



## SERVICE LEVEL AGREEMENT 2012 - 2013

**This is a three year service level agreement (SLA) between The City of York Council and Visit York Ltd. It will cover the period 1st April 2012 and end on 31st March 2015.** The agreement will be reviewed annually as part of the Council's budget process.

This is an updated Service Level Agreement (SLA) between the Council and Visit York Ltd. It is designed to highlight key issues that the Council will wish to see addressed by the Board of the company, in return for a continuing agreement of financial and staffing support.

The Council is fully committed to supporting the city's collective ambition for a successful, thriving visitor economy. The Council wishes to enhance York's reputation and substance as an exemplar of good practice in relation to tourism and seeks to promote York as a "world class" city.

Through this service level agreement we will be seeking to create the environment for the continued development of tourism in York and the surrounding area. We want to ensure that tourism remains an effective and successful contributor to the York economy.

This agreement outlines Visit York's role in actively supporting investment to develop the quality of the York product, supporting the delivery of a world class culture and heritage attractions, and in the marketing of York as a destination to the leisure and business visitor, including domestic and overseas markets. The overall ambition contained within the service level agreement is for Visit York to achieve a target of 5% per annum growth in tourism earnings across the city.

## **PARTNERSHIP OUTLINE**

### **Aims**

1. To jointly, with the Council, set the strategic direction for the development of tourism in York
2. To maintain and develop the tourism offer of the city of York for the visitors to York and the region, for businesses and for residents of the city.
3. To ensure that tourism remains an effective and successful contributor to the York economy and to make York a vital, vibrant and world class city.
4. To encourage and facilitate transformational enhancements to York's visitor attractions, festivals and events, improvements to accommodation and hospitality provision within the city and influence inward investment.
5. To work together to secure public and private sector investment to develop the quality of the York offer, including championing investment in the public realm.
6. To pursue a sustainable, green tourism agenda for the city and its businesses.
7. To continue to develop the tourism infrastructure of York and to raise the quality of the facilities provided for all visitors.
8. To contribute to York's economy by attracting visitors to the city, play an active role in the City of Festivals initiative, and to work with the Council and businesses to strengthen the evening economy of the city.
9. To provide an ambassadorial function for Tourism in the city, working together to influence national, regional and local strategies, pursue opportunities for external funding, and working with regional and sub-regional agencies.
10. To work in active partnership with business, education, cultural organisations, and other strategic service providers to extend both the range and reach of Visit York's work.

## PARTNERSHIP DELIVERY 2012 -2013

### In order to achieve the aims listed above Visit York will:

- Actively support the seeking of investment to develop the quality of the York visitor offer working with York's tourism businesses event organisers and City of York Council Lead on the transformational change in the Tourism sector, benchmarking York against other world class destinations and horizon scanning for future tourism trends and initiatives
- Market York as a destination to the leisure and business visitor including domestic and overseas markets, coordinating marketing plans with CYC where appropriate
- Provide the leadership to ensure that York achieves the target of 5% per annum growth in tourism earnings and allow York to become an exemplar of good practice
- Lead and/or contribute to relevant activity as set out in the internationalisation strategy for the city – specifically, to lead the development of the business tourism offer, to help attract international and national business conferences to the city, and to contribute to the development of the city's brand and marketing messages
- Produce a balanced budget and business plan for the running of the services. This plan to be agreed annually with the Council
- Operate an accessible Visitor Information Centre for the benefit of visitors, businesses and residents in order to deliver information services to York's visitors and make best use of destination management systems
- Develop and deliver specific marketing activity that increases the tourism economy of city of York (*leisure tourism by 5% and business tourism by 5% achieving 6 major national and/or international conferences in the city and the surrounding region.*)
- Enhance the marketing, packaging and offer of signature events, evening activities and festivals
- Invest in the tourism product including developing cultural events and initiatives, in particular agreed support to the five major festivals, Illuminating York, Festival of Food and Drink, Viking Festival, Festival of Early Music and the Mystery Plays
- Provide the tourism contribution to Strategic Partnerships bodies, including York @ Large and the Economic Development Forum

- Seek external funding for specific projects, through regional or other bodies, that will secure the long-term future of York as a premier visitor destination
- Continue to grow and develop the private sector engagement with Visit York partnership, contributing to the city's business engagement activities through account management of strategic businesses in the sector, increasing the level of support and secure significant investment from other sources
- Facilitate and encourage the take up of employer-focused business support, skills development and training activities, working with the industry and partners on the promotion of careers in the tourism industry
- Provide a forum to ensure the engagement and communication with all stakeholders, businesses and service providers in tourism and related industries to support the tourism economy Celebrate the achievements of the tourism sector through an annual awards programme
- Undertake research and evaluation of the Tourism offer in the city
- Take account of the interests of residents in the development of tourism, including continuing to run the Residents Festival
- Provide input, comment and intelligence so that the Council can respond to regional and national tourism policy
- Provide specialist advice on Tourism to the council and act as the voice for the Tourism Sector in York

**In order to achieve the aims listed above the City of York Council will:**

- Provide grant support, as detailed below, payable in 4 instalments starting when the agreement is signed by both parties
- Ensure that Visit York is involved in consultation with, or on behalf of the Council, on matters of direct relevance to the tourism sector in the city
- Provide support, assistance and advice, through the person of the Lead Officer in the first instance
- Facilitate effective working relationships with all council departments and ensure access to potential partnership and stakeholder groups
- Second up to two existing posts related to the work of Visit York, their duties to be agreed as part of a separate secondment agreement
- Provide 3 representatives to serve on the Board of Visit York Ltd.

- Provide a senior officer of the Council (the Lead Officer) to attend Board meetings to advise and support the Council representatives in a non-voting capacity.
- Provide a reasonable level of information, advice and support to the organisation in connection with this agreement.

The organisation should contact the authorised signatory of the Council in the first instance to discuss what support may be available

**OPERATION OF ACTIVITIES AND PERFORMANCE INDICATORS**

Visit York will provide information to the Lead Officer so that the Council can monitor the activity/service provided by the organisation using the following performance indicators: Visit York will work towards establishing the monitoring systems in order to provide evidence detailed below:-

<b>Type of measure</b>	<b>Indicator</b>	<b>Evidence</b>
<b>Quality measures:</b>	<ul style="list-style-type: none"> <li>• To achieve a 1% increase per annum in visitor satisfaction</li> <li>• Presentation of 6 monthly report to Cabinet Member</li> <li>• To achieve 90% of members reporting a high level of satisfaction with services</li> <li>• To increase the number of visits to the city by groups of people with protected characteristics as defined by the Single Equalities Act 2010</li> </ul>	<p><i>VY Research</i></p> <p><i>CYC report by Lead officer</i></p> <p><i>VY research</i></p> <p><i>VY research</i></p>
<b>Objective outputs measures:</b>	<ul style="list-style-type: none"> <li>• To annually increase visitor spend by at least 5% of the current target</li> <li>• To increase the number of jobs created in the tourism sector of the local economy of York by at least 2% of the current total</li> <li>• To increase the use of the Visitor Information Centre</li> </ul>	<p><i>Regional / Visit Britain Statistics</i></p> <p><i>Employment survey</i></p> <p><i>Maintenance of records by Visit</i></p>

	<p>service by at least 5% of total current visits</p> <ul style="list-style-type: none"> <li>• To increase private sector membership of Visit York by at least 5% of current members</li> <li>• To achieve an increase of at least 5% on the investment value of publicity generated through marketing and promotional activities</li> <li>• To account manage strategically important businesses (to be agreed with CYC) as part of the city's business engagement network</li> </ul>	<p>York</p> <p><i>Maintenance of records by Visit York</i></p> <p>Info from VY on agreed basis</p> <p>Input to a client management system with quarterly de-briefs with the CYC business engagement manager</p>
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Although we do not currently have all data for evaluation and monitoring we will work toward an agreed system to measure progress.

**Visit York will provide the following information:**

Annually

Budget and business plan  
Marketing strategy, PR and Communications Plan and updates  
Health and Safety Policy and report on incidents  
Equalities and Diversity Policy and Action Plan  
Insurance Certificate  
Audited accounts  
Annual operational review report  
Summary of membership

Six monthly

Report to the Cabinet Member for Leisure, Culture, Tourism and Social Inclusion  
An analysis of financial actual figures against budget  
Copy of any promotional materials

The Lead Officer and the senior management of the Visit York will meet at least four times each year to monitor and review the agreement.

## **PARTNERSHIP REQUIREMENTS**

### **Visit York Ltd. will undertake to:**

1. Operate Visit York Ltd and the Visitor Information Centre in accordance with the recognised industry safety and public service standards, and, where relevant, a quality assurance programme.
2. Operate effective access and equal opportunities policies, which will give full consideration to the access needs of people with disabilities, different cultures and gender, and ensure that the Tourism offer where possible reflects their needs and integrates them fully.
3. Ensure that the funds allocated are used specifically for the provision of the agreed services and by the named organisation only.
4. Maintain appropriate insurance to cover public liability and employment liability.
5. Inform the Council of any changes to its Constitution, Management Committee or contact representative as soon as practicably possible.
6. Inform the Council of any changes to its charging policy, staffing arrangements or delivery of the service or activity as soon as practicably possible.
7. Notify the Lead Officer, or their representative, if unable to sustain the services as specified and return such part of any unspent support, allocated pro rata, as the City of York Council may determine.
8. Make provision for the inspection of the accounts by Council officers at any reasonable time, if requested, within 14 days.
9. Consult with the Lead Officer, or their representative, over any changes to partnership priorities.



10. Consult with the Lead Officer, or their representative, over staffing matters and recruitment of senior staff.
11. Keep and supply a copy of all minutes of all board meetings to the Lead Officer, or their representative.
12. Share assets where appropriate with CYC officers – particularly relevant databases and systems, as well as marketing messages and material.

In the event of Visit York committing a serious breach of its obligations under this agreement, the Council will be entitled to terminate this agreement by notice and reclaim on a pro rata basis such sum as represents all funding from the date of the breach. Any subsequent entitlement to funding will cease immediately.

In the event that the Members of the Company shall seek in a General Meeting to amend the Memorandum and Articles of Association of the Company without the consent of the Council such consent not to be unreasonably withheld and/or to remove a Director or Directors nominated by the Council without due cause, the Council will be at liberty to discontinue its support of the Company from the date of such General Meeting.

The terms of the agreement may be varied or the agreement terminated by mutual consent of the Organisation and the Council.

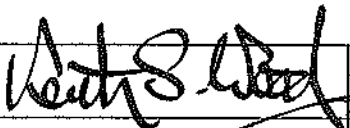
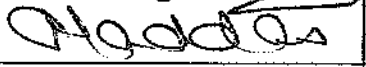
The Council's financial contribution in each financial year is subject to the budget-setting process, and funding will be in accordance with financial regulations.

**The City Council's financial contribution for 2012/ 13 will be £272,310.**

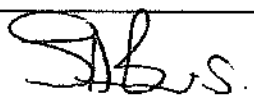
**GENERAL CONDITIONS**

1. The agreement will last for 3 year and end on 31st March 2015.
2. Any future level of funding and the specific service content will be renegotiated over this period in line with the review being undertaken by Visit York Board and Chief Executive. The intention is for the City of York Council to maintain funding value at current levels subject to satisfactory performance and agreement of key services rendered.
3. This agreement can be terminated by Visit York or City of York council by giving 3 months notice prior to each annual monitoring review.
4. Discussions will commence each year as part of the council's budget timetable regarding the renewal, extension or otherwise of the agreement.

**SIGNED ON BEHALF OF VISIT YORK**

		PRINT NAME
CHAIR		K. WOOD
CHIEF EXECUTIVE		G. CRUDDAS
DATE	17/7/12	

**SIGNED ON BEHALF OF THE CITY OF YORK COUNCIL**

		PRINT NAME
LEAD OFFICER		SALLY BEWS
DIRECTOR	of Communities Neighbourhoods	
DATE	17/7/12	