

Schedule 1

Part 3) OUTCOMES AND SERVICE LEVELS

The Outcomes and Service Levels are designed to promote, and be an objective means of measuring, an improvement in the quality of provision and the efficiency and effectiveness of the Services. The Council recognises that achievement of the Outcomes and Service Levels may not be directly or solely within the control of MIY; however, both parties recognise that the level of success in delivering the activities set out in this schedule shall be measured by reference to the Outcomes and Service Levels set out here.

Outcome	Service Level	Partners / Roles	Timescale	Reporting Mechanism
BUSINESS ENVIRONMENT				
Increase median pay for York residents to above the UK average by 2025	A decrease in the gap between national median pay and median pay for York residents	Key outcome, supported by the activities in this plan	Ongoing	Monitored annually by ASHE data Quarterly narrative report
	Jobs growth in the agreed priority high-value sectors at least 20% above national growth in employment in those sectors	Key outcome, supported by the activities in this plan	Ongoing	Monitored annually by BRES data Quarterly narrative report
Businesses can easily access support of all kinds and are able to choose what to access	Target to connect with 3,000 businesses each year, providing meaningful, direct support to at least 250	MIY, Chamber, BID, FSB, York Professionals, professional services sector, business facing elements of CYC. MIY to map business connections and work with all to maximise the spreading of information on events, support activities and advice.	Ongoing	Quarterly narrative report

Businesses have the accommodation they want and need to grow	Up-to-date property database maintained and made available to businesses KAM relationships to monitor accommodation needs	MIY, through the 3,000 business connections, to monitor accommodation needs and provide information where requested	Ongoing	Quarterly report – number of enquiries, number of businesses supported to take on new premises, exception report detailing businesses not able to find suitable premises
City-wide network of business support practitioners	Coordinate a network of public and private sector business advisors	MIY, Chamber, BID, FSB, York Professionals, professional services sector, business facing elements of CYC. MIY to convene meetings and build understanding of what each member can offer.	Ongoing	Quarterly narrative report
VISITOR ECONOMY				
York tourism strategy refreshed and updated in collaboration with the sector and key partners and signed off by the Council	Strategy signed off by partners and submitted to Council for approval	York visitor economy sector and related organisations. Wider business sector including BID. External stakeholders especially Visit England and Welcome to Yorkshire. MIY will develop the refresh in close liaison with the Head of Economic Growth to ensure fit with the Economic Development Strategy.	December 2018 for agreement by March 2019	Strategy submitted Quarterly narrative report

Develop a quality visitor product	Develop the plan for visitor information at the “gateway” sites	York BID, Council, tourism business. MIY will develop proposals and seek funding for implementation in liaison with the Council	March 2019	Quarterly narrative report
CULTURE				
A cultural strategy developed with the sector, steered by the Cultural Leaders Group and agreed by the Council	A strategy to make a fresh loud statement of cultural and visual identity for York	To be guided by the Cultural Leaders Group and approved by the Council. MIY will provide leadership to the process as well as the “secretariat” to the Cultural Leaders Group to ensure that the process delivers against the agreed brief. In particular MIT will ensure that the strategy aims to achieve the buy-in of all sectors: cultural, business and third sector organisations, communities, citizens, key external stakeholder groups, scrutiny members	May - December 2018	Strategy document.
Cultural Strategy beginning to be implemented	An evidence base to demonstrate cultural impact and excellence to inspire funders, policy-makers and politicians to invest and engage in and with the city	Cultural Leaders Group, Council, key external stakeholders and funders, especially ACE. MIY will: <ul style="list-style-type: none"> • develop income streams 	January - March 2019	Strategy delivery plans

		<ul style="list-style-type: none"> provide city-wide leadership, working through the Cultural Leaders Group to deliver the strategy 		
Cultural Leaders Group firmly established	Resource in place to support and develop the group to deliver the Cultural Strategy	Cultural Leaders Group, CYC Executive Member, ACE	April 2018 – July 2018	Quarterly narrative report
SECTOR DEVELOPMENT				
Sector development plan prepared for each priority sector	An agreed approach for each sector	MIY to map out sector by sector (using the agreed priority sector list) what already exists and develop a plan to be agreed by CYC	Dec 2018	Sector development plan
City centre retail offer continues to develop	Target key potential retailers and seek to attract to vacant city centre premises	MIY through retail task force (MIY, CYC, BID, Retail Forum) to identify target retailers and contact them with a compelling proposition to open a York store	Dec 2018	Quarterly narrative report
High value sectors supported to grow	Employment growth above national average for agreed sectors	MIY sector development mapping to identify relevant support for each high growth sector.	Sector development plan by end Dec 2018 Support ongoing	Sector development plan BRES data annually Quarterly narrative report
Creative sector strategy & action plan for the city	Strategy to be agreed across the city by September 2018 for implementation	MIY to complete the work on creative sector strategy, including action plan, in close liaison with sector representatives	Sep 2018	Compliance group to be set up to ensure strategy is delivered

UNESCO DESIGNATION				
Support the Guild of Media Arts	Guild of Media Arts acknowledges Make It York's contribution to their development	MIY to hold workshop with the Guild to review progress to date and consider next steps	Summer 2018	Feedback from Guild of Media Arts Quarterly narrative report
External funding for UNESCO related activities is secured	Significant funding secured for Guild of Media Arts, UNESCO and Mediale, to achieve a sustainable business model	MIY to work with Guild and CYC and develop funding bids of sufficient scale to grow activities	Ongoing	At least 3 bids submitted Quarterly narrative report
MARKETS MANAGEMENT				
Market continues to develop commercially and as a cultural location	Development and investment plan agreed with the Council for the next phase of development	Market traders Council BID	July 18 - October 18 so that investment decisions can be considered	Quarterly narrative report
EVENTS PROGRAMMING				
York has a vibrant all-year-round programme of events	Event strategy developed, approved and implemented in consultation and working with stakeholders	MIY, in consultation with BID, CYC and existing event organisers	Summer 2018	Strategy submitted for implementation in 2019 Quarterly narrative report
A toolkit is available for events organisers	Toolkit in place for 2019	MIY, in consultation with BID, CYC and existing event organisers	Dec 2018	Quarterly narrative report

INTELLIGENCE GATHERING				
Council and Make It York are well informed and able to make evidence-based decisions on the remit described in this document	Evidence base agreed with Economic Development lead	CYC Head of Economic Growth will convene a workshop to review evidence needs. MIY to identify evidence needs through its business planning process. Some initial work, but bulk as part of preparation of 2019-20 business plan	Jun 2018 for initial review Workshop in autumn/winter 2018 as part of business planning process	Quarterly narrative report
BRAND MANAGEMENT				
York brand delivered in partnership with the Council	Visitors and businesses recognise and advocate for the city brand, residents champion the city brand	CYC to develop city brand with active engagement from MIY	Ongoing, once city brand work has been developed	User feedback Quarterly narrative report
GENERAL				
Make It York activity contributes to City of York Council priorities	Business Plan developed in consultation with Client and Economic Development Lead, prior to agreement with Council	MIY to work actively with CYC from autumn 2018 onwards to develop business plan for 2019-20	Oct 2018 – Mar 2019	Initial draft submitted to Client before 1 st January 2019. Final plan agreed at March Shareholder Committee
Council kept informed of current issues and developments	A narrative and quantitative report to be submitted to the Client at the end of each quarter	MIY to prepare and submit quarterly reports and then meet with CYC officers	submitted by 15 th May, 15 th August, 15 th November, 15 th February	Four reports annually, Meeting with key Council Officers held each quarter to discuss this report

Council kept informed on issues for the agreed list of key businesses	At least 50 of the agreed key businesses engaged with each quarter	MIY to meet with key businesses and summarise key messages in narrative report	submitted by 15 th May, 15 th August, 15 th November, 15 th February	Quarterly narrative report to incorporate the current KAM report
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