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**Report to**  
Scrutiny Co-ordination Committee

10<sup>th</sup> June, 2009

**Report of**  
Councillor Ridley, Cabinet Member (City Development)

**Title**  
Report Back on the Work Of Outside Bodies – CV One Limited

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### **1 Purpose of the Report**

- 1.1 This report 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 Councillor Ridley recommends the appointment of two Members to the Board of CV One continue. Councillor Ridley also recommends the appointment of Members of the Board of CV One be reconsidered once the outcome of the strategic review of the organisation is known.

### **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 CV One is both a considerable receiver of grant funding and provider of key services within the City. It is therefore essential that the Authority is represented at Board level to ensure

that resources are used in a full and effective manner, whilst services are provided at a level that reflects the needs of the people of Coventry.

- 4.2 In addition the City Centre is entering into a period of considerable change. It is therefore essential to maintain a dialogue between the Authority and a key provider of City Centre services.

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

- 5.1 Councillors Cliff Ridge and Gary Ridley have been the two Council Members on CV One Board since May 2008 with Councillors Foster and Mrs Harper up to May, 2008. There were 11 Board and Board Committee meetings held from January, 2008 to December, 2008 inclusive. Councillors Ridley and Mrs Harper each attended 3 of the meetings that they were entitled to attend and Councillors Ridge and Foster each attended 4 of the meetings that they were entitled to attend.
- 5.2 There is no remuneration associated with the appointment.

### List of background papers

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Papers open to Public Inspection

**Description of paper**

**Location** CH59

Schedule of City Council Appointments to Outside Bodies