

City/Town Centre Management Models in UK

Overview:

The York City Centre Partnership (YCCP) is now well into its second year of operations, concluding its first action plan with a number of high profile and successful activities. One of these was to explore with city centre businesses the concept of a Business Improvement District for the foot streets. Significant research was undertaken, the end result of which was the decision that it was too early to take the concept further at the present time. The overall high quality of most of the built environment and the services necessary to maintain it in this state, the level of marketing and promotion and the broad appeal of the city were felt sufficiently good enough to preclude the need for a BID to address such issues (as has happened in many of the towns and cities that have recently created BIDs). Nor was there a single substantial project promising a substantial return on investment that a collective business levy could contribute to via a BID, to guarantee its successful completion.

This piece of research was requested to illustrate how other similar places have approached the City Centre Management issue and to determine whether or not there are practical working examples of fusing functions together under the banner of city centre management to generate savings on overheads and operating costs while pooling resource, experience and expertise to have a greater influence and payback.

Nine towns or cities with an established Town or City Centre Management that enjoy a substantial visitor aspect to them were selected and investigations made into the local relationship between the TCM and the local authority functions providing tourism services. All the locations bear some similarity to York although not quite as substantial in terms of the scale of visitor appeal and audience. Each has a designated Town or City Centre Manager fulfilling the typical janitorial and strategic functions associated with the role as well as a dedicated facility for handling a sizeable influx of visitors from out with their catchment areas. Where a BID has been brought into existence, then its relationship with TCM and Tourism is also alluded to.

NB: Text in italics denotes material taken from current websites or active documents.

The towns or cities reviewed here are:

- Colchester
- Brighton
- Reading
- Worcester
- Salisbury
- Winchester
- Coventry
- Birmingham
- Cambridge

Colchester

Colchester is a town rather smaller than York but with some similarities in terms of its proportions and commercial make-up. It has the same depth of community and commercial hinterland around it with several smaller villages that are also under the jurisdiction of the Town Centre Manager. It has operated a Town Partnership scheme for several years, the early ones fraught with issues between the public and private sectors. Happily these are now largely resolved although the council would wish to see a greater business commitment with the cost burden transferring out of the public sector. They are currently voting for a BID but have every intention of retaining their current Town Partnership because its current commitment to the outlying district centres and smaller townships across the borough. The Council has no intention of relinquishing its hold over its visitor and tourism services which is a sizeable "in-house" department. However, there have been some attempts to better define the marketing and promotional elements of TCM so that overlaps between it and the tourism department are minimised. However, they are currently voting to introduce a BID, one of the key strands of which will be to prepare local promotional and visitor information for a wider population and supporting the in-house tourism office to help build footfall for the town.

Brighton

Here the City Centre Management function as been retained as part of the Brighton and Hove Business Forum to consolidate business development in the centre and seek new inward investment to further build the offer in the city. Increasingly it is becoming more involved in the adjacent towns of Hove and Kemp Town. Retailers in North Laine, North Street and The Lanes area voted to establish a BID in May last year as a way of raising money to improve this specific area of Brighton. About 380 shopkeepers are levied on their business rates - about £300 a year until 2011 - to pay for Christmas lights, security patrols and marketing. VisitBrighton is the official local data steward for information about Brighton & Hove businesses and therefore links closely with the Business Forum and the Brighton BID. All the Council's information services are designed to give tourism businesses that are working in Partnership with them as much visibility as possible locally, nationally and worldwide.

VisitBrighton plays an important role in improving the experience for visitors when they come to the city, focusing on good pedestrian signage, clean litter free streets, friendly people, good customer service and a high quality events programme. They work with colleagues in the council to ensure that the voice of the visitor is taken into consideration in all sorts of decisions such as planning, events programming and parking.

They push for positive action to be taken to improve the city for visitors and created their Tourism Strategy to help the whole city improve the environment for visitors and residents. They also engage with other providers to cover skills provision and training, quality standards and accessibility.

Reading

Reading has also been operating a town centre management scheme for many years. In fact it was one of the “early adopters” -Peter Fieldhouse their first TCM was the third one in the country to be appointed back in 1988. Their scheme has largely rested within the local authority, teasing money out of the private sector purely to sponsor specific projects. This status quo lasted for virtually 20 years although a greater business commitment from the major international companies that have head offices in the vicinity recently helped to create a more balanced partnership. It subsequently gained BID status in 2006 but on 19th July 2007 the company became *“Reading UK CIC”, an economic development company with a revised constitution and community interest statement that reflects its wider role. Its object is to: “promote and sustain the economic development of Reading to achieve sustainable prosperity for those that live, work, play, visit, do business and invest in the area”*. A CIC is a Community Interest Company, a relatively new model that serves as a forum for change by bringing together stakeholders and co-ordinating their activities towards a common strategic vision, in the case of Reading -Vision 2020. Some elements of the previous TCM's activities remain and are offered to the city outside the BID area but these are largely the statutory requirements of the authority and as such, the Council alone meets the cost. Reading City Centre Management CIC will continue to serve as a forum for change by bringing together stakeholders in the city centre - whether they be from the private or the public sector - and co-ordinating their activities towards this common strategic vision. The company's activities aim to benefit all the 'users' of central Reading by influencing the strategic transition of Reading the town, to Reading the European city. It will also deliver a series of initiatives and services in addition to those already provided by Thames Valley Police and the Council and which will raise the quality of experience for businesses, customers and visitors.

However, visitor and tourism services are independently provided in the town centre in a bespoke “Reading Centre and Travel Shop”, a joint initiative between Reading Borough Council Tourism Services and Transport Strategy, Reading Transport Ltd. and the Minster Church of St Mary the Virgin. The local authority driven service is the Minster's tenant, sharing it's home with the parish office. The Visitor Centre is in a grade II listed building at the very heart of Reading's centre, a good illustration of the modern reuse of fine architectural heritage, as can be seen in York with its creative use of old churches.

The Reading model emphatically seeks community benefits rather than specific advantages for local companies and as a consequence would not be appropriate for York to adopt.

Worcester

The City of Worcester deploys a Forum whose aim is to ensure that the economic and cultural vitality and viability of the city continues to improve over the next 10 years, as it has in the last ten years, as expressed in its published business plan **Vision 2011**: Its opening statement encapsulates this:

“The City Centre will be at the heart of a Worcester which is: ***A cosmopolitan city where lifestyles blend in an exciting mix - every citizen feels like a tourist and every tourist feels like a citizen***”

The Forum meets six times a year to explore and debate a particular theme or issue of topical relevance to the city centre. The priorities for action identified in this process are carried out by task groups which meet as frequently as necessary to achieve the required objectives.

These groups are guided by an Executive, which is responsible for maintaining an overview of activities and transforming Forum's ideas into achievable plans. Forum employs a City Centre Manager to co-ordinate its day-to-day activities and this post is funded jointly by:

- Boots the Chemists
- The Lychgate Centre
- Chamber of Commerce Herefordshire
- Worcestershire CrownGate
- Worcester City Council

In addition, Worcester City Council provides office space and accounting services for the City Centre Forum. The City Centre Forum works actively in the following five areas: Tourism & Marketing, Development & Investment, The Appearance of the City, Safety & Security, Transportation either through existing initiatives or its own projects.

It has identified the following priorities for action by 2011:

- *Promotion of major annual events*
- *Involvement in the community plan process*
- *Enhancement of the role of the riverside in the life of the city centre*
- *Improving the appearance of the city centre*
- *Attracting a new 4* hotel in/ near the city centre*
- *Ensuring that there is adequate coach parking for visitors*
- *Increasing the benefit of tourism to the local economy*
- *Creating a proactive strategy to attract new investors*
- *Ensuring the creation of further park & ride sites*
- *Improving the retail offer to retain Worcester's competitive position*
- *Working to improve the transport infrastructure*
- *Increasing local employment opportunities*

A small selection of the Forum's achievements is detailed below:

- *Supporting the successful introduction of CCTV*
- *Development and introduction of the door supervisors' registration scheme*
- *Introduction of City Net Radio and Exclusion Notices scheme to reduce retail crime*
- *Introduction of alcohol by-law*
- *Environmental improvements resulting from improvement briefs for selected streets*

- *Audit of the High Street, resulting in the agreement by City and County Councils to enhance the area*
- *Comment on all city centre planning applications*
- *Set up of Farmers' Market cycle*
- *Promotion of Park & Ride*
- *Christmas promotions including the Worcester Christmas Magazine*

Given the success of the Forum, it has decided to major on visitor and tourism management and this is to form the target of a Business Improvement District initiative. The following job advert gives a clear understanding of what they intend to set up and the skills and abilities expected in the role:

Business Improvement District Project Manager

Fixed term contract – two years Salary: £30,000 - £34,000 p.a.

VisitWorcester is the city centre and visitor management company set up in February 2007 to develop Worcester as a leading destination for business and visitors. A beautiful cathedral and university city, set on the banks of the river Severn, we have aspirations to see our city and its visitor economy develop significantly over the next five years.

The Role

To help us to achieve these aspirations, we are looking to set up a Business Improvement District, which will deliver the necessary support, and funding from the local community to add to existing management budgets. We have ambitious plans to deliver a range of exciting and carefully targeted events to attract business and leisure visitors, an effective marketing campaign to bring one of the Midland's hidden gems to the notice of a wider public and a clean, green and safe strategy to make Worcester one of the most desirable cities in the country. Your role will be to ensure that Worcester achieves a positive BID vote within the next two years.

The Person

VisitWorcester is looking to appoint an enthusiastic and entrepreneurial project manager to lead the BID programme from the start to a positive vote in 2009. To succeed in this role, you will need to have a solid track record of success in town centre management, a clear understanding of what will motivate businesses to vote for a BID and of how the public and private sectors interact. You will possess first rate inter-personal skills, be a well-organised self-starter and committed to seeing complex projects through to their conclusion.

Rationale

The City Council has an ambitious agenda for Worcester to be a first rank Cathedral and University City and this underpins its vision to make Worcester a great place to live, work and

visit. Tourism is a priority for the city's development and the Council has recently completed its ten-year Visitor Economy Strategy. This has resulted in a complete change in the provision of its tourism and city centre management arrangements. The direct provisions of the past have made way for the setting up of a new Destination Management Organisation – VisitWorcester.

This is an arms length company, with its directors coming from a whole cross section of professions and tourism interests, tasked with co-ordinating and developing tourism and city centre management in Worcester. The newly created post of Head of VisitWorcester will report directly to the board and work with and support the board in developing its vision and strategy into an actual reality. Whilst co-ordinating and encouraging Worcester's Tourism and City Centre Management interests the Head of VisitWorcester will lead on the creation of a BID (Business Improvement District) which is aimed at achieving a significant increase in available funding to achieve our vision.

You will be a recognised expert in your field with considerable experience in Tourism and City Centre Management. More importantly you will be a positive and strategic thinker with a track record of getting things done. You will bring a background of working successfully with a wide range of partners from public, voluntary and private sectors, in achieving a collective vision

Salisbury

City Centre Management (CCM) was established to enhance the vibrancy and vitality of Salisbury city centre. Every year the Partnership strives to achieve this by working with Salisbury District Council and local businesses and organisations to ensure that the city is clean, attractive and successful. CCM is a Partnership with 136 members, including Salisbury District Council, retailers, local media, estate agents, hotels and public houses. In addition, the Chamber of Commerce and Federation of Small Businesses are both members.

The CCM also works closely with other partnerships to realise its work programme and these include South Wiltshire Community Safety Partnership, South Wiltshire Economic Partnership and the Salisbury Tourism Partnership. These relationships are essential to prevent duplication and to make best use of resources available to the benefit of the community. Some of these benefits include:

- **A Retail property brochure** – produced in partnership with Woolley & Wallis and Myddelton & Major it is updated on a quarterly basis to those looking to start up / open business ventures in the city.
- A **'One Stop Shop'** for all city centre enquiries
- **Events** – e.g. annual ball, St George's Day, Food & Drink Festival and switching on of the Christmas Lights that encourage involvement of all
- **Marketing** - of the city centre itself to new businesses and retailers and the Salisbury experience to increase footfall and sales

- **A Monthly members bulletin** – this provides information on footfall, retail sales trends, car park occupancy and planning applications. This is often provided in comparison to regional or national activity
- **Newsbrief** – all members receive this monthly communication updating on issues affecting the city centre. It also includes information on other members, event dates, planning applications and much more besides
- **Mail outs** – access to one mail out per year, which covers approximately 650 city centre businesses and is worth over £273 in envelopes and postage
- **Access to member meetings** – as a member you are entitled to attend the bi-monthly meetings held every 3rd Thursday
- **Corporate sponsorship & Promotional opportunities** – at events such as the St Georges Day, Summer Ball, Food & Drink Festival and Christmas Switch On
- **Business Plan** – members are consulted on this document, which drives the work of the partnership over a three year period
- **Access to local media** – directly through partnership or individually by meeting the media partners
- **Networking Opportunities** – at board meetings, in project groups and at Annual General Meeting
- **SCCM website** – links to your own site, your profile and members only section
- **Links to the Council** – SCCM's close links with the Council benefit its members in a number of ways e.g. operationally on issues of cleanliness, a source of information and a mechanism of consultation
- **Lobbying mechanism** – for member interests and concerns
- **A voice** – in directing the city through your membership and the partnerships strategic position
- **Surveys and research** – when undertaken or commissioned

Salisbury operates its own Tourism Partnership and the Salisbury CCM is one of the key partners in it. While there is no intention to merge the two currently, it has been included to demonstrate the depth and range of facilities generated by the CCM for the city's businesses, all of it created in a relatively short period of time by the current post-holder.

Winchester

Working in partnership to make Winchester the preferred place to shop, work, live and visit", The Winchester City Centre Partnership is a joint initiative between the private and public sector within the City of Winchester. There is close co-operation between it and the City Council's Tourism Marketing function. The partnership has recently gained business approval to formalise its activities linked to this via a BID. Its business plan cites its marketing and promotion intentions as a key element of the BID proposal:

“Marketing & Promotion”

The Marketing Programme

Marketing Winchester is a key element of the BID proposal. We aim to raise the profile of Winchester as a great location for modern business.

Raising awareness of Winchester as a quality destination to key target audiences and promoting a positive view of the city centre to local retail, leisure and employment markets.

Marketing Projects

The Marketing Campaigns

The BID will concentrate efforts in year one to improve the commercial environment and maintain these improvements for the life of the BID.

From year two the BID will seek to deliver strategic campaigns of outdoor media, press and radio advertising combined with creative public relations targeting key centres of population within a 30-minute drive time.

Sales promotion activity including consumer competitions to raise awareness and drive footfall.

Developing the brand image of Winchester as a contemporary, vibrant location for retail, leisure, business and tourism.

Winchester Christmas Festival

Levy External Funding £60,000 £40,000 (Sponsorship)

Winchester City Council provides the infrastructure and service contract for Winchester's existing Christmas lights while the Cathedral has an expanding role in attracting visitors. Supporting these initiatives and the retail core, the BID will promote Winchester as a quality shopping destination to reach households within a 30 minute drive time of the city.

The BID will enhance the existing role of local businesses in providing the city centre Christmas Trees, consumer competitions, Christmas Festival Guide and participation in Christmas features published across the local media to build footfall during this critical trading period.

The Retail Guide

Levy External Funding

20,000 £75,000 (Advertising)

The BID will publish a retail guide on an 18 month cycle providing free listings, consumer offers and a web presence for all retail and service providers within the BID area. The Guide serves to support the work of Winchester City Council's Tourism Marketing function. Helping to direct visitors to the unique Winchester offer increasing consumer spend and dwell time."

The following is a further extract from the City Council's website on Tourism and Visitor Management:

How is the city council involved?

Tourism is a diverse and fragmented industry. The City Council plays a vital role in co-ordinating private and public sector efforts to manage, develop, champion and promote it at every level. The City Council is also very actively engaged in a practical way.

For example, it:

- provides much of the infrastructure of tourism, essential services such as the tourist information centre, signposting, waste management, public toilets and car parks which ensure that basic visitor needs are catered for;*
- owns and manages a successful tourist information centre, handling around 220,000 enquiries per year from visitors and local people, and the largest conference centre in the District at Winchester Guildhall;*
- runs a tourism marketing unit whose main annual publication – The Winchester Visitor Guide – has been responsible for generating up to three quarters of the bookings received by many local bed and breakfast establishments;*
- supports the development of the arts and sports, often resulting in events which are of great appeal to visitors as well as residents;*
- operates visitor attractions of its own, like museums and leisure centres;*
- "devises and promotes visitor products, from self-guided walking trails to special events;*
- cares for parks, open spaces and other public areas;*
- makes planning decisions which can have an important impact on tourism;*
- gives grants, advice and practical support to arts organisations and events such as the Theatre Royal, Hat Fair, Bishop's Waltham and Denmead Festivals and Winchester Festival of Art and the Mind;*

- *is the District's licensing authority, issuing licences to taxi drivers, pubs and public entertainment venues.*

Why is a tourism strategy important?

This is a strategy for tourism in the Winchester District, not just for the City Council. The local industry – made up of many players with very different styles and objectives – has no obligation to own it. We strongly hope however they will recognise that this strategy is important as a means of protecting their long-term business interests and the well-being of our community and our environment. In particular, it:

- *sets out the City Council's own vision for tourism which addresses the needs of the industry, the community and our visitors*
- *provides a framework for and a commitment to doing what is manageable in the pursuit of that vision*
- *maintains the high profile of tourism within the District and ensures that key decision-makers are aware of its importance and potential*
- *ensures that the City Council's resources for tourism are effectively marshalled*
- *eradicates ad hoc policy- and decision-making within the City Council and informs the decision-making of local tourism businesses and partner organisations*
- *underpins the City Council's commitment to Best Value by stimulating continuous improvement in the provision of tourism services*
- *provides a mechanism for evaluating the effectiveness, efficiency and value for money of City Council activity in the areas of tourism management, development and promotion*

Patently there is a close tie between the Council's tourism function and the intention of CCM to grow into a BID and raise the profile of the city centre to external visitors. However, it is only very recently that the BID has achieved the mandate it sought and the relationship between it and the existing services is to be further tested to see if further refinement and streamlining might be possible.

Coventry

Another substantial city centre similar in scale to York, Coventry has enjoyed the benefits of City Centre Management for approaching 15 years. Initially it sat within the city council, providing marketing, promotion and inward investment projects to try and rekindle its disrupted commercial heart (the impact of declining motor manufacture and associated parts being the latest negative influence). In the late 90s it moved to a membership organisation (a company limited by guarantee) serving the retail core, in essence delivering janitorial services and additional branding and marketing to its major retailer and shopping centre owner members there. When the opportunity to move to BID arrived in the UK four years ago, Coventry was one of the initial pilots and CV One was formed. It successfully floated as the second formal BID Company in the UK, picking up street maintenance, car parking and then visitor management for the BID area, and several streets beyond it (staff were taken from Council employment into the BID Company to enable standards to be sustained and then improved). Most recently CV One has opted to enlarge its BID area to cover the whole of the city.

CV One is the official Destination Management & Promotion Company for the Coventry & Warwickshire sub-region and offers a variety of commercial advertising and sponsorship

opportunities via its prolific publications, websites and promotional events packages, including the multi-award winning Godiva Festival – the largest free festival in the Midlands, as well as the biggest consumer and channel lifestyle awards in the UK – The Godiva Awards. Its international events programme includes the Coventry International Jazz Festival. CV One’s marketing and publishing department offers a mix of lifestyle, retail and business publications, including ‘Feel Alive’, the only freely circulated, 280,000+ reader-strong city lifestyle magazine circulated across the city. CV One also manages all promotions in the city of Coventry with experience of hosting product sampling from companies as diverse as Coca Cola, SKY and Virgin and as well as managing city signage reaching more than 10 million visitors each year.

As a not-for-profit agency core funded by local government and established to benefit a city/region, investment in CV One products can be included under BITC corporate socially responsible investments and audited under CSR payments in annual company accounts.

Birmingham

The UK’s second city, Birmingham has also successfully deployed City Centre Management as a mechanism for improving its commercial and visitor appeal. It has been running for 15 years or so too, again with the earliest CCM positions taken by senior council staff dedicated to raising janitorial standards, security and ease of transportation in and around the city centre. Limited funding was offered by a very few major national companies, usually in response to requests to sponsor projects. In the early 90s one major retailer agreed to underwrite part of the salary costs of the appointed CCM and this precipitated a change of regime, bringing it closer to the private sector. After a couple of years another appointee to the role succeeded in “outsourcing” the whole concept, transforming the operation into the Birmingham City Centre Partnership (BCCP). The present CCM is an employee of the City Council (at director level). She has several staff to support her (also council employees), which includes a number of street wardens over whom she has shared control. They are situated in a suite of offices adjacent the administrative wing of the Bullring shopping centre (an in-kind contribution from the owners of the centre). They respond to a board made up of senior representatives from the different commercial sectors within the city centre that also sponsor BCCP, effectively forming a paying membership base. This board was responsible for nominating the Broad Street evening economy area of the city as the subject of a pilot BID for Birmingham (as part of the original ATCM study) and its subsequent success has spawned a second BID in the city, the retail area focused around New Street station. A third BID is planned for the professional services sector adjacent, to be delivered late in 2008. Each of the BIDs is an entity in its own right with a not for profit board elected from those paying the levy. However, collectively they have insisted that BCCP remain in existence and they nominate their own board members to sit on the parent board. The reasons behind this are that CCM is perceived to provide an essential link between the BIDs and the council; it offers more services to the BID than they are contracted to provide to their voters and of course the city centre is composed of much more than the areas that operate BIDs and these continue to require help and support as

“feeder routes and support units” to and from the BIDs themselves. The Partnership is responsible for much of the promotional literature that is being distributed widely and several successful, retail-orientated campaigns have been delivered. Marketing Birmingham is responsible for the visitor and tourism service in the city centre and sees itself as the catalyst that brings together a series of highly effective partnerships - all working together for the greater benefit of Birmingham. They are the driving force when it comes to marketing the city but rely on the support of many partners to shape Birmingham’s future success. It is a public-private partnership receiving financial support from Birmingham City Council and some 350 member companies, corporate champions and private investors and the CCM operation is one of the supporting partnerships.

Given the size of the city, it is must be appropriate to retain separate, specialised functions as described here, although communication, co-operation and consistency of message are absolutely kernel to ongoing success.

Cambridge

Cambridge City Centre Management is another long-standing, well-established City Centre Management that has a chequered track record to date. It launched back in 1995 and enjoyed some success as a shared partnership between the public and private sectors. However after a relatively short period, it was taken in-house by the City Council and while still working hard to improve the physical environment of the city centre, little has been done to cohesively drive it economically through marketing, promotion and seeking inward investment. This status changed last year when a new CCM was recruited, specifically to take the partnership back out into the private sector and to tie it more closely with tourism and visitor management. The new Manager has undertaken significant research and the following is an extract from her paper to the Council’s Cabinet Committee that summarises the current proposals being considered by the Council:

“The Head of City Centre Management and Tourism

This post would replace the existing Head of Service role. The new post would lead both the City Centre Management function and the Tourism Service, allowing new opportunities to be explored in relation to public and private partnership arrangements. The Head of Service would focus on the strategic direction of delivery whilst having a strong commercial approach to operations.

The incorporation of the City Centre Manager role within the new Head of Service role will require a new project officer post to take up the operational work carried out by the current CCM, in effect tiering the role into a strategic and a functional or logistical one.

Conference desk

It is proposed that this service be continued as a Council function until 31st March 2008. This is an area, which is valued by our private sector partners, (especially the hoteliers) and an alternative partnership-based arrangement for this important function should be sought and delivered. This would include the publication of the bi annual Conference guide and maintenance of an appropriate section of a revised website for the city centre.

Accommodation bookings

The objective would be to ensure that the service is providing value for money and that the most appropriate type of booking service is delivered. A revised service based on new business

processes is proposed. More reliance on IT and online processes as opposed to the telephone could reduce the substantial amount of staff time currently spent on bookings.

It is proposed that the service continue to provide both pre-arrival and post-arrival bookings. It is likely that there will be a growth in the online revenue and a reduction in post arrival bookings in the future. Therefore the risk of loss in income is minimised by providing both services. The advertising rates and online services are currently being reviewed and in future must be set at realistic prices. The objective is to bring these rates into line with market rates and therefore enable the service to become self-sustaining and possibly revenue generating.

Marketing

Marketing, whilst generating income, is not considered a core activity for Cambridge City Council. Cambridge has an internationally recognised brand. However, it should be noted that EEDA is moving to further increase Marketing as a priority to increase regional economic growth and it would be inappropriate for the city not to adopt a strategy that aligns closely with its sub-regional and region colleagues.

The proposal offered in the Tourism review is to absorb responsibility for marketing back into the key areas of activity, namely Tours, Information, Conferences and Accommodation by the end of March 2008 and omit the Marketing post from the team structure. A small marketing budget remains and the team across both City Centre Management and Tourism would be looking to work in partnership with stakeholders to fund other marketing activities as outlined in the CCM/Tourism Business /Action plan. These will need to deliver measurable commercial benefits to our private sector partners for this to happen.”

The newly appointed CCM, Emma Thornton, has accepted the role of Head of City Centre Management and Tourism and is currently exploring ways in which both functions can be out-sourced into the private sector while retaining links and influence back to the Council's policy-making process and the administration. In essence, the plan is to float both functions outside the Council, gain the support of the major retail and property organisations in the city centre and then develop the partnership into a potent tool to raise the profile and appeal of Cambridge against increasingly stiff competition.

The attached organogram captures the relationship and functions of the overall concept, demonstrating “fit” to both the strategic and operational demands placed on it.

In conclusion

Looking at the various schemes highlighted here (drawn from a wider sample of key locations in the UK), it is obvious that many of the attractive, historical destinations in the UK see distinct benefits in retaining and developing City Centre Management because of the sharp, business-orientated focus it brings to many of the traditional services that local authorities are expected to provide. All here demonstrate close links between CCM and visitor/ tourism management with a strong recognition in most places of the importance of capitalising on the extra footfall that can be brought in to the advantage of local businesses. However, in one or two instances, there is a

distinct movement towards tying CCM and visitor management together, driven by the thought of synergies between the mechanisms that drive both elements, the need for further cost-savings to build value for money and the requirement to more than match the commercialism and competition from many of the outsourced destination management companies working for the major cities of the country (an example of one of these is provided, Birmingham, to illustrate the difference).

It seems sensible to recommend that further time would be profitably spent studying **Cambridge, Worcester and Coventry in particular**, where the fusion of CCM with visitor management is well advanced after detailed consideration of other options. Patently their decision to proceed at a pace with the merging of the two functions suggests they feel there are significant benefits to be gained. That other places are inching towards something similar is a further endorsement that could encourage York to contemplate following the same route, building on the success of its new business partnership, YCCP.