

2016-18 SERVICES AGREEMENT BETWEEN CITY OF YORK COUNCIL AND MAKE IT YORK

In the financial years 2016-18, 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. WORK WITH EXPANDING 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. 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

- 7. 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:

8. 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.

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

Specific commissioned activities:

9. 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:

10. 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 promote the market to key customer groups [More details of legalities around the market are included within the legal services agreement]

11. 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:

12. 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.

13. 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

14. 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.