

Notice of a public meeting of

Shareholder Committee

To: Councillors Lomas (Chair) and Kilbane
Date: Monday, 12 October 2026
Time: 4.30 pm
Venue: West Offices

AGENDA

1. Apologies for Absence

To receive and note apologies for absence.

2. 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
Related)*

OR

*Non-Registrable
Interests (Directly
Related)*

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

3. Minutes

(Pages 9 - 18)

To approve and sign the minutes of the last meeting of the Committee held on Monday, 22 June 2026.

4. Exclusion of Press and Public

To consider excluding the public and press from the meeting during consideration of agenda items 8 and 9 on the grounds that they contain information relating to financial or business affairs of any particular person (including the authority holding the information) and they contain information relating to an individual or their identity.

This information is classed as exempt under Paragraph 3, and Paragraphs 1 & 2 respectively of Schedule 12A to Section 100A of the Local Government Act 1972, as amended by the Local Government (Access to information) (Variation) Order 2006.

5. 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 9 October 2026.

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>.

6. Veritau Limited Business Update (Pages 19 - 48)

This report provides an update on the performance and trading activities of Veritau Limited and Veritau Public Sector Limited (VPS) since the last meeting of this Committee in June 2026.

- 7. Yorwaste Ltd Update** (Pages 49 - 94)
To consider reports from Yorwaste providing a trading update for the 2026/27 financial year as well as a general update on the business. The report also provides the 2025/26 statement of accounts for Yorwaste.
- 8. Make it York Finance Update** (Pages 95 - 226)
This report considers reports from Make It York (**MIY**) on the company's financial performance since the last report in February 2026. Included within the MIY report is a copy of the management accounts for the four months up to July 2026 and an update of financial and non-financial performance for the trading period April to September 2026.
- 9. City of York Trading Ltd Update** (Pages 227 - 240)
This report is to consider and receive the Brand Information Update, Shareholder Value Update and Confidential Performance Update for City of York Trading Ltd October 2026. The Performance and Finance Update is private due to commercial sensitivities.
- 10. Work with York Ltd** (Pages 241 - 246)
This report is to consider and receive the Work with York Ltd latest performance update and have an overview of the agency workers engaged by City of York Council.
- 11. YPO Finance Update**
To consider reports from YPO Ltd providing a trading update for the 2026/27 financial year as well as a general update on the business.

THIS REPORT IS TO FOLLOW.

- 12. Urgent Business**
Any other business which the Chair considers urgent under the Local Government Act 1972.

Democracy Officer: Ben Jewitt

Contact details:

- Telephone – (01904) 553073
- Email – benjamin.jewitt@york.gov.uk

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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 میا کی جاسکتی ہیں۔ (Urdu)

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City of York Council

Committee Minutes

Meeting	Shareholder Committee
Date	22 June 2026
Present	Councillors Lomas (Chair) and Kilbane
In Attendance	Councillor Ayre (Leader of the Lib Dem Group)
Officers Present	Helen Whiting – Chief Human Resources and Support Services Officer Patrick Looker – Assistant Director of Finance Dan Moynihan – Senior Lawyer (Contracts and Commercial)
External Visitors	Sandy Boyle – Managing Director (Yorwaste Ltd) Sarah Jollands – Management Accountant (City of York Trading Ltd and Work with York Limited) Max Thomas – Chief Executive (Veritau Ltd)

33. Apologies for Absence (4:30pm)

No apologies for absence were received.

34. Declarations of Interest (4:30pm)

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.

35. Minutes (4:31pm)

Resolved: That the minutes of the last meeting held on Monday, 2 February 2026 were approved and then signed by the Chair as a correct record.

36. Exclusion of Press and Public (4:31pm)

Resolved: That the public and press be excluded from the meeting during consideration of Agenda Item 7, Annex B and Agenda Item 8, Annex C, 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 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.

37. Public Participation (4:31pm)

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

38. Yorwaste Ltd Finance Update (4:32pm)

The Managing Director, Yorwaste Ltd provided the committee with a financial performance update:

It was noted that:

- Being owned by two authorities (City of York Council and North Yorkshire Council) as sole stakeholders, there was a risk of a “wooden dollars” argument about the value of the report in terms of where costs or profits resided.
- It had been a good year for the business, despite continuing pressures bringing profits down from £1.65 million to £0.95 million. The key reason for the fall was the loss of some third-party recycling business halfway through the year and a conscious decision to absorb costs arising from National Insurance and living wage increases to avoid passing on inflationary rate increases to the authorities.
- Members asked for further details on the loss of the third party arrangements, The Managing Director, Yorwaste Ltd discussed that Yorwaste had been bringing in significant cashflow for managing a

commercial customer's aluminium and cans, but that this customer had moved elsewhere for commercial reasons. This was a price sensitive market, and the customer could not have been retained since this was not put to tender. Yorwaste could not have retained the customer unless it went outside margins, due to price competitiveness.

- There had been a couple of Reports of Diseases and Dangerous Occurrences Regulations (RIDDORs). Members asked about the type of incidents incurring the RIDDORs: The Managing Director, Yorwaste Ltd clarified that these were not severe occurrences, comprising a twisted ankle and time off for back pain due to lifting.
- A Fiber Optic Sensing (FOS) system had been fitted to the heavy plant operating area, which further mitigated one of the single biggest areas of risk to pedestrians in the working area on key sites. The business had been awarded the RoSPA Gold award for the third year in a row, as well as an investors in people silver award.
- Members asked about the reduction in landfill aftercare provision and amortisation detailed in the report – the Managing Director, Yorwaste advised that the business had certain obligations over 20-30 years maintaining landfill sites, and the higher the gilt rate (or cost of government borrowing) the lower the amortisation rate (or cost needed on the balance sheet) to meet long term expectations. If government borrowing were to drop significantly this could result in the business having an additional cost via this mechanism; it was not to do with the actual cost of maintaining the landfill, it was the discount or reverse interest rate.
- The business was at breakeven budget, with both authorities being under significant cost pressure. Nevertheless, they wouldn't have to go into any borrowing. There was potential they may just dip into loss in the coming year, depending on the direction of the fuel crisis.
- Members discussed the reduced profits of the business and the Managing Director, Yorwaste Ltd responded that he recognised the authorities were struggling, and it was not beneficial for company to go up in profit now. Members asked whether he felt without action on

the part of authorities the business would become loss making. The Managing Director, Yorwaste responded that he did not believe either authority intended to allow this and he predicted £0.5 million to £1 million profit in the next 3-5 years.

- The Head of Service Finance, CYC asked how much authorities charge Yorwaste to put their own commercial waste into Allerton Park, since £200k-300k additional revenue was coming to CYC here, which if Yorwaste was to keep would show more profitability for the business. The Managing Director, Yorwaste Ltd answered that they needed to find the right level for this.
- Options were discussed on various Deposit Return Schemes (DRS). All presented options would happen over next few years but had not yet come to fruition. If DRSs were a success, the income currently produced by dealing with this waste would disappear from council revenue stream. This would be coupled with the risk of the council choosing to commit £12-16 million on a new Materials Recovery Facility.
- Members asked if the cited 2/3 value was lost via DRS, how much this would amount to. The Managing Director, Yorwaste Ltd stated that based on figures from Ireland where this was currently in place, we could be looking at a reduction of 60% in recycle rates. Even if a significant number of houses didn't want to bother taking their recyclables to the bins to collect a deposit, there would likely be enterprising members of the community who would be more than happy to claim the deposit on their behalf. Members expressed concern that market conditions in the UK may differ significantly from the Republic of Ireland where they pay directly for waste to be collected (not via council tax) but the Managing Director of Yorwaste said he could not comment on that at this stage.
- Members clarified that these schemes would just be for plastic and cans, and not glass. The Managing Director, Yorwaste clarified that nobody wants glass, or cardboard which significantly loses value if it gets wet.

[The Managing Director, Yorwaste Ltd left the meeting at 4:48pm]

Resolved: To note the reports from Yorwaste Ltd.

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

39. Veritau Limited Business Update (4:48pm)

Members considered an update from the Chief Executive of Veritau on performance and trading activities of Veritau Limited and Veritau Public Sector Limited (VPS) since the last meeting of the committee.

It was noted that:

- Veritau Public Sector (VPS) was owned by the six member councils, including CYC and was run as a not for profit company. This aimed to cover costs delivering a service to the member councils.
- Veritau Ltd was the commercial business and was set up to generate a profit – all staff were employed by VPS and those staff worked on behalf of Veritau Ltd, and VPS recharged cost of this to Veritau Ltd.
- 2025/26 had been a year of consolidation following the above restructure in 2024/25. During this year they had found the financial position more challenging. They had gained a number of new clients and contracts, but also lost a major contract with mid-Kent Audit Partnership, meaning their external fee income was lower than expected. They had also been subject to inflationary pressures and the employers National Insurance increase, and the pay award was slightly greater than they had budgeted for.
- The businesses had made changes to the grading structure to maintain capacity at the top end, out of step with the rest of the market; this had been done to ensure senior staff were retained. They had generally been aiming for 0-100k margin to minimise profit and avoid overcharging member councils.

- During the year a contract was gained with Leicester City Council, who added fraud protection to internal audit, and overall with additional work, fee income had increased by about 12.7%.
- At the same time, the businesses costs had gone up by a similar amount, meaning they were looking at a loss for the first time this year. and were trying to eliminate as much as possible to ensure value for money was being provided.
- There had been a restructure of the Senior Leadership Team due to retirement or plans to retire. This had not been done to reduce cost, although this was a small side effect.
- Staff satisfaction survey response was down to 71%. On the plus side, fewer respondents had indicated that they were dissatisfied.
- Members asked about relationship between the two companies – with VPS at a loss, and the commercial arm in profit, when might this become unacceptable to balance and require the businesses to be looked at separately. The Chief Executive answered that staffing costs were too high to councils, and this was more of a squeeze on the commercial arm than on VPS. There had been no one cause for move – rather a combination of small factors.
- Members acknowledged that they cancelled each other out but asked for clarification that there would be no additional cost to authorities? The Chief Executive confirmed every effort would be made to ensure this, but that it may ultimately become necessary to increase costs ever so slightly.
- Members asked whether Veritau Ltd should increase fee income from commercial customers, if it was the commercial arm making the loss, and VPS was performing adequately. They had gained one contract since the start of year but the income from VPS mustn't wipe this out. They needed to revisit unit cost of member councils. To deliver to member councils including York was costing the business more. Hit to Veritau Ltd should really have been across the board.

- Members asked whether Veritau Ltd should be in a position to cross-subsidise councils. The Chief Executive said that it should, but what was not yet evident was the profit element.

Resolved: To note the performance of both Veritau Limited and Veritau Public Sector Limited since the last business update report

Reasons: To enable members to assess the performance of Veritau in 2025/26 and the current financial year.

40. Work Plan (5:01pm)

[The Chief Executive, Veritau Ltd left the meeting at 5:01pm]

Members considered the committee's work plan for the upcoming municipal year.

Resolved: That the committee's draft work plan for 2026/27 be noted.

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

41. Work with York Ltd Update (5:01pm)

The Management Accountant, Work with York Ltd (WWY) provided the committee with a finance and performance update for the company.

It was noted that:

- This had been WWY's first year of trading after splitting the companies, the business reported a profit, though there was still a loan to be repaid. The company had also moved from Castlegate to West Offices.
- Revenue was ahead of budget, year to date. Looking forward, the Employment Rights Act was due on the agenda for August, and the business hoped to continue to review KPIs and Good Business Review.

- Members asked why the business termed their staff “candidates”. The Management Accountant answered that this was just a turn of phrase used by the business for their temporary staff.
- Members asked what the average contract length for candidates/temporary staff at WWY was. The management accountant didn’t have this information to hand but advised she would provide members with it in due course.

Resolved:

- i. To note the Performance Update from Work with York Ltd.

Reason: To ensure the Council is updated on the performance of and plans for Work with York Ltd.

- ii. To note the Finance Update from Work with York Ltd.

Reason: To ensure the Council is updated on the 2025/26 draft outturn and 2026/27 budget for Work with York Ltd.

42. City of York Trading Ltd Update (5:05pm)

The Management Accountant, City of York Trading Ltd (CYT) provided the committee with an update on the performance of the company.

It was noted that:

- City of York Trading Ltd (CYT) had successfully tendered for a Government Commercial Agency (GCA), replacing Crown Commercial Service (CCS), pending IT separation. This was in the process of passing and the Department for Education intended to mandate the framework from September, which increased its importance.

- CYT's Association of Professional Staffing Companies (APSCo) membership had been renewed for another year, mandating CCS/GCA membership.
- The business had moved from Castlegate to West offices in April and recent Google reviews/feedback for the business had all been very positive and there were growing client and candidate numbers.
- There were no questions in public session.

Resolved: To note the Brand Information Update for City of York Trading Ltd June 2026, the Shareholder Value Update for City of York Trading Ltd June 2026, and the confidential Performance and Finance Update for City of York Trading Ltd June 2026.

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

Cllr K Lomas, Chair

[The meeting started at 4.30 pm and finished at 5.38 pm].

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Shareholder Committee**12 October 2026**

Report of the Director of Governance

Shareholder Committee Report: Veritau Business Update Report**Purpose of Report**

1. This report provides an update on the performance and trading activities of Veritau Limited and Veritau Public Sector Limited (VPS) since the last meeting of this Committee in June 2026.

Recommendations

2. The Shareholder Committee is asked to:
 - a) note the Veritau annual report for 2025/26
 - b) note the performance of both Veritau Limited and Veritau Public Sector Limited since the last business update report
 - c) recommend to Executive that approval be given to amend the Veritau Limited Shareholder Agreement by increasing the threshold for reserved matter approval of financial transactions from £100,000 to £300,000

Reasons:

To enable members to assess the performance of Veritau in 2025/26 and the current financial year, and to ensure Veritau Limited can continue to operate effectively.

Background and analysis

3. The Shareholder Committee is responsible for overseeing and monitoring the performance of the council's owned companies. The committee is also responsible for discharging the shareholder functions of the Council under the Companies Act 2006. This includes determining and approving matters reserved to the Council as shareholder.
4. Annex 1 to this report provides an update on the performance of both Veritau companies in 2026/27 to date. Attached to the report is also a

copy of the 2025/26 Veritau annual report which provides details of the financial and operating results of the companies in 2025/26

Key Company Matters:-

5. Points of note from Annex 1 include:

- the expectation that several councils will request to join Veritau Public Sector Limited as member councils in the next few months
- the continued expansion in the provision of internal audit and data protection officer services to the education and charity sectors
- the management accounts show that Veritau Public Sector Limited expects to achieve a surplus for 2026/27 in line with the budget and that Veritau Limited also expects to deliver a profit in the year
- a request from the Veritau Limited board to both shareholders to amend the threshold contained in the shareholder agreement for approving financial transactions from £100k to £300k. This is to enable the company to be able to operate effectively on a commercial basis. Attached to the report is a list of the existing reserved matters contained in the shareholder agreement. Under Article 12 para. 5.1 of the Council's Constitution, decisions related to any changes to company governance including its Shareholder Agreement, which are reserved exclusively to Executive.

Risk Management

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

Implications

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

Author:	Chief Officer responsible for the report:
Max Thomas Head of Internal Audit Tel: 01905 552940	Bryn Roberts Director of Governance Tel: 01904 555521

	Report Approved	Y	Date	30/9/26
Wards Affected:				All
For further information please contact the author of the report				

Annexes:

Annex 1: Veritau business update report

Appendix 1: Veritau Annual Report

Appendix 2: Extract from Shareholder Agreement

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CITY OF YORK COUNCIL SHAREHOLDER COMMITTEE

12 October 2026

Veritau Business Update

Introduction

- 1 Veritau Limited is a shared service company jointly owned by City of York Council (CYC) and North Yorkshire Council (NYC). The company was established in 2009. The company currently has a dormant subsidiary company, Veritau Tees Valley Limited.
- 2 Veritau Public Sector Limited (VPS) was established in May 2024 and started trading on 1 August 2024. The company is limited by guarantee and currently has 6 member councils, CYC, NYC, Redcar & Cleveland Borough Council, Middlesbrough Council, Leicester City Council and Cherwell District Council. VPS is a 'not for profit' Teckal company which provides assurance related services to its member councils. The member councils maintain control of the company through the articles and members' agreement with all key business decisions listed as reserved matters.
- 3 Veritau Limited provides services on a commercial basis to multi-academy trusts and schools, housing associations, charities and other public sector organisations. The company has clients across the United Kingdom.
- 4 VPS delivers shareholder value to its member councils through:
 - economies of scale resulting in lower unit costs – the costs to each member council would be higher for an equivalent quality of service if delivered in-house or if the service was fully outsourced
 - increased efficiencies, resilience and flexibility – standard working practices ensure there is less duplication of effort and the larger workforce allows greater flexibility to manage demand
 - improved access to specialist resources (for example data analytics, risk management and counter fraud specialists) which would not otherwise be available to in-house teams or smaller shared services
 - improved service continuity and less reliance on key members of staff for service delivery. The opportunities offered for career

progression and development also make it easier to recruit and retain staff

- the ability to invest in new technologies and working practices
- greater depth of knowledge and expertise – staff have more insight due to the experience gained through working for multiple clients. We can also more easily support our staff to gain specialist qualifications and to become subject matter experts.

- 5 The process to strike-off Veritau Limited's remaining subsidiary company, Veritau Tees Valley Limited, has now commenced.

Finance and Performance Update

- 6 Since the last meeting of the Shareholder Committee on 22 June 2026, we have held discussions with a number of councils who have expressed an interest in joining VPS. We expect to receive formal applications to join from these council shortly.
- 7 Veritau Limited has continued to promote its services to schools and other public sector organisations. A number of schools have signed up for data protection officer services in the period. Bids have also been submitted to provide internal audit services to a number of academy trusts and other potential clients. A number of existing clients have also extended their current contracts.

2025/26 Financial Statements / Annual Report

- 8 The 2025/26 accounts of Veritau Limited, VPS Limited and Veritau Tees Valley Limited have been audited. The auditors, BHP LLP are expected to provide unmodified opinions for all three companies.
- 9 A copy of the annual report for 2025/26 is attached as **appendix 1**. The report summarises the operating results of the 3 companies and provides details of staffing, client satisfaction and retention, business development and other service achievements during the year. The annual report has been published on the Veritau website.

2026/27 Management accounts

- 10 The management accounts for the 4 months to 31 July 2026 show that Veritau Limited and VPS Limited are both on target to achieve their budgeted profit, as follows:

Veritau Limited

	2026/27 YTD actual £ (k)	2026/27 Forecast £ (k)
Turnover	366	1,194
Cost of sales	(311)	(985)
Gross profit	55	209
Other income	1	4
Overheads	(33)	(103)
Net profit/(loss) before tax	23	110

**Veritau Public Sector
Limited**

	2026/27 YTD actual £ (k)	2026/27 Forecast £ (k)
Turnover	1,315	3,923
Cost of sales	(1,214)	(3,593)
Gross profit	101	330
Other income	3	11
Overheads	(97)	(281)
Net profit/(loss) before tax	7	60

- 11 There have been no exceptional items to date.

Request to amend the Veritau Limited shareholder agreement

- 12 The shareholder agreement has not been reviewed or updated since Veritau Limited was first established in 2009. The shareholder agreement is intended to govern the operation of the company with certain key decisions reserved to the shareholders. These decisions include issuing new shares or restructuring the business, and they require the unanimous consent of the shareholders. The list of reserved matters contained in the shareholder agreement is attached as **appendix 2**. One of the key decisions relates to approving, amending or terminating agreements over £100k. This requirement creates problems because of the limited time allowed by contracting authorities when we are bidding for work. Contracting authorities typically allow only 3 - 4 weeks once the

tender documents are published. Arranging special board meetings and obtaining approval in such circumstances is therefore difficult.

- 13 The existing threshold reflected the nature of the business when Veritau was first created as a shared service providing services mostly to its two partner councils. However, as written, it restricts the ability of the company to operate on a commercial basis. The Veritau Limited board has discussed the issue and agreed to seek approval from both shareholders to increase the limit for key financial decisions to £300k. In this regard, the Shareholder Committee's role is limited to considering the proposal and making a recommendation to Executive, with the formal decision on amending the Shareholder Agreement being reserved to Executive under paragraph 5.1 of Article 12 of the Council's Constitution.

Recommendations

- 14 That the shareholder committee:
- a) notes the Veritau annual report for 2025/26
 - b) notes performance since the last business update report in June 2026
 - c) recommends to the Executive the proposed amendment to the Veritau Limited shareholder agreement as set out in paragraph 13 above.

Appendices

Appendix 1 – 2025/26 Veritau annual report

Appendix 2 – details of the reserved matters requiring the unanimous consent of the Veritau Limited shareholders

Further Information

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

Annual Report



2025/26

 veritau.co.uk



Contents

About Veritau	2	Equalities and pay data	10
Foreword	3	Client satisfaction and retention	11
Introduction	4	Service developments and achievements	13
Management team	5	Corporate Social Responsibility	15
Financial performance	6	Marking a milestone	17
Our clients	7		
Governance	8		
Our people	9		



About Veritau

Veritau provides assurance services to a wide range of clients, helping them to operate effectively, manage risks and comply with laws and regulations.

We have two companies, Veritau Public Sector Limited which provides services to our member councils on a 'not for profit' basis and Veritau Limited which provides services to our other clients. Our main services are information governance, data protection, internal audit, counter fraud, whistleblowing, and risk management.

We work with a large and growing number of organisations across the country. Our clients include local authorities, schools and academies and other public sector bodies as well as charities, national sports' governing bodies and suppliers to the education sector.

We have a team of over 100 staff members with expertise across a wide range of different organisations.

Foreword

We're pleased to present the 2025/26 annual report for Veritau. The report highlights the continuing growth and success of the business over the last year. Our shared service company, Veritau Public Sector Limited completed the transfer of counter fraud services from Leicester City Council, which has enabled us to fully integrate internal audit and fraud services at the council. Our commercial company, Veritau Limited also gained a number of new clients including West Lancashire Borough Council and several charities.

During the year, we reaffirmed our corporate values and retained our Investors in People and Good Business Charter accreditations. These external standards demonstrate our commitment to go above and beyond to develop our people and to operate in a responsible and ethical manner. It was also great to receive accreditation for our pension offer as one of the first Living Pension employers in the country.

We've maintained our successful training and development programmes with a number of new trainees recruited during the year. We've also continued to invest in new systems and tools to support the delivery of services as well as looking to the future to see how AI can transform the way we work. This ongoing investment provides a solid foundation for the future expansion of the business

The public sector continues to face many challenges linked to increasing demand, limited resources and technological change. At the same time, structural changes are taking place in large parts of the public sector including local government and the NHS. This inevitably creates uncertainty and adds to the pressures faced by those organisations. The shared service model offered by Veritau therefore provides real value by providing greater resilience and delivering efficiencies and economies of scale. The ability to share knowledge and best practice across many organisations also enhances the work being done. We have more great plans for the business so look forward to another year of continued success.

Debbie Mitchell & Anton Hodge

Chairs of Veritau Public Sector Limited & Veritau Limited

Introduction

This year has been a period of consolidation following the successful restructure in 2024 although the business has continued to grow. Leicester City Council transferred counter fraud services into Veritau Public Sector in October 2025, and Veritau Limited gained a number of new clients, including West Lancashire Borough Council. Middlesbrough Council also formally joined Veritau Public Sector in February 2026, meaning that Veritau Tees Valley has now ceased trading.

Councils, schools and charities have all signed up for services during the year. A number of suppliers to the education sector have also become clients, continuing a trend started a few years ago. Ad-hoc work was also requested by a number of other clients. The good news is that client satisfaction and retention rates have remained high.

Investment in new systems and technologies has also continued. This has included the implementation of a new data analytics system and the roll-out of various AI tools. This ongoing investment helps provide a good foundation to support future growth across all our services. We also retained our Investors in People and Good Business Charter accreditations.

In April 2026, our deputy chief executive, Richard Smith retired. Richard played a key role in the establishment of Veritau as an outsourced shared service and in the subsequent development of the business.



Max Thomas
Chief Executive

Management team



Max Thomas
Chief Executive



Paul Johnson
Business Support
Manager



Jonathan Dodsworth
Director Corporate
Fraud



Daniel Clubb
Assistant Director
Corporate Fraud



Sarah Butler
Corporate Fraud
Manager



Stuart Limb
Corporate Fraud
Manager



Helen Swan
Director
Information
Governance



Rosie Kelly
Assistant Director
Information
Governance



Andy Nutting
Information
Governance
Manager



Julie Ferguson
Information
Governance
Manager



Thomas Absalom
Internal Audit
Manager



Connor Munro
Director Internal
Audit



Stuart Cutts
Assistant Director
Internal Audit



Amy Stroud
Assistant Director
Internal Audit



Ed Lambert-Martin
Internal Audit
Manager



Charlotte Jobling
Internal Audit
Manager



Bharat Mistry
Internal Audit
Manager

Financial performance

Turnover and operating profits before tax and pension adjustments for each company were as follows:

Company	2025/26		2024/25
	Turnover (£k)	Operating profits/(loss) (£k)	Operating profits/(loss) (£k)
Veritau Limited	1,107	(37.1)	24.8
Veritau Public Sector Limited	3,385	4.4	14.4
Total	4,492	(32.7)	56.5

Fee income increased by 12.7% compared to the previous year (2025 – 8.7%) with strong growth across most areas of the business. However, some one-off costs, the increase in employers' NI and other inflationary pressures meant that margins were reduced resulting in a small overall operating loss for the year. See the breakdown of fee income between service areas for 2025/26 below, and the increase in fees compared to 2024/25.

Fee income - service area

48%	Internal Audit
30%	Information Governance
22%	Corporate Fraud

Fee income - annual increase

Service area	2025/26 (£)	2024/25 (£)
Internal Audit	2,224,469	2,080,799
Information Governance	1,426,467	1,234,843
Corporate Fraud	1,026,713	833,944

Our clients

Our clients include councils, national park authorities, council owned companies, schools, housing associations, charities and three national sports' governing bodies. See below the breakdown of fee income received in respect of each sector in 2024/25:

77%	Councils
15%	Schools and academies
8%	Other

Our client councils include:

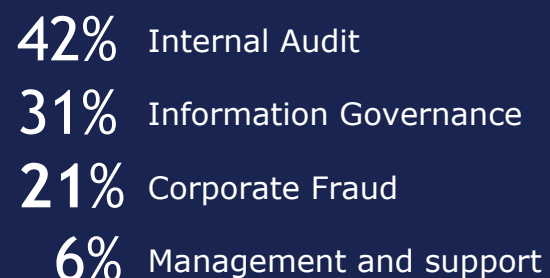


Governance

The Veritau Limited and Veritau Public Sector Limited boards of directors each met twice during the year. There were no changes in either company's directors during the period.

Our people

The average number of people employed across the group increased from 89 to 96 FTEs in 2025/26. See below the percentage of people working in each service area during the year.



We continue to actively support our graduate and aspiring manager training programmes. During the year, 9 trainees were recruited onto the graduate programme, and 3 trainees successfully completed their training and progressed to be officers. A further 2 seniors joined our aspiring manager programme.

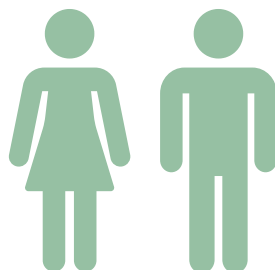
Average staff turnover across the group was 8.4% (2025 – 8.5%). Staff absence averaged 6.7 days per FTE (2025 – 6.8 days). The short-term absence rate was 4.2 days (2025 – 4.8 days). Overall staff satisfaction was 71.4% (2025 – 83.1%). We've also supported those staff who transferred from Leicester City Council during the year.

Equalities and pay data

Of those employees providing data:



- 4% preferred not to provide gender information
- 62% identified as a woman
- 33% identified as a man
- 2% identified as non-binary



- 4% preferred not to give their ethnicity
- 88% gave their ethnicity as White
- 6% gave their ethnicity as Asian or Asian British
- 1% gave their ethnicity as other ethnic background

- The mean gender pay gap in hourly pay as a percentage of men's pay was 17.8% (2025 - 18.2%)
- The median gender pay gap in hourly pay as a percentage of men's pay was 17.5% (2025 - 15.7%)
- The pay multiple was 2.4 (2025 - 2.5)



- 8% preferred not to say if they had a disability or health condition
- 67% said they did not have a disability or health condition
- 25% stated that they had a disability or health condition

Client satisfaction and retention

Customer satisfaction has remained high with 91% of respondents rating the services provided by Veritau as excellent or good (2025 – 96%). A separate survey of school clients showed 96% rated our data protection services as excellent or good (2025 – 100%). Client retention also remained strong with 97.8% of clients indicating that they would continue to purchase services in 2026/27. New clients gained in the year include:

Internal audit

- Hayfield School (Doncaster)
- Excel Learning Trust (York)
- Cumbria Education Trust (Carlisle, Whitehaven and Workington)
- Melrose Learning Trust (Durham)

Data Protection Officer (DPO) and related advisory services

- The Gosforth Federated Academies (Gosforth)
- Stanhope Primary School (South Shields)
- Aspire Schools Federation (the Wirral)
- Somerville Federation (the Wirral)
- Breckenbrough School (Thirsk)
- Bradford Academy Trust (West Yorkshire)
- Lingfield Education Trust (Darlington)
- Moorlands Learning Trust (West Yorkshire)
- Hayfield Lane Primary School (Doncaster)
- Chester Diocesan Learning Trust (Cheshire)
- Roose School (Cumbria)
- Lord Lawson of Beamish Academy (Gateshead)
- Apex Collaborative Trust (Nelson)





- Pennine Alliance Learning Trust (West Yorkshire)
- The Wings' CE Trust (Wigan)
- Ermysted's Grammar School (Skipton)
- The Somerville Federation (the Wirral)
- Ruth Miskin Training (education sector supplier)
- A Star Attendance Solutions (education sector supplier)
- Living Streets (charity)
- Tutor the Nation (charity)
- Triratna Trust (charity)
- St Anne's Community Services (charity)
- Whiteley Homes Trust (charity)
- International Institute for Environment and Development (policy research institute based in London)
- West Lancashire Borough Council

Contract extensions were agreed with the York and North Yorkshire Combined Authority and North Yorkshire Highways for internal audit, counter fraud and information governance services. Birmingham Children's Trust, Richmond Town Council and Nelson Town Council also agreed contract extensions for internal audit services, and Swim England, Basketball England and British Taekwondo agreed contract extensions for DPO and related advisory services.

Ad-hoc services were also provided to Shropshire Council and Bassetlaw Borough Council.

Service developments and achievements

Other service developments and achievements during the year have included:



Counter fraud

- achieving high levels of savings from counter fraud work. Cashable savings for all clients totalled £825k whilst the total value of fraud and error detected was £680k
- processing 1,490 potential fraud referrals and completing 495 investigations during the year
- integrating the Leicester City Council counter fraud service and transferring six members of staff into Veritau
- creating and recruiting to a new intelligence officer role within the counter fraud team. The new role will provide compliance and other proactive services to clients
- representing our member councils at meetings with the Public Sector Fraud Authority and being vice-chair of the Yorkshire and Humberside Tenancy Fraud Forum (TFF)

Information governance

- keeping up-to-date with the new Data Use and Access Act to ensure expert advice and support could be provided, working with clients to communicate relevant changes

Internal audit

- realigning responsibilities within the internal audit service to improve client relationship management and efficiency
- implementing our new analytics software, Arbutus, and developing new ways to manage data analytics requests
- refreshing our internal audit trainee development programme and induction process to better support entry into the profession
- implementing our new audit finding categorisation system designed to support root cause identification and deliver client focussed insights

Company-wide

- receiving an apprenticeship employer award in recognition of our commitment to supporting apprentices, providing meaningful opportunities, and championing long-term talent development across the organisation
- developing our use of AI and other tools to support service delivery and more efficient working
- completing a restructure of the senior leadership team





Corporate Social Responsibility

This year we strengthened our commitment to creating a positive, inclusive, and well-governed workplace. Our efforts focused on supporting staff wellbeing, developing skills, and upholding recognised standards of fair and responsible employment. Below are some of the ways we demonstrated our commitment to corporate social responsibility throughout the year:

Our people

- Introduced new wellbeing policies, including a Sexual Harassment Policy, and delivered Lunch and Learn sessions on menopause, mental health, autism, anxiety, and autistic fatigue
- Recruited nine trainees and provided work experience for two pupils from a York secondary school and sixth form
- Held two company-wide training and development days and continued to offer staff learning opportunities
- Achieved accreditation as the first local-authority-related organisation to become a Living Pension Employer, and retained our Living Wage Employer status
- Continued progress against the Investors in People framework

Community

- Three employees used volunteering leave, enabling them to undertake community activity while receiving paid time off
- We provide paid leave for Reservists and continue to promote Armed Forces-related initiatives across the organisation
- Staff are supported to donate blood during work time as part of our wider commitment to community wellbeing

Environment

- We continue to review and optimise our office space to eliminate unused areas and further reduce our carbon footprint
- We continue to offer remote and hybrid working, working practices which are aimed at reducing waste and emissions

Suppliers

- We maintained our commitment to the Fair Payment Code, receiving the bronze award and ensuring suppliers are treated fairly and paid promptly

Taxes

- We retained our Good Business Charter accreditation, demonstrating continued adherence to responsible and ethical tax practices



Bronze
Until 2027

Marking a milestone



In April, Veritau's Deputy Chief Executive, Richard Smith, retired after an impressive 19 years of service. Richard played a central role in establishing the company in 2009, including suggesting the name Veritau, and shaping its strategic direction. Throughout his tenure, he provided steady leadership during periods of organisational change and contributed significantly to Veritau's continued success. Veritau began as a small team formed through a collaboration between the internal audit services of the former North Yorkshire County Council and the City of York Council. It has since grown into an organisation of more than 100 employees and over 750 clients. Richard's leadership and commitment were instrumental in supporting this development and guiding the company through its growth.

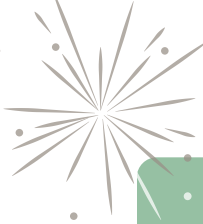


Richard Smith

Here are a few reflections from Richard's colleagues, recognising the impact he has had on the organisation and the many contributions he made throughout his 19 years of service:

Richard had an enormous impact on both Veritau's counter fraud team and my own career. We worked side by side to transform a small housing benefit focussed fraud team into the successful multi-client corporate fraud service it is today. I owe him a great deal. His support, patience and guidance helped me progress from Team Leader to the position I hold today, and I still rely daily on the skills he taught me. His attention to detail was second to none, but it is his generosity in sharing his knowledge, experience and sage advice that I will remember most.

Jonathan Dodsworth, Director - Corporate Fraud



Richard and I started working more closely after I was promoted to a manager role a few years ago. He was a consistent support and always available to share his knowledge particularly on policy and HR issues, which was so helpful to me as a new manager.

I think that a big part of Richard's impact lies not only in the vision and organisational culture he helped Max to shape but in the way he empowered managers to take this forward and have a voice in decision-making.

Helen Swan, Director - Information Governance



Richard was a calm, thoughtful and highly respected leader within Veritau. His presence brought reassurance and perspective, particularly during challenging times. As my line manager, I always valued the trust he showed in me and time we spent discussing our profession and our service. The conversations we had helped shape my own thinking and development more than he probably realised. I will always regard him as a mentor, even if he never knew the influence he had on me. Thank you, Richard.

Connor Munro, Director - Internal Audit





veritau.co.uk



[/company/veritau](https://company.veritau)



[/www.veritau.co.uk](https://www.veritau.co.uk)



[@VeritauLtd](https://www.instagram.com/VeritauLtd)

Veritau Limited (6794890)
Veritau Public Sector Limited (15735835)

The companies are registered in England and Wales.
The registered office for all of the companies is:

West Offices
Station Rise
York
YO1 6GA

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Extract from the Veritau Limited shareholder agreement showing the reserved matters requiring the unanimous consent of the shareholders

SCHEDULE 1

UNANIMOUS CONSENT OF THE SHAREHOLDERS

1. The change of the Company's name.
2. The making of any variation to the Memorandum of Association of the Company or the Articles.
3. The amalgamation or merger of the Company with any other company, business or undertaking or the acquisition of any shares in any company or any business or undertaking of any person, the establishment of any Subsidiaries or the participation by the Company in any legal partnership or joint venture (whether incorporated or not).
4. The making of any petition or resolution to wind-up the Company or any application for administration or giving any notice of intention to an administrator unless in any case the Company is at the relevant time insolvent and the Directors reasonably consider (taking into account their fiduciary duties) that the Company ought to be wound-up.
5. The admission of persons as shareholders of the Company.
6. The appointment and terms of appointment of directors other than Directors appointed by the parties.
7. The establishment of the Business Plan.
8. Undertaking any business other than the Business or ceasing any aspect of the Business.
9. Approving amending or terminating any agreement in respect of a transaction or commitment with a value of more than £100,000 relating to the performance or functions of the Company.
10. Increasing or decreasing or cancelling the authorised or issued share capital of the Company or agreeing to allot any of the share capital of the Company or otherwise reorganise the share capital of the Company
11. The percentage of Profit to be distributed as dividends.

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Shareholder Committee**12 October 2026**

Report of the Assistant Director of Finance

Yorwaste Ltd Finance Update**Purpose of Report**

1. To consider reports from Yorwaste providing a trading update for the 2026/27 financial year as well as a general update on the business. The report also provides the 2025/26 statement of accounts for Yorwaste.

Recommendations

2. Note the report from Yorwaste Ltd attached at annex 1 to this report and the statement of accounts at annex 2.

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

Background and analysis

3. Yorwaste was established as a Local Authority Waste Disposal Company owned fully by North Yorkshire County Council in 1991 to manage the council's landfill sites. In 1996 as part of Local Government Review City of York Council became a 22.27% shareholder of the company. The company provides services to York relating to Transfer Stations, processing recyclates, garden waste and management and transport of waste at the two Household Waste Sites. They also provide similar services within North Yorkshire Council.
4. The Yorwaste board is made up of council representatives of the two authorities and also independent board members. The representatives from City of York Council are currently Cllr A. Baxter and the Director of Environmental and Regulatory Services, Dave Atkinson. The company is a Teckal company whereby over 80% of its revenues come from its local authority owners.

Key Company Matters

5. The latest trading update for the company is shown at Annex 1 including the provisional outturn position.
6. The statement of accounts for financial year 2025/26 are attached at annex 2.

Risk Management

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

Implications

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

Author:	Chief Officer responsible for the report:			
Patrick Looker Assistant Director of Finance Email patrick.looker@york.gov.uk	Patrick Looker Assistant Director of Finance			
	Report Approved	x	Date	01 October 2026
Wards Affected: All				
<i>For further information please contact the author of the report</i>				

Annex 1 – Yorwaste Headline Performance Review.

Annex 2 – Yorwaste Statement of Accounts 2025/26

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. Report & Accounts for Fiscal Year ending March 2026

The Yorwaste Annual Report & Accounts for the year ending March 2026 is included in the appendices as agreed in previous Shareholder Committee meetings.

3. Update on current performance

As explained at the last update the Company agreed a break-even budget with the Client-Shareholding Authorities for the current fiscal year pending the finalisation of a new funding formula which is underway with the client waste team.

However, this break-even position did not account for the significant increase in fuel prices which, whilst being broadly mitigated in Q1, is now creating a significant fiscal drag.

As of today, the Company is trending behind budget and the rate of shortfall looks set to increase as the price of diesel increases. The Company has a few mitigation options which it is looking to implement,

however as it has trimmed most of the financial “fat” over the past few years there is little remaining to offset the full impact.

Management remain focused on delivering to the budget and will continue to look for new revenues and/or further cost efficiencies, and if fuel costs ease in the next few weeks, we can be more optimistic for budget achievement.

On the more positive side the company has seen a marked decrease in the staff turnover at the HWRCs. This has contributed to a successful roll out of the North Yorkshire Council HWRC ePermit scheme which now requires NYC residents to register their vehicle in order to use the HWRC.

Similarly, the Company is seeing increased, albeit modest, like-for-like growth in commercial collections revenue, however the market for commercial collections remains intensely competitive.

4. Looking Forward

The main challenges and opportunities over the coming year arise from the continued roll out of the Government’s waste strategy.

We have previously outlined that simpler recycling creates additional costs in the processing of additional recycle streams, some of which may ultimately be counter-productive in their environment stewardship goals.

Overlay this with the EPR and DRS implementation and it is difficult to construct a solid investment case as the interaction between all three, Simpler recycling, EPR, and DRS, has the potential to create unintended consequences in the final operational solution for both commercial and local authority operators.

We continue to review the situation and work closely with the client waste team in the development of a solution which meets their objectives.

YORWASTE LIMITED

YORWASTE LIMITED

Registered Number: 02666908

ANNUAL REPORT AND FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

YORWASTE LIMITED**YEAR ENDED 31 MARCH 2026****CONTENTS OF THE ANNUAL REPORT AND FINANCIAL STATEMENTS**

	Page (s)
Strategic Report for the year ended 31 March 2026	3 to 9
Directors' Report for the year ended 31 March 2026	10 to 12
Independent Auditors' Report to the members of Yorwaste Limited	13 to 15
Profit and Loss Account for the year ended 31 March 2026	16
Balance Sheet at 31 March 2026	17
Statement of Changes in Equity for the year ended 31 March 2026	18
Statement of Cash Flows for the year ended 31 March 2026	19
Notes to the Financial Statements for the year ended 31 March 2026	20 - 41

YORWASTE LIMITED

Company Registration No. 02666908

STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2026

COMPANY STRATEGY

The Company's objective is to maximise shareholder value while maintaining high standards of health and safety, environmental compliance and customer service.

The Company is wholly owned by two local authorities: North Yorkshire Council ("NYC") (77.3%) and the City of York Council ("CYC") (22.7%) (together referred to as the "Controlling Authorities") and operates under the Teckal exemption. To satisfy the requirements of the Teckal exemption, the Company complies with the following conditions:

1. The Controlling Authorities exercise control over the operations of the Company.
2. Over 80% of the Company's activities are carried out on behalf of the Controlling Authorities.
3. The Company has no private share ownership.

Under the Teckal arrangement, shareholder value is delivered through reducing the cost of service provision to the Controlling Authorities, generating contribution from commercial operations and, where appropriate, generating a profit. Any cost savings and profits ultimately contribute to reducing the cost of waste management to the local taxpayer.

The Directors have identified the following strategic priorities, which are pursued in response to regulatory, market and customer requirements:

- To prioritise health and safety across all activities to protect employees, contractors and customers.
- To deliver waste management solutions that are economically and environmentally sustainable, supporting waste reduction, recycling and resource efficiency.
- To operate an efficient and cost-effective waste transfer station network.
- To operate Household Waste Recycling Centres ("HWRCs") in a customer-focused and cost-effective manner, while maximising recycling rates.
- To develop commercial waste services to generate income and improve overall financial sustainability.
- To manage closed landfill sites in a cost-effective and environmentally compliant manner, including the development of long-term income-generating opportunities to offset aftercare liabilities.

Performance against these strategic priorities is monitored through key operational and financial metrics reported to the Board.

Further detail on the Company's financial and operational performance is set out in the Performance in Period section.

A new Teckal agreement with The North Yorkshire Council was renewed 26 September 2025, and City of York Council extended their agreement for a further 5 years.

BUSINESS REVIEW

The Company provides a range of waste management services to its shareholder local authorities under the Teckal exemption. These services include the operation of waste transfer stations, transportation of waste to disposal sites, composting of green waste and production of PAS100 compost, management and processing of recyclable materials, and the operation of Household Waste Recycling Centres.

The Company also operates commercial waste services, including the collection, recycling and disposal of waste for third-party customers.

YORWASTE LIMITED

In addition, the Company manages the environmental obligations associated with its closed landfill sites and generates electricity from landfill gas at certain locations.

STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2026 (continued)

As a company operating under the Teckal exemption, the majority of the Company's activities relate to the provision of services to its Controlling Authorities. The Company works closely with its shareholders to manage day-to-day operations and to support the development of future waste strategies in response to local requirements and national policy developments.

PERFORMANCE IN PERIOD

The Company delivered a solid performance in a challenging year, characterised by rising inflation, particularly in labour costs, intensifying price-sensitive competition in commercial services, and continued pressure on local authority budgets.

Safety remains the Company's foremost priority. Following a period of 32 months without RIDDOR-reportable incidents, the Company recorded two RIDDOR-reportable incidents during the year. Whilst this represents a deterioration on prior year, the incidents were relatively minor in nature. The Company has continued to invest in safety improvements, including the implementation of an FHOSS proximity warning system across key mobile plant. The Company was also awarded its seventh RoSPA Gold Award in recognition of its ongoing commitment to health and safety.

As part of its wider risk management framework, the Company maintained accreditation to ISO14001 (Environment), 9001 (Quality), 45001 (H&S), 50001 (Energy).

The Directors recognise that employees are a key asset of the business. During the year, the Company was awarded Investors in People Silver accreditation, reflecting its commitment to employee development and wellbeing.

Turnover increased by 4.4% during the year. Like-for-like growth in commercial sales was partially offset by the loss of third-party recycle processing contracts, against a backdrop of increased competition. Power generation revenues were broadly stable, with modest improvements in pricing offset by an ongoing long-term decline in volumes.

Operating costs increased due to government policy changes, including higher employer National Insurance contributions and increases in the National Minimum Wage. These pressures impacted the Company directly and indirectly through increased supplier costs. As a Teckal company, with the majority of revenues derived from local authorities, there was limited scope to recover these increases. Accordingly, the Company absorbed the majority of these cost pressures.

The Company has maintained control over its underlying cost base, notwithstanding mobilisation costs associated with the implementation of Simpler Recycling and the expansion of food waste services. A reduction in the FRS 12 landfill aftercare provision amortisation partially offset wider cost increases.

The reduction in profit was primarily driven by inflationary cost increases which were not recoverable through pricing, partially offset by revenue growth and ongoing cost control measures. As a result, Profit Before Tax decreased to £0.95m (2025: £1.65m).

Cash generation remained strong. Capital expenditure totalled £5.7m (2025: £5.2m), reflecting continued investment in fleet and site infrastructure. The transition from leased to owned vehicles continued, with £0.9m financed during the year. The Directors are satisfied that the Company has sufficient liquidity to meet its planned investment programme.

At the year end, the Company had net assets of £11,230,457 (2025: £10,261,980).

YORWASTE LIMITED

STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2026 (continued)

BUSINESS PERFORMANCE

<u>KPI</u>	<u>Definition and method of calculation</u>	<u>2026</u>	<u>2025</u>
Gross Profit Margin	Gross profit in the year expressed as a percentage of turnover from operations	8.2%	9.3%
Administrative Expenses Ratio	Administrative expenses (excluding bad debts) in the year expressed as a percentage of turnover.	5.4%	5.5%
Cash Generation	EBITDA	£5.1m	£6.1m
Return on Capital Employed	EBIT, as a percentage of net assets.	14.7%	23.3%
RIDDOR Reportable Health and Safety Incidents	Number of RIDDOR reportable incidents	2	-
Environmental Compliance	Number of enforcement notices received from the Regulator	-	-

LOOKING FORWARD

The Company has demonstrated resilience in managing cost pressures, including absorbing increases on behalf of its local authority partners. The Directors continue to engage with these stakeholders to review funding arrangements and support the long-term sustainability of the business.

The Government's "Simpler Recycling" reforms are expected to influence future service design and delivery. The Company continues to work with local authorities to support implementation and has expanded commercial food waste and recycling services during the year.

The Company operates within a changing regulatory environment, and there remains uncertainty regarding the timing and funding of policy implementation. In addition, recycling markets continue to exhibit pricing and quality volatility, which may impact income streams.

The Company also continues to experience labour market pressures, particularly within operational roles. The Directors recognise the importance of workforce development and retention in maintaining service performance.

The Company continues to invest in its IT infrastructure to mitigate cyber security risks and retains Cyber Essentials Plus accreditation.

The Company maintains Investors in People and Good Business Charter accreditations, reflecting its commitment to employees and responsible business practices.

The Directors consider that the Company remains financially resilient, with strong cash generation supporting ongoing investment in operations and infrastructure.

PRINCIPAL RISKS AND UNCERTAINTIES

The Company maintains a Strategic Risk Register which is reviewed by the Management Team on a regular basis. The Board reviews risk exposure and the effectiveness of mitigating actions.

The Company operates within a regulated and competitive environment and is subject to a range of operational and financial risks. The Directors consider the following to be the principal risks, having regard to their potential impact and likelihood.

YORWASTE LIMITED

STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2026 (continued)

PRINCIPAL RISKS AND UNCERTAINTIES (continued)

Health and Safety

The Company operates in a hazardous sector where failures in health and safety management could result in injury or operational disruption.

The Company maintains robust systems, training and oversight, with performance reviewed regularly at management and Board level.

Regulatory and Policy Environment

The Company is subject to evolving legislation and policy which may affect operating models and costs.

The Company monitors developments and works with stakeholders to respond appropriately.

Government Resource and Waste Strategy

Implementation of the Government's strategy may impact waste composition, service delivery and funding.

The Company has considered a range of outcomes and is seeking to mitigate risks and capture opportunities.

Closed Landfill Liabilities

The Company provides for landfill aftercare obligations, which involve estimation uncertainty.

The Directors are satisfied that forecast cash flows remain sufficient, and the position is regularly reviewed and independently assessed.

Competition

The Company operates in a competitive, price-sensitive market which may impact margins.

The Company focuses on customer retention, growth and operational efficiency.

Cyber Security

Cyber risks may result in operational disruption or data loss.

The Company maintains appropriate controls, including accreditation, training and system testing.

Property and Business Interruption Insurance

Insurance conditions in the sector remain stringent. Failure to comply could result in financial loss.

The Company maintains processes to manage risk and meet insurer requirements.

Climate Change and Net Zero

Climate-related risks may affect operating costs and asset requirements.

The Company is progressing renewable energy investment and fleet decarbonisation initiatives.

YORWASTE LIMITED

STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2026 (continued)

STATEMENT BY THE DIRECTORS IN PERFORMANCE OF THEIR STATUTORY DUTIES IN ACCORDANCE WITH S172(1) COMPANIES ACT 2006

The Directors of the Company consider, both individually and together, that they have acted in good faith and in a manner most likely to promote the success of the Company for the benefit of its members as a whole, having regard to the matters set out in section 172(1)(a–f) of the Companies Act 2006.

(a) Long-term consequences of decisions

The Board meets regularly to review performance and make decisions supporting the long-term sustainability of the Company, including capital investment and contractual arrangements.

(b) Interests of employees

The Directors recognise employees as a key stakeholder group and engage through regular communication and site visits.

The Company maintains training, induction and wellbeing support and paid employees above the Real Living Wage during the year.

(c) Relationships with suppliers, customers and others

The Company maintains close relationships with its principal customers, including shareholder local authorities, and actively manages supplier relationships.

(d) Impact on community and environment

The Company recognises its responsibilities to the communities it serves and the environment.

The Board includes elected members, and the Company supports community initiatives and maintained environmental compliance during the year.

(e) Maintaining high standards of business conduct

The Company maintains policies and controls to support ethical behaviour and compliance.

The Modern Slavery Statement is available on the Company's website.

(f) Acting fairly between members

The Company engages regularly with its shareholder local authorities to ensure transparency and alignment of objectives.

YORWASTE LIMITED

STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2026 (continued)

STATEMENT BY THE DIRECTORS IN PERFORMANCE OF THEIR STATUTORY DUTIES IN ACCORDANCE WITH S172(1) COMPANIES ACT 2006 (continued)

Streamlined Energy & Carbon Reporting (SECR)

Energy Consumed	kWh		%	
	2026	2025	2026	2025
Scope 1				
Diesel - Transport	11,319,834	11,335,948	68%	67%
Diesel - Material Processing	4,068,861	3,944,334	24%	23%
Scope 2				
Electricity	1,380,776	1,717,903	8%	10%
Total	16,769,471	16,998,185	100%	100%

Emission Data	Units	Fuel Consumed		GHG Conversion Factor *GHG Conversion Factor *		Emission (Kg CO2 eq)		Emission (Tonne CO2 eq)	
		2026	2025	2026	2025	2026	2025	2026	2025
Scope 1									
Diesel - Transport	Litres	1,142,847	1,146,742	2.570820	2.51000	2,938,054	2,878,322	2,938	2,878
Diesel - Material Processing	Litres	410,791	399,008	2.570820	2.51000	1,056,070	1,001,510	1,056	1,002
Scope 2									
Electricity	kWh	1,380,776*	1,717,903*	0.177000	0.207074	244,397	355,733	244	356
Total emission								4,238	4,236

* UK Government GHG Conversion Factors for Company Reporting Version2 2022

Energy Intensity Metric	2026	2025	
Total Carbon emission (CO ₂ eq)	4,238	4,236	Tonnes
Total mass of waste handled	452,349	460,554	Tonnes
Emission (CO ₂ eq) per tonne of waste handled	9.37	9.20	Kg/T

Improving energy efficiency

During the 2025/26 period, the solar PV system installed at the Northallerton Head Office Building and Thirsk site generated 169,890 kWh of electricity, with Thirsk being a new current year installation. The energy generated by these PV systems is detailed below.

In addition, electricity is produced utilising the landfill gas generated from waste in the landfills, although this is a declining benefit as the waste decomposes.

The energy generated through these initiatives and the associated emissions avoided, offsets the energy use and carbon emissions elsewhere in the business.

	Electricity Generated (kWh)		GHG Conversion Factor *		Emission Avoided (Kg CO2 eq)		Emission Avoided (Tonne CO2 eq)	
	2026	2025	2026	2025	2026	2025	2026	2025
Renewable energy generated (Solar PV)	169,890	36,865	0.177000	0.207074	30,071	7,634	30	8
Landfill Gas	13,184,358	17,223,635	0.177000	0.207074	2,333,631	3,566,567	2,334	3,567

*(2026) <https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2025>
 (2025) UK Government GHG Conversion Factors for Company Reporting Version 2 2022

YORWASTE LIMITED

On behalf of the Board on 23 June 2026

A handwritten signature in black ink, appearing to read 'J Weighell', written in a cursive style.

Cllr. J Weighell
Chairman

YORWASTE LIMITED

DIRECTORS' REPORT FOR THE YEAR ENDED 31 MARCH 2026

The Directors present their report and the audited financial statements for the year ended 31 March 2026.

PRINCIPAL ACTIVITIES

The Company provides waste management services including recycling, waste and recyclables collection, composting, and landfill aftercare activities. All operations take place within the UK.

STRATEGIC REPORT

The Strategic Report for the year ended 31 March 2026 can be found on pages 3 to 9. The Strategic Report contains details of the Company's strategy, business environment, business performance, future developments and principal risks and uncertainties.

POST BALANCE SHEET EVENTS

There are no material post balance sheet events to report.

DIRECTORS

The rules governing the appointment and replacement of Directors are set out in the Company's Articles of Association. The Directors of Yorwaste Limited during the year and up to the date of signing the Financial Statements were:

A Boyle	Managing Director
Cllr. J Weighell	NYC Chairman and Non-Executive Director
Cllr. A Lee	NYC Non-Executive Director (resigned 17 June 2025)
Cllr. G White	NYC Non-Executive Director (appointed 17 June 2025)
K Battersby	NYC Non-Executive Director
Cllr. R Melly	CYC Non-Executive Director (resigned 22 May 2025)
D Mitchell	CYC Non-Executive Director (appointed 2 June 2025, resigned 1 September 2025)
J Gilchrist	CYC Non-Executive Director (appointed 2 September 2024, resigned 1 June 2025)
Cllr. K Taylor	CYC Non-Executive Director (appointed 22 May 2025) (resigned 21 May 2026)
Cllr. A Baxter	CYC Non-Executive Director (appointed 22 May 2026)
D Atkinson	CYC Non-Executive Director (appointed 1 September 2025)

Details of Directors' emoluments can be found at Note 7 to the Financial Statements.

DIRECTORS' INDEMNITIES

The Company has made qualifying third-party provisions (as defined in the Companies Act 2006) for its directors. The Company also maintains Directors' and Officers' Liability Insurance cover for claims brought against its directors or officers for wrongful acts in connections with the performance of their duties but does not cover claims arising from fraud. This policy was in force for the whole of the year and continues to be in force.

RESULTS AND DIVIDENDS

The results for the year ending 31 March 2026 are set out in the Profit & Loss Account on page 17. The Key Performance Indicators (KPIs) are reported on page 4 of the Strategic Report.

No dividend was declared for the year (2025: £nil).

GOING CONCERN

The Company meets its day-to-day working capital requirements through its bank facilities. The Company's forecasts and projections, taking account of reasonably possible changes in trading performance, show that the Company should be able to operate within the level of its current facilities. After making enquiries, the Directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. The Company therefore continues to adopt the going concern basis in preparing its Financial Statements.

YORWASTE LIMITED

DIRECTORS' REPORT FOR THE YEAR ENDED 31 MARCH 2026 (continued)

ACCOUNTING POLICIES

Details of the Company's Accounting Policies are provided in Note 3 to the Financial Statements.

MODERN SLAVERY

In compliance with the Modern Slavery Act 2015, the Company's statement on Modern Slavery can be found on the Company's website at www.Yorwaste.co.uk.

POLITICAL DONATIONS

The Company has a policy not to make political donations.

FINANCIAL RISK MANAGEMENT

All financial assets are held in sterling, therefore there is no foreign currency exchange rate exposure. Fixed asset investments are valued at cost and where appropriate an impairment charge has been made against non-value adding assets.

There is minimal exposure to interest rate risk with the Shareholder loans at a fixed margin above the Bank of England Base Rate. Current forecasts for movements in this base rate are for small increases which will not be financially material.

The Company manages its credit risk of customers by the implementation of credit checks on potential customers before sales commence and the application of a system of credit limits for on-going trading.

The Company provides regular fraud awareness training to all senior management and all employees of the finance team.

The Company has periodic independent audits, outside of the annual statutory audit, covering various aspects of the financial process to help identify any areas of risk and ensure the Company is following best practice guidelines.

HEALTH & SAFETY MANAGEMENT

The health and safety of employees, contractors and members of the public remain a core value for the company and the key priority for the Board of Directors and the management team.

The waste industry continues to be one of the most hazardous industries in the UK and the Company has set the target to maintain its ISO 45001 accreditation. The Company has also maintained its ROSPA Gold award for the 7th year in a row.

YORWASTE LIMITED

DIRECTORS' REPORT FOR THE YEAR ENDED 31 MARCH 2026 (continued)

STATEMENT OF DIRECTORS' RESPONSIBILITIES IN RESPECT OF THE FINANCIAL STATEMENTS

The directors are responsible for preparing the annual report and the financial statements in accordance with applicable law and regulation.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have prepared the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law).

Under company law, directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing the financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- state whether applicable United Kingdom Accounting Standards, comprising FRS 102 have been followed, subject to any material departures disclosed and explained in the financial statements;
- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors are also responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006.

Directors' confirmations

In the case of each director in office at the date the directors' report is approved:

- so far as the director is aware, there is no relevant audit information of which the company's auditors are unaware; and
- they have taken all the steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

REAPPOINTMENT OF AUDITORS

It is the intention of the directors to reappoint PricewaterhouseCoopers LLP as auditors for the next financial year.

On behalf of the Board 23 June 2026



Cllr. J. Weighell
Chairman

YORWASTE LIMITED**Independent auditors' report to the members of
Yorwaste Limited****Report on the audit of the financial statements****Opinion**

In our opinion, Yorwaste Limited's financial statements:

- give a true and fair view of the state of the company's affairs as at 31 March 2026 and of its profit and cash flows for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law); and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements, included within the Annual Report and Financial Statements (the "Annual Report"), which comprise:

- the Balance Sheet as at 31 March 2026;
- the Profit and Loss Account for the year then ended;
- the Statement of Changes in Equity for the year then ended;
- the Statement of Cash Flows for the year then ended; and
- the notes to the financial statements which include a description of the significant accounting policies.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities under ISAs (UK) are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remained independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, which includes the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Conclusions relating to going concern

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

However, because not all future events or conditions can be predicted, this conclusion is not a guarantee as to the company's ability to continue as a going concern.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

YORWASTE LIMITED**Independent auditors' report to the members of
Yorwaste Limited (continued)****Reporting on other information**

The other information comprises all of the information in the Annual Report other than the financial statements and our auditors' report thereon. The directors are responsible for the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except to the extent otherwise explicitly stated in this report, any form of assurance thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify an apparent material inconsistency or material misstatement, we are required to perform procedures to conclude whether there is a material misstatement of the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report based on these responsibilities.

With respect to the Strategic report and Directors' Report, we also considered whether the disclosures required by the Companies Act 2006 have been included.

Based on our work undertaken in the course of the audit, the Companies Act 2006 requires us also to report certain opinions and matters as described below.

Strategic report and Directors' Report

In our opinion, based on the work undertaken in the course of the audit, the information given in the Strategic report and Directors' Report for the year ended 31 March 2026 is consistent with the financial statements and has been prepared in accordance with applicable legal requirements.

In light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we did not identify any material misstatements in the Strategic report and Directors' Report.

Responsibilities for the financial statements and the audit***Responsibilities of the directors for the financial statements***

As explained more fully in the Statement of Directors' Responsibilities in respect of the Financial Statements, the directors are responsible for the preparation of the financial statements in accordance with the applicable framework and for being satisfied that they give a true and fair view. The directors are also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

YORWASTE LIMITED**Independent auditors' report to the members of
Yorwaste Limited (continued)*****Auditors' responsibilities for the audit of the financial statements (continued)***

Based on our understanding of the company and industry, we identified that the principal risks of non-compliance with laws and regulations related to environmental, employment and health and safety regulations, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the financial statements such as UK tax legislation and the Companies Act 2006. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to the posting of inappropriate journal entries to increase profit through the creation of fictitious sales and management bias in accounting estimates. Audit procedures performed by the engagement team included:

- Discussions with management including those charged with governance, inquiring specifically as to whether there was any known or suspected instances of non-compliance with laws and regulations or fraud;
- Review of board minutes;
- Review of legal expenditure in the year to identify potential non-compliance with laws and regulations;
- Evaluation of management's controls designed to prevent and detect irregularities;
- Identifying and testing journal entries, in particular journal entries posted with unusual account combinations impacting revenue; and
- Challenging assumptions and judgements made by management in their key accounting estimates, in particular those made in respect of the restoration and aftercare provision.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities for the audit of the financial statements is located on the FRC's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditors' report.

Use of this report

This report, including the opinions, has been prepared for and only for the company's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

Other required reporting**Companies Act 2006 exception reporting**

Under the Companies Act 2006 we are required to report to you if, in our opinion:

- we have not obtained all the information and explanations we require for our audit; or
- adequate accounting records have not been kept by the company or returns adequate for our audit have not been received from branches not visited by us; or
- the company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made.

We have no exceptions to report arising from this responsibility.



Xi Chen (Senior Statutory Auditor)
for and on behalf of PricewaterhouseCoopers LLP
Chartered Accountants and Statutory Auditors
Newcastle upon Tyne
23 June 2026

YORWASTE LIMITED**PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31 MARCH 2026**

	Note	2026	2025
		£	£
TURNOVER	5	47,231,594	45,261,501
Cost of Sales		(43,369,009)	(41,040,442)
GROSS PROFIT		3,862,585	4,221,059
Administrative Expenses		(2,629,902)	(2,513,109)
Other Operating Income		414,194	680,857
OPERATING PROFIT	6	1,646,877	2,388,807
Interest Receivable and Similar Income	8a	250,794	178,521
Interest Payable and Similar Expenses	8b	(949,671)	(917,328)
Net Interest Expense	8c	(698,877)	(738,807)
PROFIT BEFORE TAXATION		948,000	1,650,000
Tax on Profit	9	20,477	(534,341)
PROFIT FOR THE FINANCIAL YEAR		968,477	1,115,659

The Company has no recognised other comprehensive income and, therefore, no separate statement of comprehensive income has been presented.

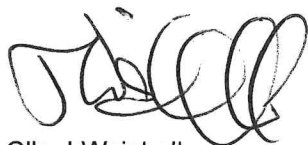
All of the activities of the company are classed as continuing.

YORWASTE LIMITED**BALANCE SHEET AT 31 MARCH 2026**

	Note	As at 31 March 2026 £	As at 31 March 2025 £
FIXED ASSETS			
Tangible assets	10	21,003,509	17,781,951
		21,003,509	17,781,951
CURRENT ASSETS			
Debtors	11	6,775,863	8,244,860
Investments	12	3,525,000	-
Cash at bank and in hand		4,134,917	7,774,414
CREDITORS : Amounts falling due within one year	14	14,435,780 (6,718,948)	16,019,274 (6,387,238)
NET CURRENT ASSETS		7,716,832	9,632,036
TOTAL ASSETS LESS CURRENT LIABILITIES		28,720,341	27,413,987
CREDITORS : Amounts falling due after more than one year	15	(6,261,677)	(6,093,701)
PROVISIONS FOR OTHER LIABILITIES	17	(11,228,207)	(11,058,306)
NET ASSETS		11,230,457	10,261,980
CAPITAL AND RESERVES			
Called up share capital	19	4,526,000	4,526,000
Retained earnings		6,704,457	5,735,980
Total Equity		11,230,457	10,261,980

The notes on pages 21 to 41 are an integral part of these Financial Statements.

The Financial Statements on pages 17 to 41 were approved by the Board of Directors at 23 June 2026 and were signed on its behalf by:



Cllr. J Weighell
Chairman and Non-Executive Director
Yorwaste Limited



A Boyle
Managing Director

YORWASTE LIMITED**STATEMENT OF CHANGES IN EQUITY****FOR THE YEAR ENDED 31 MARCH 2026**

	Called up Share Capital £	Retained Earnings £	Total Equity £
Balance as at 1 April 2024	4,526,000	4,620,321	9,146,321
Profit for the financial year	-	1,115,659	1,115,659
Total comprehensive income for the year	-	1,115,659	1,115,659
Balance as at 31 March 2025	4,526,000	5,735,980	10,261,980
Balance as at 1 April 2025	4,526,000	5,735,980	10,261,980
Profit for the financial year	-	968,477	968,477
Total comprehensive income for the year	-	968,477	968,477
Balance as at 31 March 2026	4,526,000	6,704,457	11,230,457

YORWASTE LIMITED**STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2026**

	Note	2026 £	2025 £
Net cash from operating activities	20	5,277,138	4,639,169
Taxation (paid)		-	-
Net cash generated from operating activities		5,277,138	4,639,169
Cash flow from investing activities			
Purchase of tangible assets		(5,707,030)	(5,193,908)
Investments		(3,525,000)	-
Proceeds from disposals of tangible assets		221,755	213,520
Interest received		250,794	178,521
Net cash used in investing activities		(8,759,481)	(4,801,867)
Cash flow from financing activities:			
Receipts from vehicle financing		853,953	2,034,759
Repayment of obligations under finance leases		(501,370)	(265,362)
Interest paid		(509,737)	(508,037)
Net cash (used in)/generated from financing activities		(157,154)	1,261,360
Net (decrease) / increase in cash and cash equivalents		(3,639,497)	1,098,662
Cash and cash equivalents at the beginning of the year		7,774,414	6,675,752
Cash and cash equivalents at the end of the year		4,134,917	7,774,414
Cash and cash equivalents consists of:			
Cash at bank and in hand		4,134,917	7,774,414
Cash and cash equivalents		4,134,917	7,774,414

YORWASTE LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2026

1 GENERAL INFORMATION

Yorwaste Limited ("the Company") operates waste management services primarily in the North Yorkshire area or adjacent geographical areas.

The company is a private company limited by shares and is incorporated in England, the UK. The address of its registered office is Mount View, Standard Way, Northallerton, North Yorkshire, England, DL6 2YD.

2 STATEMENT OF COMPLIANCE

The Financial Statements of Yorwaste Limited have been prepared in compliance with United Kingdom Accounting Standards, including Financial Reporting Standard 102, "The Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland" ("FRS 102") and the Companies Act 2006.

3 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies applied in the preparation of these Financial Statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

(a) Basis of Preparation

These Financial Statements are prepared on a going concern basis, under the historical cost convention.

The preparation of Financial Statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Company accounting policies. The areas involving a higher degree of judgement of complexity, or areas where assumptions and estimates are significant to the Financial Statements are disclosed in note 4.

(b) Going Concern

The Company meets its day-to-day working capital requirements through its bank facilities. The Company's forecasts and projections, taking account of reasonably possible changes in trading performance, show that the Company should be able to operate within the level of its current facilities.

This assessment has included the impact of inflation on the business, including on its customers, supply chain and workforce and the cost mitigation measures available should there be an impact revenues. After making enquiries, the Directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. The Company therefore continues to adopt the going concern basis in preparing its Financial Statements.

(c) Exemptions for qualifying entities under FRS 102

FRS 102 allows a qualifying entity certain disclosure exemptions, subject to certain conditions, which have been complied with, including notification of, and no objection to, the use of exemptions by the Company's shareholders.

The Company has taken advantage of the following exemptions:

- (i) From the financial instrument disclosures, required under FRS 102 paragraphs 11.39 to 11.48A and paragraphs 12.26 to 12.29, as the information is provided in the consolidated Financial Statement disclosures of The North Yorkshire Council.
- (ii) Key management personnel compensation, as required by FRS 102 paragraph 33.7.
- (iii) From providing a reconciliation of shares outstanding at the beginning and the end of the period.

YORWASTE LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2026 (continued)

3 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(d) Foreign currency

(i) *Functional and presentation currency*

The Financial Statements are presented in pound sterling.

The Company's functional and presentation currency is the pound sterling.

(ii) *Transactions and balances*

Foreign currency transactions are translated into the functional currency using the spot exchange rates at the dates of the transactions. The Company has no foreign currency assets or liabilities.

(e) Revenue recognition

Revenue is measured at the fair value of the consideration received or receivable and represents the amount receivable for goods supplied or services rendered, net of returns, discounts and rebates allowed by the Company and value added taxes.

Where the consideration receivable in cash or cash equivalents is deferred, and the arrangement constitutes a financing transaction, the fair value of the consideration is measured as the present value of all future receipts using the imputed rate of interest.

The Company recognises revenues when (a) the significant risks and rewards of ownership have been transferred to the buyer; (b) the Company retains no continuing involvements or control over the goods; (c) the amount of revenue can be measured reliably and (d) it is probable that future economic benefits will flow to the entity.

(f) Employee benefits

The Company provides a range of benefits to employees, including paid holiday arrangements, defined contribution pension plans and life insurance cover.

(i) *Short term benefits*

Short term benefits, including holiday pay and other similar non-monetary benefits, are recognised as an expense in the financial year in which the service is received.

(ii) *Defined contribution pension plans*

The Company operates a number of defined contribution plans for its employees. A defined contribution plan is a pension plan under which the Company pays fixed contributions into a separate entity. Once the contributions have been paid the Company has no further payment obligations. The contributions are recognised as an expense when they are due. Amounts not paid are shown in accruals in the balance sheet. The assets of the plan are held separately from the Company in independently administered funds.

YORWASTE LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2026 (continued)

3 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(g) Taxation

Taxation expense for the year comprises current and deferred tax recognised in the reporting period. Tax is recognised in the profit and loss account, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case tax is also recognised in other comprehensive income or directly in equity respectively.

Current or deferred taxation assets and liabilities are not discounted.

(i) *Current Tax*

Current tax is the amount of corporation tax payable or repayable in respect of the taxable profit or loss for the year or prior years. Tax is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the year end.

Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

(ii) *Deferred tax*

Deferred tax arises from timing differences that are differences between taxable profits and total comprehensive income as stated in the Financial Statements. These timing differences arise from the inclusion of income and expenses in tax assessments in periods different from those in which they are recognised in Financial Statements.

Deferred tax is recognised on all timing differences at the reporting date. Unrelieved tax losses and other deferred tax assets are only recognised when it is probable that they will be recovered against the reversal of deferred tax liabilities or to the future taxable profits.

Deferred tax is measured using tax rates and laws that have been enacted or substantively enacted by the year end and that are expected to apply to the reversal of the timing difference.

(h) Business combinations and goodwill

Business combinations are accounted for by applying the purchase method.

The cost of a business combination is the fair value of the consideration given, liabilities incurred or assumed and of equity instruments issued plus the costs directly attributable to the business combination. Where control is achieved in stages the cost is the consideration at the date of each transaction.

Contingent consideration is initially recognised at estimated amount where the consideration is probable and can be measured reliably. Where (i) the contingent consideration is not considered probable or cannot be reliably measured but subsequently becomes probable and measurable or (ii) contingent consideration previously measured is adjusted, the amounts are recognised as an adjustment to the cost of the business combination.

On acquisition of a business, fair values are attributed to the identifiable assets, liabilities and contingent liabilities unless the fair value cannot be measured reliably, in which case the value is incorporated in goodwill. Where the fair value of contingent liabilities cannot be reliably measured they are disclosed on the same basis as other contingent liabilities.

Goodwill recognised represents the excess of the fair value and directly attributable costs of the purchase consideration over the fair values to the Company's interest in the identifiable net assets, liabilities and contingent liabilities acquired.

On acquisition, goodwill is allocated to cash-generating units ('CGU's') that are expected to benefit from the combination.

YORWASTE LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2026 (continued)

3 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(i) Business combinations and goodwill (continued)

Goodwill is amortised over its expected useful life. Where the Company is unable to make a reliable estimate of useful life, goodwill is amortised over a period not exceeding 5 years. Goodwill is assessed for impairment when there are indicators of impairment, and any impairment is charged to the income statement. Reversals of impairment are recognised when the reasons for the impairment no longer apply.

(j) Tangible assets

Tangible assets are stated at cost (or deemed cost) less accumulated depreciation and accumulated impairment losses. Cost includes the original purchase price, costs directly attributable to bringing the asset to its working condition for its intended use, dismantling and restoration costs.

(i) Land and buildings

Land and buildings include freehold and leasehold buildings and offices. Land and buildings are stated at cost less accumulated depreciation and accumulated impairment losses.

(ii) Plant and machinery and fixtures and fittings

Plant and machinery and fixtures and fittings are stated at cost less accumulated depreciation and accumulated impairment losses.

(iii) Depreciation and residual values

Land is not depreciated. Depreciation on other assets is calculated, using the straight-line or volume depletion method, to allocate the depreciable amount to their residual values over their estimated useful lives, as follows:

- | | |
|-----------------------------------|---|
| • Freehold buildings | - Over periods up to 50 years |
| • Long leasehold property | - Varies according to location and the useful economic life of the site where the land and buildings are located over a period of up to 25 years. |
| • Site life development | - Varies according to location and the useful economic life of the site where the development expenditure has been incurred over a period of up to 25 years. |
| • Plant and machinery | - Varies according to location and the useful economic life of each site |
| • Fixtures and fittings | - 3 - 5 years |
| • Restoration and Aftercare costs | - Varies according to location and the useful economic life of the site where the aftercare and restoration costs will be incurred over a period of up to 35 years. |
| • Motor vehicles | - 7 years |

The assets' residual values and useful lives are reviewed, and adjusted, if appropriate, at the end of each reporting period. The effect of any change is accounted for prospectively.

(iv) Subsequent additions and major components

Subsequent costs, including major inspections, are included in the assets carrying amount or recognised as a separate asset, as appropriate, only when it is probable that economic benefits associated with the item will flow to the Company and the cost can be measured reliably.

The carrying amount of any replaced component is derecognised. Major components are treated as a separate asset where they have significantly different patterns of consumption of economic benefits and are depreciated separately over its useful life.

Repairs, maintenance and minor inspection costs are expensed as incurred.

YORWASTE LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2026 (continued)

3 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(j) Tangible assets (continued)

(v) *Assets in the course of construction*

Assets in the course of construction are stated at cost. These assets are not depreciated until they are available for use.

(vi) *Derecognition*

Tangible assets are derecognised on disposal or when no future economic benefits are expected. On disposal, the difference between the net disposal proceeds and the carrying amount is recognised in profit or loss and included in 'Other operating gains'.

(k) Borrowing costs

All borrowing costs are recognised in profit or loss in the year in which they are incurred.

(l) Leased assets

At inception the Company assesses agreements that transfer the right to use assets. The assessment considers whether the arrangement is, or contains, a lease based on the substance of the arrangement.

(i) *Finance leased assets*

Leases of assets that transfer substantially all the risks and rewards incidental to ownership are classified as finance leases.

Finance leases are capitalised at commencement of the lease as assets at the fair value of the leased asset or, if lower, the present value of the minimum lease payments calculated using the interest rate implicit in the lease. Where the implicit rate cannot be determined the Company's incremental borrowing rate is used. Incremental direct costs, incurred in negotiating and arranging the lease, are included in the cost of the asset.

Assets are depreciated in accordance with the depreciation policy in (j) (iii) for the asset. Assets are assessed for impairment at each reporting date.

The capital element of lease obligations is recorded as a liability on inception of the arrangement. Lease payments are apportioned between capital repayment and finance charge, using the effective interest rate method, to produce a constant rate of charge on the balance of the capital repayments outstanding.

(ii) *Operating leased assets*

Leases that do not transfer all the risks and rewards of ownership are classified as operating leases. Payments under operating leases are charged to the profit and loss account on a straight-line basis over the period of the lease.

(iii) *Lease incentives*

Incentives received to enter into a finance lease reduce the fair value of the asset and are included in the calculation of present value of minimum lease payments.

Incentives received to enter into an operating lease are credited to the profit and loss account, to reduce the lease expense, on a straight-line basis over the period of the lease.

YORWASTE LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2026 (continued)

3 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(m) Impairment of non-financial assets

At each balance sheet date non-financial assets not carried at fair value are assessed to determine whether there is an indication that the asset (or asset's cash generating unit) may be impaired. If there is such an indication the recoverable amount of the asset (or asset's cash generating unit) is compared to the carrying amount of the asset (or asset's cash generating unit).

The recoverable amount of the asset (or asset's cash generating unit) is the higher of the fair value less costs to sell and value in use. Value in use is defined as the present value of the future cash flows before interest and tax obtainable as a result of the asset's (or asset's cash generating unit) continued use. These cash flows are discounted using a pre-tax discount rate that represents the current market risk-free rate and the risks inherent in the asset.

If the recoverable amount of the asset (or asset's cash generating unit) is estimated to be lower than the carrying amount, the carrying amount is reduced to its recoverable amount. An impairment loss is recognised in the profit and loss account, unless the asset has been revalued when the amount is recognised in other comprehensive income to the extent of any previously recognised revaluation. Thereafter any excess is recognised in profit or loss.

If an impairment loss is subsequently reversed, the carrying amount of the asset (or asset's cash generating unit) is increased to the revised estimate of its recoverable amount, but only to the extent that the revised carrying amount does not exceed the carrying amount that would have been determined (net of depreciation or amortisation) had no impairment loss been recognised in prior years. A reversal of an impairment loss is recognised in the profit and loss account.

(n) Investments in subsidiary

(i) *Investment in subsidiary company*

Investment in a subsidiary company is held at cost less accumulated impairment losses.

(o) Current asset investments

(i) *Current asset investments*

Current asset investments are held at cost less accumulated impairment losses.

(p) Inventories

The cost of all stocks and consumables is charged to the profit and loss account in the year of purchase.

(q) Cash and cash equivalents

Cash and cash equivalents includes cash in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less and bank overdrafts. Bank overdrafts, when applicable, are shown within borrowings in current liabilities.

(r) Provisions and contingencies

(i) *Provisions*

Provisions are recognised when the Company has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount of the obligation can be estimated reliably.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations might be small.

YORWASTE LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2026 (continued)

3 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(r) Provisions and contingencies (continued)

In particular:

- (i) Restructuring provisions are recognised when the Company has a detailed, formal plan for the restructuring and has raised a valid expectation in those affected by either starting to implement the plan or announcing its main features to those affected and therefore has a legal or constructive obligation to carry out the restructuring; and
- (ii) Provision is not made for future operating losses.
Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as a finance cost.
- (ii) *Contingencies*
Contingent liabilities are not recognised, except those acquired in a business combination. Contingent liabilities arise as a result of past events when (i) it is not probable that there will be an outflow of resources or that the amount cannot be reliably measured at the reporting date or (ii) when the existence will be confirmed by the occurrence or non-occurrence of uncertain future events not wholly within the Company's control. Contingent liabilities are disclosed in the financial statements unless the probability of an outflow of resources is remote.

Contingent assets are not recognised. Contingent assets are disclosed in the financial statements when an inflow of economic benefits is probable.

(s) Financial instruments

The Company has chosen to adopt Sections 11 and 12 of FRS 102 in respect of financial instruments.

- (i) *Financial assets*
Basic financial assets, including trade and other receivables, cash and bank balances are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest.

Such assets are subsequently carried at amortised cost using the effective interest method.

At the end of each year financial assets measured at amortised cost are assessed for objective evidence of impairment. If an asset is impaired the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in profit or loss.

If there is decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been had the impairment not previously been recognised. The impairment reversal is recognised in profit or loss.

Other financial assets, including investments in equity instruments which are not subsidiaries, associates or joint ventures, are initially measured at fair value, which is normally the transaction price.

Such assets are subsequently carried at fair value and the changes in fair value are recognised in profit or loss, except that investments in equity instruments that are not publicly traded and whose fair values cannot be measured reliably are measured at cost less impairment.

YORWASTE LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2026 (continued)

3 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(s) Financial instruments (continued)

Financial assets are derecognised when (a) the contractual rights to the cash flows from the asset expire or are settled, or (b) substantially all the risks and rewards of the ownership of the asset are transferred to another party or (c) despite having retained some significant risks and rewards of ownership, control of the asset has been transferred to another party who has the practical ability to unilaterally sell the asset to an unrelated third party without imposing additional restrictions.

(ii) *Financial liabilities*

Basic financial liabilities, including trade and other payables, bank loans and loans from fellow Group companies are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn-down, the fee is capitalised as a pre-payment for liquidity services and amortised over the period of the facility to which it relates.

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

(iii) *Offsetting*

Financial assets and liabilities are offset and the net amounts presented in the Financial Statements when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

(t) Share capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new ordinary shares or options are shown in equity as a deduction, net of tax, from the proceeds.

(u) Distributions to equity holders

Dividends and other distributions to the Company's shareholders are recognised as a liability in the Financial Statements in the year in which the dividends and other distributions are approved by the shareholders. These amounts are recognised in the statement of changes in equity.

(v) Related party transactions

The Company discloses transactions with related parties which are not wholly owned within the same Group. Where appropriate, transactions of a similar nature are aggregated unless, in the opinion of the directors, separate disclosure is necessary to understand the effect of the transactions on the Company Financial Statements.

YORWASTE LIMITED**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2026 (continued)****4 CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATION UNCERTAINTY**

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

(a) Critical judgements in applying the Company's accounting policies

- (i) Assessing the length and quantum of the restoration and aftercare liabilities in respect of the landfill sites either previously or currently operated by the Company.

(b) Key accounting estimates and assumptions

The Company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below:

- (i) Restoration and aftercare provision

The estimation of these provisions requires judgement on the expected timing of the cash flows related to these liabilities, assessment of the level of costs to be borne over that period and the discount rate to be used, which is currently 5.49% (5.29%). A change in the discount rate of 1% has an impact of approximately £0.8m

YORWASTE LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2026 (continued)

5 TURNOVER

	2026 £	2025 £
Analysis of turnover by geography:		
United Kingdom	47,231,594	45,261,501
	2026 £	2025 £
Analysis of turnover by category:		
Waste management services	46,429,902	44,512,854
Power generation	801,692	748,647
Turnover	47,231,594	45,261,501

6 OPERATING PROFIT

Operating profit is stated after charging/(crediting):

	2026 £	2025 £
Wages and salaries (including Directors)	9,975,688	9,548,783
Social security costs (including Directors)	1,274,374	935,702
Other pension costs (including Directors)	387,750	357,381
Staff costs charged to profit and loss	11,637,812	10,841,866
(Profit) on disposal of tangible assets	(99,502)	(123,669)
Reversal of Impairment of trade receivables	33,996	33,733
Operating lease charges	1,055,942	1,215,947
Fees payable to the Company's auditors' and their associates for the audit of the Company.	67,189	65,205
Fees payable to the Company's auditors' and their associates for other services:		
- Tax advisory services	15,535	11,005
Total amount payable to the Company's auditors' and their associates	82,724	76,210

The directors have agreed with the company's auditors that the auditor's liability to damages for breach of duty in relation to the audit of the company's financial statements for the year to 31 March 2026 should be limited to the greater of £5 million or 5 times the auditor's fees, and that in any event the auditor's liability for damages should be limited to that part of any loss suffered by the company as is just and equitable having regard to the extent to which the auditor, the company and any third parties are responsible for the loss in question. The shareholders waived the need for approval of this limited liability agreement, as required by the Companies Act 2006, by a resolution dated 15th December 2025

YORWASTE LIMITED**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2026 (continued)****7 EMPLOYEES AND DIRECTORS****Employees**

The average monthly number of persons (including executive Directors) employed by the Company during the year was:

	2026 Number	2025 Number
Operational	251	242
Administration and central functions	40	39
Non-executive directors	3	3
Total	294	284

Directors

The Directors' emoluments were as follows:

	2026 £	2025 £
Aggregate emoluments	145,590	155,665
Highest paid director	113,998	113,852

One Director was a member of the Company's defined contribution scheme.

Included within the above numbers the Company paid pension contributions of £9,994 (2025: £10,013) on behalf of one Director (2025: one) during the year into a defined contribution pension fund.

Directors who are Local Authority Officers and are directly employed by the Shareholders receive no remuneration from the Company. Councillors who are appointed by the Shareholder do receive remuneration from the Company. The value of this remuneration is set by the Shareholders.

The Councillor Directors' remuneration is as follows:

	2026 £	2025 £
Non-Executive Directors (NYC)	8,121	10,794
Non-Executive Directors (CYC)	8,303	10,794
Chairman and Non-Executive Director	15,167	20,224

YORWASTE LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2026 (continued)

8 NET INTEREST EXPENSE

(a) Interest receivable and similar income

	2026 £	2025 £
Interest on short term deposits	250,794	178,521
Total interest receivable and similar income	250,794	178,521

(b) Interest payable and similar expenses

	2026 £	2025 £
Interest expense on shareholder loans	377,964	420,521
Finance lease interest	131,773	87,516
Finance charge on provisions	439,934	409,291
Total interest payable and similar expenses	949,671	917,328

(c) Net interest expense

	2026 £	2025 £
Interest receivable and similar income	250,794	178,521
Interest payable and similar expense	(949,671)	(917,328)
Net interest payable and similar expenses	(698,877)	(738,807)

YORWASTE LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2026 (continued)

9 TAX ON PROFIT

(a) Tax charge included in profit or loss

	2026 £	2025 £
Current tax:		
- Adjustment in respect of previous years	-	-
Total current tax charge for the year	-	-
Deferred tax:		
- Origination and reversal of timing differences	356,091	516,456
- Adjustment in respect of previous years	(376,568)	17,885
Total deferred tax	(20,477)	534,341
Tax on profit	(20,477)	534,341

(b) Reconciliation of tax/charge

Tax assessed for the year is higher (2025: higher) than the standard rate of corporation tax in the UK for the year ended 31 March 2026 of 25% (2025: 25%). The differences are explained below:

	2026 £	2025 £
Profit before tax	948,000	1,650,000
Profit before tax multiplied by the standard rate of tax in the UK of 25% (2025: 25%)	237,000	412,500
Effects of:		
- Expenses not deductible for tax purposes	82,700	82,701
- Restoration provision movement (change of basis)	36,391	21,255
- Adjustment in respect of previous years	(376,568)	17,885
Tax charge for the year	(20,477)	534,341

YORWASTE LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2026 (continued)

10 TANGIBLE ASSETS

	Restoration and Aftercare Costs £	Land and Buildings £	Site Life Development £	Motor Vehicles £	Plant and Machinery £	Fixtures and Fittings £	Total £
At 1 April 2025							
Cost	23,200,251	12,563,208	17,866,020	4,630,914	14,424,115	4,549,704	77,234,212
Accumulated depreciation & impairment	(22,513,927)	(8,409,918)	(17,349,895)	(730,050)	(8,006,219)	(2,442,252)	(59,452,261)
Net book amount	686,324	4,153,290	516,125	3,900,864	6,417,896	2,107,452	17,781,951
Year ended 31 March 2026							
Opening net book amount	686,324	4,153,290	516,125	3,900,864	6,417,896	2,107,452	17,781,951
Reclassifications	-	-	-	-	15,656	(15,656)	-
Additions	1,103,609	-	-	2,392,861	3,024,604	289,565	6,810,639
Disposals	-	-	-	(106,632)	(10,233)	(5,388)	(122,253)
Depreciation	(708,409)	(290,799)	(42,496)	(798,540)	(1,210,638)	(415,946)	(3,466,828)
Closing net book amount	1,081,524	3,862,491	473,629	5,388,553	8,237,285	1,960,027	21,003,509
At 31 March 2026							
Cost	24,303,860	12,563,208	17,866,020	6,892,765	17,209,976	4,714,637	83,550,466
Depreciation	(23,222,336)	(8,700,717)	(17,392,391)	(1,504,212)	(8,972,691)	(2,754,610)	(62,546,957)
Net book amount	1,081,524	3,862,491	473,629	5,388,553	8,237,285	1,960,027	21,003,509

The net carrying amount of assets held under finance leases included in motor vehicles is £2,440,957 (2025: £1,978,618).

YORWASTE LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2026 (continued)

10 TANGIBLE ASSETS (continued)

The net book value of land, included in land and buildings above, comprises:

	2026 £	2025 £
Freehold	335,568	335,568
Carrying amount	335,568	335,568

11 DEBTORS

	2026 £	2025 £
Trade debtors	1,086,754	1,535,784
Amounts owed by group undertakings	3,538,062	4,447,755
Other receivables	761,515	1,013,736
Other taxation and social security	214,231	-
Prepayments and accrued income	1,175,301	1,247,585
	6,775,863	8,244,860

Trade debtors are stated after provisions for impairment of £103,802 (2025: £82,756).

Other receivables include a value of £745,422 (2025: £993,896) for prepaid rent at Harewood Whin.

Amounts owed by group undertakings include amounts due to both NYC and CYC – these amounts are included separately within Note 23. Amounts owed by group undertakings are unsecured, interest free, have no fixed date of repayment and are repayable on demand.

12 INVESTMENTS

	2026 £	2025 £
Monies held on term deposits	3,525,000	-
	3,525,000	-

The monies held on deposit are placed with Handelsbanken for original terms between 6 and 12 months, and they mature between 3 and 10 months after year end.

YORWASTE LIMITED**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2026 (continued)****13 DEFERRED TAX LIABILITY**

The provision for deferred tax consists of the following deferred tax liabilities:

	2026 £	2025 £
Restoration provision	(10,278)	14,424
Fixed asset timing differences	3,311,018	2,841,192
Tax Losses	(1,733,728)	(1,317,052)
Short term timing differences	(160,229)	(111,304)
Deferred tax liability	1,406,783	1,427,260

The company has trading losses of £6,934,915 (2025: £5,268,209) which has been recognised as recoverable and available for offset against trading profits arising in future years. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised; such deductions are reversed when the probability of future taxable profits improves.

14 CREDITORS: AMOUNT FALLING DUE WITHIN ONE YEAR

	2026 £	2025 £
Trade creditors	1,225,150	270,728
Finance leases	560,303	375,696
Amounts owed to group undertakings	1,391,474	1,938,079
Taxation and social security	263,213	492,721
Other creditors	89,372	89,510
Accruals and deferred income	3,189,436	3,220,504
	6,718,948	6,387,238

Balances owed to Group undertakings are unsecured, interest free and are repayable on demand.

Amounts owed by group undertakings include amounts due to both NYC and CYC – these amounts are included separately within Note 23.

15 CREDITORS: AMOUNT FALLING DUE AFTER MORE THAN ONE YEAR

	2026 £	2025 £
Loans from NYC and CYC	4,700,000	4,700,000
Finance Leases	1,561,677	1,393,701
	6,261,677	6,093,701

YORWASTE LIMITED**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2026 (continued)****16 LOANS AND OTHER BORROWINGS**

	2026 £	2025 £
Loan from NYC	3,700,000	3,700,000
Loan from CYC	1,000,000	1,000,000
Finance Leases	2,121,980	1,769,397
	6,821,980	6,469,397

Balances owed to Group undertakings are unsecured, interest free and are repayable on demand.

The loans from NYC and CYC attract interest at a rate of 4% above the Bank of England Base rate. They are repayable within thirteen months' notice of the date of any demand. The Company has granted a second fixed and floating charge over the Company's assets as security for these loans. The Directors confirm that at the date of signing of these Financial Statements that notice has not been served by either NYC or CYC for repayment of their loans.

Finance Leases

The future minimum finance lease payments are as follows	2026 £	2025 £
Not later than one year	665,673	470,505
Later than one year and not later than five years	1,676,667	1,529,143
Total Gross Payments	2,342,340	1,999,648
Less finance charges	(220,360)	(230,251)
Carrying amount of liability	2,121,980	1,769,397

17 PROVISIONS FOR OTHER LIABILITIES

	2026 £	2025 £
Restoration and Aftercare	9,233,320	8,554,279
Deferred Tax Liability (note 13)	1,406,783	1,427,260
Dilapidation costs	588,104	1,076,767
Total Provisions for Liabilities	11,228,207	11,058,306

YORWASTE LIMITED**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2026 (continued)****17 PROVISIONS FOR OTHER LIABILITIES (continued)****Restoration and Aftercare Provisions**

	Restoration £	Aftercare £	Total £
At 1 April 2025	360,822	8,193,457	8,554,279
Provision revaluation	(16,092)	1,119,701	1,103,609
	<u>344,730</u>	<u>9,313,158</u>	<u>9,657,888</u>
Discount Unwind (Note 8b)	19,069	420,865	439,934
Amounts utilised	(706)	(863,796)	(864,502)
	<u>18,363</u>	<u>(442,931)</u>	<u>(424,568)</u>
At 31 March 2026	<u>363,093</u>	<u>8,870,227</u>	<u>9,233,320</u>

The Restoration and Aftercare provisions relate to amounts payable in respect of the restoration of maintenance of sites at the end of their useful lives.

The restoration provision is expected to be expended in the next 2 years whilst the aftercare will be expended over the next 30 years.

Restoration and Aftercare of Landfill Sites

The restoration and aftercare provisions relate to amounts payable in respect of the restoration and maintenance of sites, at the end of their useful lives to ensure the Company complies with Environmental Permits.

Dilapidation Provisions

	Total £
At 1 April 2025	1,076,767
Additions dealt with in the profit or loss	(93,254)
	<u>983,513</u>
Amounts utilised	(395,409)
	<u>588,104</u>
At 31 March 2026	<u>588,104</u>

Dilapidations Provision

As part of the Company's property leasing arrangements there is an obligation to repair damages which incur during the life of the lease, such as wear and tear. The cost is charged to profit and loss as the obligation arises.

YORWASTE LIMITED**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2026 (continued)****18 FINANCIAL INSTRUMENTS**

The Company has the following financial instruments:

	Notes	2026 £	2025 £
Financial assets that are debt instruments measured at amortised cost			
- Trade debtors	11	1,086,754	1,535,784
- Amounts owed by group undertakings	11	3,538,062	4,447,755
- Other receivables	11	761,515	1,013,736
- Investments	12	3,525,000	-
		8,911,331	6,997,275
Financial liabilities measured at amortised cost			
- Senior loans	15	4,700,000	4,700,000
- Trade creditors	14	1,225,150	270,728
- Amounts owed to group undertakings	14	1,391,474	1,938,079
- Finance Leases	14/15	2,121,980	1,769,397
- Other creditors	14	89,372	89,510
		9,527,976	8,767,714

19 CALLED UP SHARE CAPITAL

	Number	£
Ordinary shares of £1 each Allotted and fully paid		
At 31 March 2025	4,526,000	4,526,000
At 31 March 2026	4,526,000	4,526,000

There is a single class of ordinary shares. There are no restrictions on the distribution of dividends and the repayment of capital.

YORWASTE LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2026 (continued)

20 NOTES TO THE CASH FLOW STATEMENT

	2026 £	2025 £
Profit for the financial year	968,477	1,115,659
Adjustments for:		
Tax on profit	(20,477)	534,341
Net interest expense	698,877	738,807
Operating profit	1,646,877	2,388,807
Depreciation of tangible assets	3,466,828	3,694,976
Profit on disposal of tangible assets	(99,502)	(123,669)
Movements in other provisions less payments	(1,353,165)	(623,031)
Working capital movements:		
- (Increase)/Decrease in debtors	1,468,997	(1,140,490)
- Increase/(Decrease) in payables	147,103	263,993
Change in Escrow investments	-	178,583
Net cash generated from operating activities	5,277,138	4,639,169

Analysis of changes in net debt

	At 1 April 2025 £	Cash flows £	At 31 March 2026 £
Senior loans	(4,700,000)	-	(4,700,000)
Cash and cash equivalents			
Cash at bank and in hand	7,774,414	(3,639,497)	4,134,917
Total	3,074,414	(3,639,497)	(565,083)

21 CONTINGENT LIABILITIES

Yorwaste Limited has counter indemnified bonds required by the Environment Agency and customers to the sum of £6,368,242 (2025: £6,227,827) which has been provided on its behalf by Svenska Handelsbanken. To secure this Svenska Handelsbanken have been granted a debenture over the Company's assets. As at the balance date the Company is not aware of any liability and management have the intention of fully meeting requirements with the environment agency.

YORWASTE LIMITED**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2026 (continued)****22 CAPITAL AND OTHER COMMITMENTS**

At 31 March, the Company had the following capital commitments:

	2026 £	2025 £
Contracts for future capital expenditure not provided in the Financial Statements – Property, plant and equipment.	1,035,936	1,642,081

The Company had the following future minimum lease payments under non-cancellable operating leases for each of the following periods.

	2026 £	2025 £
Payments due:		
Not later than one year	337,576	720,417
Later than one year and not later than five years	1,069,279	1,090,155
More than 5 years	2,956,401	3,151,257

The Company had no other off-balance sheet arrangements.

23 RELATED PARTY TRANSACTIONS

Yorwaste Limited has contracted with its principal shareholder, The North Yorkshire Council to provide waste management services. These services are negotiated on an arm's length basis.

The total value of services provided in the year was £37,988,551 (2025: £37,885,774) and, as at 31 March 2026, the trading debtor balance outstanding was £3,348,311 (2025: £3,516,359).

In addition, The North Yorkshire Council provided services to Yorwaste Limited totalling £16,050,594 (2025: £13,353,957) of which £1,152,071 (2025: £1,735,966) was outstanding to be paid as at 31 March 2026.

Yorwaste Limited has contracted with its minority shareholder, City of York Council, to provide waste management services to City of York Council. Contracted prices are negotiated on an arm's length commercial basis.

The total value of services provided in the year was £4,934,582 (2025: £4,779,988) and, as at 31 March 2026, the debtor balance outstanding was £189,751 (2025: £931,396).

In addition, City of York Council provided services to Yorwaste Limited totalling £1,226,712 (2025: £1,188,218) of which £125,880 (2025: £115,893) was outstanding to be paid as at 31 March 2026.

Interest was payable on the The North Yorkshire Council and City of York Council loans as disclosed in Note 8.

Veritau Limited a jointly owned subsidiary of The North Yorkshire Council and City of York Council provided internal audit services of £9,500 in the year (2025: £8,125) of which £9,500 (2025: £3,480) was outstanding to be paid as at 31 March 2026.

First North Law a fully owned subsidiary of The North Yorkshire Council provided legal services of £38,808 in the year (2025: £25,480) of which £14,207 (2025: £4,280) was outstanding to be paid as at 31 March 2026.

YORWASTE LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2026 (continued)

24 CONTROLLING PARTY

The ultimate parent undertaking and controlling party is The North Yorkshire Council, the Company's majority shareholder. The North Yorkshire Council heads the largest and smallest groups to consolidate these financial statements. Copies of the financial statements of The North Yorkshire Council are available from County Hall, Northallerton, North Yorkshire, England, DL7 8AH.

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Shareholder Committee

12 October 2026

Report of the Director of City Development

Make It York Update**Purpose of Report**

1. To consider reports from Make It York (**MIY**) on the company's financial performance since the last report in February 2026. Included within the MIY report is a copy of the management accounts for the four months up to July 2026 and an update of financial and non-financial performance for the trading period April to September 2026.

Recommendations

2. The committee is asked to note the MIY Shareholder Report at **Annex A** and the supporting documents from **Appendix 1 to Appendix 6** supplied by MIY.
 - Appendix 1a – MiY Audited Accounts 2025-6
 - Appendix 1b – Management Accounts report incorporating Profit & Loss statement, Balance Sheet and Cashflow forecast – July 2026 (**Confidential**)
 - Appendix 2 – Board Recruitment
 - Appendix 3 – SLA Strategic Linkages & Key Performance Date dashboard
 - Appendix 4 – Risk Register for period July 2026 – September 2026
 - Appendix 5 – SLA for period September 2026 – September 2027

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

Background and analysis

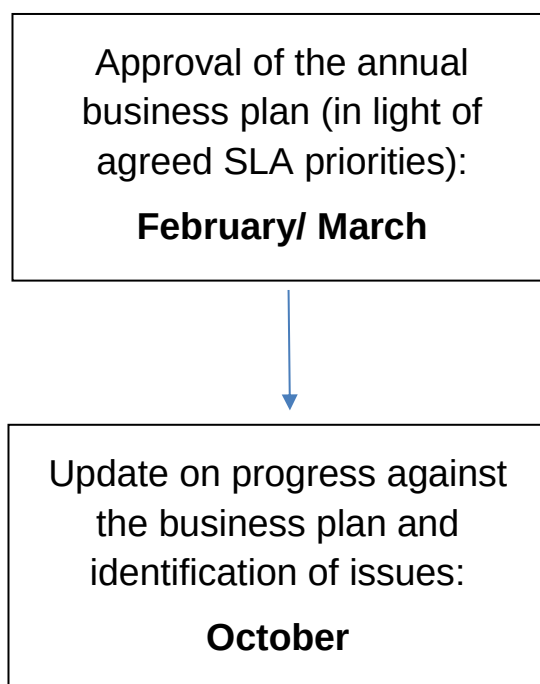
3. On 14th March 2024, the Council's Executive agreed to enter into a further two-year extension of the Service Contract with MIY¹. A new service specification (or **SLA** as it is informally referred to) was

¹ <https://democracy.york.gov.uk/ieDecisionDetails.aspx?AllId=66936>

negotiated between the Council and the MIY board laid out under the following headings:

- **Destination Management Organisation:** promotion of York as a leisure and business visitor destination.
 - **Visitor Sector Development:** working with visitor sector businesses to improve York centre as a destination.
 - **Tourism Advisory Board:** convene and facilitate TAB for York and take a lead in the development, delivery, and monitoring of the new tourism strategy.
 - **Markets:** Development of a new markets strategy whilst operating the Shambles Market and management of the Market Charter on behalf of the whole city.
 - **Commercial Events:** run safe, sustainable and accessible event programme to support economic growth and promote York, including specialist markets, local and community events in the city centre and other key event spaces.
 - **City Centre Vibrancy:** contribute to the Our City strategy by development of a Spaces and Places Policy that improves how the city centre works, collaborating with partners.
 - **Culture:** Help to deliver the culture strategy along with other partners to enable an ambitious and cohesive programme of cultural development for the city covering the arts, heritage and creative industries from the spaces managed by MIY.
 - **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 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. Through promotion on the Visit York and Make It York Website.
4. The new SLA and the extension came into effect on 23rd September 2024. The Service Contract expires on 22nd September 2027, having been extended for its final year through a variation signed 20th August 2026. A report is being prepared for Executive setting out future contracting arrangements beyond September 2027 when the current contract expires.

5. The SLA sets out key deliverables, outcomes by which performance will be measured, and detailed delivery tasks. The SLA was iterated for this final year of operation under the existing contract to include the facilitation of community events, and is provided at Appendix 5 to Annex A.
6. Executive agreed that MIY should report to the Shareholder Committee twice a year as follows:



Key Company Matters

Business plan update

7. MIY have produced the update report shown at Annex A and Appendix 3 that provides a summary against the approved business plan. Confidential Appendix 2 to Annex A proposes the recruitment of an additional non-executive director to the Make it York board, Professor Brendan Paddison.

Financial update

8. The audited accounts for 2024/25 shown at Annex A, Appendix 1a, confirms MIY as a going concern. This strong financial performance has improved MIY total equity at the year-end to £668,200.
9. Overall, the business remains in a strong financial position, with positive income performance, continued focus on cost management and planned efficiencies providing a solid outlook for the remainder of

the financial year. The full details can be seen in confidential Appendix 1b.

10. MIY have worked closely with officers to monitor the company's ongoing financial position and continue to provide bi-monthly updates, to ensure early warnings should this positive financial position change.
11. The Shareholder Committee can be reassured that officers will continue to work closely with MIY to monitor the financial position.

SLA Refresh

12. Under the Service Contract with MIY, it allows for an SLA refresh each year, to ensure the SLA remains up to date and can accommodate changes if required. The following minor changes have been proposed, but with the overall structure remaining the same as last year:
 - a. Building in activity around facilitation of Community Events
 - b. Removing out of date outcomes/outputs
 - c. Replacing or rewording outputs/outcomes
 - d. Making changes to key performance measures where lessons have been learned from 24-25 reporting

Risk Management

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

Implications

14. There are no additional legal, 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 1a – MIY Audited account 2025/26 (**confidential**)

Appendix 1b – Management Accounts report incorporating Profit & Loss statement, Balance Sheet and Cashflow forecast – July 2026 (**confidential**)

Appendix 2 – Appointment of new director (**confidential**)

Appendix 3 – SLA Strategic Linkages & Key Performance Data dashboard

Appendix 4 – MIY Strategic Risk Register quarter 2 update

Annex B – Updated SLA for period September 2026 – September 2027

Background Papers

Executive Decision 14th March 2024 -

<https://democracy.york.gov.uk/ieDecisionDetails.aspx?AllId=66936>

Shareholder committee 2 February 2026 Item 29 -

<https://democracy.york.gov.uk/ieListDocuments.aspx?CId=929&MId=15039&Ver=4>

Author:	Chief Officer responsible for the report:			
Ben Murphy City Head of Placeshaping & Growth	Garry Taylor, Director of City Development			
	Report Approved	✓	Date	29/09/26
Wards Affected: All				
For further information please contact the author of the report				

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Annex A



Report to City of York Council Shareholder Committee

12 October 2026

Introduction

This paper provides an update of Make It York's (MIY) activities from February 26 to October 26. It also presents:

Appendix 1

- 1a Audited Accounts – 2025/26 **(Confidential)**
- 1b Management Accounts report incorporating Profit & Loss statement, Balance Sheet and Cashflow forecast – July 2026 **(Confidential)**

Appendix 2

- Appointment of New Director - Professor Brendan Paddison **(Confidential)**

Appendix 3

- SLA strategic linkages Key Performance Data dashboard to December 25

Appendix 4

- MIY Strategic Risk Register Quarter 2 update

Financial Position (April 2026 – March 2027)

The full-year forecast indicates a significantly stronger year-end financial position than originally budgeted. Performance to date has exceeded expectations, supported by higher-than-anticipated income, continued cost control and effective management of operating expenditure.

Forecast income is expected to exceed the prior year's unaudited results, reflecting the successful growth in market trader income, strong cost management and the continued success of city events. Further cost efficiencies are also

Annex A

expected to be achieved through the planned relocation of the office and Visitor Information Centre (VIC)

Overall, the business remains in a strong financial position, with positive income performance, continued focus on cost management and planned efficiencies providing a solid outlook for the remainder of the financial year.

Key Income Streams

Core income streams, including memberships and Shambles Market, have continued to perform strongly. These results reflect sustained demand, effective delivery, and careful cost management across the company's commercial activities, supporting a positive outlook for the remainder of the financial year.

Cash Position and Investment

Make It York continues to maintain a strong and stable cash position, providing the company with the flexibility to invest in its operations, assets, and future growth. This includes continued investment in Shambles Market, alongside other key areas that support the long-term development of the city and the organisation. International marketing remains an important strategic priority, helping to strengthen York's profile nationally and internationally, attract visitors and support sustainable long-term growth.

The company's continued strong financial position provides a solid foundation for Make It York to deliver its objectives and respond positively to future opportunities, giving City of York Council confidence in the organisation's resilience and ability to deliver over the years ahead.

Governance

Premises and Registered Address

Make It York relocated its registered office from **21 Parliament Street, York**, to **Suite 2B, Swinegate Court East, York**, at the beginning of August 2026. In accordance with the existing contractual arrangements, the approval of the City of York Council, as the Company's Shareholder, was required before the registered office could be changed. This was requested from the CX prior to the relocation.

Annex A

The **Visit York Visitor Information Centre** has also relocated and is now operating from a dedicated retail premises at **28 Swinegate, York**. The new location provides a dedicated visitor-facing space and supports the continued delivery and development of the Visitor Information Centre service.

Declarations of Interest

All directors and staff have completed the annual Declarations of interest. These are updated annually.

Risk and Assurance

Make It York maintains a comprehensive corporate Risk Register, which is formally reviewed and assessed on a quarterly basis. The current Risk Register is attached as **Appendix 4**. The Risk Register provides a structured framework for identifying, assessing and managing strategic, operational, financial and compliance risks across the organisation.

Risks are assessed in terms of likelihood and impact, with appropriate mitigating actions and controls identified to reduce exposure. The quarterly review also considers changes in risk scores, emerging risks and the effectiveness of existing controls.

Significant or escalating risks are reported to the Board through the quarterly governance reporting process, ensuring that the Board has appropriate oversight and assurance and can challenge management where necessary. Any risks requiring Board-level intervention or a change in risk appetite will be specifically highlighted.

Business Continuity Plans

Make It York maintains a comprehensive Business Continuity Plan (BCP) to support the organisation's resilience and its ability to maintain critical services during significant disruption.

The BCP is formally reviewed and revised annually as standard, with updates made throughout the year where there are material changes to the company, its operations, key personnel, premises, systems or identified risks.

The plan is also submitted to City of York Council (CYC) on an annual basis as part of MIY's wider governance, resilience and assurance arrangements.

Annex A

Business continuity arrangements are supported by the corporate Risk Register and are intended to ensure that key services, responsibilities and escalation arrangements are clearly understood in the event of an incident or disruption.

Legislation

MIY have updated it's policies and procedures considering Employment Law changes which came into effect early in 2026. It is fully compliant, and relevant policies and procedures have been independently assessed by an external HR expert to ensure compliance.

Training

All staff complete mandatory training to ensure MIY remains compliant with current legislation, regulatory requirements, and recognised good practice. This includes training in Equality, Diversity and Inclusion (EDI), Sexual Harassment in the Workplace, Data Protection and Information Security, and Fire Safety.

In addition to mandatory training, MIY provides mentoring opportunities that enable staff to develop their skills, knowledge, and confidence by learning from experienced colleagues. This supports continuous professional development, encourages knowledge sharing, and helps build a skilled and resilient workforce.

Director Recruitment

The MIY Board is proposing a new board member to be ratified by the CYC Shareholder Committee. **(Appendix 2)**

Director Resignations

There have been no resignations from the board since the last report to shareholder.

Performance

We continue to maintain a transparent approach to measuring and reporting the impact of Make It York's activities. A copy of the year to date Quarterly Strategic Linkages Key Performance Dashboard Report is included in the report pack at **Appendix 3**.

The Dashboard continues to develop and provides an increasingly comprehensive view of MIY's performance and contribution against agreed

Annex A

strategic priorities. Reporting now provides greater visibility of the impact of MIY's activities, recognising that this includes wider economic, social, cultural, tourism impacts.

The Dashboard provides the Board and shareholder with a clear evidence base to assess performance, challenge delivery and understand the wider value generated through MIY's work.

Accountability and Transparency

We have transparent and accountable processes and procedures along with a clear governance structure in place for Board members, Managing Director, and Heads of Service.

The board of directors meets bi - monthly and all board papers are circulated one week in advance with managers attending to present reports and answer questions.

Data reports are provided to the board including key performance data, evaluations including customer satisfaction, and industry data such as tourism data.

Challenge on delivery of agreed outcomes

The Service Level Agreement (SLA) is monitored, and performance data is challenged as part of quarterly monitoring meetings with the City of York Council officer and members.

Health and Safety

Health and Safety – We have had no Health and Safety incidents.

All MIY delivered events are risk assessed and have event management plans in place and are discussed at CYC Safety Advisory Group. All third-party events taking place on MIY managed spaces are required to complete detailed application forms and submit risk assessments, event management and noise plans and the organiser is required to attend a Safety Advisory meeting.

Annex A Assets

All our equipment in use is safe, maintained and employees are adequately trained on how to use the equipment prior to commencement of use. Appropriate maintenance contract in place for relevant equipment.

We have a retention and disposal asset schedule which is reviewed on a quarterly basis.

Tourism Advisory Board

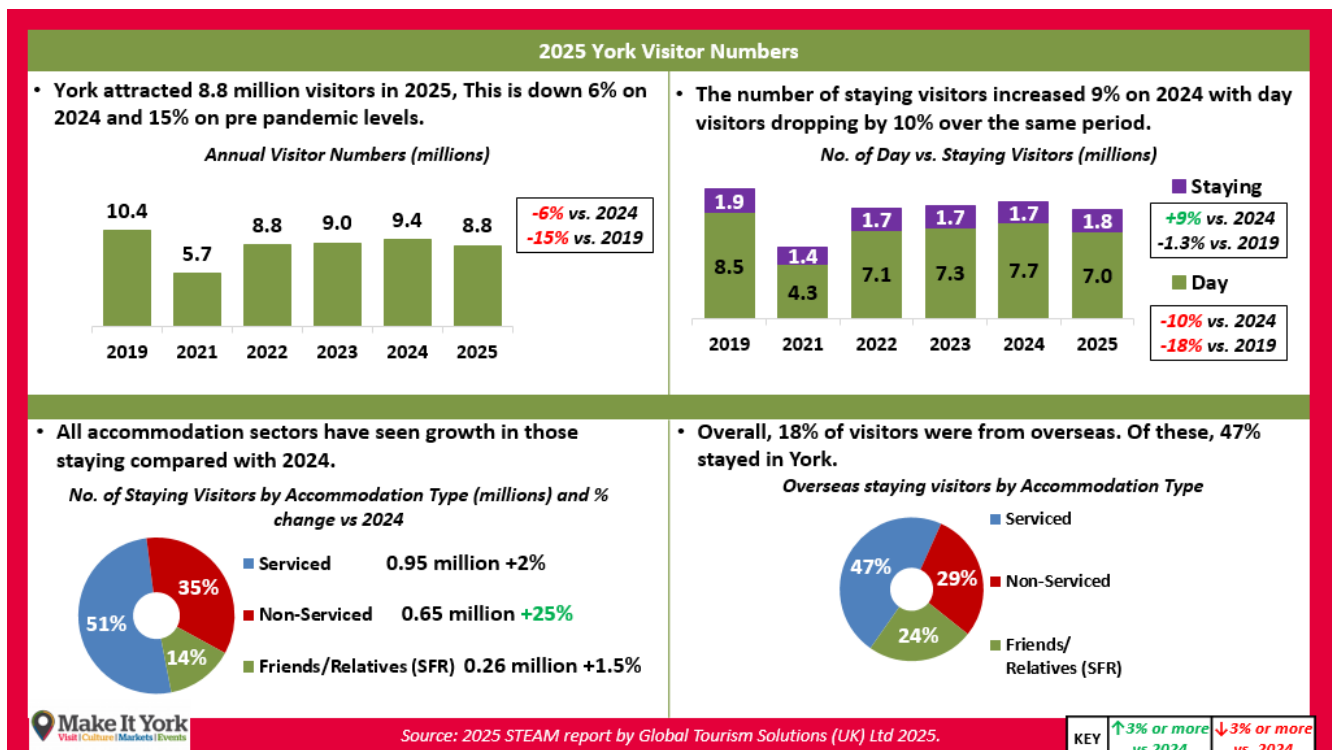
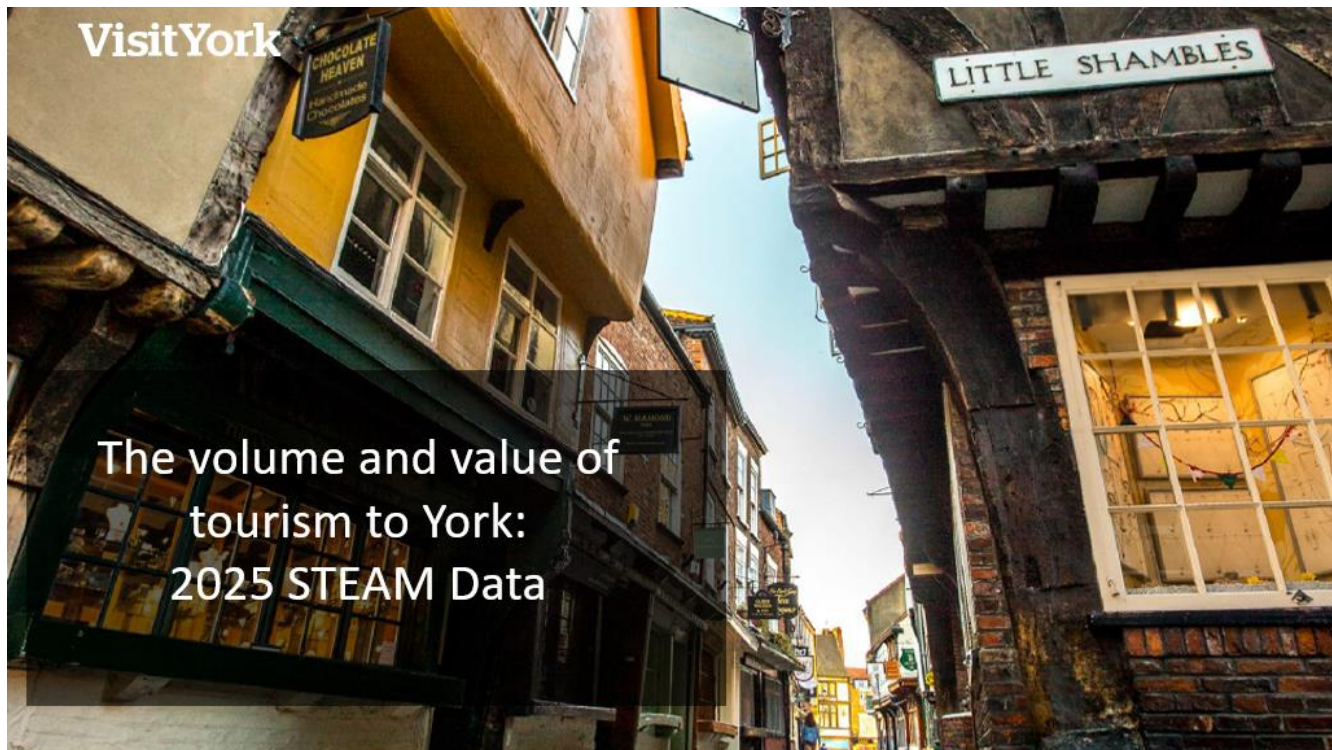
Tourism Advisory Meetings (TAB) meetings are held monthly and chaired independently. Representatives of CYC at meetings as do MIY. They are tasked with collectively delivering the CYC Tourism Strategy.

Tourism Economic Impact

Data and Analysis

Annex A

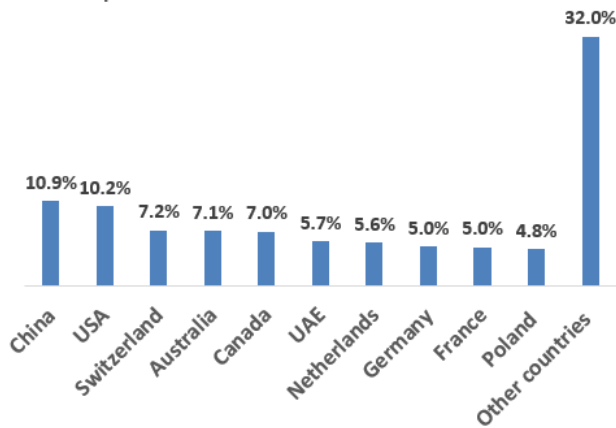
Steam Data 2025



Annex A

Top 10 International visitor markets 2025

Top 10 International visitor markets 2025



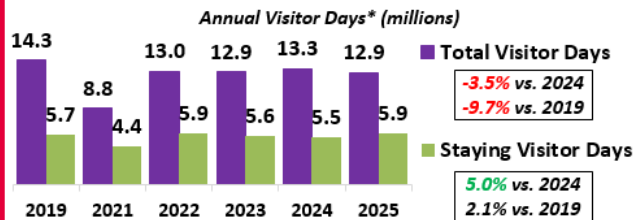
- Of the 1.58 million international visitors to York in 2025 around 21% of these came from our two biggest markets China and the USA.
- The International visitor market grew from 14% of all visitors in 2024 to 18% of all visitors to York. In 2025 an increase of around 200 thousand people.
- On average staying international visitors stayed 3.66 nights. Our 2025 visitor survey showed that Chinese visitors tended to stay on average the longest with 4.2 nights.
- Visitors from other countries included mainly European countries like Spain and Italy whereas long haul visitors included Qatar and India.



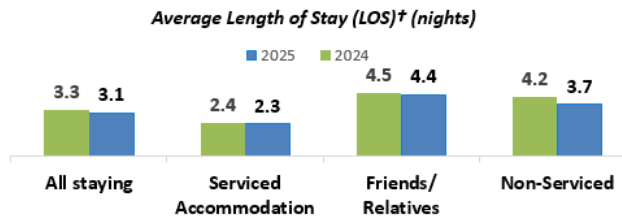
Sources: BT Active – Movement Insight Data, York Visitor Survey 2025, STEAM 2025

2025 York Visitor Days

- Visitors spent a total of 12.87m visitor days in York. 5.86 million of these visitor days were from staying visitors.



- Overnight visitors stayed 3.1 nights on average, a slight decrease on 2024.



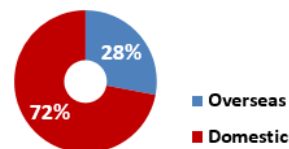
- The number of staying visitor days has increased 5% on 2024.

No. of Visitor Days by Accommodation Type



- The average length of stay was 3.66 nights for international visitors; this is higher than the average of all staying visitors of 3.1 nights.

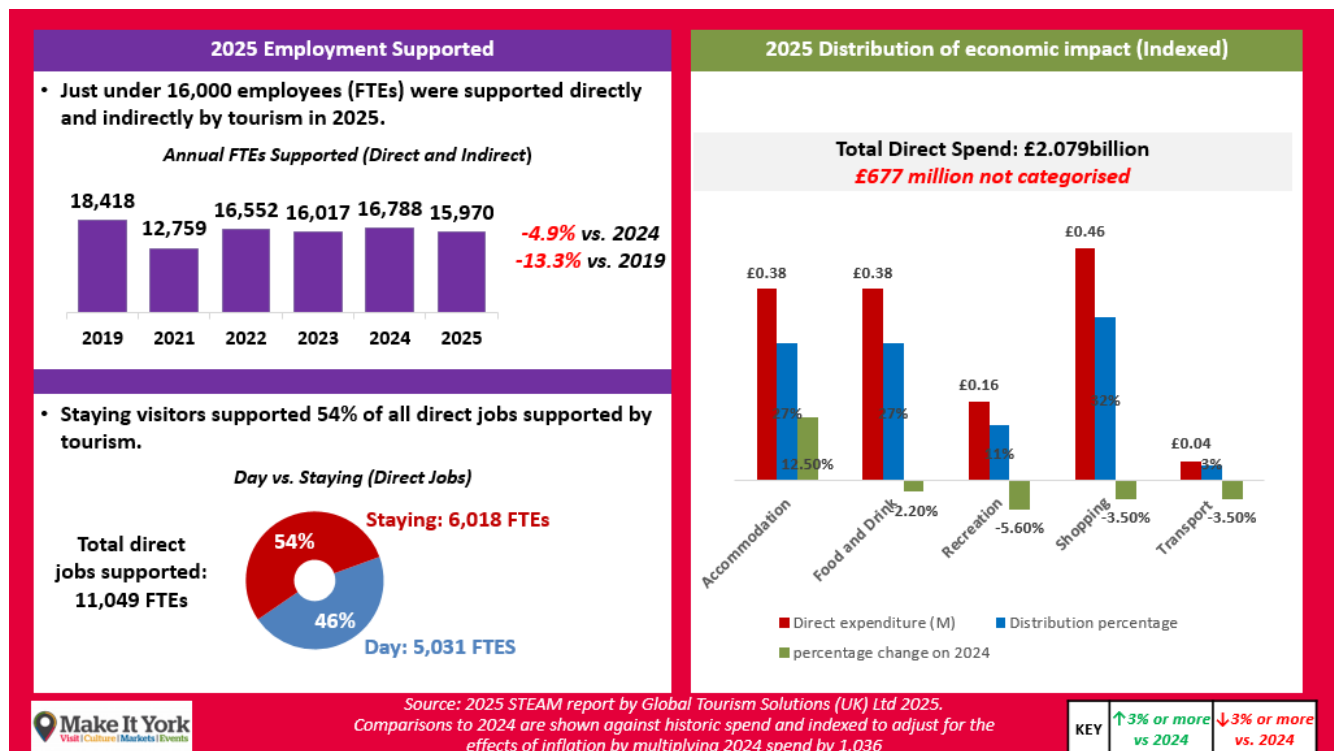
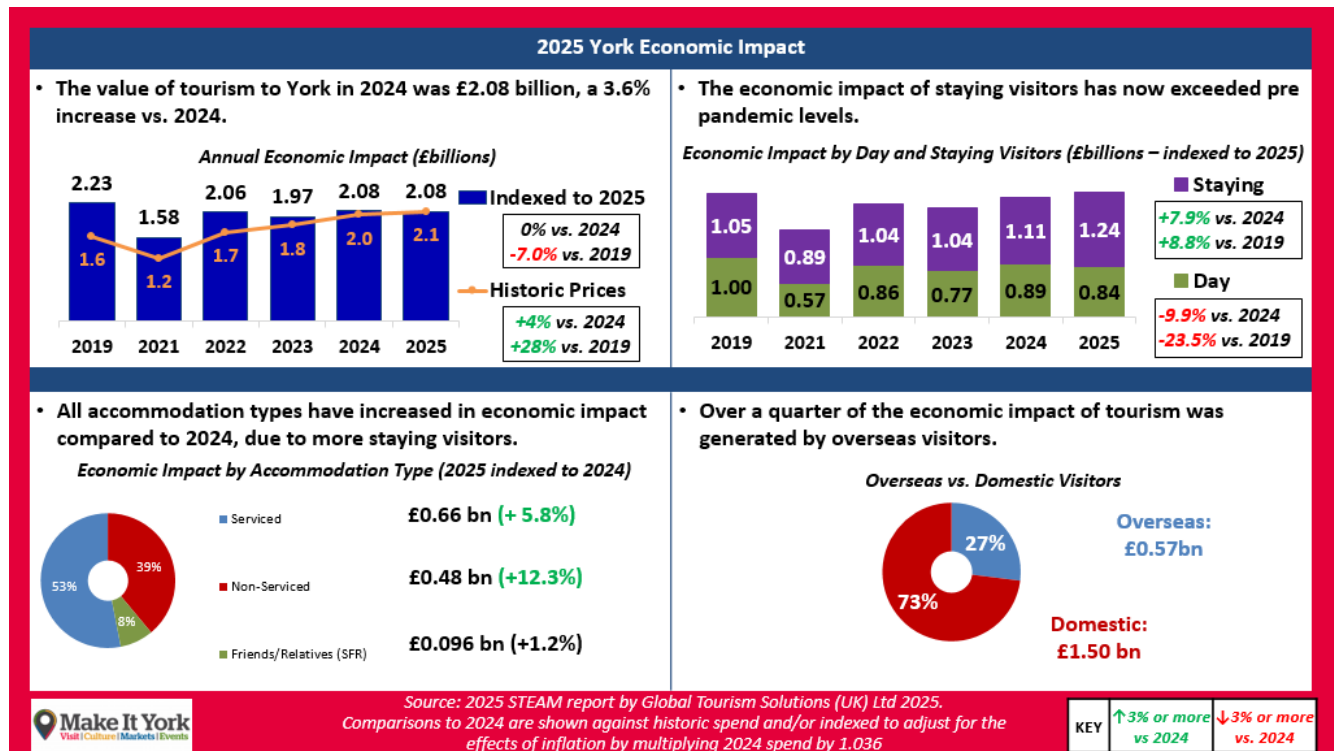
Percentage of total visitor days split by Overseas vs. Domestic Days



Source: 2025 STEAM report by Global Tourism Solutions (UK) Ltd 2025.
 *Visitor days is the no. of days spent in an area by different visitor types. 1 day visitor = 1 visitor day.
 †Average length of stay = visitor numbers divided by visitor days

KEY	↑3% or more vs 2024	↓3% or more vs. 2024
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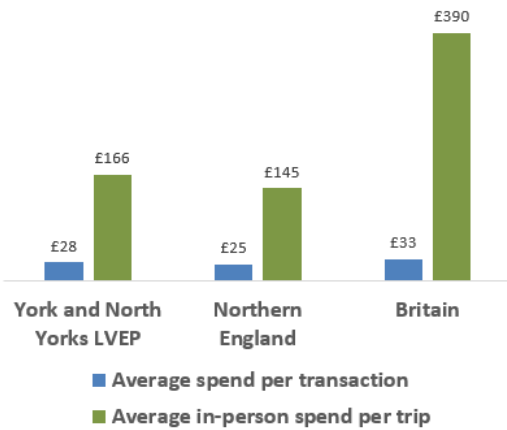
Annex A



Annex A

York compared to region and national – Visa card spending

Visa card spending in 2025



- The York and North Yorkshire LVEP outperformed the North of England in both average spend per transaction and spend per trip.
- Card spending across Britain increased by 2% in real terms compared with 2024.
- North Yorkshire accounted for 2.5% of card spending across 2025.

Card spend share within Britain (2025)

Northern England Counties and LVEPs	Share of spend
Cheshire and Warrington	1.7%
Cumbria	2.1%
County Durham	0.6%
Hull and East Yorkshire	0.7%
Greater Manchester	4.2%
Lancashire	2.6%
Liverpool City Region	1.7%
North Yorkshire	2.5%
Northumberland	0.6%
South Yorkshire	1.1%
Tees Valley LVEP	0.6%
Tyne and Wear	1.4%
West Yorkshire	2.3%



Sources: Card spending insights from Visa – Visit Britain for 2025

Visitor Survey April 26 – August 26

VisitYork

VISITOR SURVEY FINDINGS + KEY STATS

APRIL 26 TO AUGUST 26

PUBLISHED: SEPTEMBER 2026



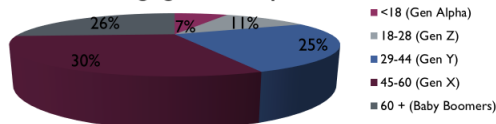
Annex A

Report date: September 2026

Demographics – Visitor Survey

VisitYork

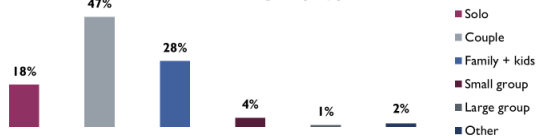
Age generation split



Generation x make up the largest age group of those visiting or planning to visit York, with Baby Boomers and Generation Y evenly split.

Generation Alpha and Generation Z represent are the most underrepresented age generations visiting or planning to visit York, suggesting York is most appealing to people in their 30s and above.

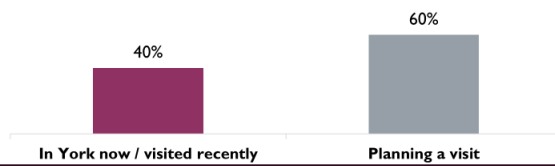
Travel group type



Couples represent just under 50% of those visiting or planning to visit York. Those travelling in large groups tend not to visit or plan to visit York. York is also appealing to families with children who make up the second biggest travel group type.

When considering travel group types against age ranges, Baby Boomers make up the largest proportion of couples with Gen x and Y making up the most families. Gen Z tends to the age group associated most with solo travel to York.

Situation split



40% of those undertaking the survey are either in York now or have visited recently. In contrast, 60% of those taking the survey are considering visiting York and have come to the Visit York website.

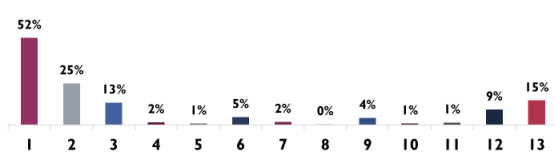
Source: York Visitor Survey based on 6682 responses at the time of publishing. As the survey uses routing not all data is based on 6682 responses.

Report date: September 2026

Travel inspiration – Visitor Survey

VisitYork

What influences your decision to visit a new place?



Category key

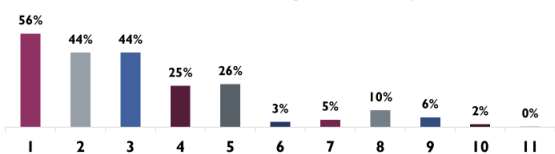
- 1) Word of mouth/family and friends
- 2) Online reviews/travel blogs
- 3) Social media adverts
- 4) TV advertising
- 5) Online Travel Agencies (OTAs)
- 6) Print media (magazines, newspapers)
- 7) Influencer recommendations/content
- 8) Out of home ads (posters, billboards, etc)
- 9) Featured in the media (TV, press, online)
- 10) Audio (radio, podcast)
- 11) Sustainability of destination
- 12) Official destination website
- 13) Other

Commentary

Word of mouth dominates at 52%, more than twice online reviews (25%); social advertising is secondary at 13%.

Age/travel lens: Prioritise referral-led messaging for the large Gen X audience and for Baby Boomer couples and Gen X/Y families; test more social-led routes with Gen Z solo travellers.

Which social media platforms do you use?



Category key

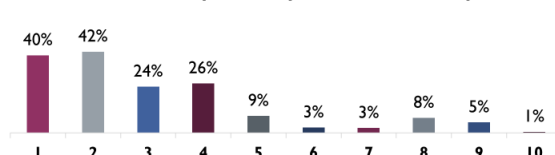
- 1) Facebook
- 2) WhatsApp
- 3) Instagram
- 4) YouTube
- 5) TikTok
- 6) Wechat
- 7) Telegram
- 8) Snapchat
- 9) Threads
- 10) None of the above
- 11) Other

Commentary

Facebook leads at 56%; WhatsApp and Instagram are tied at 44%, while YouTube and TikTok each reach about one quarter.

Age/travel lens: Facebook is the broadest route to the older, couple-heavy audience. Instagram, YouTube and TikTok are the clearest channels to test with Gen Z solo travellers and younger family audiences.

What do you usually want from a holiday?



Category key

- 1) Quality time with family
- 2) Time to relax and slow down
- 3) Fun, playful experiences
- 4) Exploring culture and history
- 5) Trying new food and drink
- 6) A romantic escape
- 7) A lively atmosphere with lots going on
- 8) A sense of discovery and learning
- 9) Something atmospheric or different
- 10) Other

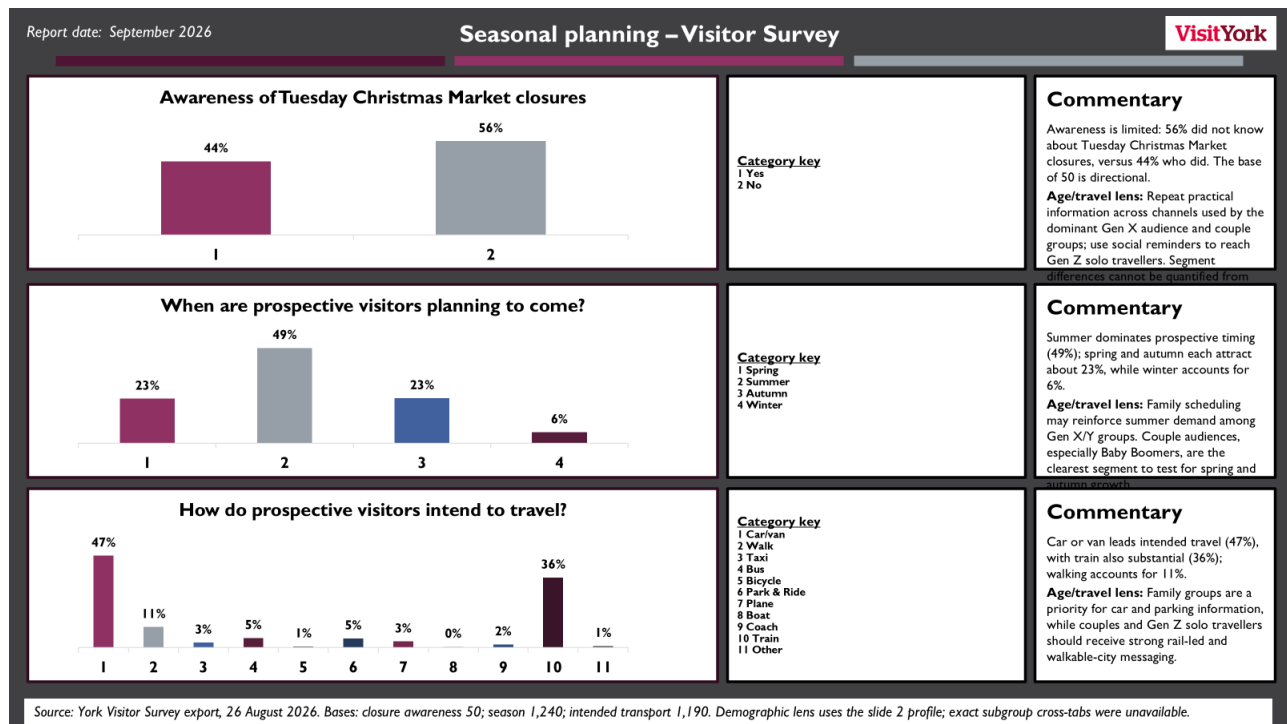
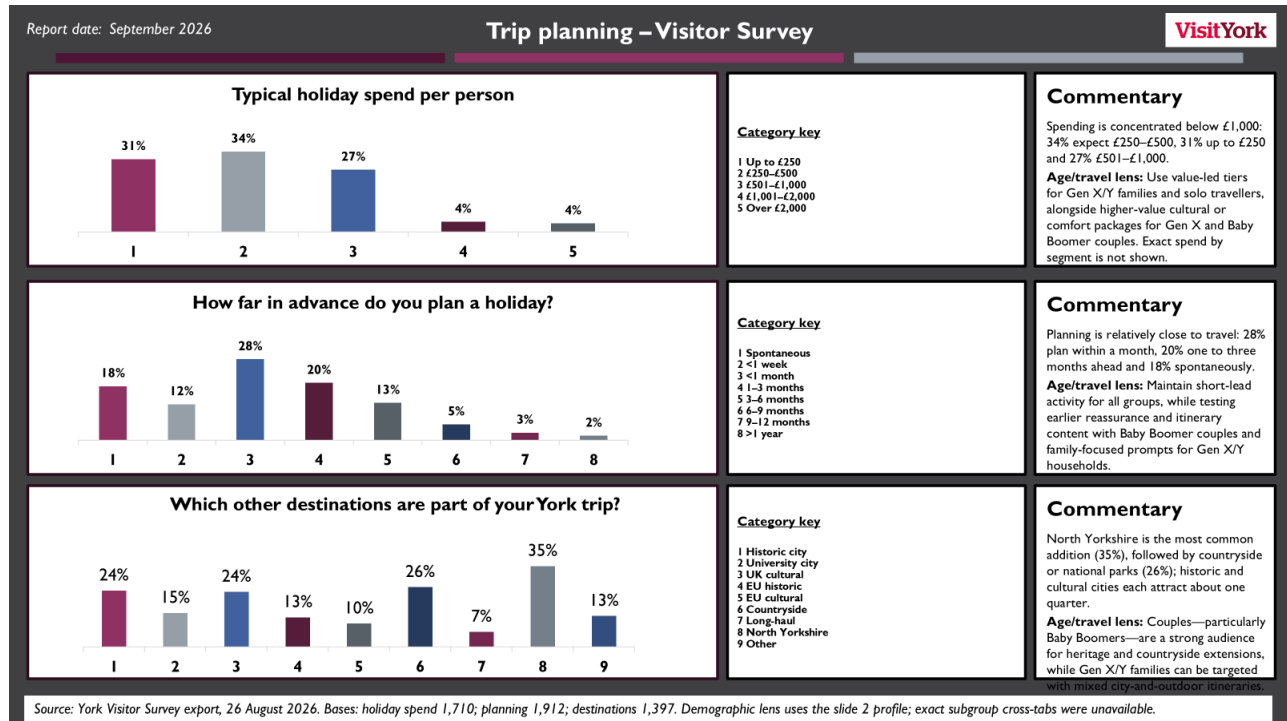
Commentary

Relaxation (42%) and family time (40%) lead holiday needs, ahead of culture (26%) and playful experiences (24%).

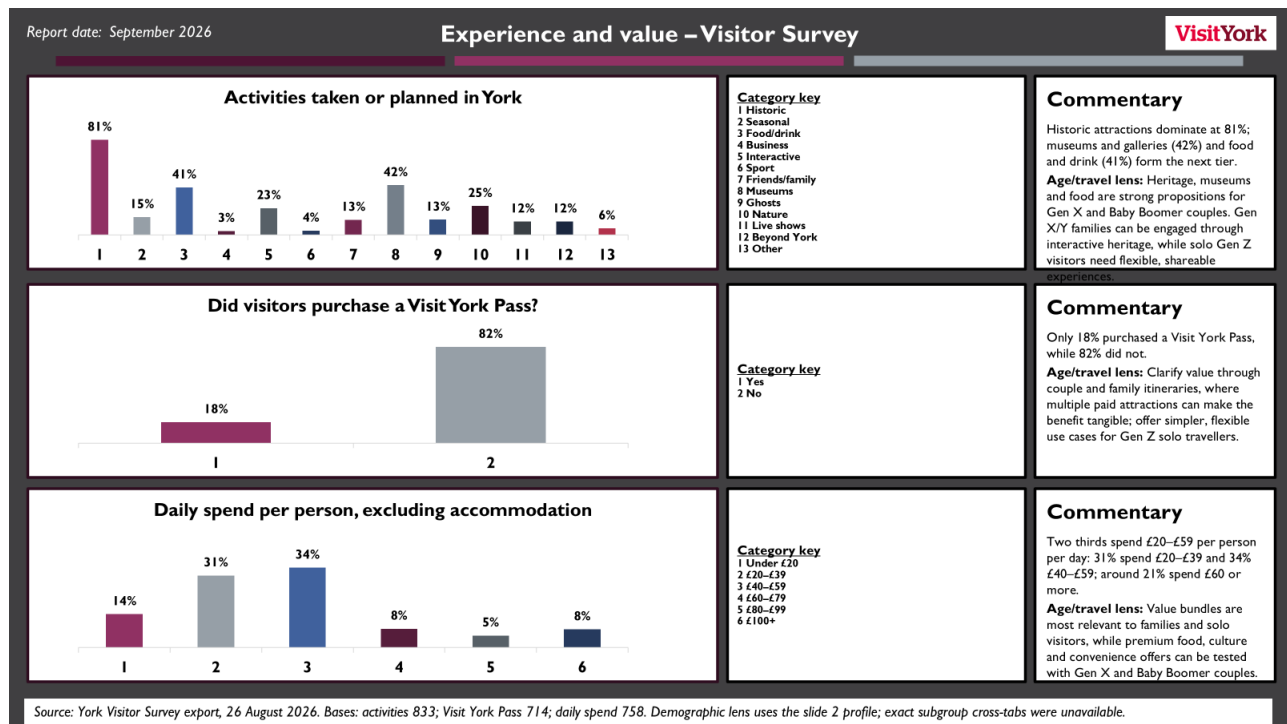
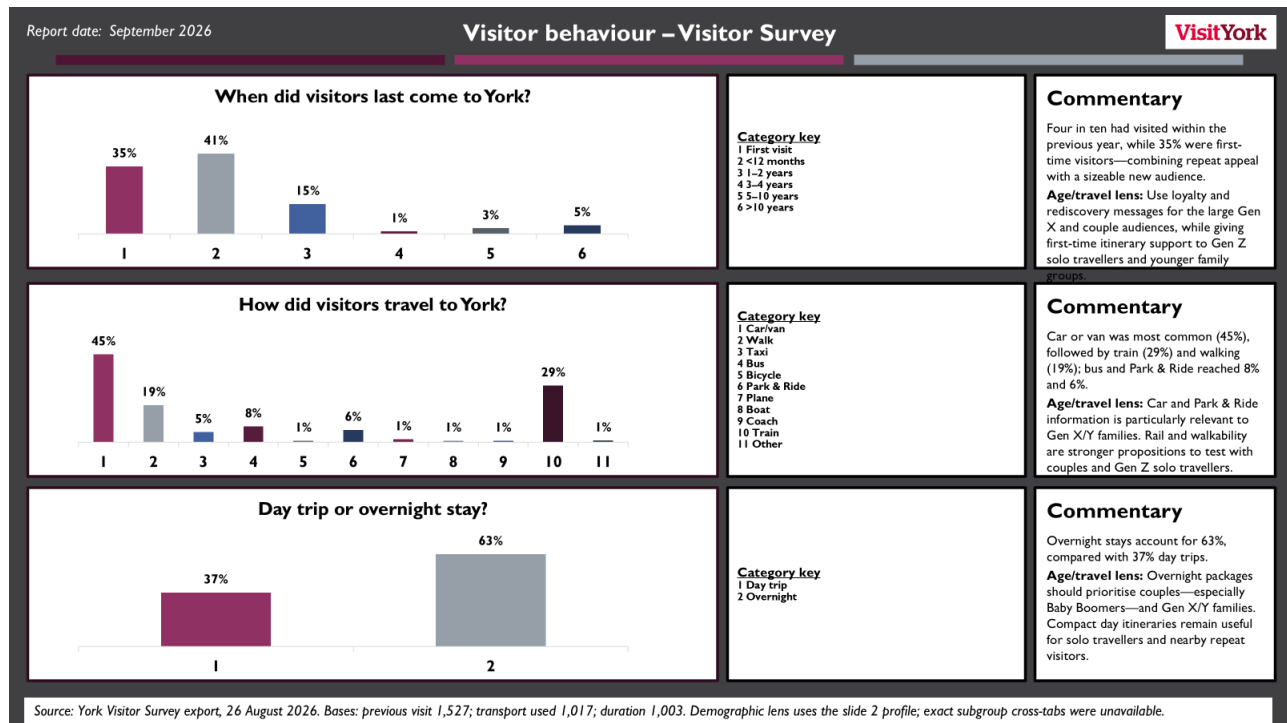
Age/travel lens: Family-time messaging aligns most directly with Gen X/Y family groups, while relaxation and culture suit the sizeable Gen X and Baby Boomer couple segments; playful experiences can target younger and solo visitors.

Source: York Visitor Survey export, 26 August 2026. Bases: influences 2,492; social platforms 288; holiday needs 2,164. Demographic lens uses the slide 2 profile; exact subgroup cross-tabs were unavailable.

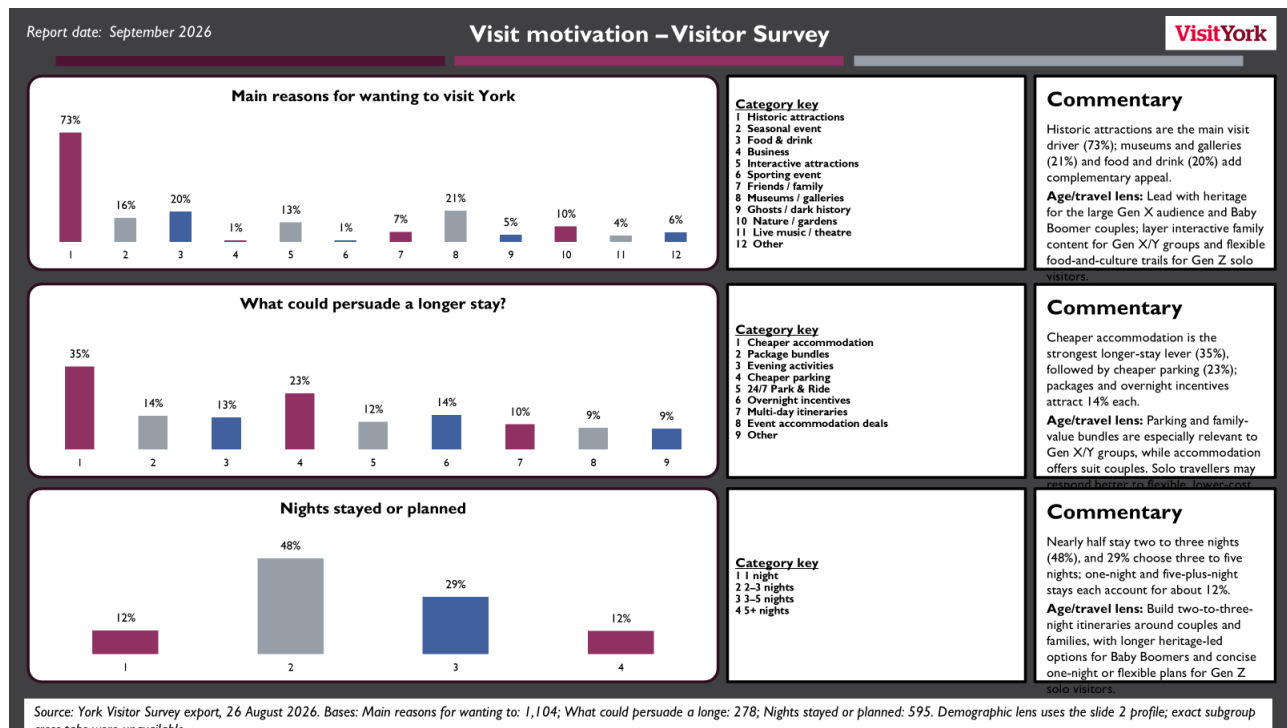
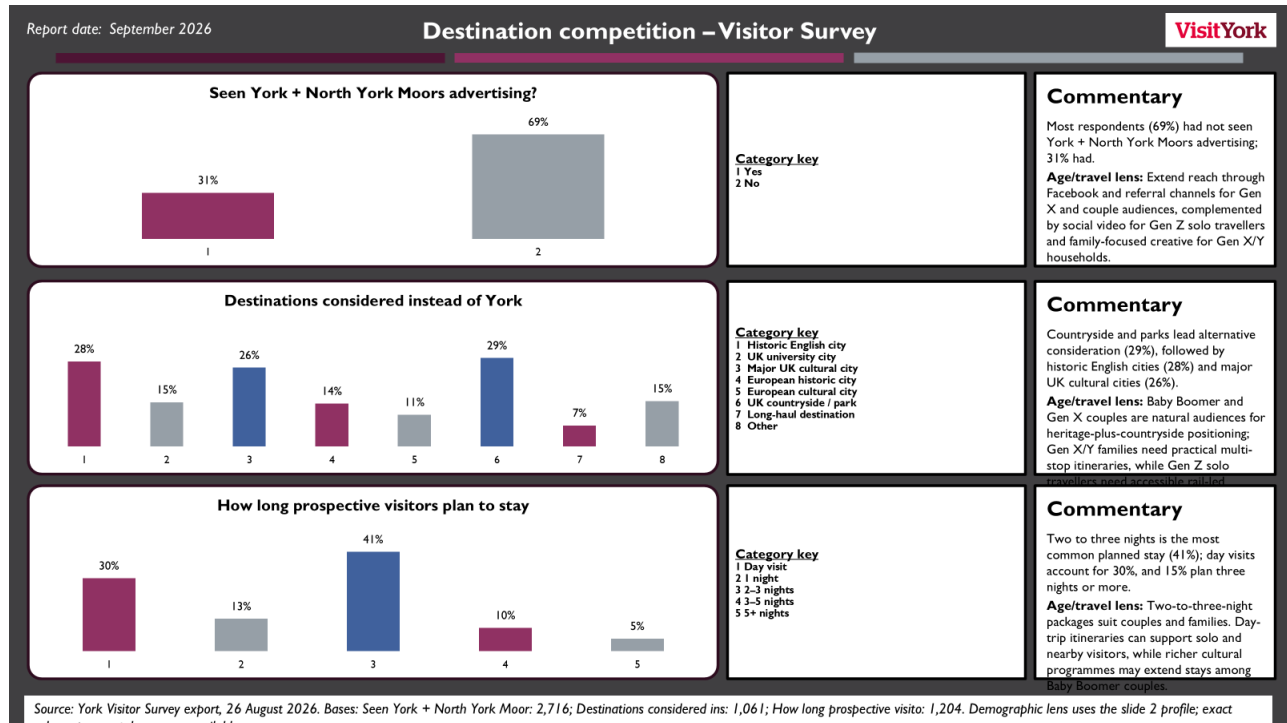
Annex A



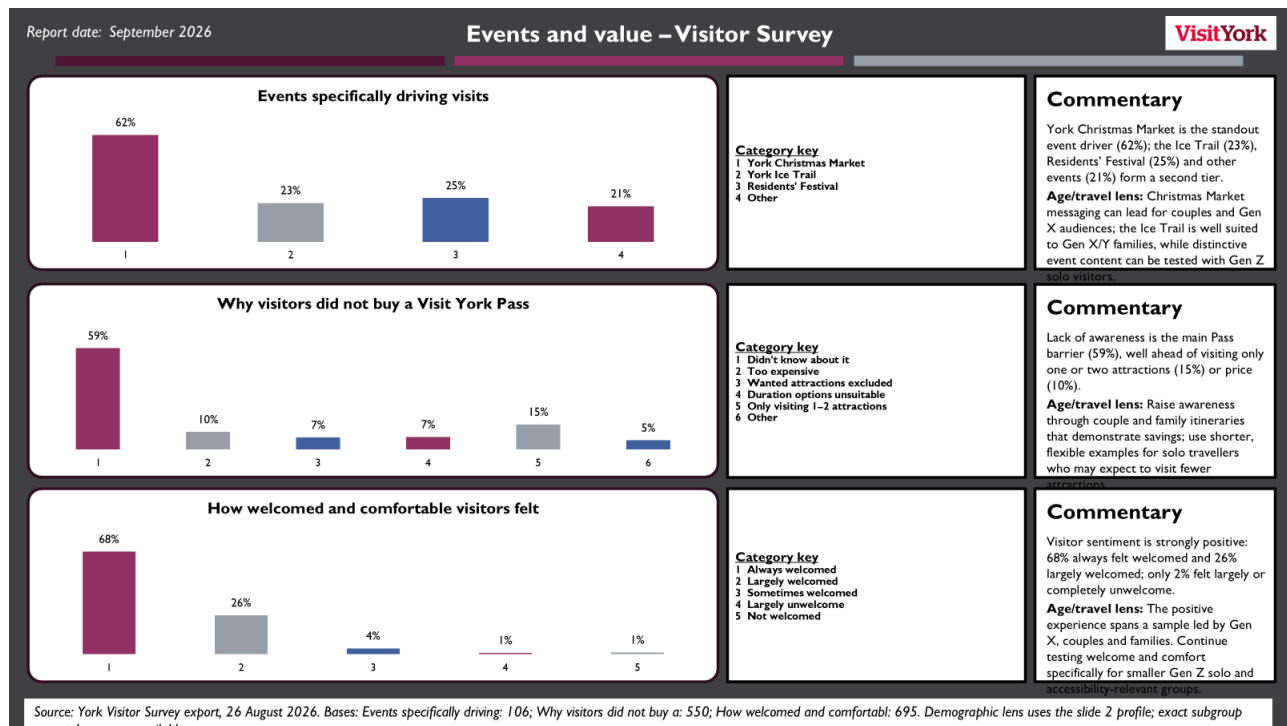
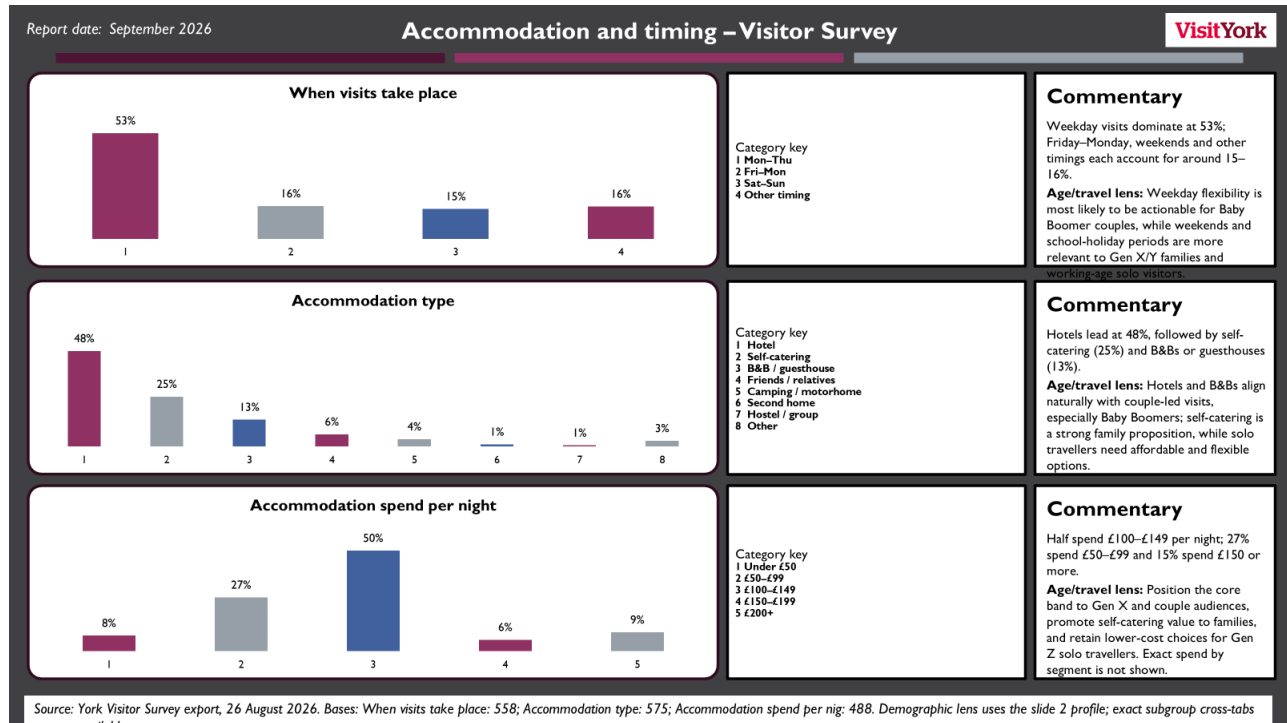
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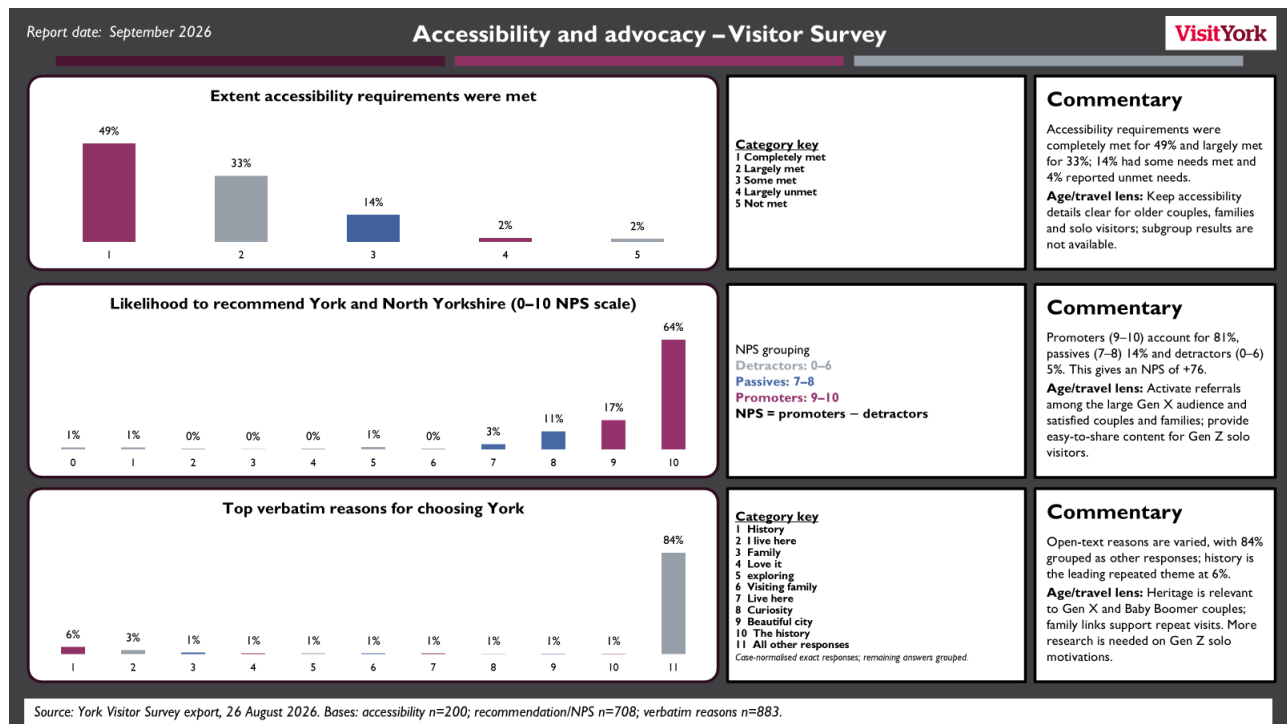
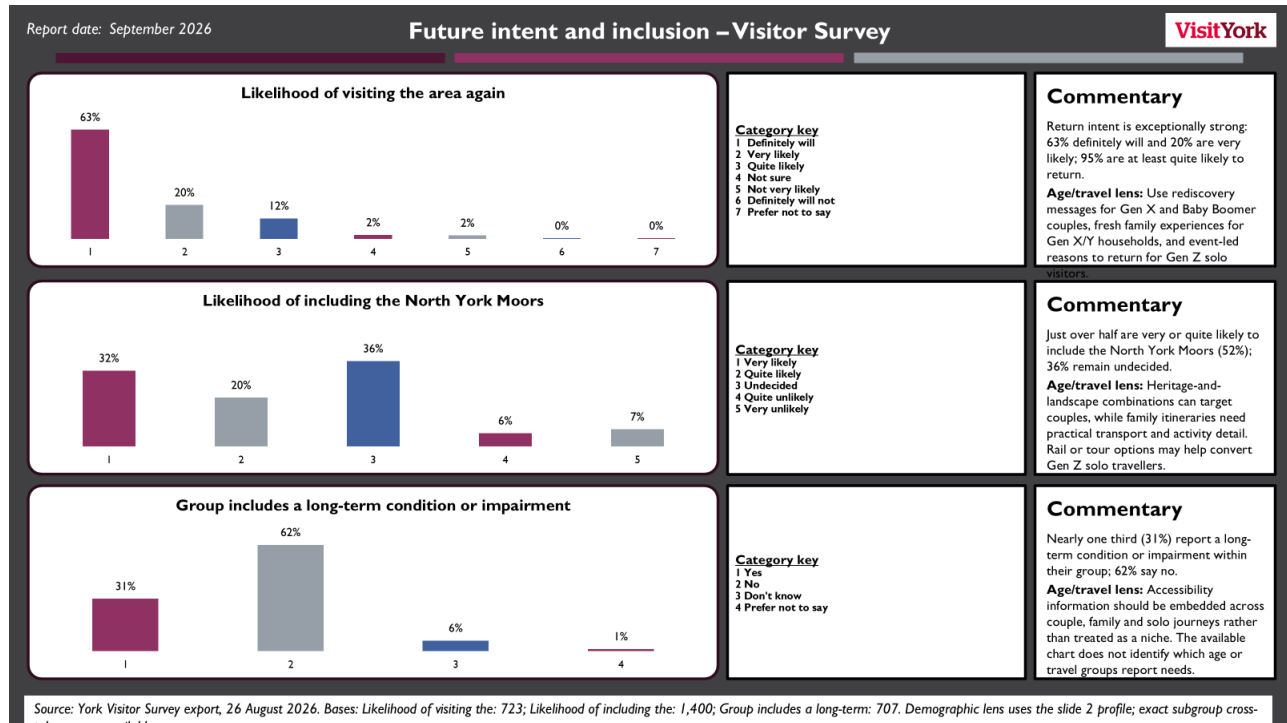
Annex A



Annex A



Annex A



Quarterly Tourism Data

Annex A

VisitYork

QUARTERLY TOURISM DASHBOARD

RESULTS FOR:
Q2 2026 AND YTD
(APRIL TO JUNE 2026)

PUBLISHED: JULY 2026

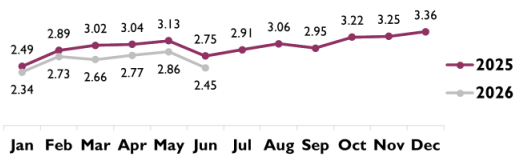


Report date: July 2026

Footfall

VisitYork

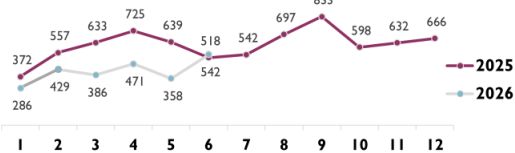
Total City Centre Footfall by Month (Millions) – BT Active



	Q2 (Apr-Jun)	YTD (Jan-Jun)
2026	8.07M	15.08M
Change vs. 2025	- 9% ↓	- 8% ↓

- Q2 of 2026 saw over 8.07 million people in the city centre of York. This is down 9% over the same period last year.
- YTD has seen 15.08 million people captured by BT active in York city centre in York centre. Compared to 2025 this is 8% lower.

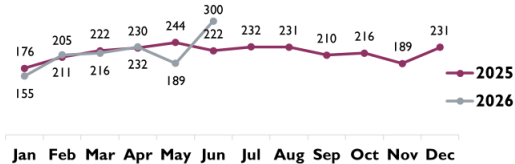
Parliament Street Footfall by Month (000s)



	Q2 (Apr-Jun)	YTD (Jan-Jun)
2026	1.37M	2.47M
Change vs. 2025	-27% ↓	-28% ↓

- There were over 1.3 million people captured on the footfall camera on Parliament street in Q2 of 2026.
- Footfall was down 27% in Q2 compared to the same period in 2025, although June saw an increase in footfall of 5% compared to June 2025.
- Year to date footfall on Parliament Street is down 28% compared to the same period in 2025.

Micklegate Footfall by Month (000s)

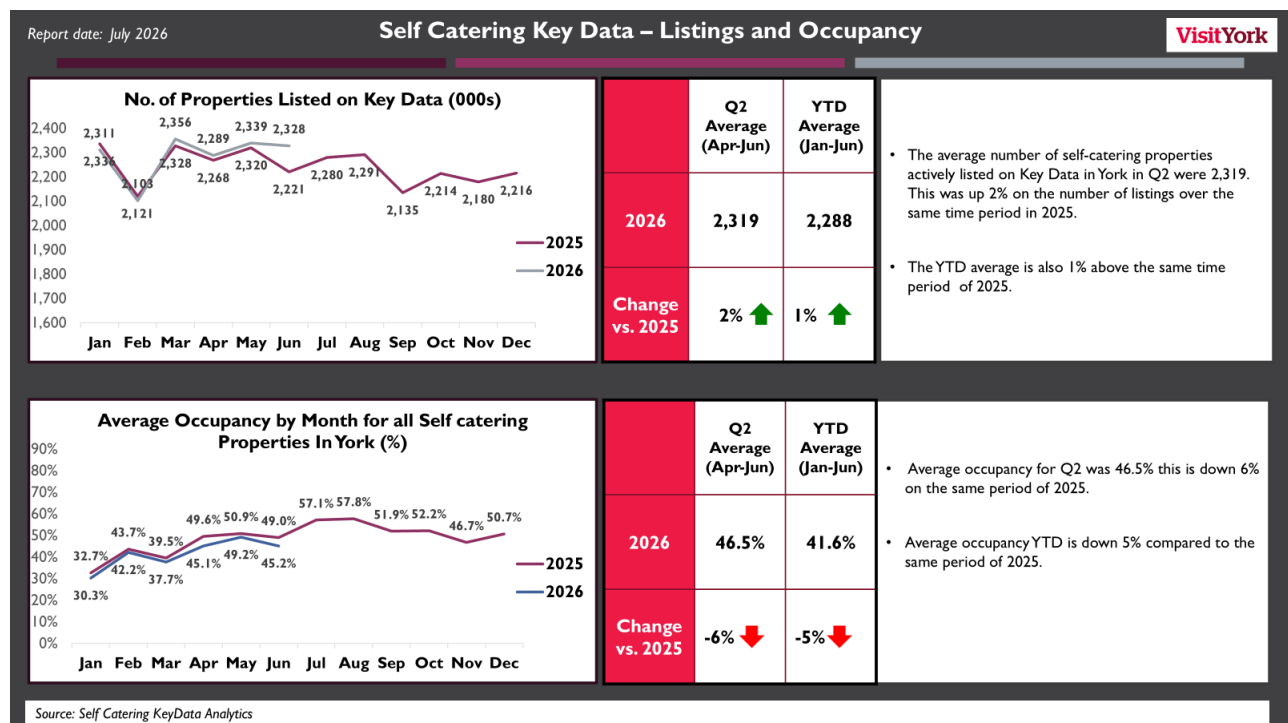
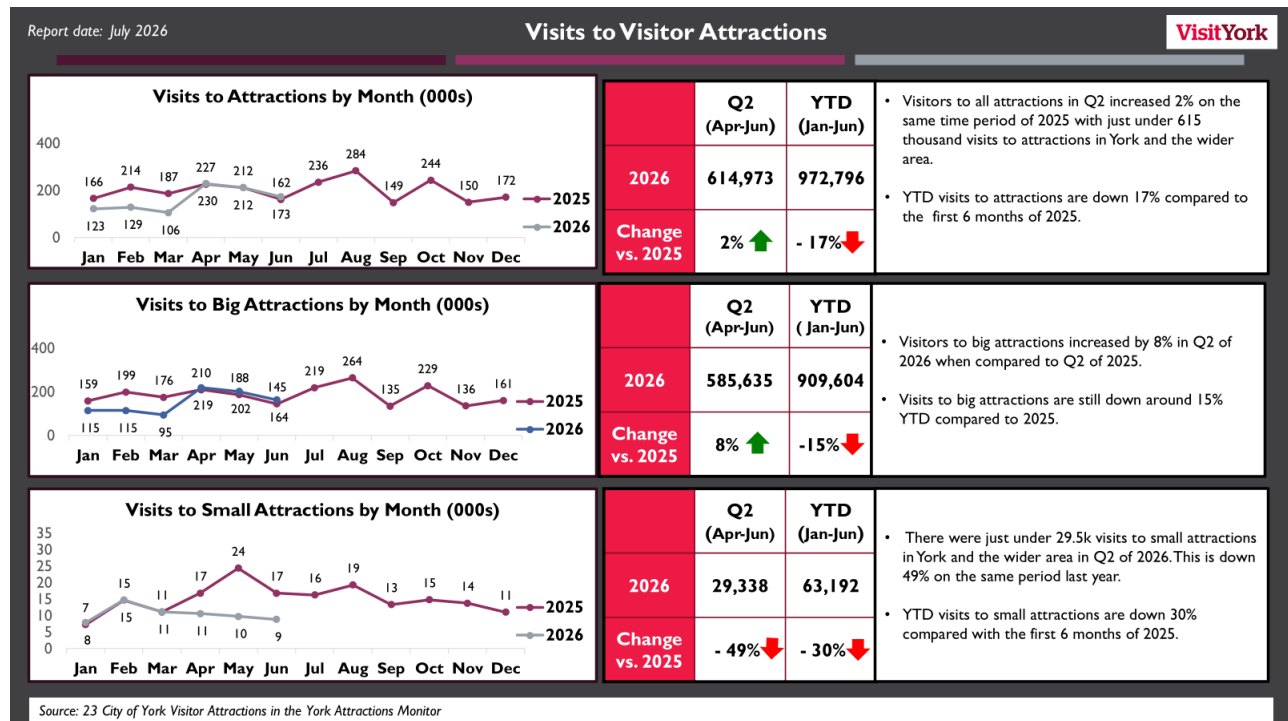


	Q2 (Apr-Jun)	YTD (Jan-Jun)
2026	721,019k	1.3M
Change vs. 2025	+4% ↑	+1% ↑

- There were 721k people captured on Micklegate in Q2 of 2026 this was a 4% increase on the same period of 2025.
- Year to date there has been a 1% increase in footfall on Micklegate compared with 2025.

Source: Total footfall is taken from CYC BT Active data. Other footfall is calculated using data from York open data – Daily footfall. This footfall is measured by cameras on Parliament Street and Micklegate.

Annex A



International Tourism

Showcasing York as a world-class destination, connecting with international travel and tourism buyers to inspire future visits and partnerships – events included:

- Visit Britains Nordics showcase

Annex A

- Britain and Ireland Marketplace
- UKinbound Convention
- Visit England English Destinations Showcase (Benelux region)
- ITB Berlin
- BTTS Birmingham

Media/agents FAMS facilitated:

- Canadian Buyers
- Chinese Buyers
- Conde Nast Traveller Spain media
- Spanish travel agents
- Spanish TV media filming
- VisitEngland Chair visit - Lady Victoria Borwick
- Beyond the Brochure (BtB) Your First – showcasing venues FAM
- National Geographic Book Commission - most haunted
- Canadian media

England's Heritage Cities Travel Trade

York is part of the ETOA Membership and will attend a meeting of the EHC travel trade leads to discuss making the most of ETOA membership and future opportunities and utilizing this as another avenue for promoting York.

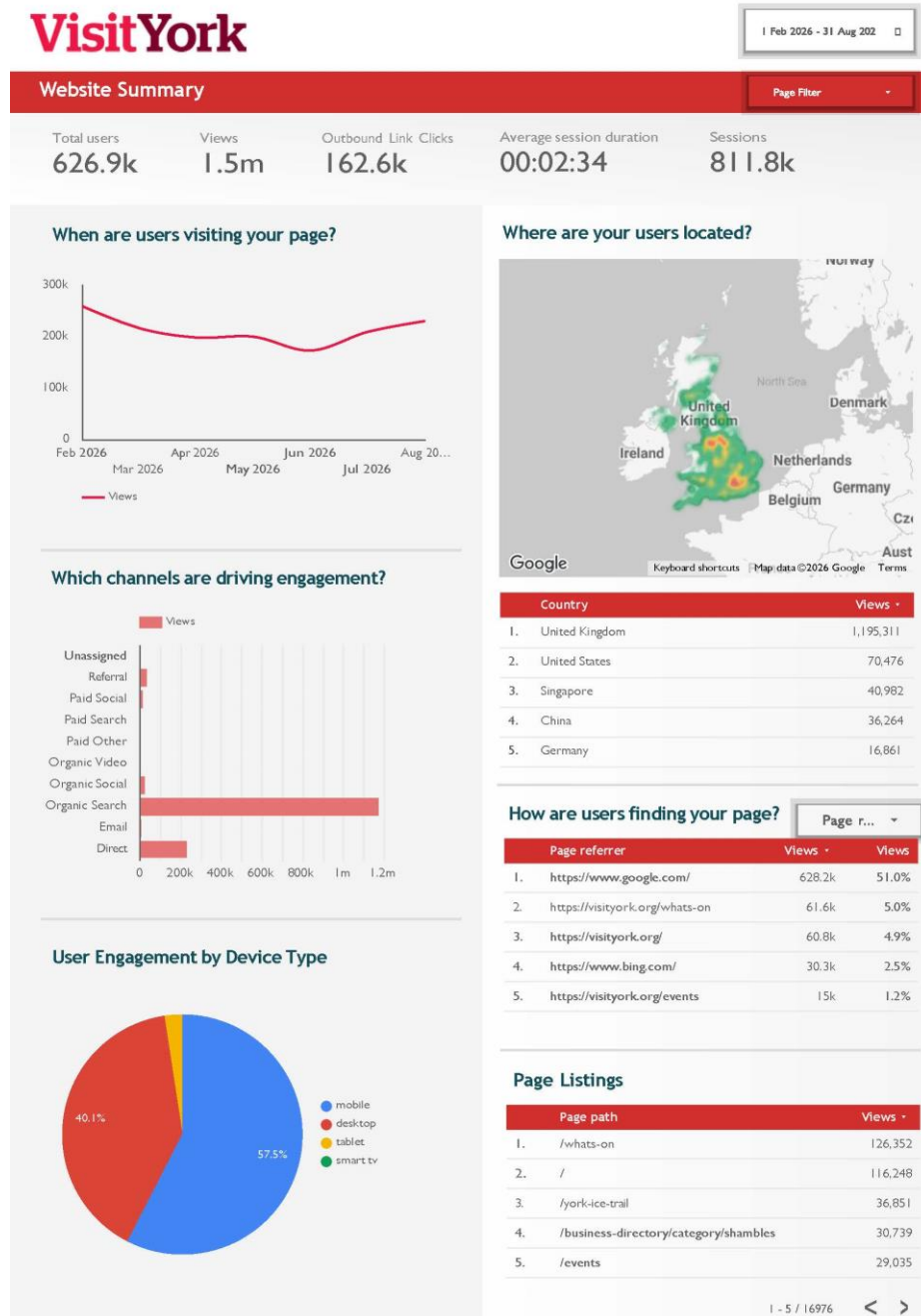
Digital Statistics

From February to early September 2026, Visit York's digital channels continued to deliver strong audience engagement. The website attracted 629,500 users, generating 1.5 million views and 816,200 sessions, alongside 163,300 outbound link clicks to support partners and the wider visitor economy.

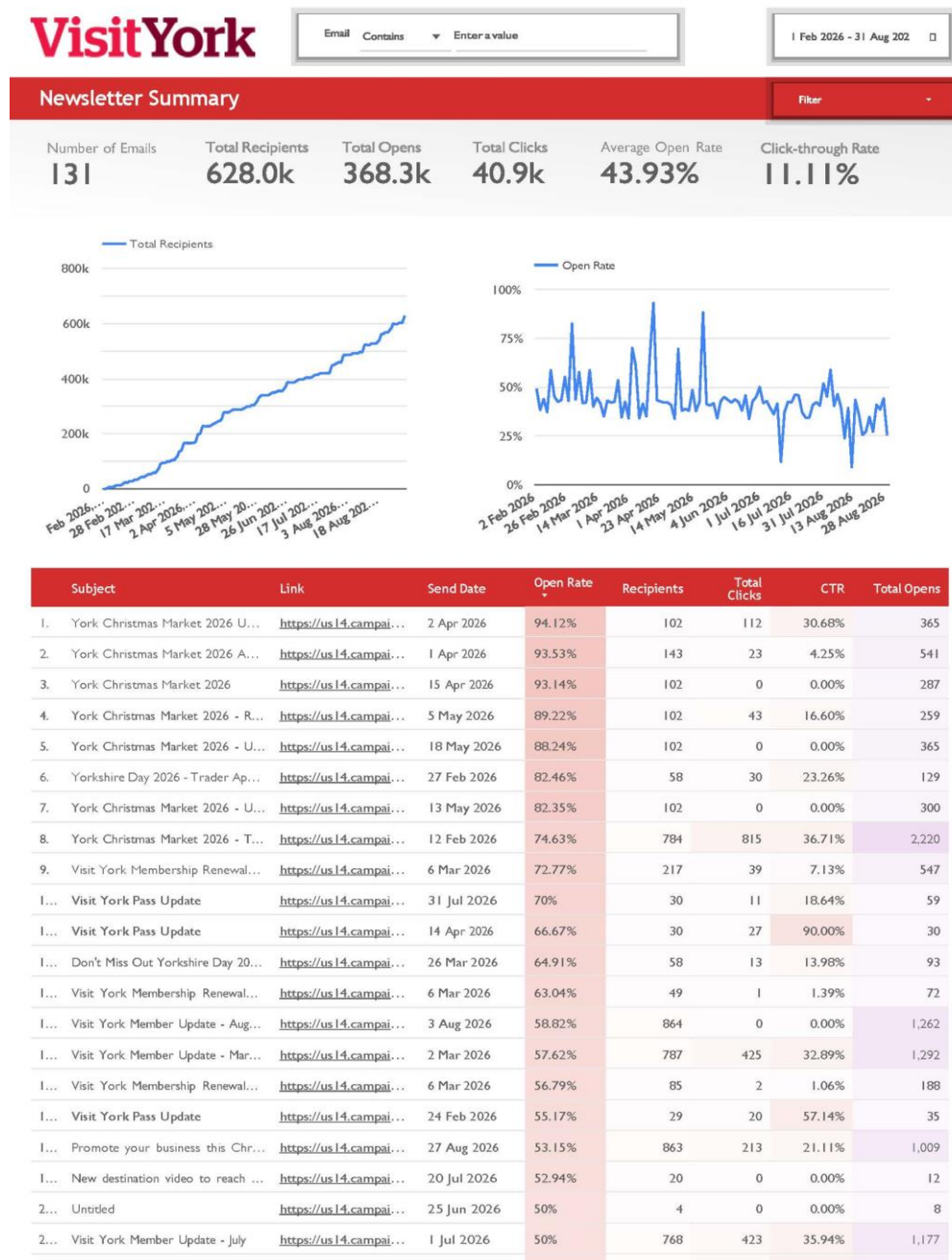
Social media generated more than 8.16 million impressions, reaching almost 6 million people and delivering nearly 300,000 engagements, with an engagement rate of 4.47% and more than 1.85 million video views.

Email marketing also remained an important engagement channel, with 603,247 recipients, 349,209 opens and 32,400 clicks, achieving an average open rate of 43.75% and a 9.28% click-through rate.

Annex A



Annex A



Marketing & Communications Campaigns

Campaigns

Visit York's "This is York: The Chocolate City" campaign ran from February to April 2026, celebrating York's chocolate heritage and positioning the city as a distinctive spring and Easter destination. Across social, web and email, the

Annex A

campaign delivered 795,000 social impressions, 656,000 reach, 34,800 engagements, 20,500 website users and nearly 148,000 email recipients.

Visit York's "Summer in York: Sunrise to Sunset" campaign ran from late April to August 2026, encouraging visitors to stay longer and make more of York's summer offer. Activity focused on attractions, culture, food and drink, family experiences and the Watchers Sculpture Trail, supported by digital advertising, social media, PR, email and a dedicated Summer Hub. The campaign generated over 1 million social impressions, nearly 775,000 reach, 33,700 engagements, 11,300 website users and more than 206,000 email recipients.

Positive PR and Promotion for York:

- **York voted one of the best destinations in the Tripadvisor Travellers' Choice Awards**, recognising consistently strong visitor reviews.
- **York named one of the UK's top cities for food and drink by Which?**, highlighting the quality of the city's culinary offer.
- **York recognised by Motorfinity as one of the UK's most EV-friendly destinations for days out**, featuring attractions including the Shambles, York Castle Museum and York's Chocolate Story.
- **The Wizard Walk of York ranked 4th worldwide for Family Friendly Experiences in the Tripadvisor Travellers' Choice Awards 2026**, with York Minster ranked 12th among the UK's Top Attractions.
- **York named one of the UK's most dynamic business locations for 2026 by Growth Flag**, and the strongest performer in Yorkshire and the Humber.
- **York named one of the UK's Best Places to Live by The Sunday Times**, recognising its strong community, cultural offer and quality of life.

PR stats from February – September 2026:

653 print and online articles

- £2.39M sum of advertising value equivalent (AVE)
- 327M opportunities to see (OTS)

Visit York Tourism Awards

Visit York Tourism Awards took place on 12th March 2025, 16 Awards in various categories. 3 of Visit York Winners were shortlisted for the National Visit England Awards in which York received:

Annex A

Gold- Monkbridge House (Small accommodation of the year)

Silver – Castle Howard (International Award)

Silver – Wizard Walk of York (Experience of the year)

Markets

The York Makers Market & NMTF Young Trader Showcase took place on 29 July 2026 from 7.30pm to 10.00pm.

The new family-friendly market supported York's Purple Flag status and was a Make It York event, supported by Fabrication York, who provided workshop demonstrations.

The Makers Market brought together 39 local craft and artisan traders, showcasing a wide selection of locally made and Yorkshire-inspired goods. Visitors were able to browse unique products, support independent businesses and enjoy the demonstrations and lively evening atmosphere.

The event also hosted the local heat of the Young Trader of the Year Competition, a national initiative delivered by the NMTF to encourage and identify the market traders of the future. Two young traders were put through to the Regional competition in Barnsley.

Waste management at Shambles is being reviewed overall; this includes the implementation of new waste receptacles with new recycling options.

Events and Festival

Christmas Market

The market will be delivered from 12 November to 20 December, and it will be held in Parliament Street and St. Sampson's Square.

The market is open 6 days a week, Wednesday to Monday with a rest day on a Tuesday when the market is closed.

Seaside

Annex A

Seaside Fun and Yorkshire Day Market - 30 July to 2 August 2026

This year's Yorkshire Day Market was delivered over the four days on Parliament Street as part of a weeklong programme of family entertainment and activities designed to attract residents and visitors of all ages. 25 local artisan traders showcased and sold Yorkshire produce, supporting local businesses and celebrating the region's food, drink and craft offer.

Murton Park participated by bringing a children's tractor experience and deliver a programme of family craft activities. The event saw the return of the popular sandpit, extended to operate throughout the four-day event. It was located on St Sampson's Square alongside themed seaside props and family activities.

The City of York Council Fostering Service attended to promote their service, as well as providing activities, whilst encouraging fostering families to attend and participate in an inclusive and welcoming atmosphere.

Parliament Street and St Sampsons Square was decorated with themed bunting and props, and families will be able to take part in the Seagull Trail throughout the Shambles Market.

The Tempest Playpark

Commissioned in partnership with York BID, Thors and Make It York, and funded by the York and North Yorkshire Combined Authority, The Tempest is a new semi-permanent, heritage inspired children's play structure that will extend Thors' summer offering on Parliament Street. Planning permission has been secured for five years, with installation scheduled from July to September 2026 before returning annually from May to September for the following four years.

The playpark delivered a high quality, inclusive play experience that encourage exploration, creativity and active play and the installation provided a distinctive, safe and durable attraction for residents and visitors across the summer period.

Community Events

Working with City of York Council, Make it York has assisted 15 community organisations by supporting them with their planning and delivery. Also, 8 grants have been processed to support new one-off community activity and events.

Culture

York Ice Trail: An Enchanted City – Evaluation

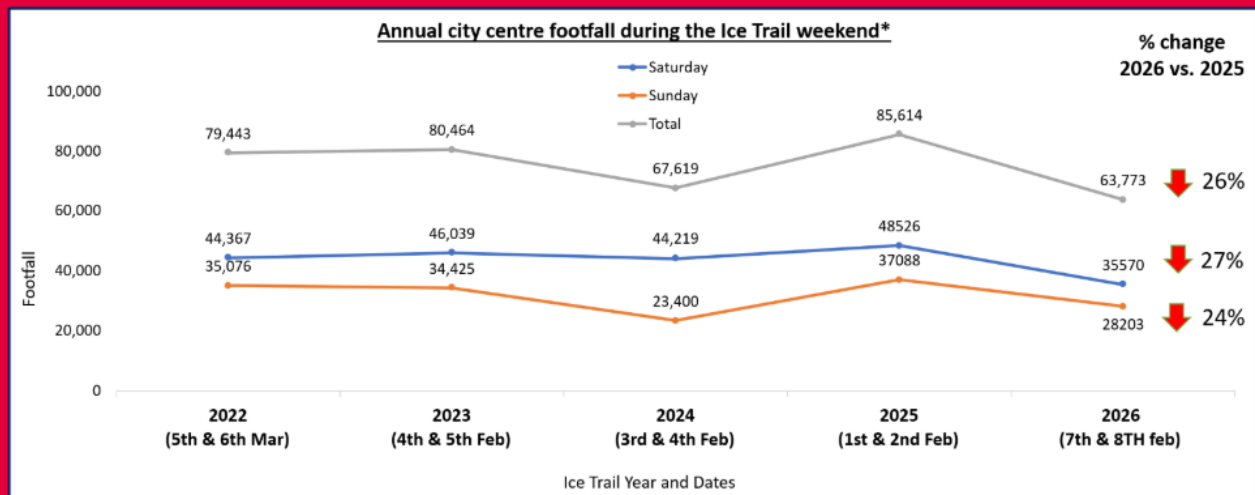
Annex A



VisitYork

City Centre Footfall During the Ice Trail Weekend

City centre footfall cameras on Micklegate and Parliament Street recorded over 63,773 counts during the 2026 York Ice Trail weekend. Saturday footfall was down 27% compared to 2025 while Sunday footfall was down 24%. Overall, city centre footfall had decreased by 26% compared to the same time the previous year.



*Source: MRI OnLocation for Footfall Analytics downloaded from the York Open Data website

Annex A

VisitYork

Marketing Campaign Summary: 01/09/25-11/02/26

Visit York Ice Trail Website Summary

Total users:	44.3K	9.0% ↓
Views:	84,800	8.0% ↑
Outbound Link Clicks:	11K	5.0% ↑
Average session duration:	00:02:34	31.0% ↑
Sessions:	63.1K	0.50% ↑

Where users are located:



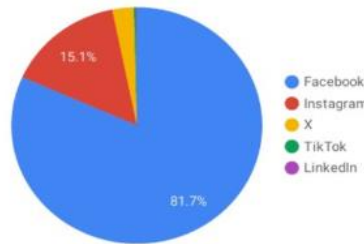
Country	Views	% Δ
1. United Kingdom	87,529	22.7% ↑
2. United States	847	-14.4%
3. Canada	151	371.9% ↑
4. Ireland	75	150.0% ↑
5. France	74	89.7% ↑

Source: Visit York data

Ice Trail Social Media Campaign Summary

Number of posts:	139	75.9% ↑
Impressions:	2.5M	244.0% ↑
Engagements:	51.8K	171.0% ↑
Engagement Rate:	4.33%	40.6% ↑
Video Views:	224.5K	307.0% ↑
Reach:	1.9M	244.7% ↑

Impressions by Network:



Ice Trail e-newsletter Summary

Total recipients:	151.0K	340.4% ↑
Total opens:	29.9K	337.0% ↑
Total clicks:	4.2K	439.7% ↑
Average open rate:	50.76%	24.8% ↑
Click-through rate:	13.92%	47.7% ↑

Ice Trail Media Coverage Summary

Volume of articles:	89
Sum of Advertising Value Equivalency (AVE):	£114K
Sum of Opportunities To See (OTS):	21.6M

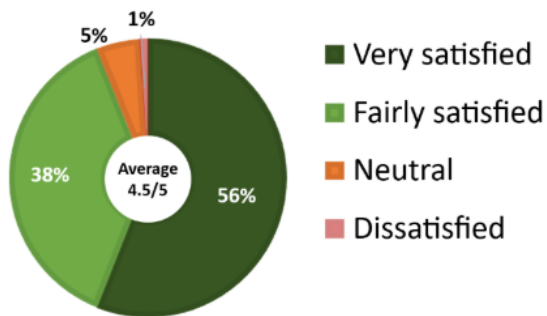
Split by sentiment:



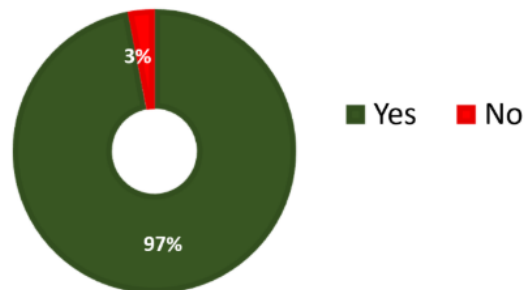
VisitYork

Visitor Survey: Summary of Visitor Opinion

94% of visitors were satisfied with their overall experience of visiting the Trail



97% of visitors would visit the Ice Trail again in future



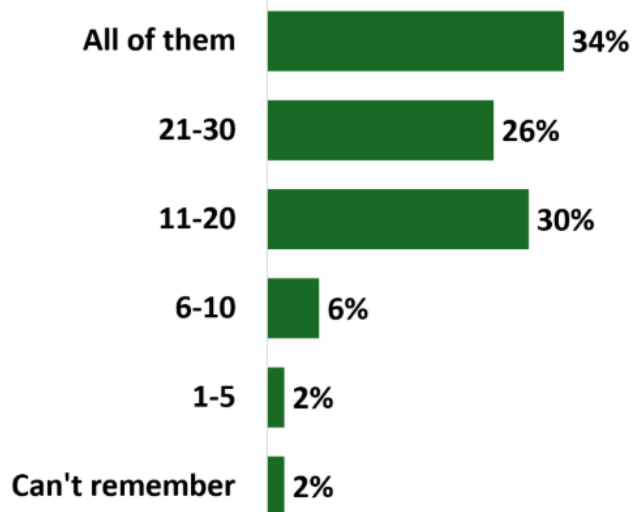
Source: 272 online interviews with visitors to the 2026 York Ice Trail

Annex A

VisitYork

Visitor Survey: Summary of Visitor Behaviour

Number of ice sculptures seen:



Other activities taken part in during visit:



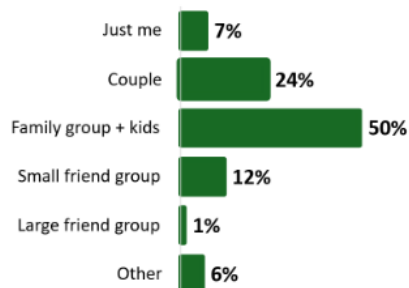
Source: 272 online interviews with visitors to the 2026 York Ice Trail.

Images: Flaticon.com

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Visitor Survey: Summary of Visitor Profiles

Visit group type:

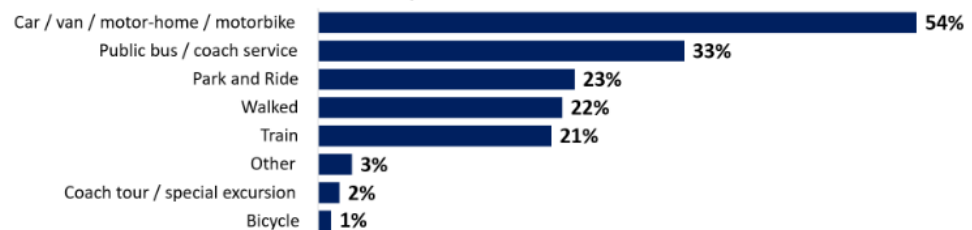


82% on a day trip to York

26% living in York

18% staying overnight in York

Main modes of transport used:



Source: 272 online interviews with visitors to the 2026 York Ice Trail..

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Annex A

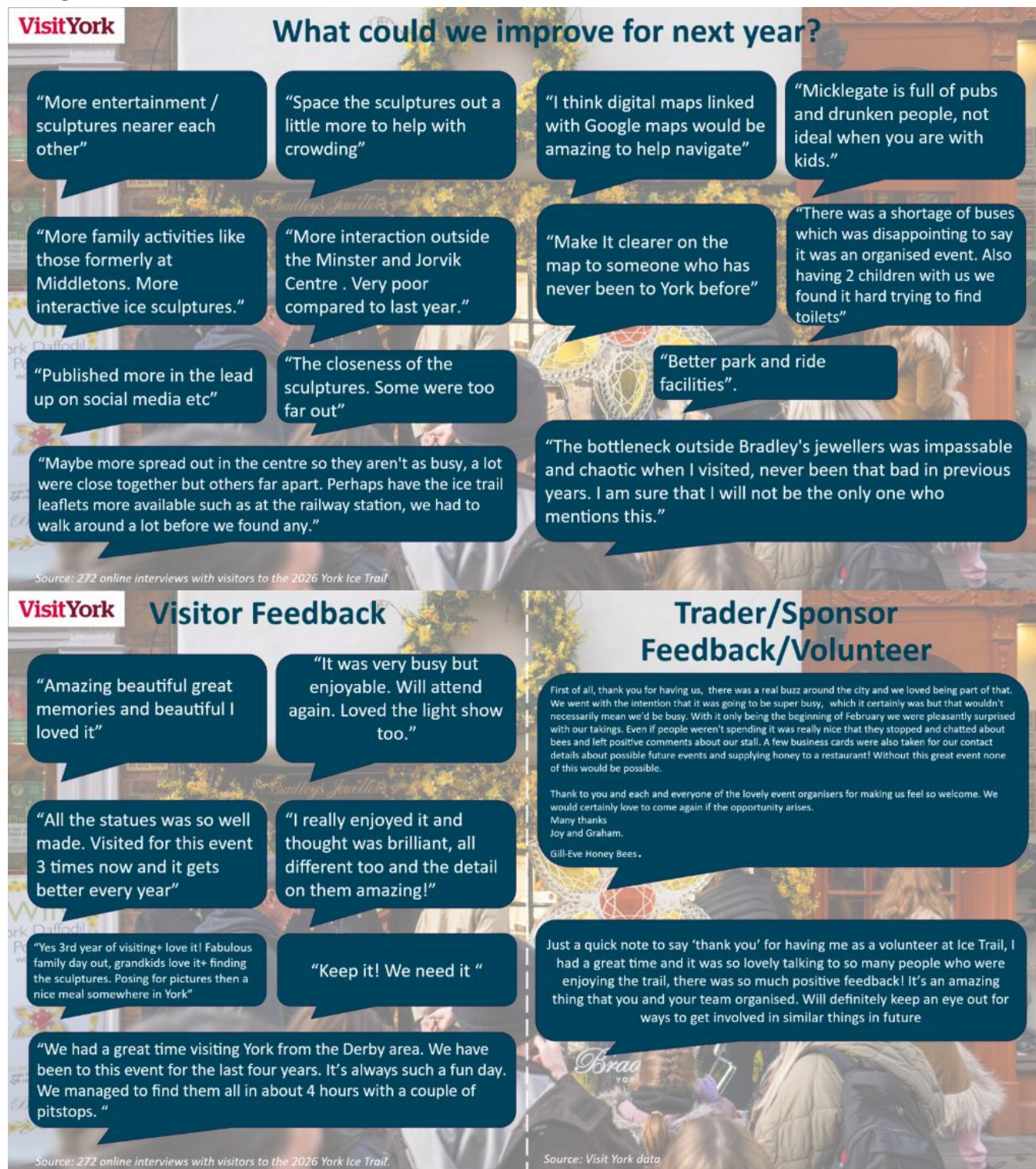
Visitor Origin: where did people visit from?

Region	%
York	17%
West Yorkshire	21%
North Yorkshire	11%
East Riding of Yorkshire	3%
South Yorkshire	9%
Total Yorkshire & Humber	61%
North East	14%
North West	11%
East Midlands	6%
East of England	1%
West Midlands	2%
London & the South East	1%
Scotland	1%
Wales	1%
South West	<1%



Source: 272 online interviews with visitors to the 2026 York Ice Trail

Annex A



Annex A

The Watchers of York

The new trail launched on 29 June 2026 and remained in situ until 31 August 2026. This was a brand-new, city-wide sculpture trail delivered in partnership with York Minster and launched alongside the legendary York Mystery Plays.

Ten sculptures were placed across the city, creating a trail for visitors and residents to explore. A trail map and online trail hub were available from the Visitor Information Centre, alongside a range of Watchers of York merchandise.

Filming in York

Make It York manages filming applications on behalf of City of York Council for filming on Council managed land and the public highway. As filming activity in York continues to build, a review of the filming application process and supporting documentation has been undertaken to ensure it reflects current best practice, supports larger and more complex productions where appropriate.

Key productions in the city this year include: Feature Film, Scorn, Patience series 3 and Amazon documentary, The Breck Bednar Story

Smaller, recognisable productions: A Place In The Sun, BBC One Show, 22 Kids & Counting, The Piano and Four In A Bed.

Conclusion

MIY continues to deliver against the sLA objectives, Key Deliverables, Outcomes and Outputs whilst playing a key role in strengthening the City's position as a leading place to live, work, study, and visit.

The city's brand is gaining stronger national and international recognition supported by focused marketing activity, the ongoing success of the Visit York Pass, and the strength and appeal of its culture, heritage, markets, and events offer.

This is being further amplified through York's growing digital presence and reach, enabling the City to engage with increasingly diverse audiences across domestic and international markets. Together, these activities are strengthening the City's profile, supporting visitor demand and reinforcing its reputation as a distinctive, vibrant and attractive destination.

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of the Local Government Act 1972.

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7. Culture									
Outputs	Measurement	Target	25/26 Baseline	Q1 26-27 Apr-Jun	Q2 26-27 Jul-Sep	Q3 26-27 Oct-Dec	Q4 26-27 Jan-Mar	Total 26-27	Notes
CUL 1 Outcome - Promote an ambitious and cohesive programme of cultural development for the city covering the arts, heritage and creative industries from the spaces managed by MIY.									
· Continue to develop and integrate Yorks cultural offer through events and festivals enhancing place identity, local vibrancy, and visitor audience.	· Spaces and Places policy approved by CYC	1	1						
· Management of Busking.		No Target	0	0	0	0	0	see notes	
· Management and facilitating filming in the city.		120	120	37					
· Delivery of York Pass.	· Increase in take up of York Pass by 5%	9322	9322	1927	677				Q2 (1st July to 28th July)
	· Increase of Extra Value Offers x 10 offers	17	17	17					
· Enable two joint events to take place in the city · Promotion of these events through our digital assets	· Number of outdoor cultural events supported x 2.	7	7						
	· No of artists, arts and heritage organisations engaged with events and festival and speciality markets using the city outdoor spaces.	256	256	129 plus Mystery Plays					Q1 Made In Yorkshire Spring - 28 YSJ Kpop Dance - 30 Thors band performers - 35 Magic Night Market - 6 Bargestra Performance - 20 Grand Opera House - 10 Mystery Plays - TBC (Requested)
	· Number of 'heritage' spaces signed up to York Pass.	20	20						
	· Production of annual calendar of Events.	2	2						
CUL 5 Outcome - Put together the necessary partnerships to make funding bids to deliver the Culture Strategy.									
· Number of bids submitted	· Number of bids submitted	2	2						
Additional comments below: (N.B. use "Alt + enter" to start a new paragraph in a cell)									

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Make It York's Risk Register exists to support the organisation in moving from reactive issue management to the proactive identification, assessment, and mitigation of risk. It enables Make It York to:

Capture risks clearly

It records potential threats (and sometimes opportunities) in one place so nothing important is overlooked or forgotten.

Assesses the impact and likelihood

Each risk is evaluated—typically by how likely it is to happen and how serious the consequences would be—so you can prioritise properly instead of treating everything equally.

Drives action

A risk register assigns:

- **Mitigation actions** (what we will do about it)
- **Owners** (who is accountable)

Supports decision-making

It gives the Board and Executive a clear view of:

- Where the biggest exposures are
- Whether risks are increasing or reducing
- What trade-offs or interventions are needed

Enables monitoring and control

It's a **live document**, updated regularly to track:

- Changes in risk levels
- Progress of mitigation actions
- Emerging new risks

Make It York Risk Register 26/27											
Risk Category	Risk Owner	Risk Description	LIKELIHOOD	IMPACT	SCORE	TASKS TO MITIGATE RISKS	Residual Risk			Direction of Travel	Current Update Qtr 2
							L	I	S		

Programme and Delivery Risks										
1. DMO - Destination Management Organisation										
1a	Sam Hunt	Failure to effectively deliver marketing and promotional activities for tourism and conferences may limit York’s ability to attract visitors, increase overnight stays, and grow the city’s profile as a leading destination.	4	5	20	- Horizon scanning for funding opportunities to deliver tourism outcomes. - Successful events programme in place. - Advertising campaigns delivered through strong links with partners across York and North Yorkshire. - Media / filming requests handled by an in-house resource. - International marketing in place.	3	5	15	Risk remains stable Summer Campaign: Now Live: VOD goes live mid July on Sky Watchers Trail: Now Live. Christmas: The need for a new campaign due to decision of one day closure, due to go live mid July. International Proposals in progress with LVEP and Individual Partners: WTM confirmed in partnership with Visit Leeds

		• Reduced competitiveness against other UK and international destinations • Missed opportunities to grow York’s profile as a business and leisure destination • Weakening of partnerships with tourism and conference stakeholders • Underperformance against strategic growth and economic impact targets				• Utilising Innovative flexible approaches to digital and creative marketing. • Campaigns planned and agreed in advance					
1b	Sam Hunt	Failure to sustain the Visit York membership scheme due to declining uptake, financial unsustainability, or loss of perceived value may result in the collapse of the scheme.	2	4	8	• Concerted, ongoing effort to maintain existing members, attract new members and grow membership. • Review of member benefits and added value to offers. • CRM system in place to track member information past and present for	2	3	6		Risk remains stable Membership retention 92% Marketing campaign plan and content creation taking place. Team selling partnership and supporter packages LVEP funding TBD with Combined authority, though likely from initial conversations.

DMO 2

		• Reduced engagement and collaboration with local tourism and business partners • Diminished ability to coordinate and influence the visitor economy offer • Reputational damage to Visit York as a membership and destination body • Weakening of stakeholder confidence and partnership working • Reduced funding capacity for marketing and promotional activity				• re engagement if needed. • Marketing Partnership model ongoing implementation to secure revenue opportunity. • Member events take place • Member monthly newsletter produced • Dedicated relationship resources in place. • An annual Conference to engage partners.					
1c DMO 2	Sam Hunt	Failure to maintain strong and sustained engagement with key partners may result in reduced collaboration, weakened delivery of shared objectives, and fragmentation of the wider programme of activity.	1	3	3	• Member Advisory Board in place with regular meetings • Key Account Management • Member Events • Regular liaison with key partners.	1	3	3		Risk remains stable • Member Advisory Board (MAB): Continues to meet regularly. • Member Engagement: Regular events maintained. • TAB (The Advisory Board): Ongoing monthly attendance and active support for the strategic action plan.

Potential Impacts:

- Breakdown or weakening of strategic and operational partnerships
- Reduced capacity to deliver joint initiatives and programmes
- Loss of shared funding, resources, or in-kind support
- Reduced influence over place-based decision-making and priorities
- Diminished quality and consistency of service or event delivery
- Reputational damage and reduced trust among stakeholders

- Stakeholder Events
- Newsletters and Bulletins
- Tourism Advisory Board attendance
- York Bid partnership working.

- **BID and HAY:** Regular meetings taking place

1d
DMO 3

Sam Hunt

Failure of the Local Visitor Economy Partnership (LVEP) to formalise and sustain effective regional working partnerships may weaken York's strategic position as a leading destination and reduce its ability to

1

3

3

- Regular LVEP meetings in place attended by Managing Director. Deputised by Sam Hunt
- York Tourism Strategy in place.

1

3

3



Risk remains stable

LVEP Board meetings in place. Stuart Paver is the nominated Board representative.

MIY and CYC have met with **North Yorkshire Council** and the **Combined Authority** to align priorities and identify joint initiatives that increase collaboration and enhance regional tourism and economic outcomes.

secure and access funding and support from VisitEngland and Central Government.

Potential Impacts:

- Reduced ability to influence regional and national visitor economy strategy
- Loss or reduction of funding opportunities from VisitEngland and Central Government
- Weakened strategic profile of York as a leading destination
- Fragmented regional collaboration and missed partnership opportunities
- Reduced competitiveness in securing major tourism and place-based investment
- Negative impact on long-term growth of the visitor economy

- Development of a North Yorkshire Destination Management Plan.
- TAB monthly meetings
- KIT meetings with Visit England

TAB (The Advisory Board): Ongoing monthly attendance and active support for the strategic action plan.

LVEP Framework draft signed off by Boar4d in May. This merges both York Tourism Strategy and North Yorkshire Destination Marketing Plan.

2a VSD 4	Sam Hunt	Failure to attract new business tourism, including conferences, meetings, and corporate events, may reduce York's competitiveness as a business destination and limit growth in the visitor economy.	2	2	4	- Generic marketing to promote York as a destination for business Conference - Attendance at relevant shows and events	2	2	4		Risk remains stable Current activity maintains baseline promotion reducing likelihood of change in risk profile
Potential Impacts: - Reduced conference and business visitor volumes - Loss of associated economic spend across accommodation, hospitality, and retail sectors - Lower utilisation of venues and event infrastructure - Reduced profile of the city as a business events destination - Missed opportunities for long-term investment and repeat business tourism - Weaker contribution to											

wider economic
growth objectives

3. TAB – Tourism Advisory Board

3a	Sam Hunt	Failure to effectively implement and deliver the agreed Tourism Strategy may result in missed opportunities to grow the visitor economy, strengthen York's destination profile, and achieve agreed strategic and economic outcomes.	3	4	12	- Tourism Strategy based on research from Group NAO report, in collaboration with Tourism Advisory Board, input from residents through CYC's Our Big Conversation, Visit York Visitor Survey, and key city stakeholders - Strategy has now gone through further consultation with key stakeholders to ensure inclusive and meets city's needs pre-publication – including Tourism Advisory Board, Culture Exec, MIY Board, BID Board - CYC to adopt in February 2024 - Evidence being monitored - including through	2	4	8		Risk remains stable Implementation plan in process with TAB board members. Action Plan reviewed and next stages to be implemented.
TAB 1											
SP1											
Obj 2											

Potential Impacts:

- Failure to meet strategic objectives for tourism growth and development
- Reduced visitor numbers, spend, and overall economic impact
- Diminished competitiveness as a leading UK and international destination
- Weakening of stakeholder confidence and partnership alignment
- Fragmented or inconsistent

- delivery of tourism initiatives and programmes
- Reduced ability to secure future funding and investment linked to strategy delivery

- Visit York Visitor Survey, footfall data, and partner data
- TAB monthly meetings to progress Strategy with independent Chair (YSJ)

4. MAR - Markets

4a	Lisa Grimbley	Failure to improve trading performance within the Shambles area may limit economic vitality, reduce commercial sustainability for traders, and weaken the overall visitor experience in one of York's key heritage retail destinations.	3	3	9	• New Markets and City Centre Manager with extensive experience in markets appointed with a priority of recruiting new traders and delivering a sustainable market • Balance of trade policy implemented ensuring high levels of consumer service, trading opportunities and existing business sustainability leading to trader retention. • Monthly budget monitoring in place with	2	3	6		Risk remains stable Governance strengthened through Board-approved Market Growth Strategy, Action Plan, and Investment Plan (February 2025) Rules and Regulations review completed (November 2025) with minor amendments following trader feedback Board approval secured for architect commission to develop Shambles Market (April 2026), supporting longer-term regeneration and performance improvement
MAR 1, 2		Potential Impacts: • Decline or stagnation in trader income and commercial viability • Reduced visitor spend and economic contribution from the area • Deterioration in visitor experience and destination reputation									

		- Increased trader turnover and potential vacancy rates - Weakening of York's offer as a distinctive heritage retail destination - Reduced long-term attractiveness for new or independent traders				- accurate forecasting - New Management software implemented. - Proactive business development plan to grow speciality markets. - Rules and Regulations in place with annual reviews. - Development of a Market Strategy.					
4 b	Lisa Grimbley	Failure to effectively discharge responsibilities associated with York's Market Charter on behalf of the Council may result in non-compliance with statutory or delegated obligations, disruption to market operations, and loss of confidence in governance arrangements.	3	3	9	- Monitor and review other proposed Markets in the City - Promote the rules of the Market Charter to ensure other operators understand - Develop a Market Strategy for the City	2	3	6		Risk remains stable Market Manager has monitoring in place for permitted markets. Continuing to support Acomb market which is popular and well received by residents and stakeholders.
MAR 3		Potential Impacts: Non-compliance with Market									

- Charter requirements
- Disruption or inconsistency in the operation of city markets
- Legal or contractual challenge from stakeholders or market operators
- Loss of trader confidence and reduced market participation
- Reputational damage to the organisation and the Council
- Reduced income generation from market activities

5. CE - Commercial Events									
5a	Lisa Grimbley	Failure to deliver a strong, inclusive and diverse events and specialist markets programme may undermine long-term strategic ambitions to grow the city's events offer, sustain York's profile as a leading destination, and deliver exceptional visitor experiences that	3	3	9	• Project Board for all Key projects in place • Budget Monitoring in place and reviewed • Contracts in place and managed • Contingency plans to defer activity • Event evaluations in place	2	3	6
CE 1 SP1									
								Risk remains stable Regular Budget monitoring in place. 26/27 Annual events plan developed and approved by Board full detailed event planning in place.	

generate significant economic impact.

Potential Impacts:

- Reduced diversity and quality of events and specialist markets
- Failure to meet strategic objectives for growth of the events portfolio
- Diminished visitor experience and reduced repeat visitation
- Negative impact on York's reputation as a leading cultural and events destination
- Reduced economic impact for the city and local businesses
- Lower stakeholder and community engagement

- Regular meetings with licencing authorities in place.
- Inclusivity, diversity and accessibility are part of event planning and management.
- Directly enabling championing, coordinating, programming, promotion and delivery of events that add value to the tourism experience and the local economy.
- Partners investing in their events

5b

Lisa Grimbley

Removal, suspension, or restriction of premises licences may prevent or significantly limit the delivery of key events.

3

4

12

- Review of tendering and contract procedures to provide full assurances of compliance with licence conditions

2

4

8



Risk remains stable

Robust monitoring of premise licence is in place.

Reviewed the premise licence for Parliament Street, resulting in additional risk assessments being undertaken for the provision of SIA trained staff.

		Potential Impacts:									
		• Cancellation or curtailment of key events • Direct loss of event-related income • Reduced economic benefit to the city and local stakeholders • Reputational damage to the organisation and confidence in future delivery capability • Disruption to planned programming and stakeholder commitments		• by 3rd party provider • Enhanced premises checks to be undertaken by MIY during events to ensure compliance • Scrutiny of 3rd party providers operations to ensure fully compliance. • Scrutiny of Event Management Plans prior to event							
5c	MD/Lisa Grimbley	Inability to deliver events and commercial activity due to regulatory and infrastructure constraints (including ATTRO, licensing, and access requirements). This includes the specific risk of failure to deliver the 2026 Christmas Market due to inability to secure required Local	4	4	16	• Early and ongoing engagement with the Local Authority to confirm approval pathways and timelines. • Submission of complete, compliant documentation aligned to Local Authority standards (SAG)	4	4	16		Risk updated – critical for 2026 delivery Remains a high risk driven by external dependencies and challenges Current controls improve preparedness but do not materially reduce risk exposure

	Authority approvals where ATTRO conditions do not align with City of York Council (CYC) access-for-all requirements. Potential Impact				• Contingency planning, including scalable or alternative delivery options. • Clear contractual clauses addressing cancellation due to regulatory non-approval to be added to all contracts and terms and conditions.				
	• Loss of a significant proportion of annual income • Increased committed and unrecoverable expenditure • Potential contractual disputes with suppliers and vendors • Reputational damage to Make It York (MIY) • Reduced attractiveness of the city as an events destination • Loss of income to local businesses and wider York economy								
5(d)	Inability to deliver events in public spaces due to permanent or temporary ATTRO restrictions or City of York Council (CYC)	4	4	16	• Early engagement with CYC/NYP at the event concept stage to identify ATTRO implications.	4	4	16	 Risk updated and remains high risk Significant external dependency limits ability to reduce likelihood or impact

requirements may result in event cancellation or reduction in scope.

Potential Impacts:

- Event cancellation or significant reduction in delivery scope
- Increased operational and compliance costs
- Loss of public engagement and community participation
- Reduced income and wider financial loss
- Reputational damage to the organisation

- Identification of any unbudgeted ATTRO-related costs that could make delivery unviable.
- Incorporate potential ATTRO requirements, costs, and lead times into event planning
- Where events are third-party led, include clauses in agreements that clarify responsibility for ATTRO-related costs and cancellations are responsibility of event provider.

Represents a critical strategic and operational risk to event delivery, income generation, and city centre activation

5(e)

Failure to reach agreement with third-party event organisers due to financial implications arising from ATTRO requirements, and misalignment between ATTRO conditions and City of York Council (CYC) access-for-all

4 4

16

- Requirement that third party event organisers undertake a ATTRO feasibility assessment **before** provisional event approval.
- Early-stage engagement with organisers to

4 4

16



New Risk added

High risk exposure driven by external regulatory alignment and dependencies

Limited ability to materially reduce likelihood without structural resolution between ATTRO requirements and access-for-all obligations

Requires active escalation and strategic resolution, not just operational mitigation

requirements, may result in organisers withdrawing from planned events.

Potential Impacts:

- Withdrawal of third-party event organisers from planned delivery
- Reduced income for Make It York (MIY) and local businesses
- Loss of public engagement and reduced event programme offer
- Reputational damage to MIY, third-party organisers, and the wider city event offer
- Reduced attractiveness of the city as an events destination

assess viability and constraints

- Where events are third-party led, include clauses in agreements that clarify responsibility for ATTRO-related costs and cancellations are responsibility of event provider.

5f	Lisa Grimbley	Failure to provide adequate support, coordination, and oversight for local and community-led events may result in events being delivered unsafely, inconsistently, or not at all, leading to increased risk to public safety and reputational harm.	3	4	12	- Community event toolkit has been created to allow event organisers to self-serve including guidance on event management and highlighting where permissions would be required. - Review their event documentation.	2	4	8	Risk currently remains stable Community Event Toolkit developed to support self-service event planning, including guidance on permissions and event management requirements Review process in place for community event documentation Pre-event support provided by the Events Team for city centre community bookings Toolkit publicly available via Make It York and City of York Council (CYC) platforms Partnership approach established with CYC for event approvals and documentation checks Regular coordination meetings being implemented to ensure consistency and communication
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- Reduced confidence from partners, funders, and stakeholders
- Increased risk of disputes, renegotiations, or contract termination

6. CCV - City centre vibrancy

6a	Lisa Grimbley	Failure to fully commercialise key city centre public spaces (Eye of York, Tower Gardens, Exhibition Square, Kings Square, and St Helen's Square) due to operational and logistical constraints may limit income generation and reduce the city's ability to activate high-profile public realm assets.	3	3	9	• Investment opportunities for the locations to be identified to make areas usable spaces • Liaison with commercial agents • Liaison with community & voluntary groups • Review of pricing plan	3	3	9	Risk remains stable Restrictions on the noise licence requirements impedes ability to attract commercial event providers. Termination of racecourse management agreement impacts on event planning. Further clarity from CYC required.
CCV 1		Potential Impacts: • Reduced commercial income from events, activations, and hires • Underutilisation of key public spaces in prime city centre locations								

- Loss of opportunities to enhance visitor experience and dwell time
- Reduced attractiveness of York as a dynamic events and destination city
- Missed opportunities for partnership, sponsorship, and private sector investment
- Reputational impact linked to perceived lack of city vibrancy and activation

6b
CCV 5

Lisa
Grimbley

Failure to secure endorsement, approval, implementation, and enforcement of relevant policy may result in ineffective management of buskers, street traders, and pedlars, leading to inconsistent practices and reduced management of public realm activity.

Potential Impacts:

2 3

6

- Spaces and Places Policy to be developed in conjunction with CYC and Partners to obtain buy in.
- Collective partnership working to address issues
- Conflict management training for staff
- Promotion of the busking rules

2 3 6



Risk remains stable
Spaces and Places policy drafted and submitted to CYC. Draft needs to align with CYC - Movement and Place Plan. Ongoing discussions with CYC.

Meeting held with Local Councillors to brief on draft policy.

Further work required on guidelines and enforcement.

- Increased complaints from residents, businesses, and visitors
- Unregulated or inconsistent activity in key public spaces
- Reputational damage to the organisation
- Lost opportunities for income generation due to unregulated activity.

- Train all front line staff of the rules on busking

7. CUL - Culture

7a	Lisa Grimbley	Failure to effectively contribute, in partnership with others, to the delivery of the City Culture Strategy may result in a fragmented cultural offer and reduced ability to deliver an ambitious, cohesive programme of cultural development across the arts, heritage, and creative industries from spaces managed by MIY.	2	2	4	• Annual events calendar in place to structure and coordinate delivery • Delivery of at least one annual free trail or flagship cultural event (scheduled for 2026) • Ongoing collaboration with creative networks to diversify cultural programming within MIY-delivered events	2	2	4	➔ Risk remains stable 1 trail will be delivered in 2026
CUL 1		Potential Impacts:								

- Fragmented or inconsistent cultural programming across the city
 - Reduced contribution to the city's cultural development ambitions
 - Missed opportunities to maximise MIY-managed spaces for cultural use
 - Weakened partnerships with cultural, heritage, and creative sector stakeholders
 - Reduced profile and competitiveness of the city's cultural offer
 - Lower engagement from residents, visitors, and creative practitioners
 - Reduced ability to attract investment and funding for cultural activity
- Use of MIY-managed spaces to support cultural activation opportunities

8. EVF – Events Framework									
8a	Lisa Grimbley	Failure to develop and implement a city-wide Events Framework may	3	3	9	• Work with business, visitor	2	3	6
EVF 1									



Risk remains stable.
Ongoing work continues

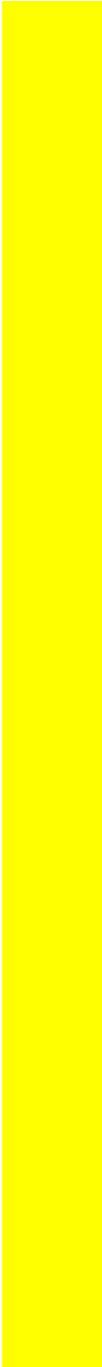
limit the city’s ability to proactively identify, prioritise, and attract target events, and reduce the Council’s capacity to respond consistently and in an informed way to externally generated event opportunities.

Potential Impacts:

- Lack of strategic direction in event attraction and delivery
- Missed opportunities to secure high-value or high-profile events
- Reactive rather than planned approach to event requests and bids
- Inconsistent decision-making and prioritisation of event opportunities
- Reduced economic, cultural, and visitor economy impact
- Weakened coordination between



economy and cultural sector



- stakeholders and delivery partners
- Reduced confidence from event organisers and promoters

9. UD UNESCO designation

9a UD 1	Sam Hunt	Failure to effectively support the Guild of Media Arts as the focal point for York's UNESCO City of Media Arts designation, including the promotion of York's status, may weaken the city's international cultural positioning and reduce the benefits associated with the designation.	2	2	4	• Promotion of the designation through MIY digital assets MIY Events Calander, MIY Linked in and member e news.	2	2	4		Risk remains stable Support on new UNESCO report with city partners
		Potential Impacts: • Reduced visibility and impact of York's UNESCO City of Media Arts status • Weakened international profile and cultural reputation of the city • Missed opportunities for cultural, creative,									

		- service quality, staffing, or opening provision • Deterioration in visitor experience and information provision • Reduced effectiveness in supporting the wider visitor economy • Reputational impact linked to perceived inefficiency or underperformance • Potential need for service redesign, reduction, or closure				- including souvenirs, local products, and branded merchandise • VIC hub Pilot to commence				
10 b	Sam Hunt	Failure of the York Pass product to achieve anticipated sales volumes or revenue generation may result in reduced financial returns, undermining its contribution to supporting the visitor economy and destination marketing activity. Potential Impacts:	3	3	9	• Regular monthly meetings with TWG and TurboPass to address performance issues and outstanding debt • Robust financial systems in place for monitoring and reconciliation • Increased web and hotel trade supplier channels	3	3	9	Risk remains stable • Continued product review to identify opportunities to grow sales and improve conversion • Expansion of distribution channels and trade partnerships



- Reduced income and return on investment from York Pass sales
 - Shortfall in funding available for destination marketing and visitor economy activity
 - Weakened commercial performance of a key tourism product
 - Reduced attractiveness of York as a value-for-money destination offer
 - Lower-than-expected uptake by visitors and trade partners
 - Potential reputational impact on product credibility and market confidence
- to expand revenue streams
 - Ongoing product analysis and digital review (2023–2024)
 - TurboPass providing trade supplier and pass sales expertise to maximise performance

11. Corporate Risks									
11 a	Karen Collins	Failure to meet the requirements and performance standards set out in the Service Level Agreement (SLA) with City of York Council (CYC) may	2	3	6	• Monthly client meetings with CYC • Monthly officer-level meetings • Weekly executive meetings	1	3	3
								Risk remains stable Regular quarterly monitoring meetings in place. No change to overall risk level	

result in non-compliance with agreed service expectations, reduced confidence in delivery arrangements, and potential financial or contractual consequences.

Potential Impacts:

- Non-compliance with SLA performance standards and obligations
- Financial penalties, or contract dispute with CYC
- Reduced confidence in service delivery and governance arrangements
- Disruption to agreed services and programme delivery
- Reputational damage to the organisation and its partnership with CYC
- Increased scrutiny and potential escalation to formal contract

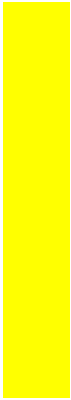
- Quarterly Board meetings
- Regular provision of key performance data and KPI reporting
- Established risk register in place
- Service delivery plans in operation
- Action logs introduced and actively monitored
- Managing Director attendance at CMT and Scrutiny as required

Strong governance and monitoring framework in place

Ongoing quarterly monitoring, KPI reporting, and action tracking supports control environment

		management or intervention										
11 b	Karen Collins	Changes in City of York Council (CYC) governance arrangements may impact the Make It York (MIY) business model, operational expectations, and reporting requirements, potentially affecting delivery arrangements and organisational stability. Potential Impacts: • Changes to reporting, accountability, or governance structures • Increased administrative or compliance burden • Misalignment between MIY delivery model and CYC governance expectations • Disruption to established ways of working and decision-making processes	2	3	6	• • Regular client dialogue with CYC officers and local members • Established stakeholder engagement meetings • Regular meetings with local members • CYC representation on the MIY Board • Ongoing communication channels supporting alignment and escalation	1	3	3		Risk remains stable Stable governance relationships established and maintained	

- Reduced clarity over roles, responsibilities, and oversight arrangements
- Potential impact on operational efficiency and strategic delivery



11 c	Blessing James	Failure to maintain a balanced budget for the delivery of outcomes in line with the Service Level Agreement (SLA) may result in financial imbalance, reduced service sustainability, and inability to fully deliver agreed outcomes.	3	4	12	• Head of Finance in post providing dedicated financial oversight • Quarterly budget monitoring reports to MIY Board for scrutiny • Monthly budget monitoring reports to Heads of Service • Regular budget reporting to Shareholder • Established financial reporting and forecasting processes	2	3	6		Risk remains stable Financial monitoring framework in place with regular reporting cycles supporting early identification of variance
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11d	Blessing James	Unexpected increases in overheads or project-related costs may adversely affect financial performance, reduce available resources for delivery, and impact the organisation's ability to achieve planned outcomes within approved budgets.	2	4	8	- Regular budget monitoring and performance review processes in place - Budgets updated in response to new information and internal/external changes - Established governance structure for budget setting, monitoring, and control	2	3	6		Risk remains stable Strong financial governance and monitoring arrangements continue to support early identification and management of cost pressures.
		Potential Impacts: - Pressure on overall organisational budget and financial sustainability - Reduced funding available for service delivery and priority projects - Need to reprioritise, delay, or scale back planned activity - Increased risk of year-end overspend - Reduced ability to invest in service improvement or development - Increased scrutiny from Board and stakeholders				- Decisive management action to address expenditure increases when identified - Effective tendering and contract management arrangements - Project Boards in place for key projects with oversight responsibility - Contingency plans in place to support revenue improvement - Contingency allowances					

		regarding financial control				included within key project budgets				
11e	Blessing James	Failure to achieve agreed revenue generation targets may result in reduced financial performance, limiting the organisation's ability to fund services, invest in improvements, and deliver planned outcomes in line with strategic and SLA requirements.	3	4	12	- Evidence-based revenue targets set on realistic assumptions - Regular budget monitoring and financial performance reporting - Contingency plans in place to support improved revenue generation - Annual review of charges for use of public spaces - Implementation of new Markets Management software with live data capability, including improved control of bad debt - Established financial governance and reporting structures	2	4	8	Risk remains stable Regular monitoring in place Risk reduced through improved systems, governance, and ongoing revenue optimisation activity



		financial underperformance								
11 f	Blessing James	A reduction in income may adversely impact financial sustainability, limiting the organisation’s ability to deliver planned services, meet contractual obligations, and invest in future development. Potential Impacts: • Budget shortfall and reduced financial resilience • Constraints on service delivery and planned activity • Reduced capacity to invest in growth and improvement initiatives • Increased reliance on cost reduction or reserves • Potential impact on delivery of SLA commitments • Reputational risk relating to financial performance and stability	3	4	12	• Three-year budget produced, reviewed, and monitored • Regular and prudent budget management practices in place • Accurate forecasting and financial planning processes • Active exploration of external funding opportunities • Monthly budget monitoring arrangements • Bi-monthly Board reporting and oversight • Monthly CYC/MIY budget meetings for alignment and scrutiny	2	4	8	 Risk remains stable Budget monitoring in place monthly Bi Monthly board updates Monthly CYC/MIY budget meetings

11g	Blessing James	Failure to adhere to agreed governance protocols, or poor-quality decision-making, may result in ineffective governance, non-compliance with constitutional arrangements, and reduced organisational assurance and accountability.	1	4	4	• Annual audit reporting and external assurance processes • Standardised Board report templates to ensure consistency of decision-making information • Articles of Association, Standing Orders, and Scheme of Delegation in place • Structured service planning framework supporting governance alignment	1	4	4		Risk remains stable
		Potential Impacts: • Breach of Articles of Association, Standing Orders, or Scheme of Delegation • Poor or inconsistent decision-making affecting service delivery and outcomes • Increased risk of audit findings or governance challenge • Reduced Board and stakeholder confidence in leadership and oversight • Potential legal, regulatory, or reputational consequences									



		• Reputational damage and loss of stakeholder confidence • Operational delays due to system downtime or recovery processes				• and enhanced access controls • Full cybersecurity review completed with strengthened controls • Phishing simulations and awareness campaigns delivered by IT provider • Mandatory advanced cybersecurity training for staff • Regular system testing and resilience checks • Secure online IT request portal to reduce impersonation risk • IT security key introduced for staff access control					
11 i	Karen Collins	Insufficient staff capacity may impact the organisation's ability to deliver core	3	3	9	• Specific budget provision for consultancy or short-term	2	3	6		Risk remains stable

services, meet performance expectations, and respond effectively to operational demands and strategic priorities.

Potential Impacts:

- Reduced ability to deliver planned services and programmes
- Delays in project delivery and operational activity
- Increased workload pressures affecting staff wellbeing and performance
- Reduced quality or consistency of service delivery
- Reliance on short-term fixes rather than sustainable workforce planning
- Potential failure to meet SLA or strategic objectives

employment contracts

- Regular internal reviews to reallocate resources across the organisation as required
- Workforce flexibility to address priority pressures
- Use of temporary capacity solutions to manage peaks in demand

11 j

Blessing James

Failure to comply with legal, financial, and regulatory requirements may result in financial loss, enforcement action, reputational damage,

3

4

12

- Policies and procedures governing appropriate use of resources
- Clear scheme of delegation and

3

3

9



Risk remains stable

Governance framework and control environment in place with ongoing monitoring.

and reduced organisational assurance.

Potential Impacts:

- Breach of legal, regulatory, or contractual obligations
- Financial penalties, fines, or compensation claims
- Reputational damage and loss of stakeholder confidence
- Weakening of governance and internal control environment
- Increased audit scrutiny and potential intervention
- Disruption to service delivery and organisational activity

defined authority limits

- Implementation of advanced purchase order system
- Public liability assessments and appropriate insurance cover in place
- Policies promoting high standards of behaviour and integrity (including IT usage policy)
- Embedded financial and operational governance processes

11k

Karen Collins

Failure to comply with GDPR and data protection requirements may result in unlawful processing of personal data, regulatory

2

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8

- Full review of data collection, usage, and storage processes
- Policies and procedures governing data

2

4

8



Risk remains stable

Training and updated retention policies embedded, with ongoing compliance monitoring in place

enforcement action, financial penalties, and reputational damage.

Potential Impacts:

- Breach of data protection legislation (GDPR)
- Financial penalties and regulatory enforcement action
- Loss or compromise of personal or sensitive data
- Reputational damage and loss of stakeholder trust
- Operational disruption due to investigation or remedial action
- Increased audit and regulatory scrutiny

handling and retention

- IT usage policy supporting high standards of behaviour and compliance
- Mandatory GDPR and data protection training for all staff
- Annual refresher training completed by staff
- Updated data retention policy in place
- Governance and oversight of data handling practices

11 |

Lisa Grimbley

Failure to comply with Health and Safety legislation and recognised good practice may result in

1

4

4

- Designated Health and Safety Officer in post
- Health and Safety Policy with

1

4

4



Risk remains stable

Strong embedded H&S framework supported by training, inspection, and external assurance.

regulatory intervention or prosecution, harm to employees or the public, increased absence, liability claims, reputational damage, and in extreme cases corporate manslaughter.

Potential Impacts:

- Intervention, enforcement action, or prosecution by the Health and Safety Executive (HSE) or other agencies
- Injury or harm to employees, contractors, or members of the public
- Increased sickness absence and reduced workforce capacity
- Liability claims and associated financial costs
- Reputational damage and loss of stakeholder confidence
- Severe breaches potentially leading to corporate

defined roles and responsibilities

- Employee consultation and communication on health and safety matters
- External health and safety audits and monitoring of high-risk areas
- Fire safety plans in place
- Health and safety training, toolkits, and communications programme
- Incident and accident reporting and monitoring system
- Mandatory H&S induction for all new starters
- Full health and safety assessments for events and event management plans
- Safety Advisory Group (SAG) review for all relevant events
- Staff trained to IOSH/NEBOSH

Ongoing improvements to monitoring and compliance systems, including facilities management and market trader due diligence enhancements

and overall service delivery.

Potential Impacts:

- Reduced capacity to deliver business plan and strategic objectives
- Failure to meet SLA requirements and performance standards
- Disruption to transformation programmes and service continuity
- Loss of organisational knowledge and expertise
- Increased workload pressure on remaining staff
- Reduced service quality, responsiveness, and performance
- Increased recruitment and interim staffing costs

introduced across the organisation

- People Performance Management Framework, including annual appraisal and training needs analysis
- Service planning process in place to align workforce with priorities
- Hybrid working model implemented
- Salary benchmarking undertaken to support market competitiveness
- Established recruitment and selection processes
- Annual staff survey undertaken with action planning
- Ability to recruit short-term agency staff for critical roles where required

11 n

MD/HOS

Failure to adequately plan, maintain, and

- Established business

Risk remains stable

update emergency and business continuity processes may result in an inability to sustain critical business operations during a significant disruptive event.

Potential Impacts:

- Disruption or loss of critical business operations and services
- Inability to respond effectively to major incidents or emergencies
- Prolonged service downtime and recovery delays
- Financial loss due to operational interruption
- Reputational damage and loss of stakeholder confidence
- Reduced resilience and organisational effectiveness during crises

continuity plans in place

- Good partnership working arrangements at all levels
- Hybrid working arrangements enabling operational flexibility
- Two office locations providing geographic resilience
- Business continuity plans tested and reviewed annually

Business continuity arrangements in place and subject to regular review and testing

Ongoing maintenance of plans ensures continued organisational resilience

11 o

MD/HOS

There is a risk that a long-term contract and

4

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16

- Regular engagement with

4

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New risk added

associated Service Level Agreement (SLA) will not be approved and executed by 23 September 2026 due to delays in shareholder decision-making, approvals, and associated actions. This could result in uncertainty regarding the future operating model, contractual arrangements, and strategic direction of the organisation, impacting service delivery, financial sustainability, workforce stability, and the achievement of organisational objectives.

Potential Impacts

- Uncertainty regarding future service provision, organisational direction, and operating arrangements.
- Reduced financial stability and limited ability to undertake medium- and long-term financial planning.

shareholder and seek formal confirmation of the decision-making timeline and critical path to contract approval.

- Seek a detailed project plan with key milestones, responsibilities, and target dates for contract and SLA approval.
- Seek early preparation of draft contract and SLA documentation for agreement to minimise delays once decisions are made.
- Establish an executive-level escalation route for unresolved decisions that could impact the 23 September 2026 deadline.
- Develop contingency plans, including options for extending existing

Risk exposure has increased due to delays and the postponement of the anticipated timetable for approval and implementation of the new long-term contract. The delays increase the likelihood that long term contractual arrangements will not be finalised by 23 September 2026, resulting in greater uncertainty regarding future service delivery, organisational planning, workforce stability, financial sustainability, and the future operating model.

- Inability to effectively undertake workforce planning, succession planning, and business development activities.
- Delayed investment decisions, reducing organisational resilience and capacity for improvement.
- Increased challenges in recruiting, retaining, and motivating skilled employees due to ongoing uncertainty.
- Potential disruption to service continuity, performance, and delivery outcomes.
- Reduced confidence among customers, partners, employees, and other key stakeholders.
- Failure to deliver strategic objectives, planned improvements, and

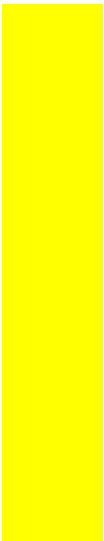
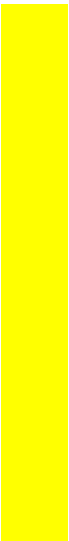
arrangements for 12 months if a long-term agreement cannot be completed on time.

- Review financial resilience and cash flow forecasts under delayed-contract scenarios.
- Clear escalation of risks, impacts, and decision deadlines through shareholder meetings, board reports.
- Workforce communication and engagement to manage uncertainty and support staff retention.
- Obtain legal advice on interim contractual arrangements if required.

- transformation programmes.
- Increased legal, contractual, and governance risks if interim arrangements are required.

12. External Threats											
12a	MD/HOS		3	4	12	• Ability to reduce activity. • Ability to restructure the organisation.	3	4	12		Risk remains stable
12b	MD/HOS	Wider austerity pressures across public and private sectors may reduce disposable income, investment, and organisational spending, leading to reduced revenue generation capability and constrained demand for services and activities.	3	4	12	• Ability to reduce activity in response to financial pressures • Organisational flexibility to restructure where required • Ongoing budget monitoring and financial planning processes	3	4	12		Risk remains stable

- Increased scrutiny from stakeholders
- Requirement for corrective action or service reprioritisation
- Potential reputational impact linked to perceived underperformance
- Disruption to planned activities and service outcomes



Risk Matrix

Consequence (Impact)	Likelihood				
	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
5 Catastrophic	5	10	15	20	25
4 Major	4	8	12	16	20
3 Moderate	3	6	9	12	15
2 Minor	2	4	6	8	10
1 Negligible	1	2	3	4	5

For grading Risk scores obtained from the risk matrix are assigned grades as follows:

1-3	Low Risk		Increased Risk	Risk remains the same	Decreased Risk
4-6	Moderate Risk				
8-12	High Risk				
15-25	Extreme Risk				



Service Level Agreement

Part 1 - OBJECTIVES

The following are objectives to be achieved by Make It York as a Teckal company, for the purposes of public and procurement law in the United Kingdom, through the provision of the Services:

Contribute proactively to the city vision of being more affordable, more accessible, more sustainable, and fairer for future generations to enjoy and residents to benefit from today.

Co-ordination and promotion of the city of York's brand and cultural offer taking every opportunity to articulate York's narrative, regionally, nationally, and internationally.

Work towards increasing the value of the visitor economy (including residents as visitors) through promoting innovation for social good and higher quality in the existing offer, encouraging high value visitor economy investment and attracting higher spending visitors.

Nurture new cultural ideas and initiatives to support good health and wellbeing.

Create entrepreneurial partnerships to bring projects to life, reducing duplication and displacement of private sector activity in the fields that Make It York works in.

Generate income from activities to support the delivery of the Business Plan and these Objectives.

Work with the Council and other partners to attract funding to support and enhance the delivery of the activities set out below.

Create an environment for businesses and visitors' to proactively contributing to York's transition to net zero carbon emissions by 2030.

Part 2 - SERVICE SPECIFIC REQUIREMENTS

1 General

Develop and deliver agreed initiatives and programmes within the remit of the areas set out in this agreement that further the Council's strategic priorities. These initiatives and programmes will further articulate York's narrative, fill identified gaps in provision not addressed by other providers and must not duplicate or displace other existing or potential provision.

Develop an annual business plan for Make It York, consulting with the Council to ensure that all activities are consistent with the Council's priorities (the "Business Plan").

Provide regular and timely advice for Council senior managers as required on remits relevant to these Service Specific Requirements and summarising what has been submitted in a quarterly progress report.

Represent York on operational working groups relevant to these Service Specific Requirements as agreed with the Council.

Ensure coherent local communications and press releases that further articulate York's brand position, regionally, nationally, and internationally in alignment with the Council's Marketing & Communications Team.

Work co-operatively in areas where the Council or commissioned partners remain the lead organisation responsible, but the remit is overlapping with these Service Specific Requirements.

Make business cases to the Council, in writing, for activities, initiatives or investment proposals that are not currently part of the SLA where Make It York considers they would support the Objectives set out in Part 1 of this Schedule and would add to or enhance these Service Specific Requirements set out here.

Collect relevant data, including user feedback, to evidence performance against the Objectives set out above and the Outcomes in set out below, as well as these Service Specific Requirements.

Ref	SLA Key Deliverables, Outcomes and Outputs	Linkages to Council Plan Commitments (2023-2027) Equalities Affordability Climate Health				Supporting the York 'Our City Centre' Vision (2023)		Methodology and target		Methodology and target
		E	A	C	H	OCC Themes				
DMO	Destination Management Organisation Promotion of York as a leisure and business visitor destination; running the Visit York membership scheme; representing York on the York & North Local Visitor Economy Partnership (LVEP), liaison with Combined Authority, Visit Britain, Visit England, etc. to make the most of all available support and contribute to national and regional marketing initiatives.	✓	✓	✓	✓	1. Family friendly and affordable city centre	✓	DMO 1		DMO 1: This will be an annual count of Visit York social media followers taken across the platforms, Facebook, Instagram and TikTok as well as other social media platforms we may engage with. Measured on Sprout social Target - 5% growth in social media DMO 1: We will deliver a minimum of 4 targeted campaigns in line with the 2025/26 Sales and Marketing strategy Target - Minimum of 4 campaigns delivered annually. DMO 1: We will keep a record of international trade shows attended each year.
DMO 1	Outcome - Leading on visitor economy marketing of York, working with Visit England, national and regional bodies to make the most of York's offer and attract visitors to the city. Output Creation and delivery of key marketing campaigns for York in collaboration with partners to strengthen city wide partnership approach. resulting in an improved quality					2. An attractive, active, and healthy city centre	✓	- Growth in Visit York social media platform followers s - Increase domestic and international promotion of York through social media channels, No of Instagram followers, number of Facebook post likes and follows, TikTok.		
						3. A sustainable city fit for the future	✓	- Targeted marketing and campaigns x 4 - Retain retention rate of VY membership at 80%		
						4. Making tourism work for York	✓	- Member Advisory meetings x 4 per year - Attend 2 International trade shows per year.		
						5. Embracing our riversides	✓			
						6. A safe city centre which is welcome & accessible to all	✓			
						7. Thriving businesses & productive buildings	✓			
								DMO 2		

	of offer for York as a place to live, work, invest and visit. • Maintain page on visitYork.org promoting sustainable travel development of a package of linked attractions and experiences to encourage visitors to spend more time in York increasing overnight stays. • Develop an international marketing plan and relationships established with 5 key international travel trade operators by end of May 2025.						8. Celebrating heritage and making modern history	✓	• Hold networking events x 2 per annum. • Deliver informative monthly to members ensuring retained membership of at least 80% DMO 3 • 4 - 1 x per campaign partnership activities delivered including with LVEP. • Online accessibility search provision live April 25. • 4 new accessibility itineraries jointly developed. DMO 4 Increase the number of residents engaging in cultural activities, as measured through heritage attraction visitation statistics and event participation data • co -ordinate and promote residents festival annually.	Target -Minimum of 2 International trade shows attended a year DMO 1: Visitor days - This is the average number of days - All staying visitors remain in York. Currently measured in the annual STEAM survey. Target - Increase 2024 average visitor stay length of 3.3 days DMO 1: Visitor spending - This is measured based on the average visitor spend per person per day - currently reported quarterly to CYC taken from Visitor survey. Target - to exceed 2024 annual average value of £50.11 DMO 1: Increase the value of the visitor economy - This will be measured from the GTS annual STEAM report and will be the indexed figure (adjusted for inflation etc) of the value of the economy. Target - to exceed the 2024 Indexed value of the economy of 2.01 billion.
DMO 2	Outcome - Maintain and develop Visit York as a membership body supporting and developing the visitor economy sector. Output • Maintain relationships with existing members and create new member relationships to increase members.									
DMO 3	Outcome - Work with the visitor economy sector, Visit England, the York & North Yorkshire LVEP, the York Business Improvement District (“BID”) and other partners to ensure that a quality product is offered to both visitors and residents, and that it is accessible and welcoming to all. Output • Contribute to the performance of the visitor economy by progressive and active partnership working to deliver connectivity of the visitor experience and enabling national and regional funding to be secured.									

DMO 4	- Lobby and advocate key partners and organisations to influence key decisions, shape direction and maximise York's potential. - Create an online search facility covering different accessibility needs by April 25. - Increase accessible tourism by the development of 4 new itineraries to showcase ways visitors with different accessibility needs can enjoy visiting York. - Continue to attract commercial sponsorship of Visit York Tourism Awards and showcasing industry achievements. Outcome - Encourage all York residents to enjoy the tourism and cultural offer of York including year-round promotion and targeted residents' events. Output - We will work collaboratively and creatively to ensure every resident utilises the tourism offer of the city. - Tourism is supported and welcomed by residents and local communities and more York residents are actively participating in tourism and cultural offer of York. - Deliver an additional centrally located specific event for the residents of York - for communities and people to come together and provide social cohesion and civic pride								DMO 2: We will deliver at least one monthly update to members. Membership retention will be based on at least 80% of existing members renewing their membership Target - Deliver at least one monthly update to members and 80% of existing members renewing membership DMO 2: The financial revenue value of membership fees will exceed at least 80% of the previous year. Target - Financial retention of membership fees to exceed 80% of previous year DMO 2: We will deliver a minimum of 4-member advisory meetings per year to keep members informed and ensuring they are getting the best use of their membership. Target – Minimum of 4 meetings a year. DMO 2: Networking meetings – We will keep a record and promote networking events as part of our membership.
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	• Deliver a specific event that appeals to teenage residents which builds community identity and engagement among younger residents • Maybe should be in events section?								Target- Minimum of 2 networking membership events a year DMO 3: 4 - 1 x per campaign joint partnership activities delivered including with LVEP. we will launch and record any partnership activities as part of our wider LVEP - Visit Britain/England partners. DMO 3: 4 new accessibility itineraries jointly developed. Target: Deliver a minimum of 4 partnership activities a year DMO 4: Increase the number of residents engaging in cultural activities, as measured through heritage attraction visitation statistics and event participation data. Target: 35% + of recorded survey participants at events indicate they are a York local or have a York postcode DMO 4: Coordinate and promote a resident's festival annually.
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									Target: Delivery of annual resident's festival achieving at least 70% satisfaction rating.
VSD	Visitor sector development	✓	✓	✓	✓	1. Family friendly and affordable city centre 2. An attractive, active, and healthy city centre 3. A sustainable city fit for the future 4. Making tourism work for York 5. Embracing our riversides 6. A safe city centre which is welcome & accessible to all 7. Thriving businesses & productive buildings 8. Celebrating heritage and making modern history	✓	VSD 1 - Raise awareness of the Good Business Charter to increase the number of Visit York members achieving accreditation by embedding it into membership communications, events, and partnership activity annually. - Promoting the benefits of Good Business Charter to Visit York Members by providing information in monthly newsletters. - Measuring click through rates to Good Business Charter from Visit York website. VSD 2 1% additional new members joining	VSD 1 Target 12 emails promoting the benefits of Good Business Charter to Visit York Members VSD1 Measuring click through rates to Good Business Charter from Visit York emails per annum. VSD 2: 1% additional new members joining. New members joining in the year as a percentage of total members should exceed 1% of total membership Target: New membership exceeds 1% of total members for the year.
VSD 1	Outcome - Work with visitor sector businesses to help them become even better employers, paying decent wages, and offering flexible employment, by promoting the adoption of the Good Business Charter. Work with Good Business Charter to better understand levels and trends in participation and pathway to accreditation to target activity with visitor sector. Output: - Increased awareness of Visit York members of the Good Business Charter and accreditation to increase. - Supporting York business to make positive changes.								
VSD 2	Outcome - supporting on approaches to maximise private-sector, visitor led investment into city centre improvement. Output New businesses within the city joining Visit York membership								

TAB	Tourism Advisory Board	✓		✓	✓	1. Family friendly and affordable city centre 2. An attractive, active, and healthy city centre 3. A sustainable city fit for the future 4. Making tourism work for York 5. Embracing our riversides 6. A safe city centre which is welcome & accessible to all 7. Thriving businesses & productive buildings 8. Celebrating heritage and making modern history	✓	TAB 1 - Establishment of the York TAB with an independent chair and agreed terms of reference. - Number and diversity of stakeholders actively participating (e.g., attractions, hospitality, transport, retail, cultural institutions, local authority, business groups). - Frequency of meetings held and attendance rates. - Evidence of collaborative initiatives or joint marketing/product development projects emerging from the TAB. - Stakeholder satisfaction and perceived value of participation (via survey/feedback). - Increase visitor spend annually Target £70pph by year 5 of the Tourism Strategy.	TAB 1: TAB meetings to be held monthly - measure the number of different businesses in attendance from minutes of meeting /attendance rates. TAB 1: Number and diversity of stakeholders actively participating (e.g., attractions, hospitality, transport, retail, cultural institutions, local authority, business groups). Target: minimum of 12 meetings across the year (1 monthly), minimum attendance rate of at least 60% of all members, at least 10 different businesses at each meeting Tab 1: Evidence of collaborative initiatives or joint marketing/product development projects emerging from the TAB. Target: MIY to be involved in or input into at least 1 collaborative project per quarter Tab 1: stakeholder satisfaction and perceived value of
TAB 1	Outcome - Take the lead in the delivery and monitoring of the tourism strategy and convene and facilitate a TAB for York, which brings together a diverse range of stakeholders in the sector and has an independent chair Output: A more resilient and competitive visitor economy, built on collaboration between attractions, businesses, and partners.								

	- Implement any updates to the Rules and Regulations in a fair, transparent, and consistent manner. - Drive through an ambitious transformational plan of the Shambles Market - Manage the appropriate use of the power of market charter to support inclusive growth across a city in a smart, forward-looking way. - Where changes require Council approval, MIY will seek such approval prior to implementation. Outputs - A well-maintained, safe, and vibrant Shambles Market, operating in line with legislation and best practice. - Updated Rules & Regulations, published and communicated clearly to traders. - Fair and transparent processes for trader applications, licenses, and enforcement - Regular, structured trader engagement meetings to enable two-way feedback and consultation. - Clear delivery plan with actions, timelines, and accountability. - Clear decision-making pathways for any changes requiring Council approval. - Markets to be delivered cost neutral at a minimum.					8. Celebrating heritage and making modern history	✓	delivered that support inclusive growth (e.g., new trader start-up support, events	Trader turnover and retention rates.
							✓	- Timely updates to Rules & Regulations (record of last revision date) Agreement of additional measures subject to outcomes from strategy action. MAR 2 3 regular community-based markets facilitated in Acomb. Riverside and Haxby. 2 specialty markets held.	Strategy Action Plan Delivery - Completion of milestones in the Markets Strategy delivery plan. - Number of initiatives/projects delivered that support inclusive growth (e.g., new trader start-up support, events - Timely updates to Rules & Regulations (record of last revision date) Mar 2: 3 community-based markets facilitated in Acomb. Riverside and Haxby Mar 2: 2 specialty markets held. - Number of events delivered (against annual plan) - Speciality markets introduced/expanded (e.g., food, makers, seasonal)

MAR 2	Outcome - Work with traders and other stakeholders to develop the market business plan to maximise its financial performance and continue to develop the offer. Output: Undertake consultation and engagement to ensure buy in from all partners on the direction of travel for Shambles linking into the Market Strategy.								
MAR 3	Outcome – Operate the market charter on behalf of the Council Output - Improved accessibility of markets - Increased number of community markets serving local residents								
CE	Commercial Events	✓	✓	✓	✓				
CE 1	Outcome - Run safe and sustainable commercial events, including specialist market to support economic growth and promote York, to generate surplus for investment. Output: - Provide a strong inclusive and diverse events programme to deliver the longer-term aspirations to grow events and speciality markets, deliver exceptional Visitor Experience that keep’s York’s profile high and generates high economic impact for the city. - Produce a annual events plan in the preceding year that is designed to attract					1. Family friendly and affordable city centre 2. An attractive, active, and healthy city centre 3. A sustainable city fit for the future 4. Making tourism work for York 5. Embracing our riversides	✓ ✓ ✓ ✓ ✓	CE 1 For Make it York directly delivered events: - Number of events delivered (against annual plan) - Range/diversity of events (cultural, heritage, family-friendly, evening economy - Speciality markets introduced/expanded (e.g., food, makers, seasonal)	CE1: 70 % of audience survey rating performance ‘very satisfied’ or ‘fairly satisfied’ Measured using surveys at the Event - currently considering the use of happy or not Target: at least 70% of those attending markets satisfied CE1: 35 % of audience from York/65% from outside York

CE2 CE3 CE 4	high spend stay visitors and select day and resident markets. Collaborate with commercial partners to secure new funding and sponsorship opportunities to sustain and expand programme and generate surplus. Outcome - Maintain an up to-date, comprehensive, and publicly accessible overall list of events happening across York. Output - Calendar of year-round events created and shared with at least 100 businesses by end of Jan 27 uploaded to visitYork.org website and viewed by 100,000 per annum unique visitors. Outcome - Support Local and Community Events to be delivered safely by maintaining an online event toolkit to allow event organisers to self-serve including guidance on event management and highlighting where permissions would be required. Output: - Work with event organisers to assist in the enabling and planning of events and provide a supportive environment to facilitate increased local participation, influence and engagement of residents ensuring that community events ensuring that they are delivered at no cost to others. Outcome - Manage all enquiries from any individual or organisation requiring support or			6. A safe city centre which is welcome & accessible to all 7. Thriving businesses & productive buildings 8. Celebrating heritage and making modern history	✓	- Visitor experience ratings (via surveys) 70 % of audience survey rating performance 'very satisfied' or 'fairly satisfied' 35 % of audience from York 65% of audience from outside York - Foot fall during event period Measured using surveys at the Event - currently considering the use of happy or not % of people travelling to York for events by active and sustainable means (bus, walk, cycle, train) increase by 5% annually. 60% of local businesses trading at events (York and Yorkshire) - No of reported incidents <3 CE 2 - Production of annual events Calendar circulated to 100 no of	Measured using surveys at the Event - currently considering the use of happy or not Target: 35% of audience from York 65% of the audience from outside York CE1: Footfall during the period springboard footfall data recorded during the event and prior to the event to do a footfall comparison - methodology may change with CYC investment in new footfall technology Target: Footfall levels are notably higher as result of the events. CE1: 45% of people travelling to York for events by active and sustainable means (bus, walk, cycle, train) increase by 5% annually. Target: 5% annual increase of sustainable transport CE2 Annual Events Calendar circulated
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	guidance regarding putting on an event in York in the first instance. Output Enabling local Community led Events and Festivals delivering increased community pride.						business and 3000 residents and promoted through digital channels with 100,000 unique visitors accessing.	Target 100 businesses receive calendar and 100,00 unique visitors accessing calendar Success will be measured by no of events calendar circulation total, digital and web analytics showing increased reach and engagement, and feedback evidencing improved awareness of York’s role as a welcoming City of Sanctuary and Human Rights City
CE 5	Outcome - If a proposed event falls within the Foot streets, Tower Gardens, Knavesmire or the Eye of York decide whether to permit the event. - Take responsibility for ensuring that the event organiser complies with all safety and other legal requirements in the planning and delivery of the event, including referring the event to the council’s Safety Advisory Group. - Provide any appropriate management or other support to the event organiser. Output - - Enabling appropriate use of public spaces in a safe manner						CE 3 - Maintain and update as required an online Events Toolkit which enable local community groups to plan and deliver their own events responsive to community need, for community benefit bringing communities together safely. CE 4 - No of community groups CE 5 - Safe events delivered in line with guidance and legislation. CE 6 - Safe events delivered in line with guidance and legislation.	
CE 6	Outcome - If the proposed event is on land other than the Foot streets, Tower Gardens or the Eye of York determine whether the event falls within Make It York's remit and objectives, and if so: - Seek relevant Council approvals to proceed. - provide appropriate management advice or other support to the event organiser at an agreed cost; and							

CE7	- if not, sign post the event organiser to web-based and other information resources as appropriate. Output - - Enabling appropriate use of public spaces in a safe manner and obligating event organisers to manage and deliver events to national policy and guidelines, legislation, local restrictions i.e., noise management plans, guidance, and Safety Advisory Group recommendations. Outcome - Work within relevant laws and regulations that exist and ensure compliance with all licenses and permissions always associated with particular sites. Output - Delivering events and festival in line with legislation, guidance, and best practice. - Ensuring all relevant event costs by MIY or third-party event organisation are covered. - For MIY directly delivered events - any CYC costs are required to be on fixed price cost that are agreed up front supported by relevant MIY purchase order. - For all third-party events CYC costs are required to be on fixed price cost that are agreed up front with the Third-Party event deliverer. MIY will not be liable for any costs associated with Third Party Organisers.							CE 7 All events compliant with requirements with no reported breaches.	
CCV	City centre vibrancy	✓	✓		✓	1. Family friendly and affordable city centre	✓		

CCV 1	Outcome - Oversee opportunities for Eye of York, Tower Gardens, Exhibition Square, Kings Square and St Helen's Square, within the constraints and challenges these areas have. Develop workable solutions to put to the council to be able to commercialise these areas, if possible. Output- Engage with partners and stakeholders to explore a vision which will improve these areas and create spaces suitable for events.					2. An attractive, active, and healthy city centre 3. A sustainable city fit for the future 4. Making tourism work for York 5. Embracing our riversides	✓	CCV1 Identify investment opportunities to make spaces fit for purpose and support the aims and objectives of CYC.	
CCV 2	Outcome - Create a high-profile calendar of city centre festivals, activities and events ensuring that partners including the Council, and the BID are enabled to contribute. Identify times when new events would add value to the York experience and fill these gaps and responding more effectively to seasonality. Output - Complete analysis of gaps and provide recommendations to support the development of the year-round visitor economy and encourage new events and festivals to further animate the city and encourage a diverse a diverse annual events calendar and that the programme is attractive to families. - Create new offers and experiences and market existing opportunities to present a year-round visitor offer. Output					6. A safe city centre which is welcome & accessible to all 7. Thriving businesses & productive buildings 8. Celebrating heritage and making modern history		CCV 2 - Undertake gap analysis to identify events/activities that can take place in the shoulder months of March, April, September, October, and November - Contribute ideas to enable delivery of a programme of family friendly activities that assist to strengthen aspirations for Purple Flag Accreditation CCV 4 - Reduced No of complaints on use of spaces to less than 50.	

CCV 3	- Using front line services and digital services to promote a clear and consistent message of a welcoming city for all and everyone is treated with dignity and respect. Outcome – Developed a draft Spaces and Places Policy to strengthen the management of buskers, street traders, street cafés, and pedlars in the city centre. The policy will be shaped in collaboration with the Council, the BID, and key city centre organisations who will act as delivery partners in its implementation. Output - CYC/MIY to implement a new Spaces and Places Policy, supported by a management framework that ensures each location is respected for its character, purpose, and occupants. The policy will balance the needs of all street users while celebrating local talent, supporting local businesses, and enhancing the vibrancy and distinctiveness of the city centre. - Management of Busking Subject to adoption of a Spaces and Places policy.								
CUL	Culture Culture Strategy – Help to deliver the culture strategy along with other partners to enable an ambitious and cohesive programme of cultural development for the city covering the arts, heritage and creative industries from the spaces managed by MIY.	✓	✓	✓	✓	1. Family friendly and affordable city centre 2. An attractive, active, and healthy city centre 3. A sustainable city fit for the future	✓ ✓	CUL 1 & 2 - Number of outdoor cultural events supported x 2. - Number of 'heritage' spaces signed up to York Pass.	CUL 1 & 2: - Number of outdoor cultural events supported x 2. - No of artists, arts and heritage organisations engaged with events and

CUL 1	Outcome - Promote an ambitious and cohesive programme of cultural development for the city covering the arts, heritage and creative industries from the spaces managed by MIY. Output - Continue to develop and integrate Yorks cultural offer through events and festivals enhancing place identity, local vibrancy, and visitor audience. - Management and facilitating filming in the city. - Delivery of York Pass.					4. Making tourism work for York 5. Embracing our riversides 6. A safe city centre which is welcome & accessible to all 7. Thriving businesses & productive buildings 8. Celebrating heritage and making modern history	✓		festival and speciality markets using the city outdoor spaces. - Number of 'heritage' spaces signed up to York Pass. - Number of regional/ national/ international partnerships created. - Number of Festivals and Cultural Events held. - New initiatives and partnerships formed. - Participation at events increased. - Immediate tourism & local business value
CUL 2	Outcome - Work with partners to facilitate or deliver joint events - for the creative sector. Output - Enable two joint events to take place in the city - Promotion of these events through our digital assets						✓		
CUL 3	Outcome - Receive regular strategic advice from both the cultural and creative sectors maintaining appropriate liaison arrangements to inform the Make It York board of directors and to steer the company's plans. Output - Attendance at strategic meeting held within the city - Liaison with other DMO's on regional and national cultural and creative sector activity							CUL 4 & 5 Support CYC in the development of a Events Strategy	

CUL 4	Outcome - Maintain positive and comprehensive relationships with national and regional strategic support bodies. Output - Liaison with national bodies such as the Arts Council - Promote our spaces for regional and cultural events								
CUL 5	Outcome - Put together the necessary partnerships to make funding bids to deliver the Culture Strategy. Output - Number of bids submitted - Explore charitable status for MIY to ensure ability to deliver cultural free events								
EVF	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 enables the Council to respond in an informed way when opportunities are brought forward.	✓	✓	✓	✓				
EVF 1	Detailed delivery: Events Framework Outcome – Support CYC by providing expert advice to work with business, visitor economy and cultural sectors in developing the Framework to ensure its fit with wider city strategies / objectives.					1. Family friendly and affordable city centre 2. An attractive, active, and healthy city centre 3. A sustainable city fit for the future 4. Making tourism work for York 5. Embracing our riversides	✓ ✓ ✓ ✓	EVF 1 Engage with Partners in the development of an Events Framework Strategy for approval by CYC to cement York as a destination and to deliver a range of impacts for the City's residents, businesses and visitors linking to N Y combined Authority and LVEP strategies.	Future tourism & local business value

EFV 2 EFV 3 EFV 4	Output To agree and establish the key Strategic Events that would benefit York in partnership with relevant partners.				6. A safe city centre which is welcome & accessible to all 7. Thriving businesses & productive buildings 8. Celebrating heritage and making modern history	✓ ✓	EVF 2 - Events Framework co – produced for approval. EVF 3 - Number of regional/ national/ international partnerships created. - Number of Festivals and Cultural Events held. EVF 4 - New initiatives and partnerships formed. - Participation at events increased. - Immediate tourism & local business value - Future tourism & local business value	
	Outcome – Support CYC as lead in the delivery of an events framework Output - A more cohesive strategic direction for festivals and events to ensure that these align with the City’s key strategies, objectives and outcomes. - Building and facilitating partnerships and capacity and support for delivery of events and festivals.							
	Outcome - Take the initiative in building coalitions and partnerships for specific initiatives to fill identified gaps in product as identified by the framework. Output Improving opportunities through progressive and active collaborative partnerships working leading to jointly attracting more national and regional funding.							
	Outcome - Engage businesses and visitors in mass participation sporting events commissioned by the Council. Output Engaging business will delivering tangible impacts to the city and its communities and visitors such as social impact, health and							

	wellbeing impact, participation impact, economic impact from tourism & event expenditure, growing customer base to York. Volunteering impact.								
UD	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. Through promotion on the Visit York and Make It York Website. Detailed delivery: UNESCO designation Outcome - Support the Council as the focal point for UNESCO City of Media Arts designation by Promoting York's status. Work with UNESCO Focal Point and wider partners to deliver the current UNESCO Creative City objectives. Output - Promotion of heritage and culture for all sectors of York's community. Creating opportunities for capacity building. UD 2 Outcome - Promote the creative sector through media channels highlighting York's profile as a creative city, as part of the membership scheme Output - Increase the number of members promoting UNESCO on their channels	✓	✓	✓	✓	1. Family friendly and affordable city centre 2. An attractive, active, and healthy city centre 3. A sustainable city fit for the future 4. Making tourism work for York 5. Embracing our riversides 6. A safe city centre which is welcome & accessible to all 7. Thriving businesses & productive buildings 8. Celebrating heritage and making modern history	✓ ✓ ✓ ✓ ✓ ✓ ✓	UD 1, 2 and 3 - Page views, click-through rates on UNESCO-related content on Visit York and Make It York website - Number of collaborations, projects, or initiatives explicitly tied to York's UNESCO Media Arts status.	

UD 3	Outcome - Promote the designation within the city, e.g., through the BID, Retail and Hospitality Forums. Output • Circulate marketing assets to individual businesses to use as a promotional tool						✓		
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Shareholder Committee**12th October 2026**

Report of Chief Officer Human Resources and Support
Services

City of York Trading Ltd Update October 2026**Purpose of Report**

1. To consider and receive
 - a. Brand Information Update for City of York Trading Ltd October 2026 provided as **Annex A**.
 - b. Shareholder Value Update for City of York Trading Ltd October 2026 provided as **Annex B**.
 - c. Confidential Performance Update City of York Trading Ltd October 2026 attached as **Confidential Annex C** to this report
2. The Performance and Finance Update is private due to the commercial sensitivities.

Recommendations

3. Note the Brand Information Update for City of York Trading Ltd October 2026 attached at **Annex A** to this report, the Shareholder Value Update for City of York Trading Ltd October 2026 attached at **Annex B** to this report, and the confidential Performance Update for City of York Trading Ltd October 2026 attached at **Annex C** to this report.

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

Background and analysis

4. City of York Trading Limited ("CYT") was formed in 2011 with the intention of supplying temporary staff to the Council, to local schools, and permanent and temporary staff to other outside organisations.
5. The Council is the sole shareholder of the Company which started trading on 1st June 2012.

6. CYT no longer provides staff to the Council (this work was transferred to Work with York Limited from 1st April 2025) since then CYT has traded as WorkwithSchools, a specialist education recruiter, and initially also as WorkwithYorkshire, which operated in the commercial sector until March 2026.
7. CYT's Board of Directors comprises Karen Bull (Managing Director) with Non-Executive Directors, Cllr Claire Douglas, Cllr Ian Cuthbertson, Cllr John Moroney, Lisa Wood and Chloe Kerridge-Phipps (currently on maternity leave) and usually meets monthly to consider financial and performance reports and plan future strategy.
8. The Company now operates from West Offices.

Risk Management

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

Implications

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

Author:		Chief Officer responsible for the report:			
Karen Bull, MD CYT Ltd		Helen Whiting Chief Human Resources and Support Services Officer			
		Report Approved	Y	Date	2 nd October 2026
Wards Affected:					All
For further information please contact the author of the report					

Annex A - City of York Trading Ltd Brand Information Update October 2026
 Annex B - City of York Trading Ltd Shareholder Value Update October 2026
 Annex C—City of York Trading Ltd Confidential Performance Update October 2026

Report of the Managing Director of City of York Trading Ltd Shareholder Committee October 26

City of York Trading Ltd Brand Information Update

1. WorkwithSchools

WorkwithSchools is City of York Trading's (CYT's) specialist education recruiter, providing supply teachers, teaching assistants and other schools support staff mostly on a temporary basis to local schools, colleges and nurseries.

WorkwithSchools hold [APSCo Compliance+ accreditation](#) – the best practice quality standard for recruitment companies operating in the education sector, with members going beyond statutory safeguarding standards and aiming for excellence in competency, selection and service quality and subject to an annual APSCo audit. These standards were developed by APSCo with external stakeholders including from the National Association of Head Teachers, and the Association of School and College Leaders and mirror recruitment standards for schools' own staff.

Competing with local, regional and national suppliers, WorkwithSchools view APSCo accreditation a significant competitive advantage, as the only local agency to hold this accreditation, and one of only 30 agencies nationwide.

WorkwithSchools held Crown Commercial Service Framework Supplier status from 2018 to 2026, with a small number of local schools booking supply staff using this framework.

In late 2025 the Company successfully tendered for the new Government Commercial Agency Supply Teachers and Education Recruitment Framework RM6376, which was awarded May 2026, subject to updated Cyber Essentials certification.

After working with colleagues in the Council's ICT dept from February 2026 to further separate files/servers/network connections from those at CYC in order to obtain this, the Company's 2026 Cyber Essentials certification was issued on 18th June 2026 and WorkwithSchools' place on the Framework was confirmed in early July 2026. Unfortunately, this meant a delay to being able to publicise the new

Framework to local schools, but calls/emails and visits started just before the summer holidays and have continued into Autumn term.

The DFE have mandated this new Framework to Academies from September 2026 (they must use this or another procurement framework/exercise of a similar quality and value during 2026/27 academic year). WorkwithSchools have been in touch with all local academies and further details of the outcomes of those discussions are contained in ***Annex C confidential Performance Update*** for City of York Trading Ltd October 2026.

CYT (WorkwithSchools) run payroll in house (not using Umbrella payroll companies), the WorkwithSchools team also know all the staff they send out, having interviewed them, and kept in touch.

APSCO Compliance+ means that if a member of staff doesn't work for 12 weeks WorkwithSchools have to ask them what they have been doing, and verify this with a reference or other independent evidence.

WorkwithSchools' reputation has been built up over more than 25 years, is a valuable local resource, supporting many schools, employing a specialist and local workforce, as well as the wider team within CYT which enables this.

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Report of the Managing Director of CITY OF YORK TRADING LTD Shareholder Committee October 2026

City of York Trading Ltd Shareholder Value Update

1. Delivering Shareholder Value

Shareholder value is typically delivered in a number of ways including through non-tangible benefits. CYT delivers shareholder value to the Council through:

- Supply of high quality temporary teaching and support staff to local schools, by WorkwithSchools - a [Government Commercial Agency Supplier on the Supply Teachers and Education Recruitment Framework RM6376](#) (*as City of York Trading Ltd t/a WorkwithSchools), holder of [APSCO Compliance+ Audited](#) status and with 160 excellent [Google reviews](#), some recent examples of which are shown below :-

"While registered as a supply teacher, everyone I've dealt with has been so lovely & encouraging. I was pleased to have lots of varied work with genuinely lovely schools, and grateful for how flexible and accommodating the agency are around my preferences. I'd recommend them to anyone looking for supply work (but be aware the application process was long)."

EJ, WwS Supply Teacher & TA August 2026

"I have had a really positive experience working with the team at WorkwithSchools. I signed up to the agency in my final year of university to pick up some part time work and broaden my experience in education. The team are really dependable, regularly update you with bookings and are super friendly. I have had a total variety of bookings during my time here and I have really enjoyed them!"

ML, WwS SEN TA July 2026

"An agency that genuinely cares about the wellbeing and wishes of the teachers. They will go out of their way to meet your needs and work around your availability."

DC, WwS Primary Supply Teacher July 2026

"I've been working with WwS for a year now and I've had a great experience. The flexibility let me work around my schedule at university, meaning I could earn money AND gain experience without the pressure of full-time work. The staff have been nothing but kind, supportive, and understanding. They're super helpful whenever there's an issue and have made working with them a pleasure. I've been able to meet lots of people, get valuable experience, and learn without stress. Many thanks to WwS for the wonderful experience! I highly recommend them to anyone looking for work in schools or nurseries,

especially if you need flexible hours like I did.”

LQ, WwS TA July 2026

- Consultants have a bespoke approach to both clients and candidates, using their specific local and sector knowledge, for instance three of the WorkwithSchools team are qualified teachers.
- A comprehensive WorkwithSchools training programme, tailored bespoke Continuing Professional Development courses specifically designed for supply teachers and teaching assistants in consultation with local schools and provided free of charge for WorkwithSchools agency staff. This includes online Safeguarding, Prevent, FGM and Allergy mandatory training, Early Career Teacher training and Teaching Assistant “taster” in-person courses aimed at candidates new or returning as well as subject/key stage specific training, both in person and online.
- CYT’s support for apprenticeships and staff training within its own staff team, Two staff have recently been awarded distinctions in their completed apprenticeships and there are now three other current staff completing apprenticeships including two in AI and Automation (City of York Council kindly agreed to transfer levy funds to facilitate this). All the WorkwithSchools team complete Safeguarding Training, with relevant staff completing Safer Recruitment and Designated Safeguarding Lead training annually.
- Providing employment opportunities for local residents, though some roles are temporary, this often fits with commitments and lifestyle choices and some agency staff stay registered over many years enabling move between assignments, and into more permanent roles;
- CYT’s weekly in-house payroll for temporary staff, company ensuring high levels of compliance and avoiding unfair candidate deductions for umbrella costs. With an easy to use online timesheet system (also available on a mobile app) so logging timesheet hours for staff and authorisation by schools clients is simple and pay and charge rates transparent. The Company invoices schools clients monthly with competitive, all-inclusive rates, consisting of pay, employer’s NI, employer’s pension, apprenticeship levy, holiday pay, payroll and timesheet costs and agency fees.

- CYT only recruits roles which are at Living Wage Foundation payrates or above and has been accredited as a Living Wage Employer from September 2026.
- CYT provides both its permanent and temporary workforce with access to an Employee Assistance Scheme and Occupational Health support where needed – both purchased from the Council's service suppliers.
- The Company employs fifteen people within its staff team, most working on a hybrid basis. Some staff work wholly or in part for Work with York Limited on Council business, and their costs are recharged where relevant.
- The Company rents desks and a meeting room at West Offices. CYT pays ICT costs at market rate to the Council for hardware, network and systems access and advice;
- CYT made a loan in April 2025 of £600k to the Council's new Teckal Company, Work with York Limited, enabling this company to service the Council's temporary staffing requirements and to cover initial overhead and payroll costs. To date, only interest has been paid back on this loan.
- CYT has previously made charitable donations from fundraising activities by team staff and temporary workers, including to York Foodbank, the Island, and York Hungry Minds Appeal. CYT staff team have volunteering opportunities as part of Company's Corporate Social Responsibility.
- When profits allow, Shareholder dividends have been paid by the Company to the Council, and to date CYT dividends paid to the Council have exceeded £1m. The last dividend was paid to the City of York Council in December 2023 from 2022/2023 accounts, no dividends have been paid since then.

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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**12th October 2026**

Report of the Chief Officer Human Resources and
Support Services

Work with York Ltd Update October 2026**Purpose of Report**

1. To consider and receive the Work with York Ltd latest performance update and have an overview of the agency workers engaged by City of York Council.

Recommendations

2. Note the Performance Update from Work with York Ltd
 - a. Reason: To ensure the Council is updated on the performance of and plans for Work with York Ltd.

Background and analysis

3. Work with York Limited ("WwY") was formed in October 2024, following a Council Executive Decision in July 2024, as a Teckal Company compliant with Reg. 12(1) of the Procurement Regs and Schedule 2, Part 1, Para 2 of the Procurement Act 2023.
4. Work with York Limited's sole shareholder is City of York Council.
5. Work with York Limited started trading on 1st April 2025 providing staff to City of York Council, the earlier contract for the direct engagement of candidates and the supply of agency worker services dated 7th September 2023 with City of York Trading Ltd having been novated to Work with York Limited in line with July 2024's Executive approval.
6. Work with York Limited provides temporary, interim and casual agency staff to the Council, in a wide range of roles and across many Council services.
7. Work with York Limited also has second tier contracts with nine specialist agencies to support the Council.

8. Work with York Limited's services to the Council include support with hard-to-fill and/or senior permanent recruitment.
9. WwY's Board of Directors comprises Karen Bull (Managing Director) with Non-Executive Directors, Cllr Claire Douglas, Cllr Ian Cuthbertson, Cllr John Moroney, Lisa Wood and Chloe Kerridge-Phipps (currently on maternity leave) and usually meets monthly to consider financial and performance reports and plan future strategy.
10. 2025/26 was WwY's first year of trading and profitable. Draft audited accounts have now been received after an audit in late June 2026, and audited accounts will be presented in February 2027's Shareholders meeting. For 2026/27 WwY to date is ahead of budgeted revenue.

City of York Council Work With York Assignments

11. Over the last quarter, agency assignments have reduced slightly however, remain higher in comparison to last year.
12. City of York Council, currently (August figures) have 222 Work with York workers across the council. The highest agency numbers are in adult services (64) and environmental and regulatory directorates (61). Within adults over half of the WWY workers are deemed bank staff who are called at short notice to cover shifts arising from absence or leave within provider services. Similar bank staff arrangements are in place at Howe Hill and the Beehive. Bank arrangements make up nearly 30% of the current WWY placements. Ad hoc shift agency cover is also provided in cleaning services.
13. From a CYC perspective, Work with York (WWY) assignments will continue to be used but remain a key part of the cost control process. Costs and numbers are constantly reviewed however, they are expected to fluctuate to meet demands across the council directorates, and the reason for this is, as mentioned above, to ensure that staffing ratios in key reactive services are maintained - such as in Wenlock / Ousecliffe children's homes.
14. As part of the review of agency, Adults services have recently launched numerous recruitment campaigns to appoint additional social workers as part of the improvement work following the Care and Quality Commission (CQC) outcome published in December 2025. This will reduce the number of adult services social workers and other key posts currently covered by agency workers. Agency workers can of course under the agency worker regulations

apply for internal (and external) appointments. Those appointed may well be subject to introduction fees payable to WWY.

15. The largest proportion of Environmental and Regulatory directorate agency staff are within Waste services and Public Realm, again for fluctuations in cover for front line services. There is also a review of working practices in waste services, and permanent recruitment arrangements are assessed on a continuing basis whilst negotiations with trade unions are ongoing.

Information from the Managing Director of Work With York: Delivering Shareholder Value

16. Shareholder value is typically delivered in several ways including through non-tangible benefits. Work with York Limited now delivers shareholder value to the Council through:
- a. Employment opportunities for residents at all levels - though most roles are temporary, this fits with other staff commitments and many agency staff stay registered over many years enabling them to move between assignments.
 - b. WwY temporary staff who have experience of Council systems and processes and are often suitable applicants for contractual vacancies within Council, very competitive WwY transfer fees are fixed for the duration of the current contract.
 - c. A cost-effective recruitment service which supports the Council in the efficient and effective delivery of its services to the residents of York, provides the Council with resilience and supports the Council in meeting its financial challenges.
 - d. The ability to respond quickly to the Council's changing operational and staffing needs and priorities. WwY recruitment staff advise Council managers on market conditions and payrates to enable authorisation for new roles and to maximise the chance of securing suitable candidates.
 - e. The experienced WwY recruitment team have both Council and specific sector knowledge enabling them to match candidate skills to temporary Council roles.
 - f. The provision of Interim and Specialist staff in a wide range of professional and technical disciplines to support CYC's strategic plans, projects and objectives.
 - g. Support by Work with York Limited with hard-to-fill permanent roles, with headhunting, direct candidate sourcing and full recruitment campaign options available. Source information reporting enables return on investment considerations for future recruitment. Very competitive permanent fees are fixed for the current contract.
 - h. Management by Work with York Limited of all second-tier agency staff suppliers, ensuring a high level of compliance, standardisation of contract terms and charges and a significant cost saving on transfer fees.

- i. Training for WwY staff completed on the Council's training portal Mylo, ensuring consistency with permanent staff. Renewals/training updates are managed by the WwY recruitment and compliance teams.
- j. A weekly in-house payroll run for temporary staff (not using an umbrella payroll company). The online timesheet system (available on a mobile app or accessible from Council computer desktops) so timesheet hours logging for staff and authorisation by CYC managers is simple.
- k. Though candidates are paid weekly, the Council is invoiced monthly. Charge rates are agreed annually and are competitive and all-inclusive of pay, employer's NI, employer's pension, holiday pay, apprenticeship levy, payroll and timesheet costs and agency fees.
- l. An ethical approach demonstrated by this in-house payroll (ensuring high levels of compliance and avoiding candidate deductions for umbrella costs), in addition and in line with Council commitments WwY pays all staff at Living Wage Foundation rates or above.
- m. Work with York Limited provides its temporary workforce with access to an Employee Assistance Scheme and Occupational Health support where needed – both purchased from the Council's service supplier.
- n. Work with York Limited took a loan in April 2025 from City of York Trading Ltd to cover initial overhead and payroll costs and pays interest payments to CYT monthly.
- o. When profits and loan repayments allow, Shareholder dividends will be paid by Work with York Limited to the Council.

Company Performance Update (September 2026)

- 17. As the Work with York Limited team (and other colleagues) are now based at West Offices, both planned and "on the hoof" meetings are regularly held with CYC client managers.
- 18. Between June and September 2026 over 70,000 hours and 2000 shifts have been covered by WwY agency staff working in the Council and 71 new temporary/interim bookings have been filled by the WwY team during this period.
- 19. Between June and September 2026 18 WwY staff have transferred to contracted roles at the Council. The average transfer time varies from 4 months to 13 months. Transfers have taken place across all directorates with the exception of HR and Support Services and Governance, following internal or external recruitment to roles.
- 20. Halfway through the 2026/27, Work with York Limited is ahead of budget.
- 21. Work with York Limited now has 187 mainly 5-star [Google Reviews](#) with more excellent feedback from candidates recently placed in work:-

"I joined WwY when I needed to find work closer to York. While I found their website to be little clumsy, the interview and recruitment process was superb. Steve was a great guy who put me at ease and made things simple from day one. They matched me perfectly with a position almost immediately. The temporary agency staff are generally well thought of at the Council, so I settled in to my Public Realm role pretty quickly. Work with York are always on hand if you have any issues and the WwY app for timesheets is easy to use. As long as your timesheet is in promptly you are paid on time, weekly. It didn't take long before I was interviewing for a permanent post and I'm now working directly for CYC all thanks to Steve and Work with York."

DLB, Temporary Public Realm Operative (now permanent) Sept 2026

"A seamless, straight forward process, with helpful and friendly staff. I was working within weeks. Excellent."

JB, Interim Head of Service Adult Care Management August 2026

"I have found the whole process of registering with WorkwithYork to be seamless and straightforward from start to finish. Kathryn James has been incredibly helpful, professional and friendly throughout, always keeping me updated and making the recruitment process stress-free. From sending in my CV to securing shifts as a Health Visitor, everything was organised efficiently, and communication was excellent. Kathryn has always been approachable, responsive and happy to answer any questions, making me feel supported every step of the way. Andrew, who completed my registration with me, checked my ID documents and guided me through all of the required paperwork - was welcoming, friendly and professional, taking the time to explain each stage of the process clearly and making everything feel straightforward and stress-free. I would highly recommend WorkwithYork to anyone looking for a professional and reliable recruitment agency."

RH, Temporary Health Visitor July 2026

Looking forward

22. The Company has responded to the consultation on the Employment Rights Act especially in relation to how the mandatory offer of guaranteed hours to agency workers should be implemented, and also continues to follow APSCo's reports and guidance on this. Company policies are being updated in the light of changes in right to work guidance and to reflect other updated statutory requirements.
23. WwY KPI's support continuous improvement of management, Board, and customer reporting, with the Work with York Limited recruitment and back-office teams tasked with efficiently filling every booking and shift received from the Council without delay.

24. As Work with York Limited pays the living wage for all temporary staff, the Company has approached the Living Wage Foundation to obtain Accredited Status.

Risk Management

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

Implications

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

Author:		Chief Officer responsible for the report:			
Karen Bull, MD Work with York Limited		Helen Whiting Chief Human Resources and Support Services Officer			
		Report Approved	Y	Date	2 nd October 2026
Wards Affected:					<i>All</i>
For further information please contact the author of the report					

No annexes are attached