



## **Notice of a public meeting of**

### **Make it York Shareholders Group**

- To:** Councillors Hayes (Chair), Cuthbertson, Levene, K Myers and Taylor
- Date:** Monday, 25 April 2016
- Time:** 5.30 pm
- Venue:** The Auden Room - Ground Floor, West Offices (G047)

### **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 - 4)

To approve and sign the minutes of the previous meeting held on 18 January 2016.

### **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 22 April 2016**.

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**

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### **4. Monitoring Financial Performance (Pages 5 - 8)**

This report presents Make it York's summary of financial performance for 2015/16.

### **5. Monitoring Performance against Objectives (Pages 9 - 20)**

This report presents:

- A narrative report of latest activities and progress against responsibilities
- Make it York scorecard

**6. Revisions to the Council's Service Level Agreement with Make it York (Pages 21 - 32)**

The report updates the committee on suggested changes to the Service Level Agreement, which is part of the Council's client relationship with the organisation. In summary, it recommends that the Committee notes the suggested changes, and continue to monitor and review the financial and operational performance of Make it York over a range of activities, including those specified in the SLA with the Council, but also the wider activities within Make it York's business plan.

**7. Any Other Business**

Any other business which the Chair considers urgent.

Contact Officer:

Mark Alty, Principal Strategy and Economic Policy Officer

Telephone: (01904) 554421

Email: mark.alty@york.gov.uk

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

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

Contact details are set out above.

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

**我們也用您們的語言提供這個信息 (Cantonese)**

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

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

**Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)**

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

**☎ (01904) 551550**

City of York Council

Committee Minutes

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Meeting	Make it York Shareholders Group
Date	18 January 2016
Present	Councillors Hayes (Chair), Cuthbertson, Levene, K Myers and Taylor
In attendance	Steve Brown (Managing Director, Make it York)  M Alty (Principal Strategy & Economic Policy Officer)
Apologies	Ian Floyd (Director of Customer and Business Support Services)

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### **1. Declarations of Interest**

At this point in the meeting Members were asked to declare any personal, prejudicial or disclosable pecuniary interests that they might have in the business on the agenda. The following interests were declared in relation to the meeting:

Cllr Cuthbertson: Member of York Museums Trust

Cllr K Myers: Member of Make it York and Trustee of York Museums Trust

### **2. Minutes**

Resolved: That the minutes of the meeting of the 6 July 2015 be approved and signed by the Chair.

Action: Mark Alty to liaise with relevant officers for brief written update to members of the board on market drainage improvements.

### **3. Public Participation**

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

#### **4. Monitoring Financial Performance**

Steve Brown outlined the highlights and challenges of financial performance to date.

The group noted the positive overall positive of £20,000 ahead of budget and positive contributions of excellent performance on city centre events and Christmas to this.

The group discussed areas where there may be challenges, including market income, the visitor information centre, the York Pass and website advertising.

Steve Brown also provided update on work done around flooding and potential impact as well as highlighting forthcoming national media campaign which Make it York has received funding for.

Action: Steve Brown to send on evaluation report for Illuminating York for further metrics.

#### **5. Monitoring Performance against Objectives**

The group discussed Make it York's performance against the various elements of the Service Level Agreement.

Steve Brown explained some of the key activities which Make it York have undertaken over the last quarter, including involvement in flood response work, promoting Make it York's business support offer, developing sector conferences, culture awards and a targeted focus around high value sector conferences (e.g. health insurance conference secured).

The group noted strong performance in most areas; with the one area for more concern discussed being number of jobs created, particularly above the average wage, and slower progress around inward investment.

Action: Mark Alty to liaise with highways to provide update on city centre signposting for the group.

Action: Mark Alty to liaise with the Guildhall Project Manager to provide update for the group on project.

Action: Steve Brown to provide further update on work around students start-ups for April meeting.

**6. Any Other Business**

There were no items for 'Any other business'.

Cllr Johnny Hayes, Chair

[The meeting started at 17.30pm and finished at 19.00pm].

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<b>MakeItYork</b>
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**Make It York: Forecast outcome for the year 2015/16**

	Full Year Budget	Full Year Forecast	Variance
<b>INCOME</b>			
CYC Funding	£968,000	£922,000	(£46,000)
Visit York activity	£1,766,000	£1,671,000	(£95,000)
City centre activity	£862,000	£1,165,000	£303,000
External grants	£59,000	£15,000	(£45,000)
Other income	£144,000	£168,000	£24,000
<b>TOTAL INCOME :</b>	<b>£3,799,000</b>	<b>£3,941,000</b>	<b>£141,000</b>
<b>DIRECT COSTS</b>			
Consumer staff costs	£691,000	£748,000	(£57,000)
Business staff costs	£458,000	£374,000	£84,000
Other direct costs	£2,147,000	£2,244,000	(£97,000)
<b>OVERHEADS</b>			
Other staff costs	£241,000	£278,000	(£37,000)
Establishment costs	£246,000	£249,000	(£3,000)
Depreciation	£1,000	£19,000	(£18,000)
Corporation tax	0	0	£0
<b>TOTAL COSTS :</b>	<b>£3,783,000</b>	<b>£3,912,000</b>	<b>(£128,000)</b>
<b>SURPLUS/DEFICIT:</b>	<b>£16,000</b>	<b>£29,000</b>	<b>£13,000</b>



## 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 a full year forecast for the year based on actual figures for a number of months and the predicted outcome for the year. The year-end figures will be finalised in May.
3. Encouragingly, MIY is forecast to be ahead of its' budgeted surplus by £13k, although this has been achieved in a different way than originally forecast. Revenue is up on budget by £141k but costs are also up by £128,000.
4. CYC funding is lower than budget (£46k) because for the first 3 months of MIY, CYC were still paying some staff directly. Staff were transferred under TUPE in July. Also, there is a £50k shortfall on money coming across for Science City York.
5. Visit York revenue is forecast to be down on revenue by just over 5% because of under-performance on the Visitor Information Centre (VIC), the York Pass and website advertising. Commissions on hotel bookings is a particular issue as the market has changed substantially. Both the VIC and the York Pass have been adversely by the effect of flooding on the tourism economy in the first quarter of 2016.
6. City centre revenue is forecast to be well ahead of budget now (+303k) as a result of a successful Christmas market and because Illuminating York revenue has been shown as part of the city centre activity (there is a corresponding cost). The Shambles Market has also had an improved performance in the last quarter of the financial year.
7. The £34k deficit referred to as 'external grants' relates to 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 £24k 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 were filled later in the financial year. Other direct costs are £183k above budget, reflecting the additional activity around Christmas and Illuminating York. An additional £170k above the original budget was invested in the York Christmas programme.
11. With regard to overheads, other staff costs were under-estimated in the budget and also the physical cost of setting up MIY was overlooked, hence the depreciation charge (IT, office furniture etc.)

**MakeItYork**

12. Overall, and subject to all the figures being audited, it does look as though Make It York will deliver the financial performance it was set. With any new organisation, creating a solid financial platform is absolutely crucial and continued financial management and prudence will be at the heart of the organisation.

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# Quarterly narrative report

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



Description	2015/16 - Q4 Jan to Mar Q4 Progress to date/latest activity		Q4 RAG rating
<b>Business Support, Information And Signposting</b>			
<p><b>Front door for signposting:</b> 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>The efforts around this initiative continue. We have worked with 156 businesses to support flood recovery and deliver seminars, including a joint CYC procurement seminar attended by over 60 local businesses. Administering the recent Flood Recovery grant has significantly benefited our engagement with a number of business and we are seeking to further build on these relationships. We continue to regularly signpost to other business support agencies.</p>		A
<p><b>Raise awareness:</b> 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>We continue to meet regularly with networking groups and intermediaries throughout the city and use this as a means to get access to a wide range of business to raise awareness of our services. This is in addition to distributing the business support brochure to business parks and high business concentration areas. We also continue to use social media, York Means Business website and newsletters. York Business Hour has recently launched in conjunction with Vale Radio.</p>		A
<p><b>Property database:</b> To provide an online searchable property database of business accommodation in York or equivalent.</p>	<p>The two database search facilities are now working properly and we are actively promoting the service including the website and social media.</p>		G
<p><b>Student startups:</b> To work with Higher York, and other partners, to ensure students looking to start a business are able to harness the offer.</p>	<p>The University project is still being developed but we continue to work with students through other programmes including the Enhance Programme.</p>		A
<b>Key Account Management For Particular Businesses</b>			
<p><b>Strategic key accounts:</b> 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>Members of the team are now working with the Key Accounts and we have had meaningful contact to date, including in some cases prolonged intervention, with more than half of our Key Accounts. We are currently fine tuning the reporting process and are set to have full engagement by June.</p>		A
<p><b>Support on large businesses:</b> To support the Council in relevant key account follow up activity for large businesses in the city.</p>	<p>Continuing to support large company Key Accounts as needed.</p>		A

# Quarterly narrative report

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



Description	2015/16 - Q4 Jan to Mar Q4 Progress to date/latest activity		Q4 RAG rating
<b>Sector Development</b>			
<p><b>High value sector networks</b> - To ensure there are supportive private-sector led networks and profile for priority sectors (as decided by York Economic Partnership via York's Economy &amp; Place Strategy; but including high value science &amp; technology, visitor &amp; retail, and creative &amp; cultural industries) with supportive activities and events.</p>	<p>Translational Science Projects are based on business and innovation challenges and will be showcased at Venturefest 2016.                      Film York is up and running and has early stage functionality.                      The GAMBIT app project is progressing and SCY are continuing to engage with local businesses on this project.                      SCY have confirmed that they will be main sponsors for DotYork - a digital conference for curious minds.                      We have made the decision not to host BioSynergy 2016 as a stand-alone event, but instead to integrate into Venturefest Yorkshire 2016. All of the planned content will take place plus more and it will be part of a bigger event with a much bigger audience &gt;10x bigger.                      We have recruited a new member to the team, Rachael Drew, who is the Creative &amp; Cultural Development Manager. Rachael will support and deliver Illuminating York, Mediale and Guild activities.</p>		G
<p><b>Named contact</b> - To provide a named individual as a key contact for businesses from priority sectors.</p>	<p>As quarter 3</p>		A
<p><b>Director's Forums</b> - To deliver Directors' Forums for high value 'Science City' sectors.</p>	<p>Successful Director forums took place for each of the three sectors. Discussion points were:                      - Creative - Crossover Projects, Venturefest, York Hive and Creative Cultural Development Manager                      - IT/Digital - Gambit, Hiscox Business Club, Skills and Venturefest                      - Bioscience - BioSynergy 2016, Innovate UK Funding, Technology Digests and Venturefest.</p>		G
<p><b>Advisory boards</b> - To maintain appropriate advisory boards or groups for key sector groupings and brands (e.g. Science City, Visit York).</p>	<p>SCY Advisory Board met on the 27 January 2016, with another meeting in April 2016.                      The second VY Advisory Group met in early March 2016 and will expand through the next 6 months to represent tourism sectors not currently covered. The last meeting looked in detail at the redevelopment of www.visit-york.org. Paul Kirkman chairs the Group and reports back to the MIY board.</p>		G

## Quarterly narrative report

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

Description	2015/16 - Q4 Jan to Mar Q4 Progress to date/latest activity		Q4 RAG rating
<b>Inward Investment</b>			
<p><b>Proactive &amp; reactive inward investment</b> - 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>Continuing to build inward investment enquiry pipeline through engagement with intermediaries, LEPs, commercial property agents, UKTI. Exploring new routes to leads, for example via university alumni x 2, key account management and partnering VY4M. Developing a 'Proposal' document with inhouse designer to create bespoke proposals for enquirers.</p>		A
<p><b>Toolkit</b> - To update and refresh the York inward investment 'story' and develop a 'toolkit' of resources to promote locating in the city</p>	<p>Inward investment brochure sent to print (2,000 copies). Draft copy available of soft-landing brochure, to be stored and sent electronically. Inward investment postcards - draft copy ready. Currently editing text for 'Living in York' and 'Facts and figures' booklets.</p>		A
<p><b>Anchor tenants</b> - To seek proactively anchor tenants for key employment sites such as York Central and Heslington East.</p>	<p>We continue to identify and explore potential future opportunities working closely with the York Central Team in CYC. Further site development is required before we can fully engage potential occupiers.</p>		A
<p><b>Embed new businesses</b> - To welcome and help new businesses to embed within the city.</p>	<p>Continuing to firm up soft-landing offers from intermediaries with intention to build for wider support to embed businesses. As part of development of key account management programme, the services provided by MIY as a whole and Business Team in particular, have been more clearly articulated, and form part of the offer to new businesses.</p>		A
<b>Visitor Economy Product Development</b>			
<p>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.</p>	<p>Activity in the fourth quarter has focussed on post flooding recovery. MIY has supported businesses directly and indirectly affected by flooding. January and February showed a marked drop in visitor numbers in both hotels and attractions, although early indications are March and April are showing signs of recovery.</p> <p>MIY delivered the new Easter Family Festival providing additional family friendly activities. Footfall figures increased by 32% on the previous weekend and qualitative feedback from residents and visitors was extremely positive.</p> <p>Plans for Christmas 2016 are developing with increased marketing and promotional plans underway. VY Tourism Awards will take place in May with over 120 entries from York's tourism businesses. The</p>		G
<b>Business Tourism</b>			
<p>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.</p>	<p>Activity in Q4 includes the publication of the 2016 York Conference Guide, development work on the VisitYork4Meetings web pages and recruitment of five private sector partners for the June 2016 Meetings Show.</p> <p>VisitYork4Meetings hosted the second Spring Liberal Democrat conference in York with over 2,000 delegates visiting the city in March.</p>		G



# Quarterly narrative report

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



Description	2015/16 - Q4 Jan to Mar Q4 Progress to date/latest activity		Q4 RAG rating
<b>Cultural Development</b>			
<p><b>Sector development</b> - 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>The Creative Directors Forum dinner was well attended and local contacts shared their views on a number of topics, including; Creative Crossover, New Creative and Cultural Development Manager, Venturefest input, the Guild of Media Arts and York Hive. Continued participation in York@Large meetings and close contact with chair of York@Large.</p>		● A
<p><b>Support commerciality</b> - To support increased commercial competitiveness, productivity and innovation in the sector to enable sustainable organisational and financial models</p>	<p>Commercial sponsorship (£10,000) secured for the York Literature Festival. York Culture Awards has so far achieved £15,000 of a £16,000 sponsorship target. We are now working on the commercial opportunities for Illuminating York (total value £27,000), Venturefest Yorkshire and Ice Trail (total value £30,000) 2016. Significant print advertising revenue secured: York Mini Guide - £128,000, York Conference Guide - £12,750</p>		● A
<p><b>New initiatives</b> - To nurture new cultural ideas and initiatives</p>	<p>The new Guild of Media Arts is now up and running with over 130 members subscribed. Make It York supported the launch of the DC Labs at the University of York and will continue to be involved. York Hive launched in March 2016 with 5 projects initially included. Some support been secured for all 5 projects within first 2 weeks. A Crowdfunding Workshop for new projects will take place on 20th April in York. Partnerships with One and Other and Proudly York discussed to link more closely with other cultural initiatives. Support being given to York Museums Trust and their bid to secure the Poppies Exhibition in Museum Gardens in 2017.</p>		● A
<p><b>Measure performance</b> - To develop an outcomes framework and a baseline measurement to enable future monitoring of performance around cultural development</p>	<p>Work ongoing with Chris Bailey, Chair of York@Large. First draft of the infographic design of the baseline has been designed, with the rest of the work scheduled for May 2016.</p>		● A
<p><b>Awards</b> - To enable York cultural excellence to be recognised and promoted across the city through an annual awards event.</p>	<p>We have now received our first award entries for the York Culture Awards. Further promotion about the awards is planned in April to announce the culture awards celebrity Patron, Mark Addy. We have secured sponsorship for 10 out of 11 of the award categories, and we're in the process of applying to the Arts Council to secure an additional £10,000 to enhance the quality of the event. We're speaking to a number of artists/ producers regarding the various commissions, including trophy design, film soundtrack, contemporary art and theatrical.</p>		● A

# Quarterly narrative report

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



Description	2015/16 - Q4 Jan to Mar Q4 Progress to date/latest activity		Q4 RAG rating
<b>City Centre Management And Improvement</b>			
<p><b>Cross-sector working + investment</b> - 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>Initial meeting with Andrew Lawson to build productive links with the BID. Also liaising with St Nicholas market traders to gather feedback from Christmas 2015 ready for 2016.</p>		G
<p><b>Manage city centre space</b> - 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>Liaising with York Retail Forum, North Yorkshire Police and CYC to improve the congestion in the city centre and instigating the 'Room To Move' campaign to encourage more efficient delivery and service vehicle movement.</p>		G
<b>Market Management</b>			
<p><b>Manage the market</b> - 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>Start of installation of signage and graphics in the market to offer direction to visitors and to improve the environment. Implemented a very successful Easter Egg hunt through the market during the Easter Festival, and started new 'Art in The Market' event.</p>		A
<p><b>In line with Charter</b> - 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>Scoping actions to be taken for the market to be 'Real Deal' certified to exclude fake product.</p>		A
<p><b>Promotion</b> - To promote the market to key customer groups</p>	<p>Planning permission secured for signage package and this is beginning to be delivered (due for completion by May 2016). New images installed on wall of Marks and Spencers depicting heritage pictures of Shambles Market. Marketing and social media was delivered through a local agency and this will now move in house from April 2016. Revised role within the City Centre Team will focus on sales and marketing of Shambles Market to traders and customers</p>		A

# Quarterly narrative report

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



Description	2015/16 - Q4 Jan to Mar Q4 Progress to date/latest activity		Q4 RAG rating
<b>Events Programming Of The City Centre</b>			
<p><b>Festivals &amp; events</b> - 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><b>New initiatives</b> - 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><b>Engagement in wider events</b> - To engage businesses and visitors in mass participation sporting events already happening or planned in the city.</p>	<p>Plans for IY16 ongoing, Arts Council England funding bid to be submitted in April 2016. Plans for the 2016 St Nicholas Christmas festival are coming together with potential new partnerships with Jorvik and the creation of a childrens area. We are currently trying to secure a sponsor for the Ice Trail weekend and develop a second strongly themed weekend during the festival. The Viking Festival took place in the Februray half term and was well attended.</p> <p>The Easter Family Festival took place from 25th - 28th March 2016 and was really successful, with over 300 children taking part in free activities orgainised in partnership witht Little Vikings. Footfall on Parliament St over the 4 days reached 97,000, with Friday and Saturday the busiest days (30,000 each day). Planning and sourcing funding for the Mediale ongoing. Development of the Culture Awards ongoing.</p> <p>Support is ongoing for The Yorkshire Marathon/ CTC Rally/ York 10k and Race for Life/Skyride and Festival of Cycling. There are a range of smaller 10k races throughout the year booked in. Make It York are involved in discussions for the 2017 Tour of Britain and Tour de Yorkshire.</p>	<p>●</p> <p>●</p> <p>●</p>	<p>A</p> <p>A</p> <p>A</p>
<b>Place Marketing</b>			
<p><b>Marketing</b> - To facilitate and promote a coherent image / brand for the city nationally and internationally, including relevant promotional materials across the remits.</p> <p><b>Brand</b> - To manage Visit York and Science City brands liaising with partners as necessary.</p> <p><b>Collaboration</b> - 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>High impact activity through Northern Tourism Growth Fund in 5 key international markets has resulted in 30+ media visits, 100+ tour operators visiting the city, filming in York for the Ellen Show (US viewership circa 4 million viewers per episode an repeated on itv2) . Post flood domestic marketing campaign in conjunction with CYC and NYCC as well as funding support from DCMS and Virgin Trains East Coast. A total of £350,000 has been secured to deliver domestic marketing activity. Phase 1 ran Feb-March and Phase 2 is in final planning to run late April-June 2016.</p> <p>As quarter 3</p> <p>Conversations with York St John and the University of York around how MIY can add value to their own marketing. Early discussions around the development of a toolkit that can be used by Higher York and their partners in marketing the city.</p>	<p>●</p> <p>●</p> <p>●</p>	<p>A</p> <p>G</p> <p>A</p>

# Quarterly narrative report

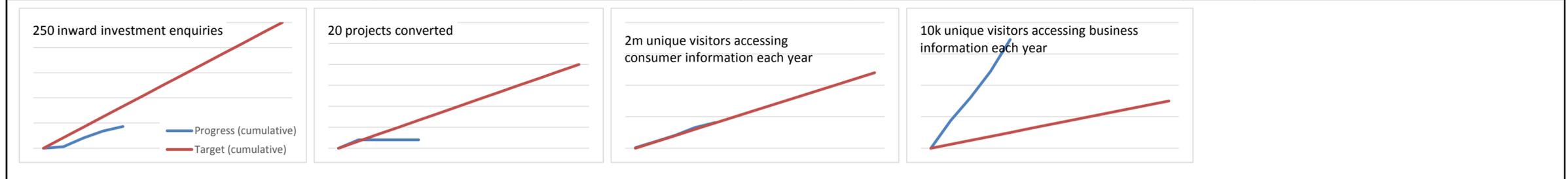
Progress recorded through commentary and RAG (red/amber/green) rating



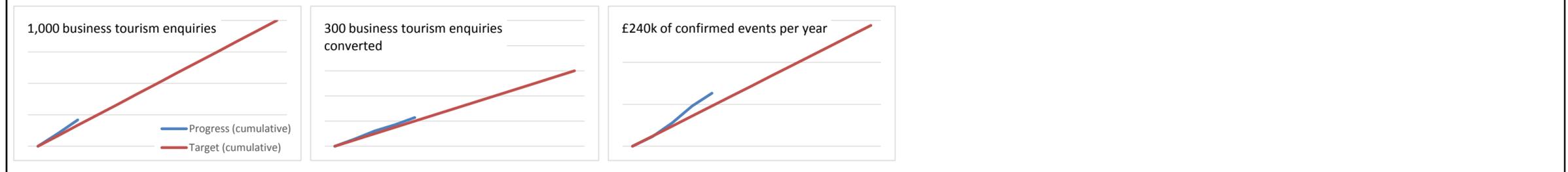
Description	2015/16 - Q4 Jan to Mar Q4 Progress to date/latest activity		Q4 RAG rating
<b>Inbound VIP Visits Relevant To Business Growth, Tourism and Culture</b>			
<p>To respond to and coordinate inbound VIP visits to the city for remits relevant to business growth, tourism and culture.</p>	<p>We hosted twenty international media visits and five travel trade visits, from the US, China, Russia, Germany and The Netherlands. This activity is set in the wider context of the Northern Tourism Growth Fund project – delivered through VisitEngland and in partnership with destinations across the North of England.</p> <p>We attended ITB Berlin, Vakantiebeurs in the Netherlands and the Australia Sales Mission in Sydney and Melbourne, meeting with tour operators and travel agents.</p> <p>We also led on the development of a new online Travel Trade programme which now features 200 bookable products across the North.</p>	●	G
<b>Capitalise Upon The Opportunity Of UNESCO Designation</b>			
<p><b>Deliver action plan</b> - 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>The new Guild of Media Arts is now up and running with a paid-for membership of more than 135.</p>	●	A
<p><b>Make self-sustainable</b> - To attract funding to continue delivering this work into 2016/17 and beyond.</p>	<p>A major workshop is planned for the 28th June 2016 to progress the funding initiative for Mediale. This is to be attended by the Chief Executive of the Arts Council.</p>	●	A
<b>Additional Responsibilities</b>			
Conversations between sectors around business growth, tourism and culture	Work is ongoing in all areas	●	A
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			

Outputs: 3 year target	Notes	Baseline	Target/progress	Start	Year 1 2015/16			
					Q1 Apr to Jun	Q2 Jul to Sep	Q3 Oct to Dec	Q4 Jan to Mar
<b>Supporting job creation</b>								
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	Progress (by quarter) Progress (cumulative) Target (cumulative)	0 0 0	0 0 58	1 1 117	45 46 175	45 91 233
500 of which estimated to be paid above national median wage	This will be estimated figure based on justifiable assumptions.	c.400	Progress (by quarter) Progress (cumulative) Target (cumulative)	0 0 0	0 0 42	0 0 83	0 0 125	0 0 167
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	Progress (by quarter) Progress (cumulative) Target (cumulative)	0 0 0	0 0 8	0 0 17	0 0 25	0 0 33
500 businesses, or creative/cultural organisations, assisted to improve their performance (across all sectors)	See notes on definition	n/a	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 0	      7 7 53 53 42 23 23	      15 11 51 104 83 88 111	      17 8 221 325 125 137 248	      1 8 306 631 167 149 397
1,000 businesses or creative/cultural organisations signposted or been provided with information	See notes on definition	n/a	Business team SCY Research Total progress (by quarter) Total progress (cumulative) Target (cumulative)	   0 0 0	   64 64 83	   88 152 167	   81 233 250	   84 317 333
700 jobs to be created	500 jobs to be paid above national median wage	100 jobs safeguarded	500 businesses assisted to improve their performance	1,000 business signposted/provided with information				

Outputs: 3 year target	Notes	Baseline	Target/progress	Start	Year 1 2015/16			
					Q1 Apr to Jun	Q2 Jul to Sep	Q3 Oct to Dec	Q4 Jan to Mar
<b>Inward investment</b>								
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	Progress (by quarter) Progress (cumulative) Target (cumulative)	0 0 0	3 3 21	17 20 42	14 34 63	9 43 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	Progress (by quarter) Progress (cumulative) Target (cumulative)	0 0 0	2 2 2	0 2 3	0 2 5	0 2 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.	1.99m	Unique visitors to VisitYork.org (inc mobile)	0	314,275	322,096	458,732	276,135
			Twitter new followers - @VisitYork	20,653	1,814	1,605	1,601	3,107
			Twitter mentions - @VisitYork	0	1,885	1,487	1,739	2,459
			Facebook new likes - Visit York	9,789	378	327	398	1,246
			VIC footfall	0	107,326	144,914	103,294	75,812
			Unique visitors to VisitYork.org/ groups	0	2,364	2,399	2,337	1,542
			Unique visits to IlluminatingYork.org.uk	0	56,417	21,237	57,362	25,426
			Twitter new followers - @IlluminateYork	3,942	138	183	405	84
			Twitter mentions - @IlluminateYork	0	22	66	971	8
			Facebook new likes - Illuminating York	2,030	43	107	408	4
			Visits to cityofmediaarts.com	0	0	0	769	1,738
			Twitter new followers - @cityofmediaarts	2,331	274	328	286	377
			Twitter mentions - @cityofmediaarts	0	206	306	400	226
Total progress (by quarter)				38,745	485,142	495,055	628,702	388,164
Total progress (cumulative)				38,745	523,887	1,018,942	1,647,644	2,035,808
Target (cumulative)				0	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.	n/a	Unique users of scy.co.uk	0	1,500	1,554	1,115	2,021
			Unique users of yorkmeansbusiness.co.uk	0	3,596	2,524	2,446	2,814
			Unique visitors to VisitYork.org/members	0	5,362	4,225	4,605	6,243
			Unique visitors to VisitYork.org/media	0	2,957	2,139	3,001	2,608
			Unique visitors to VisitYork.org/conference	0	2,080	2,601	3,543	3,710
			Twitter new followers - @MakeItYork	0	494	299	386	514
			Twitter mentions - @MakeItYork	187	210	318	404	574
			Twitter new followers - @VisitYorkBiz	0	394	271	247	864
			Twitter mentions - @VisitYorkBiz	1,986	275	98	194	318
			Twitter new followers - @york_means_business	1,535	262	208	188	306
			Twitter mentions - @york_means_business	0	67	57	108	69
			Twitter new followers - @creativeyork	4,492	197	128	126	170
			Twitter mentions - @creativeyork	0	32	17	22	35
			Twitter new followers - @innovateyork	1,411	52	44	47	51
			Twitter mentions - @innovateyork	0	2	3	1	1
			Twitter new followers - @SCYinnovate	985	105	102	71	93
Twitter mentions - @SCYinnovate	0	25	9	16	21			
Total progress (by quarter)				0	17,610	14,597	16,520	20,412
Total progress (cumulative)				0	17,610	32,207	48,727	69,139
Target (cumulative)				0	2,500	5,000	7,500	10,000

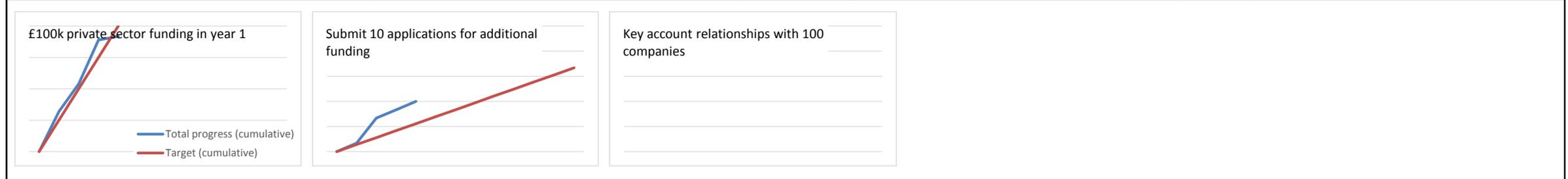


Outputs: 3 year target	Notes	Baseline	Target/progress	Start	Year 1 2015/16			
					Q1 Apr to Jun	Q2 Jul to Sep	Q3 Oct to Dec	Q4 Jan to Mar
<b>Business Tourism, with a particular focus on priority sectors.</b>								
Develop activities to ensure at least 1,000 business tourism conference enquiries,	Detailed public reporting on this may be subject to commercial confidentiality. See notes on definition.	343 p/a	Progress (by quarter) Progress (cumulative) Target (cumulative)	0 0 0	101 101 83	108 209 167	126 335 250	111 446 333
With 300 converted		92 p/a	Progress (by quarter) Progress (cumulative) Target (cumulative)	0 0 0	29 29 25	32 61 50	24 85 75	29 114 100
To confirm events and conferences to a value of £240,000 per year		£236,105	Progress (by quarter) Progress (cumulative) Target (cumulative)	0 0 0	£ 57,453 £ 57,453 £ 60,000	£ 82,037 £ 139,490 £ 120,000	£ 100,914 £ 240,404 £ 180,000	£ 75,375 £ 315,779 £ 240,000



<b>90% customers very or fairly satisfied by the level of service provided by Make it York direct enquiries / interactions for each major customer group</b>								
Businesses (York and inward investing)	Not currently collected; should be a representative sample of direct enquiries	90%	Progress Target	90.0%				90.0%
Creative/cultural organisations	Not currently collected; should be a representative sample of direct enquiries		Progress Target					90.0%
Visitors	Visitor satisfaction is currently 4.6 / 5; equivalent to 92%	92%	Progress Target	92.0%				90.0%
Residents and students	Not currently collected; should be a representative sample of direct enquiries		Progress Target					90.0%

<b>Attract additional funding to deliver outcomes</b>								
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	SCY Other Total progress (by quarter) Total progress (cumulative) Target (cumulative)	£ - £ - £ - £ - £ -	£ 6,910 £ 25,000 £ 31,910 £ 31,910 £ 25,000	£ 22,000 £ 22,000 £ 53,910 £ 50,000	£ 35,000 £ 35,000 £ 88,910 £ 75,000	£ 2,769 £ 2,769 £ 91,679 £ 100,000
Submit at least 10 applications for additional significant funding from various UK and EU initiatives.		n/a	SCY Inward investment team Total progress (by quarter) Total progress (cumulative) Target (cumulative)	0 0 0 0 0	1 1 1 1 1	3 3 4 2	1 1 5 3	1 1 6 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	Progress (by quarter) Progress (cumulative) Target (cumulative)	n/a n/a n/a	see narrative report			



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**25<sup>th</sup> April 2016**

***Make it York Shareholder Group***

*Report of the Director of City and Environmental Services*

***Revisions to the Service Level Agreement between City of York Council and Make it York***

**Summary**

1. Make it York was formally created in April 2015. At the time of its creation, the Council agreed a Service Level Agreement with the organisation. It was also agreed that this would be subject to regular review to ensure that the Council received the best possible services from the organisation and that it was aligned to its overall priorities objectives.
2. Following the first year of Make it York, in reviewing performance to date and priority objectives, the Council is in the process of discussing a revised Service Level Agreement with Make it York for 2016/17.
3. This agreement is set out as a services agreement, with the Council acting as customer in paying Make it York for particular activities and outcomes in a transparent way, in a similar way to how it may choose to buy these things from any organisation.
4. Make it York's income comes from a range of sources and it delivers for a range of customers and stakeholders; this document is specifically about the activity which the Council pays for, so it does not cover everything Make it York will do as an organisation, nor therefore the full scope of shareholder interests.
5. However, where the licenses the Council has granted Make it York facilitates the organisation to be self financing or driven by other customers or stakeholders interests, the agreement highlights Council expectations and any outcomes required for these licensed services. Feedback has suggested that for more focussed and prioritised delivery, as well as to enable Make it York the flexibility to

operate in a commercial environment, that a smaller number of targets should be centred around elements where there is no existing commercial incentive for Make it York.

6. The draft document in annex A outlines initial proposals from the Council to the company for which Make it York will respond with a delivery plan in terms of how it expects to deliver the required outcomes and activities.
7. The cost figures in this document are indicative only at this stage. The figures are based on officer estimates of the value of this activity and what it would cost to deliver this if commissioning in a different way, but they are subject to Make it York's delivery plan response. From Make it York's costs quoted for delivery, there may be further discussion and negotiation on both the requirements and costs from there.
8. This will not affect the overall funding agreed in the Council's Budget for Make it York in 2016/17 as £898k, of which there is £399k payment required back to the Council which relates to baseline income from operating the markets and city centre events plus a £25k dividend.
9. The revised requirements from the Council directly reflect city priorities as articulated in the draft Economic Strategy which has been developed and endorsed by the cross-party Economic Development & Transport Policy & Scrutiny Committee, as well as in consultation with over 100 business and Make it York. Specifically, the revised SLA provides a greater clarity and prioritisation towards initiatives to deliver high value jobs and address falling average wages in the city, as well as facilitating cultural development where there is not an implicit commercial incentive for Make it York.
10. The Service Level Agreement, and this report, is confined to the client outcomes and expectations. The Council is currently considering the governance of all its trading companies and arms length outside bodies (including Make it York). The need to provide greater distinction between the Council's role as shareholder (and 100% owner in the case of Make it York), and client (where the Council purchases goods or services from these organisations) is part of that consideration.

11. As a shareholder body, the committee is therefore asked to note the refreshed draft requirements of Make it York's main customer.
12. With the shareholder's primary concern being the overall performance of Make it York and the ability of the company to deliver a sustainable return to its owner, it is suggested the committee should continue to monitor both outputs and activities delivered in relation to the SLA for its main customer, as well as any activities and outcomes Make it York is delivering for other customers or to deliver a revenue.
13. It may also wish at a future meeting to review Make it York's business plan which would include a delivery plan for the Council against the SLA requirements as a subset of it.
14. Existing monitoring arrangements and reporting to the shareholder committee will continue until a refreshed SLA is adopted, and Make it York have agreed an updated business plan, with a delivery plan against the SLA as a subset of it, with the Council as owner of the Teckal company.

### **Recommendations**

15. That the Shareholder Committee note the suggested changes to the Service Level Agreement, which is part of the Council's client relationship with the organisation.
16. That the Shareholder Committee continue to monitor and review the financial and operational performance of Make it York over a range of activities, including those specified in the SLA with the Council, but also the wider activities within Make it York's business plan, to ensure that Make delivering for all of its customers and the long term interests of the owner.

**Reason:** *To ensure the Make it York Shareholder Committee continues to operate as an effective check and balance on Make it York as a wholly owned council business.*

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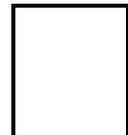
**Tel No.**

554421

**Specialist Implications Officer(s)**

Not applicable

**Wards Affected: All**



**For further information please contact the author of the report**

## **DRAFT 2016/17 SERVICES AGREEMENT BETWEEN CITY OF YORK COUNCIL AND MAKE IT YORK**

When Make it York was created, there was provision for an annual review of the Council's Commissioning Agreement with Make it York, to confirm the requirements and targets the Council would expect from the organisation for the period 2016/17 and the associated financial contribution.

This document aims to take on board feedback from this review in being focused on a smaller number of the most important priorities for the city which are more clearly defined, and directly informed by the city's priorities in the draft Economic Strategy.

This agreement is set out as a services agreement, with the Council acting as customer in paying Make it York for particular activities and outcomes in a transparent way, in a similar way to how it may choose to buy these things from any organisation.

Make it York's income comes from a range of sources and it delivers for a range of customers and stakeholders; this document is specifically about the activity which the Council pays for, so does not cover everything Make it York will do as an organisation. However, where the licenses the Council has granted Make it York facilitates the organisation to be self financing or driven by other customers or stakeholders, the agreement highlights Council expectations and any outcomes required for these licensed services.

This document outlines initial proposals from the Council to the company for which Make it York will respond with a delivery plan in terms of how they expect to deliver the required outcomes and activities. The cost figures in this document are indicative only at this stage. The figures are based on officer estimates of the value of this activity and what it would cost to deliver this if commissioning in a different way, but they are subject to Make it York's delivery plan response. From Make it York's costs quoted for delivery, there may be further discussion and negotiation on both the requirements and costs from there to meet the Council's funding envelope for Make it York.

The revision of the SLA process does not propose to change the overall funding for Make it York, so in addition to specific services 'bought' by the Council, the Council as shareholder continue with a further £539k investment for enabling long-term organisational sustainability of Make it York from the Council, of which there is £399k payment back to the Council in 2016/17.

## **2016/17 SERVICES AGREEMENT BETWEEN CITY OF YORK COUNCIL AND MAKE IT YORK**

In the financial year 2016/17, the Council will pay Make it York to deliver against a number of outputs and activities identified as priorities for the city. Make it York should provide a delivery plan detailing how it will deliver for the Council as a customer and achieve the outputs set out, and have quarterly meetings with the commissioning lead to review progress. The Council will pay Make it York:

### **c.£170k (including overheads) for high value jobs growth initiatives**

#### **3 year targets (2015-2018) outputs carried over:**

**500** jobs created above the national median wage through interventions (currently £11.62 per hour)

**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)

**500** businesses assisted to improve their performance

**250** inward investment enquiries from businesses outside of the region (the two LEP areas York is part of), with 20 projects converted

#### *Contributing to:*

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. E.g. if a priority sector was projected to grow in York by 10%, we would be aiming for growth for York of 12%

#### **Specific commissioned activities:**

- 1. LINE UP EXPANDING YORK BUSINESSES TO BE ANCHOR TENANTS ON KEY SITES** - Compile and maintain documented demand for new premises from existing businesses with desire to expand, including enabling signing pre-lets where appropriate to drive developments.
- 2. HOLD KEY ACCOUNTS WITH 100 HIGH VALUE COMPANIES** - Hold strong 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. Any notable opportunities or risks arising should be communicated back to the Council through its client function.
- 3. DELIVER IMPROVED WEB + DIGITAL MARKETING OF THE CITY TO A BUSINESS AUDIENCE** – Commission and develop an improved digital toolkit

including a new website for promoting the city to businesses interested in locating in the city. This should including work to maximise Search Engine Optimisation and proactive work to drive traffic to the site.

- 4. TARGETED INWARD INVESTMENT THROUGH SENIOR ADVOCATES AND INTERMEDIARIES** - Equip senior advocates to proactively sell the city to inward investing businesses in high value sectors, with a rolling top 100 list of prioritised business targets, as well as building and maintaining a strong network of intermediaries including national and local property agents.
  
- 5. BROKERAGE TO PRIVATE SECTOR/REGIONAL BUSINESS SUPPORT AND FUNDING OPPORTUNITIES** – To make York businesses, start-ups and student entrepreneurs aware of and to broker business support and funding opportunities, with a focus on high value sectors. This is about brokering opportunities providing by the private sector, other business support organisations such as the FSB, York Professionals, Chamber of Commerce etc. and LEP Growth Hubs and funding streams, rather than duplicating activities. As part of this, to work with LEPs to maintain and communicate a map of the support organisations provide for businesses.

**c.£120k (including overheads) for initiatives making a fresh statement of cultural and visual identity**

This does not include additional funding allocated by the Council outside of the SLA in 2015/16 for the proposed digital festival and post-flooding marketing which is contingent on external bids. As such, the below should fund new activity which has not been funded by the Council in additional agreements.

**Targets output:**

Improved perception of York as a creative and enterprising city (method of measurement to be developed and discussed)

**Specific commissioned activities:**

- 6. AMBASSADORS PROGRAMME** - Initiate and equip a group of senior advocates with significant national/international influence with a small number of key messages to support the promotion of the city to a range of audiences
- 7. CREATIVE MARKETING + PR TO CHANGE PERCEPTION OF CITY** - Take forward an initiative with partners to promote and talk up a positive image of York as an enterprising and creative city, delivering a sustained marketing/PR campaign and regularly communicate stories of business success in York to deliver business and investor confidence
- 8. MAJOR ARCHITECTURAL DESIGN COMPETITIONS AROUND KEY DEVELOPMENTS** - Run and promote national/international architectural design competitions for each major new development in the city over the next few years to help York become known for progressive contemporary urban design with sensitivity to its heritage
- 9. DEVELOP BUSINESS CASES AND SEEK EXTERNAL INVESTMENT FOR IDENTIFIED MAJOR INITIATIVES:** Work with partners to develop robust business cases and seek external funding for identified major initiatives focussed on changing the perception/visual appearance of York including a year round creative lighting setup for the city centre, digital signposting and what's on, city centre public realm enhancement and the Eye of York development.
- 10. ENABLE SUSTAINABLE PRIVATE/VOLUNTARY SECTOR CULTURAL EVENTS + FESTIVALS:** Support new and fast-growing high profile external (i.e. delivered by the voluntary and private sector) events and festivals to become sustainable on a commercial / fully funded basis. This could be pump-prime funding to enable events to access fully sustainable external funding or private sponsorship in future years, or in kind support. The provision of Make it York led festivals and events is covered elsewhere in the agreement.

**c.£39k (including overheads) for initiatives bringing people and businesses together in creative low-cost ways**

**Specific commissioned activities:**

**11. DIVERSE & INTERESTING INFORMAL NETWORKING OPPORTUNITIES**

**(CREATIVE CONVERSATIONS OR OTHER)** - Provide informal enjoyable opportunities for creative and energised people (particularly not just the usual suspects) to come together to network, develop ideas which will benefit the city + enable serendipity to happen

**12. DIRECTORS FORUMS AND/OR PRIVATE SECTOR LED SECTOR NETWORKS -**

Facilitate regular private sector-led forums to bring together key sectors in York for mutual support, promotion of the sector and to harness the key opportunities which arise from working together. Where there are existing private sector groups e.g. York Professionals / Guild of Media Arts / BioVale, Make it York should not seek to replicate, but focus on areas where there is not yet sufficient, e.g. Rail and IT. The aim of these networks should be to be to develop sustainable mutually supporting networks which are ultimately self-sufficient, therefore Make it York should avoid excessive overheads for these activities which prohibit this approach.

**13. COORDINATED MARKETING TEAM ACROSS ORGANISATIONS -**

Set up a virtual shared marketing team of marketing officers from key organisations and businesses in the city to spot opportunities to cross-promote York and key messages nationally and internationally.

**c.£30k (including overheads) for community-based economic initiatives**

**Specific commissioned activities:**

**14. ROLLOUT OF BISHOPTHORPE ROAD MODEL –** Support businesses within particular high streets, both in the city centre and on the suburbs of York, to take collaborative action in improving and promoting their high street, rolling out Bishopthorpe Road model focussed on private-sector leadership.

## **Events, city centre and market management (funded by license agreements with City of York Council)**

The Council's license for managing the market and city centre enables Make it York to generate income for these functions. These elements should form part of Make it York's business plan to ensure the ongoing delivery of the functions fulfil Council required outcomes as well as delivering returns for the Council.

### **Specific commissioned activities:**

**15. MARKET MANAGEMENT** - 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. To deliver a service which is in keeping with the objectives and values of the Market Charter and Market Regulations. To promote the market to key customer groups [More details of legalities around the market are included within the legal services agreement]

**16. CITY CENTRE, EVENTS & FESTIVALS MANAGEMENT** - 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. To enable high quality city centre festivals, activities and events, including a festival of food and drink, Illuminating York and winter festival, and to increase the revenue generated by this activity.

**Visitor economy development in addition to the above initiatives (funded by other income streams and shareholder subsidy to move towards long term self sufficiency)**

The Council's decision to allow Make it York to act as the sole Destination Management Organisation for York enables the company to attract additional income streams to fund this activity, including Visit York membership and publications. Targets set therefore should be defined by Visit York members as the primary customers and beneficiaries of this work, but could include:

- Unique visitors to the Visit York websites and digital media streams
- Business conferences attracted to the city
- Occupancy levels

These elements should form part of Make it York's business plan to ensure the ongoing delivery of the functions fulfil Council required outcomes.

**Specific commissioned activities:**

**17. 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.

**18. VISITOR INFORMATION & MARKETING** - To ensure there are clear and effective ways for visitors and residents to find out about the city, with high quality information and support. To encourage, communicate with and provide all residents with the opportunity to enjoy the tourism and cultural offer of the city

**19. BUSINESS TOURISM** - To attract new business tourism to the city, with a focus on high value priority sectors, including providing a clear and effective process for responding to enquiries with high quality response and support.

## **About the services agreement**

The terms of this agreement may be varied by the Council in accordance with the articles of Make it York.

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

This Agreement may be terminated by the Council giving not less than 6 Months' notice to Make it York provided that such notice is in writing.

For year three, City of York Council's customer requirements will be confirmed through a review in December 2016 (as the Council's financial contribution in each financial year is subject to the budget-setting process). Funding will be in accordance with financial regulations.