

Notice of a public meeting of

Make it York Shareholders Group

To: Councillors Hayes (Chair), Cuthbertson, Levene,
K Myers and Taylor

Date: Monday, 5 October 2015

Time: 5.30 pm

Venue: The King Richard III Room (GO49) - West Offices

AGENDA

1. **Declarations of Interest**

Members are asked to declare:

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

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

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

To approve and sign the minutes of the previous meeting held on 6 July 2015.

3. **Public Participation**

At this point in the meeting members of the public who have registered to speak can do so. The deadline for registering is **5.00pm on Friday 2 October 2015.**

Members of the public may register to speak on:

- An item on the agenda
- An issue within the remit of the committee

To register to speak please contact the officer for the meeting, on the details at the foot of the agenda.

Filming, Recording or Webcasting Meetings

“Please note this meeting will be filmed and webcast and that includes any registered public speakers, who have given their permission. This broadcast can be viewed at <http://www.york.gov.uk/webcasts>.

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

The Council’s protocol on Webcasting, Filming & Recording of Meetings ensures that these practices are carried out in a manner both respectful to the conduct of the meeting and all those present. It can be viewed at http://www.york.gov.uk/downloads/file/6453/protocol_for_webcasting_filming_and_recording_of_council_meetingspdf

- 4. Monitoring Financial Performance** (Pages 3 - 6)
This report presents Make it York’s summary of financial performance from April to July 2015.
- 5. Monitoring Performance against Objectives** (Pages 7 - 20)
This report presents:
 - A narrative report of latest activities and progress against responsibilities
 - Make it York scorecard
- 6. Any Other Business**
Any other business which the Chair considers urgent.

Contact Officer:

Name: Mark Alty, Principal Strategy and Economic Policy Officer

Contact Details:

Telephone – (01904) 554421

Email – mark.alty@york.gov.uk

Future Meeting Dates:

- 18 January 2016 5.30pm
- 25 April 2016 5.30pm
- 18 July 2016 5.30pm

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

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

Contact details are set out above.

This information can be provided in your own language.

我們也用您們的語言提供這個信息 (Cantonese)

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


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

Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)

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

 **(01904) 551550**

This page is intentionally left blank

	Make It York Shareholder Committee 06 July 2015 17.00 pm – 18.30 pm Severus Rm, 1st Floor, West Offices
Attendees Cllr Johnny Hayes (JH) Cllr Dave Taylor (DT) Cllr Ian Cuthbertson (IC) Steve Brown (SB) - Managing Director Mark Alty (MA) Phil Witcherley (PW)	Apologies Ian Floyd
Item	Subject
2	Background to Make it York
	<p>JH updated members on MiY, giving an introduction on the company's background.</p> <p>The group discussed the Summary Budget and Business Plan.</p> <p>The group noted the need for more detailed budget for next meeting.</p> <p>SB provide background to Make it York, explained that staff were transferred from CYC. It was discussed that MiY should aim to be the best collaborators in the city.</p> <p>SB explained that MiY would support the York Business Improvement District, but highlighted that it needs to be distinguishable from MiY. The group discussed that MiY would ensure easy signposting towards the Business Improvement District.</p>
3	Terms of Reference for Make it York Shareholders Committee
	<p>The group agreed the Terms of Reference presented with suggested additional lines of responsibility on the diagram to demonstrate collaborative working with other functions.</p> <p>The group agreed that future meetings need to be open to the public and more transparent and CYC will publish future papers and minutes.</p> <p>DT declared an interest in the Comedy Festival and IC declared an interest as a member of the Museum Trust.</p>

	Action: future meetings to be held in public and with papers and minutes published on the Council website (except in cases of commercial confidentiality).
4	Draft Performance Monitoring Arrangements for Make it York
	<p>The group agreed the monitoring arrangements proposed in the papers.</p> <p>MA explained Make it York's baseline measures and reporting templates, the role of the shareholders committee, and the benefits of a public cross party group with Steve Brown as an executive figure for MiY.</p> <p>The group discussed commercial confidentiality, and that this is something it would need to be mindful of and handle accordingly, but with the aspiration to be as transparent as possible within this.</p> <p>The group discussed the need to work efficiently with other groups with whom Make it York report to ensure there is no unnecessary duplication.</p> <p>SB noted that if MiY was not meeting the targets they will listen collaboratively to address issues. The group expressed the need for positive input also.</p> <p>Action: Make it York to provide reports on performance and finance for future meetings.</p>
5	Any other business
6	Next meeting
	5 October 2015, 5.30pm

MakeItYork

Make It York: Summary of financial performance April to July 2015

	ACTUAL YTD	BUDGET YTD	VARIANCE YTD
INCOME			
CYC Funding	£312,000	£323,000	(£11,000)
Visit York activity	£693,000	£723,000	(£30,000)
City centre activity	£178,000	£209,000	(£31,000)
External grants	£0	£59,000	(£59,000)
Other income	£52,000	£3,000	£49,000
TOTAL INCOME :	£1,235,000	£1,317,000	(£82,000)
DIRECT COSTS			
Consumer staff costs	£242,000	£230,000	(£12,000)
Business staff costs	£100,000	£152,000	£52,000
Other direct costs	£700,000	£757,000	£57,000
OVERHEADS			
Other staff costs	£87,000	£78,000	(£9,000)
Establishment costs	£79,000	£82,000	£3,000
Depreciation	£6,000	£0	(£6,000)
Corporation tax	£0	£0	£0
TOTAL COSTS :	£1,214,000	£1,299,000	£85,000
SURPLUS/DEFICIT:	£21,000	£18,000	£3,000

Financial summary : notes

1. The Make It York (MIY) budget was put together in December 2014, prior to the SLA and creation of the operational business plan, and is an amalgam of (a) a number of budgets from CYC (b) the Visit York accounts and (c) the Science City York accounts. The first operational year of MIY was always going to be a test with regard to the new budget. For the full year, MIY is budgeted to make a small surplus of £15k on turnover of £3.8 million.
2. The numbers presented here are for the first 4 months of trading, April to July. The accounts are published every 2 months so the next set of numbers for August and September will be out in late October. MIY will be moving to monthly accounts for the 2016/17 financial year.
3. Encouragingly, MIY is slightly ahead of budget YTD by £3k, although this has been achieved in a different way than originally forecast. Revenue is down on budget by £82k but costs are £85k lower.
4. CYC funding is lower than budget (£11k) because for the first 3 months of MIY, CYC were still paying some staff directly. Staff were transferred under TUPE in July. There will be no variance going forward.
5. Visit York revenue is down because of under-performance on the Visitor Information Centre, the York Pass and website advertising. Recovery plans are being actioned for all 3 areas and should improve as the year develops. There has been above budget performance of Visit York membership and conference marketing.
6. City centre revenue is down on budget primarily because of an under-performance of the Shambles Market (£24k adverse YTD). This will not be a quick fix as there are many issues to resolve but there is a clear plan to improve performance. Revenue from other city centre activity (e.g. events on Parliament Street) is running close to budget and there are some big opportunities over the rest of the year. There is confidence that the overall performance of the city centre will be ahead of budget by the end of the year, festivals and events more than compensating for any under-performance on the Shambles Market.
7. The £59k deficit referred to as 'external grants' is some funding generated by Visit York in 2014/15 that was budgeted through into this year but will not be repeated. There is a consequent £59k saving in 'other direct costs' meaning that this has no impact on the bottom line.
8. The £49k surplus of 'other income' relates to sponsorship and new revenue streams opened up by Make It York.
9. Consumer staff costs are over budget largely because 2 staff have been taken on who were unbudgeted (a sponsorship manager and a graphic artist) but will effectively pay for themselves by savings and revenue achieved elsewhere. For example, the salary of the graphic artist is below the external agency costs previously spent by VY, CYC and SCY.
10. Business staff costs are under budget because for 3 months some staff were still being paid by CYC (see point 4) and because some vacancies in this area have only just been filled.
11. Other direct costs are £57k below budget, reference point 7 above.
12. With regard to overheads, other staff costs were under-estimated in the budget and also the cost of setting up MIY was overlooked, hence the depreciation charge (IT, office furniture etc.)

MakeItYork

13. Looking ahead, there may be some VAT issues to confront with a potential £15k to £20k liability to confront.
14. For August and September, there is confidence that the budget will be achieved with any shortfalls made up by some unbudgeted revenue from the Great Yorkshire Fringe.
15. A reforecast will be done in October to ensure that the budget is managed prudently over the rest of the year. Everyone at MIY is focussed on making sure that the original budget is achieved.

This page is intentionally left blank

Quarterly narrative report

Progress recorded through commentary and RAG (red/amber/green) rating



		2015/16 - Q2 Jul to Sep - PROVISIONAL
Description	Q2 Progress to date/latest activity	Q2 RAG rating
Business Support, Information And Signposting		
<p>Front door for signposting: To be the 'single front door' in York for businesses and start-ups seeking a range of support, including a 'front door' for businesses accessing Council services, with high quality response, signposting and support.</p> <p>Raise awareness: To make York businesses and start-ups aware of the export provision / grants and finance / property in York / events / business support available to them, including provision through relevant regional bodies, such as the Local Enterprise Partnerships and Combined Authorities.</p> <p>Property database: To provide an online searchable property database of business accommodation in York or equivalent.</p> <p>Student startups: To work with Higher York, and other partners, to ensure students looking to start a business are able to harness the offer.</p>	<p>Currently working with an additional 35 partners, support organisations and professionals to further articulate who we are and the support we can offer. These include local and national organisations like Creative England, KPMG, Screen Yorkshire, Dot Forge and a number of local accountants and solicitors, all of whom have clients in the York area they can refer to MIY for support.</p> <p>We have produced a draft seminars, workshops and conferences brochure, a Business Support Services brochure and a monthly updated Funding Bulletin to publicise our services. An initial run has been circulated to all the intermediaries, banks, membership and business support organisations and we are beginning to receive enquiries from their clients about our services. The funding bulletin in particular is quickly becoming a staple for the banks, solicitors and accountants in the city. Within the Business Support team we have attended 15 different networking events to publicise the MIY offer. We have agreement from partners for the Export Forum and the first event is scheduled for November.</p> <p>The EGI property database is working really well and we are getting good returns for searches, however, there are still technical issues linking the feed to the online portal and CRM system. If done directly through EGI the results are comprehensive but if done through the portal/CRM there are discrepancies. We are working with both suppliers to resolve this and enable searches directly from the York Means Business website. We hope to have this resolved by mid October and are doing manual searches for clients in the meantime.</p> <p>We are continuing to work with the Universities on the Intern and student enterprise project. The initiative covers both start ups and intern opportunities. The Universities have gone out to tender for an agency to develop the branding and research local companies to get a view on what is needed and where the gaps are. We are also seeking to link this project to the Export Forum to allow foreign students to engage with companies that are exporting to or, wish to export to their home countries. The branding and research is expected to be completed by end of Oct and the project to begin before end of December.</p>	<p>●</p> <p>●</p> <p>●</p> <p>●</p>
Key Account Management For Particular Businesses		
<p>Strategic key accounts: To define, develop and hold key account relationships with at least 100 companies from a spread of: medium-sized high value businesses; foreign owned companies; high-growth companies; and those within priority sectors. To deliver this in a coordinated way with the Council and other providers.</p> <p>Support on large businesses: To support the Council in relevant key account follow up activity for large businesses in the city.</p>	<p>The list of companies have been identified and assigned to individuals. We have started to meet with the companies to see how we may be able to support them.</p> <p>Currently having conversations with an additional 4 companies including Hiscox for the 'Business Club' initiative.</p>	<p>●</p> <p>●</p>

Quarterly narrative report

Progress recorded through commentary and RAG (red/amber/green) rating



		2015/16 - Q2 Jul to Sep - PROVISIONAL
Description	Q2 Progress to date/latest activity	Q2 RAG rating
Sector Development		
<p>High value sector networks - To ensure there are supportive private-sector led networks and profile for priority sectors (as decided by York Economic Partnership via York's Economy & Place Strategy; but including high value science & technology, visitor & retail, and creative & cultural industries) with supportive activities and events.</p>	<p>Sector Networks are in place for Creative, Digital and IT, and for Bioscience. Developing high quality events schedule to support the growth of the sector networks for next year including Venturefest Yorkshire and the Biosynergy conference. 2 Big EU bids submitted to recruit an Agrifood sector specialist and Business development manager for joint bid with FERA Science Ltd and a project champion to support innovation programme in partnership with University of York. Supporting UNESCO team to bid for EU funding and ACE funding for the Mediale festival, supporting the Creative Industries. We are also currently exploring the potential to establish a network for the Rail and related industries within York.</p>	●
<p>Named contact - To provide a named individual as a key contact for businesses from priority sectors.</p>	<p>Sector development activities are being led by Heather Niven (Creative, Digital, IT and Bioscience), Charles Storr (FPS, Rail, High Value Manufacturing) and Kate McMullen (Retail, Leisure, Tourism)</p>	●
<p>Director's Forums - To deliver Directors' Forums for high value 'Science City' sectors.</p>	<p>A Biosciences Directors Forum took place on 6 August, attracting 14 companies. Quarterly forums are scheduled in with the next forum dinners scheduled for the 22nd Oct (Bio) and 29th October (Creative Digital)</p>	●
<p>Advisory boards - To maintain appropriate advisory boards or groups for key sector groupings and brands (e.g. Science City, Visit York).</p>	<p>The Second SCY Advisory Board took place on the 19th August. The next meeting is scheduled for the 3rd November. Visitor Economy Group to meet in October.</p>	●
Inward Investment		
<p>Proactive & reactive inward investment - To seek proactively to attract new businesses to the city, including providing a clear and effective process for responding to inward investment enquiries in the city, including from intermediaries, with high quality response and support.</p>	<p>A revised enquiry handling process is now in place, with partners including UKTI, LCR, and YNYER LEP providing input. Make It York access to the UKTI National Pipeline has been arranged. The process is being tested and will be refined to ensure it provides the most efficient solution.</p>	●
<p>Toolkit - To update and refresh the York inward investment 'story' and develop a 'toolkit' of resources to promote locating in the city</p>	<p>Activity is continuing on the 'York Story' and 'toolkit'. The core brochure offer is in design stage and other material will come on stream as it is completed with the full suite of materials being made available by December. We have met with Hiscox to build a better understanding of the motivation and decision making processes undertaken by Inward Investors. A session with the major agents is planned for December. This will help shape further the core messaging.</p>	●
<p>Anchor tenants - To seek proactively anchor tenants for key employment sites such as York Central and Heslington East.</p>	<p>We are working with CYC colleagues to develop a comms and marketing plan for YC. We will be present at MIPIM UK, alongside LCR colleagues to promote key sites including YC, Southern Gateway and Heslington East. Meetings with agents continue.</p>	●
<p>Embed new businesses - To welcome and help new businesses to embed within the city.</p>	<p>A welcome pack including introductory letter, business support services brochure and seminars, workshop and conference brochure has been prepared and will be circulated on a monthly basis to new businesses. The first packs will be sent in October.</p>	●

Quarterly narrative report

Progress recorded through commentary and RAG (red/amber/green) rating



		2015/16 - Q2 Jul to Sep - PROVISIONAL
Description	Q2 Progress to date/latest activity	Q2 RAG rating
Visitor Economy Product Development		
To work with the visitor economy sector and city centre businesses to ensure a quality 'product' is offered to visitors and residents, and that it is accessible and welcoming to all.	Focus in the second quarter has been largely around the Christmas Festival and planning for a wide-ranging new programme. Initial discussion with organisers of a Roman Festival in 2016 and key tourism events for 2016 including the return of the Flying Scotsman and York Mystery Plays in York Minster.	●
Business Tourism		
To attract new business tourism to the city, with a particular focus on priority sectors; including providing a clear and effective process for responding to enquiries with high quality response and support.	There have been a further 108 conference and event enquiries made to VisitYork4Meetings in Q2 and 32 confirmations received, with both the number of enquiries and confirmations ahead of the target.	●
Visitor And Cultural Information		
To ensure there are clear and effective ways for visitors and residents to find out about the city, including face-to-face and through digital media, with high quality information and support.	Whats on York' events App launched in mid August and available through Apple store. Plans to develop andriod version dependent on usage and feedback. Usage for first quarter to be available in Q3.	●
Resident Benefits From The Tourism and Cultural Offer		
Residents - To encourage, communicate with and provide all residents with the opportunity to enjoy the tourism and cultural offer of the city	Newsletter launched on 30th July. Distrbution incresed from <4k individual email addresses in week one to 7K currently. In addition the newsletter goes to 40 companies, community groups and organisations that then distribute to their own staff and members.	●
Students - To work with Higher York, and other partners to ensure activities and information are beneficial for students	University of York Students Union have agreed to send the 7 Days newsletter to the 23,000 registered Students from the start of the Autumn term. Agreement to be reached for a similar partnership with YSJ and York College. All business (e.g attractions, restuarants, shops) partcipating in Residents Festival to be asked to allow the Festival offer for holders of York Student ID as well as the York Card. Involvement with the pilot programme for Chinese students: Enhance.	●

Quarterly narrative report

Progress recorded through commentary and RAG (red/amber/green) rating



		2015/16 - Q2 Jul to Sep - PROVISIONAL
Description	Q2 Progress to date/latest activity	Q2 RAG rating
Cultural Development		
<p>Sector development - To take a lead in ensuring cultural and creative sectors are working collaboratively to improve cultural provision in the city, including shaping the cultural strategy for the city detailing priorities for collaborative action by the sector</p> <p>Support commerciality - To support increased commercial competitiveness, productivity and innovation in the sector to enable sustainable organisational and financial models</p> <p>New initiatives - To nurture new cultural ideas and initiatives</p> <p>Measure performance - To develop an outcomes framework and a baseline measurement to enable future monitoring of performance around cultural development</p> <p>Awards - To enable York cultural excellence to be recognised and promoted across the city through an annual awards event.</p>	<p>Regular York @ Large meetings attended by MIY Officer. Close working relationship with Chair of York @ Large including sharing of useful leads/contacts and shared meeting with local projects and initiatives.</p> <p>New Festival sponsor for Illuminating York secured. Supporting and brokering new products such as Christmas Grotto with Consortium and Antiques Festival with Kings Manor/University of York. Developing on-street, cross promotional opportunities for cultural products such as YTR and NRM Panto at York Christmas Markets.</p> <p>Support of new Roman Festival for June 2016. Producing better event signage for use by all festivals in York City Centre.</p> <p>Further development of the cultural engagement baseline, which should be complete in Q3. This will show current levels of engagement with the cultural sector, e.g theatre, arts performances etc to,allow MIY to develop and deliver a strategy to increase engagement. Attendance at NGI sector support event - measuring the impact of events. Trial of new Mystery Shopper evaluation model at Illuminating York model.</p> <p>Currently in the early planning stages of a York Culture Awards. Around 50 key people within the culture sector will be invited to a launch event in January 2016, and an awards ceremony will be held towards the end of 2016. A project team has been assembled and now meet on a monthly basis. An outline of the categories is being developed, as is an applications to the Arts Council for support.</p>	<p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p>
City Centre Management And Improvement		
<p>Cross-sector working + investment - To facilitate cross-sector work to improve the city centre as a destination for business, visitors and residents. This should include leading on approaches to maximise private-sector led investment (e.g. a business improvement district or other).</p> <p>Manage city centre space - To manage the City Centre space, and develop the city centre as a safe, dynamic and active place to be enjoyed by residents and visitors alike.</p>	<p>Working with York Retail Forum and private sector partners to maximise support for BID. Formulating plans to include existing businesses in City Centre activity. e.g. ensuring inclusion in the Food and Drink Festival or developing activities and offers for the St Nicholas Festival period.</p> <p>Working closely with event organisers such as Great Yorkshire Fringe and Food Festival to ensure quality and relevance and to be inclusive and beneficial to businesses, residents and visitors alike.</p>	<p>●</p> <p>●</p>
Market Management		
<p>Manage the market - To manage the Shambles Market to create a vibrant hub and programme that is an attraction in its own right, and to increase the revenue generated by this activity.</p> <p>In line with Charter - To deliver a service which is in keeping with the objectives and values of the Market Charter and Market Regulations. To take responsibility for the Market Charter and other regulations relevant to the Market.</p> <p>Promotion - To promote the market to key customer groups</p>	<p>Working with CYC to facilitate the ongoing refurbishment program. Establishing new City Centre team and understanding the issues and opportunities in the market. New long term business links with Shambles Tavern with a view to future evening economy.</p> <p>Working within the Charter and concentrating market activity within Shambles market, Farmers market starting to become established within the Shambles market.</p> <p>Some promotion underway particularly on the Farmers Market through social media channels and some press releases. Additional signage and on street promotion of Farmers Market events and Shambles Market more generally. More work to be done on product ahead of comprehensive marketing activity. Ensuring new signage package in place essential.</p>	<p>●</p> <p>●</p> <p>●</p>

Quarterly narrative report

Progress recorded through commentary and RAG (red/amber/green) rating



		2015/16 - Q2 Jul to Sep - PROVISIONAL
Description	Q2 Progress to date/latest activity	Q2 RAG rating
Events Programming Of The City Centre		
<p>Festivals & events - To support and develop high quality city centre festivals, activities and events, currently to include a festival of food and drink, Illuminating York, winter festival and Viking festival.</p> <p>New initiatives - To support and develop new events and initiatives, that deliver ambitious, high quality artistic or cultural programmes, attracting significant audiences, whilst employing a robust approach to ensuring sustainability, health and safety standards and working effectively with a range of partners and funders.</p> <p>Engagement in wider events - To engage businesses and visitors in mass participation sporting events already happening or planned in the city.</p>	<p>The 2015 Food festival has been developed to include a better layout that compliments the Shambles Market traders more. The 2015 York St Nicholas Christmas Festival has been extended and there is a fresh, new programme of activity across the city.</p> <p>Ongoing support and communications are taking place with the Great Yorkshire Fringe Festival to further develop and enhance the offer for 2016. MIY is involved with a project team planning a Roman Festival in 2016.</p> <p>Support and involvement is ongoing for The Yorkshire Marathon</p>	<p>●</p> <p>●</p> <p>●</p>
Place Marketing		
<p>Marketing - To facilitate and promote a coherent image / brand for the city nationally and internationally, including relevant promotional materials across the remits.</p> <p>Brand - To manage Visit York and Science City brands liaising with partners as necessary.</p> <p>Collaboration - To work collaboratively, where mutually beneficial, with York's Universities and Colleges on the marketing of the city; acknowledging the significant resource institutions already have dedicated to attracting students and international markets.</p>	<p>Continued need to develop product. National marketing campaign 'Taste York' focusing on York's Food offer launched ahead of Food and Drink Festival. Make It York a leading partner in the Northern Tourism growth Fund Activity (international marketing campaign promoting the North in US/China/Australia/Germany/Netherlands).</p> <p>Visitor Economy Group to meet in October. The Terms of Reference have been agreed and the group will be chaired by Paul Kirkman. Visit York brand remains to engage with tourism businesses.</p> <p>Plans in early development with UofY and YSJ. Initial focus on improving the engagement of students with the city. Establishing good partnership working can lead to further shared working in attracting new UK and International students (an area of work that has to date been carried out very independently by the Universities)</p>	<p>●</p> <p>●</p> <p>●</p>
Inbound VIP Visits Relevant To Business Growth, Tourism and Culture		
<p>To respond to and coordinate inbound VIP visits to the city for remits relevant to business growth, tourism and culture.</p>	<p>Working with partners at the Leeds City region LEP, University of York, FERA, and Stockbridge Technology Centre we hosted a visit from the Food and Agri-tech leads from the Dutch Embassy in London. The visit was very successful and we are now exploring opportunities of connecting and collaborating with the Dutch Food Valley Network, establishing a reciprocal soft landing offer for companies wishing to explore trade and investment links, and establishing the potential for a trade mission for York/Yorkshire based companies to Holland.</p> <p>Ten international tour operators spent 2 days in York in September. 19 journalists have been hosted in York in quarter 2 - organisation split between ourselves and working with partners including VB. As well as domestic visits, journalists have visited from Belgium, Spain, Switzerland, Japan, Kuwait, US & Canada, Brazil and Australia – this includes a major broadcast on Sunrise, Australia's Number 1 Breakfast Show.</p>	<p>●</p>
Capitalise Upon The Opportunity Of UNESCO Designation		
<p>Deliver action plan - To coordinate and facilitate activity to maximise the benefit of York's UNESCO City of Media Arts designation for the city's economic growth, and for residents; specifically taking a lead on delivering the UNESCO Media Arts action plan.</p> <p>Make self-sustainable - To attract funding to continue delivering this work into 2016/17 and beyond.</p>	<p>Project objectives well on the way to being met. Event organised for the 20th October to get full engagement of the creative sector. Final plans to be presented at an event on 1st December.</p> <p>Various funding proposals being submitted eg Arts Council, Creative Europe etc.</p>	<p>●</p> <p>●</p>

Quarterly narrative report

Progress recorded through commentary and RAG (red/amber/green) rating

2015/16 - Q2 Jul to Sep - PROVISIONAL		Q2 RAG rating
Description	Q2 Progress to date/latest activity	
Additional Responsibilities		
Conversations between sectors around business growth, tourism and culture	Work is ongoing in all areas, with particular emphasis on working collaboratively with partners	●
Providing advice on business growth, tourism and culture		
Representing the city at a regional level within its remit		
Research and business intelligence to fulfil objectives		
Synergies across functions and customer groups		
Working in partnership		
Working collaboratively on relevant remits		
Working with both local enterprise partnerships		
Transparent plans and reporting		
Acting ethically and responsibly		

Make it York Performance Baseline Measures

Outcomes	3 year target	Measured by	Notes	Release / monitoring dates	Baseline figure	Baseline measurement from	"Policy Off" Projections			Frequency of reporting
							2015/16	2016/17	2017/18	
An increase in the overall value of employment in the city (total resident employment income, per head of working age population) at 110% of the national rate of growth over the 3 year period.	Target dependant on actual national growth.	Annual Survey of Hours and Earnings / Annual Population Survey	The value of employment is worked out as the mean gross wage(ASHE)*employment rate(ANS). Because of sample sizes, York data is more accurate taking a 3 year average. The target is dependant on actual national growth. Projections for wages and employment rate aren't available, but as a proxy, York GVA per head of working age population is forecast to grow 7.2% over 3 years vs 8.3% UK (Oxford Economics)	Annual (November), one year delay for revised 3 year averages	York's 'value of employment' grew 1.94% over 3 years (vs UK growth of 2.73%)	2010 - 2013 (based on 3 year averages for York)				
Jobs growth in high value priority sectors, including key science, technology and creative industries, at 120% of baseline econometric growth projections over the 3 year period: Total		Regional Econometric Model data	Full time equivalents. N.B. Different econometric forecasts (e.g. Oxford Economics) project different rates of growth; for the SLA, the Regional Econometric Model will be used. As Information and Communication	Annual, end of financial year	2,400	REM data 2015				
Information and Communication SIC code	2,405						2,400	2,390	2,370	
Professional Activities SIC code	17,242						16,090	16,430	16,770	17,050
Finance and Insurance SIC code	5,142						4,950	5,030	5,090	5,110
A 5% after inflation rise in GVA per employee in visitor economy & retail, and cultural sectors over the 3 year period, working towards our aspiration of doubling the value of the tourism economy by 2025: Total	Below not yet adjusted for inflation	Regional Econometric Model data	GVA per employee (headcount not FTE) used. The baseline figure/policy off projections will have factored in inflation projection into the econometric model. The targets are not yet adjusted for	Annual, end of financial year	£17,571	REM data 2015				
Accommodation And Food Service Activities SIC code	£18,449						£17,880	£18,217	£18,577	
Retail + Wholesale SIC code	£26,782						£25,507	£26,169	£26,920	£27,745
Arts, Entertainment And Recreation SIC code	£16,075						£15,310	£15,683	£16,095	£16,555
Every year, for a 4.5 / 5 or greater overall visitor satisfaction score, with 78% or more visitors likely to return and 97% or more likely to recommend		Visitor Survey	The target is for this to be the minimum standard every year; the aspiration is that many years this may be even higher, as in 2014.	Annual	4.6	Visitor Survey 2014				
Visitor satisfaction score	4.5						77%			
Visitors likely to return	78%						99%			
Visitors likely to recommend	97%									

Between 2015 and 2018, a 5 percentage point increase in the proportion of businesses across sectors (including high value science and technology, visitor, creative and cultural organisations) who are very or fairly satisfied with York as a place to operate / do business.	86%	York / LCR business survey	The baseline, and the planned approach for future , telephone interviews with a representative sample of businesses of different sizes.	On an ad hoc basis depending on funding + regional surveys, but the intention is annually	81%	Leeds City Region business survey 2015, carried out by BMG research (350 out 8,000 businesses, +-5%	
A 25% increase in the number of (online) media hits; and size of readership across UK and international markets for positive and neutral articles containing York + keywords, excluding "New York" etc. once adjusted by increases in overall readership as documented in National Readership Survey		Meltwater / Precise Software	Confirmation of the software (either existing CYC or Make it York software) to be used for this measurement is under discussion to ensure the most cost effective way of monitoring going forward. Baseline measurements will be added upon confirmation of this. According to the National Readership survey, online readership is increasing 29% year on year from 2012/13 – 2013/14; therefore it is important this is factored in to any targets	Annual, end of financial year			
UK Media Hits	TBC				TBC	2011-2014	
UK size of readership	TBC				TBC		
International media hits	TBC				TBC		
International size of readership	TBC				TBC		

Make it York Performance Measures

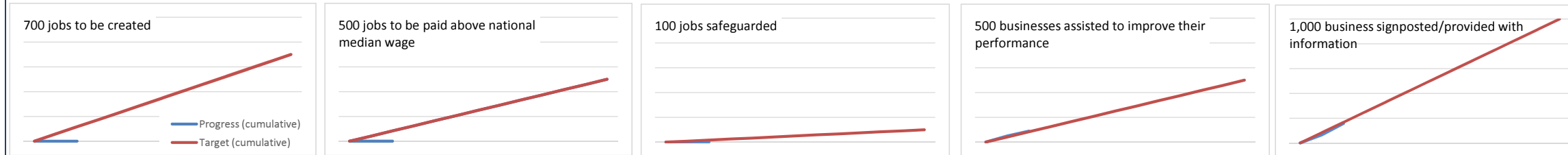
Outputs: 3 year target	Notes	Baseline	Baseline measurement from	Frequency of measurement	Responsibility	Progress towards 3 year target - Year 1 2015/16			
						Q1 - Apr to Jun	Q2 - Jul to Sep	Q3 - Oct to Dec	Q4 - Jan to Mar
Supporting job creation									
700 jobs created through interventions	See notes on definition. There has not been robust collection of this data over the previous 3 year time period. The baseline figure is largely made up of 2 very large inward investors: Hiscox and John Lewis, which are difficult to replicate with certainty. Performance for the 3 years prior would have been considerably lower.	c.800	Council Economic Development Team, 2012/13 - 2015/16	Quarterly update	CH				
500 of which estimated to be paid above national median wage	This will be estimated figure based on justifiable assumptions.	c.400	Council Economic Development Team estimate	Quarterly update	CH				
100 jobs safeguarded through interventions	Or equivalent demonstrable activity as required in taking	n/a	This hasn't been systematically monitored, but ad hoc reporting of safeguarding jobs within 3 businesses resulted in a total of 88 jobs safeguarding.	Quarterly update	CH				
500 businesses, or creative/cultural organisations, assisted to improve their performance (across all sectors)	See notes on definition	n/a	This has not been collected historically	Quarterly update	CH				
1,000 businesses or creative/cultural organisations signposted or been provided with information	See notes on definition	n/a	This has not been systematically collected, but by means of reference there are 428 businesses on the York Means Business newsletter (though not all these will be distinct businesses); Visit York has 600 members; there will be some overlap between the two.	Quarterly update	CH				
Inward investment									
Develop activities to ensure at least 250 inward investment enquiries from businesses outside of the region (the two LEP areas York is part of)	Detailed public reporting on this may be subject to commercial confidentiality. See notes on definition.	240	Council Economic Development team: Across the 3 year period there has been an average of 20 inward investment enquiries per quarter. This would total 240 over the period of the contract.	Quarterly update	CH				

With 20 projects converted	See notes on definition. There has not been robust collection of this data over the previous 3 year time period.	8	Council Economic Development Team, 2012/13 - 2015/16	Quarterly update	CH				
2,000,000 unique visitors accessing promotional or informative material about York for visiting, culture and events through channels in the ownership and influence of the company, e.g. VisitYork.org (total from web / twitter / youtube / visitor information centre / face to face etc) each year. <i>Should this include VisitYork4Groups website, and all peripheral websites (Illuminating York, Shambles Market)?</i>	For the purposes of this figure, duplicates between the two channels would not be expected to be found and omitted.	1.99m	Visit York had 1.5m unique visitor to its website in 2014, and 490k visitors through VIC footfall.	Quarterly update	PW/ZR/plus peripheral websites?				
10,000 unique visitors accessing promotional or informative material about York for business through channels in the ownership and influence of the company (total from web / twitter / youtube / face to face etc) each year. <i>Should this include VisitYork4Meetings, member and media websites?</i>	For the purposes of this figure, duplicates between the two channels would not be expected to be found and omitted.	n/a	SCY had 740 unique users in December 2014. Over a 3 month period to December 2014, the York Means Business website has 5,767 visits.	Quarterly update	HN/NV/PW?				
Business Tourism, with a particular focus on priority sectors.									
Develop activities to ensure at least 1,000 business tourism conference enquiries,	Detailed public reporting on this may be subject to commercial confidentiality. See notes on definition.	343 p/a	Visit York (this was highest performance on record)	Quarterly update	SW/LF				
With 300 converted		92 p/a	Visit York (this was highest performance on record)	Quarterly update	SW/LF				
Attracting 20,000 business visitors		6,596 p/a	Visit York (this was highest performance on record)	Quarterly update	SW/LF				
90% customers very or fairly satisfied by the level of service provided by Make it York direct enquiries / interactions for each major customer group									
Businesses (York and inward investing)	Not currently collected; should be a representative sample of direct enquiries	90%	90% was satisfaction provided by Local Business Links	Annual, end of financial year	?	-	-	-	
Creative/cultural organisations	Not currently collected; should be a representative sample of direct enquiries			Annual, end of financial year	?	-	-	-	
Visitors	Visitor satisfaction is currently 4.6 / 5; equivalent to 92%	92%		Annual, end of financial year	ZR	-	-	-	
Residents and students	Not currently collected; should be a representative sample of direct enquiries			Annual, end of financial year	?	-	-	-	
Attract additional funding to deliver outcomes									
In year 1, deliver an extra £100k of private sector funding, in addition to existing commercial and membership revenues, to help deliver the specified outcomes above; and	Detailed public reporting on this may be subject to commercial confidentiality.	n/a	This has not been collected historically	Quarterly update	CH				
Submit at least 10 applications for additional significant funding from various UK and EU initiatives.		n/a	This has not been collected historically	Quarterly update	CH				
To define, develop and hold key account relationships with at least 100 companies	Companies should be from a spread of: medium-sized high value businesses; foreign owned companies; high-growth companies; and those within priority sectors. Detailed public reporting on this may be subject to commercial confidentiality.	n/a	This has not been collected historically	Quarterly update	CH				

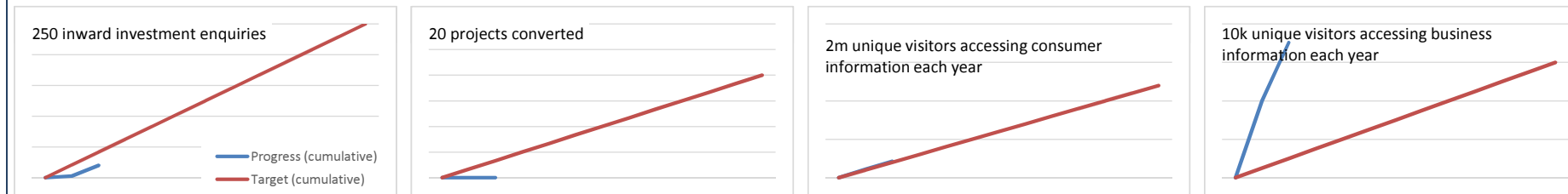
Make it York Performance Measures

PROVISIONAL

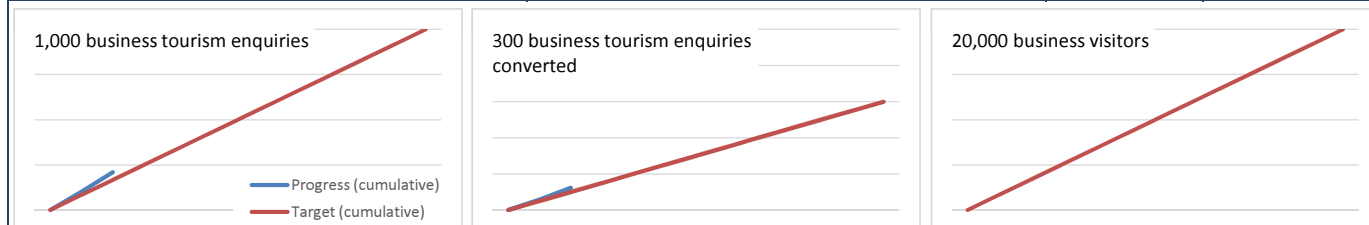
Outputs: 3 year target	Notes	Baseline	Baseline measurement from	Frequency of measurement	Target/progress	Start	Year 1 2015/16			
							Q1 Apr to Jun	Q2 Jul to Sep	Q3 Oct to Dec	Q4 Jan to Mar
Supporting job creation										
700 jobs created through interventions	See notes on definition. There has not been robust collection of this data over the previous 3 year time period. The baseline figure is largely made up of 2 very large inward investors: Hiscox and John Lewis, which are difficult to replicate with certainty. Performance for the 3 years prior would have been considerably lower.	c.800	Council Economic Development Team, 2012/13 - 2015/16	Quarterly update	Progress (by quarter) Progress (cumulative) Target (cumulative)	0 0 0	0 0 58	0 0 117	175	233
500 of which estimated to be paid above national median wage	This will be estimated figure based on justifiable assumptions.	c.400	Council Economic Development Team estimate	Quarterly update	Progress (by quarter) Progress (cumulative) Target (cumulative)	0 0 0	0 0 42	0 0 83	125	167
100 jobs safeguarded through interventions	Or equivalent demonstrable activity as required in taking a lead role in safeguarding jobs in the city where they have been at risk); detailed public reporting on this may be subject to commercial confidentiality.	n/a	This hasn't been systematically monitored, but ad hoc reporting of safeguarding jobs within 3 businesses resulted in a total of 88 jobs safeguarding.	Quarterly update	Progress (by quarter) Progress (cumulative) Target (cumulative)	0 0 0	0 0 8	0 0 17	25	33
500 businesses, or creative/cultural organisations, assisted to improve their performance (across all sectors)	See notes on definition	n/a	This has not been collected historically	Quarterly update	Business team (assists > 2 hrs) Business team (assists < 2 hrs) SCY (assists > 2 hrs) SCY (assists < 2 hrs) Research (assists > 2 hrs) Research (assists < 2 hrs) Total progress (by quarter) - assists > 2 hrs Total progress (cumulative) - assists > 2 hrs Target (cumulative) Additional progress (by quarter) - assists < 2 hrs Additional progress (cumulative) - assists < 2 hrs	 0 0 0 0	2 16 44 5 9 51 51 42 25 25	9 77 24 5 10 38 89 83 87 112	125	167
1,000 businesses or creative/cultural organisations signposted or been provided with information	See notes on definition	n/a	This has not been systematically collected, but for reference there are 428 businesses on the York Means Business newsletter (though not all are distinct businesses); Visit York has 600 members; there will be some overlap between the two.	Quarterly update	Business team SCY Research Total progress (by quarter) Total progress (cumulative) Target (cumulative)	 0 0 0	11 48 7 66 66 83	62 22 7 91 157 167	250	333



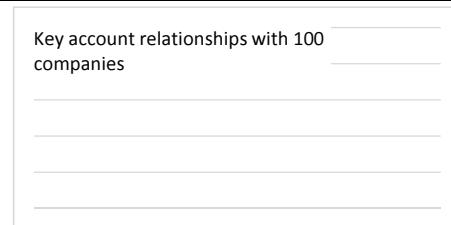
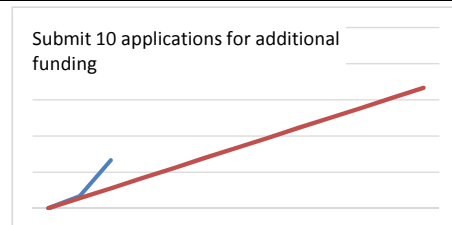
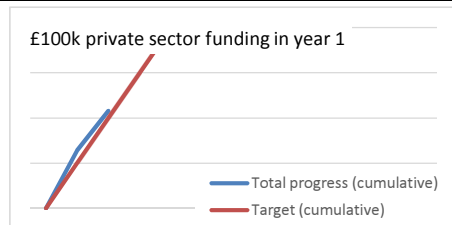
Inward investment							
Develop activities to ensure at least 250 inward investment enquiries from businesses outside of the region (the two LEP areas York is part of)	Detailed public reporting on this may be subject to commercial confidentiality. See notes on definition.	240	Council Economic Development team: Across the 3 year period there has been an average of 20 inward investment enquiries per quarter. This would total 240 over the period of the contract.	Quarterly update	Progress (by quarter) Progress (cumulative) Target (cumulative)	0 0 0	3 17 3 20 21 42 63 83
With 20 projects converted	See notes on definition. There has not been robust collection of this data over the previous 3 year time period.	8	Council Economic Development Team, 2012/13 - 2015/16	Quarterly update	Progress (by quarter) Progress (cumulative) Target (cumulative)	0 0 0	0 0 0 0 2 3 5 7
2,000,000 unique visitors accessing promotional or informative material about York for visiting, culture and events through channels in the ownership and influence of the company, e.g. VisitYork.org (total from web / twitter / youtube / visitor information centre / face to face etc) each year.	For the purposes of this figure, duplicates between the two channels would not be expected to be found and omitted. <i>It has been agreed that all peripheral websites and and twitter and facebook profiles should be included in this measure. Updated stats with social media will be included from quarter 3</i>	1.99m	Visit York had 1.5m unique visitor to its website in 2014, and 490k visitors through VIC footfall.	Quarterly update	Sessions on VisitYork.org (inc mobile) Twitter - @VisitYork Facebook - Visit York VIC footfall Sessions on VisitYork.org/ groups illuminatingyork.org.uk Twitter - @illuminateYork Facebook - Illuminating York Total progress (by quarter) Total progress (cumulative) Target (cumulative)	0 0 0 0 0 0 0 0 0 0 0	396,523 374,916 TBC TBC TBC TBC 107,326 102,257 (nb Q2 to end Aug, Sept) 2,992 2,923 56,417 28,135 TBC TBC TBC TBC 563,258 508,231 563,258 1,071,489 500,000 1,000,000 1,500,000 2,000,000
10,000 unique visitors accessing promotional or informative material about York for business through channels in the ownership and influence of the company (total from web / twitter / youtube / face to face etc) each year.	For the purposes of this figure, duplicates between the two channels would not be expected to be found and omitted. <i>It has been agreed that all peripheral websites and and twitter and facebook profiles should be included in this measure. Updated stats with social media will be included from quarter 3</i>	n/a	SCY had 740 unique users in December 2014. Over a 3 month period to December 2014, the York Means Business website has 5,767 visits.	Quarterly update	Unique users of scy.co.uk Unique users of yorkmeansbusiness.co.uk Sessions on VisitYork.org/members Sessions on VisitYork.org/media Sessions on VisitYork.org/conference Twitter - @MakeltYork Twitter - @VisitYorkBiz Twitter - @york_means_business Twitter - @creativeyork Twitter - @innovateyork Twitter - @SCYinnovate Total progress (by quarter) Total progress (cumulative) Target (cumulative)	0 0 0 0 0 0 0 0 0 0 0 0 0 0	1,500 1,554 3,596 2,524 8,249 5,588 3,816 2,406 2,869 3,086 TBC TBC TBC TBC TBC TBC TBC TBC TBC TBC TBC TBC 20,030 15,158 20,030 35,188 2,500 5,000 7,500 10,000



Business Tourism, with a particular focus on priority sectors.							
Develop activities to ensure at least 1,000 business tourism conference enquiries,	Detailed public reporting on this may be subject to commercial confidentiality. See notes on definition.	343 p/a	Visit York (this was highest performance on record)	Quarterly update	Progress (by quarter) Progress (cumulative) Target (cumulative)	0 0 0	101 108 101 209 83 167 250 333
With 300 converted		92 p/a	Visit York (this was highest performance on record)	Quarterly update	Progress (by quarter) Progress (cumulative) Target (cumulative)	0 0 0	29 32 29 61 25 50 75 100
Attracting 20,000 business visitors	<i>More clarity required for this - is it city wide delegates (which is measured annually) or though VY4M (conference value is easier to measure)?</i>	6,596 p/a	Visit York (this was highest performance on record)	Quarterly update	Progress (by quarter) Progress (cumulative) Target (cumulative)	0 0 0	See note See note 1,667 3,333 5,000 6,667



90% customers very or fairly satisfied by the level of service provided by Make it York direct enquiries / interactions for each major customer group							
Businesses (York and inward investing)	Not currently collected; should be a representative sample of direct enquiries	90%	90% was satisfaction provided by Local Business Links	Annual, end of financial year	Progress Target	90.0%	90.0%
Creative/cultural organisations	Not currently collected; should be a representative sample of direct enquiries			Annual, end of financial year	Progress Target		90.0%
Visitors	Visitor satisfaction is currently 4.6 / 5; equivalent to 92%	92%		Annual, end of financial year	Progress Target	92.0%	90.0%
Residents and students	Not currently collected; should be a representative sample of direct enquiries			Annual, end of financial year	Progress Target		90.0%
Attract additional funding to deliver outcomes							
In year 1, deliver an extra £100k of private sector funding, in addition to existing commercial and membership revenues, to help deliver the specified outcomes above; and	Detailed public reporting on this may be subject to commercial confidentiality.	n/a	This has not been collected historically	Quarterly update	SCY Inward investment team	£ - £ 6,910	
					Total progress (by quarter)	£ - £ 25,000 £ 22,000	
					Total progress (cumulative)	£ - £ 31,910 £ 22,000	
					Target (cumulative)	£ - £ 31,910 £ 53,910	
						£ - £ 25,000 £ 50,000 £ 75,000 £ 100,000	
Submit at least 10 applications for additional significant funding from various UK and EU initiatives.		n/a	This has not been collected historically	Quarterly update	SCY Inward investment team	0 1 3	
					Total progress (by quarter)	0 1 3	
					Total progress (cumulative)	0 1 4	
					Target (cumulative)	0 1 2 3 3	
To define, develop and hold key account relationships with at least 100 companies	Companies should be from a spread of: medium-sized high value businesses; foreign owned companies; high- growth companies; and those within priority sectors. Detailed public reporting on this may be subject to commercial confidentiality.	n/a	This has not been collected historically	Quarterly update	Progress (by quarter) Progress (cumulative) Target (cumulative)	n/a n/a n/a	



This page is intentionally left blank