



Business, Economy and Enterprise Scrutiny Board (3)

Time and Date

2.00 pm on Wednesday, 22nd October, 2025

Place

Diamond Rooms 1 and 2 - Council House

Public Business

1. **Apologies and Substitutions**
2. **Declarations of Interest**
3. **Minutes** (Pages 3 - 8)
 - (a) To agree the Minutes of the meeting held on 17th September 2025
 - (b) Matters arising
4. **Destination Coventry** (Pages 9 - 50)

Briefing Note of the Director of Regeneration and Economy
5. **Work Programme 2025/26** (Pages 51 - 56)

Report of the Scrutiny Co-ordinator
6. **Any other items of public business which the Chair decides to take as matters of urgency because of the special circumstances involved**

Private Business

Nil

Julie Newman, Director of Law and Governance, Council House, Coventry

Tuesday, 14 October 2025

Note: The person to contact about the agenda and documents for this meeting is Michelle Salmon, Governance Services, Email: michelle.salmon@coventry.gov.uk

Membership: Councillors P Akhtar, J Blundell, K Caan (By Invitation), G Hayre (By Invitation), P Hetherton (By Invitation), T Jandu, A Kaur, AS Khan (By Invitation),

G Lewis, J McNicholas, S Nazir (By Invitation), J O'Boyle (By Invitation), B Singh, R Singh (Chair) and CE Thomas

By invitation Councillors

Public Access

Any member of the public who would like to attend the meeting in person is encouraged to contact the officer below in advance of the meeting regarding arrangements for public attendance. A guide to attending public meeting can be found here: <https://www.coventry.gov.uk/publicAttendanceMeetings>

Michelle Salmon, Governance Services,
Email: michelle.salmon@coventry.gov.uk

Coventry City Council
Minutes of the Meeting of Business, Economy and Enterprise Scrutiny Board (3)
held at 2.00 pm on Wednesday, 17 September 2025

Present:

Members: Councillor R Singh (Chair)
Councillor P Akhtar
Councillor J Blundell
Councillor T Jandhu
Councillor A Kaur
Councillor J McNicholas
Councillor B Singh

Employees (by Directorate):

Regeneration and
Economy N Benison, R Coyle, M Dillow, R Palmer, J Seddon

Law and Governance M Salmon, A West

Apologies: Councillor P Hetherton (Cabinet Member for City Services) - Invited
Councillor G Lewis
Councillor J O'Boyle (Cabinet Member for Jobs, Regeneration and
Climate Change) - Invited
Councillor C E Thomas

Public Business

7. Declarations of Interest

There were no disclosable pecuniary interests.

8. Minutes

The minutes of the meeting held on 9th July 2025 were agreed and signed as a true record. There were no matters arising.

9. Electric Vehicle Charging Infrastructure Strategy

The Business, Economy and Enterprise Scrutiny Board (3) received a briefing note and presentation that provided an update on the production of the Coventry Electric Vehicle Charging Infrastructure Strategy that had recently been endorsed by the Cabinet Member for Jobs, Regeneration and Climate Change under delegations agreed at Council on 6th December 2022 (their minute 83/22 referred) as part of the Coventry Transport Strategy. The Briefing Note detailed the Policies within the Strategy and the Appendices provided: the Electric Vehicle Charging Infrastructure Strategy; presentation slides; and the Equalities Impact Assessment.

UK Government mandated that all Local Highway Authorities should create an Electric Vehicle Charging Strategy. The Coventry Electric Vehicle Charging Infrastructure (EVCI) Strategy was developed to set out the anticipated take-up of

electric vehicles and the associated number of electric vehicles chargepoints that would be needed. The Strategy formalised the Council's plan for future chargepoint installations, including pilot schemes for gully channel charging and residential charging hubs. The EVCI Strategy, that would sit underneath the Coventry Transport Strategy approved and adopted at the meeting of Council on 6th December 2022 (Council minute 83/22 referred), had recently been endorsed by the Cabinet Member for Jobs, Regeneration and Climate Change under delegations agreed at the Council meeting.

In the 10-year lifetime of the Strategy, the number of hybrid and electric vehicles in Coventry was projected to increase from 4.42% to 49%. The projection was based on data including the likelihood to buy an Electric Vehicle, the anticipated uptake of electric vehicles, and government legislation on sales of petrol and diesel vehicles. This increase would require 1,686 chargepoints by 2035. The Local Authority already had 2,000+ chargepoints, but the Strategy identified expansion into other areas to serve different needs including pilot schemes of new technologies.

In considering the briefing note and the presentation by officers, the Board discussed issues, asked questions and received responses on matters including:

- Coventry's early provision of infrastructure in readiness for the transition
- The criteria requirements and costs relating to the installation of all charger options.
- The difference in charging rates for rapid charging which provided a full vehicle charge in an hour, and overnight charging that took longer to provide a full charge but was a less costly option. The City's own charge points were a cheaper option than those located at petrol stations/garage forecourts.
- Following Coventry's initial installation of chargepoints, further funding was made available to the Authority to enable them to proceed with further installations, with some funding provided through the air quality grant.
- Charging hubs, to be located mainly in car parks, were now the focus for current funding, along with rapid charging, triple charging and e-bike charging. Sites for the hubs were currently being identified.
- Companies had indicated their interest in charging proposals on petrol station style charging areas
- The use of roadside charging point parking bays was currently not restricted for use by vehicles wishing to use chargers only, however following the continuing increase in take-up of electric vehicles, this would be kept under review.
- Installations were considered on a street-by-street basis and took into consideration on-street parking and vehicle charging needs.
- Currently all residents had access to a charging point no more than four minutes away from their homes. Future proofing installations would ensure that there would be no barriers to residents accessing charging facilities.
- The expected usage of newly installed charging points was considered as part of the Traffic Regulation Order, and any existing waiting restrictions were reviewed where new installations were proposed.
- The on-going maintenance of equipment ensured continued operation and that there was no outdated infrastructure.

- The possible opportunities for local employment, social value, and apprenticeships for Coventry residents, through the chargepoint operator's contract
- The location of residential charging hubs being installed as part of Local Electric Vehicle Charging Infrastructure (LEVI) funding.
- The locations of the pilot for pavement gully channels.
- Although there were no plans for the Council to become a chargepoint operator, the Authority had overall control of the work undertaken including locations and types of chargepoints, it also had oversight of charging costs.
- Upgrades to Sub-stations, driven by the receipt of applications, were chargeable and were the responsibility of National grid.
- A pavement gully channel pilot scheme was underway for residential properties that had no parking provision on their premises. The scheme would be in operation for 18-months and the Council's Highways Team would be consulted on the gully installations. Feedback on take-up and the performance of the gullies would influence future installations.

Members requested that the following information to be circulated to them:

- Photographs of the piloted pavement gullies and details of their locations
- Details of the locations of residential charging hubs (as part of LEVI)
- Details of the clauses (if any) within the chargepoint operator's contract about local employment, social value, and apprenticeships for Coventry residents
- The price per kWh for charging at all types of chargepoints

RESOLVED that the Business, Economy and Enterprise Scrutiny Board (3):

1) Notes the contents of the Briefing note and presentation.

2) Had no further recommendations for the Cabinet Member for Jobs, Regeneration and Climate Change.

10. Domestic Retrofit - September 2025 Update

The Business, Economy and Enterprise Scrutiny Board (3) received a briefing note of the Director of Regeneration and Economy that provided an update on progress of the Council's domestic retrofit programmes since the last domestic retrofit update to the Board in April 2024 (minute 25/23 referred).

Coventry's Climate Change Strategy (2024-2030) approved by Council last year (their minute 64/23 referred), set out an ambitious vision for how the city intended to 'tackle the causes and consequences of climate change', which was a key priority of the One Coventry Plan. The strategy set a goal to reduce carbon emissions across the city to support the Authority's transition to net zero, whilst benefiting local people and businesses through creating warmer homes, cheaper bills, cleaner air, new jobs and skills.

The strategy identified that 30% of the city's carbon emissions came from the 143,000 homes across Coventry. Of these homes, it was estimated that over 100,000 homes had an energy performance certificate (EPC) of D or below, therefore a significant proportion of residents were living in less energy efficient housing and likely to be facing higher bills as a result to keep their homes warm.

Improving the energy efficiency of homes through retrofit measures ranging from insulation, double glazing to heat pumps and solar panels could considerably reduce carbon emissions but also create real benefits for residents too in terms of bills, health and comfort.

Latest government data (based on 2023 sources) also suggests 18.9% households in Coventry were living in fuel poverty. Whilst a 3.3% reduction from the year 2022, this was still one of the largest rates of fuel poverty of all local authorities in the country, and figures rose to over 40% of households in some the city's most deprived areas.

Domestic retrofit could also make a huge difference by improving the quality of resident's lives and their health, through creating warmer more efficient homes and helping to lower bills. Well-insulated properties also kept homes cooler in the summer, which helped to make homes more resilient to increasing temperatures and increased likelihoods of extreme heat. It was essential to take a proactive approach to retrofit, delivering retrofit at scale whilst also considering new technology and innovation that could accelerate ambitions. The Council had been working with partners to achieve this, delivering retrofit at scale as highlighted with the work with Citizen, whilst also trialling innovative solutions and pilots with the Council's Strategic Energy Partnership (SEP). For example, the SEP has worked with a startup (Kestrix) to use drones to capture thermal imaging of thousands of houses in Hillfields and using artificial intelligence to generate energy efficiency plans. This would allow the Authority to prioritise interventions and maximise impacts for residents from the available funding.

The briefing note set out details of the progress made over the past 18 months; Social Housing Decarbonisation Fund (SHDF) Wave 2; Home Upgrade Grant 2; Energy Company Obligation (ECO) 4 & Great British Insulation Scheme (GBIS); Community Engagement; Equitable Delivery of Programmes; Future Schemes: WMCA Retrofit Pilot; Other SEP Activity; Climate Adaptation; and the next steps.

In considering the briefing note and the presentation by officers, the Board discussed issues, asked questions and received responses on matters including:

- The able to pay market households who were not eligible for grant funding, grants that could be accessed for those who were eligible, the availability of purchasing schemes and discount offers, and the Household Support Fund.
- Lloyds Bank, Coventry Building Society and E.ON all supported the retrofitting of homes, and this could include their provision of offers such as green mortgages.
- The Next Gen Project – the invitation for 20 local households to apply to have a total retrofit of their homes. Insulation of properties was key for the future.
- The advice and guidance available to residents who wished to pursue retrofit for their homes and the range of small changes that could be made that would also make a difference without the expenditure. Insulation of properties was key for the future.
- Electricity costs – consideration of the fluctuation of electricity usage costs moving forward as a more electricity-based nation
- Assessments were made to ensure the best possible retrofit options were provided for warmer homes with cheaper bills.

- Universities nationally were looking in more depth at heat pumps to understand how they worked. The data from the research would support the future of heat pumps design and installation.
- There were many resources in the City that could provide valuable assistance for energy efficiency, this included the Coventry Canal and the Waste Reduction Unit. E.ON was currently pursuing these, and feasibility studies would be made. Severn Trent and MIRA were also supporting these options.
- The Authority was working with developers on the inclusion of energy efficiency for new build homes.
- The importance of guiding and advising residents of appropriate offers and schemes available to them, to encourage take-up.
- Programmes and Eco Schemes were being targeted at the most deprived areas of the city - Foleshill, Radford, Hillfields were some of the identified neighbourhoods. The Council was working to achieve greater impact in these areas.
- Schemes generally focussed on fuel poor, an EPC rating below D, and low-income households. This changed from scheme to scheme so couldn't be guaranteed. A scheme would dictate what measures could be offered in a retrofit – windows, solar panels, loft insulation, etc.
- Barrier to retrofit – recognising that there were residents that wanted to take part but didn't qualify for funding support, there needed to be more flexibility to enable participation.
- It would be useful to see comparative data on the national distribution of funding to support domestic retrofit.
- Assurance of value for money in respect of £31,000 average expenditure on retrofit per property completed was provided through a robust governance process.
- Citizen Housing contributed a significant amount of match funding to retrofitting works on their properties.
- Recognising the importance of educating residents on energy efficiency, the Authority had been working with Act on Energy and with the Council's Public Health Service to speak to residents in the poorest areas.
- Education work on climate change and energy efficiency was being undertaken with Primary Schools.
- Landlords of private rented properties that were provided with retrofit installations, were required to match fund. There were concerns that costs could be passed onto tenants.

RESOLVED that the Business, Economy and Enterprise Scrutiny Board (3):

- 1) Notes the contents of the Briefing note and presentation.**
- 2) Had no recommendations to make to the Cabinet Member for Jobs, Regeneration and Climate Change.**
- 3) A further update report be submitted to the Board to include information on able to pay households that are not eligible for retrofit grant funding, and comparative data on the national distribution of funding to support domestic retrofit.**

11. **Work Programme 2025/26**

The Business, Economy, and Enterprise Scrutiny Board (3) received a briefing note of the Scrutiny Co-ordinator that provided a schedule of items for meetings of the Board for the Municipal Year. The Work Programme for 2025/26 was attached as an Appendix to the report.

Further to minute 10/25 above headed 'Domestic Retrofit – September 2025 Update', Members requested that a further update be submitted to a future meeting of the Board and that this be added to the Work Programme.

RESOLVED that the Business, Economy, and Enterprise Scrutiny Board (3):

- 1) Notes the schedule of items for meetings of the Board for the Municipal Year 2025/26.**
- 2) Agrees that an item headed 'Retrofit Update' be added to the Work Programme for a future meeting.**

12. **Any other items of public business which the Chair decides to take as matters of urgency because of the special circumstances involved**

There were no other items of public business.

(Meeting closed at 4.00 pm)

Chair _____

Date _____

To: Business, Economy and Enterprise Scrutiny Board 3

Date: 22nd October 2025

Subject: Destination Coventry

1 Purpose of the Note

- 1.1 To update Members of the Board on progress in establishing Destination Coventry as a sustainable Destination Management Organisation (DMO) for the city, since the last report of 17th April 2024.
- 1.2 In response to this item the Board requested a further report including a performance update reflecting a change to a commercial model of operation, that adds value to the local authority contribution to sustain operations.
- 1.3 To review and update on activity undertaken by the DMO to promote Coventry as a destination for business and leisure tourism, in support of the newly emerging Coventry Tourism Action Plan 2025-2030.

2 Recommendations

- 2.1 The Business, Economy and Enterprise Scrutiny Board (3) is recommended:
 - 1) To note the contents of the report, the appendices and a short presentation will be provided on the day.

3 Background and Information

- 3.1 The Scrutiny Board 3 April 2024 report considered progress in establishing Destination Coventry as a financially sustainable Destination Management Organisation (DMO) for the city. In response to this item the Board requested a further report including a performance update reflecting a change to a commercial model of operation
- 3.2 The progress outlined how Destination Coventry had performed in its pilot status as Destination Management Organisation (DMO) for the city as a collaboration between Coventry City Council and Coventry and Warwickshire Chamber of Commerce,
- 3.3 A DMO is the umbrella term for arrangements established in a place to support co-ordination and collaboration across the tourism sector's many stakeholders.
- 3.4 Destination Coventry was established in August 2021 and officially launched in December 2021. Based on recognition of the success of the pilot DMO and the potential to develop a longer-term, sustainable DMO model, on 12 March 2024 the Cabinet Member for Jobs, Regeneration and Climate Change approved an

extension to 31 March 2025 of the Destination Coventry hosting arrangement with the Coventry and Warwickshire Chamber of Commerce, in order to facilitate detailed exploration with the Coventry and Warwickshire Chamber of Commerce for a permanent public/private funded destination management operating model for the city

- 3.5 From April 2024 Coventry and Warwickshire Chamber of Commerce undertook to move from this proof-of-concept model to and a revised formal collaboration agreement of a public and private sector funded entity to promote Coventry as a destination of distinction for both leisure and business tourism was adopted. The Coventry City council contribution for this work is £324,773.
- 3.6 This report outlines the progress to date on the new commercial model, effective from November 2024, an update on the of operation of its activity since the appointment of a new Managing director in July 2024 and the launch of a new set of assets and ways of working.
- 3.7 Destination Coventry applies the following principles that were established for the model from the outset:
 - Lead in the management, development and promotion of Coventry's leisure and business tourism (*Brochures at Appendix 1 and 2*)
 - Continue to operate the Coventry & Warwickshire Convention Bureau
 - Assume responsibility for the provision of visitor information in the city
 - Provide opportunities for the private sector to engage in a regular tourism dialogue
 - Coordinate delivery of Strategy, with stakeholders contributing to Strategy reviews and future iterations
 - Not rely solely on Council funding – but will enable the private sector to contribute financially to the DMO's destination marketing activities, with the aim of amplifying growth of the city's visitor economy
 - Deliver activities to include the development of income streams to ensure sustained financial viability
- 3.8 The following outlines governance, strategy and delivery outputs for Destination Coventry 2024/ 2025 based on the above principles.

4 Governance

- 4.1 From July 2024 to April 2025, Destination Coventry underwent a period of transition and a change programme that saw the staffing and structure change, resulting in the existing team members finding new routes of employment. A new Managing Director, Paul McMahon joined the organisation and subsequently, he heads up a new team of 2 in a revised structure that is implementing a new commercial model and delivering new ways of working. Some services for work are supplied by external sources to ensure that Destination Coventry's media and visitor profile remains high. During this change period, the management and operations of Destination Coventry continued to be overseen by an Oversight Board, established in the pilot phase, chaired by the Managing Director of Coventry Building Society Arena.

- 4.2 In September 2025, Destination Coventry welcomed its new board with Paul Michae remaining as chair and held its first meeting, marking a renewed focus and a broader depth of expertise to strengthen the impact on the visitor economy. The announcement was covered in industry publications, including:
<https://www.conference-news.co.uk/news/coventry-appoints-private-sector-led-tourism-board-to-boost-visitor-economy/>
- 4.3 A full list of the board is available in *Appendix 3*.
- 4.4 Governance and standards for the directors on the board is outlined in a handbook and articles set out by the Coventry and Warwickshire Chamber of Commerce, applying the usual Nolan principles and corporate governance procedures that all directors have signed and submitted.

5 Strategy and Delivery

- 5.1 Destination Coventry successfully delivered its re-launch event in July 2025, attracting over 200 attendees. The event generated an overwhelmingly positive response and effectively positioned both consumer brands, Visit Coventry and the Coventry & Warwickshire Convention Bureau.
- 5.2 Key objectives were achieved, including reinforcing brand recognition, elevating Destination Coventry's profile within the region, as well with the CCC leadership board, supporting the sales process, and showcasing the organisation as a modern, fit-for-purpose destination management body.

Video of event: [DC Relaunch 1.mp4](#)

New Websites: www.visitcoventry.co.uk/meetcoventryandwarwickshire

www.visitcoventry.co.uk

[Coventry & Warwickshire Business Bureau](#)

[Visit Coventry](#)

- 5.3 Following the re-launch, Destination Coventry has delivered a successful sales programme, keeping performance on track against Profit & Loss targets. This work remains resource intensive, particularly in partner engagement and follow-up, so activity continues to be carefully prioritised. Sales efforts are concentrated on the business market, where the average transaction value remains around £1,000. By contrast, the leisure market delivers an average transaction value of £224 and requires even greater resources to manage a higher number of partners. Current forecasts show the P&L on course to achieve a break-even point for the service. Actual income secured to date since the recruitment of a new Managing Director, totals £70k. Working on the run rates and if all prospective leads converted, with a 70% retention rate, by year end 25/26 this would total £78k. Further new sales in 26/27 are expected with the development of the base of the team.
- 5.4 The launch of the Coventry & Warwickshire Convention Bureau is progressing in collaboration with West Midlands Growth Company. Work is underway to gather technical data from both partners and non-partners across the region, a process expected to continue over the coming months to ensure comprehensive representation. The resulting document, the *Coventry & Warwickshire Event*

Planner Guide', is scheduled for publication in November 2025. The Event Planner Guide initial design has been completed as follows:



5.5 The leisure visitor guide will follow once this project is complete.

5.6 Below are selected key priorities outlined in the collaboration agreement for this financial year that aim to create the stability required for long term effective delivery of DC's aims and objectives:

- Oversee the creation of a **Tourism Action Plan and Strategy 2025- 30 by March 2026**. This will outline medium term ambitions and measurable outcomes. We will align any immediate objective-setting with the emerging vision of this plan, and it will be aligned with the emerging nighttime and events strategy for Coventry, currently in development. *Appendix 4*. This work has been commissioned, and the views of this board will be sought from the consultants.
- Develop a **city-wide readiness plan for large bids**, enabling us to respond quickly and effectively when opportunities arise. This will also involve the identification of sports and major events we can target.
- **Finalise digital assets** for both leisure and business markets, alongside the build and launch of the new Destination Coventry Partnership website.
- **Expand the commercial model** across Coventry and Warwickshire to ensure long-term financial stability. This includes maintaining a break-even budget this year to build confidence with our host partner and secure ongoing support into 2026/2027. A short overview of the approach and digital visibility, being driven locally, nationally and internationally can be found here: [Destination Coventry - Explore our new 'Partnership Packages'](#)
- **Create an Event Planner Guide** for the Convention Bureau to increase our competitiveness against larger cities.
- **Establish a Hotel and Venue Network** to foster greater cohesion and serve as a vehicle to explore and to look at options for an Accommodation bid.¹
- **Produce a comprehensive Visitor Guide** aimed at extending visitor stays and enhancing the city's appeal. This guide will serve as a key resource for showcasing Coventry's attractions.
- **Drive improvements in Search Engine Optimisation performance**. Our current average ranking across all keywords is 13, with 800,000 monthly impressions but

¹ On 21 October 2025, Destination Coventry will launch its inaugural **Hotel & Accommodation Association**, chaired by Michael Lyons, Cluster General Manager at Hotel Indigo. This association will foster closer collaboration within the hospitality sector, supporting improved communication, productivity, and occupancy strategies. It will also raise the profile of Destination Coventry and, in time, provide a forum to explore the Tourism Levy, part of a long-term strategy to secure sustainable funding alongside local authority support and commercialisation.

a low click-through rate of 0.7%. Our goal is to improve rankings to increase CTR, reach, and ultimately visitor numbers.

- **Design a city-wide marketing strategy** for Pride and other LGBTQ+ events to strengthen their impact and economic benefit.
- **Increase promotion of local artists**, incorporating more local cultural content into our campaigns and digital assets.
- **Develop a trade show strategy** for 2026/2027, with defined objectives and measurable outcomes.
- **Implement a CRM system** to improve internal organisational management.

5.7 Sector performance analysis is provided through the Scarborough Tourism Economic Activity Monitor (STEAM). STEAM is a tourism economic impact model which measures how many visitors have come to Coventry. The table below shows the upwards trend since 2018 and data for 2023 is noted separately.

Table 1 – Coventry STEAM Data

Measure	YEAR 2018	YEAR 2019	YEAR 2020	YEAR 2021	YEAR 2022
Tourism Economic Impact Value (£M)	£568.30	£594.36	£230.88	£495.29	£750.86
Overall Visitors	7,974,000	10,030,000	4,028,000	8,197,000	11,050,000
Overnight Visits	8%	12%	11%	11%	12%
Day Visitor Spend	£27.77	£38.84	£39.04	£40.46	£46.18
Overnight Visitor Spend	£119.42	£203.95	£209.58	£220.56	£224.74
Jobs - Direct	5,108	5,275	2,176	4,201	5,693
Jobs - Total	6,575	6,760	2,754	5,367	7,534

5.8 Coventry's latest visitor data for 2023 (*awaiting 2024 and maybe available at the meeting*) shows a positive and steady picture but we cannot be complacent as this is a very competitive market and sector.

- Visitor numbers in 2023 rose by more than **1m, from 10.03m in 2019 to 11.39m in 2023.**
- Coventry's visitor economy was worth **£855m in 2023, up 44% (or £261m) compared with 2019, and up by over £100M from 2022.**
- Number of full-time equivalent jobs supported by the sector was **up by 17%, from 6,760 to 7,911 in 2023.**

6 Health Inequalities Impact

6.1 The establishment of Destination Coventry as a proof-of-concept model for a new DMO was anticipated to increase resources for tourism promotion and destination management, thereby creating opportunities to improve service delivery, invest in the City's visitor offer and strengthen the business and leisure tourism economy within the city and its surroundings.

6.2 Destination Coventry has successfully secured £70k of private sector investment in this financial year to support tourism promotion and destination management. Whilst

it should be noted that the new commercial model is still in its relative infancy and the development of a longer-term sustainable model is required, the projected success of the DMO and Partnership LVEP model will contribute to sustaining and increasing employment in the tourism and hospitality sectors, creating positive opportunities for local people. This will further promote Coventry as a visitor destination and focus for investment, promoting opportunities for sustainable and inclusive growth in the city, thereby contributing to positive health outcomes for residents.

Appendix 1: Business Destination

Appendix 2: Leisure Destination

Appendix 3: Full list of Board Members

Appendix 4: Proposed alignment of strategies

Paula Deas, Strategic Lead for Business Engagement, Coventry City Council

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Paul McMahon, Managing Director, Destination Coventry.

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GROWTH accelerator for your business



DESTINATION
COVENTRY

THE RISE OF COVENTRY



Local Visitor
Economy
Partnership

Recognised by

VisitEngland


Coventry City Council

 Coventry & Warwickshire
Chamber of
Commerce


VisitBritain

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West Midlands
Growth Company



WHO ARE WE?

Destination Coventry is the official Destination Management Organisation (DMO) for Coventry, delivering the destination tourism strategy for our city through extensive marketing, connectivity and research, promoting the area nationally and internationally to grow and support the visitor economy.

We operate through two consumer-facing brands: **Visit Coventry** targets day and overnight leisure visitors, and **Conference Coventry and Warwickshire**, incorporating the region's Convention Bureau, works to attract business travellers, conferences, exhibitions and other business events.

We represent the city's valuable tourism, leisure and hospitality sector, which generates¹ over **£855 million**, supports circa **7,911 jobs**, and attracts over **11.3 million visitors** annually.

By collaborating with key partners, including Visit Britain, Visit England, West Midlands Growth Company and Shakespeare's England, we can capitalise on shared marketing opportunities, often used to amplify our own campaigns, as well as delivering standalone activity aligned to particular themes.

Our most recent campaigns have included shining a light on our ever developing offer:

- City and Business Events Throughout the Year
- Visitor Attractions
- Conference Facilities
- Sporting Events, Attractions and Venues
- Hotels & Accommodation
- Food & Drink Offerings
- City Breaks
- Explore Coventry and Surrounding Areas
- Business & Supplier Services to the Sector
- Wedding and Celebration Venues

Seasonal campaigns are also featured throughout the year.



MADE IN COVENTRY



Message from the
Managing Director
of Destination Coventry

I am thrilled to report another strong year for Coventry's visitor economy which continues to hit new heights, exceed expectations and lead the way in the West Midlands in pace of growth for visitor numbers, economic impact and total employment. At the core of our business, we believe in building lasting partnerships; driving innovation, collaboration and delivering an inclusive tourism strategy that works for all stakeholders.

We are determined to reach out further and increase our effectiveness into the UK domestic and international markets now worth \$16 trillion globally and supporting 449M jobs by 2034, with UK overseas visitors spend forecasted at 32.5 billion this year.

Our impact on the visitor economy across 2025 and beyond will be robust and tangible, while maintaining our social responsibility and close stakeholder engagement.

To energise our aims, we will be launching a new suite of websites, and evolving into our new partnership model, designed to be a targeted extension of our partners' marketing activity and budgets, adding greater return on investment by direct focus on increasing referrals and footfall to drive business growth. Benefits will be drawn by collaborating with the West Midlands Growth Company to deliver regional inclusion in a visitor pass, travel trade, accessibility guide, green tourism, tourism awards, networking, tradeshow, BID writing and Destination Coventry will be a key advisor in the regional taskforce for tourism strategy.

A passion of mine is to support the winning of UK domestic and international contracts for our region; to this end, Destination Coventry will be a leading partner in a newly formed steering group, incorporating key representatives, with the aim of creating a single voice: a more powerful outlet to win sporting and major events over the coming years.

Next year will see the launch of our new tradeshow strategy, focussing on the essential connection to wider audiences, placing our region and partner businesses directly before trade buyers.

As Destination Coventry evolves into leading the digital marketing landscape for the region and its partners, we ask all businesses to join us on a shared journey, integrating the new partnership packages into their annual marketing budgets, with the understanding that together we are stronger.

Paul McMahon

THE RISE OF COVENTRY

- Visitor numbers rose by **more than 1M** from **10.3M to 11.39M**
- Coventry's visitor economy has now reached **855M, up 44% (or 261M)** compared to pre pandemic and up by 100M in a 12-month period
- Number of full-time equivalent jobs supported by the sector was up by **17%, from 6.760 to 7,911.**
- Coventry has **outperformed its regional partners** in terms of % growth in Visitor Numbers, Economic Impact and Total Employment over a three year period
- Visitor numbers are up by 3.1%, direct expenditure is up by 13.9%, economic impact is up by 13.9%, **total employment is up by 7.6%**, in a 12-month period
- Compared to pre pandemic figures, visitor numbers are **up by 13.6%**, direct expenditure is **up by 43.5%**, economic impact is **up by 15.9%** and **total employment is up by 17%**

Data has been formulated by Global Tourism Solutions using its STEAM (Scarborough Tourism Economic Activity Monitor) model





WHAT DO WE DO FOR YOU?

We impact the business and leisure economy to support the growth of your business, providing a wealth of knowledge to help inform and direct your activities and provide full access to our marketing suite where your entire marketing strategy can be delivered, with return on investment at the heart of what we do.

We will promote you to all of our extensive reach: locally, **UK domestically and internationally** via all our multi-platform digital and physical marketing and events.

HOW DOES IT WORK DIGITALLY?

We directly attract website traffic via organic Search Engine optimisation (SEO), Paid SEO and Paid Per Click (PPC) to our leisure and business websites. Our website visitors will then click on your listings, banners, sponsored ads and mobile banners, delivering them straight to you... **your visitor has arrived!**

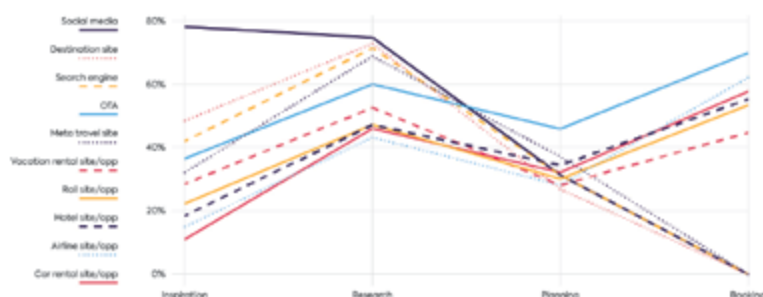
Our extensive social media reach, including Facebook, Instagram, Tik Tok, Twitter, LinkedIn and YouTube, will also **powerfully promote your business**, directing visitors to your site or business.



DOES THIS WORK?

Currently digital ad spend is 26 billion in the UK. Driven by social media and search advertising spend, this growth is propelled by effective return on investment, with the UK now leading the European market for digital advertising. Simply put, it demonstrates that all business needs to be competing in the digital marketplace for future growth, and by doing it well - it works!

HOW CRITICAL ARE YOU IN THE PATH TO PURCHASE?



Data Source: Expedia 2024

We are a recognised critical element in inspiring and attracting thousands of people daily.

We know decisions are made when visitors get to your website and you: getting them to you is the challenge! **Our social media and websites are a recognised driving force to attract, influence and inspire, acknowledged by such organisations as Expedia.** We then directly move that interest to your website and you, where the decision is often made, and that is why it is so critical for you to be part of our partner programme and reap the benefits.

WHAT IS A RETURN ON INVESTMENT?

A return on investment is a financial metric used to evaluate the profitability or efficiency of an investment, the measurement is commonly used to determine the effectiveness of marketing campaigns and the partnership, it is often compared to well-known metrics such as google ad words or social media boosts.

It is often calculated using the formula:

$$\text{Cost Per Click} = \frac{\text{Total Cost of Campaign}}{\text{Number of Clicks}}$$

In 2024 the average Cost Per Click was £1.52 (Source: Wordstream Google Ads benchmark report Currently)

So for example if you spent £1000 directly on digital advertisement

$$\text{Cost Per Click} = \frac{£1000}{684} = £1.46$$

This would mean a return on investment of £1.46 per referral compared to Google ads of £1.52, not with-standing the breadth of other benefits afforded by a Destination Coventry Partnership Package.



Coventry Cathedral



Coventry Building Society Arena

WE HAVE
IT ALL

Hartford Street



Fargo Village



Fargo Village

Godiva Festival



SCAN HERE
TO SEE JUST
WHAT WE DO





My Dhabba

ARE YOU ABLE TO **PROVIDE EXAMPLES** OF THE COST OF IMPRESSIONS, VIEWS AND REFERRALS?

By reviewing a 6-month real life example, we can see the sheer impact of digital marketing, and how that translates in terms of cost per impression, view and referrals; **demonstrably, the greater return on investment** is with enhanced listings and higher spend packages.

c. 100 ATTRACTIONS - LAST 6 MONTHS

	Impressions per product	Views per product	Referrals per product
GOLD	91,289	1,589	571
SILVER	23,859	496	209
BRONZE	8,046	268	117

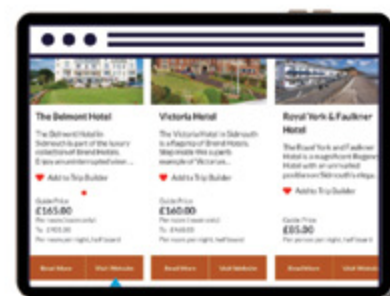
(Source: Simpleview, 2024)

c. 100 ATTRACTIONS - LAST 6 MONTHS

	Cost per impression	Cost per view	Cost per referral
GOLD	£0.4p	£0.24	£0.66
SILVER	£0.1	£496	£1.11
BRONZE	£1.8p	£268	£1.26

ARE IMPRESSIONS AND PRODUCT PAGE VIEWS **IMPORTANT**?

Definitely, as you want visitors to reach you through referral, so seeing your details is crucial to forming very warm leads, and potential business conversion.



DOES ADDING MY WEBSITE **INCREASE** MY REFERRALS?

In short, yes, by as much as 75% (Source; Simpleview 2024) as leads and visitors are now engaging with you direct on your website as they click through.

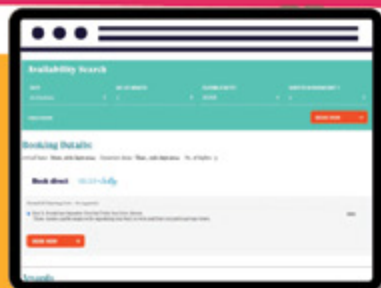
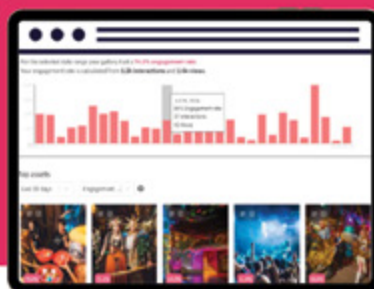
DO YOU PROVIDE INSIGHTS INTO **ENGAGEMENT**?

Absolutely, by providing you with detailed reporting metrics on the performance of your listings, banners and sponsored ads.



AM I ABLE TO UPLOAD MY EVENTS **DIRECT** TO THE SITE?

Yes, you can, and with the ability to add click throughs to your website and social media – it's **powerful**! Reporting on views, interactions and engagement rates can all be provided too.



ARE I ABLE TO **PROMOTE** TICKETS FOR MY EVENT DIRECT ON THE SITE?

Yes you can, **boosting your sales** with the ability to promote and get in front of visitors and local residents while using paid advertising to target your exact audience to really supercharge your sales.

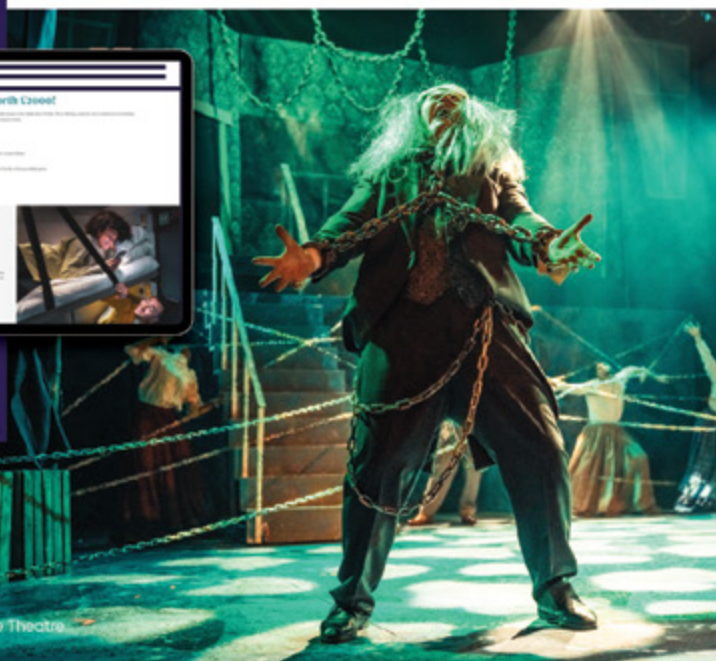
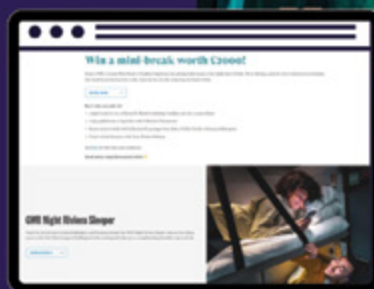
AM I ABLE TO **SPONSOR** BIGGER EVENTS AND ASSOCIATE MY BUSINESS?

Yes you can sponsor larger events and link your business to boost sales or branding; it's a fantastic way to get in front of much larger audiences.



CAN I RUN **COMPETITIONS** ON MY OWN OR JOINTLY FOR DATA CAPTURE?

Yes, we ensure we meet GDPR rules and we can run competitions on your behalf, sharing the data from the campaign.





OUR **FORECASTED** REACH FOR NEXT YEAR



TOTAL
MEMBERS
400



YOUTUBE AND
TIKTOK VIEWS
1 MILLION +



SOCIAL MEDIA
ACCOUNTS REACHED
1 MILLION



HOURS OF
CONTENT WATCHED
7,000



SOCIAL MEDIA
FOLLOWERS
30,000



VISITOR
GUIDE REACH
500,000



WEBSITE VIEWS
1 MILLION +



EMAIL DATABASE
10,000





WHAT ARE THE BENEFITS OF HIGHER SPEND PACKAGES AND GREATER LISTING?

By reviewing the average results of other Destination Management Organisations across the UK, the impact of higher packages is significant with greater listing power.

REFERRALS OVER TIME

(Source: Simpleview 2024)



DO YOU PROVIDE SEASONAL BREAKFAST FORUMS?

We celebrate the changing of the seasons with a curated plan of events across a diversity of partners' venues. By empowering your understanding of seasonal opportunities ahead, we can offer unique marketing possibilities for your business and products, capitalising on the revenue potential. Our forums are a wonderful space to connect with like-minded individuals, where our visions can be shared and brought to life.



WHAT MORE CAN WE DO FOR YOU?

Offering a full suite of marketing functions and social and corporate engagement we can also support you with:

- Full management of your digital marketing from 6k annually
- Platinum and entry level for banners, listings, sponsorship and mobile banners across our leisure, corporate and partner websites.
- Regional marketing packages to cover Coventry, Warwickshire, Birmingham and Solihull and more
- We support in winning BIDs for sporting and major events
- Press releases to shout about your business news
- Bus & taxi advertising locally
- TV advertising from 3.9K
- Radio advertising from 3.5K
- Paid PPC to attract new customers
- Paid SEO to attract new customers
- Content management
- Organic SEO
- Website landing pages
- Access to our extensive social reach via LinkedIn, Facebook, Instagram, Tik Tok, Twitter and YouTube
- Inclusion in our regular newsletters
- Representation at national and international tradeshows
- Physical advertisement at our Visitor Information Centre located outside Coventry train station with huge daily footfall and impressions
- Inclusion within the city's official visitor guide
- User generated content where you can upload events direct to our websites
- Networking locally and regional events
- Annual conference
- Market data exploring spending trends
- Incisive analytical reporting
- Local stakeholder management to build into a region wide tourism strategy
- Regional inclusion for support in travel guide, visitor pass, international trade, green tourism accreditation, accessible access guide, tourism awards and connectivity



The Meeting Show, London

**Invest in
Coventry**

Birmingham Airport

HOW WILL YOU **PROMOTE** THE COVENTRY & WARWICKSHIRE OFFER?

By ensuring we have representation at travel trade and business trade shows, **both UK and internationally**, we can ensure that Coventry & Warwickshire is **amplified as a destination** to visit and host successful corporate events.

HOW DO YOU **ATTRACT** BUSINESS CONFERENCES, MEETINGS AND EVENTS?

We bring our region's **outstanding sector strengths**, meet-in-the-middle location, and huge diversity of conference, meetings and events spaces out to the **national and international audience**. By showcasing our unique blend of manufacturing, innovation and culture, we attract delegates to the region, with our expert local knowledge, securing longer-term prosperity.

WHAT DO YOU DO WITH CONFERENCE ENQUIRIES?

Our Convention Bureau team offer unbiased venue finding information and referrals, matched to the enquiry - totally **FREE!** We connect accommodation providers with buyers, host regional or venue familiarisation visits, and can support your event with itineraries for unique social, incentive and memorable experiences.

WILL YOU **SUPPORT** BIDS TO HELP WIN EVENTS FOR THE CITY?

Absolutely - it's our passion to help secure conferences and events business, helping to support and grow the visitor economy.

WHAT DO YOU DO TO SUPPORT CORPORATE SUSTAINABILITY?

Compiling information about sustainability practice from venues and attractions across the city, we submit data to the Global Destination Sustainability (GDS) Index, giving us an **international ranking** valued by event bookers, as well launching initiatives such as **'The Final Course'** to address local food poverty.

Coventry Cathedral



📍 Birmingham Airport



REGIONAL MARKETING PACKAGES

Unlock the power of regional marketing opportunities within a dynamic market and resonate to a wider audience, by building deeper and more authentic connections while being seen, heard and embraced by larger audiences who are ready to engage.

You're not buying ad space, you will be investing in a strategy that drives meaningful, lasting impact in the wider communities you serve.

Destination Coventry works closely with its regional partners, such as the West Midlands Destination Development Partnership and its partners, delivering these bespoke wider marketing opportunities.

Are you ready to make an impact in your key regions? Let's discuss how we can put regional marketing to work for your brand.

SEASONAL MARKETING PROMOTIONS

Unlock the full potential of your business with our powerful seasonal marketing promotions. Designed to capture the excitement of every season, our promotions are crafted to boost your visibility and drive sales like never before.

With a strategic mix of engaging visuals, targeted messaging, and time-limited offers, our seasonal campaigns connect with your audience on an emotional level, inspiring action and loyalty. Our promotions create urgency and tap into the seasonal spirit that motivates customers to buy now. Don't miss the chance to elevate your business by leveraging our seasonal marketing promotions.

📍 Drillon's Brewery Spire Bar



📍 Coventry Cathedral



As a Destination Coventry partner, we will offer you first option on the sales and development opportunities available to you through our work with the West Midlands Destination Development Partnership.

LEISURE visitcoventry.co.uk | **BUSINESS** conferencecoventryandwarwickshire.co.uk | **PARTNERSHIP** destinationcoventry.co.uk



Coventry Building Society Arena

DIGITAL VISIBILITY IS THE PRESENT AND FUTURE OF MARKETING

Our sponsored advertising is powerful; it maximises your visibility and yields greater click throughs, boosting your referrals to you, where the highest conversion takes place: it's a super proven strategy that works.

All of our sponsored ads, banners and carousels are designed to be a natural part of our website, proving to bring greater return on investment as you get more click throughs and more business.

If you want to power up your referrals, this is a simple and dynamic way to ensure you're visible to all visitors.

Simply review the examples below to decide how best we can market your business. As the only official, dedicated and visitor economy targeted, not-for-profit business, we have one clear mission: to support your growth.

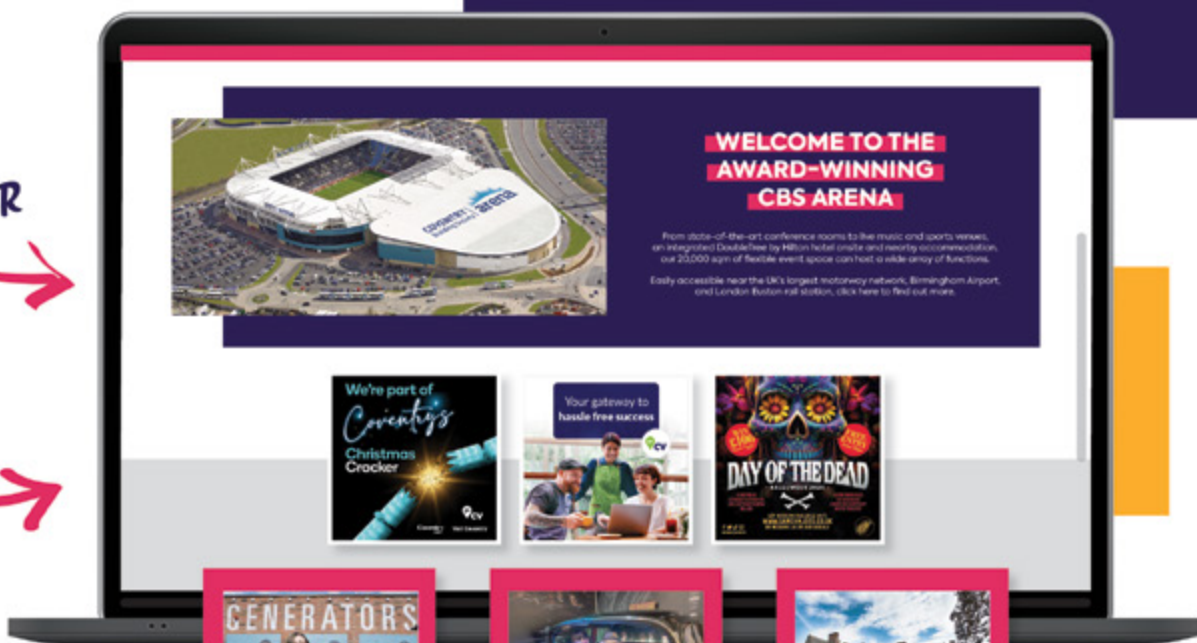
	Home Page	Main Category Page	Sub-Category Page
Premium Page Sponser	£250 +VAT per month	£200 +VAT per month	£175 +VAT per month
Banner Advert	£166 +VAT per month	£110 +VAT per month	£84 +VAT per month
Carousel Advert	£150 +VAT per month	£100 +VAT per month	£75 +VAT per month
Premium Mobile Banner	£350 +VAT per month		
Visitor Information Centre - Train Station Advertising	£125 +VAT per month		

PREMIUM
PAGE SPONSOR

BANNER
ADVERT

CAROUSEL
ADVERT

PREMIUM
MOBILE
BANNER



FOOD AND DRINK

Whether your trip to Coventry is for a special occasion, or perhaps you're just looking for a fascinating city to visit, we've got every taste covered.



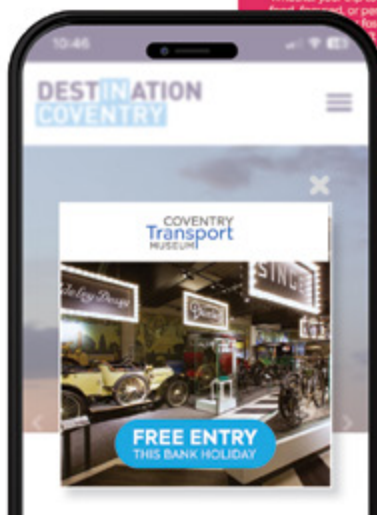
FAMILY FRIENDLY ATTRACTIONS

There are a wide variety of entertaining activities and great places to visit for all ages available throughout Coventry. From arts and culture, to history and heritage - it's all happening! Take a look at everything on offer throughout the city.



BE OUR GUEST

Whether you prefer the charm of a boutique hotel, the tranquility of a countryside retreat, or the unique allure of a 14th-century holiday cottage, Coventry's lodging options cater to various tastes. Imagine immersing yourself in the historical ambience of a centuries-old cottage or enjoying the modern amenities of a chic boutique hotel.



Limited Spaces: book now to secure your spot!

Rate Card Applicable for Destination Coventry Partners.

Happy to answer any questions or discuss the possibilities of how we can help. Email: partnerships@destinationcoventry.co.uk to put your business in the spotlight.

ENTRY PACKAGES

25% discount for limited period
Prices are subject to VAT

		Platinum Impact	Gold Impact	Silver Impact	Bronze Impact
		£1,119	£744	£494	£244
		£895	£595	£395	£195
LISTINGS	Listing on the Visit Coventry or Conference & Bureau Site Free mirrored Listing on other DC brand site for 2024 signings 50% off for 2025 sign ups, across both Leisure & Business sites	1 st Tier	2 nd Tier	3 rd Tier	4 th Tier
		1 st Tier	2 nd Tier	3 rd Tier	4 th Tier
BANNERS & SPONSORSHIP	Mobile Banner: Supercharged Mobile Advertising	×	×	×	×
	Home Page: Top Banner Video with Link Direct to Your Website	×	×	×	×
	Home Page: Main Large Sponsorship	×	×	×	×
	Home Page: Middle Page Banner	×	×	×	×
	Home Page: Spot Light Carousel Sponsorship	✓ x21 Days	✓ x14 Days	✓ x7 Days	×
	Category Page of Choice: Top Banner	×	×	×	×
	Category Page of Choice: Main Large Sponsorship	×	×	×	×
	Category Page of Choice: Middle Page Banner	✓ x14 Days	✓ x7 Days	×	×
DIGITAL MARKETING, ADVERTISING & BRANDING	Category Page of Choice: Spot Light Carousel Sponsorship	✓ x21 Days	✓ x14 Days	✓ x7 Days	×
	Coventry Train Station Visitor Information Centre Advertising	×	×	×	×
	Allocated Paid Social Budget Attracting New Audiences	×	×	×	×
	Social Media Posts	6 Social Posts	4 Social Posts	2 Social Posts	1 Social Posts
	Promote Your Event and Attraction Tickets Digitally & in Visitor Information Centre	✓	✓	✓	×
	Featured in one Influencer Campaign	×	×	×	×
	Featured in two Blogs	×	×	×	×
	Campaign Landing Page	✓ x6	✓ x4	✓ x2	×
	Email Blast to Database Spotlighting Your Business	×	×	×	×
	Free listing to the highlights section	×	×	×	×
	Full Page Advertorial in Official City Visitor Guide	×	×	×	×
	Quarter Page Advertorial in the Official City Visitor Guide	×	×	×	×
	Digital Mapping of Venue/Business/Service on Visitor Map Finder	✓	✓	✓	×
	One Online Competition Targeted to New Audience With Data Capture	×	×	×	×
	First Option for Prime Space in Seasonal Marketing Campaigns	×	×	×	×
	Article in One Quarterly Newsletter	×	×	×	×
	Your Brand Sponsoring Network & Annual Conference	×	×	×	×
	Unlimited Events Uploads into Region Wide Calendar	✓	✓	✓	✓
	Unlimited Social Media Uploads	✓	✓	✓	✓
	Inclusion in One Destination Coventry Press Release	×	×	×	×
	Analytical Reporting on your Digital Content	✓	✓	✓	✓
	Supplier Showcases on LinkedIn	✓	✓	✓	✓
	Key Note Speaking Opportunities at Visitor Economy Annual Conference	×	×	×	×
CORPORATE GROWTH SUPPORT	First Option on Commission-Free Direct Enquires for Conferences and Hotels as They Occur Directly Via Destination Coventry	×	×	×	×
	Preferential Rates for BID Writing Support	×	×	×	×
	Premium Access to Visitor Economy Research and Data Worth £8000	✓	✓	✓	✓
	Access to Participate in Media and Buyer Familiarisation Trips if Travel Trade Ready Via the TT Development Programme	✓	✓	✓	×
	Seasonal Breakfast Forum	✓	✓	✓	✓
	Annual Conference (Preferential Ticket price will apply)	✓	✓	✓	✓
	Access to Destination Coventry Photography Library	✓	✓	✓	✓
	Inward Investment Relationship Development With Coventry City Council	✓	✓	✓	✓
	Local Visitor Economy Partnership (LVEP) Representation	✓	✓	✓	✓
	10% Discount for Destination Coventry Organised Local and UK Domestic Trade Shows	×	×	×	×
UK & LOCAL TRADE SHOWS	UK Domestic: NET Zero, Food & Drink Show, C&W Annual Conference The Meeting Show London and more	×	×	×	×
	Your Brand Prominently Displayed On Our Material Premium Lisitng on Material	✓	✓	×	×
YOUR ONE STOP MARKETING BOLT ON FOR GROWTH OPPORTUNITY	Special Feature: Full Management of Your Digital Marketing Output from 6K	✓	✓	✓	✓
	Targeted TV Advertising	✓	✓	✓	✓
	Radio Advertising	✓	✓	✓	✓
	Digital Board Advertising	✓	✓	✓	✓
	Bus & Taxi Advertising	✓	✓	✓	✓
	PR Press Release	✓	✓	✓	✓
	Printed Large Bill Boards	✓	✓	✓	✓
	Sponsorship of Newsletter & Events	✓	✓	✓	✓
	Influencer Campaigns	✓	✓	✓	✓
	Detailed SEO Analsis of Your Website	✓	✓	✓	✓
	Marketing and branding design	✓	✓	✓	✓
	Support BID Writing	✓	✓	✓	✓
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LEISURE & GROUP TRAVEL TRADE SHOWS	Travel Trade: Australia, MEA (India, Gulf States, Asia), UKInbound, ITB Berlin, BIM	×	×	×	×
	Your Brand Prominently Displayed On Our Material Premium Lisitng on Material	✓	✓	✓	✓
MEETINGS, INCENTIVES, CONFERENCE & EVENTS TRADE SHOWS	Business: IMEX Frankfurt, IMEX America, TMS (The Meeting Show) CHS (Conference & Hospitality Show) IBTM (Incentives, Business, Travel & Meetings)	×	×	×	×
	Your Brand Prominently Displayed On Our Material Premium Lisitng on Material	✓	✓	×	×
REGIONAL DEVELOPMENT PROGRAMME (LIMITED PLACES)	Travel Guide	✓	✓	✓	✓
	Regional Visitor Pass	✓	✓	✓	✓
	Travel Trade Product Development & International Trade Support	✓	✓	✓	✓
	Green Tourism Accreditation	✓	✓	✓	✓
	Entry into Accessible Access Guides	✓	✓	✓	✓
	West Midlands Tourism Awards Consideration	✓	✓	✓	✓
	Cultural & Tourism Connected West Midlands	✓	✓	✓	✓



Coventry Building Society Arena

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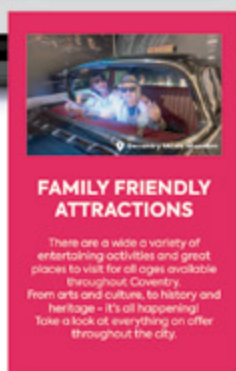
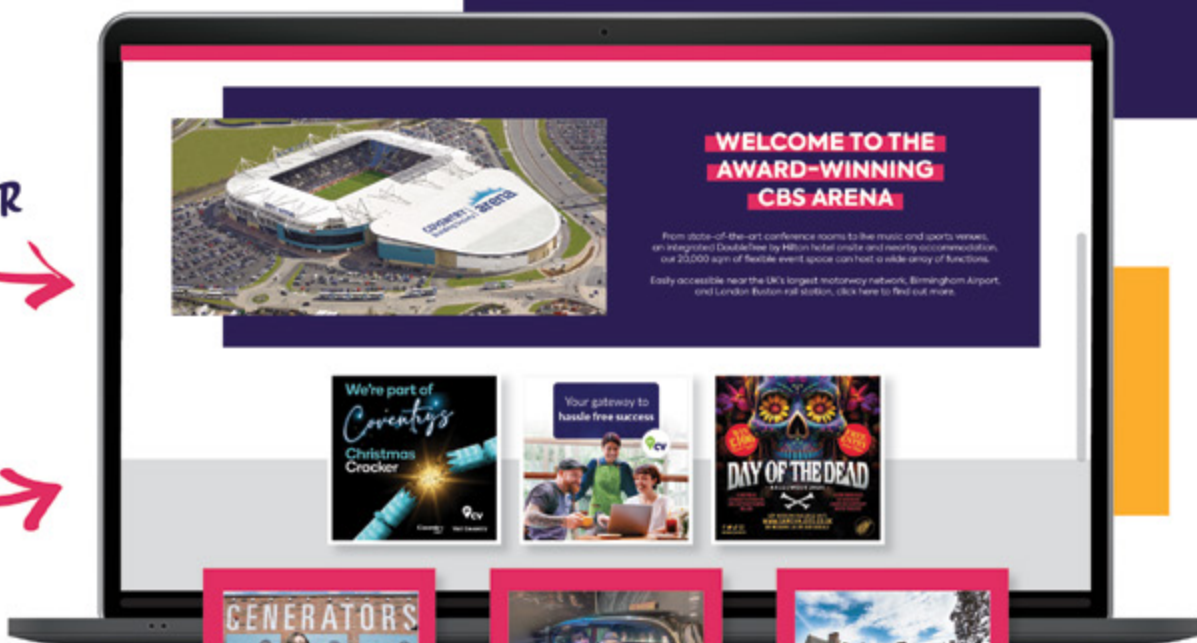
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PREMIUM PAGE SPONSOR

BANNER ADVERT

CAROUSEL ADVERT

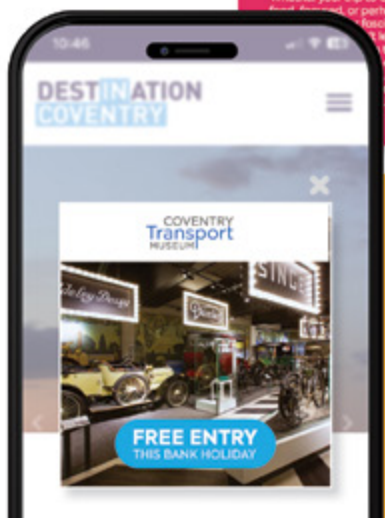
PREMIUM MOBILE BANNER



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THE **RISE** OF COVENTRY



DESTINATION
COVENTRY

THE RISE OF COVENTRY



WHO ARE WE?

Destination Coventry is the official Destination Management Organisation (DMO) for Coventry, delivering the destination tourism strategy for our city through extensive marketing, connectivity and research, promoting the area nationally and internationally to grow and support the visitor economy.

We operate through two consumer-facing brands: **Visit Coventry** targets day and overnight leisure visitors, and **Conference Coventry and Warwickshire**, incorporating the region's Convention Bureau, works to attract business travellers, conferences, exhibitions and other business events.

We represent the city's valuable tourism, leisure and hospitality sector, which generates¹ over **£855 million**, supports circa **7,911 jobs**, and attracts over **11.3 million visitors** annually.

By collaborating with key partners, including Visit Britain, Visit England, West Midlands Growth Company and Shakespeare's England, we can capitalise on shared marketing opportunities, often used to amplify our own campaigns, as well as delivering standalone activity aligned to particular themes.

Our most recent campaigns have included shining a light on our ever developing offer:

- City and Business Events Throughout the Year
- Visitor Attractions
- Conference Facilities
- Sporting Events, Attractions and Venues
- Hotels & Accommodation
- Food & Drink Offerings
- City Breaks
- Explore Coventry and Surrounding Areas
- Business & Supplier Services to the Sector
- Wedding and Celebration Venues

Seasonal campaigns are also featured throughout the year.



MADE IN COVENTRY



Message from the
Managing Director
of Destination Coventry

I am thrilled to report another strong year for Coventry's visitor economy which continues to hit new heights, exceed expectations and lead the way in the West Midlands in pace of growth for visitor numbers, economic impact and total employment. At the core of our business, we believe in building lasting partnerships; driving innovation, collaboration and delivering an inclusive tourism strategy that works for all stakeholders.

We are determined to reach out further and increase our effectiveness into the UK domestic and international markets now worth \$16 trillion globally and supporting 449M jobs by 2034, with UK overseas visitors spend forecasted at 32.5 billion this year.

Our impact on the visitor economy across 2025 and beyond will be robust and tangible, while maintaining our social responsibility and close stakeholder engagement.

To energise our aims, we will be launching a new suite of websites, and evolving into our new partnership model, designed to be a targeted extension of our partners' marketing activity and budgets, adding greater return on investment by direct focus on increasing referrals and footfall to drive business growth. Benefits will be drawn by collaborating with the West Midlands Growth Company to deliver regional inclusion in a visitor pass, travel trade, accessibility guide, green tourism, tourism awards, networking, tradeshow, BID writing and Destination Coventry will be a key advisor in the regional taskforce for tourism strategy.

A passion of mine is to support the winning of UK domestic and international contracts for our region; to this end, Destination Coventry will be a leading partner in a newly formed steering group, incorporating key representatives, with the aim of creating a single voice: a more powerful outlet to win sporting and major events over the coming years.

Next year will see the launch of our new tradeshow strategy, focussing on the essential connection to wider audiences, placing our region and partner businesses directly before trade buyers.

As Destination Coventry evolves into leading the digital marketing landscape for the region and its partners, we ask all businesses to join us on a shared journey, integrating the new partnership packages into their annual marketing budgets, with the understanding that together we are stronger.

Paul McMahon

THE RISE OF COVENTRY

- Visitor numbers rose by **more than 1M** from **10.3M to 11.39M**
- Coventry's visitor economy has now reached **855M, up 44% (or 261M)** compared to pre pandemic and up by 100M in a 12-month period
- Number of full-time equivalent jobs supported by the sector was up by **17%, from 6.760 to 7,911.**
- Coventry has **outperformed its regional partners** in terms of % growth in Visitor Numbers, Economic Impact and Total Employment over a three year period
- Visitor numbers are up by 3.1%, direct expenditure is up by 13.9%, economic impact is up by 13.9%, **total employment is up by 7.6%**, in a 12-month period
- Compared to pre pandemic figures, visitor numbers are **up by 13.6%**, direct expenditure is **up by 43.5%**, economic impact is **up by 15.9%** and **total employment is up by 17%**

Data has been formulated by Global Tourism Solutions using its STEAM (Scarborough Tourism Economic Activity Monitor) model





WHAT DO WE DO FOR YOU?

We impact the business and leisure economy to support the growth of your business, providing a wealth of knowledge to help inform and direct your activities and provide full access to our marketing suite where your entire marketing strategy can be delivered, with return on investment at the heart of what we do.

We will promote you to all of our extensive reach: locally, **UK domestically and internationally** via all our multi-platform digital and physical marketing and events.

HOW DOES IT WORK DIGITALLY?

We directly attract website traffic via organic Search Engine optimisation (SEO), Paid SEO and Paid Per Click (PPC) to our leisure and business websites. Our website visitors will then click on your listings, banners, sponsored ads and mobile banners, delivering them straight to you... **your visitor has arrived!**

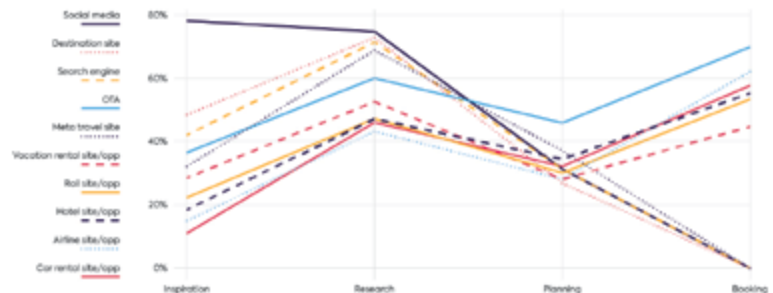
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Data Source: Expedia 2024

We are a recognised critical element in inspiring and attracting thousands of people daily.

We know decisions are made when visitors get to your website and you: getting them to you is the challenge! **Our social media and websites are a recognised driving force to attract, influence and inspire, acknowledged by such organisations as Expedia.** We then directly move that interest to your website and you, where the decision is often made, and that is why it is so critical for you to be part of our partner programme and reap the benefits.

WHAT IS A RETURN ON INVESTMENT?

A return on investment is a financial metric used to evaluate the profitability or efficiency of an investment, the measurement is commonly used to determine the effectiveness of marketing campaigns and the partnership, it is often compared to well-known metrics such as google ad words or social media boosts.

It is often calculated using the formula:

$$\text{Cost Per Click} = \frac{\text{Total Cost of Campaign}}{\text{Number of Clicks}}$$

In 2024 the average Cost Per Click was £1.52 (Source: Wordstream Google Ads benchmark report Currently)

So for example if you spent £1000 directly on digital advertisement

$$\text{Cost Per Click} = \frac{£1000}{684} = £1.46$$

This would mean a return on investment of £1.46 per referral compared to Google ads of £1.52, not with-standing the breadth of other benefits afforded by a Destination Coventry Partnership Package.



Coventry Cathedral



Coventry Building Society Arena

WE HAVE
IT ALL

Hartford Street



Fargo Village



Fargo Village

Godiva Festival



SCAN HERE
TO SEE JUST
WHAT WE DO





My Dhabba

ARE YOU ABLE TO **PROVIDE EXAMPLES** OF THE COST OF IMPRESSIONS, VIEWS AND REFERRALS?

By reviewing a 6-month real life example, we can see the sheer impact of digital marketing, and how that translates in terms of cost per impression, view and referrals; **demonstrably, the greater return on investment** is with enhanced listings and higher spend packages.

c. 100 ATTRACTIONS - LAST 6 MONTHS

	Impressions per product	Views per product	Referrals per product
GOLD	91,289	1,589	571
SILVER	23,859	496	209
BRONZE	8,046	268	117

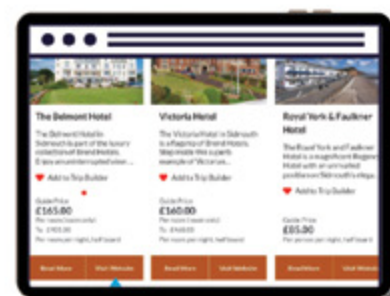
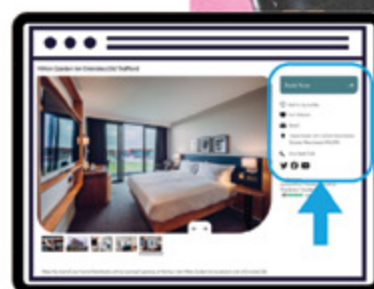
(Source: Simpleview, 2024)

c. 100 ATTRACTIONS - LAST 6 MONTHS

	Cost per impression	Cost per view	Cost per referral
GOLD	£0.4p	£0.24	£0.66
SILVER	£0.1	£496	£1.11
BRONZE	£1.8p	£268	£1.26

ARE IMPRESSIONS AND PRODUCT PAGE VIEWS **IMPORTANT**?

Definitely, as you want visitors to reach you through referral, so seeing your details is crucial to forming very warm leads, and potential business conversion.



DOES ADDING MY WEBSITE **INCREASE** MY REFERRALS?

In short, yes, by as much as 75% (Source; Simpleview 2024) as leads and visitors are now engaging with you direct on your website as they click through.

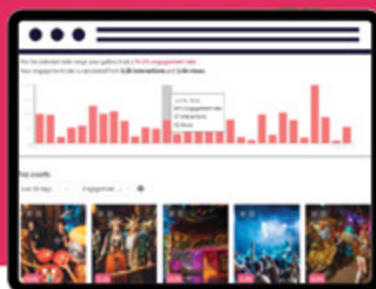
DO YOU PROVIDE INSIGHTS INTO **ENGAGEMENT**?

Absolutely, by providing you with detailed reporting metrics on the performance of your listings, banners and sponsored ads.



AM I ABLE TO UPLOAD MY EVENTS **DIRECT** TO THE SITE?

Yes, you can, and with the ability to add click throughs to your website and social media – it's powerful! Reporting on views, interactions and engagement rates can all be provided too.



ARE I ABLE TO **PROMOTE** TICKETS FOR MY EVENT DIRECT ON THE SITE?

Yes you can, **boosting your sales** with the ability to promote and get in front of visitors and local residents while using paid advertising to target your exact audience to really supercharge your sales.

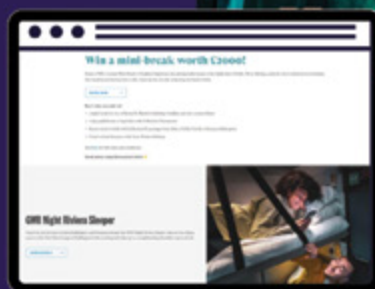
AM I ABLE TO **SPONSOR** BIGGER EVENTS AND ASSOCIATE MY BUSINESS?

Yes you can sponsor larger events and link your business to boost sales or branding; it's a fantastic way to get in front of much larger audiences.



CAN I RUN **COMPETITIONS** ON MY OWN OR JOINTLY FOR DATA CAPTURE?

Yes, we ensure we meet GDPR rules and we can run competitions on your behalf, sharing the data from the campaign.





OUR **FORECASTED** REACH FOR NEXT YEAR



TOTAL
MEMBERS
400



YOUTUBE AND
TIKTOK VIEWS
1 MILLION +



SOCIAL MEDIA
ACCOUNTS REACHED
1 MILLION



HOURS OF
CONTENT WATCHED
7,000



SOCIAL MEDIA
FOLLOWERS
30,000



VISITOR
GUIDE REACH
500,000



WEBSITE VIEWS
1 MILLION +



EMAIL DATABASE
10,000



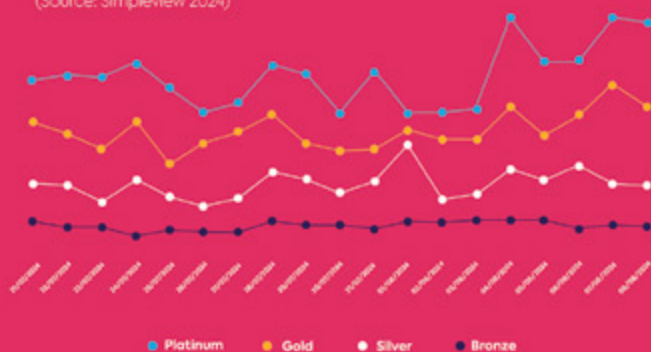


WHAT ARE THE BENEFITS OF HIGHER SPEND PACKAGES AND GREATER LISTING?

By reviewing the average results of other Destination Management Organisations across the UK, the impact of higher packages is significant with greater listing power.

REFERRALS OVER TIME

(Source: Simpleview 2024)



DO YOU PROVIDE SEASONAL BREAKFAST FORUMS?

We celebrate the changing of the seasons with a curated plan of events across a diversity of partners' venues. By empowering your understanding of seasonal opportunities ahead, we can offer unique marketing possibilities for your business and products, capitalising on the revenue potential. Our forums are a wonderful space to connect with like-minded individuals, where our visions can be shared and brought to life.



WHAT MORE CAN WE DO FOR YOU?

Offering a full suite of marketing functions and social and corporate engagement we can also support you with:

- Full management of your digital marketing from 6k annually
- Platinum and entry level for banners, listings, sponsorship and mobile banners across our leisure, corporate and partner websites.
- Regional marketing packages to cover Coventry, Warwickshire, Birmingham and Solihull and more
- We support in winning BIDs for sporting and major events
- Press releases to shout about your business news
- Bus & taxi advertising locally
- TV advertising from 3.9K
- Radio advertising from 3.5K
- Paid PPC to attract new customers
- Paid SEO to attract new customers
- Content management
- Organic SEO
- Website landing pages
- Access to our extensive social reach via LinkedIn, Facebook, Instagram, Tik Tok, Twitter and YouTube
- Inclusion in our regular newsletters
- Representation at national and international tradeshows
- Physical advertisement at our Visitor Information Centre located outside Coventry train station with huge daily footfall and impressions
- Inclusion within the city's official visitor guide
- User generated content where you can upload events direct to our websites
- Networking locally and regional events
- Annual conference
- Market data exploring spending trends
- Incisive analytical reporting
- Local stakeholder management to build into a region wide tourism strategy
- Regional inclusion for support in travel guide, visitor pass, international trade, green tourism accreditation, accessible access guide, tourism awards and connectivity



The Meeting Show, London

**Invest in
Coventry**

Birmingham Airport

HOW WILL YOU **PROMOTE** THE COVENTRY & WARWICKSHIRE OFFER?

By ensuring we have representation at travel trade and business trade shows, **both UK and internationally**, we can ensure that Coventry & Warwickshire is **amplified as a destination** to visit and host successful corporate events.

HOW DO YOU **ATTRACT** BUSINESS CONFERENCES, MEETINGS AND EVENTS?

We bring our region's **outstanding sector strengths**, meet-in-the-middle location, and huge diversity of conference, meetings and events spaces out to the **national and international audience**. By showcasing our unique blend of manufacturing, innovation and culture, we attract delegates to the region, with our expert local knowledge, securing longer-term prosperity.

WHAT DO YOU DO WITH CONFERENCE ENQUIRIES?

Our Convention Bureau team offer unbiased venue finding information and referrals, matched to the enquiry - totally **FREE!** We connect accommodation providers with buyers, host regional or venue familiarisation visits, and can support your event with itineraries for unique social, incentive and memorable experiences.

WILL YOU **SUPPORT** BIDS TO HELP WIN EVENTS FOR THE CITY?

Absolutely - it's our passion to help secure conferences and events business, helping to support and grow the visitor economy.

WHAT DO YOU DO TO SUPPORT CORPORATE SUSTAINABILITY?

Compiling information about sustainability practice from venues and attractions across the city, we submit data to the Global Destination Sustainability (GDS) Index, giving us an **international ranking** valued by event bookers, as well launching initiatives such as **'The Final Course'** to address local food poverty.

Coventry Cathedral



📍 Birmingham Airport



REGIONAL MARKETING PACKAGES

Unlock the power of regional marketing opportunities within a dynamic market and resonate to a wider audience, by building deeper and more authentic connections while being seen, heard and embraced by larger audiences who are ready to engage.

You're not buying ad space, you will be investing in a strategy that drives meaningful, lasting impact in the wider communities you serve.

Destination Coventry works closely with its regional partners, such as the West Midlands Destination Development Partnership and its partners, delivering these bespoke wider marketing opportunities.

Are you ready to make an impact in your key regions? Let's discuss how we can put regional marketing to work for your brand.

SEASONAL MARKETING PROMOTIONS

Unlock the full potential of your business with our powerful seasonal marketing promotions. Designed to capture the excitement of every season, our promotions are crafted to boost your visibility and drive sales like never before.

With a strategic mix of engaging visuals, targeted messaging, and time-limited offers, our seasonal campaigns connect with your audience on an emotional level, inspiring action and loyalty. Our promotions create urgency and tap into the seasonal spirit that motivates customers to buy now. Don't miss the chance to elevate your business by leveraging our seasonal marketing promotions.

📍 Drillon's Brewery Spire Bar



📍 Coventry Cathedral



As a Destination Coventry partner, we will offer you first option on the sales and development opportunities available to you through our work with the West Midlands Destination Development Partnership.

LEISURE visitcoventry.co.uk | **BUSINESS** conferencecoventryandwarwickshire.co.uk | **PARTNERSHIP** destinationcoventry.co.uk



Coventry Building Society Arena

DIGITAL VISIBILITY IS THE PRESENT AND FUTURE OF MARKETING

Our sponsored advertising is powerful; it maximises your visibility and yields greater click throughs, boosting your referrals to you, where the highest conversion takes place: it's a super proven strategy that works.

All of our sponsored ads, banners and carousels are designed to be a natural part of our website, proving to bring greater return on investment as you get more click throughs and more business.

If you want to power up your referrals, this is a simple and dynamic way to ensure you're visible to all visitors.

Simply review the examples below to decide how best we can market your business. As the only official, dedicated and visitor economy targeted, not-for-profit business, we have one clear mission: to support your growth.

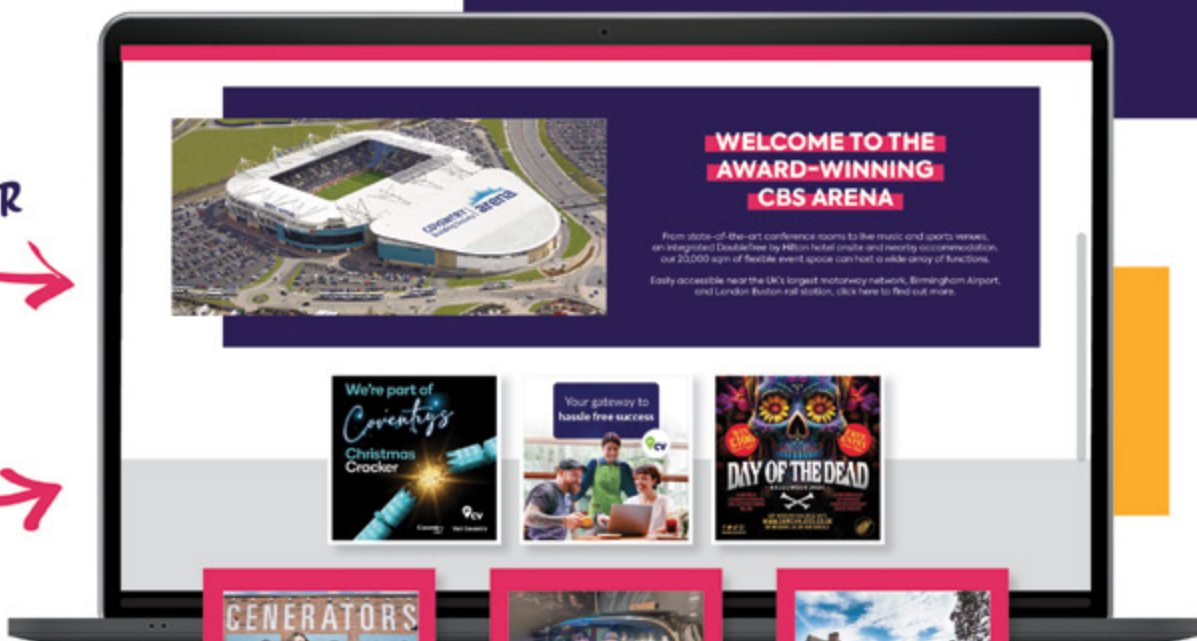
	Home Page	Main Category Page	Sub-Category Page
Premium Page Sponser	£250 +VAT per month	£200 +VAT per month	£175 +VAT per month
Banner Advert	£166 +VAT per month	£110 +VAT per month	£84 +VAT per month
Carousel Advert	£150 +VAT per month	£100 +VAT per month	£75 +VAT per month
Premium Mobile Banner	£350 +VAT per month		
Visitor Information Centre - Train Station Advertising	£125 +VAT per month		

PREMIUM PAGE SPONSOR

BANNER ADVERT

CAROUSEL ADVERT

PREMIUM MOBILE BANNER



FOOD AND DRINK

Whether your trip to Coventry is just a day out, or perhaps you're a local, we've got something for everyone. Leave hungry, to thriving experiences we've got every taste.



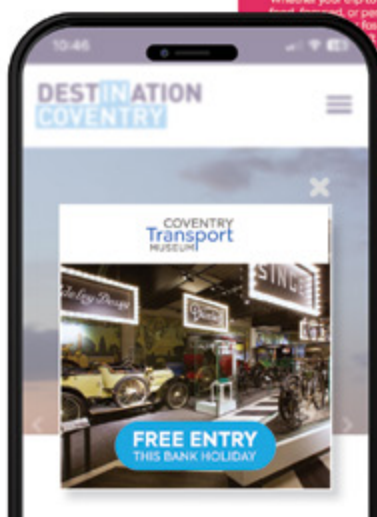
FAMILY FRIENDLY ATTRACTIONS

There are a wide variety of entertaining activities and great places to visit for all ages available throughout Coventry. From arts and culture, to history and heritage - it's all happening! Take a look at everything on offer throughout the city.



BE OUR GUEST

Whether you prefer the charm of a boutique hotel, the tranquility of a countryside retreat, or the unique allure of a 14th-century holiday cottage, Coventry's lodging options cater to various tastes. Imagine immersing yourself in the historical ambience of a centuries-old cottage or enjoying the modern amenities of a chic boutique hotel.



Limited Spaces: book now to secure your spot!

Rate Card Applicable for Destination Coventry Partners.

Happy to answer any questions or discuss the possibilities of how we can help. Email: partnerships@destinationcoventry.co.uk to put your business in the spotlight.

ENTRY PACKAGES

25% discount for limited period
Prices are subject to VAT

		Platinum Impact	Gold Impact	Silver Impact	Bronze Impact
		£1,119	£744	£494	£244
		£895	£595	£395	£195
LISTINGS	Listing on the Visit Coventry or Conference & Bureau Site Free mirrored Listing on other DC brand site for 2024 signings 50% off for 2025 sign ups, across both Leisure & Business sites	1 st Tier	2 nd Tier	3 rd Tier	4 th Tier
		1 st Tier	2 nd Tier	3 rd Tier	4 th Tier
BANNERS & SPONSORSHIP	Mobile Banner: Supercharged Mobile Advertising	×	×	×	×
	Home Page: Top Banner Video with Link Direct to Your Website	×	×	×	×
	Home Page: Main Large Sponsorship	×	×	×	×
	Home Page: Middle Page Banner	×	×	×	×
	Home Page: Spot Light Carousel Sponsorship	✓ x21 Days	✓ x14 Days	✓ x7 Days	×
	Category Page of Choice: Top Banner	×	×	×	×
	Category Page of Choice: Main Large Sponsorship	×	×	×	×
	Category Page of Choice: Middle Page Banner	✓ x14 Days	✓ x7 Days	×	×
DIGITAL MARKETING, ADVERTISING & BRANDING	Category Page of Choice: Spot Light Carousel Sponsorship	✓ x21 Days	✓ x14 Days	✓ x7 Days	×
	Coventry Train Station Visitor Information Centre Advertising	×	×	×	×
	Allocated Paid Social Budget Attracting New Audiences	×	×	×	×
	Social Media Posts	6 Social Posts	4 Social Posts	2 Social Posts	1 Social Posts
	Promote Your Event and Attraction Tickets Digitally & in Visitor Information Centre	✓	✓	✓	×
	Featured in one Influencer Campaign	×	×	×	×
	Featured in two Blogs	×	×	×	×
	Campaign Landing Page	✓ x6	✓ x4	✓ x2	×
	Email Blast to Database Spotlighting Your Business	×	×	×	×
	Free listing to the highlights section	×	×	×	×
	Full Page Advertorial in Official City Visitor Guide	×	×	×	×
	Quarter Page Advertorial in the Official City Visitor Guide	×	×	×	×
	Digital Mapping of Venue/Business/Service on Visitor Map Finder	✓	✓	✓	×
	One Online Competition Targeted to New Audience With Data Capture	×	×	×	×
	First Option for Prime Space in Seasonal Marketing Campaigns	×	×	×	×
	Article in One Quarterly Newsletter	×	×	×	×
	Your Brand Sponsoring Network & Annual Conference	×	×	×	×
	Unlimited Events Uploads into Region Wide Calendar	✓	✓	✓	✓
	Unlimited Social Media Uploads	✓	✓	✓	✓
	Inclusion in One Destination Coventry Press Release	×	×	×	×
	Analytical Reporting on your Digital Content	✓	✓	✓	✓
	Supplier Showcases on LinkedIn	✓	✓	✓	✓
	Key Note Speaking Opportunities at Visitor Economy Annual Conference	×	×	×	×
CORPORATE GROWTH SUPPORT	First Option on Commission-Free Direct Enquires for Conferences and Hotels as They Occur Directly Via Destination Coventry	×	×	×	×
	Preferential Rates for BID Writing Support	×	×	×	×
	Premium Access to Visitor Economy Research and Data Worth £8000	✓	✓	✓	✓
	Access to Participate in Media and Buyer Familiarisation Trips if Travel Trade Ready Via the TT Development Programme	✓	✓	✓	×
	Seasonal Breakfast Forum	✓	✓	✓	✓
	Annual Conference (Preferential Ticket price will apply)	✓	✓	✓	✓
	Access to Destination Coventry Photography Library	✓	✓	✓	✓
	Inward Investment Relationship Development With Coventry City Council	✓	✓	✓	✓
	Local Visitor Economy Partnership (LVEP) Representation	✓	✓	✓	✓
	10% Discount for Destination Coventry Organised Local and UK Domestic Trade Shows	×	×	×	×
UK & LOCAL TRADE SHOWS	UK Domestic: NET Zero, Food & Drink Show, C&W Annual Conference The Meeting Show London and more	×	×	×	×
	Your Brand Prominently Displayed On Our Material Premium Lisitng on Material	✓	✓	×	×
YOUR ONE STOP MARKETING BOLT ON FOR GROWTH OPPORTUNITY	Special Feature: Full Management of Your Digital Marketing Output from 6K	✓	✓	✓	✓
	Targeted TV Advertising	✓	✓	✓	✓
	Radio Advertising	✓	✓	✓	✓
	Digital Board Advertising	✓	✓	✓	✓
	Bus & Taxi Advertising	✓	✓	✓	✓
	PR Press Release	✓	✓	✓	✓
	Printed Large Bill Boards	✓	✓	✓	✓
	Sponsorship of Newsletter & Events	✓	✓	✓	✓
	Influencer Campaigns	✓	✓	✓	✓
	Detailed SEO Analsis of Your Website	✓	✓	✓	✓
	Marketing and branding design	✓	✓	✓	✓
	Support BID Writing	✓	✓	✓	✓

As a Destination Coventry partner, we will offer you first option on the sales and development opportunities available to you through our work with the West Midlands Destination Development Partnership.

LEISURE & GROUP TRAVEL TRADE SHOWS	Travel Trade: Australia, MEA (India, Gulf States, Asia), UKInbound, ITB Berlin, BIM	Your Brand Prominently Displayed On Our Material Premium Lisitng on Material	×	×	×	×
MEETINGS, INCENTIVES, CONFERENCE & EVENTS TRADE SHOWS	Business: IMEX Frankfurt, IMEX America, TMS (The Meeting Show) CHS (Conference & Hospitality Show) IBTM (Incentives, Business, Travel & Meetings)	Your Brand Prominently Displayed On Our Material Premium Lisitng on Material	×	×	×	×
REGIONAL DEVELOPMENT PROGRAMME (LIMITED PLACES)	Travel Guide	✓	✓	✓	✓	✓
	Regional Visitor Pass	✓	✓	✓	✓	✓
	Travel Trade Product Development & International Trade Support	✓	✓	✓	✓	✓
	Green Tourism Accreditation	✓	✓	✓	✓	✓
	Entry into Accessible Access Guides	✓	✓	✓	✓	✓
	West Midlands Tourism Awards Consideration	✓	✓	✓	✓	✓
	Cultural & Tourism Connected West Midlands	✓	✓	✓	✓	✓



Coventry Building Society Arena

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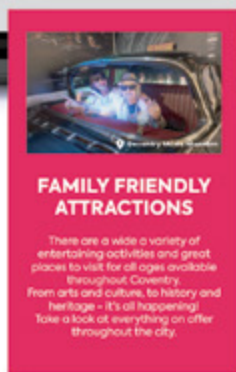
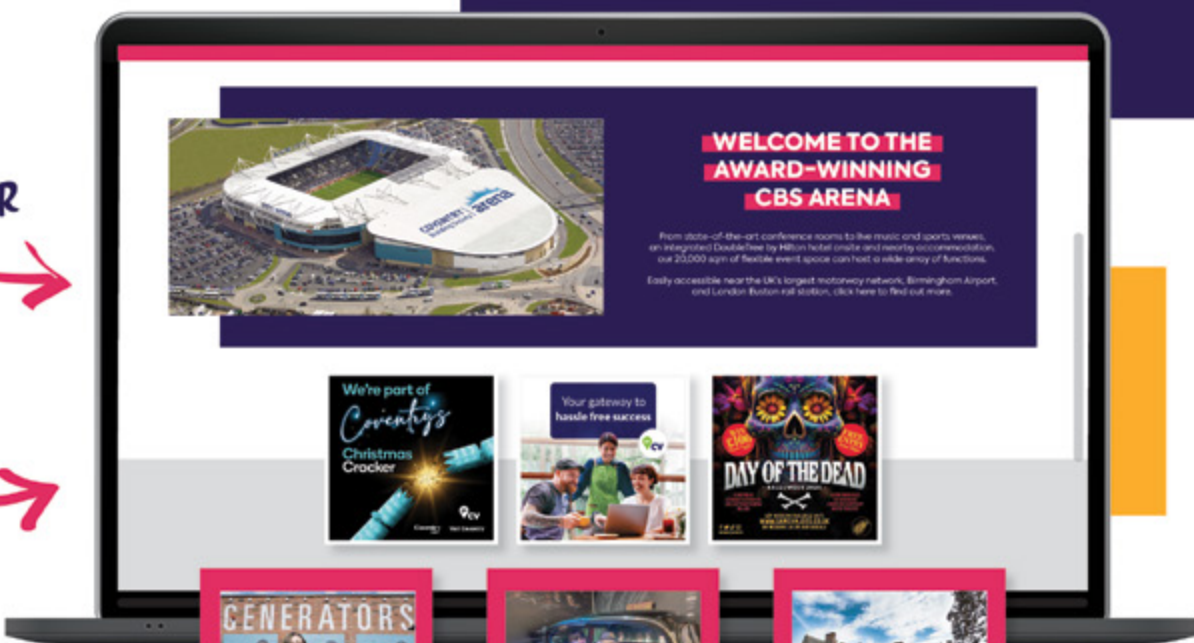
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PREMIUM PAGE SPONSOR

BANNER ADVERT

CAROUSEL ADVERT

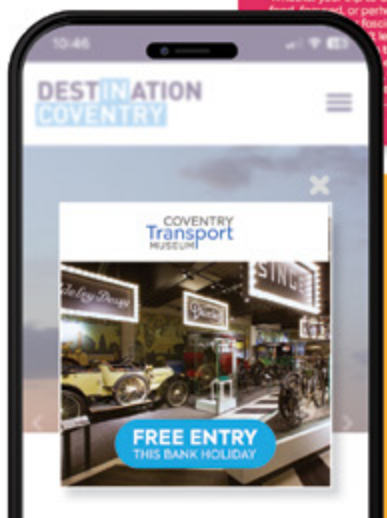
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THE **RISE** OF COVENTRY

Appendix 3 Full list of Board Members

Name	Sector specialism / Organisation
Paul Michael – Chair	Major Sports Events / CBS Arena
Corin Crane	Coventry and Warwickshire Chamber
Jo Dobson	Academia/ HE Coventry University
Dal Dhillon	Nighttime Economy/ Dhillon's Brewery
Paula Deas	Local Authority/ Coventry City Council
Michael Lyons	Luxury Hotel Sector/ Hotel Indigo
Paul McMahon	Destination Coventry
Chris Mcturk	Nighttime Economy/ Club 147
Paul Bartlett	Business Event/ Green Tourism/ University of Warwick
Chris Hartley	Events/ Hartley Consulting and Events
Jonathan Owen	Festival/ Music/ Brand partnerships/ Super Struct UK Festivals
Becky Frall (Advisory)	Regional Tourism/ West Midlands Growth Company
James Howard	Upscale Hotel Sector/ Hampton by Hilton
Becky Rooney	TV and Film/ Arts and Culture/ Film Friendly Founder
Richard Harrison – Vice Chair	Leisure Tourism and Diversification / No Ordinary Hospitality Management

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Appendix 4 Proposed Alignment of Strategies

Context

To sustain momentum and unlock further economic, cultural, and social value, a coordinated yet focused approach is required across three interlinked areas, so the city is setting out clear goals and realistic actions.

1. Tourism Strategy:

Focused on boosting visitor numbers, extending nighttime and hotel stays and occupancy and showcasing Coventry's heritage, cultural assets, and growing hospitality sector – led by **Paula Deas, Strategic Lead for Business Engagement and Paul McMahon, Managing Director, Destination Coventry**

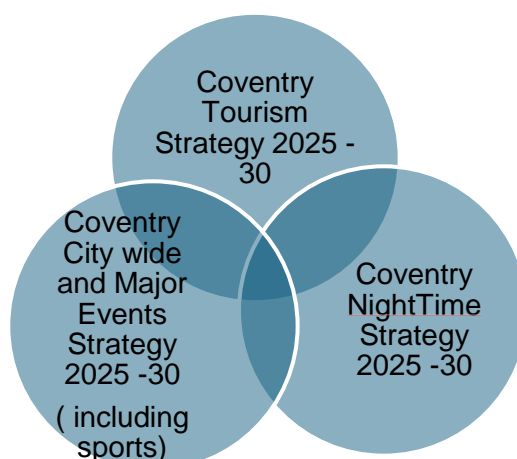
2. Major Events Strategy:

Designed to attract and retain large-scale national and international events that drive footfall, raise the city's profile, and generate local economic benefit – **led by David Nuttall, Strategic Lead – Culture, Sport and Events and Jon Hogan, Regeneration and Economy Directorate**

3. Night-Time Economy (NTE) Strategy:

Aims to enhance the safety, vibrancy, and economic potential of the city between 6pm and 6am, supporting hospitality, culture, and leisure sectors – **led by Davina Blackburn, Strategic Lead – Regulation and Communities**

Together these 3 strategies will provide a clear set of related objectives and action plans that describe how a resident, a visitor or a business experiences the rich destination offer whether you want to take a day out, hold a major event or conference here or enjoy the varied cultural and night time offer the city has to offer be that eating and drinking, going to the theatre or enjoying festivals and music.



Rationale for Alignment: The above 3 strategies are interdependent for the following reasons

- **Shared Stakeholders:** Businesses, cultural institutions, and residents are impacted by all three domains.
- **Economic Synergies:** Events drive tourism; both support night-time activity.
- **Efficient Resource Use:** Coordinated delivery avoids duplication and strengthens impact.
- **Policy Cohesion:** Aligned strategies support the wider City Centre South regeneration, the Cultural Gateway and wider cultural investment plans, and will enable the city to articulate our asks via the West Midlands Combined Authority Growth Plan and emerging grant and funding opportunities via the newly published Industrial Strategy

Agenda Item 5

Business, Economy and Enterprise (3) Work Programme 2025-26

Last updated on 8 October 2025

Please see page 2 onwards for background to items

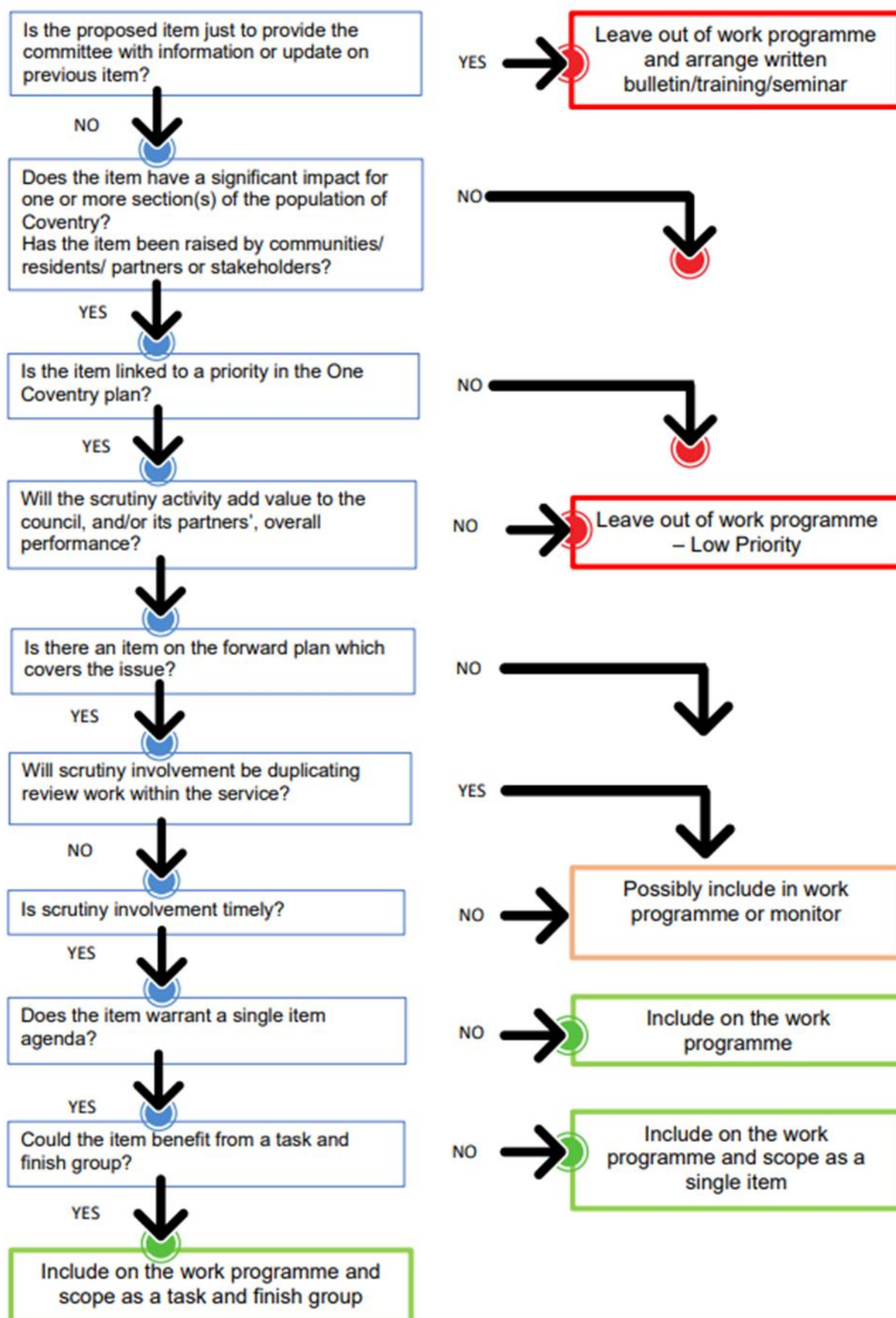
9 July 2025
Cabinet Member Portfolio Priorities Cycling and Walking Plan – Task & Finish Group
17 September 2025
EV charging point infrastructure Strategy roll-out Domestic Retrofit - Update
22 October 2025
Destination Coventry
26 November 2025
Economic Development Strategy/Skills Strategy 25/26 CW Economic Development Strategy Heatline
4 February 2026
Update on Bus Delivery Options Very Light Rail – route identification
18 March 2026
One Coventry Approach to Apprenticeships Greenpower Park - West Midlands Investment Zone Local Cycling and Walking Infrastructure Plan Task and Finish Group Recommendations
25/26
Commonwealth Games Legacy Fund City Centre South Development Visit to UK BIC
26/27
City Centre North Rail Update

Date	Title	Detail	Cabinet Member/ Lead Officer
9 July 2025	Cabinet Member Portfolio Priorities	To invite Cllr O'Boyle to identify their priorities for the coming year, for Scrucro to be able to identify future items and hold Cabinet Members to account	Cllr O'Boyle
	Cycling and Walking Plan – Task & Finish Group	A Local Cycling and Walking Innovation Plan Task and Finish Group be established - Progress on implementation of the Plan – Member contribution pre-consultation during summer 25.	John Seddon / Andrew Saffrey Cllr O'Boyle
17 September 2025	EV charging point infrastructure Strategy roll-out	This item will consider how the strategy is being delivered, as well as steps being taken to encourage EV vehicles by large commercial fleets. Including accessible parking charging points and rapid charging points. Information on usage, locations, car parks overnight e.g. Development of charging station in the north of the city.	Cllr O'Boyle John Seddon Shamala Evans-Gadgil
	Domestic Retrofit - Update	updates regarding the overall progress of the domestic retrofit programmes across the city.	Rhian Palmer Matthew Dillow Cllr O'Boyle
22 October 2025	Destination Coventry	Update on Destination Coventry including its performance. How we are supporting attractions across the city? How are we performing as DMO compared to other benchmarking including KPI's? Income sources and funding.	Paula Deas / Cllr O'Boyle
26 November 2025	Economic Development Strategy/Skills Strategy 25/26	Last came November 24. A further progress report in 25/26 which includes <ul style="list-style-type: none"> Progress against benchmark data Work to retain graduates in the city	K Mawby / S Weir
	CW Economic Development Strategy	Following Cabinet March 18 th 2025	S Weir Cllr O'Boyle

Date	Title	Detail	Cabinet Member/ Lead Officer
	Heatline	Update on the use of Heatline, income generated, efficiency and best use of the resource, how it is contributing to net zero – Update in Feb 2026 – To include a private item to be arranged by officers including Bring Energy to update Members of the board with the financial side of Heatline to include value of assets etc.	Lowell Lewis / Mark Anderson (Bring Energy) / Cllr O'Boyle
4 February 2026	Update on Bus Delivery Options	To include progress on bus franchising as well as whether the on-demand bus service could include a Birmingham drop off.	TfWM
	Very Light Rail – route identification	An item to include information about the feasibility of routes and how members of the public will be engaged in the process.	Cllr O'Boyle John Seddon
18 March 2026	One Coventry Approach to Apprenticeships	To be included as a follow on to Skills Strategy item. To consider how SME's are supported to deliver apprenticeships. What support is offered to people who come through the door of the Job Shop? Possibly March 2026. Including partners – private sector and HE.	Kim Mawby/ Cllr O'Boyle/Cllr Sandhu
	Greenpower Park - West Midlands Investment Zone	To pick up progress, including promotion of the Green Power Park. Understanding the challenges and the timelines. Check planning status. Last came March 2025. Info on how many apprentices from Coventry are employed on the site to be included – Good Work clauses	S Weir Cllr O'Boyle
	Local Cycling and Walking Infrastructure Plan Task and Finish Group Recommendations	To agree the recommendations from the LCWIP T&F	Elan Jones Cllr R Singh
25/26	Commonwealth Games Legacy Fund	Coventry's aspect– update due 2024/25	David Nuttall Cllr O'Boyle

Date	Title	Detail	Cabinet Member/ Lead Officer
	City Centre South Development	Update on progress – Requested at the last meeting of the Municipal year 2024	Richard Moon Adam Hunt
	Visit to UK BIC		Steve Weir / Cllr O'Boyle
26/27	City Centre North	To consider potential development in the north of the city centre – 2026/27	
	Rail Update	Formation of Great British Railways and proposals be included on a future agenda for the Board, once the current rail contract expires. Dependant on national legislation. Possibly 2026/27	Rosie Coyle / Cllr O Boyle

Work Programme Decision Flow Chart



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