted at paragraph 14 to 15, and as shown in Annex B to the report, be approved.

Reason: To ensure the council was updated on the financial performance of Make It York and approve the revised Service Specification.

16. City of York Trading Ltd Update (6:31 pm)

Members considered a report that highlighted City of York Trading Ltd's statutory accounts for 2022/23, provided within Annex A to the report and City of York Trading Ltd Performance Update to October 2023, provided within confidential Annex B to the report.

The Managing Director provided an operational overview and addressed the challenges faced with City of York Council (CYC) demands and income reducing substantially during 2023/24 in line with cost saving measures implemented. She confirmed that the Company's current service contract with CYC had been renewed and would run to 30th September 2028, and that she was currently in the process of recruiting a replacement Non-Executive Director, which when finalised, would require approval by this committee.

[Between 6:35 pm and 6:45 pm the press and public were excluded from the meeting during consideration of Annex B to the report].

The Managing Director was thanked for her report and it was

Resolved:

- (i) That the statutory accounts for City of York Trading Ltd for the financial year 2022/23, attached at Annex A to the report, be noted.

Reason: To ensure the council was updated on the financial status of City of York Trading Ltd.

- (ii) That the confidential performance update from City of York's Trading Ltd, attached at Annex B to the report, be noted.

Reason: To ensure the council was updated on the performance of City of York Trading Ltd.

17. Veritau Limited Business Update (6:47 pm)

Members considered a report that provided an update on Veritau Limited's finance and performance to date.

The Chief Executive of Veritau provided an overview, noting that the Company had:

- gained a number of new clients since the last update, particularly in the education sector.
- become a living wage accredited employer.
- renewed their Good Business Charter accreditation.

The Chief Executive also drew Members attention to paragraph 6 of the report which confirmed that internal audit practices had been subject to

external review by the Chartered Institute of Internal Auditors and they had confirmed Veritau's working practices were at the appropriate standards.

Members noted the Company's financial position and it was also acknowledged that the shareholder agreement, as currently written, restricted the ability of the Group to operate on a commercial basis, for example, when submitting tenders for multi-year contracts. Subject to shareholder approval, the Group were proposing to increase the limit for key financial decisions to £1m.

[Between 6:49 pm and 7:04 pm the press and public were excluded from the meeting during consideration of Appendix 1.]

The Chief Executive was thanked for his report and it was

Resolved:

- (i) That the Group's performance since the last business update report in June 2023, be noted.

Reason: To ensure that the council was updated on the performance of Vertiau Limited.

18. Shareholder Committee Work Plan 2023/24 (7:06 pm)

Members considered the committee's work plan.

Resolved: That the work plan be noted.

Reason: To ensure the committee received regular reports in accordance with the functions of an effective Shareholder Committee.

Cllr Lomas, Chair

[The meeting started at 6.01 pm and finished at 7.07 pm].

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Meeting	Shareholder Committee
Date	19 December 2023
Present	Councillors Lomas (Chair) and Douglas
Apologies	Councillor Ayre (Leader of the Lib Dem Group)
In Attendance	Councillor Widdowson (Substitute for Cllr Ayre) Dan Moynihan, Senior Solicitor, Contract and Commercial (CYC) Karen Bull, Managing Director (City of York Trading Ltd) Helen Whiting, Head of Human Resources & Organisational Development (CYC)

19. Declarations of Interest (4:30 pm)

Members were asked to declare at this point in the meeting any disclosable pecuniary interests or other registerable interests they might have in respect of business on the agenda, if they had not already done so in advance on the Register of Interests. None were declared.

20. Exclusion of Press and Public (4:30 pm)

Resolved: That the press and public be excluded from the meeting during any discussion arising on the following documents:

- Agenda item 4: Annex A on the grounds that it contains information relating to any individual and information likely to reveal the identity of an individual (This information is classed as exempt under Paragraphs 1 and 2 of Schedule 12A to Section 100A of the Local Government Act 1972, as amended by the Local Government (Access to information) (Variation) Order 2006).
- Agenda item 4: Annex B on the grounds that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information) and information relating to any consultations or negotiations, or contemplated consultations or negotiations, in

connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority. (This information is classed as exempt under Paragraphs 3 and 4 of Schedule 12A to Section 100A of the Local Government Act 1972, as amended by the Local Government (Access to information) (Variation) Order 2006).

21. Public Participation (4:30 pm)

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

22. City of York Trading Limited Update (4:31 pm)

The Managing Director of City of York Trading Ltd (CYT) gave an overview of the reasons the meeting had been requested. This was firstly to approve the appointment of two new Independent Non-Executive Directors, following a recruitment process after the resignation of a previous Independent Non-Executive Director in September. She noted that the Shareholders Agreement permitted the appointment of two Non-Executive Directors. The second reason was to approve in principle the acquisition of the assets of a third-party company. It was part of CYT's business plan to consider the acquisition of appropriate businesses which could add to its portfolio, particularly in the commercial sector, and productive discussions had taken place with the present owner. The third reason was for the Shareholder to nominate a Chair of the Board of Directors of the Company as required by the Shareholders Agreement.

[The meeting then went into private session at 4:34 pm].

Resolved:

- i. To approve the appointment to the Company of two new Independent Non-Executive Directors whose CVs are contained within Exempt Annex A, and delegate authority to the Board of Directors of the Company and the Company Secretary to pass any necessary Board resolutions, make all necessary filings with the Registrar of Companies and all necessary updates to the statutory registers, letterhead, website, etc. of the Company in relation to said appointments.

Reason: To ensure CYT has an appropriate number of Non-Executive Directors on its Board as required by the CYT Shareholders Agreement.

- ii. To approve in principle the acquisition of the identified assets of Company W by CYT in accordance with proposals in this report at Exempt Annex B, and delegate authority to the Board of Directors of CYT to take any necessary steps to negotiate the terms and conditions of and conclude the acquisition of Company W in line with the contents of and proposals set out within the report and the annexes hereto.

Reason: To enable further growth of CYT's non-Council recruitment business in line with the Company's business plan.

- iii. To inform the Board of Directors of CYT that the Shareholder wishes Councillor Cuthbertson to be appointed as permanent Chair of the Board of Directors of the Company as required by the Shareholders Agreement, and delegate authority to the Board of Directors of the Company and the Company Secretary to pass any necessary Board resolutions and make all necessary updates to the statutory registers, letterhead, website, etc. of the Company in relation to said appointment.

Reason: To ensure the CYT Board has a Chair nominated by the Shareholder as required by the Shareholders Agreement.

Councillor K. Lomas, Chair

[The meeting started at 4.30 pm and finished at 4.59 pm].

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Shareholder Committee

19 March 2024

Report of the Chief Finance Officer

Yorwaste Ltd Finance Update

Purpose of Report

1. To consider reports from Yorwaste providing a trading update for the 2023/24 financial year attached as **Annex 1**, as well as the Business Plan for 2024/25 attached as **Confidential Annex 2**.
2. The Yorwaste Business Plan is exempt under Section 100I and paragraphs 3 and 4 of Schedule 12A of the 1972 Local Government Act due to commercial sensitivities.

Recommendations

3. Note the reports from Yorwaste Ltd attached at Annex 1 and Confidential Annex 2 to this report.
4. Approve the Yorwaste Business Plan for 2024/25 attached as **Confidential Annex 2**.

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

Background and analysis

5. 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, the Council of the City of York (the "**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 and from 2023/24 the North Yorkshire Council.

6. 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 R. Melly 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.
7. The latest trading update for the company is shown at **Annex 1**.
8. **Confidential Annex 2** gives forecast figures for the company from the latest business plan for 2024/25

Risk Management

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

Implications

10. There are no financial, HR, equalities, crime and disorder, information technology, property or other implications arising from this report.
11. With regards to the approval of the CYT Business Plan, under Article 12.4.1 of the CYC Constitution, the Shareholder Committee has been delegated authority to approve this document.
12. Article 14.6 of the Yorwaste Articles of Association published at Companies House state the Board shall not without the prior written approval of all shareholders proceed with any reserved matter. Schedule 1 of the Articles of Association confirms that adopting the Business Plan in respect of each financial year is such a reserved matter.

Author:	Chief Officer responsible for the report:
Patrick Looker Head of Service Finance	Debbie Mitchell Chief Finance Officer

Email patrick.looker@york.gov.uk	Report Approved	x	Date	8 th March 2024
Wards Affected: All				
<i>For further information please contact the author of the report</i>				

Annex 1 – Yorwaste Headline Performance Review.

Confidential Annex 2 – Business Plan (Extract)

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YORWASTE

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, because 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. Update on current performance

Health & Safety

Safety remains the top priority at Yorwaste as the waste industry is the second most dangerous industry in the UK. At the time of submitting this report, and over the course of this fiscal year, the Company has seen two Lost Time Injuries (which were relatively minor in nature), and zero RIDDORs.

Financial

The Company is expected to deliver a full year profit in line with that of the prior year and ahead of the budget target.

This fiscal year has benefited from high electricity prices from landfill gas generation supported by above trend gas volumes achieved from projects which have maximised gas extraction.

Whilst disposal costs have increased significantly (an indirect shareholder benefit under the AWRP investment), operational costs have been well managed and are favourable to budget.

Governance & Best Practice

The Company remains Teckal compliant and this will be independently audited by Veritau as part of the year-end audit process.

In January the Company was subject to a shareholder review by NYC to measure compliance against the recommendations of the guidance in the “*CIPFA Local Authority Owned Companies 2022 report*”. No areas of concern were identified and the Company was rated green across all categories.

Environment & Climate Change

A decision on the Harewood Whin solar project is expected to be made by CYC planning this month (March 2024). Approval has already been granted to the Solar 2 project adjacent to Harewood Whin.

Yorwaste is reviewing options for fleet decarbonisation as part of a wider project being undertaken by NYC.

4. Business Plan 2024/25.

Over the current fiscal year the Company has benefited from high landfill gas revenues however, whilst next years “strike” price is still higher than before the start of the Ukraine war, the combination of lower rates and reduced volumes will see those revenues drop substantially.

Whilst headline reported inflation is abating there is still residual inflation in the supply chain. Wage inflation is also higher than headline CPI driven by a 10% increase in Living Wage which does not just impact those at the Living Wage but also those just above that rate.

This drop in landfill gas revenues and real-terms costs increases, along with limiting the Teckal price increase to the local authorities, is therefore expected to result in a marginally profitable position for Budget 2024/25.

There is some room for upside on this position depending on the outcome of various commercial opportunities the Company is progressing.

The Company cash position continues to be strong which will allow the company to meet its significant capital expenditure outflows over the next 36 months (plant & fleet replacements, site infrastructure, and in-house solar) without any need for recourse to the shareholding authorities.

Strategic Priorities for Business Plan 2024/25

The following strategic priorities for the coming year are essentially unchanged:

- 1) Continued focus on Health & Safety as the number one priority.
- 2) Ongoing optimisation of the current business both in terms of operating costs and commercial customer base.
- 3) Supporting shareholder needs under the Governments Resource and Waste Strategy policy.
- 4) Development of business case for solar on closed landfills to help deliver the shareholders Net Zero vision.

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

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Shareholder Committee

19 March 2024

Report of the Assistant Director (Customer, Communities, and Inclusion)

Make It York Update

Purpose of Report

1. To consider reports from Make It York (**MIY**) on the company's financial and non-financial performance since the last report in October 2023. The MIY narrative report at **Annex A** also includes summary of profit and loss, draft budget forecast 2024-27, balance sheet, cashflow summary, the MIY Service Delivery Plan update and company dashboard. In addition, a request to appoint a new board non-executive director.

Recommendations

2. The Committee is asked to note the MIY Shareholder Report at **Annex A** and the supporting documents from **Appendix 1** to **Appendix 7** supplied by MIY.
3. To approve the Annual Business Plan (Service Delivery Plan) at **Appendix 5**.
4. To approve the appointment of the new Board Non-Executive Director.

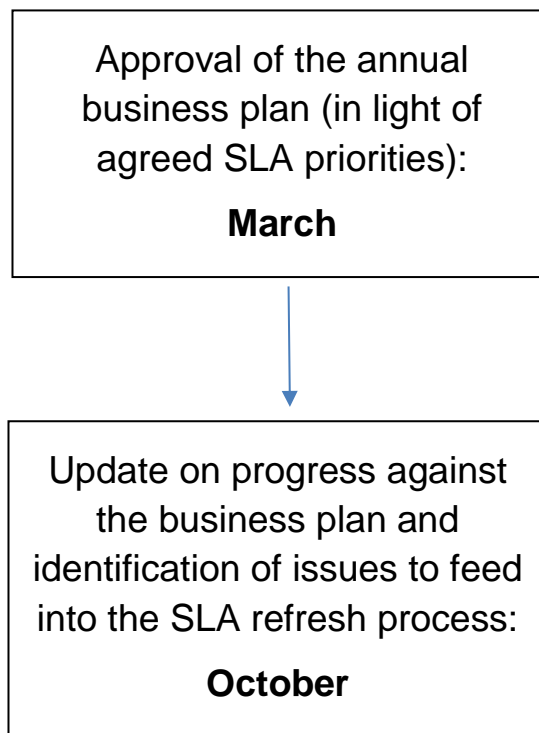
Reason: to ensure the Council is updated on the financial performance of MIY and approve the business plan and new Board Non-Executive Director.

Background and analysis

5. MIY have been operating since 2015 as a wholly owned, local authority 'Teckal' company to deliver marketing, events, markets, culture, tourism, and business development in the city. The service contract dated 23rd September 2021 between the Council and MIY includes a service specification (or 'SLA' as it is often informally referred to) negotiated between the Council and the MIY board.
6. The current SLA has been carefully aligned to the 'Our City Centre Vision' and the three 10-Year Strategies (Climate Change Strategy, Health and Wellbeing Strategy and Economic Strategy). These

overarching strategies and the recently adopted Council Plan 2023-2027, **One City, For All**, have all been reflected in the MIY SLA and aligns to our four commitments:

- a. **E**qualities and Human Rights – Equality of opportunity.
 - b. **A**ffordability – Tackling the cost-of-living crisis.
 - c. **C**limate – Environment and the climate emergency.
 - d. **H**ealth – Improve health and wellbeing and reduce health inequalities.
7. The SLA sets out key deliverables, outcomes by which performance will be measured, and detailed delivery tasks.
 8. Executive agreed that MIY should report to the Shareholder Committee twice a year as follows:



Key company matters 2023-24:

9. MIY have produced the narrative report at **Annex A**, to provide an update of their activities from October 23 to March 24, since the last Shareholder Committee meeting.
10. MIY also provide the Council each quarter with a dashboard report which is attached at **Appendix 6** of MIY Update Report.
11. Finally at confidential **Appendix 7**, MIY are seeking approval for the recruitment of a new Board Non-Executive Director.

Risk Management

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

Implications

Financial

13. The audited accounts for 2022/23 highlight MIY as a going concern, with MIY making a profit of £187,050.
14. In the current year 2023/24, MIY are forecasting an end of year profit of c.£125,000, compared to the budgeted profit of c. £24,000. The main reason for this increased forecast profit is strong financial management and controlling of costs, as income streams struggle to return to pre pandemic levels. This is shown in confidential **Appendix 1**.
15. In addition, a successful payout from a business interruption insurance claim by MIY increases the forecast profit for the financial year 23-24 to c.£321,000.
16. In terms of looking forward, MIY have produced a forecast for 2024/25 which shows a forecast profit of c. £52,000. This is shown in confidential **Appendix 2**.
17. MIY have worked closely with Council officers to monitor the company's ongoing financial position. MIY balance sheet (**Confidential Appendix 3**) and cashflow forecast (**Confidential Appendix 4**) have also been provided.

Legal & Governance

18. Under Article 12.4.1 of the Council's Constitution, the Shareholder Committee has been delegated authority to approve MIY's annual business plan and the appointment or dismissal of any company Directors (including the Chair), which requires Shareholder consent under the Articles of Association of MIY.
19. Schedule 2 of MIY's Articles of Association published at Companies House set out the following reserved matters which require prior

written consent of the Council in its capacity as sole shareholder of MIY:

- a. Para. 1.5 – appointment of Directors; and
- b. Para. 1.25 – the adoption of a strategic business plan in respect of each financial year.

Further, Article 25.3 gives the Council the right to appoint up to ten Non-Executive, Non-Council Directors.

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

Annexes

Annex A – Make It York Shareholder Report

- Appendix 1 – MIY Summary Profit & Loss **(Confidential)**
- Appendix 2 – MIY Draft Budget Forecast 2024-2027 **(Confidential)**
- Appendix 3 - MIY Balance Sheet **(Confidential)**
- Appendix 4 – MIY Cashflow Summary **(Confidential)**
- Appendix 5 – MIY Service Delivery Plan Update
- Appendix 6 – MIY Company Dashboard Jul - Sept 23
- Appendix 7 – Report to the Shareholder for the new Board non-executive Director **(Confidential)**

Author:	Chief Officer responsible for the report:			
Andrew Laslett Strategic Services Manager and (Customer Communities)	Laura Williams Assistant Director of Customer, Communities and Inclusion			
	Report Approved	✓	Date	8.3.24
Wards Affected: All				All

For further information please contact the author of the report

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**Report to City of York Council Shareholder Committee
Tuesday 19th March 2024**

Introduction

This paper provides an update of Make It York's (MIY) activities from October 23 to March 2024. It also presents:

Appendix 1 – MIY Summary Profit & Loss (Confidential).

Appendix 2 - MIY Draft Budget Forecast 2024-2027 (Confidential).

Appendix 3 – MIY Balance Sheet (Confidential).

Appendix 4 – MIY Cashflow Summary (Confidential).

Appendix 5 – MIY Service Delivery Plan Update.

Appendix 6 – MIY Company Dashboard Jul - Sept 23.

Appendix 7 is a report to the Shareholder for the new Board Director.

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

Regular Client Meetings and reporting between MIY and CYC (City of York Council) have continued to take place. A Quarterly Narrative is also produced in advance of each quarterly meeting along with an Action Log.

Budget Position April 2023 – March 2024 and profiled budget for 2024/2025

The forecast financial position at the end of March 2024 shows a profit of £125k compared to the budgeted profit of £24k. This has been achieved

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despite challenging conditions with income streams struggling to return to pre pandemic levels. However, strong financial management and controlling of costs is allowing MIY to return a strong profit. In addition, a successful payout from our COVID insurance claim pushes the forecast profit for the financial year to £321k.

The strong financial return will bring MIY back to solvency with reserves of approximately £120k to take forward into the new financial year.

The 2024/25 budget is currently showing a profit of £52k. This is factoring in the reduction in income from CYC of £25k in the 2024/25 financial year.

MIY is applying a cautious approach to budget setting and is underway with reviewing all financial arrangements, including the individual income streams, to ensure that all funds are maximised and used to further MIY's objectives.

Alongside this work, MIY is creating a reserves policy to ensure that there are adequate financial resources for MIY to look ahead to the future. Combined with a robust financial plan this will ensure CYC have full confidence in the future of MIY.

Governance

We continue to be transparent in measuring our impact. A copy of the most up to date Quarterly Performance Dashboard Report is included in the report pack (Appendix 6). This report has become stronger in terms of data reporting to show how we are having an impact and the return on investment, which is wider than a financial return on investment.

The MIY Board is proposing a new board member to be ratified by the CYC Shareholder Committee. (Appendix 7).

We are committed to supporting York's ambition to be a net-zero carbon city by 2030 and will reduce our environmental impact. We have successfully achieved Good Business Charter status; all our supplier contracts include an environmental clause to demonstrate how they will impact on reducing carbon. We promote the benefits of Good Business Charter to Visit York Members by providing information in monthly newsletters and providing direct links to Good Businesses Charter Organisation and signposting to CYC for further support where required.

Our Membership Advisory Board has met on 4 occasions. This group

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

We continue to work with North Yorkshire Council and the Combined Authority and York and North Yorkshire have been accredited LVEP (Local Visitor Economy Partnership) status.

Annual Business Performance

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

Positive PR and Promotion

YORK has been named the **number one city in England to visit** by the luxury magazine, Condé Nast Traveler. Recognising its "constantly evolving" nature and variety of parks, restaurants, attractions, and events; the magazine described York as "a wonderful city break."

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

York Christmas Market was **voted No 3 in the top 10 markets in Europe for 2023 on The travel.com.**

York Christmas Market has won the '**Best Large Specialty Market**' in the UK category at the Great British Market Awards, organised by The National Association of British Market Authorities (NABMA). We share this alongside Stratford upon Avon.

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

Snooks were showcased at London Kings Cross Station on the 15 January.

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As part of Yorks City of Trails campaign, the five Snooks appeared alongside a Tansy Beetle canvas to represent the York Trailblazers Trail, and an impressive ice sculpture of the London to York skyline to represent the York Ice Trail, taking place in February.

We attended the ITB World Travel Trade Show in Berlin on 5 – 7 March 2024 promoting York and Yorkshire.

Conferences and Awards

The Visit York Tourism Conference was held on 1 February with guest speaker Martin Green Martin who has masterminded some of Britain's most significant major cultural events including the London 2012 Olympic, Paralympic Opening and Closing Ceremonies, Hull UK City of Culture 2017, Birmingham Commonwealth Games 2022 and led Eurovision in Liverpool on behalf of Ukraine in 2023.

The annual Visit York Tourism Awards are being held on the 14th March 24 at York Racecourse.

Income and Sponsorship

We continue to maximise opportunities for sponsorship and income which secures best value for money for MIY managed assets such as public spaces, publications, the website, Art benches, digital TV screens and sponsorship of key event trails, which creates and supports the development of commercial partnerships. Sponsorship and advertising income has a “key role to play” in ensuring that we can continue to deliver several key outcomes such as events which are valued by residents, visitors, and businesses.

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

Visit York Membership

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

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

Our new Annual Visitor Guide was launched on February 24.

Volume and value of tourism in York:

Data from the recent STEAM report, which measures the annual volume and value of tourism activity in the UK, has recorded that the tourism industry has had a total economic impact of £1.7 billion within York in 2022, with visitors spending £1.2 billion in the city. Full details here: [Tourism worth £1.7 Billion to York in 2022, according to new tourism report \(makeityork.com\)](https://www.makeityork.com/news/tourism-worth-1.7-billion-to-york-in-2022-according-to-new-tourism-report)

York visitors between April 23 and February 24:

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

Footfall:

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

Accommodation:

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

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higher average monthly revenue of £3,690. The average number of active Airbnb listings over this period was 2,128, an increase of 6% vs. 2022 (*source: AirDNA via T-Stats*).

Attractions:

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

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

Inbound:

- Around 100 international visitors were interviewed between April and September. More than half were from the USA and Australia (*source: Visit York Annual Visitor Survey. Q4 data not yet available*)
- Largest international spend by VISA card transaction during April to September was by cardholders from the USA and Australia. Over this period, spend more than doubled amongst VISA cardholders from Peru (+159%), South Korea (+128%), New Zealand (+112%) and China Mainland (+104%) when compared to the same period the previous year (*source: VISA via the York BID. Q4 data not yet available.*)

Visit York:

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

Marketing & Communications

Campaigns

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In September we launched the 'Haunted York' campaign. This began with a teaser post on social media, which was picked up extensively by online press, including national publications the Mirror, Daily Star and Daily Mail. In October we launched the Winter Guide, distributing 40,000 copies nationally.

Key web and social media statistics - 1st April to February 24

Social:

- Visit York social media content achieved:
 - 19,255,673 impressions + 4.2% vs 2022
 - 541,931 engagements -33.3% vs 2022 (this is an industry wide pattern)
 - 3,455,057 video views +190.8% vs 2022
 - 2,923 published posts +21% vs 2022
 - 17,475 net audience growth -16.4% vs 2022
- Summer:
 - 219 posts referencing summer.
 - 2.7 million impressions.
 - 510K engagements.
 - Summer Reels were viewed 1.7 million times.
- Haunted York:
 - 86 posts referencing Haunted York, +62% vs 2022
 - 4.5 million impressions, +350% vs 2022
 - 123K engagements, +200% vs 2022.

Web:

- Web visitors – 1.35 million users. +0.3% vs 2022.
- Christmas:
 - 671,064 page views, +5.5% vs 2022, including 356,812 page views for the Christmas hub page and 124,665 page views for the Christmas market page.
- Summer:
 - 14,731 page views, +0.2 increase vs 2022.
- Haunted York:
 - 60,371 page views, +98% vs 2022, including 17,126 views of the Haunted hub page, +25% vs 2022, and 22,932 views of the Halloween event category pages, +101% vs 2022

Key PR Statistics - April – February 24

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

Visitor Information Centre

The Visitor Information Centre (VIC) has been active on Parliament Street for a year. We have decorated the VIC and continue to make improvements to optimize the space. We have focused on adding to our commission-based ticketing offering (transport, attractions, tours) with the inclusion of one-off events such as York Pride and York Proms. Our merchandise offering has become more streamlined as we analyzed trends and historical data to identify demand whilst focusing on increasing profit margins and local supplier exposure. Our excellent team of ambassadors and volunteers continue to provide up-to-date knowledge to visitors, members, and residents alike – helped even more by regular members' briefings. We will continue to investigate additional revenue streams to boost the VIC's financial performance whilst showcasing our members and all York has to offer. We are working on developing an international marketing strategy alongside interested attractions and accommodation providers, in preparation for January 2024.

Markets and Events

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

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

Currently exploring opportunities to develop the events and speciality markets programme to provide a more diverse offer which is family orientated and inclusive, appealing to both residents and visitors. Meetings have taken place with third-party speciality market providers, looking at options to enhance the Yorkshire Day offering, Halloween celebrations, World Food produce market and Chinese New Year celebrations in February

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2025.

Christmas Market

The amended layout of the Christmas Market 2023 was positively received. This facilitated an improved layout and enabled better movement of people along with increased food outlets.

In addition, last year we worked with partners to introduce hidden gem spaces at the Christmas Market. As the markets get extremely busy, especially at weekends, these spaces provided less busy venues and facilities for anyone preferring a quite less busy space for a period. These were promoted on maps and via QR codes. Feedback from venues was that they were busier than normal.

Market Traders (112) were all from the Yorkshire Region with 35% of these being York Based and 77% being Yorkshire based.

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

Ice Trail

The Ice Trail was held on the 4 and 5th February showcasing 33 individual Ice Sculptures with 33 being sponsored by businesses, attractions, and hotels.

Visitor Numbers

68,000 visitors came to visit the Ice Trail

Visitor Opinion

93% are likely to recommend the Ice Trail to others

92% were satisfied overall with their experience of the Ice Trail

91% are likely to visit the Ice Trail in 2025

Repeat Visitors

37% were first time visitors to the Ice Trail

63% were repeat visitors

Influence on Visit

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86% came to York specifically for the Ice Trail

Visitor Type

64% were on a day trip to York

24% lived in York

11% were staying in York

Visitor location

North Yorkshire 41%

West Yorkshire 21%

South Yorkshire 11%

East Riding of
Yorkshire 8%

Northeast England 7%

Northwest England 7%

East Midlands 2%

West Midlands 1%

East of England 1%

Means of Transport

Just over half drove to get to the event, while almost 3 in 10 used the Park & Ride. 14% both drove and used the Park & Ride.

28% used Park and Ride

13% walked

12% used trains

11% buses

3% bike

67% of those attending did so by public transport, walking or cycling

Other activities

Three quarters of Ice Trail visitors also enjoyed walking around York and going for something to eat / drink. Around half went shopping in regular shops and almost a quarter also visited a museum or attraction while they were in York.

Digital Engagement

39,000 Digital Maps were downloaded

70,810 page views

23,000 printed maps distributed

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Snooks

The Snooks trail officially launched on the 2 March and over the course of 8 weeks will see 21 individual snooks sculptures displayed across the city.

15 artists have been commissioned to decorate each snook on behalf of the sponsors, these artists range from students to professional artists, in a range of different art disciplines.

Each snook represents the business and links in with the York narrative. We have partnered with the St Leonard's hospice as a charity partner and worked closely with them. These snook sculptures will then be auctioned at an event in May generating funds for both St Leonard's Hospice and York Creates fund.

Shambles

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

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

Market Charter

We have supported the reintroduction of a monthly Market at Acomb as a result of the streetscape improvements on a trial basis. This will see approximately 30 Artisan stalls located monthly for community benefit.

Culture

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

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

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

Conclusion

MIY is a going concern as the 2023/24 budget demonstrates. The MIY team have worked hard to restore financial stability and strong management within the organisation and will continue to do so during 2024/25 and despite 2023/24 proving challenging with revenue streams impacted due to the increase in the cost-of-living, poor weather, and continuing train strikes. However, we continue to offer all our services and deliver strong results.

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Make It York - Business Delivery Plan 2022/25

Corporate Services Delivery Plan 2022-25				
Who we are and what we do	Our service challenges	Our service opportunities	Delivering MIY Business Plan Outcomes	Delivering against our CYC SLA and Corporate Priorities
<p>We directly deliver a range of services for the benefit of the MIY business, residents, and visitors. These include:</p> <ul style="list-style-type: none"> Provision of Financial Services and Corporate Services for departments within MIY. Provision of Visitor Information Service. Provision of Governance Services. Office Management. 	<p>Meeting the pressures of operating a 7 day a week Visitor Information Centre (VIC) with limited budgets against rising partner and customer expectations.</p> <p>Continuing to develop our financial services to reduce costs and improve inefficiencies.</p> <p>Addressing outstanding bad debts and processes to allow more flexibility, especially for the Visit York membership scheme and York Pass.</p> <p>Working with our new Auditor for 2023/24.</p> <p>Managing the new office and Visitor Information Centre with limited space and budget.</p>	<p>Having a physical VIC means that we can engage with a large number of visitors who come to York, thereby improving services that the tourism sector provides.</p> <p>40% of VIC interactions are with residents, which enables us to improve the information available to them and what they can experience in York.</p> <p>The development of the new VIC at Parliament Street and Visitor Pod at York Station.</p> <p>Improve our financial and budget information for our Board and Shareholder, which will enable us to predict income and expenditure more effectively. Key opportunity to manage cash flow more effectively through our improved financial rules and regulations.</p>	<p>The Make It York Board has agreed the following values:</p> <p>Entrepreneurial - We will champion new ways of working. We will deliver great results. We will always be constantly improving.</p> <p>Collaborative - We will work in partnerships. We will share our resources. We will support our teams.</p> <p>Responsible – We will put customers first. We will do what we say. We will be true to our City.</p> <p>Ambitious - We will make York the best place it can be. We will make MIY the best company it can be. We will become the best team we can be.</p> <p>We are committed to working in partnership with other City of York Council services and partner organisations to deliver these priorities.</p>	<p>Generate income from activities to support the delivery of the Business Plan and these Objectives; and</p> <p>Work with the Council and other partners to attract funding to support and enhance the delivery of the activities set out below.</p>

Business Plan Objective	Priority	What good will look like by March 2024 (unless stated)	The things we need to do to achieve this	Update from October 2023 – March 2024
<p>We want more effective financial processes</p> <p>To support the Board in making decisions.</p> <p>To support our operational teams to be able to manage their budgets more effectively.</p> <p>To enable our contractor and local businesses to be able to pay us on time and vice versa.</p>	<p>Ensuring sustainable funding for MIY and to be commercially viable over next 3 years.</p> <p>Financial management processes and procedures that meet the needs of the company.</p> <p>Encourage local businesses to be on preferred supplier list or tendering process.</p>	<p>Robust financial monitoring in place with accurate forecasting on a monthly basis.</p> <p>We will move to outcomes-based budgeting ensuring that MIY resources are directly linked to the MIY Business Plan and priorities. It will provide evidence to clearly demonstrate the outcomes being achieved for the resources we use and the impact those outcomes have. This ensures that MIY delivers value for money and priorities its limited resources effectively.</p> <p>Ensure robust tendering and contract management is in place.</p> <p>Purchase locally where feasible and have clear robust processes based on quality and price.</p> <p>An operationally robust HR and team management system implemented to better manage sickness, appraisals, training, performance, and objectives.</p>	<p>Delivery Plans developed within the context of approved budgets.</p> <p>Review of financial management system to ensure fit for purpose.</p> <p>Review of financial ordering systems and processes to ensure that effective budget management and appropriate authorisation is adhered to.</p> <p>Financial awareness training for staff.</p> <p>Introduction of Direct Debit for Market Traders reducing staffing resources and reducing bad debt.</p> <p>Commitment to pay all invoices within 30 days.</p> <p>Review of procurement and contracting policies and procedures annually.</p> <p>HR agile management introduced company wide, and training provided for all staff.</p>	<p>Options explored to move away from the current financial operating system undertaken.</p> <p>Awaiting the new Head of Finance to commence to progress further.</p> <p>Ongoing.</p> <p>Direct Debit system for Shambles in Place for significant number of traders following the introduction of a new management system.</p> <p>Will be assessed as part of the new financial software however 80 of supplier 85% are paid within 30 days.</p> <p>HR system fully embedded which enables management of absence, assets, and performance more effectively.</p> <p>Ongoing.</p> <p>Assessed each ¼.</p> <p>Will be carried out annually.</p>

<p>We want more people to use the Visitor Information Centre (VIC)</p> <p>Making York famous with a first-class visitor welcome.</p> <p>Creating an excellent information service for visitors coming to the city both digitally and in person.</p> <p>Creating unrivalled</p>	<p>Delivering first-class customer experience.</p> <p>Contributing to increasing participation and visits to the City Centre and creating a visitor focussed City.</p>	<p>The new Visitor Information Centre will provide key services in the heart of the City Centre to enhance the visitor experience and access to information will enable them to make informed decisions.</p> <p>VIC will improve the wider city offers and enhance the visitor welcome through physical improvement and investing in staff.</p> <p>Improve roaming visitor information services at key gateways including York Station.</p> <p>Provide high quality services and create positive visitor experiences.</p> <p>Maximise economic benefits by promoting relevant retail products.</p>	<p>Research into users and non-users to better align services to user needs.</p> <p>Assess usage of Visitor Information Centre.</p> <p>Assess the economic impact of the Visitor Information Centre i.e., net spend per customer.</p> <p>Assess statistics of origin of visitors to Visitor Information Centre to better cater services.</p>	<p>Began collecting nationality data to identify visitor trends</p> <p>Regular meetings are in place with partners to ensure up to date knowledge for front-line staff.</p> <p>Some layout changes will be explored following feedback from staff and customers and to enable better retail offer.</p> <p>Ongoing</p> <p>Introduction of local supplier produce in VIC.</p>
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<p>experiences for visitors across the city.</p>			<p>Work collaboratively with partner organisations to ensure that staff are up to date with visitor experiences.</p> <p>Continue to look at new services provided for visitors to improve the quality of our services.</p> <p>Re-model and refurbish the shop to ensure that visitors receive excellent customer service and are offered a friendly, helpful experience.</p> <p>Advocate the benefits of tourism to residents and businesses.</p> <p>Continue to explore innovative ways to increase income, sell local merchandise and engage and promote local small businesses.</p> <p>Identify a range of new sales lines and local products.</p>	<p>Key lines are being reviewed and refreshed– sourced more reliable suppliers. In place for Xmas.</p> <p>Developing additional in-house training to support team.</p> <p>Recruiting volunteers – focusing on varied demographics.</p> <p>Team visiting local attractions during quiet periods to gain knowledge and increase member relationship.</p>
<p>We want residents to be proud to use our Visitor Information Service</p> <p>Creating a front of house that is welcoming and informative.</p> <p>Developing our resources and availability, providing a service to our members to enable them to be visitor ambassadors</p>	<p>Ensuring our City Centre is attractive and befitting our city’s heritage.</p> <p>Strong Communities.</p>	<p>Increase volunteers working with MIY, upskilling and training new recruits.</p> <p>Offer a unique customer experience to visitors, residents, and businesses.</p> <p>Develop the Information Service into a social and community space which exhibits 'York" and can adapt to changing customer attitudes and behaviours and the increasing popularity of online bookings and tourism guides.</p>	<p>Deliver a Tourism Ambassador Programme for the VIC.</p> <p>Host events and create opportunities for local people to volunteer throughout the summer.</p> <p>Deliver regular in-house training and familiarisation visits to local attractions.</p> <p>Create staff development opportunities and develop rapports with local attractions.</p>	

<p>Who we are and what we do</p> <p>We directly deliver a range of services for the benefit of business, residents, and visitors.</p> <p>These include:</p> <p>Events and Festivals Shambles Market</p> <p>To support businesses, provide affordable services to residents and provide destinations for visitors to York.</p> <p>These provide:</p> <p>Our major events programme supports the City Centre. These events not only provide the opportunity to engage with local people to provide cultural activities but also attract a considerable number of tourists into the city. The Shambles Market operates 7 days a week and hosts the largest number of independent traders in York providing a mixture of commodities from everyday essentials to the unusual and surprising.</p>	<p>Our service challenges</p> <p>Meeting the pressures of operating a 7 day a week market with limited budgets against rising partner and customer expectations.</p> <p>Continuing to develop our markets in the context of changing shopping habits.</p> <p>Addressing long-standing repairs and maintenance issues on the market, many of which are aging.</p> <p>Engaging more effectively with a wider proportion of the City’s residents</p> <p>Delivering and operating service within agreed budgets.</p>	<p>Our service opportunities</p> <p>Holding major events means that we can engage with many residents who may not otherwise access and participate.</p> <p>The development of the Shambles Market as a key community hub provides us with significant opportunities for partnership working with other services and organisations.</p>	<p>Delivering Business Plan Outcomes</p> <p>The Make It York Board has agreed the following Values:</p> <p>Entrepreneurial - We will champion new ways of working. We will deliver great results. We will continually improve.</p> <p>Collaborative - We will work in Partnerships. We will share our resources. We will support our teams.</p> <p>Responsible – We will put customers first. We will do what we say. We will be true to our city.</p> <p>Ambitious - We will make York the best place it can be. We will make MIY the best company it can be. We will become the best team we can be.</p> <p>We are committed to working in partnership with other City of York Council services and partner organisations to deliver these priorities.</p>	<p>Delivering against our CYC SLA and Corporate Priorities</p> <p>Work towards increasing the value of the visitor economy through promoting innovation and higher quality in the existing offer.</p> <p>Encourage a high value visitor economy investment and attract higher spending visitors.</p> <p>Day-to-day management of the Shambles Market; operation of the Market Charter on behalf of the city.</p> <p>In consultation with the CYC, develop a new Markets Strategy.</p> <p>Support new retailers to trade.</p> <p>Work towards a 5% year-on-year growth in surplus.</p> <p>City Centre vibrancy – contribute expertise, ideas and experiences to the MyCityCentre Project which will set the City Centre strategy.</p> <p>Commercial events – Keep the City Centre relevant and enticing by curating a programme of public events in the foot streets.</p> <p>Run 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.</p> <p>Evening economy – My City Vision.</p>
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Business Plan Objective	Priority	What good will look like by March 2024 (unless stated)	The things we need to do to achieve this	Update from October 2023 – March 2024
<p>We want more businesses to prosper here</p> <p>Supporting local businesses with advice and information.</p> <p>Building strategic partnerships locally, nationally, and globally.</p> <p>Attracting and retaining the right investment and talent for the city.</p>	<p>Manage the Shambles Market by operating the City's Market Charter and supporting existing and new market retailers to bring even more vibrancy to the Market.</p> <p>Ambitious Entrepreneurial Collaborative.</p>	<p>Contributed to strong and sustainable neighbourhoods working with residents and businesses to sustain resilient communities by providing places for the community to come together access affordable, high-quality goods.</p> <p>Customer focus: The market will expand its customer base, attracting and selling to a broader spectrum of shoppers. Working with traders, Make It York will review the market's trading hours, improve its marketing and promotions, and explore new sales routes, e.g., on-line sales and click and collect.</p> <p>Mix of Commodities: Over time, the commodity mix will evolve within the market, with a focus on using up spare pitch capacity to achieve a balance of traditional and new products and services, recognising changing demand. All vacant pitches across the Shambles Market will be occupied with a waiting list of traders.</p> <p>Ambitious standards: The market traders and management will have improved performance by regularising trader presence, improving customer service, adhering to license conditions and traffic management orders, and ensuring visible product pricing. A good conduct agreement will be worked up to enshrine these standards.</p> <p>The market will have benefited from local development and investment enjoying new seating, greening up areas and new solar stall roofs.</p> <p>This will support inclusivity, accessibility, dwell time and spend.</p>	<p>Exploit the opportunities that the Shambles Market offers for the city economy, its residents, and visitors by:</p> <p>Developing and delivering a distinctive and high impact marketing and communications plan for the market and its businesses.</p> <p>Engaging young people and encouraging them to become stall holders.</p> <p>Promoting the market as a place for shopping with and for young people.</p> <p>Creating a community space.</p> <p>Developing a programme of additional markets on different days or 'special' types of markets e.g., farmers' markets, totally locally, recycle, reuse and Vegan etc.</p> <p>Creating pathways and incentives for new businesses to choose the Shambles Market as its choice to do business, with support in starting up and becoming sustainable, and offering provision for existing traders to develop and grow.</p> <p>Developing a Markets Strategy to ensure that it is at the heart of local neighbourhoods and a visitor attraction.</p> <p>Develop a Health Check of the Shambles Market to ensure sustainability in the long term.</p> <p>Deliver sustainability initiatives that reduce the impact of the market operations.</p> <p>Continue to strengthen partnerships with traders.</p> <p>Install new Wi-Fi to support traders to run their businesses.</p> <p>Install CCTV to address design out crime.</p>	<p>The period of trading after Christmas (known as Kipper season) has proved to be as expected with a low number of regular and casual traders operating. The end of February sees more traders returning.</p> <p>The review of the rules and regulations commenced in March.</p> <p>The Balance of Trade Policy previously introduced will also be reviewed as part of the rules and regulations.</p> <p>Discussion has commenced with CYC regarding a draft lease for Shambles Market. Make IT York has sought expert advice in progressing this.</p> <p>Trader representative meetings are being amalgamated so that retail and food come together.</p> <p>The market will see improvements in repairs and maintenance by replacing all light bulbs with energy efficient alternatives, food court benches being refurbished and replacement of some canopies. All of which provide a better trading environment for traders and shoppers.</p>
<p>We want more people to visit York</p> <p>Make York famous as a first-class destination for leisure, business, and study.</p> <p>Create unrivalled experiences for visitors across the city</p> <p>Support local businesses who help make this happen</p>	<p>Entrepreneurial Collaborative Ambitious Responsible</p>	<p>We will have delivered five commercial events including the Christmas Market, Ice Trail, Spring and Summer events and a Sculpture Trail.</p> <p>Curated a year-round programme of public events, catering to peak and off-peak times of the year to encourage seasonality, and create a high-quality, vibrant, and attractive city offer that will provide a consistent and uplifting experience for residents and visitors.</p> <p>Our provisions are utilised by other partners to engage with residents and visitors.</p> <p>More tourists visit the district and stay for longer, spending more to support our economy.</p> <p>Markets and Events act as key drivers in attracting shoppers into our town and City Centre</p> <p>Make our events examples of best practice, to increase quality and where possible, create more sustainable events</p>	<p>Review of current events and festivals programme to identify gaps and opportunities to develop an Events Strategy, drawing on the existing Cultural Strategy, refreshed Our City Vision, and emerging Tourism Strategy, and other major local strategies.</p> <p>Develop an annual calendar of events and festivals which add value to the York experience and encourage visitors and resident participation.</p> <p>Continue to develop major events and festivals such as St Nicholas Christmas Fair and Ice Trail.</p> <p>Develop itineraries for events and festivals suggesting visits to attractions, food and drink and accommodation to drive longer stays.</p> <p>Strive to deliver events that are more environmentally sustainable and build on the single use plastic ban and explore innovative ways of being more sustainable.</p> <p>Forge partnerships to enable third party delivered events that are utilising City Centre public spaces</p> <p>Ensure all events are held within current laws, regulations, Health and Safety guidance and delivering on sustainability</p> <p>Benchmark and evaluate satisfaction of events and festivals with local City Centre businesses, Shambles Market traders, visitors and residents</p>	<p>Work ongoing as part of SLA discussions.</p> <p>Looking at options to expand the events programme looking at Yorkshire Day, Halloween, World Food offer market.</p> <p>Meetings have taken place with third party operators to explore themed specialty market options.</p> <p>The Ice Trail leaflet Promoted Shambles market to visitors.</p> <p>Make it York do not allow diesel generators to be used at events.</p> <p>All relevant staff have undertaken and passed the ACT training.</p>

			Develop a programme of support and training for new volunteers to assist at events and festivals	Dialogue continues with York Access Forum to ensure that events and Markets take full account of accessibility for residents and visitors. A meeting was attended in Feb and a workshop in March.
<p>We want our residents to be proud to live here</p> <p>Create incredible events that our communities love</p> <p>Develop our dynamic and engaging cultural and arts scene</p>	<p>Responsible Ambitious Collaborative Entrepreneurial</p>	<p>Develop proposals that demonstrate a balance for everyone sharing public spaces</p> <p>Deliver an annual events programme that meets the needs of residents that they can participate, experience, and learn</p>	<p>By the end of 2023 we will have a draft booking system/ licence procedure for buskers and street entertainers for consideration with partners to make sure that residents, businesses, and visitors get the best experience and that street performers get the chance to shine and showcase their talents</p>	<p>A draft Spaces and Places policy will be developed for partner consultation to maximise the use of city centre spaces as a commercial asset whilst supporting creative individuals and local businesses.</p>

<p>Who we are and what we do</p> <p>We directly deliver a range of services for the benefit of the MIY business, local residents and visitors. these include:</p> <p>Delivery of the Culture Strategy Cultural services, as outcomes of the Culture Strategy, including the Culture Forum and Culture Exec, and development of citywide partnerships and funding opportunities Cultural activations Tourism research and insight and MIY business insight</p>	<p>Our service challenges</p> <p>Lack of core Culture Strategy funding to enable key initiatives and activations to take place Broad network of relationships to maintain Dependent on partner data to ensure tourism data is fully reflective of citywide trends (can be difficult to obtain)</p>	<p>Our service opportunities</p> <p>Opportunities for partnership development, resulting in exciting citywide projects and bids, that enable us to deliver major elements of the Culture Strategy Ability to help shape cultural landscape, to ensure culture provision becomes inclusive, relevant and accessible to residents and visitors, including young people, in line with the ambitions of the Culture Strategy Ability to monitor and identify tourism and broader data trends, to help shape future business needs.</p>	<p>Delivering MIY Business Plan Outcomes</p> <p>Make It York Board has agreed the following values:</p> <p>Entrepreneurial - We will champion new ways of working. We will deliver great results. We will always be improving Collaborative - We will work in Partnerships. We will share our resources. We will support our teams. Responsible – We will put customers first., We will do what we say. We will be true to our city. Ambitious - We will make York the best place it can be. We will make MIY the best Company it can be. We will become the best team we can be.</p> <p>Culture and Wellbeing Priorities:</p> <p>Develop, promote, and manage the City’s Culture Strategy, York’s Creative Future, 2020 - 25. by working with partners to deliver an ambitious and cohesive range of programmes. Promoting the culture and creative sector through media channels, policy work, networking opportunities, working groups and forums Develop an Events Framework for the Culture Strategy that enables the City to proactively identify events it wishes to host and attract Promote and maximise York’s UNESCO Creative City of Media Arts Status Support cultural events and initiatives, such as the York Mystery Plays</p> <p>We are committed to working in partnership with other City of York Council services and partner organisations to deliver these priorities.</p>	<p>Delivering against our CYC SLA and Corporate</p> <p>Priorities Key Deliverables:</p> <p>Culture Strategy – An ambitious and cohesive programme of cultural development for the city covering the arts, heritage and creative industries 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 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.</p>
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Business Plan Objective	Priority	What good will look like by March 2024 (unless stated)	The things we need to do to achieve this	Completion date	Update from October 2023 – March 2024
<p>Ensure the ongoing development, delivery, and promotion of the city's Culture Strategy.</p> <p>Ensuring the successful delivery of the York Trailblazers programme.</p> <p>Promote and maximise York's UNESCO Creative City of Media Arts status .</p>	<p>Culture Forum and Culture Executive now established, to drive future Culture Strategy development: majority of strategy Working Groups in place. Continue to act as co-chair and secretariat for the Exec and Forum, shaping the development of the strategy, and empowering Culture Executive members to lead and develop their strategy priority areas further.</p> <p>Continue to deliver the Cultural Wellbeing Grants programme, alongside City of York Council (funding dependent, through the Better Care Fund), to support charities, social enterprises and voluntary groups who work in the arts for health.</p> <p>Working alongside York Civic Trust and key partners on an exciting citywide programme of events and activities, including grant funding, marketing and promotion, and a large-scale sculpture trail</p> <p>Support the future sustainability of the status and focal point of the UNESCO Creative City of Media Arts designation</p> <p>Support York's bid for UNESCO World Heritage Status</p>	<p>Engaged Culture Forum covering broad ranging topics of importance to the culture and creative sector, networking opportunities and knowledge sharing.</p> <p>Empowered Culture Exec, who together steer the Culture Strategy's future direction, with Heads of Priority Areas leading on and developing their strategic areas.</p> <p>Working Groups who together support the Exec and Forum to drive forward the strategy's key Priorities.</p> <p>Applied for one major funding bid in 2023-24 that supports and helps drive forward the ambitions of the Culture Strategy.</p> <p>Explore the potential for a York Creates Fund.</p> <p>Continued delivery of the Cultural Wellbeing Grants programme</p> <p>Trailblazers hubs live on MIY and VY sites, high-profile campaign to ensure resident engagement, co-production workshops have taken place with heritage experts, artists, schools and community groups to shape the 2024 sculpture trail, grant programme has been delivered to enable community groups to get involved and their own trailblazing history and heritage stories.</p> <p>UCCN Monitoring Report 2022 completed (timelines tbc at present as UNESCO reconfiguring reporting process)</p> <p>Profile-raising for the designation, in line with the vision of the Culture Strategy, working closely with the Guild of Media Arts and city partners</p> <p>NB – we won't know the outcome of the first bid round until Feb 2023 – if we reach the next stage of bidding, it will mean continued co-working with partners and the York UNESCO World Heritage Status Steering Group to develop our proposals.</p>	<p>Ongoing co-chairing and secretariat role to Culture Forum and Exec</p> <p>Co-working with Exec and wider sector to shape Culture Strategy's future direction</p> <p>Deliver key programmes in line with Culture Strategy objectives (Trailblazers etc. - see below for more info)</p> <p>Continue to promote the culture and creative sector through media channels, policy work, networking opportunities, working groups and forums</p> <p>Developing work with Culture Exec for Arts Council bid in 2023-24</p> <p>York Creates Fund development started through small creative commissions, with proceeds going towards fund pot and future projects</p> <p>Cultural Wellbeing – grants programme ongoing and developing evaluation</p> <p>Governance structures in place – internal project team in place with CDM as project lead</p> <p>Deliver ongoing marketing campaign</p> <p>Deliver grant-giving programme</p> <p>Planning and logistics in place for sculpture trail – to launch in April 2024, running through to c. September 2024.</p> <p>Ongoing collaborative working</p> <p>UNESCO designation key part of Culture Strategy and Tourism Strategy and marcomms and policy work reflects this: ensure ongoing profile raising</p>	<p>Ongoing</p> <p>Summer 2023 (exact date tbc as funding confirmation dependant)</p> <p>April 2024, trail completion Sept 2024</p> <p>Ongoing</p> <p>Tbc – awaiting bid outcome</p>	<p>Trailblazers programme ongoing – governance structures in place</p> <p>Ongoing marketing campaign-launched creating with tansy beetle artwork in Museum Gardens</p> <p>Grants now delivered to 12 community organisations</p> <p>Trail development ongoing</p>

<p>Develop an Events Framework for the Culture Strategy that enables the city to proactively identify events it wishes to host and attract.</p> <p>Framework forms part of broader Events Strategy, which aligns with Culture Strategy and Tourism Strategy</p> <p>Support cultural events and initiatives, such as the York Mystery Plays.</p>	<p>Ensuring development of an Events Strategy, which dovetails with other city strategies, including the Culture, Tourism and Economic Strategies</p> <p>Advocacy for cultural events and initiatives within city with key stakeholders and profile raising</p>	<p>Development of a new Events Strategy that reflects MIY and the city's ambition for events and festivals</p> <p>Cultural events and installations with opportunities for cultural practitioners within the Events Strategy, to ensure cultural engagement, working with the culture sector</p> <p>Aligns with the Culture Strategy and Tourism Strategy</p> <p>Ongoing awareness raising of cultural events and initiatives</p>	<p>Internal discussion of needs regarding an Event Strategy and Framework</p> <p>Consultation with key city groups – Culture Forum, Tourism Advisory Board, and others regarding requirements for Event Strategy</p> <p>Drafting strategy</p> <p>Publication date tbc</p> <p>Continue to advocate for cultural events and initiatives</p> <p>Signpost organisers towards relevant funding opportunities</p>	<p>Tbc</p> <p>Ongoing</p>	<p>Needs further discussion with the council to understand their current key requirements for the Events Framework.</p>
<p>Research and Insight informs and underpins our work</p>	<p>Delivering annual Visit York Visitor Survey</p> <p>Evaluating MIY events and festivals</p> <p>Tourism dashboard MIY dashboard</p>	<p>Delivery of annual Visit York Visitor Survey, with key info and trends informing Tourism Strategy development and marketing campaigns</p> <p>Evaluation of key MIY events</p> <p>Ongoing measuring of success/ dashboards in place, to simplify and make more impactful way of communicating key measures and for tracking progress, identifying where need to improve</p>	<p>Developing and ongoing measuring of success/ dashboards</p> <p>Quarterly business-wide research and insight meetings</p> <p>Working closely across teams to gain awareness of current key campaigns, data needed, and to share understanding of research trends</p> <p>Sharing key data, which feeds into key company priorities and their development</p>	<p>Ongoing</p>	<p>Annual Visit York visitor survey ongoing. New STEAM data shows York with 1.7bn economic impact of tourism</p> <p>New MIY and tourism quarterly dashboards in place</p> <p>New event evaluation surveys and process in development</p> <p>Working across teams to share research and embed across organisation</p>

Business Plan Objective	Priority	What good will look like by March 2024 (unless stated)	The things we need to do to achieve this	Completion date	Update from October 2023 – March 2024
Promote York as a leisure, business and visitor destination.	Partner with organisations such as VisitBritain and VisitEngland, ensuring York is included in leading International, National and Regional marketing initiatives	<p>Increasing visitor spend in the city along with footfall into the City Centre by 5%</p> <p>Increasing the membership model by 2% year on year</p> <p>Maintaining a retention rate of above 94%</p> <p>Working with the tourism sector to increase GVA growth</p> <p>Working with the tourism sector to increase private sector led investment into the City Centre including the evening economy</p> <p>Pioneering new ways of managing cultural tourism and eco-tourism.</p> <p>Establishing a greater understanding of business visitors in order to create a business marketing campaign resulting in more visits and a conferencing strategy</p>	<p>An increase of 5% of followers, impressions, and engagement with our social media channels</p> <p>Increased engagement with both Visit York and Make It York websites</p> <p>Increased footfall, occupancy, average length of stay and overall value of the visitor economy by developing marketing campaigns aimed at local, national and global audiences</p> <p>Recruiting and maintaining campaign partners across the sector to promote York to all audiences</p> <p>Targeting international visitors to re-engage and welcome them back to the city (currently make up 3.8% of overall visits to the city)</p> <p>Maintaining visitation numbers from the domestic market</p> <p>Growing our press coverage by 5%</p>	Ongoing	<p>During this period, we have held xxx member events, this includes Halloween walking tours, Christmas member events, and hosted the Visit York Tourism Conference, attended by 150 members.</p> <p>Membership retention is 84% with more members engaging in activity, a specific success is the advent social media competition piece. New membership is challenging with a number of businesses holding back budgets and limited new openings in the city. We will continue to work with prospects to showcase the benefits of membership.</p> <p>We will also be approaching lapsed members to re-engage showcasing our campaign plans for the upcoming year.</p> <p>We continue to work with North Yorkshire, and this is founded within the LVEP status. Activity includes Trade show events, joint partnership objectives and our continued partnership with North York Moors.</p>

<p>Develop and grow our Visit York membership scheme</p>	<p>Ensure members are engaged with marketing campaigns and feel valued in the city and represented</p> <p>Engage with new businesses in the hospitality sector offering support and opportunity via our channels</p> <p>Understand business need and provide marketing solutions to support initiatives</p>		<p>Use research analysis to create key objectives per campaign and specify target audiences</p> <p>Hold a minimum of 12 member events per year, focusing on key speaker slots about the industry, ensuring true insight into the business needs of members</p> <p>Increase our membership by 2% (revenue)</p> <p>Increase individual contacts with members ensuring all information is communicated efficiently along with understanding how businesses promote the city and thereby using that to influence campaign activity</p>	<p>Ongoing</p>	<p>Campaign partnership discussions are taking place in preparation for the upcoming year. All are positive. A key focus for this year's campaign will be around Green Tourism.</p> <p>Member engagement is rising, and membership renewal conversations have started, to support this, we have created a new activity report all in relation to the members' activity specifically.</p>
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<p>Convene and support the implementation of the Tourism Strategy</p>			<p>Support partners with the implementation of the Tourism Strategy</p>		<p>Tourism Strategy is waiting for approval with CYC</p>
<p>Encourage all York residents to enjoy the tourism and cultural offer of York including year-round promotions and targeted residents' events</p>			<p>Support all areas of MIY with marketing and engagement in order for them to fulfil objectives set Work with the events team to ensure maximum coverage of events and promotions Grow resident engagement by 5% giving a larger platform of promotion to resident audience</p>	<p>Ongoing March and April 2024 February 4th and 5th 24</p>	<p>Newsletters sent weekly to our resident database outlining things to do in York that week. The new Snooks trail will launch on 2nd March with a big focus on resident promotion, this is done via media interviews, press releases and posts on all MIY/VY social channels. We are also working with sponsors on messaging and creative in which they will be promoting to their local audience. York Ice Trail was a great success and enjoyed by both residents and visitors.</p>

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2023/24 COMPANY DASHBOARD: OCTOBER – DECEMBER 2023

Websites

	Q1 April-June 2023		Q2 July-September 2023		Q3 October-December 2023		Q4 January-March 2024	
Website	VisitYork	MakeItYork	VisitYork	MakeItYork	VisitYork	MakeItYork	VisitYork	MakeItYork
No. of users (+/-% vs. previous year):	302,221 (+2.02% vs. previous year)	8,342 (+34.8% vs. previous year)	395,891 (+9.7% vs. previous year)	15,009 (+152% vs. previous year)	651,428 (-5.6% vs. previous year)	33,086 (+146% vs. previous year)	233,820	7,296
No. of page views:	811,125	18,674	1.1 million	38,120	1.7 million	62,908	709,399	14,339
Most viewed pages:	<ul style="list-style-type: none"> 'What's On' 'Things to Do' 'Must See York' 'Attractions' 'Stay' 	<ul style="list-style-type: none"> 'Shambles Market' 'Snooks Trail Artist Call Out' 'Shambles Market – Become a Trader' 	<ul style="list-style-type: none"> 'Christmas' 'What's On' 'Things to Do' 'Stay' 'Christmas Events' 	<ul style="list-style-type: none"> 'York Christmas Market' 'Shambles Market' 'Shambles Market – Become a Trader' News post on Christmas Market 	<ul style="list-style-type: none"> York Christmas Hub York Christmas Market Event York Christmas Events York Christmas Market Traders 	<ul style="list-style-type: none"> York Christmas Market News Post – York Christmas Market returns Shambles Market Markets 	<ul style="list-style-type: none"> York Ice Trail York Residents' Festival What's On Things to Do Must See & Do in York 	<ul style="list-style-type: none"> Shambles Market York Trailblazer Artist Call Out York Christmas Market Trader Application York Christmas Market



Websites Summary

- Overall Christmas content was down 1% vs 2022 but highlights include: the York Christmas Market event had 40% more views than in 2022 (190,102 views), Christmas events were viewed 60% more than in 2022 (60,188 views). Drop in traffic seems to be from a [large drop in search volume around York Christmas Market](#), 'York Christmas Market 2022' had around twice the number of searches in 'York Christmas Market 2023'. Possibly due to no external marketing?
- There was a huge 146% increase in traffic to the Make It York website compared to the same period last year. This is mainly due to people looking for information on the York Christmas Market, and also Shambles Market.



2023/24 COMPANY DASHBOARD: OCTOBER – DECEMBER 2023

Social Media

	Q1 April to June 2023		Q2 July-September 2023		Q3 October-December 2023		Q4 January-March 2024	
Social media	VisitYork	MakeItYork	VisitYork	MakeItYork	VisitYork	MakeItYork	VisitYork	MakeItYork
Impressions:	3.8 Million	76,074	6.02 Million	67,121	7.3 Million	42,830	3.66 Million	37,320
Engagements:	146,060	3,331	146,216	3,348	180,995	1,954	121,730	2,484
New followers:	2,637	201	4,397	110	7,069	104	4,440	114
Total followers:	168,147	11,526	172,560	11,626	179,589	11,663	183,984	11,765
Video content:	138,508 Views	n/a	1,119,367 views	n/a	1,741,461 views	n/a	528,186 views	n/a
Most popular post:	'Discover hidden gems around every turn in York, from historic snickelways to stunning gardens, our city has it all! 	'Exciting news! York is a step closer to becoming a UNESCO World Heritage Site after gaining Government backing for its bid'	To all pursuers of the paranormal... visit York this Halloween and experience our haunted city at the spookiest time of the year! 	Exciting news! Explore the wonders of the UK's UNESCO sites with the newly launched map.	York is picturesque all year! 🌍 Enjoy a winter escape to our historic city and discover moments to cherish.	We're delighted to announce that a joint bid for a Local Visitor Economy Partnership (LVEP) for both York and	Be inspired by ten historical things to see and do in York! Embark on a captivating journey ...	Exciting times for York! On Monday, 15 January, as part of our marketing activities celebrating an exciting year of trails in York, we're showcasing four Snooks...

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Social Media Summary

- Most impressions ever recorded for Visit York in Q3, previous high was 6.4 million in 2021.
- Continued growth of video content views, with 1.7 million video plays recorded in Q3. North York Moors, Haunted York and York Christmas videos were produced during this time.



2023/24 COMPANY DASHBOARD: OCTOBER – DECEMBER 2023

York Pass and Visitor Information Centre

York Pass and Visitor Information Centre: January - March 2024

- Seasonal attraction closure across January affecting both VIC and Visit York Pass sales
- Amending footfall counter provision in VIC so no usable data to cover period – quiet period as reflective in previous years with pick up across York Residents Weekend, Ice Trail, Vikings Festival and February half term for both York and Beyond holidays
- Significant technical difficulties with Visit York Pass software provider resulting in yorkpass.com downtime

York Pass				
	Q1 Apr-Jun 2023	Q2 Jul-Sep 2023	Q3 Oct-Dec 2023	Q4 Jan-Mar 2024
No. of passes sold:	2674	2582	1176	713
Top 3 attractions:	1. Jorvik (2085) 2. York Minster (1493) 3. Cliffords Tower (1449)	1. Jorvik (2050) 2. York Minster (1901) 3. Cliffords Tower + York Dungeons (1537)	1. Jorvik (913) 2. York Minster (846) 3. Clifford's Tower (733)	1. York Castle Museum (368) 2. York Dungeon (294) 3. Jorvik (286)
Visitor Information Centre				
	Q1 Apr-Jun 2023	Q2 Jul-Sep 2023	Q3 Oct-Dec 2023	Q4 Jan-Mar 2024
Footfall (vs. previous year)	35204 <i>(vs. 50462 in 2022)</i>	36074	22928 <i>(vs. 38,942 in 2022 – 41% decrease)</i>	N/A
Top 5 nationalities:	1. UK 2. Spain 3. France 4. America 5. Italy	1. UK 2. France 3. Spain 4. Germany 5. Australia	1. UK 2. USA 3. Australia 4. Germany 5. Spain + France	1. UK 2. USA 3. China 4. Spain 5. France
Key things people come in for:	1. General Info/Maps 2. Buying/Browsing Merch 3. Bus Information	1. General Info/ Maps 2. Buying/ Browsing Merch 3. Attractions	1. Browsing/ Buying Merch 2. General Info/ Maps 3. Tours + Trails	1. Events 2. Browsing Leaflets 3. General Info



2023/24 COMPANY DASHBOARD: OCTOBER – DECEMBER 2023

Sales & Marketing

Marketing Campaigns: January – March 24

North York Moors, Oct '23 to Mar '24

- 6 Month campaign with NYM to promote the area as a favourite return destination for residents of York and surrounding areas.
- 4 Campaign videos produced, released and promoted via VY social media channels
- City centre advertising on Art benches & VIC screens
- VY website hub page updated and expanded; email marketing and social media campaign
- Influencer campaigns via Little Vikings & Mumbler

Residents Festival, Ice Trail, Jorvik Viking Festival, Tourism Awards and Snooks Trail

- VY website homepage feature and hub pages
- Email marketing and social media campaign
- Visitor Guide Printed and in distribution
- Trail maps; designed, printed and in distribution
- Sponsor communications and partnership collaboration

PR & Comms

	Q1 Apr-Jun 2023	Q2 Jul-Sep 2023	Q3 Oct-Dec 2023	Q4 Jan-Mar 2024
Total news volume (print & online)	214	174	280	114
Total news reach (print & online)	Over 52m	Over 37M	Over 110M	Over 7.8M
Total news value (print & online)	£1.6M	£930K	£2.6M	£319.6K
Press trips facilitated	5	0	7	14

Membership: October to December 2023	
Retention:	84%
Renewals:	471



Culture: January – March 24

- Trail Blazers
- Make It York and York Civic Trust continue development and delivery of York Trailblazers, funded by the National Lottery Heritage Fund. Trailblazers is a city-wide programme of events and activities across 2023 – 25, celebrating York’s heritage.
- Tansy beetles are the emblem we have adopted for the Trailblazers project, which will celebrate lesser-known people from York’s past and present who have blazed trails – for their field of work, the communities they live in, or in how they’ve changed or influenced the way we see the world today. Twenty of the people identified through community heritage activity across 2023 will be celebrated through a large-scale art trail installed in York in Spring-Autumn 2024, each taking the shape of a tansy beetle and individualised by visual artists to reflect the person being celebrated.

Tourism and visitor economy: January – March 24

- The Tourism Strategy has been finalised, following consultation with key tourism, culture and business stakeholders, including Tourism Advisory Board, Culture Exec, MIY Board, BID Board. It is undergoing final ratification by CYC and expected to launch at the Visit York Tourism Conference in 2024.
- Make It York and North Yorkshire Council’s joint application for Local Visitor Economy Status was successful.

Members of Culture Forum:

190



2023/24 COMPANY DASHBOARD: OCTOBER – DECEMBER 2023

City Centre, Events and Markets

Make It York Events: January – March 2024

Ice Trail February 2024

The Ice Trail was held on the 4 and 5th February showcasing 33 individual Ice Sculptures with 33 being sponsored by businesses, attractions, and hotels.
 68,000 visitors came to visit the Ice Trail
 93% are likely to recommend the Ice Trail to others
 92% were satisfied overall with their experience of the Ice Trail
 91% are likely to visit the Ice Trail in 2025

Third Party Events: January - 2024

Third Party Evetns

The annual Viking Festival was held i12-18 February .

Markets: January – March 2024

January and February are quiet months seeing low number of traders operating – this is in line nationally with most markets. End of February has seen more traders returning.

One trader has expanded his business by securing a vacant food pitch, which will operate 7 days a week, moving from a two- day traditional market stall . This has resulted in two new jobs being created, The vacant stalls are now available for other businesses.

Markets

	Q1 Apr-Jun 2023	Q2 Jul-Sep 2023	Q3 Oct-Dec 2023	Q4 Jan-Mar 2024
Total Stalls Taken:	4574	5154	4894	2006
Occupancy:	78%	80.03%	77.68%	55.24%
New casual traders:	6	23	25	9



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CITY OF YORK COUNCIL SHAREHOLDER COMMITTEE**19 March 2024****Veritau Limited Business Update****Introduction**

- 1 Veritau Limited is a local authority shared service company jointly owned by City of York Council (CYC) and North Yorkshire Council (NYC). The company was established in 2009. The company has one active subsidiary company, Veritau Tees Valley Limited. Together the companies form the Veritau Group.
- 2 The Veritau Group currently has 4 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 over 90 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 provided to organisations in the Yorkshire and Teesside regions although the group has clients across the United Kingdom.
- 3 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

Finance and Performance Update

- 4 Since the last meeting of the Shareholder Committee on 23 October 2023, the Group has continued to promote its internal audit and data protection services to schools and other public sector organisations. New clients gained in the period include Pathfinder MAT, the Galileo Trust, Nexus MAT, Share MAT, Prince Regent Street Trust, Ironstone

Academy Trust, Centurion Multi-Academy Trust, Horizons Specialist Academy Trust and Owlcotes MAT.

- 5 During the period three trainees have completed their professional qualifications and progressed to be officers. In addition, we have recruited a further four trainees.
- 6 The implementation of our new audit management system, K10 Vision is underway. This is a significant project which will also involve changes to working practices. The initial configuration stages and user training have been completed. The system needs to be operational by 1 April 2024, so we are working to tight timescales.
- 7 We have also gained Cyber Essentials accreditation, confirmed our commitment to be a Disability Confident employer and signed up to the Prompt Payment Code (PPC). The Code is administered by the Office of the Small Business Commissioner and signatories commit to paying their suppliers in time. We have also reviewed and updated our Corporate Social Responsibility statement.

2023/24 Management Accounts

- 8 The management accounts for the 10 months trading to 31 January 2024 show that the Group is on target to achieve its budgeted profit, as follows:

	2023/24 YTD budget £ (k)	2023/24 YTD actual £ (k)
Turnover	3,103	3,181
Cost of sales	(2,842)	(2,879)
Gross profit	261	302
Other income	9	24
Overheads	(244)	(298)
Net profit before tax	26	28

2024/25 Business Plan

- 9 The business plan sets out the strategic aims of the Veritau group for the next three years to 2027, and the service priorities for 2024/25. The business plan also includes details of the Group budget for 2024/25, as follows:

	2024/25	2023/24
	£ (k)	£ (k)
Turnover	3,813	3,724
Cost of sales	(3,462)	(3,410)
Gross profit	351	314
Other income	24	11
Overheads	(338)	(293)
Net profit before tax	37	32

- 10 Capital expenditure of £42k is planned in 2024/25 (2023/24 - £38k). This includes further upgrades to the website client portal and investment in a helpdesk management system and new redaction software. There will also be continuing investment in data analytics and IT hardware.
- 11 The key business priorities for 2024/25 include the continued expansion of the customer base and a focus on developing the quality and scope of the service offering. Expanding the customer base includes the expected admission of new member councils and the provision of services across a wider geographical area. Using technology to support more effective and agile working will also remain a priority.
- 12 In addition, the following service priorities have been identified for 2024/25:
- internal audit – to use the new K10 Vision audit management system to improve efficiency and client communications, further develop the use of agile auditing techniques, increase data analytics / IT audit capacity and promote our services to academy schools. We will also look to develop the use of AI to support service delivery.
 - information governance – to continue to promote data protection and information access services to schools and other clients, and to implement new redaction software and a helpdesk management system
 - counter fraud – to promote counter fraud services to councils, housing associations and schools, to increase the use of data analytics, and to develop a range of eLearning courses
 - risk management – to be seen as the provider of first choice for member councils and other clients, and to promote risk management products and services for academy schools

- 13 Other specific service development / improvement priorities for 2024/25 are set out in the Business Plan.
- 14 A copy of the 2024/25 business plan is attached as **appendix 1**. The detailed Group budget for 2024/25 is also attached as **appendix 2** for information. The business plan and budget are confidential because they contain commercially sensitive information.

Future expansion

- 15 As noted in paragraph 11 above, discussions have been taking place with a number of councils over the last two years about the possibility of joining Veritau. Two of those councils have now formally requested to join next year. The proposed admission of these councils will require some changes to the existing structure of Veritau. A preferred operating model has been identified and legal advice obtained on whether it will satisfy the Teckal principles. Approval for the proposed changes will be required from both NYC and CYC. It is important that the new structure supports the continued growth of the business, protects the interests of the member councils and is Teckal compliant.
- 16 A further report will be brought to this committee with details of the proposed changes.

Recommendations

- 17 That the shareholder committee:
- a) notes the Group's performance since the last business update report in October 2023
 - b) approves the 2024/25 business plan
 - c) notes the proposed expansion of Veritau

Implications

- 18 ***Legal Implications***
- a) With regards to the approval of the 2024/25 Business Plan, under Article 12.4.1 of the CYC Constitution, the Shareholder Committee has been delegated authority to approve this document.
 - b) The 2024/25 Business Plan can be exempt under Section 100I and paragraphs 3 and 4 of Schedule 12A of the 1972 Local Government Act due to commercial sensitivities.

- c) Regarding the expansion proposals, it is noted that a further report will be brought to the shareholder committee in due course. Any such proposals however will require the advice and input of the Council's Legal Services team to ensure compliance with:
- a. Regulation 12(1) of the Public Contract Regulations 2015 (and from 1st October 2024, Schedule 2, Part 1, Paragraph 2 of the Procurement Act 2023);
 - b. the CYC Constitution (specifically, but not limited to, Article 12); and
 - c. the Company's Articles of Association.

19 ***Other Implications***

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

Appendices (Confidential)

Appendix 1 – 2024/25 Veritau Group business plan
Appendix 2 – 2024/24 Veritau Group budget

Further Information

Contact: Max Thomas – Chief Executive max.thomas@veritau.co.uk

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Shareholder Committee**19th March 2024**

Report of the Head of HR and OD

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

1. Under the terms of the CYT Shareholders Agreement dated 1st April 2021 (the “**Shareholders Agreement**”), specifically clauses 8.3.1 and 8.3.5 and Schedule 2 Part 1 Paragraph 1.2, to approve the City of York Trading Limited (trading as WorkwithYork, WorkwithSchools, WorkwithYorkshire and Williams & Anthony) (“**CYT**” or the “**Company**”) **Business Plan for 2024/25** contained at ***Exempt Annex A***
2. Under the Shareholders Agreement and in line with Regulation 12(1) of the Public Contract Regulations 2015, to approve the CYT Implementation Project Plan at ***Exempt Annex B***.
3. The CYT Business Plan and Implementation Project Plan are both exempt under Section 100I and paragraphs 3 and 4 of Schedule 12A of the 1972 Local Government Act due to commercial sensitivities.

Recommendations

The Committee is asked:

4. To approve the CYT Business Plan for 2024/25 at ***Exempt Annex A***.

Reason: To enable the CYT Board of Directors and staff to execute strategies for the growth of the Company’s non-Council recruitment business.

5. To approve the Implementation Project Plan at ***Exempt Annex B***.

Reason: To ensure that Public Contract Regulations compliance can be maintained for the supply of temporary staff to the Council of the City of York (“**CYC**”).

Background and analysis

6. CYT was formed in 2011 with the intention of supplying temporary staff to CYC as WorkwithYork, to local schools as WorkwithSchools and has moved into the provision of permanent and temporary staff to other outside organisations as WorkwithYorkshire. CYC is the sole shareholder of the Company.
7. Through the Company's WorkwithYork brand, CYC makes a cost saving compared to the cost of agency staff on the open market and is also able to secure staff to cover hard-to-fill roles where permanent recruitment is challenging. In addition, the payment of an annual dividend from the Company's overall profits is designed to assist CYC's financial position.
8. The Company's Board of Directors comprises Karen Bull (the "**Managing Director**") with Non-Executive Directors ("**NEDs**") Cllr Ian Cuthbertson, Cllr Kallum Taylor, Cllr Jason Rose, Ann Vickers, Lisa Wood and Chloe Kerridge-Phipps and usually meets monthly to consider financial and performance reports and discuss strategy. Cllr Ian Cuthbertson is Chair of the Board.
9. In line with CYC's ongoing budget savings, its use of the Company's WorkwithYork agency staff has continued to reduce during 2023/24. Accordingly, the Company is now focussed on growing its recruitment business beyond CYC, utilising its brands WorkwithSchools, WorkwithYorkshire and the Company's recent acquisition, Williams & Anthony, whose assets CYT purchased in February 2024. The Company's Business Plan for 2024/25 is at **Exempt Annex A**
10. CYT has a contract dated 7th September 2023 with CYC.
11. CYT is a *Teckal* company under Regulation 12(1) of the Public Contract Regulations 2015. As such, both the Company and CYC must ensure that the minimum thresholds/requirements for Teckal companies, namely that "*...more than 80% of the activities of the controlled legal person are carried out in the performance of tasks entrusted to it by the controlling contracting authority or by other legal persons controlled by that contracting authority...*" are met.

In line with these requirements, the Company has drafted an Implementation Project Plan which is at **Exempt Annex B**, this will be subject to further discussion with relevant officers in CYC, but gives indicative timescale and activity that needs to take place.

Risk Management

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

Implications

Financial Implications

13. The report provides details of the financial projections for CYT for 2023/24 and 2024/25. These are detailed in Annex A.

HR Implications

14. There are no HR implications arising in relation to CYC from this report.

Legal Implications

15. CYT Annual Business Plan

(a) With regards to the approval of the CYT Business Plan, under Article 12.4.1 of the CYC Constitution, the Shareholder Committee has been delegated authority to approve this document.

(b) Clauses 8.3.1 and 8.3.5 (**Shareholder Committee**) of CYT's Shareholder Agreement dated 1st April 2021 states that the role of the Shareholder Committee is (*inter-alia*) to receive and review the CYT Annual Business Plan, and exercise the functions of the Council in relation to the giving of Shareholder consent for the matters set out in paragraph 1.2 of Schedule 2 (save for those matters which Clauses 8.3.5.1 to 8.3.5.7 specifically reserve to the Council's Executive, none of which apply here).

Schedule 2, Part 1, Paragraph 1.2.2 (**Corporate Covenants – Shareholder Consents**) of CYT's Shareholder Agreement dated 1st April 2021 states that the Company shall not without the prior consent of the Shareholder Committee approve the CYT Annual Business Plan.

16. CYT Implementation Project Plan

(c) Regarding the matters referred to in **Exempt Annex B**, the members of the Committee are advised to seek the advice of the Council's Legal Services team to ensure compliance with:

- a. Regulation 12(1) of the Public Contract Regulations 2015 (and from 1st October 2024, Schedule 2, Part 1, Paragraph 2 of the Procurement Act 2023);
- b. CYT's Shareholder Agreement dated 1st April 2021;
- c. the CYC Constitution (specifically, but not limited to, Article 12); and
- d. The Company's Articles of Association.

Procurement Implications

17. Subject to the matters set out in ***Exempt Annex B***, there are no procurement implications in relation to CYC arising from this report.

18. Health & Wellbeing Implications

There are no health & wellbeing implications in relation to CYC arising from this report.

19. Environment & Climate Action Implications

There are no environment & climate implications in relation to CYC arising from this report.

20. Affordability Implications

There are no affordability implications in relation to CYC arising from this report.

21. Equalities & Human Rights Implications

There are no equalities or human rights implications in relation to CYC arising from this report.

22. Data Protection & Privacy Implications

Subject to the continuing exempt status of the information in ***Exempt Annexes A and B*** to this report, there are no data protection & privacy implications in relation to CYC arising from this report.

23. Communications Implications

Subject to the continuing exempt status of the information in **Exempt Annexes A and B** to this report, there are no communications implications in relation to CYC arising from this report.

24. ***Economy Implications***

There are no economic or city development implications in relation to CYC arising from this report.

25. ***Other Implications***

There are no crime and disorder, information technology, property or other implications arising from this report.

Author:	Chief Officer responsible for the report:		
Karen Bull, Managing Director CYT Helen Whiting Head of HR and OD	Debbie Mitchell Chief Finance Officer		
	Report Approved	Y	Date 11/3/2023
Wards Affected:			All
For further information please contact the author of the report			

Exempt Annex A – CYT Business Plan 2024/25

Exempt Annex B – CYT Implementation Project Plan

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Shareholder Committee Draft Work Plan 2024/25

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

Item	Lead officers	Contributing Organisations	Scope
24 June 2024			
Make It York update	Andrew Laslett	Make It York	To receive an update on performance of the company
Veritau Limited business update	Bryn Roberts	Veritau	To receive an update on performance of the company
Yorwaste Ltd finance update	Patrick Looker	Yorwaste	To receive annual reports and annual accounts
City of York Trading Ltd update	Helen Whiting	CYT Ltd	To receive an update on performance of the company
14 October 2024			
Yorwaste Ltd Update	Patrick Looker	Yorwaste	To receive an update on performance of the company
Make it York Finance Update	Andrew Laslett	Make it York	To receive an update on performance of the company and annual accounts

City of York Trading Ltd Update	Helen Whiting	CYT Ltd	To receive an update on performance of the company
YPO finance update	Debbie Mitchell	YPO	To receive an update on performance of the company and the annual accounts
Veritau Limited Business Update	Bryn Roberts	Veritau	To receive an update on performance of the company
3 February 2025			
Yorwaste Ltd Finance Update	Patrick Looker	Yorwaste	To receive an update on performance of the company
Veritau Limited Finance and Business Plan	Bryn Roberts	Veritau	To receive annual reports and annual accounts from companies.
City of York Trading Ltd Business Plan	Helen Whiting	CYT Ltd	To receive annual reports and annual accounts
Make it York Business Plan	Andrew Laslett	Make it York	Approval of the annual business plan (in light of agreed SLA priorities)