

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

**To:** Councillors Gillies (Chair) and Ayre

**Date:** Monday, 25 March 2019

**Time:** 2.00 pm

**Venue:** The Thornton Room - Ground Floor, West Offices (G039)

**AGENDA**

**1. Declarations of Interest**

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

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

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

**2. Minutes (Pages 1 - 2)**

To approve and sign the minutes of the last meeting of the Committee held on 11 December 2018.

**3. Public Participation**

At this point in the meeting members of the public who have registered to speak can do so. The deadline for registering is **5.00pm on Friday 22 March 2019**. Members of the public can speak on agenda items or matters within the remit of the committee. To register to speak please contact the Democracy Officer for the meeting, on the details at the foot of the agenda.

**Filming, Recording or Webcasting Meetings**

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Residents are welcome to photograph, film or record Councillors and Officers at all meetings open to the press and public. This includes the use of social media reporting, i.e. tweeting. Anyone wishing to film, record or take photos at any public meeting should contact Democracy Officer (whose contact details are at the foot of this agenda) in advance of the meeting.

The Council's protocol on Webcasting, Filming & Recording of Meetings ensures that these practices are carried out in a manner both respectful to the conduct of the meeting and all those present. It can be viewed at [http://www.york.gov.uk/download/downloads/id/11406/protocol\\_for\\_webcasting\\_filming\\_and\\_recording\\_of\\_council\\_meetings\\_20160809.pdf](http://www.york.gov.uk/download/downloads/id/11406/protocol_for_webcasting_filming_and_recording_of_council_meetings_20160809.pdf)

**4. Make it York - Managing Director's Report - March 2019**

(Pages 3 - 6)

This report provides summary financial performance figures for Mark It York for the financial year 2018-2019, together with projected budget figures for the financial year 2019-2020. It also lays out the new Managing Director's early views on the broad direction of travel of the business and key areas of focus.

**5. Urgent Business**

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

Democracy Officer:

Laura Clark

Contact details:

- Tel - (01904) 552207
- Email - [Laura.Clark@york.gov.uk](mailto:Laura.Clark@york.gov.uk)

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

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

Contact details are set out above.

**This information can be provided in your own language.**

我們也用您們的語言提供這個信息 (Cantonese)

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

Ta informacja może być dostarczona w twoim własnym języku. (Polish)

Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)

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

 (01904) 551550

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City of York Council

Committee Minutes

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Meeting	Shareholder Committee
Date	11 December 2018
Present	Councillors Gillies (Chair) and Aspden (Substitute for Councillor Ayre)
Apologies	Councillor Ayre
In Attendance	Councillors Hayes and Kramm

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#### **14. Declarations of Interest**

Members were asked to declare at this point in the meeting any personal interests not included on the Register of Interests, any prejudicial interests or any disclosable pecuniary interests which they might have in respect of business on the agenda.

Councillor Gillies stated that he was a Council appointed Director of Make it York, by virtue of his role as Leader of the Council. He had sought guidance from the Deputy Monitoring Officer and had been advised that this was not considered to be a pecuniary interest.

#### **15. Minutes**

Resolved: That the minutes of the last meeting held on 23 October 2018 were approved and then signed by the Chair as a correct record.

#### **16. Public Participation**

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

#### **17. Make It York: 2018/19 First Half Year Report**

Members considered a report which provided a summary of Make It York's performance in the first six months of the 2018/19 financial year and set out some early ideas and proposals for the 2019/20 business plan.

The Managing Director and Deputy Chair of the Board attended the meeting to present the report. In response to Member questions they stated:

- The previous year had been unusual in terms of ticket and pass sales, particularly with Jorvik re-opening;
- Bloom festival would be back in 2020 and consideration was being given to holding an art trail across the City in the, similar to the Bee in the City Art Trail in Manchester;
- Make it York still attracted plenty of volunteers, who were vital to the Visitor Information Centre;
- The Balloon Fiesta may not go ahead in 2019, but if it did return there would be work done to address the transport issues which had caused problems at the previous event;
- The Ice Trail had been moved to February when the City Centre was not as busy and in an attempt to attract visitors after the Christmas Market had finished;
- Quality was more important than quantity, it was vital to find the right type of events for the city;
- Moving forward, with the development of the Castle Gateway and York Central, it would be right to take stock of events and work on a holistic view for the future of the City;
- In relation to the relationship between Make it York and CYC, it was important to state that investment from CYC was down 40% and commercial activity was growing steadily. MiY were working hard to generate income from commercial activity and put this back into the City.

Members took this opportunity to thank the current Managing Director Steve Brown, who was leaving the role shortly, for the work he had done over the last 4 years to enhance and support York.

Resolved: That Members note the report

Reason: To update the Committee on Make It York's financial performance and make them aware of the broad direction of travel.

Councillor Gillies ,Chair

[The meeting started at 14:00 and finished at 14:45].

# Make It York

## Shareholder Meeting

### Managing Director's Report – March 2019

#### Introduction

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

#### 1. Financial Performance

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

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

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

#### Budget 2019/20

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

#### 2. Highlights to date

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

# Make It York

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

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

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

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

### **3. Governance**

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

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

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

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

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

The priority areas discussed are:

#### City positioning and profile

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



# Make It York

## Network-building and inward investment

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

## City centre animation

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

## Driving the Cultural Strategy

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

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