



To: Executive Councillor for Customer Services & Resources
Report by: Head of Tourism and City Centre Management
Relevant scrutiny committee: Strategy & Resources Scrutiny Committee 16/6/2008

FUTURE ROLE OF CITY CENTRE MANAGEMENT AND TOURISM

Key Decision

1. Executive summary

- 1.1** On 3/9/2007 a discussion paper was taken to the Strategy and Resources Committee on the future role and structure of City Centre Management and Tourism (**Appendix 1**). This report prompted discussion between members of the Scrutiny Committee and key stakeholders within the City who have an interest and involvement in City Centre Management and Tourism. It sought to review how the role and structure of City Centre Management and Tourism could be enhanced as a public/private sector partnership. There is recognition that there is a need to reshape and build on the existing partnership to make it genuinely effective and to ensure that it has the organisational capability and capacity to meet the emerging challenges for the city centre. Three options were considered. The outcome of the discussion was to recommend further debate with city councillors, the area committees and research into best practise in other similar historic locations. Following on from this consultation and detailed research, this report now proposes a way forward through developing a new independent Tourism and City Centre Management Partnership for Cambridge. It is perceived that this new Partnership will play a key role in ensuring that Cambridge fulfils its potential as a great place to live, work and visit.
- 1.2** This report recommends a two phased approach with Phase one seeing the City Centre Management Partnership element of the current City Centre Management operation set up as the first part of the independent structure by 1st April 2009. The management of the Markets, Street trading, Pavement Cafés, and street collections would remain within the City Council and would be renamed the “City Centre Management Operations” team. The intention would then be that the “Visit Cambridge” Tourism Service would follow as Phase two, once the TIC has successfully relocated to its new space in the old court area of the Guildhall, as part of the Guildhall Project. A draft timetable is detailed in Section 8 of this report.

Once the new organisation has bedded in, built trust and a track record for delivery, it would be the aim of the new Partnership in the medium to long term to investigate how it might work with the City Council to improve both the “janitorial” delivery of City Centre Management and the delivery of significant environmental improvements to the city centre e.g. the Market Square.

2. Recommendations

The Executive Councillor is recommended:

- 2.1** To approve the way forward in the medium term to establish the combined Tourism and City Centre Management Partnership as set out in this report including the formal secondment of staff and subsequent transfer of staff under TUPE regulations and for consultation with the unions and staff affected.
- 2.2** To approve as Phase one, the transfer of the City Centre Management Partnership element of the current City Centre Management operation, as set out in this report to the independent structure by 1st April 2009.
- 2.3** That detailed proposals for Phase two should be brought back to the Strategy and Resources Committee at the discretion of officers and the Executive Councillor. This is anticipated to be in June 2009.

3. Background

- 3.1** The current City Centre Management service has two distinct areas of activity; its operational role is responsible for running the 7 – day a week markets, street trading, issuing pavement café licenses and licenses for street collections, and coordinating street entertainment. It also works closely with the City Rangers on dealing with illegal street trading, inappropriate busking, aggressive charity collectors, Big Issue sellers and pedlars etc.
- 3.2** The Partnership element has been established since 1995 and since this time there has been an informal partnership structure which is represented by the City Centre Management Executive Group. This group brings together the key stakeholders across the public/private and voluntary sectors to develop a vision and action plan for the city centre to ensure its ongoing accessibility, safety, sustainability, vitality and vibrancy. 78% of the 2008/9 City Centre Management Partnership budget (net of internal recharges) is funded by external stakeholders.

- 3.3** The “Visit Cambridge” Service runs a very busy Tourist Information Centre welcoming over 350,000 visitors a year. It also offers a range of commercial ticket sales, a pre and post arrival accommodation booking service, guided tours and a conference desk.
- 3.4** The consultation process has endeavoured to engage councillors and residents in this important debate. The consultation events have included the following:
- A forum event held at Hotel Felix on 5th March to which all city councillors were invited along with a variety of city centre stakeholders
 - Presentations to the Area Committees
 - Detailed research into how both City Centre Management and Tourism are delivered in other similar historic cities e.g. York, Norwich, Worcester, Oxford, and Bath.

The objective of these events has been to engage stakeholders in identifying the challenges, opportunities and aspirations for the city centre going forward, and to review whether in light of these our current model is “fit for purpose.”

A summary of the key outcomes from these consultation events are detailed in **Appendix 1**

4. Structure and Function

- 4.1** The new Partnership would be set up as a Company Limited by Guarantee with an interim board taking effect from September 2008. Phase one would see the transfer of the City Centre Management Partnership element of the current operation in April 2009. Phase two would see the remit of the new Partnership broaden to include the Tourism service and is likely to be approximately one year later. This will allow time for the Tourism service to have moved to its new location as part of the overall Guildhall project. The Board will be responsible for running the new Partnership. It is anticipated that the existing City Centre Management Executive group will form the basis of the new Board but there are likely to be some changes. The Board is likely to be a group of no more than 16 and it is important that it is clearly private sector led. All core funders to the new Partnership will become legal “members” of the Ltd Company and invited to nominate a Director to the board. An outline of the operational structure of the new Partnership is detailed in **Appendix 2**.

4.2 The core functions of the Partnership will be threefold:

- To develop a vision and action plan for the city centre through working in partnership to ensure its ongoing accessibility, safety, sustainability, vitality and vibrancy
- To deliver a high quality Tourism service including the operation of the Tourist Information Centre
- Through working in partnership both county wide and regionally, to develop a Tourism strategy for Cambridge

There is a great deal of synergy between the work of the City Centre Management Partnership and the Tourism service, hence the rationale in combining Tourism and City Centre Management under the umbrella of a new Partnership.

4.3 A Service Level Agreement (SLA) would be set up between the Partnership and the City Council, which would set out the background reasons for the transfer, the Council's obligations, the obligations of the Partnership and the way the agreement will be reviewed/continued. Thought would need to be given as to which department within the City Council would be the client.

4.4 The formation of the new Partnership fulfils the City Council's policy objective to facilitate and enable solutions to cross cutting issues such as those presented by tourism and visitors rather than seek to provide and resource these directly.

5. The Shadow Board

5.1 In addition to the criteria set out in 4.1, membership of the board needs to be based around the skills, experience and commitment of members to the Partnership. A draft Job Description (JD) for Board members is attached as **Appendix 3**.

5.2 The Board will be chaired by someone who can bring both considerable business experience and a high degree of credibility to the new organisation. This person will have a strong vision for and commitment to the City of Cambridge and continuing to realise its full potential as an internationally renowned university city.

5.3 Given the contribution to be made by the City Council it would be entitled to representation on the Board with probably two seats. At officer level this would need to be a member of the Corporate Management Team. The other seat should be an elected member and it would seem sensible that this should be the Executive Councillor for Customer Services and

Resources who currently has City Centre Management and Tourism in their portfolio.

- 5.4** Similarly it will be important to have representation from the County Council on the Board. The representative should be sufficiently senior to carry influence across the various departments of the County Council and will therefore ideally be at Director level.

6 Name and identity of the new Partnership

- 6.1** A name needs to be selected for the new organisation which emphasises the fresh start for Tourism and City Centre Management. In addition to this there will need to be a new corporate identity which clearly identifies the new organisation. Various options are currently being explored.

7 Implications

7.1 Financial and Procurement

- 7.1.1** The funding for phase one of the Partnership will be based on the current City Centre Management Partnership budget for 2008/09. The CCM team has been successful over the past year in reviewing arrangements with existing core funders which had remained unchanged for several years and in addition have introduced new ones. An analysis of the proposed net contribution (i.e. less central overheads currently attributed to this cost centre) from the City Council is detailed in the table below and an outline overall budget summary for the first year of the new Partnership is attached in **Appendix 4**. Based on current 2008/09 budgets Phase one would require a contribution from the City Council of **£15,820**.

Table 1 – City Centre Management Partnership Budget 2008/09

Detail of income/ expenditure	Expenditure	Income	Net	Budget to transfer	Operational CCM	For further allocation
Expenditure						
Employees	48,270		48,270	40,830	7,440	
Supplies and Services	12,650		12,650	9,910	2,740	
Christmas	35,120	(14,040)	21,080	21,080		
Recharged Costs	96,410	(8,130)	88,280		170	*88,110
Total Expenditure	192,460	(22,170)	170,280	71,820	10,350	88,110
Income						
Core funding - external		(56,000)	(56,000)	(56,000)		

contributions						
Total Income		(78,170)				
Net cost met by City Council			114,280	15,820	10,350	*88,110

*** £68,450 of this figure relates to a departmental recharge that will need to be apportioned across the remaining services reporting to the Head of City Centre Management & Tourism**

7.1.2 It is not possible at this stage to accurately assess the net contribution which would be proposed in Phase Two because of the following factors:

- A need for the operational changes which came out of the Tourism review of 2007 to “bed in” and to assess their impact.
- Uncertainty on how the central overheads currently attributed to the tourism cost centres will be managed internally. It may be that some elements of the current support costs may continue to be provided to the Partnership on an in kind basis e.g. IT, but these would need to be negotiated with the City Council
- The service is not yet in a position to determine the letting arrangements for the various areas of space around the new TIC and how any revenue earned will be apportioned between the Partnership and the City Council. Assuming that the current TIC shop is outsourced, as a minimum the income from any tenancy agreements needs to be equal to the current net income from the TIC shop.

It is intended that a further report would be brought back to the Strategy and Resources Scrutiny Committee in June 2009 with details of the proposed grant which would be transferred in Phase Two.

7.1.3 A commitment from the City Council of at least 3 years is sought and it is proposed that the grant should be index linked (RPI-X). The Partnership will aim to secure similar terms with its other core funders wherever possible.

7.1.4 The existing external core funding paid into the City Centre Management Partnership budget would become payable to the new Partnership. For the year 2008/09 these amount to £56,000 from Prudential, Goodmans, Cambs County Council, Land Securities, Stagecoach, the University Bursar’s Committee, John Lewis, Boots, and Marks & Spencer. In recognition of the need to build a strong and sustainable financial base for the new organisation additional core funding and project funding will be sought throughout this financial year. In light of this, it is proposed that any over

achievement on income to the current CCM Partnership budget at the end of the 2008/09 financial year should be transferred to the new Partnership.

- 7.1.5** Consideration will need to be given to how the City Centre Management Capital programme and R & R fund are managed going forward, as both these are directly linked into current project delivery by the City Centre Management Partnership. This would need to be resolved in time for the implementation of Phase one.
- 7.1.6** Consideration would need to be given to which department within the City Council would take ownership of monitoring the grant to the new Partnership.
- 7.1.7** The statutory financial reporting implications of the creation of a company limited by guarantee will need consideration. In particular the Council may have to meet the additional requirement to prepare Group Accounts.
- 7.1.8** A company limited by guarantee would need to ensure it has adequate insurance cover arrangements in place. As a separate legal entity it will need to consider cover and limits of indemnity for Public Liability, Employers Liability, Officials indemnity, Property and Personnel Accident.
- 7.1.9** The governance arrangements for the new company will need to be reviewed, once established, to ensure no conflicts of interest or governance gaps. The risks and controls would need to be clarified along with appropriate arrangements for access to information.

7.2 Staffing

- 7.2.1** It is recommended that the current City Centre Management Partnership and "Visit Cambridge" staff would be formally seconded to the new Partnership in the first instance, with a view to them being transferred on their existing terms and conditions under the TUPE regulations, following detailed consultation with the unions and staff affected. This would require consultation with the County Council in relation to any admission agreement for pensions. This would all be undertaken in line with the City Council's organisational change policy. The Council's HR department have been consulted in the preparation of this report.
- 7.2.2** Phase one involves one member of staff, which would be the current Partnership Project Officer. Phase two would included the current Head of Service for Tourism and City Centre Management and the "Visit Cambridge" team which currently is made up of 6 FTE, 8 PTE, 2 summer only and 2 Saturday posts. Throughout Phase one the current HOS will take the officer lead on the new Partnership, in addition to continuing her HOS role within the City Council leading on the City Centre Management

operational areas and the tourism service. Consideration will need to be given as to which service area this aspect of City Centre Management would then report into on implementation of Phase two.

7.2.3 The new Partnership will seek to appoint one additional new part time member of staff to assist the Partnership Project Officer.

7.3 Premises

7.3.1 Currently the City Centre Management and “Visit Cambridge” teams are situated at the back of the Tourist Information Centre (TIC) on Wheeler Street. It is hoped that they will be able to move to sit alongside the TIC when it moves to the Old Court area of the Guildhall in March 2009. This is subject to an agreement being reached with members of the Arts and Entertainment team who currently occupy this space. It is proposed that this would continue to be the main office space for the new Partnership on completion of Phase Two of the transfer.

7.3.2 The Partnership also has the use of a small office in the Grand Arcade Management Suite which formed part of a Section 106 agreement. Whilst this space is rent free, a contribution towards the service charge for this space will be paid by the Partnership on an annual basis.

7.3.3 It would be the intention that the team forming the new Partnership will continue to sit alongside the City Centre Management Operations team and the two Rangers, as there are daily reciprocal benefits to this arrangement.

7.3.4 An agreement will need to be reached with the City Council and the Partnership on any accommodation costs for the use of this space and that occupied by the Tourist Information Centre.

7.4 Community Safety

The proposed future role and action plan seek to support communities within the City that are cohesive and able to benefit from the continued vitality and viability of the City.

7.5 Environmental

The development of the new Partnership takes into account the City Council’s commitment to sustainable growth and emerging policies in relation to the Climate Change Strategy.

7.6 Equal Opportunities

The development of the new Partnership seeks to ensure that the City Centre Management and Tourism service benefit everyone.

8 Draft Timetable

16th June	Formal decision by Strategy & Resources Committee
September	Board Members take up appointment- first meeting of the new board for team building, clarification of roles and formulation of the vision for the new organisation. SLA drawn up between the new Partnership and city Council Work on setting up the new Company Limited by Guarantee begins
April 2009	Current CCM Partnership formally transferred to the new Partnership Partnership Project Officer seconded to the new Partnership
June 2009	Updated report to Strategy & Resources Committee detailing the proposed grant from the City Council for Phase Two(the timing of this report will be at the discretion of officers and the Executive Councillor and would be subject to a successful move to the new TIC premises in March 2009).

4. Background papers

Nil.

5. Appendices

Appendix 1 Summary of Consultation

Appendix 2 Organisational Structure for the new Partnership

Appendix 3 Job Description and Person Specification for Partnership Board members

Appendix 4 Partnership - 2009/10 Draft Budget Summary

6. Inspection of papers

To inspect the background papers or if you have a query on the report please contact:

Author's Name: Emma Thornton

Author's Phone Number: 01223 457446

Author's Email: emma.thornton@cambridge.gov.uk

Consultation into the future structure for a combined CCM & Tourism public/private sector partnership for Cambridge.

An update for the Strategy & Resources Scrutiny Committee on 14th April 2007

Following on from the initial report, "A Future Structure for a City Centre Management and Tourism Partnership for Cambridge" which was discussed at the Strategy and Resources Committee meeting on 3rd September 2007 a series of consultation events have taken place to debate the way forward. The objective of these consultation events has been to engage all stakeholders in identifying the challenges, opportunities and aspirations for the city centre and to review whether in light of these, our current model is "fit for purpose." They have sought to identify ways in which the council can work more effectively with other stakeholders in the city centre, particularly the private sector, in order to build organisational capacity, and through genuine effective partnership working, realise some of the aspirations for the city centre.

Part of the consultation process has also sought to review research that has been undertaken on other comparable historic city centres (notably York, Norwich, Worcester, Oxford, and Bath) in terms of their approach to both City Centre Management and Tourism. The consultation process has included the following:

- A forum event held at Hotel Felix on 5th March
(A summary of the key points raised at this event are detailed on pages 2-4 of this document)
- Presentations to the South (13th March), West (3rd April) and East Area Committees (17th April)

A discussion took place at the April Strategy and Resources Committee regarding the findings of the consultation process, and the intention is to then bring formal proposals to the June cycle committee that would be scrutinised in the normal way.

SUMMARY OF KEY POINTS RAISED AT THE FORUM EVENT ON 5TH MARCH 2008

CHALLENGES

- Changing nature of the city, the growth agenda
- National Trends
 - Reduction in city centre footfall
 - Increase in consumer spending outside of city centre i.e. on line, etc
- Climate change
- Carbon footprint agenda
- Preserving local distinctiveness, therefore maintaining our competitive edge
- Connecting the complete retail circuit to ensure the independent sector survives
- An accessible city centre by all modes of transport
- Employment – difficult retaining & recruiting
- Preserving the historic fabric of the city centre.
- Meeting the needs of residents
- Enhancement of the public realm
- Improvements in the provision of public conveniences
- Maintaining economic vibrancy
- Competition from other cities
- Enhancement and preservation of the Market
- Low overnight visitor numbers
- Non-existent early evening activity
- A more demanding consumer who expects city centres to provide them with consistently good customer service

ASPIRATIONS

- Meet young peoples needs (not just university students)
- Increase number of 'fun' things to do in the City
- Wireless City
- More attractions to encourage overnight visitors
- Make the city more self sufficient
- Boost early evening economy
- Shared vision, shared delivery
- Work together to preserve the city centre
- More cohesive decision making process
- More funding opportunities
- Improvements to public realm
- Building trust & confidence in delivery

- Place/destination management
- Better use of modern technologies
- Fewer cars – less pollution
- Improved market square
- Services spread over longer hours – reduce traffic impact
- Better use of Guildhall
- Improved bus interchange in City Centre
- Easy customer journey – e.g. introduce Shop and Drop / lockers
- Preserve open spaces
- Make better use of open spaces
- Increase in family activities
- Concise, comprehensive end user friendly communications tools i.e. website
- Clear partnership funded marketing strategy that meets the needs of all city centre stakeholders
- Achieve balance between historic city and modern cosmopolitan city

OPPORTUNITIES

- Unlock potential for private sector responsiveness to support our collective objectives
- Extra funding/revenue streams through partnerships
- A genuine effective public/private sector partnership
- Tourism supported financially by private sector
- Encourage independent retailers to engage in the partnership
- Improved communication between local authority & private sector
- The ability to contribute to the Greater Cambridge Partnership Regional Tourism Strategy.
- Smarter use of technology
- Quicker decision making process
- A more commercial approach
- Opportunities for the private sector to contribute to the cleaner, safer, greener agenda

Can the current CCM and Tourism structure meet all our needs/aspirations for the future?

CAMBRIDGE CCM & TOURISM SWOT

STRENGTHS

Core partners consistently involved
 Local authority continuity
 Willingness to change/challenge itself
 Dialogue between public/private sectors
 Strong operational role

CAMBAC (Cambridge Business Against Crime - business crime partnership set up by CCM in August 2007)

Visible

Excellent Tour Guide operation

Dedicated staff & councillors

WEAKNESSES

Sucked into council bureaucracy

Unable to invest in Tourism

Council funding pressure

Non-commercial

Slow responses/decision making

Not transparent enough

Tourism not championing needs of commerce

Not focussed on commercial activity

Lack of strategy

Under invested

OPPORTUNITIES

Shared strategic vision for the city centre bringing together the public/private and voluntary sectors.

Effective delivery mechanism for a City Centre Strategy/Action plan.

Greater involvement from private sector, therefore increased investment

Enhanced public realm

Increased organisational capability

More diverse delivery – in terms of projects

Improved communications

Benefits to residents & visitors

Potential for the development of additional cultural events

Opportunity to develop long-term strategy through sustainable secured funding

THREATS

Not getting the structure right, momentum will be lost

Sustainable long term funding

Other destinations move forward but Cambridge doesn't

Commercial balance

Public sector resources under pressure

Not robust against political pressures

Key issues raised at the Area Committees

Common to all the area committees which were attended was the fact that residents were not too concerned about the structure adopted to deliver City Centre Management and Tourism. They were more concerned about a variety of issues which impact on their enjoyment of the city centre and were interested in

how a more independent structure could improve things. The following summarises the key points raised at each of the respective committees:

South Area – 13th March

(Unfortunately there was very poor attendance at this meeting so the issues raised were raised only by City Councillors)

- There is a need to raise the profile of the free shuttle bus service and to review the possibility of introducing new stops in the historic city centre
- **ET commented that plans were already in hand to work with the County Council to review the Shuttle bus service.**
- The need to “connect the retail circuit” was also raised in order to support the independent retailers, many of which are struggling.
- **ET commented that this was a key priority for the Partnership. She hoped that both the new signage project and the new Shopping Guide would go a long way to beginning to address this issue.**
- The question of how the City Centre Management Partnership moving forward would help to address anti social behaviour and crime issues was raised.
- **ET commented that the Launch of CAMBAC in July 2007 was making headway in dealing with day time issues and was working on arrange of projects to address night time disorder issues.**

West Central – 3rd April 2008

- The key focus here was managing the impact of tourism on the city centre. Areas of concern included litter along the “Backs”, coach parking on Adams road and Wilberforce Rd, the influx of foreign students in the summer months and the lack of facilities and activities for young people.
- **ET commented that mid to long term, developing an independent public private sector Destination Management Organisation could enable us to improve the level of cleanliness in the city centre.**
- The Market generally and the Market Square were mentioned as needing investment and improvements.
- **ET mentioned that an independent Partnership could in time be the vehicle for helping to deliver a significant environmental improvement scheme to the Market Square area.**

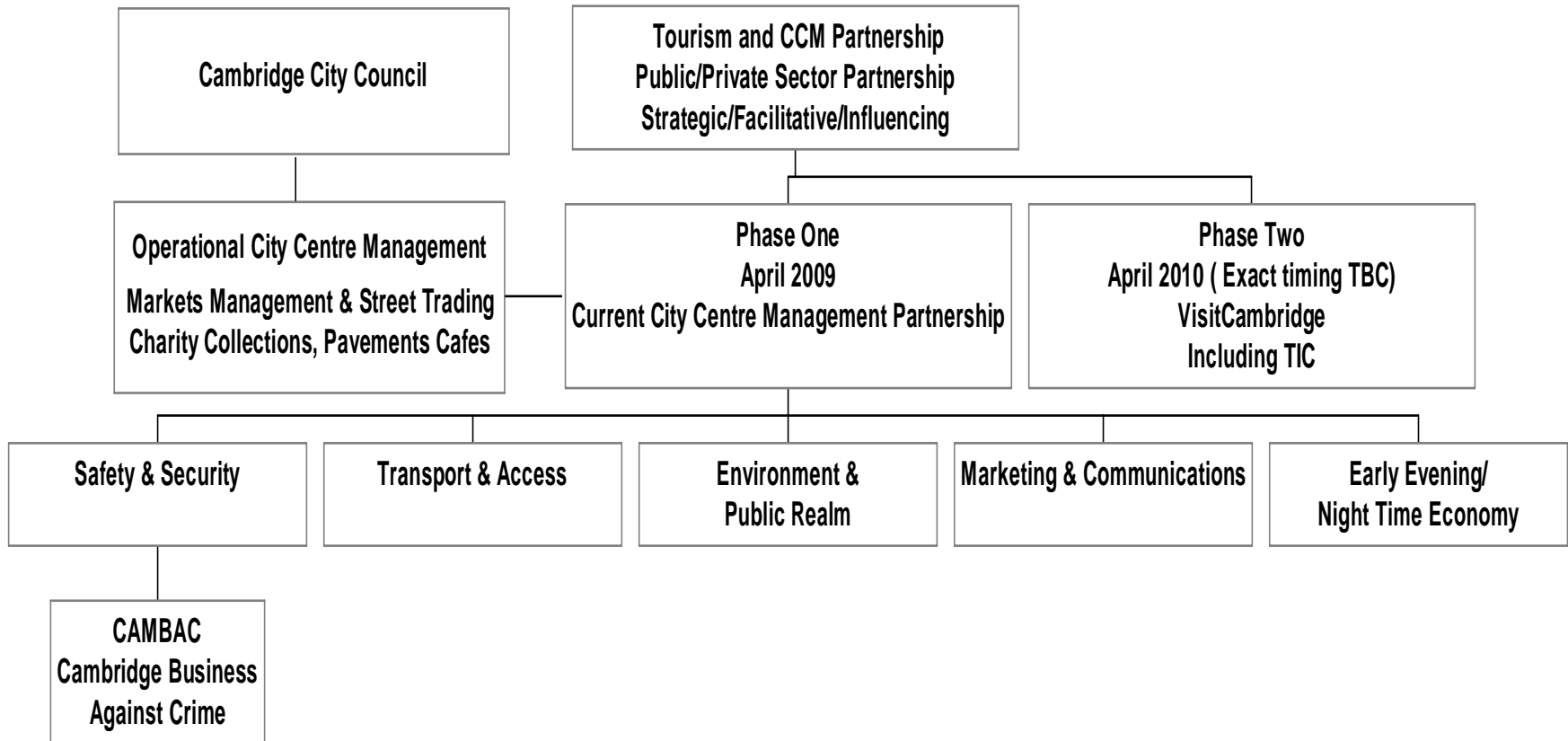
- Supporting the smaller independent retailers was also raised and ET responded as detailed above in the notes from the south Area Committee.

East Area Committee – 17th April

- The importance of including Mill road in the emerging partnership was mentioned.
- The need to ensure that the emerging partnership represents all the key stakeholders in the city and not just the larger commercial players was stressed
- Cherishing local distinctiveness and supporting independent retailers was mentioned once again
- The Market Square and Market Square area were also mentioned again as needing investment and improvements.

North Area Committee – We approached this committee offering to attend their March meeting but the Chair declined.

Cambridge Tourism and City Centre Management Partnership



Board Member Draft Job Description

Cambridge Tourism and City Centre Management Partnership

Job Purpose

The members of Board will be responsible for ensuring that the Partnership achieves its objectives as set out below:

- To develop a vision and action plan for the city centre through working in partnership to ensure its ongoing accessibility, safety, sustainability, vitality and vibrancy (i.e. the traditional City Centre Management agenda)
- To deliver a high quality Tourism service including the operation of the Tourist Information Centre
- Through working in partnership both County wide and regionally, develop a Tourism strategy for Cambridge

Duties and responsibilities

To work with the Chairman, other Board members and Partnership staff to:

- Set the vision and direction for the new Partnership
- Ensure the delivery of the traditional City Centre Management agenda
- Ensure the delivery of the Tourism function including the operation of the Tourist Information Centre
- Promote the perception Cambridge as a place to visit, live and invest
- To ensure sound corporate, legal and financial governance of the Partnership

Key Tasks

- Participate in strategic planning
- Participate in action planning
- To take an active part in the meetings of the Partnership
- To represent the Partnership at events and meetings where relevant
- To take the lead for a specific thematic area e.g. Marketing, Transport and Access, Environment and Public Realm etc

Person specification

Education and qualifications

No specific educational attainments or qualifications are specified, but it is likely that you will have achieved a senior management role in your chosen field.

Experience in some or all of the following:

- Specialist professional or business skills in one or more of the areas described below
- Previous involvement in the not-for-profit sector, paid or voluntary
- Experience of setting up new companies and determining strategic direction

Skills and Abilities

Communication and PR skills – The ability to:

- Express a balanced opinion and to listen to the opinions of others
- Challenge and debate
- Communicate with stakeholders, staff and the media

Analytical skills – The ability to:

- Read and understand complex subject matter and comment.
- Operational and Project management skills

Other specialist skills - a mix of specialist skills will be required on the board such as:

- Legal
- Finance
- Visitor management or service sector management
- Property development or management
- Management of the arts, culture or events
- Retail
- Hospitality sector
- Marketing

Knowledge

Ideally members will have knowledge/ interest in the issues surrounding tourism and the visitor economy, city centre management and local government.

Other requirements

Strong local ties, and ideally someone who either lives or works in Cambridge. A strong commitment to promoting the city as a vibrant visitor and retail destination. Ideally able to attend both daytime and evening meetings

Tourism and CCM Partnership - Phase One Draft Budget 2009/10

Core Funding	BUDGET	
Cambridge City Council	15,820	
Cambs County Council	20,000	
Prudential (TBC)	10,000	Increase from £8K to £10K TBC
Goodmans	7,000	
Grosvenor (TBC)	10,000	New Core Funder TBC
Land Securities	6,000	
Boots	4,000	
Marks & Spencers	4,000	
John Lewis	4,000	
Stagecoach	2,000	
CRACA	2,000	New Core Funder TBC
University Bursars Committee	3,000	
Project Funding		
Christmas (TBC)	24,000	* (see below)
Marketing (TBC)	27,000	** (see below)
Total	138,820	

General expenditure	
Employment costs	58,830
GA Office Service Charge	3,000
Telephones	1,500
Mobile Phone	360
Meeting costs	200
Postage	800
Stationery	1,500
Subscriptions	500
Accountancy Fees	800
Website	1,000
Conferences	800
Professional training	560
Travelling Expenses	420
Total costs	70,270

Amount c/f for CCM Projects **68,550**

Christmas	37,000
Marketing Projects	30,000
Contingency	1,550

Income/expenditure surplus **Nil**

* NB This has been secured successfully for 07/08 and 08/09

** NB This has been secured successfully for 08/09