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**Report to**

Scrutiny Co-ordination Committee

2<sup>nd</sup> April, 2008

**Report of**

Cllr Kevin Foster Cabinet Member (City Development)

**Title**

Report Back on the Work Of Outside Bodies – CV1 Board

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**1 Purpose of the Report**

- 1.1 This reports sets out details of the work of CV One over the preceding twelve months and details of attendance by the City Council's representatives.

**2 Recommendations**

- 2.1 That the City Council should continue to engage in the work of CV1 as one of its key service delivery partners.
- 2.2 That Elected Members should continue to be nominated to this body given the nature of the work CV1 does and the level of City Council funding it receives each year.

**3 Information on Work of Outside Body**

- 3.1 Note – the following information has been taken from the 07/08 business plan

**BUSINESS PLAN PROGRAMMES 2007-10**

- 3.2 The outline of the key business plan programmes set out below does not purport to represent the total body of work to be undertaken by CV One throughout the period of the last 12 months, excluding as it does ongoing or routine work programmes. Rather it identifies the key areas of activity to be undertaken in respect of the Company's strategic priorities for the next three years and an internal assessment of those areas to which the Company can realistically contribute added value within its sphere of competence. They are as follows:

**3.3 Changing Perceptions**

These programmes aim to take advantage of the opportunities presented by the expanding range of visitor destinations within the city, specifically the Ricoh Arena, IKEA and the Airport. They are designed to encourage trial and repeat visits by a wider target market and to 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.

- The implementation of the extended visitor information network and support structures as set out in the Company's Visitor Services Strategy
- The launch of a combined conference bureau and contact centre in conjunction with South Warwickshire Tourism which delivers added value in terms of customer service, operating efficiency and income generation
- The development and implementation of a targeted destination marketing strategy and supporting campaigns informed by the Locum branding research
- A revised and relaunched membership scheme for the hotel and hospitality sector to more closely reflect the current and emerging needs of the sector and thereby generate increased subscription levels
- A relaunched city marketing partnership to include the city's major visitor destinations and attractions, in particular the Airport and Ricoh Arena
- The development of a restructured events programme to maximise delivery potential within existing funding constraints and to include the development of a long term vision for the Godiva Festival in conjunction with the City Council.

### **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 do not at present reflect the Company's aspirations for a wider role in public space management, but do recognise the increased demands that will be made upon operational teams by the Citywide BID.

- The development of support services to meet the requirements of the Citywide BID whilst not eroding the supply of services to either the City Council or city centre BID levy payers
- The resolution of the relationship and respective roles of the ESU and New Union Street control rooms in order to enable the refurbishment and extension of the latter
- The finalisation of the city's Car Park Strategy in conjunction with the City Council
- The development of the city centre Britain in Bloom initiative to create a combined citywide entry in conjunction with the City Council and the targeting of an additional alternative awards scheme to encourage even higher standards of streetscape maintenance within the city centre
- The hosting of the 2007 Britain in Bloom awards

### **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 to larger scale development and encouraging the placement of events and conferences within the city, whilst supporting the promotion of inward investment on a wider scale.

- The development and expansion of the City of Coventry Ambassadors Group to encompass the growth of the Young Ambassadors concept and the Conference Ambassadors initiative
- The continued development and penetration of the Godiva Awards within the sub-region
- An increased emphasis and role for the city in targeting the economic value of the London 2012 Olympics
- The development of an agreed programme of activity and respective roles for the Company and the City Council to promote inward investment at brand level and support major relocation initiatives.

## **Generating Sustainable Income**

Funding programmes at CV One aim to build upon the tremendous start made by the Commercial Development team in increasing sales revenue in its widest sense in order to allow the continuation of added value activities and improvement programmes over and above core contractual services

- The continued development of an effective Commercial Growth Strategy and Sales Plan to increase sustainable revenue streams
- Ongoing new product development programmes to identify, trial and implement initiatives to increase income generation
- The successful conduct and conclusion of the city centre BID revote
- A comprehensive review of company status to determine the most efficient and appropriate vehicle for CV One to carry out its respective activities
- The provision of an internal quality assurance and support service for grant funding applications to ensure consistency of approach and compliance with business plan priorities

## **Achieving Excellence through People**

Programmes at CV One recognise the need to harness the enthusiasm and expertise of CV One employees to deliver competitive advantage in the overall visitor experience.

- The identification and commissioning of a single Company base
- The development and circulation of improved management information reports to include key employee performance data
- The development and implementation of an effective absence management policy
- The review and evaluation of Employee Attitude surveys and the Performance Related Pay review with a view to identifying and implementing continuous improvement actions

### **3.4 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 present research and performance data to change perceptions and promote new investment.

- A fundamental review of the existing research programme to ensure that it addresses the needs of the current business plan, in particular the targeting of new market segments and investors
- The development of six monthly "state of the nation" reports for internal communication and where appropriate preventative or recovery action
- The development of improved communications networks with City Council members and officers to include quarterly newsletter and regular open days
- The development of agreed KPI and benchmarking data in conjunction with City Council officers and as identified in the Value for Money Review

## **4 Benefits to the City Council of the Appointment**

- 4.1 The contract with the City Council provides for CV One to deliver the following core 13 services

<b>SERVICE</b>	<b>OBJECTIVE</b>
<b>Car parks</b>	To provide a safe, attractive and well managed environment for visitors to the City centre
<b>Highways</b>	To ensure that highways are managed to provide an attractive and well managed environment for visitors to the City centre
<b>Cleansing</b>	To keep the streets and public areas within the City centre in a clean and attractive state
<b>Maintenance of designated sites</b>	To ensure that designated sites are maintained in a condition that is safe and attractive to visitors
<b>Precinct Management</b>	To complement existing retail and leisure development within the central area by making the precinct attractive, safe and vibrant
<b>Phoenix Maintenance</b>	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
<b>Public Conveniences</b>	To ensure that open public conveniences are maintained to a reasonable standard.
<b>Lighting</b>	Maintain public lighting in Bull yard and Phoenix initiative
<b>Access &amp; mobility</b>	To ensure that improved access to the City centre is promoted for all sectors of the community
<b>Events</b>	To encourage the use of, and improve the attraction of, the City and City Region by the staging of Events.
<b>Promotion</b>	To encourage the use, and improve the attraction of the City region as a venue for shopping, tourism and leisure activities.
<b>Safety &amp; Security</b>	To make the City Centre a safe and secure place for all visitors and users
<b>Business Development</b>	To ensure that the City centre is maintained and developed as a commercial centre

4.2 CV One plays a critical contributory role to delivering the City vision. Most notably its services and activities are undertaken to achieve the City Development Cabinet Member Plan objective to: **'Continue the redevelopment of the City centre to improve the image and perception of Coventry and encourage inward investment**

4.3 Generation of additional £3 million (est) income over and above direct Council funding, as well as the positive introduction of the Citywide BID that will pay an important part in making Coventry a successful place to do businesses.

4.4 The nature of the commercial, income generating, work that CV1 does may at times need to be balanced with it's wider duties in promoting a positive image of Coventry. This may mean that certain sponsorship opportunities may not be pursued on the basis that this would conflict with their wider goals. The link with elected members on the board is therefore crucial to ensure that the city council has a clear voice on any such issues.

## **5 Attendance Record and Remuneration for the Appointment**

5.1 The City Council's representatives on CVOne Limited for the period of June 2006 to May 2007 inclusive were Councillors Taylor and Mrs Harper. For this period three meetings were held and both Councillors Taylor and Mrs Harper attended all three. From June 2007 the City Council's representatives became Councillors Foster and Mrs Harper. In the period from June 2007 to January 2008 inclusive four meetings have been held of which Councillor Mrs Harper has attended three and Councillor Foster two of the meetings

5.2 Board Members receive no remuneration for their work as part of the CV1 Board.

List of background papers

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Papers open to Public Inspection

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Schedule of City Council Appointments to Outside Bodies