

APPENDIX 3 – Make it York SLA Strategic Linkages & Key Performance

The Specification

Part 1 - OBJECTIVES	
The following are objectives to be achieved by Make It York as a Teckal company, for the purposes of public and procurement law in the United Kingdom, through the provision of the Services:	
(a)	Contribute proactively to the city vision of being more affordable, more accessible, more sustainable, and fairer for future generations to enjoy and residents to benefit from today.
(b)	Co-ordination and promotion of the city of York's brand and cultural offer taking every opportunity to articulate York's narrative, regionally, nationally, and internationally.
(c)	Work towards increasing the value of the visitor economy (including residents as visitors) through promoting innovation for social good and higher quality in the existing offer, encouraging high value visitor economy investment and attracting higher spending visitors.
(d)	Nurture new cultural ideas and initiatives to support good health and wellbeing.
(e)	Create entrepreneurial partnerships to bring projects to life, reducing duplication and displacement of private sector activity in the fields that Make It York works in.
(f)	Generate income from activities to support the delivery of the Business Plan and these Objectives.
(g)	Work with the Council and other partners to attract funding to support and enhance the delivery of the activities set out below.
(h)	Create an environment for businesses and visitors' to proactively contribute to York's transition to net zero carbon emissions by 2030.
Part 2 - SERVICE SPECIFIC REQUIREMENTS	
1	General
1.1	Develop and deliver agreed initiatives and programmes within the remit of the areas set out in this agreement that further the Council's strategic priorities. These initiatives and programmes will further articulate York's narrative, fill identified gaps in provision not addressed by other providers and must not duplicate or displace other existing or potential provision.
1.2	Develop an annual business plan for Make It York, consulting with the Council to ensure that all activities are consistent with the Council's priorities (the "Business Plan").
1.3	Provide regular and timely advice for Council senior managers as required on remits relevant to these Service Specific Requirements and summarising what has been submitted in a quarterly progress report.
1.4	Represent York on operational working groups relevant to these Service Specific Requirements as agreed with the Council.
1.5	Ensure coherent local communications and press releases that further articulate York's brand position, regionally, nationally, and internationally in alignment with the Council's Marketing & Communications Team.
1.6	Work co-operatively in areas where the Council or commissioned partners remain the lead organisation responsible, but the remit is overlapping with these Service Specific Requirements.
1.7	Make business cases to the Council, in writing, for activities, initiatives or investment proposals that are not currently part of the SLA where Make It York considers they would support the Objectives set out in Part 1 of this Schedule and would add to or enhance these Service Specific Requirements set out here.
1.8	Collect relevant data, including user feedback, to evidence performance against the Objectives set out above and the Outcomes in set out below, as well as these Service Specific Requirements.

1. Destination Management Organisation										
Outputs	Measurements	Target	2023-2024 Baseline	Q1 2024-25 Apr-Jun	Q2 2024-25 Jul-Sep	Q3 2024-25 Oct-Dec	Q4 2024-25 Jan-Mar	2024-2025	Notes	
DMO 1 Outcome - Leading on visitor economy marketing of York, working with Visit England, national and regional bodies to make the most of York's offer and attract visitors to the city.										
<ul style="list-style-type: none"> Creation and delivery of key marketing campaigns for York in collaboration with partners to strengthen city wide partnership approach. resulting in an improved quality of offer for York as a place to live, work, invest and visit. Creation of a new page on visityork.org with sustainable travel information and promotion of sustainable travel itineraries viewed by 50,000 unique visitors per annum. Development of a package of linked attractions and experiences to encourage visitors to spend more time in York increasing overnight stays. Develop an international marketing plan and relationships established with 5 key international travel trade operators by end of May 2025. 	<ul style="list-style-type: none"> Increase click through rates of unique visitors accessing promotional and material on York for visiting, engaging in events and culture, markets, through MIY channels each year by 2% annually. 	+2%	+3.2%	+1.03%	+2.01%					
	<ul style="list-style-type: none"> Increase domestic and international promotion of York through social media channels: No of Instagram followers, number of Facebook post likes and follows, TikTok. 	↑	+10.4%	+9.7%	+8.9%					
	<ul style="list-style-type: none"> Targeted marketing and campaigns x 4 	4	2	2	2					
	<ul style="list-style-type: none"> Retain retention rate of VY membership at 80% 	80%	80%	93%	93%					
	<ul style="list-style-type: none"> Member Advisory meetings x 4 per year 	4	4	1	1					
	<ul style="list-style-type: none"> Attend 2 International trade shows per year. 	2	0	1	0					
	<ul style="list-style-type: none"> Visitor stay length increased by 1% yoy (STEAM) - Annual 	1%	3.2 nights (-5% vs. 2022)*	Annual	Annual					
<ul style="list-style-type: none"> Visitors spend increased. (STEAM) - Annual 	↑	Direct expenditure: £1.2bn (-4.5% vs.2022)	Annual	Annual				Annual collection		
<ul style="list-style-type: none"> Value of tourism to the economy increases. (STEAM) - Annual 	↑	£1.8bn (-4.5% vs. 2022)*	Annual	Annual						
DMO 2 Outcome - Maintain and develop Visit York as a membership body supporting and developing the visitor economy sector.										
<ul style="list-style-type: none"> Maintain relationships with existing members and create new member relationships to increase members. 	<ul style="list-style-type: none"> Hold networking events x 2 per annum. 	2	2	1	0					
	<ul style="list-style-type: none"> Deliver informative monthly to members ensuring retained membership of at least 80% 	80%	80%	93%	93%					
DMO 3 Outcome - Work with the visitor economy sector, Visit England, the York & North Yorkshire LVEP, the York Business Improvement District ("BID") and other partners to ensure that a quality product is offered to both visitors and residents, and that it is accessible and welcoming to all.										
<ul style="list-style-type: none"> Contribute to the performance of the visitor economy by progressive and active partnership working to deliver connectivity of the visitor experience and enabling national and regional funding to be secured. Lobby and advocate key partners and organisations to influence key decisions, shape direction and maximise York's potential. 	<ul style="list-style-type: none"> 4 - 1 x per campaign joint partnership activities delivered including with LVEP. 	4	0	3	0					
			0	0	0					
<ul style="list-style-type: none"> Create an online search facility covering different accessibility needs by April 25. 	<ul style="list-style-type: none"> Online accessibility search provision live April 25. 	Apr-25	0	0	0					
<ul style="list-style-type: none"> Increase accessible tourism by the development of 4 new itineraries to showcase ways visitors with different accessibility needs can enjoy visiting York by April 25. [has an accessibility audit been done since 2012?] if not need to remove this.] 	<ul style="list-style-type: none"> 4 new accessibility itineraries jointly developed. 	4	0	0	0					
<ul style="list-style-type: none"> Continue to attract commercial sponsorship of Visit York Tourism Awards and showcasing industry achievements. 	<ul style="list-style-type: none"> Annual sponsorship secured 	1	1	1	0					
DMO 4 Outcome - Encourage all York residents to enjoy the tourism and cultural offer of York including year-round promotion and targeted residents' events.										
<ul style="list-style-type: none"> We will work collaboratively and creatively to ensure every resident utilises the tourism offer of the city. Tourism is supported and welcomed by residents and local communities and more York residents are actively participating in tourism and cultural offer of York. 	<ul style="list-style-type: none"> Increased number of residents participating in Cultural activities including Heritage, attending an event, or visiting an attraction by 5% 	5%	Annual	Annual	Annual					
	<ul style="list-style-type: none"> Co-ordinate and promote residents festival annually. 	Annual	1	Held in January	Held in January	Held in January	Held in January			
Additional comments below: (N.B. use "Alt + enter" to start a new paragraph in a cell)										
*Source: 2023 STEAM tourism report										

2. Visitor sector development

Outputs	Measurements	Target	2023-2024 Baseline	Q1 2024-25 Apr-Jun	Q2 2024-25 Jul-Sep	Q3 2024-25 Oct-Dec	Q4 2024-25 Jan-Mar	2024-2025	Notes
VSD1 Outcome - Work with visitor sector businesses to increase their productivity and help them become even better employers, paying decent wages, and offering flexible employment, by promoting the adoption of the Good Business Charter. Facilitate cross-sector work to improve York centre as a destination for business, visitors, and residents.									
· Increased awareness of Visit York members of the Good Business Charter and accreditation to increase.	· Raise awareness of Good Business Charter to increase the number of Visit York Members achieving Good Business Charter Accreditation by 2% YOY, with support of Business Charter	2% Annually		Annual	Annual	Annual	Annual		
	· Promoting the benefits of Good Business Charter to Visit York Members by providing information in monthly newsletters.	Monthly	12	3	3				
· Supporting York business to make positive changes.	· Measuring click through rates to Good Business Charter from Visit York website.	↑	0	Annual	Annual	Annual	Annual		
VSD2 Outcome - Supporting on approaches to maximise private-sector, visitor led investment into city centre improvement.									
· New businesses within the city joining Visit York membership	· 1% additional new members joining - Annual	1%		Annual	Annual	Annual	Annual		
VSD3 Outcome - collaborating with the council and with businesses to stimulate a stronger evening economy.									
· Attend meeting and task groups providing expertise as required to improve nighttime economy.	· Contribute ideas to enable delivery of a programme of family friendly activities that assist to strengthen aspirations for Purple Flag Accreditation	No Measurement							
VSD4 Outcome - Attract new business tourism to the city by providing a clear and effective process for responding to business tourism enquiries with high quality response and support and working proactively to attract new enquiries appropriate to the city.									
· Promoting the City as a location for business events to new markets to grow business tourism all year-round.	· Increasing the number of enquiries for Business Tourism in 2024/25	↑							
Additional comments below: (N.B. use "Alt + enter" to start a new paragraph in a cell)									

3. Tourism Advisory Board

Outputs	Measurement	Target	2023-2024 Baseline	Q1 2024-25 Apr-Jun	Q2 2024-25 Jul-Sep	Q3 2024-25 Oct-Dec	Q4 2024-25 Jan-Mar	2024-2025	Notes
TAB1 Outcome - Convene and facilitate a TAB for York, which brings together a diverse range of stakeholders in the sector and has an independent chair.									
· Collectively with partners and attractions, promote the visitor economy and increase visitor spend in the city to increase the value of the tourism economy in York.	· Attend regular TAB meetings and provide relevant expertise and insight of performance and data.	12	12	3	3				
	· Other specific KPI's to be agreed if MIY contribute to a specific output.	No Measurement							
	· Increase visitor spend annually Target £70pph.(Visitor Survey. Excludes accommodation. Includes zero spend and all party members, regardless of age)	£70pph	£50 per head	Annual	Annual	Annual	Annual		
TAB2 Outcome - Take a lead in the development, delivery, and monitoring of the new tourism strategy.									
· Actively secure adoption of Strategy across agencies / stakeholders once adopted by CYC to deliver key priorities and outcomes of the strategy.	· Strategy adopted by key organisations by October 2024	Oct-24	completed	completed	completed				
Additional comments below: (N.B. use "Alt + enter" to start a new paragraph in a cell)									
Strat signed off by CYC, implementation plan taking place with MIY support									

4. Markets

Outputs	Measurement	Target	2023-2024 Baseline	Q1 2024-25 Apr-Jun	Q2 2024-25 Jul-Sep	Q3 2024-25 Oct-Dec	Q4 2024-25 Jan-Mar	2024-2025	Notes
MAR 1 Outcome - Operation of the Shambles Market and facilitate meaningful engagement with all traders. Develop a new Markets Strategy for York which includes considering how best to use the powers in the Market Charter to support inclusive growth across the city. Ensure that Rules and Regulations are maintained and up to date ensuring compliance with all legislation and statutory requirements and implemented in a fair, transparent, and consistent basis. MIY to seek approval to the Council if required for changes.									
· Undertake a review of Rules and Regulations and implement outcomes.	· Review annually Rules and Regulations in consultation with CYC and traders.	Annual	1	0	1				
· Develop a Markets Strategy to support the retention and attraction of high-quality market traders to the current site along with exploring the use of other key sites within the city to support growth.	· Market Strategy completed Jan 2025.	Jan-25	0	0	0				
· Collaborate closely with all partners including market traders to maintain markets viability.	· 20 new SMEs supported to start up/expand business.	Mar-25	55	15	7				
· Provide vibrant and financially viable markets that contribute to the footfall and economic activity of the city. · Markets to be delivered cost neutral at minimum.	· 2 new speciality markets and temporary markets enabled in 2024/25.	Mar-25	0	1	0				
	· Trader, customer, and non-customer surveys completed by Jan 2025.	Jan-25	0	0	0				
	· 1 street food night market delivered to encourage families and students to attend to help kick start the family friendly evening economy	Mar-25	0	0	0				
MAR 2 Outcome - Work with traders and other stakeholders to develop the market business plan to maximise its financial performance and continue to develop the offer.									
Undertake consultation and engagement to ensure buy in from all partners on the direction of travel for Shambles linking into the Market Strategy.	· Facilitate six weekly trader liaison meetings open to all traders. Facilitate meet the team 4 times a year.	8	8	2	2				
	· Produce a business plan for consultation to achieve sustainability.	Mar-25	0	0	0				
MAR 3 Outcome - Operate York's market charter on behalf of the Council.									
· Create opportunities for speciality markets and local produce community-based markets to operate within the city.	· 3 community-based markets facilitated inc Acomb and Riverside	3	2	2	2				
	· 2 speciality markets held.	2	1	2	2				
Additional comments below: (N.B. use "Alt + enter" to start a new paragraph in a cell)									
MAR 3 - Riverside Markets carried out over 5 weekends in July/August - Acomb Markets carried out Monthly, looking to expand.									
MAR 3 - Acomb are speciality Artisan Markets, Riverside are speciality Art markets.									

5. Commercial Events										
Outputs	Measurement	Target	2023-2024 Baseline	Q1 2024-25 Apr-Jun	Q2 2024-25 Jul-Sep	Q3 2024-25 Oct-Dec	Q4 2024-25 Jan-Mar	2024-2025	Notes	
CE 1 Outcome - Run safe and sustainable commercial events, including specialist market to support economic growth and promote York, to generate surplus for investment.										
<p>· Provide a strong inclusive and diverse events programme to deliver the longer-term aspirations to grow events and speciality markets, deliver exceptional Visitor Experience that keep's York's profile high and generates high economic impact for the city.</p> <p>· Update annual events plan for 2024/25 that is designed to attract high spend stay visitors and select day and resident markets. Collaborate with commercial partners to secure new funding and sponsorship opportunities to sustain and expand programme and generate surplus.</p>	For Make it York directly delivered events:								Make It York Delivered Events from Evaluations	
	· 70% of audience survey rating performance 'very satisfied' or 'fairly satisfied'	70%	No Baseline	97%	No direct events					
	· 35% of audience from York	35%	No Baseline	21% in York (54% in N Yorkshire)	0					
	· 65% of audience from outside York	65%	No Baseline	79% not living in York itself (46% outside N Yorkshire)	0					
	· Foot fall during event period		No Baseline	1,408,709	0					
	· Value of press and media coverage £500k	£500k	No Baseline	£115K	0					
	· Social media engagement and website conversion rate		No Baseline	835.1K social impressions : 64.6K website views	0					
	· 45% of people travelling to York for events by active and sustainable means (bus, walk, cycle, train) increase by 5% annually.	45%	No Baseline	65%	0					
	· 60% of local businesses trading at events (York and Yorkshire)	60%	No Baseline	N/A	0					
	· Value of events per annum to York Economy £90 million	£90m	No Baseline	Not Captured	0					
	· Total No of volunteers		No Baseline	N/A	0					
	· Total No of people contracted to work events including those employed by stall holders.		No Baseline	Not Captured	0					
	· No of reported incidents <3	<3	No Baseline	Damage to Snooks but factored into project	0					
	For third party events:									
	· 75% of participants rating the event excellent or good	75%	No Baseline	/	Positive feedback					From evaluations of third party events
	· 45% of people travelling to York for events by active and sustainable means (bus, walk, cycle, tram, train)	45%	No Baseline	/	No larger events included for this					
	· 35% of audience from York	35%	No Baseline	5%	No larger events included for this					
	· 65% of audience from outside York	65%	No Baseline	95%	No larger events included for this					
	· Total No of local businesses supported specific to the event.		No Baseline	/	12 - Little Bird					
	· Total No of attendees		No Baseline	15400	No larger events included for this figure					
· Value of press and media coverage [£]		No Baseline	/	No larger events included for this						
· 60% of products for sale that are locally sourced (York and Yorkshire)	60%	No Baseline	/	No larger events included for this						
· Total No of Volunteers working the event		No Baseline	/	0						
· Total No of people contracted to work the event.		No Baseline	/	7						
· No of reported H&S incidents			1	0						

5. Commercial Events ctd									
Outputs	Measurement	Target	2023-2024 Baseline	Q1 2024-25 Apr-Jun	Q2 2024-25 Jul-Sep	Q3 2024-25 Oct-Dec	Q4 2024-25 Jan-Mar	2024-2025	Notes
CE 2 Outcome - Maintain an up to-date, comprehensive, and publicly accessible overall list of events happening across York.									
<ul style="list-style-type: none"> Calendar of year-round events created and shared with at least 100 businesses by end of Jan 25, uploaded to visitoryork.org website and viewed by 100,000 per annum unique visitors. 	<ul style="list-style-type: none"> Production of annual events Calendar circulated to 100 no of business and promoted through digital channels with 100,000 unique visitors accessing. 	1	1	April - September 5,501 Downloads 340.6K views of our what's on, events and event listing pages on visitoryork.org Shared with 1169 Member	April - September 15,889 Downloads 325.4K views of our what's on, events and event listing pages on visitoryork.org Shared with 1169 Member				Check an increase of downloads/views with Ben
CE 3 Outcome - Support Local and Community Events to be delivered safely by creating and event toolkit to allow event organisers to self-serve including guidance on event management and highlighting where permissions would be required.									
<ul style="list-style-type: none"> Work with event organisers to assist in the enabling and planning of events and provide a supportive environment to facilitate increased local participation, influence and engagement of residents ensuring that community events ensuring that they are delivered at no cost to others. 	<ul style="list-style-type: none"> Events Toolkit delivered for communities which enable local community groups to plan and deliver their own events responsive to community need, for community benefit bringing communities together safely. 		No Baseline	0	0				
CE 4 Outcome - Manage all enquiries from any individual or organisation requiring support / guidance regarding putting on an event in York in the first instance.									
<ul style="list-style-type: none"> Enabling local Community led Events and Festivals delivering increased community pride. 	<ul style="list-style-type: none"> Increased community skills, increased volunteering at community events, improved civic pride. 		No baseline	1	2				How many volunteers at events in the city
CE 5 Outcome - If a proposed event falls within the Foot streets, Tower Gardens, Knavesmire or the Eye of York decide whether to permit the event.									
<ul style="list-style-type: none"> Enabling appropriate use of public spaces in a safe manner 	<ul style="list-style-type: none"> Active community members participating 		44	16	34				
CE 6 Outcome - If the proposed event is on land other than the Foot streets, Tower Gardens or the Eye of York determine whether the event falls within Make It York's remit and objectives									
<ul style="list-style-type: none"> Enabling appropriate use of public spaces in a safe manner and obligating event organisers to manage and deliver events to national policy and guidelines, legislation, local restrictions 	<ul style="list-style-type: none"> All events, where applicable, utilising public spaces discussed at Safety Advisory Group Safe events delivered in line with guidance and legislation. 		4	0	1				Any event that comes to us but we dont deliver - Rowntree, Rawcliffe, Hull Rd Park
CE 7 Outcome - Work within relevant laws and regulations that exist and ensure compliance with all licenses and permissions always associated with particular sites.									
<ul style="list-style-type: none"> Delivering events and festival in line with legislation, guidance, and best practice. Ensuring all relevant event costs by MIY or third-party event organisation are covered. For MIY directly delivered events - any CYC costs are required to be on fixed price cost that are agreed up front supported by relevant MIY purchase order. 	<ul style="list-style-type: none"> All events compliant with requirements with no reported breaches. 	SAG Events	8	3	2				Number of events that we took to SAG?
		Cost	100%	100%	100%				
		Cost	100%	100%	100%				
		Breaches	0	0	0				
<ul style="list-style-type: none"> For all third-party events CYC costs are required to be on fixed price cost that are agreed up front with the Third-Party event deliverer. MIY will not be liable for any costs associated with Third Party Organisers. 									
Additional comments below: (N.B. use "Alt + enter" to start a new paragraph in a cell) and									
CE1 (Q1) - Snooks feedback and Big Wheel with all evaluation measures captured at this stage									
CE1 - Third Part Events - Little Bird Market and York River Art Market Feedback (not a larger event and therefore not extensive feedback given)									
CE6 - Work is now being undertaken to track any events that do not fall under our remit									
CE2 - New events calander to be published October - March									

6. City Centre Vibrancy										
Outputs	Measurement	Target	2023-2024 Baseline	Q1 2024-25 Apr-Jun	Q2 2024-25 Jul-Sep	Q3 2024-25 Oct-Dec	Q4 2024-25 Jan-Mar	2024-2025	Notes	
CCV 1 Outcome - Oversee opportunities for Eye of York, Tower Gardens, Exhibition Square, Kings Square and St Helen's Square, within the constraints and challenges these areas have. Develop workable solutions to put to the council to be able to commercialise these areas, if possible.										
· Engage with partners and stakeholders to explore a vision which will improve these areas and create spaces suitable for events	· Identify investment opportunities to make spaces fit for purpose and support the aims and objectives of CYC.	No Measurement								
CCV 2 Outcome - Contributing expertise, ideas, and experiences to the Our City Centre Project which will set the city centre strategy.										
· Play an active role in project board attending meetings sharing best practice and taking responsibility for key actions arising from the delivery of city centre strategy and jointly delivering projects that develop and improve the area for residents and visitors.	· No measurement	0								
CCV 3 Outcome - Create a high-profile calendar of city centre festivals, activities and events ensuring that partners including the Council, and the BID are enabled to contribute.										
· Complete analysis of gaps and provide recommendations to support the development of the year-round visitor economy and encourage new events and festivals to further animate the city and encourage a diverse a diverse annual events calendar and that the programme is attractive to families. · Create new offers and experiences and market existing opportunities to present a year-round visitor offer. · Calendar of year-round events created and shared with at least 200 businesses by end of Jan 25, uploaded to visitoryork.org website and viewed by 35k unique visitors.	· Produce a collective annual calendar of events for circulation annually by March each year.	1	1	6 Month calendar April - September	6 Month calendar April - September					
	· Undertake gap analysis to identify events/activities that can take place in the shoulder months of March, April, September, October, and November	No measurement								
	· 100,000 unique visitors accessing annual calendar.	100,000	100,000	April - September 5,501 Downloads 340.6K views of our what's on, events and event listing pages on visitoryork.org	April - September 15,889 Downloads 325.4K views of our what's on, events and event listing pages on visitoryork.org					
	· Annual calendar shared with 100 businesses.	100	100	Shared with 1169 Member Businesses	Shared with 1169 Member Businesses					
CCV 4 Outcome - Promote the events calendar through all appropriate means including through highly visible city centre information to continue Yorks's reputation of being a welcoming city for all as a city of sanctuary and human rights city.										
· Using front line services and digital services to promote a clear and consistent message of a welcoming city for all and everyone is treated with dignity and respect.	· Produce a digital guide and trails to provide opportunities for residents to engage and access our and other services online.	2	0	1	0					
CCV 5 Outcome - Development of a Spaces and Places Policy that improves how buskers, street traders, street cafes and pedlars are managed in the City Centre.										
· Provide a management document that will ensure respect of the character of each location, its occupants, and its appropriate function, celebrating local talent, local business taking into account the needs of all users of the city's streets and adding vibrancy and character to the city.	· Reduced No of complaints on use of spaces to less than 50.	<50	0	5	13					
Additional comments below: (N.B. use "Alt + enter" to start a new paragraph in a cell)										
CCV3 - New events calander to be published October - March										

8. Events Framework

Outputs	Measurement	Target	2023-2024 Baseline	Q1 2024-25 Apr-Jun	Q2 2024-25 Jul-Sep	Q3 2024-25 Oct-Dec	Q4 2024-25 Jan-Mar	2024-2025	Notes
EVF 1 Outcome - Work with business, visitor economy and cultural sectors in developing the Framework to ensure its fit with wider city strategies / objectives.									
· To agree and establish the key Strategic Events that would benefit York in partnership with relevant partners.	· Engage with Partners and develop an Events Framework Strategy for approval by CYC to cement York as a destination and to deliver a range of impacts for the City's residents, businesses and visitors linking to N Y combined Authority and LVEP strategies.	1	0	0	0				
EVF 2 Outcome - Events framework to be co-produced with the Council for approval, in line with Our City Centre vision and put in place systems to evaluate the success and impact of the Framework as delivered by MIY.									
· A more cohesive strategic direction for festivals and events to ensure that these align with the City's key strategies, objectives and outcomes.	· Events Framework co – produced for approval.	No Measurement							
· Building and facilitating partnerships and capacity and support for delivery of events and festivals.									
EVF 3 Outcome - Take the initiative in building coalitions and partnerships for specific initiatives to fill identified gaps in product as identified by the framework.									
· Improving opportunities through progressive and active collaborative partnerships working leading to jointly attracting more national and regional funding.	· Number of regional/ national/ international partnerships created.	No Measurement							
	· Number of Festivals and Cultural Events held.	2	0	1	1				
EVF 4 Outcome - Engage businesses and visitors in mass participation sporting events commissioned by the Council.									
· Engaging business will delivering tangible impacts to the city and its communities and visitors such as social impact, health and wellbeing impact, participation impact, economic impact from tourism & event expenditure, growing customer base to York. · Volunteering impact.	· New initiatives and partnerships formed.	2	0	1	1				
	· Participation at events increased.	0	0	See additional comments	See additional comments				
	· Future tourism & local business value	Annually	0	Annually	Annually	Annually	Annually		
Additional comments below: (N.B. use "Alt + enter" to start a new paragraph in a cell)									
EVF 3 Outcome - First inaugural meetin of the Major Events Network meeting held on 11 June with regional Local Authorities.									
EVF 4 Snooks and Trailblazers introduced in 2024 therefore cannot measure participation at events increased for these events individually. Will assess overall events annually to determine increase.									

