



Coventry City Council

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Public report

Report to
Cabinet
Scrutiny

18th April 2006

12th April 2006

Report of

Director of City Development and Director of Finance & ICT

Title

CV One Limited – Business plan 2006/9

1 Purpose of the Report

- 1.1 The purpose of this report is to review the CV One contract and to seek approval to extend the agreement by one year to March 31st 2011. A copy of the CV One Limited business Plan 2005/2008 is attached at Appendix 1.
- 1.2 The report affects all Wards as responsibilities of the company encompass the City of Coventry and in terms of marketing and promotion, extends to the wider region.

2 Recommendations

The Cabinet are asked to:

- 2.1 Approve extending the balance of CV One's contract by 12 months to 31st March 2011 and note that the current annual contract value is £5.987,071. (including events funding)
- 2.2 Note that the Scrutiny Co-ordination committee have received the report and have made comments to Cabinet, as they feel appropriate.
- 2.3 In accordance with the agreed approach to the 5 year rolling contract, to agree that the city council will work with CV One in 2006 to review and clarify the service delivery by CV One on behalf of and in pursuance of the city council's objectives and performance targets.

3 Information/Background

- 3.1 The original contract granted by the City Council to CV One Limited was for a rolling 5-year period commencing 1st April 2002 to 31st March 2007.
- 3.2 Each year the company produces a framework for the management and development of services in the form of a Business Plan, which contains a review of services, financial

appraisal for the current year, and requirements for the following year together with a report on performance.

- 3.3 As part of the City Council's annual consideration of the Company's forthcoming Business Plan, the contract includes provision for the Council to determine whether to extend the balance of the contract by a further 12 months. Such consideration is in the Council's absolute discretion but will have regard to the levels of additional investment obtained and achievements against the Performance targets. The purpose of the provision is to enable proper forward planning and the ability for the company to enter into its own sub contracts for up to 5 years.
- 3.4 At the Cabinet meeting on the 10th May 2005 the contract was extended by a further 12 months to expire on 31st March 2010.
- 3.5 The contract provides for CV One to deliver the following core 13 services: (ordering to be revised)

SERVICE	OBJECTIVE
Car parks	To provide a safe, attractive and well managed environment for visitors to the City centre
Highways	To ensure that highways are managed to provide an attractive and well managed environment for visitors to the City centre
Cleansing	To keep the streets and public areas within the City centre in a clean and attractive state
Maintenance of designated sites	To ensure that designated sites are maintained in a condition that is safe and attractive to visitors
Precinct Management	To complement existing retail and leisure development within the central area by making the precinct attractive, safe and vibrant
Phoenix Maintenance	To maintain elements of the Phoenix Initiative to a high standard and in a manner that provides a clean, safe, attractive and informative environment for all
Public Conveniences	To ensure that open public conveniences are maintained to a reasonable standard.
Lighting	Through the introduction of innovative lighting, to enhance the City Centre and buildings within it and make the City centre an attractive and vibrant place * - Public lighting has reverted to City Services except in Bull yard and Phoenix initiative
Access & mobility	To ensure that improved access to the City centre is promoted for all sectors of the community
Events	To encourage the use of, and improve the attraction of, the City and City Region by the staging of Events.
Promotion	To encourage the use, and improve the attraction of the City region as a destination for shopping, tourism and leisure activities, together with commercial and residential use.
Safety & Security	To make the City Centre a safe and secure place for all visitors and users
Business Development	To ensure that the City centre is maintained and developed as a commercial centre

- 3.6 CV One plays a critical contributory role contributes to delivering the City vision. Most notably its services and activities are undertaken to achieve the Urban Regeneration and Regional Planning Cabinet Member Plan objective– **Continue the redevelopment of the**

City centre to improve the image and perception of Coventry and encourage inward investment.'

- 3.7 **Review of performance 2005/6** – a full listing of the key achievements 2005/6 can be found in Appendix 1 Section 3 – the Business Plan. Key achievements of particular note include: -
- 3.7.1 Coventry City Centre **Business Improvement District (B.I.D.)** came into effect 1/4/05 – one of the first to achieve a successful vote in the country.
- 3.7.2 The company have received numerous awards including, Gold Award and category winner for Heart of England in Bloom, Short listed in the Heart of England Excellence in Tourism awards and the Coventry Evening Telegraph Business Awards for the Company's Service excellence programme and Double merit winner in the British Council of Shopping Centre' Purple Apple Awards for marketing and promotional campaigns.
- 3.7.3 The innovative **Business Vitality** programme created **19** new businesses and **135 new jobs**. Its success was recognised with the Association of Town Centre Management regional award and in winning a Purple Apple Award
- 3.7.4 It is also worth highlighting the difficult financial challenge CV One faced during this year. This time last year a deficit of £524,000 for the year 2006/7 had been identified. Consideration was given to its priorities and refocusing of activities which led to potential redundancies being announced. It has now been recognised that a key priority will be to rebuild staff confidence after this difficult period. CV One need to be applauded for dealing with this budget deficit 'in-house' with a resulting expected modest surplus of £9,000 in 2006/7.

3.8 Performance Indicators

- 3.9.1 The table below provides the précised position taken from the Performance Indicator Information supplied by CV One. A more detailed version is captured in the Appendix 3 Performance Indicator Information 2005-06 outlining full information and commentary on the results.
- 3.9.2 It is acknowledged that the established list of KPI measures were not ideal. Some outputs were not solely due to the work of CV One therefore making it that much harder to attribute credit for achievement or conversely blame for none achievement. The measures have been separated out as below.

Indicator	% Increase/ Decrease on 2004/5	Improvement on 2004/5 Yes/No	Commentary
CV One Measures			
Visitor Footfall	- 1.2 %	No	In light of the expected leakage of footfall (9 – 13 %) due to the opening of the Arena this reduction of only 1.2 % can be seen as a success
Cleansing Standards	+10.4 %	Yes	Continuing a steady improvement in

Satisfaction	+3.9 %	Yes	performance
TIC Footfall	-0.28 %	-	Statistically insignificant change
Accommodation Bookings	+3.6 %	Yes	Continuing the steady trend of increasing bookings since 2001
Sales and Conferencing	-33 %	No	A change in industry practise accounts for some of this reduction but CV One are addressing this decline with an internal restructure
Shop mobility Visitors Members	-12.8% +7.8%	No Yes	Research is planned into why there has been a reduction in visits regardless of the increase in membership
Funding	0.18%	-	Maintained 2004/5 levels
Compliments and Complaints	-3.4% 0.0%	No	
Press Coverage Total column cms Nat/Reg column cms Total airtime Nat/Reg airtime mins	+59.1% +125.7 +178.8% +205.3%	Yes	Substantial increases in all areas due in main to the interest generated in the Godiva festival and the International Children's Games
Events Attendance Satisfaction	+12.4% +1.5%	Yes Yes	A new measure introduced to reflect CV One's role in staging events to promote the city.
CV One and City centre Measures			
Usage and Perception Overall quality as a shopping destination	+1.1%	Yes	Another new measure derived from C V One's annual street and telephone survey's
Overall Crime CCC	-0.5 %	Yes	Falls in vehicle crime (-28.8%) and shoplifting (-5.8%) are particularly pleasing as they can be directly related to work undertaken by CV One
City Centre Measures			
Car parking Long stay Short Stay	+2.5% -5.9%	Yes No	Car park usage is influenced by the availability of spaces and the cost
Park and Ride- overall	-1.5 %	No	
Voids	-33.3%	Yes	Success of the Business Vitality programme has had a direct impact on the

			number of voids in the city centre
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3.9 **Future Development of CV One activities** Appendix 1 Section 4 of the Business Plan identifies the key areas of activity to be undertaken in respect of the company's strategic priorities for the next 3 years. It does not include ongoing or routine work, but rather introduces the main areas for development and improvement. The following highlights some of the main proposed actions;

- **Changing perceptions** – A crucial area of activity is to ensure full advantage is taken of the new opportunities presented by the new visitor attractions, specifically the Ricoh arena and the Airport. There will also be a fundamental review of the Tourist information facilities and services and a re-design of the Events programme
- **Changing reality** – Continuing with the progress already made to the city centre environment the Business Plan include the design and implementation of an upgraded CCTV control Room and the successful re-tendering and award of the Cleansing and Grounds maintenance contract
- **Generating Economic Activity** – Specific challenge during 2006 is to ensure an effective exit strategy is in place for the Coventry Inspires projects, which comprises the successful, Ambassadors Programme and Godiva Awards.
- **Generating Sustainable Income** – Vitally important for the continuation of added value activities over and above the core contractual service CV One intend to address the ERDF grant fall-out in a number of ways: Delivering an effective CV One Sales Plan to deliver income targets, prepare for a successful revote on the city centre BID for 2008 and in addition develop a citywide BID business plan
- **Achieving Excellence through People** – CV One recognise the need to rebuild confidence in the workforce following the 2005 restructuring programme. In the programme for 2006 is the successful completion of 2006 Investors in People and the identification and acquisition of a single company base
- **Understanding Performance, Markets and Competition** – Work in this area is vital to ensure full understanding of the dynamics on which to make future business decisions. During this period CV One aims to establish a new business strategy capability, undertake further study on the impact of the Ricoh Arena and Arena Park developments and to undertake a baseline study for tourism in 2006. It is also planned to develop and implement the first stage of an effective partnership with south Warwickshire tourism.

4 **Proposal and Other Option(s) to be considered**

- 4.1 On the basis of current performance and achievements, it is recommended that the contract with CV One be extended for a further 12-month period to bring the termination date to 31st March 2011.
- 4.2 Discussions have taken place to improve the collection and use of the performance indicators. It is recommend that the performance indicators are changed as follows:

4.2.1 Measures to be added – Total number of attendees at all Events (more detailed 6 monthly reporting is to be made to the Cabinet Member for Culture Leisure and Libraries) and statistics on usage and perception taken from the street and telephone surveys.

4.2.2 Measures to continue to be collected by CV One but used as overall indicators for the 'health' of the City Centre reflecting on the work of the City Development Directorate, CV One and outside agencies.

- Car Park usage
- Park & Ride usage
- Voids

4.3 Variations - Changes to the contract during 2005/6

4.3.1 Note the following minor changes to CV One responsibilities:

4.3.2 New areas of responsibility

- Phoenix
- White Street Car Park
- University Square
- Hill Street Pocket Park
- Bus Hubs

4.4.3 Car parks taken out of CV One Control

- Leigh Mills
- Bond Street
- Bond Street Annex

4.3.3 Lighting – With effect from 1/4/05 responsibility for the management and maintenance of architectural and public lighting reverted to the City council (except in Bull yard and Phoenix initiative)

4.3.4 Following Decriminalisation of Parking Enforcement, the Parking Services Unit is now responsible for certain functions which were previously contracted to CV One.

5 Other specific implications

5.1

	Implications (See below)	No Implications
Neighbourhood Management	□	
Best Value		
Children and Young People		
Comparable Benchmark Data		
Corporate Parenting		
Coventry Community Plan		
Crime and Disorder		
Equal Opportunities		
Finance		

	Implications (See below)	No Implications
Health and Safety		
Human Resources		
Human Rights Act		
Impact on Partner Organisations		
Information and Communications Technology		
Legal Implications		
Property Implications		
Race Equality Scheme		
Risk Management		
Sustainable Development		
Trade Union Consultation		
Voluntary Sector – The Coventry Compact		

5.2 **Neighbourhood Management**

The city council has restructured its services to place a greater focus on neighbourhood management. CV One are a key partner involved in stimulating and encouraging both the city centre and now wider local communities to deliver innovative services and a more attractive visitor and resident experience

5.3 **Best Value**

5.4 CV One is currently taking part in the Best Value Review: Promoting Coventry. This review is ongoing and will be reporting recommendations during 06/07

5.5 **Comparable Benchmark Data**

5.5.1 Performance Indicator Information is detailed in Appendix 3

5.6 **Coventry Community plan**

The activities of CV One contribute to the Community Plan and the proposed Local Area Agreement in the following areas

- Jobs and Economy The Business Vitality Programme
Promotion of Inward investment
Ambassador's programme
- Environment Cleansing
Britain in Bloom
- Community Safety CCTV
Evening Ambassadors
Management of Street Crime Wardens
- Equalities and Communities Responsibility for delivering Shop-mobility service
Working with the Disability Working Group
Celebrating diversity through events

- Transport Management and Promotion of Park & Ride

5.7 Crime and Disorder

5.7.1 CV One are members of the Coventry Community Safety Partnership and are active on a number of delivery groups set up to deliver the Coventry Community Safety Strategy 2005/8. The daytime and evening Ambassadors are working to improve safety and the perception of safety in the city centre

5.8 Equal Opportunities

5.8.1 CV One recognises and supports the City Council's commitment to the promotion of equal opportunities within all its activities. They are committed to working with the City council in support of the equality strategy and to ensure that those principles are promoted and adhered to within their own organisation.

5.9 Finance

5.9.1 The CV One Business plan includes a statement of the Company's Financial Forecast for 2006-09 and provides summary expenditure and income against various budget heads up to 2007/8.

5.9.2 In last year's report it was highlighted that CV One had a projected deficit for 2006/7. Re-organisation and the reduction of posts have turned this into a surplus of £9,000.

5.9.3 CV One is investing significant resources in developing a potential City Wide B.I.D Initial work is currently underway and they are hopeful that this will conclude with a successful vote in end 2006/7.

5.10 Impact on Partner Organisations

5.10.1 As indicated in Para 3.3 extension of the balance of the contract is required to enable forward planning of the company's services and enable it to enter into its own subcontracts. CV One works in partnership with a wide variety of local, sub regional and regional organisations involved in the delivery of the priorities identified in the contract and the business plan

5.11 Legal implications

5.11.1 Subject to approval, the CV One contract will be extended by 12 months to expire 31st March 2011.

5.12 Property Implications

5.12.1 A single base for the company's staff remains a goal with work continuing into the feasibility of restoring Drapers Hall

5.11.2 In light of the possible extension of CCTV cameras in the City, through Prime Lines and the City wide Business Improvement District, work is being undertaken to look at the best solution property wise to provide this service

6 Monitoring

6.1 The company provides monthly accounts to the city council. Performance indicators are presented annually to the city council

7 Timescale and expected outcomes

7.1 Subject to Cabinet approval of the recommendations, the CV One contract would be extended by 12 months to expire 31st March 2011.

	Yes	No
Key Decision	*	

Scrutiny Consideration (if yes, which Scrutiny meeting and date)	12 th April	
Council Consideration (if yes, date of Council meeting)		√

List of background papers

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Any Other Employees who clear report

Papers open to Public Inspection

Description of paper

Location

None

CV ONE LIMITED

BUSINESS PLAN 2006-09

March 2006

1 INTRODUCTION

As CV One enters its fifth year of operation the preparation of the annual business plan is presented in a slightly different format to provide a more focused and concise view of the Company's priorities for 2006-09.

CV One's previously stated vision and strategic priorities remain relevant and appropriate following a fundamental review of core business objectives and processes in 2005. The Company's recent restructuring now sees the organisation focused more clearly on its three core processes:

- Changing perceptions
- Changing reality and
- Generating economic activity

with critical support processes, namely:

- Generating sustainable income
- Achieving excellence through people and
- Understanding performance, markets and competition

sharing equal prominence in terms of work programmes for 2006-09.

What follows is a brief review of the challenges and opportunities which face the Company in the business plan period, a summary of key events and achievements in 2005-06 and finally an outline of business plan programmes and associated costings for 2006-07.

2 CHALLENGES AND OPPORTUNITIES 2006-09

- 2.1 In broad terms CV One's key objective is the promotion of Coventry and the surrounding area of Warwickshire as a visitor destination. Within this remit the Company has a specific responsibility for the management and promotion of Coventry city centre. Developments in both the retail and leisure sectors are therefore of particular interest and concern at both national and local level, whilst the city's image and profile remains a critical success factor in influencing decision makers and opinion formers.
- 2.2 Nationally retail performance in 2005 culminated in a 2.6% improvement in Christmas trading when compared with the previous year. The British Retail Consortium [BRC] has reported that trade picked up noticeably in the week before Christmas and then fell back markedly in the period up to the New Year. This was reflected locally where anecdotal evidence to date suggests that Coventry mirrored the national trend. The BRC has also highlighted the value conscious nature of 2005 Christmas trading with sales driven largely by promotions and the Shop Price Index down 0.64% on December 2004
Overall growth in sales was undoubtedly contained, however, by the significant increase in internet sales which were up 45% on 2004 figures [Interactive Media in Retail] and this will continue to impact on High Street sales potential
- 2.3 Locally, the recovery of the city centre remains fragile in the face of increasing competition in its traditional catchment market. As yet the full impact of the newly opened Arena Park in the north of the city is still to be determined. Early indications from the Company's own footfall data, supported by Lower Precinct and West Orchards, suggest a diversion of 6-8%, whilst the opening of the Ropewalk shopping centre in Nuneaton will also draw trade from the city's north eastern catchment. The findings of the 2005 on-street and household surveys also indicate that the Arena is already emerging as a significant alternative and additional centre to shopping in Coventry, second only to Birmingham in its first year of trading. Moreover, the closure of Alders in the city centre has seriously eroded the range and quality of the retail offer and whilst Primark are committed to reopen on the site in 2006 Coventry remains significantly underrepresented in terms of high quality fashion and department stores. Of those who identified areas for improvement in the 2005 on-street survey the majority, [23%], cited a better variety of shops as key to the city centre's future development

- 2.4 This in turn is reflected in the full year footfall figures for 2005 which show a 1.2% decline in the city centre. Coventry's figures suggest a slightly worse performance than the national average increase of 1.1% and the West Midlands of +0.2%* but it should be noted that both national and regional figures also reflect out of town retail performance and are not necessarily therefore a reliable indicator for town centres. Overall, the consensus of opinion within the city centre business community is that Coventry has to date seen limited diversion of trade but the full year impact of Arena Park is yet to be realised and there can be no relaxation of efforts to attract and retain visitors to the city centre.
- 2.5 In terms of the visitor economy it is as yet unclear as to whether the city has managed to exploit the increase in inbound visitors from both Coventry Airport and more recently the Ricoh Arena. Heart of England Tourism predicts employment in the sector to grow by 12% in the region by 2008. Nationally inbound visitors are forecast to increase by 4.4% in 2006 with the strongest growth coming from Asia and the emerging Eastern European markets. Coventry and the sub region are more likely in the short term to benefit from domestic and short haul visitors although the latest published figures for the Airport [April 2005] indicate that only 9% of passengers are visitors to the city. However, the recent change in Airport ownership and, as a consequence, the potential to increase the number of carriers based at Coventry suggest that there is a real opportunity to increase inbound tourism
- 2.5 In the city centre itself, planned new developments including the IKEA site, Belgrade Plaza, the Belgrade Theatre, the Herbert redevelopment and longer term the Swanswell will all add to the quality and diversity of the overall product offer. However, they will not provide the significant step change required to take Coventry into the premier league of retail and leisure rankings. Without a major new retail development within the city centre Coventry will continue to punch below its weight and fail to attract new brands and investment.
- 2.6 Similarly, whilst these planned new schemes are to be welcomed they will undoubtedly place increasing pressure on existing car park capacity and accessibility. In 2005 the city centre lost over 1,000 spaces to redevelopment schemes, a reduction in capacity of over 14% since June 2003. Once completed, the new Belgrade Plaza car park will double the existing capacity on the site, but if predictions are correct and the site itself generates the anticipated levels of car park usage, then the effect will be an overall increase in demand in the city centre. The introduction of IKEA in the city centre will also have a significant impact on demand for parking spaces. The store will be the first of its type actually located in a city centre environment and will create unique traffic issues. Although the

scheme is to be welcomed and will have its own car park the likely [and preferred] outcome will be overspill into existing car parks. This will encourage dispersal of visitors across the city centre but will again add to the strain on the already stretched parking provision unless further capacity can be developed. The Christmas trading period in 2005 saw existing capacity severely tested and while the overall city centre offer is perceived as mediocre there is little incentive to brave the inconvenience of increasingly difficult access arrangements. Already initial findings from both the 2005 on-street and household surveys are suggesting an increasing gap between customer expectations and satisfaction levels with both car access and ease of parking, whilst in terms of value for money, short stay car park charges are perceived less favourably than those in competitive centres.

2.7 At a national level, however, the city appears to be divesting itself of some of its more negative perceptions. The city came 5th in a table of the top 20 UK cities, compiled by Growing Business Magazine from official statistics across a range of key factors for business with only Glasgow, Birmingham, London and Edinburgh rated higher. Coventry scored well across a range of categories – workforce skills, school performance, average traffic speeds and business solvency. Its business rates and house prices were also more affordable than many of its closest competitors. But the city's most striking and perhaps surprising success was in public safety. The crime rate in Coventry is lower per head of population than in any other major UK city. This is borne out by the year on year improvement in perceptions of safety in the Company's on-street and household surveys. Traditionally fear of crime has always been strongest in the evenings but the surveys have shown a steady decline in the percentage of people feeling unsafe in the evenings, attributable in part to a more visible uniformed presence on the streets and a range of environmental improvements including cleansing and lighting. New, partnership led, initiatives include a programme of early intervention by the police issuing fixed penalty notices for less serious offences that in turn prevent more serious crime occurring. In addition, mini AMEC's (Alcohol Misuse Enforcement Campaigns) are tackling the issue of under age drinking and then delivering a programme of positive activities to prevent re-offending. However, the 35% of on-street survey respondents who still feel unsafe in the city centre in the evening remains an area for concern and there is certainly no room for complacency.

Nevertheless, Coventry's performance in the survey confounds many of the perceptions about the city and is borne out by the findings of a whole range of recent studies into business growth. In 2004 a survey commissioned by Cable & Wireless picked out Coventry, alongside Aberdeen and Southampton, as the cities best placed to grow their business communities over the next decade. Knight Frank, Britain's leading property specialist, recently identified and recommended Coventry

- as a place in which investors could expect good capital growth. AWM, the regional development agency for the West Midlands, has identified Coventry and Warwickshire as its fastest growing sub-region, and a new survey of business start-ups by Barclays found a bigger increase in new entrepreneurs in Coventry last year than anywhere else in the West Midlands.
- 2.8 At a regional level too, the city's potential to grow its business tourism sector is gaining wider recognition. Whilst the Arena Park retail development represents a well documented threat to the city centre, the 3m visitors a year forecast to visit the site once it is fully developed represent a yet to be realised opportunity. This in turn offers the prospect of combining the business tourism market with the attractive leisure offer in south Warwickshire and where appropriate to work in partnership with both local authorities and South Warwickshire Tourism [SWT]. Discussions are already underway to identify the added value and economies of scale that could be achieved through closer working relationships and this represents a real opportunity for both companies in 2006.
- 2.9 Of paramount importance, however, is the Company's relationship with its core funder, Coventry City Council. The formation of a Joint Working Party in 2005 offers the Company an unrivalled opportunity to influence and contribute to City Council policy and strategy and to work in partnership to develop a longer term vision for the city. This may require a realignment of CVOne's business and financial planning cycle to tie in with the Council's own budget setting process but the opportunity to access additional Council funding for agreed priorities more than merits this minor adjustment to CV One's planning schedule.
- 2.10 Many of the challenges and opportunities identified above are of external origin. CV One continues to face a number of internal pressures, however, which are equally challenging and demanding. The fall out of ERDF funding has largely been addressed through the Company's 2005 restructuring but containing costs and identifying alternative sources of sustainable income remains a constant pressure. The ongoing problem of the Company's pension's deficit will not be resolved during the business plan period and must remain under continuous review. In the short term, however, a major challenge must be the rebuilding of morale and employee confidence following the restructuring programme and associated redundancies of 2005.

* Figures provided by Footfall Limited

3. KEY EVENTS AND ACHIEVEMENTS 2005-06

Whilst looking forward to the challenges and opportunities that the Company will face in the year ahead it is also appropriate to record the key events and achievements of the previous business plan year. In no particular order these can be summarised as follows:

- 3.1 The Company was the recipient of a number of awards during the course of the year, including:
 - A further win in Heart of England in Bloom achieving a gold award, winning the regional urban regeneration category and being nominated to represent the Heart of England in the national Britain in Bloom awards in 2006
 - Two merit awards in the British Council of Shopping Centres' Purple Apple marketing awards for the Business Vitality Programme and Britain in Bloom campaigns
 - Shortlisted in the Heart of England Excellence in Tourism awards, winning silver gilt awards for the Godiva Awards website and CV One.
 - Shortlisted in the Coventry Evening Telegraph Business Awards for the Company's Service Excellence programme
 - Participating in the City Council's gold award winning international LivCom entry in La Coruna
- 3.2 The Business Vitality Programme was completed in 2005, having created 19 new businesses, supported 8 existing high priority businesses and created 135 new jobs since its launch in November 2003. Its success was recognised with the scheme winning the Association of Town Centre Management regional award and being nominated as a national finalist for 2006
- 3.3 Coventry's first city centre Business Improvement District [BID] came into effect from 1 April 2005 under the auspices of the Company.
- 3.4 Significant progress has been achieved on the development of a citywide BID, culminating in the establishment of a steering group with City Council, Chamber and Police support
- 3.5 CV One was recognised as a best practice model of a Destination Management Partnership by Advantage West Midlands [AWM] in its regional tourism strategy and invited to take a seat on the board of Tourism West Midlands.

- 3.6 The Godiva Awards made significant inroads into Warwickshire attracting interest on a sub regional basis in only their second year in being
- 3.7 The Company established a new Information Centre at the Ricoh Arena, supported by £50,000 of AWM funding
- 3.8 The Company addressed its 2006-07 funding gap through a fundamental restructuring of staffing levels and planned expenditure
- 3.9 The first Performance Related Awards under the revised salary and grading framework were made within the 2005-06 pay settlement
- 3.10 In 2005 the Company completed the installation of a network of new footfall cameras which will provide more accurate and reliable footfall data for monitoring performance and patterns of visits within the city centre.
- 3.11 A comprehensive study was undertaken on the early impact of the opening of the Arena Retail Park to provide a baseline for ongoing performance monitoring
- 3.12 Through extensive and detailed liaison with Government Office West Midlands the outstanding queries and concerns on ERDF project measures and outputs were finally resolved and formal agreements finalised.
- 3.13 A further extensive programme of events was staged by the Company, including:
 - Active participation in the Summer of Cov / International Children's Games [ICG]
 - A rescheduled Godiva Festival in support of the ICG
 - An extended and improved Coventry Festival of Motoring
 - A successful Jazz Festival, Christmas Lights Switch On, World on your Street [with BBC], Lifestyle events and Heritage Open Days[Of those people who had attended at least one event, 35% told the on-street survey that they had visited Coventry more often as a result].
- 3.14 A Joint Working Party of CV One Board and City Council Members was established and the Company staged its first Open Day for Council Members to familiarise themselves with the Company's activities
- 3.15 Improvements were recorded in respect of both cleansing performance and visitor perceptions of cleanliness with a 10.4% improvement in respect of cleansing performance scores and a 3.9% increase in satisfaction levels as measured by the 2005 on-street survey. The City Council's own independent monitoring programme also recorded a

- significant improvement in city centre cleansing under the BVPI 199 monitoring system.
- 3.16 Similarly the 2005 surveys reflected a continued decline in the numbers of respondents who feel unsafe in the city centre, reflecting a 0.5% reduction in overall crime in the city centre in the course of the year.
 - 3.17 Significant progress was achieved in respect of a number of the Ambassadors Group projects, namely the fourth spire, [now the subject of a Big Lottery Fund bid], the Civic Hall, the HQ Project [in pursuit of the Lyons Report recommendations] and a steering group established to promote the city region as a training camp for the London 2012 Olympics
 - 3.18 The Company introduced a regular Farmers Market in association with the Spon Street traders and with the support of the city's Retail Market
 - 3.19 Evening Ambassadors were introduced in Birmingham and Chelmsford based upon the success of the Coventry model
 - 3.20 In conjunction with the City Council, a stage 1 feasibility study into the restoration of Draper's Hall was commissioned and completed.
 - 3.21 The Company's first Destination Management System was selected and commissioned, with installation now in progress.
 - 3.22 The Company successfully underwent the City Council's audit of performance to achieve the outcomes of the first Public Service Agreement, [although payment of the reward grant is still awaited]
 - 3.23 In conjunction with the Cathedral and City Council, the Company led the planning and organisation of the visit by Yoko Ono to commemorate the siting of a peace bench in the city by John and Yoko
 - 3.24 In 2005 CV One achieved an overall increase in press coverage of 59% in terms of column centimetres and 178% in air time

4 BUSINESS PLAN PROGRAMMES 2006-09

4.1 As indicated earlier, the presentation of the 2006-09 business plan has been revised to focus more clearly on the Company's core processes and key priorities. It is not therefore proposed to include ongoing or routine work programmes in this document but rather to identify the key areas of activity to be undertaken in respect of the Company's strategic priorities for the next three years. These have been identified through a detailed evaluation of the threats and opportunities outlined in section 2 and an internal assessment of those areas which the Company can realistically address within its sphere of competence. They are as follows:

4.2 Changing Perceptions

These programmes aim to take advantage of the opportunities presented by the new visitor attractions within the city, specifically the Ricoh Arena and the Airport. They are designed to encourage trial, repeat visits and improve the accessibility of information and visitor services. They will also build upon the very real progress made to date in enhancing the city's image whilst recognising the significant task that remains in respect of this critical success factor.

- A fundamental review of Tourist Information facilities and services based upon international models of best practice
- The completion and implementation of the recently commissioned ICT strategy to include integration of the Company's new Destination Management System
- The development and implementation of an effective Marketing and PR Strategy
- The review, evaluation and redesign of Events programme

4.3 Changing Reality

These programmes aim to build upon the progress made to date in improving the city centre environment recognising the fundamental importance placed upon cleanliness and safety as evidenced in survey findings. They also seek to address potential areas of weakness in the city centre offer where the Company can play a role in enhancing the provision of facilities and services whilst minimising and managing the inevitable disruption arising from planned new developments.

- The design and implementation of an upgraded CCTV Control Room

- The successful retendering and award of the Cleansing & Grounds Maintenance contract
- The planning and introduction of an effective strategy to anticipate and minimise disruption arising from development schemes in progress
- In conjunction with the City Council the development of an effective car park / transport strategy
- In partnership with other agencies, an evaluation and review of the city centre evening economy and usage patterns to identify and implement programmes of action to extend the user profile and thereby maximise visitor satisfaction, dwell time and expenditure

4.4 Generating Economic Activity

These programmes address the very real challenge of enhancing the city centre product offer, individually targeting preferred brands and products in the absence of any short term solution and encouraging the placement of events and conferences within the city, whilst supporting the promotion of inward investment on a wider scale.

- The development of a new in-house capability
- The development and implementation of an effective exit strategy for the Coventry Inspires project to enable its continuation beyond 2007
- The marketing and promotion of the city as an attractive destination for international events, exhibitions and competitions
- The establishment and effective penetration of opinion formers networks at a regional and national level

4.5 Generating Sustainable Income

Funding programmes here address the need for the Company to identify sustainable sources of income to compensate for grant fallout and allow the continuation of added value activities and improvement programmes over and above core contractual service

- The development and implementation of an effective CV One Sales Plan to deliver budgeted income targets
- The successful implementation of exit strategies and ongoing monitoring of ERDF grant funded projects
- The development and implementation of an effective marketing and communications strategy in preparation for the revote on the city centre BID in 2008
- The development of the citywide BID business plan and the associated income generation opportunities

- The transfer of the Citynet asset into CV One ownership thereby enhancing opportunities to maximise its value and lever partner income.

4.6 Achieving Excellence through People

Programmes here recognise the need to reassure and rebuild confidence in the workforce following the 2005 restructuring programme whilst continuing to harness the enthusiasm and expertise of CV One employees to deliver competitive advantage in the overall visitor experience.

- Successful completion of the 2006 Investors in People reassessment
- The identification and acquisition of a single Company base
- An evaluation and where appropriate review of the Company's Performance Related Pay structure
- The development and implementation of an effective employee relations and communications strategy to rebuild employee confidence and morale following the 2005 restructuring programme
- An ongoing review of the Company's pension fund provision with a view to limiting its future liability and addressing the current deficit

4.7 Understanding Performance, Markets and Competition

These programmes are vital to ensure an ongoing understanding of the city's performance, the early identification of competitive threats and potential opportunities and where possible to change perceptions and promote new investment.

- The establishment of a new and effective business strategy capability, which recognises the critical role of objective, targeted and timely research data in influencing opinion formers and changing perceptions
- The development and implementation of the first stage of an effective partnership agreement with SWT.
- A further benchmarking study on the positive and negative impact of the Ricoh Arena and Arena Park developments to enable the Company to combat the threats whilst taking full advantage of the opportunities offered by the development and lessons learned elsewhere
- An increased emphasis on tourism research through the establishment of a baseline study in 2006

5. Financial forecasts 2006-09

- 5.1 A summary of the financial forecasts for CV One Limited for 2006-07 and 2007-08 are shown at Appendix I. In brief, this shows a projected surplus of £9,000 in year 1 which is recognised to be far from ideal in providing any contingency for unanticipated expenditure within the year. However, in view of the scale of the projected deficit in earlier drafts, [£650,000 - arising largely from the fall out of grant funding], it was felt that the plan represented a significant improvement on the start point and as such was now at a stage where it could serve as a first draft budget for 2006-07.
- 5.2 Income assumptions for the year are fairly conservative but do assume that the formation of a dedicated Sales activity will generate funding through new initiatives whilst increasing existing commercial and sponsorship income.
- 5.3 Estimates of expenditure are largely based upon previous levels of activity with which we are by now broadly familiar, plus any additional work programmes identified within the business plan.

CVONE LTD SUMMARY

	ORIGINAL BUDGET 2005/2006	ORIGINAL BUDGET 2006/2007	SAVINGS 2006/2007	REVISED BUDGET 2006/2007	ORIGINAL BUDGET 2007/2008
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
<u>INCOME</u>					
City Council Income	6167	6092	71	6162	6265
Grants	527	64	286	350	50
Membership	401	415	57	472	419
Commercial Income	526	528	57	586	589
Sponsorship & Partnership	138	118	-36	82	105
Tourist Information Centre	79	79	-3	76	76
Leisure and Conference	215	215	-60	155	155
Other Income	389	68	82	150	150
TOTAL INCOME	8442	7578	455	8033	7809
<u>EXPENDITURE</u>					
Customer Services Costs	2541	2589	-246	2344	2400
City Centre Operating Costs	1788	1823	79	1902	1901
Phoenix	413	424	-17	407	417
Business Strategy	432	187	-13	174	81
Commercial	444	424	89	513	421
Economic Development	217	221	-45	175	167
Destination Marketing	827	825	-49	775	732
Tourist Information Centre	229	206	9	216	204
Events	810	783	-47	736	700
Administration	740	720	62	782	779
TOTAL EXPENDITURE	8443	8201	-177	8024	7804
<u>NET PROFIT / (-LOSS) - CVONE LTD</u>	-1	-623	632	9	5

CUSTOMER SERVICES

	<u>ORIGINAL BUDGET 2005/2006</u>	<u>ORIGINAL BUDGET 2006/2007</u>	<u>SAVINGS</u>	<u>REVISED BUDGET 2006/2007</u>	<u>ORIGINAL BUDGET 2007/2008</u>
	£	£	£	£	£
EXPENDITURE					
Customer Svcs Managers Salaries, N.I., Supn.	664090	683681	-146971	536710	550127
Overtime	5000	5000		5000	5000
Gas/Electricity	73000	74825		74825	71825
Zone Accommodation	0	0		0	0
Rates	736288	754695	-99101	655594	671984
Water	11875	12172	-1000	11172	11451
Rents	588221	602927		602927	614985
Equipment & Supplies	14000	14000		14000	14000
Printing & Stationery	1100	1100	-1100	0	0
Car Park Tickets	20000	20000		20000	20000
General Insurances	19310	19986	3140	23126	23704
Subscriptions	500	500		500	500
Internal Transport Charges	2000	2000		2000	2000
Travel & Subsistance	1000	2000		2000	2000
Security	650	650	26000	26650	26650
Car Park Survey	14000	0		0	14000
Cash Counting Monitoring	67590	69280		69280	71012
Car Parks Equipment	146700	146700	-25000	121700	121700
Uniforms	10000	10000		10000	10000
R & M Buildings & Grounds	28000	28000		28000	28000
Lift Maintenance	4500	4500	500	5000	5000
Park & Ride Travel	27000	27675	-2000	25675	26317
CCTV Subways & Car Parks/VMS	0	0		0	0
Leasing Charges	80000	80000		80000	80000
Shopmobility Contractor Payment	21000	24000		24000	24600
Shopmobility Operating Costs	5500	5500		5500	5500
TOTAL EXPENDITURE	2541324	2589190	-245532	2343658	2400355

CITY CENTRE OPERATIONS

	ORIGINAL BUDGET <u>2005/2006</u>	ORIGINAL BUDGET <u>2006/2007</u>	SAVINGS	REVISED BUDGET <u>2006/2007</u>	ORIGINAL BUDGET <u>2007/2008</u>
	£	£	£	£	£
<u>EXPENDITURE</u>					
City Centre Salaries, N.I., Superann.	223358	229947	15240	245187	251317
Handman team BID	42487	43549	20447	63996	65596
City Centre Evening Ambassadors BID	92678	94995	-1752	93243	95574
Overtime	2500	2500		2500	2500
CCTV Control Room	141363	144897	11103	156000	159900
CCTV R & M incl new Cameras	15000	53000	7000	60000	40000
CCTV-Operating Lease	5500	5500	-2500	3000	3000
CCTV Refurbishment	38000	0		0	0
Public Address	5500	5500		5500	5500
Security City Centre	500	500		500	500
General Materials	7500	7500		7500	7500
Printing & Stationery	1100	1100	-1100	0	0
Travel & Subsistence	1500	1500	-500	1000	1000
Street Cleaning & Grounds Contract	809897	830144	-4000	826144	846798
Additional Cleansing BID Vehicle over 3 yrs	52000	52000		52000	52000
Maintenance of Priory Square/Hill Street	0	0	12500	12500	12500
Graffiti	12000	12000	-2000	10000	10000
Public Convenience	40000	40000	-4000	36000	36900
Library Toilets	63350	64934		64934	66557
Pavement Repairs	19000	19000	4000	23000	23575
Streetscape Maintenance	18540	18540	4000	22540	23104
Spectacle Lighting	0	0		0	0
Bollards, Benches, Bins	10000	10000		10000	10000
Electricity	0	0	1250	1250	1250
Festive Decorations	96000	96000		96000	96000
Britain In Bloom BID	40000	40000		40000	40000
Greening BID	50000	50000	19000	69000	50000
TOTAL EXPENDITURE	1787773	1823106	78688	1901794	1901071

PHOENIX

	ORIGINAL BUDGET <u>2005/2006</u>	ORIGINAL BUDGET <u>2006/2007</u>	SAVINGS	REVISED BUDGET <u>2006/2007</u>	ORIGINAL BUDGET <u>2007/2008</u>
	£	£	£	£	£
<u>EXPENDITURE</u>					
Garden Of International Friendship	39953	40952		40952	41976
Lady Herbert Garden	34084	34936		34936	35810
Visitor Centre	115259	118140		118140	121094
Priory Garden/Cloister	28186	28891		28891	29613
Priory Place and Causeway	25525	26163		26163	26817
Repairs & Reserves	104007	106607		106607	109272
Trinity Street Cleaning	18416	18876	-16700	2176	2231
Millenium Place	33485	34322		34322	35180
CCTV incl Maintenance	14571	14935		14935	15309
TOTAL EXPENDITURE	413486	423823	-16700	407123	417301

BUSINESS STRATEGY

	ORIGINAL BUDGET <u>2005/2006</u>	ORIGINAL BUDGET <u>2006/2007</u>	SAVINGS	REVISED BUDGET <u>2006/2007</u>	ORIGINAL BUDGET <u>2007/2008</u>
	£	£	£	£	£
<u>EXPENDITURE</u>					
Salaries, N.I., Superann.	136972	141013	-92268	48745	49963
Consumer Survey BID	22000	22000	-5000	17000	17000
Business Vitality Leisure	73497	0	94000	94000	0
Business Vitality Retail	145091	0		0	0
Business Vitality Promotion	30704	0		0	0
Footfall Camera Depcn incl Maintenance	11000	11000		11000	11000
Media Partnership & Consultancy	10000	10000	-8000	2000	2000
Travel & Subsistance	1500	2500	-1000	1500	1500
Printing & Stationery	1100	550	-550	0	0
TOTAL EXPENDITURE	431864	187063	-12818	174245	81463

COMMERCIAL DEVELOPMENT

Salaries, N.I., Superann.	186840	192352	31034	223386	166940
Radio Services	59700	61193	14000	75193	77072
Research & Development	0	0	10000	10000	5000
Citywide Bid	30000	0	35000	35000	0
Printing & Stationery	1100	1100	-1100	0	0
Travel & Subsistance	1000	1000	1000	2000	2000
Street Trading Payment	125046	127547	625	128172	131376
Membership Support Package BIDS	39000	39000		39000	39000
CityNet Charges	1750	1750	-1750	0	0
TOTAL EXPENDITURE	444436	423941	88809	512750	421388

ECONOMIC DEVELOPMENT

Salaries, N.I., Superann.	115070	118465	-34720	83745	85838
Travel & Subsistance	1000	1000		1000	1000
Printing & Stationery	550	550	-550	0	0
Heritage Plaques	1000	1000		1000	1000
Open Days	2000	2000		2000	2000
Exhibition Costs	3000	3000		3000	3000
Equipment	500	500		500	500
<u>Coventry Inspires</u>					
Signage	30000	30000	-20000	10000	0
Ambassadors Group	19000	19000		19000	19000
Press & PR	1000	1000		1000	1000
Godiva Awards	20000	20000	10000	30000	30000
Web Site	10000	10000		10000	10000
Marketing Products	11500	11500		11500	11500
Coventry Inspires Photography	500	500		500	500
Postage & Consumables	2000	2000		2000	2000
TOTAL EXPENDITURE	217120	220515	-45270	175245	167338

DESTINATION MARKETING

	ORIGINAL BUDGET 2005/2006	ORIGINAL BUDGET 2006/2007	SAVINGS	REVISED BUDGET 2006/2007	ORIGINAL BUDGET 2007/2008
	£	£	£	£	£
<u>EXPENDITURE-SALES AND MARKETING</u>					
Salaries, N.I., Superann.	249987	257362	-26864	230498	236260
Promotional Consortium	24500	24500	-5000	19500	19500
City Marketing BIDS	226000	226000		226000	226000
Leisure Sector Marketing(ERDF)	0	0	50000	50000	0
Literature Leisure and Advertising	47000	47000	-10000	37000	37000
IT & E Business	125500	125500	-35500	90000	90000
Fam Trips/Overseas/Distribution	22000	22000	-7000	15000	15000
Membership	5500	5500		5500	5500
Literature Conference	18500	18500	-3500	15000	15000
Exhibition Conference	46000	46000	-5000	41000	41000
Exhibition Leisure	21500	21500		21500	21500
Photography	7000	7000		7000	7000
Press Visits	3500	3500	-1000	2500	2500
Public Relations	15500	15500	-3500	12000	12300
Printing & Stationery	1650	1650	-1650	0	0
Travel & Subsistance	3000	3000		3000	3000
SWT Joint Venture	10000	0		0	0
TOTAL EXPENDITURE	827137	824512	-49014	775498	731560

VISITOR CENTRES

	ORIGINAL BUDGET 2005/2006	ORIGINAL BUDGET 2006/2007	SAVINGS	REVISED BUDGET 2006/2007	ORIGINAL BUDGET 2007/2008
	£	£	£	£	£
<u>EXPENDITURE</u>					
Purchases	40000	40000	-10000	30000	30000
SUB TOTAL	40000	40000	-10000	30000	30000
Salaries, N.I., Superann.	94360	96719	54001	150720	154488
Overtime	445	445	-445	0	0
Efficiency Savings	0	0	-15000	-15000	-30000
Gas/Electricity/Water/Rates	0	0		0	0
Building Cleaning	0	0		0	0
Repairs & Maintenance	0	0		0	0
TIC Move	0	0		0	0
Ricoh Arena	75000	50000	-15000	35000	35000
Marketing	2500	2500	-2500	0	0
Printing & Stationery	2000	2000		2000	2000
Telephones	2480	2480	-500	1980	2030
Insurances	1326	1372	-500	872	872
Calendar/Postcards	5000	5000		5000	5000
Credit Card Charges	1200	1200		1200	1200
Travel & Subsistance	250	250		250	250
Post & Dispatch	4500	4500	-1000	3500	3500
SUB TOTAL	189061	166466	19056	185522	174340
NET EXPENDITURE	229061	206466	9056	215522	204340

EVENTS

	<u>ORIGINAL</u> <u>BUDGET</u> <u>2005/2006</u>	<u>ORIGINAL</u> <u>BUDGET</u> <u>2006/2007</u>	<u>SAVINGS</u>	<u>REVISED</u> <u>BUDGET</u> <u>2006/2007</u>	<u>ORIGINAL</u> <u>BUDGET</u> <u>2007/2008</u>
	£	£	£	£	£
<u>EXPENDITURE</u>					
Salaries, N.I., Superann.	127655	131421	-24953	106468	109130
Overtime	3000	3000	-3000	0	0
Lifestyle	34000	34000	-17000	17000	17000
Food Festival	15000	15000		15000	15000
Late Night Shopping	5000	5000	-2000	3000	3000
Other Events & Promotions incl St Georges	7070	7120	-120	7000	3000
Carnival of Lights	62500	65000	-30000	35000	35000
Godiva	300500	300000	0	300000	300000
Festival of Motoring	30000	30000	8000	38000	38000
ICMF	10000	10000		10000	10000
Jazz	80000	85000	-5000	80000	80000
Arena Opening	40000	0	40000	40000	0
Writers at the Hall	3000	3000	-3000	0	0
Heritage Open Days	15626	15626	-626	15000	15000
City Centr Licence/Chinese/Finance	27000	29000	-9000	20000	25000
Millennium Place Events	0	0		0	0
Phoenix	50000	50000	0	50000	50000
TOTAL EXPENDITURE	810351	783167	-46699	736468	700130

CVONE ADMINISTRATION

	<u>ORIGINAL BUDGET 2005/2006</u>	<u>ORIGINAL BUDGET 2006/2007</u>	<u>SAVINGS</u>	<u>REVISED BUDGET 2006/2007</u>	<u>ORIGINAL BUDGET 2007/2008</u>
	£	£	£	£	£
<u>EXPENDITURE</u>					
Salaries, N.I., Superann.	217902	224330	45824	270154	276908
Awards/Bonus	5000	5000		5000	5000
Security	1700	1700		1700	1700
R & M Buildings	6500	6500		6500	6500
Electricity & Gas	10170	10170	3000	13170	13170
Building Cleaning	14000	14350	6000	20350	20859
Rates,water rates	31378	32162	2500	34662	35529
Accommodation Rents	87132	87132		87132	87132
Staff Advertising	6000	6000		6000	6000
Books & Publications	1000	1000		1000	1000
Equipment & Furniture	14804	14804	-1000	13804	13804
Printing & Stationery	26000	26000	5050	31050	31050
Telephones	34000	34000	-5000	29000	29000
Training & Development	38000	38000	-3000	35000	33000
Travel & Subsistence	5000	5000		5000	5000
Expenses of Meetings	10500	10500	-2000	8500	10500
Post & Dispatch	15000	15000		15000	15000
Insurance	19770	20462	4038	24500	25112
Depreciation/Reps & Mantnce	42276	33591	-4876	28715	16382
Central Charges	93400	93400	6565	99965	102464
Consultancy	21500	0	7000	7000	7000
Corporation Tax	12540	12540		12540	12540
Health & Safety	9500	9500		9500	9500
Leased Car	12920	14420	-1500	12920	11420
Bad Debts	1000	1000	-500	500	500
Subscriptions/Other	3000	3000		3000	3000
TOTAL EXPENDITURE	739992	719562	62101	781663	779070

COMPANY INCOME

	ORIGINAL BUDGET 2005/2006	ORIGINAL BUDGET 2006/2007	SAVINGS	REVISED BUDGET 2006/2007	ORIGINAL BUDGET 2007/2008
	£	£	£	£	£
INCOME					
<u>City Council Income</u>					
City Council Core Funding	4956320	4992568	31256	5023824	5149420
City Council Addtn Funding(BVP)	96073	0		0	0
Phoenix	535253	548634	3205	551839	565635
City Council Events Funding	579580	550372	36208	586580	550372
SUB TOTAL	6167226	6091574	70669	6162243	6265427
<u>Grants</u>					
ERDF Grant Coventry Inspires	109800	46800	4991	51791	0
ERDF Grant Events	111219	0		0	0
ERDF City Centre BIDS	180000	0		0	0
ERDF City Centre Project	62654	0	248000	248000	0
Arts Funding Godiva	0	0		0	0
Arts Funding Jazz	0	17000	-17000	0	0
AWM Tourism	57000	0	50000	50000	50000
Evening Ambassadors	6740	0		0	0
SUB TOTAL	527413	63800	285991	349791	50000
<u>Membership Scheme</u>					
Landlord Contribution	57000	57000		57000	57000
Citycentre Bid	286000	286000	-2000	284000	284000
Recharge Citywide Bid	0	0	60000	60000	0
Leisure Scheme(incl Radios)	0	14000	7000	21000	21000
Inspirational Memberships	58000	58000	-8000	50000	57000
SUB TOTAL	401000	415000	57000	472000	419000
<u>Commercial Income</u>					
Car Park Management BIDS	77500	79438	7500	86938	94000
Car Park Management Belgrade Plaza	0	0	40000	40000	30000
Street Crime Wardens Recharge	24851	25472	-25472	0	0
Street Trading BIDS	282500	282500	7500	290000	292000
Photographic Library	4333	4333		4333	4333
Writers at the Hall	1400	1400	-1400	0	0
Godiva	20000	20000	15000	35000	35000
Jazz	15000	15000	3000	18000	20000
Other Events	400	400	-400	0	0
Sale of Services CCTV Monitoring BIDS	20000	20000	3000	23000	24000
Sale of Services Handyman BIDS	2000	2000	13000	15000	15000
Sale of Services CCTV Technician BIDS	15000	15000	20000	35000	35000
Sale of Services Cleaning	0	0	5000	5000	5000
PIP's BIDS	10000	10000	-5000	5000	6000
Window Cleaning	13000	13000	-13000	0	0
City Net	25000	25000	-11250	13750	13750
Consultancy/Seminars/Other BIDS	10000	10000		10000	10000
Mobile Phone Networks	4631	4631		4631	4631
SUB TOTAL	525615	528174	57478	585652	588714
<u>Sponsorship/Partner Income</u>					
Coventry Inspires Partners	55000	40000	-25000	15000	20000
Chamber	10000	0	5000	5000	5000
Godiva	20000	25000		25000	27500
Jazz	10000	10000		10000	10000
Xmas Lights	12500	12500	-2500	10000	12500
New Years Eve	0	0		0	0
Coventry Car Run	6000	6000	2000	8000	18000
Other Events	11500	11500	-9500	2000	4000
Sponsorship	12500	12500	-5500	7000	8000
SUB TOTAL	137500	117500	-35500	82000	105000
<u>Leisure and Conference Promotions</u>					
Venue Location Service	90000	90000	-35000	55000	55000
Exhibitions	20000	20000		20000	20000
Literature	35000	35000	-10000	25000	25000
Event Management	10000	10000	-5000	5000	5000
SWT Joint Venture	10000	10000	-10000	0	0
CV Central/Real Life/E Broadcast	50000	50000		50000	50000
SUB TOTAL	215000	215000	-60000	155000	155000
<u>IIC</u>					
Sales	65000	65000	-15000	50000	50000
Arena sales	0	0	10000	10000	10000
Calendars	5000	5000	2000	7000	7000
Commission- Ticketing	4000	4000		4000	4000
Commission- Accommodation	5000	5000		5000	5000
Rental	0	0		0	0
SUB TOTAL	79000	79000	-3000	76000	76000
<u>Other Income</u>					
Bank Interest Gross	70000	68000	17000	85000	85000
Efficiencies 2004/05	48055	0		0	0
Other New Ventures	0	0	25000	25000	25000
Other/PSA/Sales Marketing	271000	0	40000	40000	40000
SUB TOTAL	389055	68000	82000	150000	150000
TOTAL INCOME	8441809	7578048	454638	8032686	7809141