

Report Purpose:

Business Improvement District

Author

Town Clerk, Cllr Wilson and Cllr Livingstone

Update

Macclesfield Means Business (MMB) attended the Full Council in December 2024, seeking funding for a Business Improvement District Feasibility study.

After much discussion the item was deferred, with a request for MMB to meet with the Town Centre Regeneration Working Group.

MMB representatives recently met with Councillors Livingstone and Wilson from the Town Centre Regeneration Working Group to talk through the feasibility study and how a Business Improvement District (BID) might fit into the wider plans as stipulated by Full Council. One of the key points raised was that the BID should support and enhance existing efforts, not duplicate what Macclesfield Town Council (MTC) is already doing. Everyone agreed that clear boundaries and responsibilities are essential to make sure the BID adds real value.

MMB have also taken part in the town centre consultation held at the Town Hall, which focused specifically on the BID. Feedback from that event was quite insightful. There was general interest in the idea of a BID, but people had concerns about how much it would cost, how inclusive it would be, and whether its purpose was clearly defined (something a feasibility study would determine). Another strong message was the need for better coordination between different groups—businesses, the council, and community organisations. Breaking down silos and working together more effectively was seen as a priority.

One issue that came up repeatedly during the consultation was the number of empty properties in the town centre. Many felt these vacant units were making the area look tired and uninviting. There was a strong feeling that getting these spaces rented out and improving the appearance of shopfronts should be a key focus. It was suggested that this is something the BID could really help with—bringing in new tenants and making the town centre more attractive to both locals and visitors.

Proposal

MMB have now resubmitted their report which is attached and are seeking £9,984 for the cost of a feasibility study.

MMB Application for funding for the BID Feasibility Study

1. Your legal name, registered address and Charity number if applicable.

This application is made by Macclesfield Means Business CIC (Company number 12178541) (“MMB”) whose registered office is at Emerson House, Heyes Lane, Alderley Edge, Cheshire SK9 7LF.

The directors of the CIC are Chris Bentley (Harts accountants), Justine Clowes (SAS Daniels), Tim Mears (Axon IT), Micky Jones (PR Jones Jewellers) and Tony Jones (Emerson group). The directors are all business owners, and four of the five directors are longstanding Macclesfield residents.

2. What you want to deliver

MMB was incorporated in August 2019, established as a CIC, with a view to enabling MMB to ultimately create a Business Improvement District (BID) in Macclesfield for the benefit of the whole community. The aim of a BID is that it is a business funded body, formed to enhance a defined commercial area.

A BID would have a governing board which would consist of representatives from local businesses within the defined area (to include retail, hospitality, and office sectors), as well as local government and potentially also the community / charitable sector. The detailed composition of the BID board would be something for a feasibility study to consider.

The BID would raise money from the BID levy which would then be ringfenced for use only in the BID area. The BID would aim to increase footfall and spend in the town, enhance marketing and promotion for its members and to generally help to improve our town. The aim would be to enhance and build on the success that the Town Council has enjoyed, working in conjunction with the Council but with financial independence generated by the BID levy. The Council will no doubt be familiar with other towns in the region with successful and thriving BIDS (for example Stockport, Wilmslow, Crewe, Altrincham). However it is important to note that every BID is different and independent, catering to the needs of its particular town.

The detailed aims of the BID would be a matter for the feasibility study, and would be determined by what the contributors would want. We would envisage there being collaboration between the BID board and the existing Town Centre Recovery Working Group as to the detailed aims of the BID. It is to be stressed that the aim of the BID is to undertake activities which the Town Council cannot currently do, whether due to state aid restrictions, lack of funding, or of other resources.

In particular we are aware that the existence of a BID opens the opportunity to apply for grants which are not currently available to the Town Council or Cheshire East. It may also be a way to finance the funding of the maintenance of future capital

improvements for which public sector bodies have been able to obtain grants for the capital spend only.

The MMB Board is made up of local business owners/senior leaders of local businesses/prominent retailers, operating in and around Macclesfield and has held regular meetings since 2019 with local businesses from the retail sector, hospitality sector and more widely in order to establish whether a BID would be welcomed. The overall response has been positive. This was also mirrored in the feedback received at the consultation morning on 17 May.

Councillors will recall that this application was previously made at the full Council meeting on 16 December 2024. At that meeting a decision was made to defer the application to enable MMB to have further discussions with the Town Centre Recovery Working Group to explore in more detail how a BID could be in addition to the broad range of positive steps, actions, and activities already being achieved by the Town Council.

Since that meeting in December, various meetings have taken place and two of the MMB directors were invited to attend the consultation on 17 May to help to inform the wider community of the potential for a BID to be formed, and the positive advantages which we feel that it could bring to the town.

The next step would be a feasibility study. This would involve financial analysis, boundary analysis, a detailed consultation with stakeholders and businesses within the town, and finally a report of findings. This will determine whether a BID could go ahead, will allow input on the detailed proposition, and will allow MMB and the councils to decide on the next steps. We would propose that the feasibility study be carried out by The Mosaic Partnership and a copy of the proposal from them is attached which details what work will be carried out and how. The cost of this is £8,320 plus VAT.

3. The geographical area the activity / service will take place

Any BID would have a defined boundary. Although there is probably a broad consensus as to the general boundaries (being the town centre), a feasibility study would look at the detail of what those boundaries should be and make recommendations.

4. How long will the project/ service last?

If the funding application is approved by the council, then it is envisaged that it will take around 3 months for the feasibility study to be carried out

5. How it fits with the Macclesfield Town Council Strategy

The detailed objectives of a BID would be set by the BID board. However there are many examples of how MMB believe that the aims of a BID are likely to fit with strands of the Macclesfield Town Council Strategic Plan 2023-2027. These would include.

- a. Town Centre Regeneration – The BID again could provide funds to help with improving facilities in the town, making it accessible to all and working to increase the number of visitors. We envisage that a BID would work with the

town council to ensure that this is in keeping with the character of the town. Macclesfield's heritage would be conserved, celebrated and promoted by the BID recognising the individuality of the town.

- b. Improved facilities in the town centre. This is something that the BID levy could assist with as the BID members are likely to want to see the BID levy being used to improve the facilities in the town, as the knock-on effect is to increase footfall which has a direct effect on their turnover and profit. This may include public meeting places, as well as funding maintenance of assets for which CEC or the Town Council are able to obtain grant funding for the capital cost only.
- c. Support for local businesses – a BID could help the Town Council achieve this objective as the purpose of the BID is to support local businesses, within a defined area of the town centre. A BID would not be subject to the same “state aid” type restrictions on its activities.
- d. Environment and public realm – Funds raised by the BID might help to clean the town, highlighting and building on the tremendous work that the council have already been doing.
- e. Council Communications – The BID can help to promote events going on in the town along with promoting the businesses within the town centre. This can be done with a website and social media channels which will help to raise awareness of Macclesfield, the events and heritage of the town.
- f. Promoting the security of the town centre – this is likely to be a priority of the BID. This may include initiatives such as Shopwatch 2 way radio schemes, and night time rangers / angels. Such activities would be particularly relevant to the retail and hospitality sectors.

A feasibility study would engage with the businesses, especially the independents which are a huge part of the town, but also other stakeholders, and the larger businesses which could provide higher income for the BID. The study would also identify the ways in which the BID could manage or fund projects

6. **How many people you will help?**

The aim of the BID is to benefit local businesses; however, the improvement of the town centre will ultimately benefit the whole community, and we hope that the Council can see the potential for the BID and the Town Council to work alongside each other. The direct number of people who will be directly helped by a BID will depend on the number of business owners, employees and residents of the town (this number will be distinguished by the feasibility study), but then it will also help thousands more, considering all the visitors who will be drawn to the town centre, not just for the events, retail and hospitality offerings but also enhanced safety and infrastructure upgrades which benefit everyone.

During the consultation on 17 May, the MMB directors noted a concern among the smaller retailers over the additional costs of a BID. It should be noted that although the detail of who contributes is a matter for a feasibility study, in the large majority of BIDs, businesses whose premises have a rateable value beneath the business rates threshold (£12,000) are exempt from contribution. These business are often permitted to contribute on a voluntary basis if they wish to, and wish to participate in the voting process.

7. Who will benefit?

We believe we have set out above the benefits of a BID to the town at large. This application is specifically requesting funding for the feasibility study.

A feasibility study would provide detailed feedback and engagement with businesses within the town centre and so will encourage collaboration between business and the Town Council / CEC. Regardless of the outcome, we believe that the data produced by a feasibility study would be very helpful for the Town Centre Recovery Working Group.

8. How will you monitor the service/project to show impact and value for money?

Mosaic have been chosen as the preferred provider following a “beauty parade” undertaken by the MMB Board between two providers, Mosaic and Groundworks. Mosaic have a lot of experience with BIDs, developing and delivering over 140 to date, and Elizabeth Faulkner who is a senior Associate has worked heavily on the Knutsford, Altrincham and Bury BIDs. The Board unanimously agreed that Mosaic would be the preferred option. A copy of the Mosaic Business Improvement District Feasibility Study Proposal is attached which details exactly what work will be carried out and how this will be done and presented. At the end we will receive a detailed report of the findings.

9. A detailed budget and your organisation accounts.

The BID will eventually be self-funding, funded by the levy that the BID members will pay. However, until the Feasibility Study has taken place, further progress cannot be made. MMB is a CIC and has no funds of its own to progress the Feasibility Study (although some local businesses have indicated a willingness to contribute should others do the same, ie a collective effort to fund). The company has been dormant, however the Board have opened a bank account. We have attached the proposal from Mosaic which shows the exact cost of £8,320 plus VAT which is worked out as their daily rate is £520 (assuming a 7-hour day) and the projection is 16 days. This will be invoiced in 2 phases commencement and completion, and this includes expenses.

10. An explanation of why the circumstances are exceptional.

This is the first time that Macclesfield has looked at having a BID, but if it is successful, it could have huge benefits for the town and attract further investment, as it has been mentioned above. It would generate additional money for Macclesfield through the levy, and has the potential to generate further additional funds through the accessing of grants which would not otherwise be available to the council.

11. Evidence that you have sought funding from other sources

See paragraph 9 above.



THE MOSAIC PARTNERSHIP

PEOPLE TRANSFORMING PLACES

MACCLESFIELD

BUSINESS IMPROVEMENT DISTRICT FEASIBILITY STUDY PROPOSAL

AUGUST 2024
(Confidential)

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ABOUT US

The Mosaic Partnership is a diverse consulting firm offering perspectives in place management, place marketing and placemaking from the United Kingdom and abroad.

The core of our work is the establishment of Business Improvement Districts (BIDs). We are the independent industry leaders in the UK in the number and type of BIDs developed, success record and the unrivalled experience that provides.

We have developed a proven **three-phased approach** to BID creation/renewal that has helped move over 140 places from concept and feasibility testing through to plan development, campaign and formal creation, implementation and management. We have supported large cities to smaller centres, tourism destinations and individual business parks, all utilising our successful approach.

Our innovative approach has meant we have been the first to develop Destination BIDs, Tourism BIDs, Island Wide BIDs and Inland County Wide BIDs in the UK. Our experience includes projects ranging from bespoke, on-the-ground work with individual locations and communities; to regional, national and international work exploring broader trends, best practices and solutions to complex place-based issues.

Specifically, for this commission, we believe our expertise and technical competency is demonstrated by the following:

- Advising over 150 individual locations around the world, and successfully assisting in the creation of over **140+ Business Improvement Districts (BIDs) in the UK.**
- **A successful YES vote for 140+ areas in the UK that The Mosaic Partnership has advised on BID development.**
- **In the North West, we have recently worked with Knutsford Altrincham BID, Bury BID, Marketing Cheshire, Liverpool and Manchester. Our recent work in Knutsford considered a wider area initially than just the Town Centre including the Tatton Park Estate, Chester Road, Manchester Road and Warrington Road.**
- We currently **advise and help manage over 25 BIDs** ensuring that we are up to date on good practice and the latest developments.
- **Developed the Northern Ireland BID's Academy** for the Department of Communities. All 6 pilot locations were taken through a simultaneous development process and (Belfast, Cathedral Quarter, Ballymena, Newry, Enniskillen & Strabane) and have all been successful in getting a YES vote.
- Developed and ran the **East Midlands Partnership and BIDs Academy Pilot** taking 12 locations from BID feasibility to ballot or alternative partnerships arrangements where the BID model wasn't suitable.
- Developed the **Warwickshire BIDs Programme**, where establishing BIDs



across a wide geography, size and sectors including in Rugby, Royal Leamington Spa, Stratford Upon Avon and Hams Hall Business Park.

- Served as part of the first **UK National BIDs Pilot Programme** which covered 22 different locations across the UK to test draft national BID legislation and create good practice approaches and guidelines.
- Authored **The Ten Step Guide to Partnership & BID Development** in association with the ATCM.
- Served on the national board of the **Association of Town & City Management (ATCM)** as a Director advising on the development of the industry in the UK. Mo Aswat is also a **Fellow of The Institute of Place Management at Manchester Metropolitan University**
- Appointed as a national **High Streets Taskforce Expert** in October 2020 to help in the reopening and transforming of high streets in the UK
- Work with and advice to numerous **trade bodies and business organisations**, including the British Retail Consortium (BRC), British Beer & Pub Association (BBPA), Federation of Small Businesses (FSB).
- **Advice, expert evidence and presentations to multiple government bodies**, including the All Parliamentary Group, numerous Parliamentary Select Committees, the Department of Communities and Local Government, the Home Office, and several Ministerial Working Groups

The above highlights our extensive experience, unrivalled knowledge and practical application in ensuring that we take our locations from the initial stages of feasibility all the way to ballot and indeed beyond, in setting up successful delivery operations. Our 100% record at ballot is a testament to our robust systems and process, skilled staff team and the ability to both business plan and organise successful communications and engagement campaigns.





Testimonials



Our initial conversations with Mo & The Mosaic Partnership Team immediately gave us confidence that we were in safe, friendly business hands. We researched and met with numerous companies' prior to appointing The Mosaic Partnership and their experience, knowledge and track record will prove that you are working with the No1 support business for you to achieve a successful BID in the UK. My recommendation is look no further than The Mosaic Partnership.

Willie Hamilton, Chair, Horsham BID & Business Owner

I have worked as a Project Manager under the supervision and guidance of Mosaic since May 2023. I have had regular interactions and all I can say is that their comprehension of BIDs is unrivalled. Mo has such a wealth of knowledge and experience that I don't think that there has been a question he has not been able to answer. Mosaic has supported and guided us through the consultation process, the writing of a business plan, the BID ballot and now into the establishment of our BID company. There is a comprehensive knowledge of the regulatory process, which is vital in ensuring that all correct processes and procedures are followed at the right time. More importantly for me, I have built up a great working relationship with Mo & Sue and know that I can always reach out to them for help and guidance if I ever need it.

Rachel Noel, Executive Director, Horsham BID

After many years looking to get a BID off the ground in Horsham and a false start with another consultancy pre-covid, The Mosaic Partnership were employed in early 2023 to support the BID Task Group and really hit the ground running, delivering us a YES vote within 10 months. Their focus, agility, wise counsel, and quick understanding of the challenges we faced, making a significant difference, and without their input, guidance and support I am not sure we would have got the vote. They recruited locally, managed, and developed an exceptional BID Project Manager. I would recommend Mo and his team to any town looking to progress a BID and all the benefits it can bring to a town centre location, particularly in these challenging times for all businesses.

Gill Buchanan, General Manager, Swan Walk Shopping Centre, Horsham

As soon as we had appointed Mo Aswat and his team from The Mosaic Partnership to support us in developing a BID for our already successful market town, I knew we had made the right choice. Mo has been a font of knowledge on all things BID. He listened carefully to our issues and aspirations and tailored his approach to what we needed in Horsham. Whilst the BID is business led, Horsham District Council is an important partner, and we are the highest total levy payer. Mo's recommendations and advice were absolutely invaluable in working with the BID Task Group and helping us to navigate our way through to a successful BID for Horsham town.

Barbara Childs, Director of Place, Horsham District Council



THE TEAM

The Mosaic Partnership team all have actual experience of BIDs and Place Management having developed and delivered over 140 BIDs to date.

Throughout all our work, and in all the services we offer, we take pride in providing approaches and solutions that have been successfully utilised and tested in various contexts. Our team of professionals have all served as practitioners on the ground, meaning our work is based on real experience facilitating place management, place marketing and placemaking initiatives in a variety of locations.

Our expertise and technical competency is further demonstrated by our Team for this commission. They have direct experience of BIDs, Place Management, Town Centre Regeneration and the location.

This contract will be overseen and run by the Project Director; Mo Aswat who helped author the UK BIDs legislation as well as having over 20 years of direct experience in this field. He will be assisted by our Senior Associate, Elizabeth Faulkner, a highly experienced BID practitioner, particularly in relation to business relationships and engagement. Living locally in the North West, she has worked heavily on our Altrincham, Knutsford and Bury work.

They will be supported by a substantial behind the scenes set up which can be seen on our website. www.themosaicpartnership.co.uk

Mo Aswat, BSc, MBA, FIPM | *founder and director*

Mo brings extensive place management experience to the company, including leading a national award-winning Town Centre Company as well as serving as Executive Director of one of the first Business Improvement Districts (BIDs) in the UK. As part of the UK's BID Pilot Programme, he was integral in developing the national legislation that now governs their formation. He also previously worked as a Resource Consultant with the Civic Trust Regeneration Unit to assist with the practical application of their Main Street Project.

Mo has authored multiple best practice guides on BIDs and place management, including the Ten Step Guide to Developing Partnerships and BIDs – in collaboration with the Association of Town Centre Management (ATCM) – as well as a guide to managing multi-site cities and towns in conjunction with Boots the Chemist. He has been a featured speaker nationally and internationally in the US, Singapore, South Africa, Germany, Netherlands and Austria.

Mo served on the Board of the ATCM and is a Fellow of the Institute of Place Management at Manchester Metropolitan University. He currently serves as an expert on the National High Streets Taskforce. He is also a director of a family-owned property company that specialises in the refurbishment of industrial and leisure buildings both nationally and abroad.

Mo will act as the Project Director and will oversee and run all strategic and operational inputs, including the work programme, staffing, key meetings, engagement and communications, responsibility for key documentation as well as advice on business planning, alternative approaches, legal and operating agreements and regulatory adherence.



Elizabeth Faulkner MA, PGLTHE I Senior Project Manager

Elizabeth has a wide range of senior level experience ranging from hospitality to high streets and brings that to bear in advising our clients on the practical development and application of business plan projects and services. Her work for The Mosaic Partnership has included being a lead in developing the 'first of their kind' city and county wide Destination BIDs in Ripon and Herefordshire respectively. As well as the development, Mosaic were commissioned for a year after the successful ballots to set up and launch, led by Elizabeth.

Previous to her work with The Mosaic Partnership, she was the strategic lead at Altrincham Business Improvement District. Her main responsibilities were, to grow sustainable footfall, reduce the number of vacant units and generate positive PR for the town. All three targets were achieved overwhelmingly.

Whilst in Altrincham, Elizabeth led the team that put forward the submission that ensured Altrincham won, England's Champion High Street Award in 2018. Elizabeth was also the Association of Town and City Management's, Inspirational Leader Award winner in 2019. She also positioned Altrincham to deliver the national pilot scheme for 'The Perfect Day' initiative spearheaded by Sir John Timpson, Chairman of the Governments High Street Task Force.

In a previous role, she was the Assistant CEO of the International Convention Centre in Manchester, Prior to that Elizabeth was Business Development Director at Visit Manchester, the Destination Marketing Organisation for Greater Manchester. Her key achievements included:

- Developing a student placement/Manchester Central partnership scheme as part of my role as an ambassador for the MMU Events Management Degree.
- Successfully delivering numerous high-profile special events – Party Political Conferences, X Factor Finals, Royal Visits overseeing events for up to 20,000 guests.
- Project lead for the events business function and new café complex within the new Manchester Central library, and re-branded/launched Sculpture Café at Manchester Town Hall.

Elizabeth is regularly invited to speak at High Street regeneration events, a few examples include:

- WESTMINSTER BUSINESS FORUM, The UK retail sector, and the future of the high street – costs and taxation, investment and planning, and the policy priorities for the new parliament, Feb 2020
- INSIDE GOVERNMENT, The Next Steps for Revitalising the High Street, May 2019
- REVO, Retail Destination, April 2019
- Lecturing for the Institute of Place Management at Manchester Metropolitan University

Elizabeth will primarily have responsibility for on ground engagement programme. She also brings direct operational experience to help develop Business Plan ideas.



BACKGROUND

A full BID programme can take typically up to 12 months depending on the maturity of any partnership, existing work, and business engagement. Developed over a period of time by The Mosaic Partnership, our recommended approach, used successfully in numerous locations is set out below highlighting the key tasks in 3 distinct phases.

FOUNDATION PHASE

Partnership & Plans Review

Develop Database & Information System

Feasibility Study

- **Financial Analysis**
- **Boundary Analysis**
- **Stakeholder & Business Engagement**
- **Regulatory Adherence**

Recommendations & Resources

DEVELOPMENT PHASE

Project Support

Detailed Market Research/Consultation

Working with Local Authorities

- **Levy Payer**
- **Baseline Agreements**
- **Operating Agreement**
- **Ballot Holder**
- **Committee/Approval Processes**

Staff & Board Development

Organisational Model

Voluntary Contributions

Financial Projections

Business Proposal/Business Plan

CAMPAIGN PHASE

Ballot Arrangements

Marketing & Communications Campaign

Tracking/Polling/Response

BID Implementation & Launch

- **Company Registration**
- **Billing**
- **Governance, Management & Staffing Arrangements**
- **Financial, Legal & Organisational (Insurance, Tax, Banking, Accounting) Arrangements**
- **Performance Measures**
- **Launch**

THE FEASIBILITY STUDY WORK IS COVERED BY THE FOUNDATION PHASE ABOVE



MACCLESFIELD BID

THE WORK PROPOSAL

Our approach to developing a BID is heavily centred on the engagement and participation of stakeholders and businesses in the process. As the leading independent consultancy in the development of BIDs, our experience, from over 140+ successful BID locations, from cities to towns, destinations to business parks and industrial estates, raising income of more than £100m clearly shows us that wide participation in developing and promoting the BID is what gives the concept credibility and integrity.

This stage of the work covers the Foundation (Feasibility) Phase as identified in the 3-phase process above but with additional elements.

The Foundation Phase (Feasibility Study)

This phase is very important, where new ground is being broken as it will assess whether this approach will be workable and determine how the process moves forward ultimately. Therefore, the resources we have allocated both in terms of staffing, cost and timescales reflect the nature of this.

The Foundation Phase is an independent and objective assessment of the existing position of the location/partnership, its structure, and resources. It will include the following sections as part of a feasibility study.

- **Partnership, Projects & Plans Review** - A review of the existing management and partnership structures and their work. This allows us to consider the landscape and how it could form part of a potential BID. It helps us to determine if existing arrangements are fit for purpose in terms of individuals and as a team and is reflective of the proposed area and its aspirations.
- **Business & Stakeholder Engagement** – Consultation and engagement with businesses and key stakeholders to ensure an understanding of the BID model and what benefits it would offer as well as gauging support. This involves business surveys, desktop study, interviews with key stakeholders such as existing business organisations and the local authority as well as workshops. At this stage we would do a survey of ALL businesses and then target at least 20% for detailed engagement (this will include National businesses, independent businesses and key individuals and stakeholders representing different sectors and parts of the town centre)
- **Financial & Boundary Review** – We carry out a detailed financial and boundary modelling using the available NNDR database. A more intuitive examination of business sectors by their location, rateable value and number of hereditaments (defining the number of multiple voter) and thereby identify different boundary options was examined.
- **Resources & Costs** - Identification of BID income and costs of key projects and operating costs. This includes a look at what other projects/services/plans are currently being provided or in the pipeline that could influence a BID.



- **Information and Database Systems** – The Mosaic Partnership's unique database is designed to assist through the entire development process and beyond. It will, for each organisation, provide you with the ability to record contact information, financial information, existing involvement, project preferences, voting intentions and day-to-day contact.
- **Developing Project Support** – Identifying people for a BID Task Group or indeed working with an appropriate existing group. This group will drive the programme and to assist with tasks relating to further engaging with businesses (face to face and sector meetings) and developing and supporting a campaign.
- **Regulatory Adherence** - Ensure that a proposed place management models such as a BID would be able to meet all the Regulatory Requirements

The Foundation (Feasibility) Phase will culminate in a full presentation report that will contain the following outputs as a minimum:

- **Assessment of Existing Partnership & Working Arrangements in context of a BID**
- **Full Financial Analysis of BID Area including sector and geographical approaches.**
- **Regulations Guide**
- **Provision of Database**
- **Business Contact details**
- **Identification of Business Priorities & Issues**
- **Provision of indicative BID Levy & Structure**
- **Justification for BID Area & development**
- **Conclusions & Recommendation**
- **Identification of Resources & Costs for Full Development of a BID**
- **Potential BID Task Group**
- **Advice on the following:**
 - Baseline Statements
 - Organisational Structure
 - Operating Agreement
 - Marketing & Promotion
 - Business Planning
 - Voluntary Contributions
 - Ballot Arrangements

We are happy to further tailor the programme to your needs.

An outline of how we would undertake the work is set out overleaf. We are happy to have further meetings to discuss this proposal.

KEY WORK AREAS

Key Milestone	Detail	Timescales
Partnerships/Projects/Plans Review	Assessment of current working arrangements including plans, partners, projects, and ability to undertake this type of BID project.	2 Days (Sep 2024)
Feasibility Work	<u>Financial Analysis</u> This analysis will provide you with the ability to consider options for the BID boundary, sectors & levy as it will set out information by area, sector & rateable values. <u>Consultation & Engagement</u> a) Six levels of stakeholder consultation/engagement: i) A full Online/Postal Survey of all businesses in the study area using existing public and business networks for distribution (based on 500 units) ii) Interactive BID Workshop designed for businesses and other stakeholders to provide more in-depth information, ascertain priorities, and build consensus. iii) One to One meetings with key individuals/organisations/stakeholders and organisations (20 maximum) iv) Workshop for statutory/public agencies (1) v) Presentation to Business/Interest Groups (1) vi) A desktop review of existing studies & research	10 Days (Sep & Oct 2024)
Development & Campaign Phase	Advice will be provided on all aspects of the Development & Campaign Phase including: - Conducting detailed market research & consultation - Baseline Statements - Collection & Enforcement Arrangements - Organisational Structures - BID Delivery Vehicles - Legal & Accounting Requirements - Business Plans & Financial Projections - Developing a Ballot Campaign	1 Day (Oct 2024)
Resources & Costs	An assessment of the timeline, resources & costs needed to fully develop this type of BID	1 Day (Oct 2024)
Report & Presentations	a) A full presentation report covering the areas identified in the brief & including recommendations on the way forward Also supply electronic format hard copy. b) A presentation to the appropriate organisation, partnerships and public agencies.	2 Days (Nov 2024)



CONTACT DETAILS

We are happy to further tailor the programme to your needs. For further details or if you have any queries, please contact:

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Project Director
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Web: www.themosaicpartnership.co.uk

REFERENCE CONTACT DETAILS

Available upon request



CONSULTANCY COSTS

The proposal is outlined above, and the time projection is approximately 16 days' work for The Mosaic Partnership. Our daily rate is £520 (assuming a 7-hour day). This is based on a maximum of 500 hereditaments.

For the comprehensive programme outlined above the total cost including expenses will therefore be £8,320 plus VAT.

Important Client Information

Expenses are included in the total cost. This will include all travel to & from site and area, client telephone liaison & presentation material costs.

The Client will be required to supply relevant data (including Business Rates data) in electronic form, provide venues for meetings and any postal services. Travel expenses for travel outside of study area eg to Head Offices etc will be separate and agreed beforehand. The Client will also be responsible for venue costs for meeting/workshops and any associated refreshments.

VAT will be charged additionally at the prevailing rate

Any additional time required will be agreed in writing and charged at £80 per hour.

Invoice arrangements are normally in 2 phases, commencement & completion.

Timeframe

The work set out above can be completed to the clients requirements period (by 30 November 2024) subject to client responsibilities being delivered on time. A full project plan will be agreed with client before commencement.

Policy & Good Practice Framework

The Mosaic Partnership has company policies or good practice guidance in place relating to the following areas.

- Data Protection (GDPR Compliant)
- Health & Safety
- Social Value
- Environmental Sustainability
- Economic Sustainability
- Equalities & Diversity
- Safeguarding Adults and Child Protection

Project Management

The Mosaic Partnership Project Team has considerable expertise in the field of Place Management and particularly the development of Business Improvement Districts.

The project management and quality assurance procedures that have been tried and tested in previous studies will also be applied in this case as a matter of course.



As a business we have the framework to ensure that our project management and quality control procedures are of the highest standard. This means, for example, that we can ensure:

- Proactive leadership and input from the Project Director at all stages in the preparation of the proposal, as well as attending all key meetings, presentations and critical consultations.
- The provision of agreed regular client updates on study progress by the Project Manager through a mixture of emails, telephone conversations and scheduled project team meetings.
- The setting up of internal and regular project updates for all consultancy staff involved in the proposal to ensure that there are no potential “snags” or delays to the project.
- Detailed scrutiny by the Project Director of all the key outputs and deliverables.
- “Sign Off” of the draft and final reports by the Project Director to the full satisfaction of the client team.
- As part of our project management and quality assurance procedures we will check for any potential conflicts that may prevent us from carrying out our work



Mo Aswat and The Mosaic Partnership guided us carefully through our Destination BID process, complicated by the delays brought about by the COVID pandemic. Their experience with other BIDs was invaluable and we sought advice at all the critical moments. Our BID was voted through and, thanks to their experience and wise counsel, we have hit the ground running - to the benefit of our businesses.

Richard Compton

Ripon BID Chair/Owner of Newby Hall





OUR CLIENTS

The Mosaic Partnership has worked in a variety of locations across the UK and around the world. This is a selection of extensive client list. In the case of the UK, we have advised almost all on BIDs taking them from Feasibility Stage, through Development & Campaign Stages and to a successful ballot. We have a ongoing support relationship with a quarter of this and have also taken a number through the renewal process a second and third time.

England

Altrincham BID	Melton BID
Ashby BID	National Forest BID
ATCM	Northamptonshire County Council
BedfordBID Company Ltd	Nottingham BID
BID Leamington	Nottinghamshire County Council
Bilston BID	Oxford City Council
Birmingham Broad Street BID (ENTE)	Retail Birmingham BID
Birmingham City Council	Ripon BID
Birmingham Colmore Row BID	Rugby First Ltd
(Commercial)	Salisbury BID
Bournemouth Coastal BID	Seggensworth Industrial Estate
Bournemouth Town Centre BID	Shrewsbury BID
Bridgnorth BID	Shropshire County Council
Bury BID	Solihull BID
Cambridge City Council	Stratford BID
Cranleigh BID	Taunton Town Centre Company Ltd
Dorking BID	Totally Truro BID
Dudley Metropolitan Borough Council	Twickenham BID
Durham BID	UK National BIDs Pilot Project
Ealing Broadway BID	Wandsworth Town Centres
East Midlands Development Agency	Warwickshire County Council
Eastleigh BID	Wellingborough Town Centre Partnership
English Riviera BID	Weston-super-Mare
Experience Guildford BID	Whitechapel BID
Falkirk BID	Wiltshire County Council
Falmouth BID	Wolverhampton BID
Farnham BID	Worcester BID
Farnham BID	Yeovil Town Centre Partnership
Godalming BID	York BID
Great Yarmouth Town Centre Partnership	Yorkshire Coast BID
Halifax BID	
Hams Hall Business Park	
Harrogate BID	
Herefordshire County Wide BID	
Hinckley BID	
Horsham BID	
Huntingdon First BID	
Isle of Wight BID	
Kent County Council	
Kettering Borough Council	
Lancing Business Park	
Langthwaite Business Park	
Leeds City Council	
Leicester City Council	
Leicestershire County Council	
Liverpool Central Area BID	
Liverpool Independent Quarter BID	
Loughborough Town Centre Partnership	
Luton Town Centre Partnership	
Manchester City Council	



Scotland

Edinburgh City Council
Falkirk Town Centre Partnership

Wales

Welsh Government
Cardiff
Rhyl & Prestatyn
Abergavenny
Llangollen
Mold
Barry

Northern Ireland

Department for Communities, Northern Ireland
Antrim
Armagh, Banbridge, Craigavon
Ballyclare
Ballymena
Belfast City Centre
Eniskillen
Mid Ulster
Newry
Strabane

International

Spain (City of Bilbao)
Germany (City of Karlsruhe, City of Dusseldorf, City of Stuttgart)
Austria (City of Salzburg)
South Africa (Cape Town Partnership, City of Johannesburg)
Netherlands (City of Venlo, City of Amsterdam, City of Rotterdam)
Serbia (City of Zrejanin)
Singapore (Singapore River, Sentosa, Kampong Gelam)
USA (Chicago, Denver, Oklahoma)