

MANAGEMENT GROUP MEETING NOTES & ACTIONS

In attendance: Keith Pordum (Bon Appetit) (Vice Chair), Steve Sawyer (MRBD Ltd), Joanne Rogers (Prowse), John Peel (Coast-to-Capital LEP), Sam Murray (MRBD Ltd), Cllr Peter Smith (Crawley Borough Council), Mark Curtis (Split Image), William Perks (Peter Perks Limited), Mel Mehmet (easit), Brett North (Elekta), Oliver Ellingham (Lok'nStore), Julie Kapsalis (Coast-to-Capital LEP), Paul Clement (CMS, BID Consultant)

Apologies: Trevor Williams (Thales UK) (Chair), Jeremy Taylor (Gatwick Diamond Business), Eddie Finch, (Auditel), Markus Wood (Avensys), Clem Smith (Crawley Borough Council), Michael Low (Cruiseway), Zoe Wright (B&CE), Steve Pullen (Varian Medical), Marie Ovenden (West Sussex County Council), Rachel Thomas (B&CE), Stephanie George (Basepoint), , Tony Maynard (CGG), Jeremy Day (Doosan), Michael Deacon-Jackson (FTD Johns), Paul Searle (P&H Motorcycles), Sarah Godfrey (Virgin Atlantic), Chris Primett (Welland Medical), Duncan Barratt (West Sussex County Council), Michael Easton (Elekta), John Hancock (Ezehaul), Jack Bedell-Pearce (4D Data Centres)

| Meeting outcome | Action / outcomes |
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| <p>1 Arrival & Welcome and departures Deputy Chair Keith Pordum welcomed Paul Clement, CEO of CMS (Central Management Solutions - CMS), who has been appointed as BID Consultant to guide Manor Royal BID through the 'renewal' process for BID2. KP welcomed Julie Kapsalis (Director of Chichester College, Coast to Capital LEP) who joins the Board as BID Advisor, replacing John Peel (Coast to Capital) who retires today. KP thanked JP for his work on the Board. Also departing the team are Jon Maile (Grant Thornton) and Kevin Pitts (Redcare) due to relocating businesses and Brett North (Elekta) due to a change in employment. Joining the team are Michael Easton (Elekta) and Jack Bedell-Pearce (4D Data Centres).</p> | |
| <p>2 CMS Presentation "Helping Manor Royal Business District towards renewal" SS explained the purpose of the meeting as 'scene setting' to plan for BID2 to ensure that the BID Management Team have a clear understanding of the process and requirements of renewing the BID.</p> <ul style="list-style-type: none"> • To introduce members of the Management Group to Paul Clement. • To run through the proposed content within the draft BID2 Business Plan. • To cover what has been done to get to this point (in terms of the evidence base). • To offer an overview of relevant planned work and preparations for BID2. <p>PC gave an overview of his background in Place Management, his involvement in successfully developing and renewing BIDs since 2006 and his experience in running a number of ballots, working with a large team at CMS. PC emphasised that he is not here to tell Manor Royal <i>how</i> to run a BID, but to offer practical, technical assistance.</p> <p>Manor Royal is 'categorised' as one of 27 industrial BIDS. PC challenged the team not to think of Manor Royal BID as a typical <i>industrial BID</i>. Manor Royal '<i>Business District</i>' is a BID area of real benefit to the diverse mix of businesses which also includes retailers - stressing that Manor Royal BID is unique and should be seen and promoted as such.</p> <p>PC posed the initial question when considering a renewal - Is there a need for a BID2? The unanimous consensus was that Manor Royal BID has made extremely good progress in its first term, but that there is still much more to do - warranting a second term.</p> <p>KP signalled that plans for BID2 will take us to a different level and that we should continue to emphasise how the BID ensures added value, and that there is good rationale to move onto BID2.</p> <p>PS explained the purpose of the 'Campaign Team' that would be made up of members of CMS and the BID Management Team, indicating that a BID ballot is often harder than an Election ballot due to there being no opponent. Being the only candidate, the campaign team must inspire, have good visual identity, a strong business plan, a</p> | |

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| | <p>structured Communications Strategy leading to a set campaign launch date, with close monitoring of the ballot leading to clear aim of winning the ballot.</p> <p>PC indicated that all the facts and statistics are gathered early during a renewal process in order to monitor the likelihood of success. Baseline Agreements with local authorities are put in place before the ballot process – and it is important to ensure that the message is very clear to voting businesses that local authorities will NOT be able to pick up everything if the BID does not exist – and to dispel the myth that any organisation should or can be doing what the BID is doing to achieve these positive changes and improvements for local businesses.</p> <p>There were questions on whether there are companies who are known to be ‘anti BID’? SS indicated that 30% (of the 37% turn out) of levy paying businesses voted against the introduction of BID1 – but that the mid-term survey results from levy paying businesses, (which is ‘self-selecting’) were favourable of the BID, with no negative campaign known.</p> <p>SS indicated that some types of businesses are more difficult to reach the voting decision maker, such as Trade Counters. PC advised that we must manage expectations. With an anticipated response rate being 40% plus (with 48% being an average turn out).</p> <p>JP asked PC about the success rate of BID renewals. PC indicated that for BID1 there is 80% success, BID2s are 90% successful and BID3s are 100% successful. However, to note that the percentage includes only those BIDS who went to ballot. Some will not go through to ballot with 30% withdrawn through recommendation, and some BIDS just have one term as that is all that is required.</p> <p>PC explained that the ballot process requires one named voter for each and every business. There was discussion around the challenge to build relationships and understand who is the voting contact from within 500 businesses.</p> <p>MC stressed that employees don’t know about the BID and that to increase awareness of the BID benefits in place, can disseminate information upwards to the employers. Campaign advertisements in local papers were suggested which PC clarified is legal as part of the renewal campaign. BN indicated that social media is best placed for information to reach employees alongside the digital media campaign. PC suggested that creative and clever approach to PR will engage staff to feed the message up to the levy payer.</p> <p>SS indicated that the planned digital media signage being in place in time for the campaign is unlikely and that a discreet piece of work needs to be done surrounding the Communication, Marketing and PR Plan with direct involvement from members of the management group.</p> <p>PC stressed that PR and Communication up until 7 November should state the positive work of the BID, then picking out 4 to 5 key items to focus on to take to different types of businesses.</p> | <p>ACTION Call for members of Management group to step forward to be part of the marketing group</p> |
| <p>3</p> | <p>Work to date and review of BID2 Scoping</p> <p>SS presented slides showing from where the BID has come and what has been achieved in a very short time, reminding the team of the negative quotes made from businesses prior to the formation of the BID - and that now, projects achieved during the first term have been recognised by awards from British BIDs, South East in Bloom, and a Landscape Institute Award – none of which are sought or expected.</p> <p>Survey headlines have indicated exactly what businesses who responded felt was important. Looking at BID2 (2018-2023), SS shared the three objectives that will continue to develop, along with a fourth objective showing a new development strand of the BID.</p> <p>1. To promote and Influence – Giving influence a far more prominent role during BID2. Results have directly proved that the BID is a key influencer for local businesses. The BID has been in a position to <i>‘turn up the gas on the influencing role’</i>. SS reiterated how important the SDG Transport Audit work has been in influencing and developing significant plans for improvements and investment in the area, that would NOT have been progressing without the initial investment that the BID made to commission the consultants.</p> | |

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| | <p>Cllr PS indicated that the BID should continue to take a lead in influencing as it has the backing of the business community, with one voice, and not working in silos of information. As a collective voice, it emphasises that business know what businesses want and that through the BID they are being listened to through the work of the BID.</p> <p>2. Trade and Save – SS reiterated that the BID is not a networking organisation, but that businesses want to have strong forums for trade via the BID. The new Manor Royal Jobs Board is a good example of the BID reducing costs for businesses, with many other benefits in place to save money such as the subsidised training scheme.</p> <p>There was discussion around the increased value of property within BID areas, which has pros and cons depending on whether the property is freehold or leasehold. Value of the property can increase, but there can also be an increase in rents. The occupier will be the voter so different promotions will attract different people for different reasons. SS indicated that the ownership mix is complicated, knowing much about the businesses but that information is not focused on ownership.</p> <p>JP suggested that Objective 2 be changed to <i>‘Trade, Improve and Save’</i> explaining the expansion of Varian through benchmarking and that small businesses can benefit from this, making positive improvements for profitable gain.</p> <p>3. Infrastructure and Facilities – SS indicated that the commitment to Capital Expenditure in BID2 will be less than BID1. JP stressed that the BID has match funding available and to use it with local authorities and LEP applications. JK agreed that there is leverage in LEP funding as there is a shift going forward, with a focus on funding fewer, but larger transformational projects to include a large area with subprojects for regeneration and job creation. JK encouraged the BID to add to the LEP future plan.</p> <p>4. New Objective 4 – Manage and Maintain – SS explained that enhanced levels of maintenance are being introduced, with Additional Maintenance Team in place, Business Rangers being appointed, and road and footpath improvements planned. CCTV is in action and statistics are given by the police month by month, available to businesses via the Business Watch scheme, the trend being that crime is going down.</p> | <p>JR to promote all the BID benefits to encourage businesses to use them as the BID offers services that businesses are not using.</p> |
| <p>4</p> | <p>Proposed BID2 Levy Rules</p> <p>The BID boundaries will change slightly for BID2, extending Zone 1 for retailers within County Oak increasing retail by 12 units, and will include the Post Office Sorting Office in Zone 5. Retailers have experience of being part of a vast number of BIDs.</p> <p>It is proposed that the Levy rate will be held at 1%, raising the threshold to £12k and raising the upper cap to £3.5k.</p> <p>There was discussion over the importance of a vibrant ecosystem and to make connections between Manor Royal businesses and those in the town centre and Gatwick, JK flagged the potential opportunity to look at skills gaps, line of talent locally, Apprenticeship Levy and SMEs LEP funding. PS indicated that Manor Royal BID is also instrumental in helping to bring the Gatwick Skills Academy forward.</p> | |
| <p>5</p> | <p>Other relevant planned work</p> <p>SS highlighted two points of reference for planned projects within Year 5 of BID 1</p> <p>1. To refresh the BID Projects Pack, by working with landscape architects, quantity surveyors and engineers, to have future potential BID projects scoped, in preparation of any future external funding sources. This proved fruitful during BID1.</p> <p>2. To refresh the Economic Impact Assessment to assess the economic contribution and competitiveness of Manor Royal.</p> <p>SS and PC indicated some key milestone dates within the BID timeline.</p> <ul style="list-style-type: none"> • Mid-Sept (18th TBC) - Go-ahead date – (in time for the BID AGM). • Tues 24 Oct 2017 - Notification of intention to go to ballot to the Secretary of State • Tues 7 Nov 2017 - BID2 Business Plan (Manor Royal Matters) • Tues 16 Jan 2018 - BID2 launch (Manor Royal Showcase) • Wed 17 Jan 2018 - Deadline for renewal (until that date, the ballot can be pulled). | |
| <p>6</p> | <p>Local Authority Stage</p> | |

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| | PS highlighted the local authority stages describing the process by which the BID will discuss with the Local Authority how the ballot will run, the rules for the BID Levy collection process (set out in Operating Agreement (the contract) and agreeing the Baseline Agreements that set out what services the Local Authorities provide to ensure that what the BID provides is 'additional' to services already in place. | SS & PC will meet Karen Hayes (CBC) regarding detail. |
| 7 | <p>Key Tasks</p> <p>PC summarised that the team should take a step back from what is known to be going well. The Business Plan needs to be compelling, show why the BID works, and why strategically it is positioned where it is, and highlighting the BID's uniqueness, to win the ballot.</p> <p>SS indicated that we have gone through ideas of planning and feasibility, but need some thought about the approach to businesses.</p> <p>Management team to talk to their neighbours, to plan during summer months, to sort the Marketing and Comms team and how to work with CMS, then produce a final document. KP asked if we are adequately resourced. BID Team working to establish committed projects this side of the summer to allow time to concentrate on Business Plan development and campaign about which advice will be sought from CMS.</p> <p>OE expressed that BID1 has been a success.</p> <p>Testimonials of management to feature in video and written format in support of renewal.</p> | SS and PC to draft BID2 requires a business plan with headings. |
| 8 | <p>Future Meetings with key dates</p> <p>SS flagged that following this meeting we will revise our Management Group meeting schedule to focus on renewal, which will be called Campaign Team meetings to distinguish between "business as usual" and "BID Renewal" meetings.</p> | |
| 9 | <p>A.O.B.</p> <p>KP announced that the landlord of the Bell Centre has given permission for a gateway to be put in place to create an entrance from the Bell Centre to Crawter's Brook.</p> | Landlord to contact SM |

All business having been completed the meeting was CLOSED at 11am.

**Next MANAGEMENT / CAMPAIGN Meeting:
To be agreed and circulated separately.**

DATES FOR THE DIARY

- Thursday 28 September – Annual General Meeting, Premier Inn, (5pm)
- Tuesday 7 November – Manor Royal Matters, Sandman Signature, (9am-2pm)
- Tuesday 16 January – Manor Royal Showcase (Virgin, The Base **TBC**)