

**Newcastle Town Centre Partnership / Business Improvement District**  
**Update December 2015**

**BID progress**

- BID official start date was 1<sup>st</sup> Oct 2015. The terms of reference for the BID management structure are outlined below.
- Levy demands have been sent out – as of 4<sup>th</sup> Nov, around a third of eligible businesses have paid totalling almost £72k, which is just under 50% of the total money to be collected.
- Matt Taylor is now contracted with the BID, Amy Williams in post as administrator and two ambassadors appointed.
- The town centre ambassadors started work on 16<sup>th</sup> Nov with initial meetings arranged with relevant council officers for 20<sup>th</sup> Nov.

**Christmas Lights**

- Town centre Christmas lights have been organised by the BID. A licence agreement has been set up between NBC and the BID to carry out this function.
- This includes sourcing all lights, a tree and installation services and completing all necessary H&S documentation. This has been a steep learning curve for the BID as this was previously undertaken by the council.

**Switch-on event**

- Once again the Town Centre partnership has organised a weekend of activities, culminating in the switch-on at 5pm on Sunday 29<sup>th</sup> Nov.
- Activities include specialist Christmas market, funfair, magic show, music and dancing provided by schools, dance troupes and community groups and a town centre procession. This year's special guest will be Paddington Bear.
- Free parking will be available all weekend on council car parks.

**December events**

- Events will be taking place every Saturday throughout December
- Main event will be the Lantern Parade on 12<sup>th</sup> Dec, which includes lantern making workshops every Sat up to 5<sup>th</sup> Dec. Last year the procession comprised over 100 lanterns and this year will be even bigger.
- The Roebuck Shopping Centre will be open for late-night shopping on Wednesday nights until 7pm on the following dates: 2nd, 9th, 16th, 23rd of December - on the run-up to Christmas. The BID partnership is encouraging all other retailers to follow suit, as this means that the Roebuck Centre and Midway car park will be open, to support these extra trading times.
- There will also be FREE PARKING EVERY DAY FROM 3pm from the day of the lights switch on until Christmas and all day Sundays (on council car parks only).

**Student Night Thursdays**

- Student nights have been relaunched, with its own website featuring food and drink offers from a number of venues.

- These run every Thursday up to 17<sup>th</sup> Dec.

### Other activities

A continental market ran during October which came to town in place of the planned Harvest Moon market. The official launch of the Newcastle Lanterns took place 30 October taking over the former International shop on the Ironmarket. This is supported by the BID and will be taking place Dec 12.

### Town centre vacancy rate

The vacancy rate rose slightly over the three months from June to Sept from 12% to 13.8%. However, there has been some significant inward investment over the last few months. Lymelight Boulevard is now almost full, a café, three fast food outlets, a bowling alley and Laser Quest having joined Pizza Hut and Bar Social. Also, Milletts are back in town in their old shop, and two more shops opened on Castle Walks – JD Sports and Moments Cards. The bakery is making progress in Fogg Street and RAWR have over 4,000 FB likes!

### Footfall

The footfall counter has now been operational for more than 12 months so comparative data is now available for each month and as a comparison for the previous year.

Compared To Previous Month	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
2015	-30.97	3.54	-7.40	5.27	15.01	25.48	-13.92	-3.62	5.16	16.82		
2014							20.12	151.79	-21.04	60.06	8.04	3.36

Compared To Last Year	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
2015						*	*	17.74	56.81	14.45		

NB The comparative data for June and July is not complete as in the early months there were issues with vehicles being parked in front of the camera blocking correct footfall recordings. Overall it is pleasing that there is greater footfall this year compared to 2014.

## **Town Centre Partnership Future**

The Council contracted with the TCP to provide support until December 2015, with a financial contribution of £22,500 for these three quarters. This funding and officer support has been provided in line with the contract.

Several meetings have taken place whereby the TCP Board have considered the future of the Partnership. Board members were keen to ensure that the partnership is able to provide additional value to the BID rather than duplicate and waste resources. Having considered all of the options the Board members have agreed to fully appraise the option to cease the Partnership. Discussions will take place over the forthcoming months to ensure that contracts can be fulfilled and information can be transferred over to the BID.



# NEWCASTLE UNDER LYME

**B**USINESS **I**MPROVEMENT **D**ISTRICT

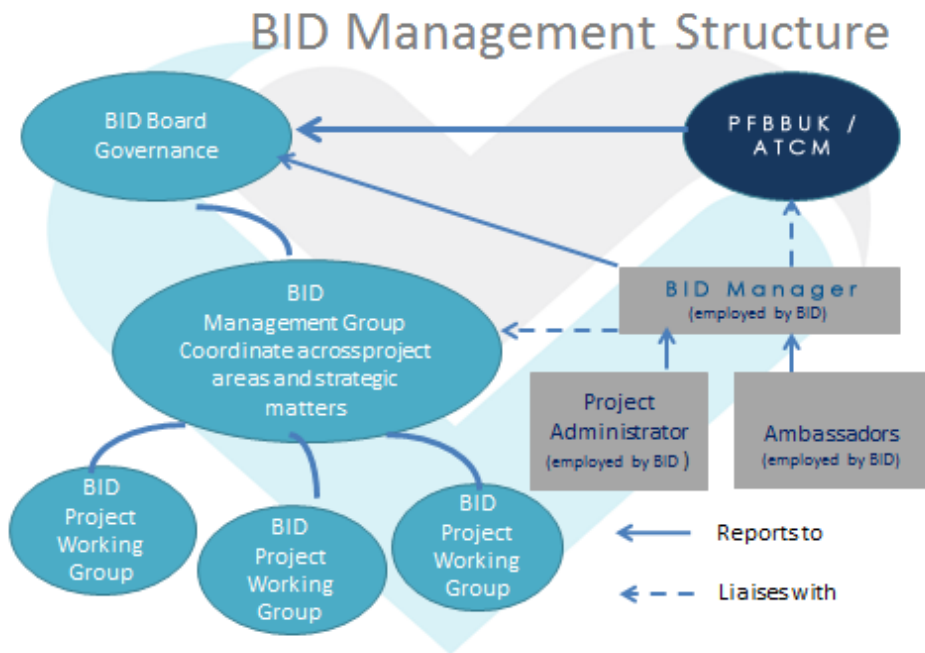
## DRAFT TERMS OF REFERENCE

### NEWCASTLE-UNDER-LYME BID BOARD AND MANAGEMENT GROUP

#### 1. NAME

1.1. The name of the body will be the 'Board/Management Group of the Newcastle-under-Lyme BID. (hereafter called the 'BID Board /BID Management Group').

#### 2. BID MANAGEMENT STRUCTURE



2.1. The management structure of the BID will be

A Board - made up of BID directors: responsible for governance. This includes financial direction, ensuring the BID plan is being adhered to and that the organisation is on course.

A Management Group: responsible for working with the BID delivery team (BID manager, administrator and ambassadors) to help steer and oversee the coordination of activity and delivery.

Individual members of the Board or Management Group may act as BID Champions to support the BID Manager in advocating particular projects and acting as press spokespeople on behalf of the BID in relation to that project or business sector (see section 3.4).

Working Groups can provide support to the Management Team as a forum for helping to shape projects, and as a critical friend for idea and project development of individual projects. These will be formed as necessary and as determined by the Management Board. Some working groups may exist on an ongoing basis, whereas others may be formed as 'task and finish' groups to work on specific projects.

A BID Management Team comprised of a BID Manager, a part-time (at the outset) admin assistant and Street Ambassadors will be the operational lead; responsible for the actual coordination and delivery of projects and activities in accordance with the BID plan. This group will work closely with and provide information to the Management Group and Board

- 2.2. The BID Company will take strategic and project advice and support from Partnerships for Better Business Ltd (pfbb UK) as consultants, where necessary, as well as from the ATCM, through annual membership.
- 2.3. The Board will be elected by the members of the BID Company, drawn predominantly from those paying a levy in the area and made up of a representative cross-section of the businesses and stakeholders of the area and key agencies associated with the successful delivery of the BID project. It will be driven by the private sector and will include one Councillor from the local Council as a Director and one Council Officer who will act as an advisor, but not as a Director.
- 2.4. All businesses will be encouraged to be actively involved in the Management Group and associated Working Groups to represent the levy-payers.
- 2.5. The Management Group will report to the Board. Through specific working groups, the Management Group will be instrumental in prioritising the requirements of the levy payers into deliverable projects which address their needs, within the framework of the business plan.
- 2.6. Each group (Board, Management Group and Working Groups) will have a representative from the BID Management Team

### **3. ROLES**

- 3.1. The Board and Management Group will provide a consistent, collective and effective voice for the businesses in Newcastle-under-Lyme.
- 3.2. All roles on the Board, Management Group and specific working groups are voluntary and are undertaken with a commitment to represent the interests of all businesses in the area.
- 3.3. The Board, Management Group and BID Management team have a responsibility to ensure that the BID operates and delivers in line with the BID Vision and Objectives as outlined in the BID Business Plan.

- 3.4. BID Board and Management Group Members are encouraged to become project champions
- Projects will be identified within the BID action planning document by the BID Manager
  - The role of a champion will be to act as an advocate and provide constructive support to the BID Project manager. They will champion the project and the BID to other businesses/partners
  - Project Champions may be asked (by the BID Management team) to provide quotes or speak to the media about the project and benefit of the BID, on behalf of the BID (as opposed to their own personal view. These requests will only come via the PR team, not from the media direct.

#### **4. ROLE OF THE BOARD & CHAIR**

- 4.1 The main role of the Board is to safeguard the interests of levy payers by ensuring that the business operates in line with the BID plan as voted on in July, is professional and offers consistent value for money in line with its targets.
- 4.2 To ensure that the development of action plans address the objectives of Newcastle-under-Lyme Business Plan within the agreed budgets and work towards achieving the vision and its related strategic objectives.
- 4.3 The Board will ensure that the implementation of the BID will be monitored and delivered cost-effectively, through keeping overheads to a minimum and using methods which will optimise the use of the revenue budget and add real value to the delivery of the plan.
- 4.4 To consider the development of a Business Plan and a successive Business Improvement District to succeed the current one which covers the period up to 30<sup>th</sup> September 2020.
- 4.5 To administer the operation of the Newcastle-under-Lyme BID and to ensure that all legal, financial, contractual and corporate obligations of the Newcastle-under-Lyme BID are met in accordance with the BID Regulations and an annual audit, review and report are undertaken and communicated to the businesses of the BID area.
- 4.6 To monitor and review the progress of the BID Business Plan to ensure that it is within budget to ensure it works towards the vision, objectives and activities identified in the Business Plan and does not deviate from it.
- 4.7 Collaborative working will be actively encouraged to build upon the sense of the business community in the BID area and ensure that the skills and resources available for delivery of the BID are enhanced and deliver best value.
- 4.8 In order to ensure that the projects remain relevant and continue to address needs and priorities of the businesses in the BID during its five year life, the Management Group may from time to time make recommendations to the Board that budget allocations are modified for each of the main projects and the management and administration of the BID.

4.9 It will be the responsibility of the Board to assess these recommendations and make adjustments to the allocations of expenditure budget as and when they deem appropriate. It will be the responsibility of the Board to ensure that all the main aims of the BID, continue to be addressed and that all BID activity contributes towards the achievement of the vision. The Board will also monitor and gauge the effectiveness of the BID operations and activities.

4.10 The Chair must be a representative from a business levy payer in the BID area and not a member of the Local Authority. Their role is:

- To lead the group in the fulfilment of its role and adherence to its terms of reference.
- To ensure that the BID Company Board leads the BID in the fulfilment of the vision, aims and objectives and its activities identified in the BID Business plan and not deviate from it.
- ensure that meetings of the Board are efficient and productive, all agenda items are covered within the appropriate timescale.

4.11 The role of the Vice Chair is to:

- support the Chair in his or her role.
- substitute for the Chair in his or her absence in meetings of the Board.

## **5. BOARD MEMBERSHIP**

5.1 Unless otherwise determined by the Board from time to time, the Board shall be between 3 and 10 people and shall comprise the following (extract from the Articles of the Company):

5.2 Up to 7 individuals representative of BID Levy Payers and who shall at any time represent more than one half of the Board;

5.3 Up to 2 individuals representative of partnership organisations including but not limited to Newcastle-under-Lyme Borough Council (“Local Authority Directors”) and shall at no time represent more than one third of the Board;

5.4 The Council to provide a senior council officer to act as advisor (not to become a Director of the BID Company) to the BID Board and to provide a business-focused dynamic link on all BID matters with senior Council staff.

5.5 Up to 2 individuals representative of the Voluntary Members (the “Voluntary Member Directors”) and shall at no time represent more than a third of the Board;

5.6 Up to 1 such individual who, in the view of the Board, have particular skills or experience which will assist the Company to promote its Objects (the “Independent Directors”) and who shall at no time represent more than one third of the Board;

- 5.7 Members of the Management Group will not form more than one third of Directors at any one time.
- 5.8 The Board will require 3 members to be present to be quorate
- 5.9 Chair and Vice Chair to be elected at each AGM immediately after the election of Directors to stand for one year. The Chair will remain in post until the re-election of his or her successor and will therefore Chair and govern the proceedings at the Annual General Meeting until the point of succession. (refer to the Articles of the Company for more details).

## **6. ROLE OF THE MANAGEMENT GROUP (and chair)**

- 6.1 To support the BID Project Team
- In determining priorities, coordinating activity and maintaining active business involvement in the implementation of the Business Plan.
  - In securing funding from a variety of sources including public and private sector contribution, revenue generation from sponsorship of specific activity.
  - To bring together stakeholders from all aspects of business in the BID area centre to work in partnership and co-ordinate their activities towards the BID vision, ensuring regular, accurate two-way flow of information between the BID and these other stakeholders of Newcastle-under-Lyme.
  - To encourage all members of the BID business community to become involved in influencing and shaping the future of their business environment and supporting the BID objectives.
- 6.2 To make recommendations to the Board that budget allocations are modified for each of the main projects and the management and administration of the BID, in order to ensure that the projects remain relevant and continue to address needs and priorities of the businesses in the BID area during its five year life.
- 6.3 The role of the Chair is to:
- be a Director of the BID Board (but not the Chair of the Board) and thereby act as a key link between the Management Group and the Board
  - lead the Management Group in the fulfilment of its role and adherence to its terms of reference.
  - encourage all members of the Management Group to be actively involved in the support of the delivery of the BID Business Plan and the fulfilment of its objectives
  - work closely with and support the BID Project Team in identifying opportunities to optimise value for money and further the fulfillment of the Business Plan objectives.



- ensure that meetings of the Management Group are efficient and productive, all agenda items are covered within the appropriate timescale.
- lead by example to Management Group members, in the commitment to the Management Group's role

6.2 The role of the Vice Chairs is to:

- support the Chair in his or her role.
- substitute for the Chair in his or her absence in meetings of the Management group but not the Board.

6.3 Spokesperson

Whilst the Chair or Vice Chairs will be the primary spokespersons for the BID in press and media relations, it may be that any Management Group member may be asked to be a 'BID Champion' and spokesperson for a specific project.

In all instances, the person is to speak on behalf of the BID and not their own individual business (See section 3.4)

## **7. MANAGEMENT GROUP MEMBERSHIP**

- 7.1 Any business that is a levy paying businesses operating in the Newcastle-under-Lyme Business Improvement District as defined by the BID Business Plan is welcome to join the Management Group or Working groups.
- 7.2 Businesses or organisations located outside of the area, with direct business interests in the area, are welcome to join by invitation of the BID Project Team as a voluntary member
- 7.3 The group should have a broad representation from across business sectors and the geography of the Business Improvement District area.
- 7.4 The maximum size of the group should be no more than 15 people of which no more than 2 people should be permanent advisors or observers to the group.
- 7.5 The Management Group will require 5 members to be present to be quorate
- 7.6 The Management Group should have a Chair and up to 2 Vice Chairs, to be elected at each AGM immediately after the election of Board Directors. The Chair and Vice Chairs will remain in post until the re-election of his or her successor. In the event of a Chair or a Vice Chair stepping down from the role or being removed as a result of any condition under section 8, then members of the group should appoint a replacement as soon as practical.
- 7.7 Members of the Management Group will not form more than one third of

Directors of the Board of the BID at any one time.

- 7.8 Members should commit themselves to attend on a regular basis and a minimum of 2 meetings over a period of one year. If a representative member is unable to attend a Management Group meeting, a substitute from the same business can attend in his / her place but they should be fully briefed, and able to fulfil all representative responsibilities during that meeting.
- 7.9 Advisors and observers in addition to the permanent advisors and observers will be asked to join the group from time to time as and when appropriate.
- 7.10 Chairs for the Working Groups (BID Champions) will be drawn from the Management Group based on specialist knowledge or interests and can act as advocates and press spokespersons as required.. Other members of the project teams or committees will be co-opted/invited from relevant businesses/public sector organisations.

## **8. DISQUALIFICATION AND REMOVAL OF MEMBERS**

The Management Group shall have the right to terminate the membership to the Management Group of a member and request an alternative representative be nominated for their sector if

- 8.1 A member of the Management Group fails to attend three consecutive meetings without notification to the BID Project team.
- 8.2 In the opinion of Management Group or Board, a member has committed an act of gross misconduct, acted in a manner which is contrary to these terms of reference or any act which is likely either directly or indirectly to bring the BID into disrepute.

## **9. MEETING FREQUENCIES, DECLARATION OF INTEREST AND MINUTES**

- 9.1 The Board and the Management Group should each meet at least every quarter with additional meetings as required. It is recommended that these meetings should alternate. It is aimed that the duration of any meeting would not exceed two hours.
- 9.2 A meeting can only be held if a representative from the BID Project Team and the Chair or vice chair is present.
- 9.3 At the start of any meeting, members must declare any interest in any matter in which he or she has directly or indirectly an interest or duty, which is material, and which conflicts or may conflict with the interests of the BID, for any item on the agenda to be discussed, and this must be recorded in the minutes.
- 9.4 The BID Project Team will ensure that minutes are kept of proceedings, which will include entries recording any decisions made. Minutes from each previous meeting must be checked for accuracy and maintained as a record.

## **10. ALTERATION TO THE TERMS OF REFERENCE**

- 10.1 No alteration or addition shall be made to the Terms of Reference, except at a meeting of the Board which has sufficient members present to act as a quorum.

## **11. MEMORANDUM AND ARTICLES**

- 11.1 All other arrangements will be governed by the company's memorandum and articles the law of England.