
Report to
Scrutiny Co-ordination Committee

17th March 2010

Report of
Councillor Ridley, Cabinet Member (City Development)

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

1 Purpose of the Report

- 1.1 This report sets out details of the work of CV One over the preceding twelve months (March 2009-March 2010) and details the attendance by the City Council's representatives.

2 Recommendations

- 2.1 That members note the report and the work undertaken by CV One.

3 Information on Work of Outside Body

- 3.1 Note – the following information has been taken from the 09/10 business plan:

BUSINESS PLAN PROGRAMMES 2009-10

- 3.2 The outline of the key business plan programmes set out below do not purport to represent the total body of work 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 undertaken in respect of the Company's strategic priorities and an internal assessment of those areas in which the Company realistically contributes added value within its sphere of competence. They are as follows:

- Helping to improve the image and perceptions of the city
- Attracting and hosting visitors to the city and its environs
- Creating an attractive, safe and welcoming city centre
- Providing advocacy and support for city centre stakeholders

Helping to improve the image and perceptions of the city

These programmes aim to promote civic pride and attract regional and national interest and to combat the city's negative image with positive initiatives and new stories. The activities 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.

2009-2010 Activities:

- The mobilisation of the Ambassador's group to engage in tangible inward investment initiatives
- Development of the single marketing proposition through Be Inventive
- Development of a joint marketing strategy with Coventry City Council
- The launch of a competition to win a free retail unit and PR package for a year
- The development of the Empty Shops Initiative which targets support, to landlords to improve the retail frontages.

Attracting and hosting visitors to the city and its environs

These programmes address the very real challenge of enhancing the city centre product offer, by encouraging the placement of events and conferences within the city.

2009-2010 Activities:

- The continued development and penetration of the Godiva Awards within the sub-region
- Attendance at CV One events increased in 2009 with the Godiva Festival 2009 exceeding 85,000 visitors.
- The introduction of a membership scheme for hospitality and tourism business
- Additional conference desk opening at the Ricoh Arena
- An continued emphasis on role for the city in targeting the economic value of the London 2012 Olympics
- The removal of inward investment activities as an area of duplication enabling cost efficiency savings
- Improved event procurement
- The development of a Conference Ambassadors group to target events and conferences within their respective sectors to being to the city
- 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 wider events programme in conjunction with the City Council.
- Successfully achieved a unified Christmas lights switch-on with major centres in the region

Creating an attractive, safe and welcoming city centre

These programmes aim to build upon the progress made to date to improve the city centre environment recognising the fundamental importance placed upon cleanliness and safety as evidenced in survey findings. These programmes also encourage community involvement and pride in environmental improvement.

2009-2010 Activities:

- Management and maintenance of the car parks and the introduction of more child friendly spaces in shoppers car parks
- The finalisation of the city's Car Park Strategy in conjunction with the City Council
- Introduction of childcare products within shopmobility
- 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

- Raising public awareness of customer service assistants, their role and the service they provide
- Maintaining a high performance of City centre cleansing, as independently measured by Encams
- Growing Coventry programme
- Development of dedicated phone & text lines to resolve customer concerns
- Development of radio and CCTV networks

Providing advocacy and support for city centre stakeholders

The programmes primarily focused on the City Centre BID and recognise the increased demands that will be made upon operational teams by the Citywide BID. The BID programmes provide the city centre businesses with an enhanced trading environment

2009-2010 Activities:

- 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 City Centre BID scheme provides levy payers with a range of services including evening ambassadors, retail and crime initiatives, rapid response teams, environmental maintenance, marketing and business support.
- Review of street trading sites to ensure that they compliment rather than compete with retail and leisure schemes.

3.3 Generating Sustainable Income

Funding programmes at CV One aim to build the continued success in securing new contracts, external funding and increasing sales revenues, 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
- The award of new commercial contracts with the Belgrade Plaza Phase II and the City College
- Earning income amounting to 50% over and above Council funding

3.4 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

3.5 Cost Control

Since 2007, CV One have made savings of circa £500,000 to the Council, through the reduction of administrative and facilities costs and an increase in generating commercial income by nearly £2m in the same period. This has been done with no impact on the delivery of front line services.

Further opportunities to increase cost efficiency have been identified for the coming year, which include:

- A continued focus on improved procurement
- An increased emphasis on web-based communications resulting in reduced print costs
- Ensuring more accurate costs and price services provided
- A review of the arrangements for event delivery

The approach to enhancing cost efficiency will be achieved through further coordination with the Council and removing areas of duplication, which has already been started with the removal of economic development and inward investment activities.

Additionally, CV One has secured a new lease at Hay Lane.

3.6 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 continual review of research areas to ensure that it addresses the needs of the current business plan, in particular the performance management information required for ongoing assessment. These performance areas will be developed further to meet the management information requirements of the city council. This work will be supported by the appointment of the Head of Business Strategy in April 2010.
- The development of improved communications channels and protocols with City Council members and officers. It has been identified that closer joined up relationships need to be fostered with events, city centre marketing and promotion, city image and tourism. CV one will lead in the area of tourism but will ensure that the council are informed to ensure clarity of linkages from business tourism to inward investment
- The development of agreed KPI and benchmarking data as part of a new performance management framework to be adopted from April 2010. This will allow CCC to assess value for money at an organisational level and in individual service areas.

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. This will be improved going forward with the implementation of a dedicated client

manager, revised communication protocols and a more transparent and robust performance management framework. This is also supported by the restructure of CV One and the appointment of a City Centre Manager in March 2010.

5 Attendance Record and Remuneration for the Appointment

- 5.1 Councillors Cliff Ridge and Gary Ridley have been the two Council Members on the CV One Board since May 2008.
- 5.2 Cllr Ridge in the period March 2009 to March 2010 attended 1 nominations committee meeting; and of the CV One board meetings he attended one out of four meetings.
- 5.3 Cllr Ridley in the period of March 2009 to March 2010 attended the finance and audit sub-committee - one out of two meetings; and of the CV One board meeting he attended two out of four meetings.
- 5.4 The Strategic Review will be finalised in mid-2010. This will determine how the Board structure will be reviewed and carried forward.
- 5.5 There is no remuneration associated with the appointment.

List of background papers

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Schedule of City Council Appointments to Outside Bodies