

Representing Business Improvement Districts

This proposal provides you with a research-led authoritative voice for BIDs, a representative body that does not rely on commercial activity, professional career development for all working in BIDs and an opportunity to be an important part of the international place management community.

That BIDs are a powerful concept is evident from the speed with which they have spread through the UK, the support they have engendered from businesses, and the enthusiasm that characterises those who work in the industry and supporting roles. That this has happened despite the fragmented or even divided support system that has existed from the outset is in many ways remarkable. However, though the competitive nature of this support system has brought forward innovations, and products and services that are attractive to some, as the concept has matured in the UK, the challenges of a fractured offering have become more significant, a finding articulated and evidenced by the recent Rocket Science report. The powerful voice that BIDs should have is undermined and at times distorted and confused. This is inevitably slowing engagement and innovation. In addition, the competing offers are either being weakened through a lack of critical mass of resourcing or are being commercialised and thus losing the benefit of independence.

We very much welcome your Specification as we believe it offers an opportunity for BIDs that we are uniquely placed to respond to and that together we can make your ambitions a reality. What follows sets out who we are, our knowledge of BIDs and the places they serve, our capacity to work with you to lead the industry, our expertise and experience in the areas you require and our thoughts on governance arrangements and budgets.

Who we are

Formed in 2006, the Institute of Place Management (IPM) is the international professional body that supports people involved in developing, managing and making better places. Established by Manchester Metropolitan University and the (then) Association of Town Centre Management (UK), the Institute was a response to the need for a professional body capable of developing and supporting the creation of sustainable formal structures of place management whilst ensuring professional standards amongst all those involved. IPM was established as a company limited by guarantee with all profits generated reinvested back into providing membership services such as research, education and networking, as well as raising the profile of members through influencing policy makers and key stakeholders in governments, towns, cities and other places.

Membership is open worldwide to individual practitioners, policy makers and academic researchers, and is awarded based on skills, qualifications and experience within place management. Individuals can join at one of five levels, Student, Associate, Member, Fellow or Senior Fellow. The election and assessment process results in the award of professional designatory letters (AIPM, MIPM, FIPM, SFIPM) which are reviewed annually. Membership (Partner) is also open to organisations, institutions and partnerships based on an evaluation of their commitment to providing quality support or services to places and/or the place management industry. Partners include national place management organisations, BIDs, local authorities, consultants, town centre partnerships, universities and anchor institutions such as museums. All members and partners sign a code of conduct to uphold the highest standards of professional conduct within the place management sector.

The key objectives of The Institute of Place Management are:

- establishing place management as a recognised and valued profession, practice and career opportunity;
- supporting and providing cutting edge research and intelligence for the management and understanding of place change;
- linking place managers, academics, students, organisations and policy makers to our global network of people passionate about place;
- offering world-class qualifications to develop capacity to make more strategic contributions to place development;
- delivering a programme of professional development for personal growth and advancement;
- providing the necessary training of place professionals to develop their skills and abilities;
- providing or recommending place specific solutions that make better places;
- supporting the formalisation and sustainability of place management models;
- quality marking of initiatives to raise the profile of places and the people that make them;
- improving the quality of third-party service provision (training, consultancy, research, education) to the place management sector.

We think these objectives marry very closely to what you are seeking and that they echo many of your requirements and ambitions.

Whilst IPM grew as a not for profit membership organisation, the demands of the sector continued to outweigh the resource base generated through subscriptions alone. Therefore, to guarantee that we can provide a sustainable service to members, the IPM became a wholly owned part of Manchester Metropolitan University in 2015. Like nearly all universities in the UK, Manchester Metropolitan University has charitable status and it invests substantially in the IPM as it is seen as one of the university's core strengths. Our income thus comes directly from the university, through research grant funding, and from membership subscriptions. An Executive Board and a Membership Council made up of elected representatives provides guidance and management of the IPM.

IPM is supported by its official journal, the [Journal of Place Management and Development \(JPMD\)](#) published by Emerald. The JPMD has a distinguished Editorial Board, which includes a number of CEOs of BIDs and BID-like structures, and is recognised as a top international peer-reviewed publication in Urban Studies, Geography, Planning and Development, Tourism, and Business and International Management.

Our knowledge of BIDs and the places they serve

The introduction of BIDs into the UK was one of the catalysts for the establishment of the IPM. Though we are an international body, we have done considerable work to support UK town and city centres and have seen BIDs as a key part of this approach. In 1994, the IPM Director of Place Management, Simon Quin, was co-author of an influential report for Government that called for a change of policy in respect of town and city centres and foresaw the need for BIDs to be introduced to the UK (*Vital and Viable Town Centres: Meeting the Challenge* (HMSO 1994)). Though this report did not immediately lead to BIDs legislation, it did change Government policy, resulting in the introduction of the sequential test and widespread adoption of Town Centre Management. Simon worked 10 years as a Town Centre Manager, initially in Romford and then Reading, where he secured Reading's participation as one of the 22 locations that were part of the National BIDs Pilot Project that supported ODPM in the drafting of the BIDs legislation from 2003. By 2004, he was Chief Executive of ATCM and

responsible for the ensuring the success of the National BIDs Pilot Project, which involved extensive engagement with national and local government, businesses at all levels, local partnerships and stakeholders, and national and regional associations and trade bodies to explain the virtues and benefits of BIDs.

Another driver for the establishment of IPM was a two-year £2.7 million joint project led by Cathy Parker at Manchester Metropolitan University and Simon Quin at ATCM to identify the issues facing smaller town centres in the UK (suburban centres, market towns, former industrial towns) and to work with public and private sector stakeholders to develop a training and development programme for them to take a more effective approach to place management. Alongside this project, MMU, through Cathy Parker and Ojay MacDonald, provided the Secretariat and research for the All Party Parliamentary Small Shops Group's influential report on High Street Britain 2015. The Institute took this work forward with European Union funding by working with district centres across Northern Europe to understand issues affecting their vitality and viability and to develop effective responses.

Our investigation of factors impacting town and city centre vitality and viability continued with the £250,000 High Street UK 2020 (HSUK2020) research programme funded by the ESRC. This 18-month programme worked with 10 centres across the UK and determined, through robust data collection and analysis, 201 factors that affect town and city centre vitality and viability and subsequently identified the 25 priority factors that most affect performance. Many of these key interventions (such as the management of activity hours, improving the appearance of centres, place marketing, service quality, place assurance and others) fall within the core remit of BIDs. We worked with public, private and voluntary sector stakeholders in all 10 towns to develop and share the research.

We are now taking the HSUK2020 research further in a two-year £1 million project, supported by Innovate UK, to assess how big data can support decision making in town and city centres and encourage local collaboration. The research is being led by two IPM Directors, Cathy Parker and Steve Millington, and is project managed by a third, Simon Quin. The partners in the project include 7 town and city centres, some with BIDs and some exploring BIDs, (Ayr, Ballymena, Bristol, Congleton, Holmfirth, Morley, and Wrexham), as well as key actors in town and city centres: Springboard, PinPointer, NewRiver Retail, ATCM, Revo, NABMA, and NMTF. This research has led to our producing a new classification of UK town and city centres based on actual usage. Four distinct signatures that reflect usage over a year have been produced which we believe have profound impact for the types of initiative that are appropriate in a town or city centre. We are currently in discussions with DCLG about the implications this has for future town and city centre policy.

[Working with you to lead the industry](#)

Over the last 10 years, the IPM has successfully established place management as a legitimate and important practice with policy makers, academics and other key stakeholders internationally. The IPM's work in this area has been commended as having world leading impact¹. However, place management is both under-valued and under-recognised and there is much still to be done. The fact that a strategic group of BIDs have collectively identified development and representation requirements is an important step towards improving the standing of the whole profession. We believe the profile, performance and standing of BIDs will be improved through alignment to a coherent, collective and powerful place management message, which puts place first. The trade associations that serve

¹ Panel feedback provided to Manchester Metropolitan University by the Research Excellence Framework, the UK's national research assessment body.

structures over people (members) and places fail as they become introspective, uncooperative or unable to anticipate and adapt to change and to see the 'big picture', meaning they are no longer relevant to members, stakeholders or policymakers. On the other hand, the IPM is growing in membership and influence and is succeeding in mainstreaming a 'place-first' philosophy within a wide range national policies (for example The Industrial Strategy) as well as through direct engagement with towns and cities both in the UK and overseas. IPM believes that raising awareness and understanding of BIDs across the governance spectrum, as well as influencing policy at national, regional and local level is an important core service that could be provided by IPM – as well as through cause-based alliances with other relevant organisations.

From our research and through working with local partners and members in places, IPM has developed a clear understanding of the support requirements needed across the place management sector, both at the local level and at the national and international. BIDs need to be confident in supporting the repositioning of the places they are responsible for by gathering and analysing data so that they understand change and find new ways to expand value-adding activities. They need to understand the process of reinventing places so that the place's offer is revitalised and is more closely aligned to customer needs. They need to be knowledgeable about rebranding using marketing, communications, public relations and branding techniques to deliver a consistent place identity that is attractive to investors and potential customers/users, and they need to have the confidence to engage in restructuring so that strategic networks are created, stakeholders are actively engaged, effective partnerships are developed and results are delivered. They also need to understand the potential and opportunities for large-scale physical restructuring resulting from change. Away from the local, BIDs need support to understand changes, and the drivers of change, that are happening to places generally and to town and city centres in particular. They need information and resources in a usable and understandable manner and they need to be able to make an effective input to policy at all levels.

As a widespread and essential structure for place management, BIDs would have a strong voice within IPM and its established network within the place management industry and policy landscape, which is firmly supported by Manchester Metropolitan University and its Chancellor, Lord Peter Mandelson. We are fully aware that place management is a diverse practice and we therefore already have four Special Interest Groups (SIGs) to provide targeted support to specific constituencies within the place management sector. These are Making Places (volunteers, civic society); Marketing Places (academics); Responsible Tourism (DMOs, tourist boards and potentially relevant BIDs); Managing Places (town centre and downtown managers, market managers and BIDs). To meet your needs as set out in the Specification, IPM propose to create a similar grouping, which will act as the representative body for BIDs: a BID SIG. The BID SIG will have its own brand to make it distinct, but it will also benefit from being part of an established and well-respected membership organisation within the sector. Although we have knowledge of BIDs within IPM, we propose to recruit a leading industry-respected Director for the new BID SIG, with the BID Steering Group overseeing the appointment process. The BID SIG will also be supported by a new Policy and Public Affairs Director with established links and influence within central UK government and the regions, together with the retail and retail property industry, LEPs and local authorities.

The BID SIG will also benefit from the considerable investment the IPM has already made in supporting infrastructure, such as Customer Relationship Management systems and specialist online members' resources, including repositories and libraries, journal access, and online learning. The IPM, therefore, will be able to quickly establish a support framework to meet the needs of BIDs and levy payers by providing professional and high quality services. Knowledge exchange is another core part of the service IPM could provide to BIDs. This would include the production and dissemination of high quality

communications as well as an adaptation of our existing accreditation processes for suppliers, training providers, partners and consultants. There are already a range of services on offer to BIDs and IPM feels that this market is beneficial, as it encourages competition and innovation. Nevertheless, accrediting these services ensures that standards are maintained or raised which ultimately means better quality and more value for BIDs and their levy payers.

The BID SIG can be operational almost immediately, supported initially by existing IPM Directors and staff whilst the new posts are recruited, and we believe this is the most effective way of delivering the services you set out in the Specification. In proposing this, we are, however, also supportive of the idea of establishing the BIDs Steering Group as a separate legal entity (perhaps the '[English?] 'Council of BIDs') which could have its own voice if required and which would own the brand of the BIDs SIG. We are happy to discuss this with you.

[Our approach to delivering your core service requirements](#)

The first step is the creation of the BIDs SIG. The brand name for this structure would be decided in consultation with yourselves. We would appoint a Director of Business Improvement Districts to act as both a SIG Leader and a Director of IPM. This person would need to have recognized experience, competence and respect within the BID industry. We would also appoint a Policy and Public Affairs Director to liaise with government departments, devolved regional bodies, LEAs, Local Authorities and relevant trade associations and other industry bodies on behalf of BIDs and the wider place management sector. Whilst we are recruiting these posts Simon Quin would be acting BID SIG Director and Steve Millington would be the acting Policy and Public Affairs Director.

IPM proposes that the Policy and Public Affairs Director and SIG Director identify and map the policy/stakeholder landscape and identify named individuals, departments, groups and organizations that will be instrumental in supporting the widespread adoption and adaptation of place management, including BIDs, as a key formal structure. The credibility of BIDs will be heightened by positioning the BID SIG as an expert grouping, that influences policy through an evidence-base, backed up by a university and world-leading research, rather than being an industry-focused lobby group.

IPM will undertake BID related and relevant research and obtain useful evidence to support relevant All Party Parliamentary Groups such as Local Government, Local Democracy, Local Growth and Town Centres. This ensures IPM continues to be seen as a trusted source of information and an integral part of Westminster. IPM will also develop a comprehensive response to white papers and consultations and take every opportunity to further the practice of place management. All written and oral evidence will make specific reference to BIDs. We will amplify messages through MetroPolis, a research-led urban think tank led by Lord Mandelson on which both Cathy Parker and Steve Millington serve. Critical KPIs for performance will be agreed in consultation with the BIDs Steering Group to enable the IPM to report quarterly on the progress it is making in providing a recognized voice for BIDs as well as the impact this is having for BIDs, place management, members and, ultimately, places.

IPM will develop new webpages for the BIDs SIG which will be regularly updated. We will also include BID stories and updates in our established social media output that reaches a wide audience. We propose establishing a quarterly newsletter for BID SIG members to communicate industry news, policy development and major research findings. BID SIG members will also get our monthly Place Bulletin, which will keep them up to date with news across the place management sector. This will include key messages from the BID SIG to raise awareness and influence of BIDs across the place

management spectrum, including external stakeholders such as the retail property industry and major retailers.

IPM will write a minimum of 4 and a maximum of 12 annual policy briefings to coincide with relevant legislation and policy announcements for BID SIG members. We will ensure BIDs are represented at important place related events and conferences, organised by key stakeholders such as BRC and Revo (both of whom we already work with) as well as within key regional networks such as ATCM, RICS, Landscape Institute, Northern Powerhouse and other devolved government structures that become operational. IPM will develop links with organisations identified by the BIDs Steering Group as high priority in the importance/influence stakeholder matrix.

IPM will undertake an annual national survey of BIDs (possibly jointly with others) and one major piece of 'point of need' research for the sector. The content of the survey and research will be agreed in consultation with the BIDs Steering Group. IPM will develop best practice guidance, standards and support material for new BIDs as well as use these standards to influence training and education products to support better BIDs and those who work in them. IPM will create and maintain the database of BID contacts on behalf of the BID Steering Group, who, we suggest, should own the asset.

Finally, IPM proposes to adapt its accreditation service to ensure that BIDs and levy payers get quality and value from the wide range of suppliers to the BID industry. The range of services on offer will be available to BID SIG members through a searchable directory, with access to a transparent, peer-reviewed rating system.

As well as these core services, there are a number of other benefits for BIDs that arise through IPM membership. We believe that embedding professional standards and a code of conduct within the BID industry will lead to higher quality practice and less risk of poor performance. IPM will provide its comprehensive package of CPD, training and support to BID CEOs, employees and boards. The research, journal, conferences, events, training and qualifications available through the IPM can support the strategic development of BIDs in areas such as local economic development, community capacity building, visioning and long term planning. In short, IPM can support any place management activity BIDS evolve into providing.

We will look to work with you to encourage career progression pathways and equal opportunities for those already working in BIDs and we have structured our proposed membership fees so that individual employees would receive IPM membership as a benefit of working for a BID. We have already developed a specifically targeted 30 credit unit in Place Operations and Management as an entry point for the MSc in Place Management and Leadership. The content of which relates directly to the first year or two of BID operations. Being part of the Institute will introduce BIDs to a wider range of undergraduate and postgraduate business and retailing students and so impart knowledge and understanding about BIDs to the next generation of key place stakeholders.

IPM members get free access to the world-leading quarterly Journal of Place Management and Development. Encouraging academic research and enquiry into BIDs (for example through a special issue of the Journal) will improve their performance, attainment and impact. We have also developed a quality marking process which we believe can be adapted for BID initiatives e.g. application of IPM Gold, Silver, Bronze standards tailored for BID partnership structures.

Our experience of similar work

1) Influencing policy

Our Directors have been engaged in influencing policy for more than twenty years, and since its foundation we have jointly continued that activity. Dominic Medway and Gary Warnaby wrote influential papers on the development of town centre management and local partnerships in the 1990s that fed through into policy reviews. Harold Goodwin, our Director of Responsible Tourism, has had significant impact on developing this concept and getting it adopted by governments and cities around the world. He chairs the World Travel Market Responsible Tourism programme.

Cathy Parker worked with Ojay MacDonald to support the High Street Britain Report in 2005 and is a member of the Future High Street Forum Academic Panel. She, along with Steve Millington, is one of 15 academics who form MetroPolis, a think tank led by Lord Mandelson that connects practitioners, researchers and policy makers and which uses evidence to develop research-led policy for cities.

Simon Quin project managed the Vital and Viable Town Centres research from 1992-94 which changed planning policy guidance on town centres and facilitated the growth of Town Centre Management. He supported the All Party Parliamentary Group on Town Centres for six years, helping determine their agenda on issues such as the introduction of BIDs, licensing reform, business rating, and street trading.

IPM brought the term 'place management' into use in the UK. Following the formation of the Institute the term became used by government and others. Our research work has been classified under the Research Excellence Framework as having world-leading impact. One example of this is how we have shared the findings of the HSUK2020 research which identified the 25 priorities for town and city centre vitality and viability. This has been presented directly to more than 5,000 people engaged in place management in over a dozen countries. IPM Directors have given keynote presentations at the Mainstreet Australia Conference in Tasmania, International Downtown Association in Ottawa, AMCV in Liege, Svenska Stadsborn in Orebro, Northern Ireland BIDs Conference in Belfast, Scottish Towns Conference in Kirkcaldy and at the World Towns Leadership Summit in Edinburgh. By being able to present at major conferences, we get access to policy makers at a national and local level.

We also work on policy influencing with others. Earlier this year we worked with Ojay MacDonald of ATCM to co-host an event on Local Growth and the impact of the Local Government Finance Bill which attracted numerous local authorities, BIDs, and town centre partnerships. As part of our current work on Bringing Big Data to Small Users we are working alongside organisations such as Revo, BRC, ATCM, NABMA and NMTF, to make a case to all levels of government, the property industry and retailers.

2) Membership services and development

IPM has a developed membership infrastructure with platforms for regular communication and customer relations and day-to-day management systems already in place. This infrastructure serves both individual members and organisations. We share information and exchange ideas with our members through our website, blog, monthly e-bulletin, active LinkedIn, Twitter, and Facebook accounts as well as by providing free access to the Journal. Just over a year ago we redesigned the front-end of our website to make it more user friendly and we will shortly launch a new member area that reflects input from members and a trial with practitioners. Other input from members has resulted of in the introduction of regular Research Seminars to enable members to keep abreast of innovative research that has potential relevance to them. We host a biennial international conference,

which attracts participants from over twenty countries looking at current issues in place management. Our last such event was hosted by the University of Poznan in Poland but this September we will be hosting the conference in Manchester, with a keynote provided by Ethan Kent of Project for Public Spaces. We also organize an annual place management conference in Corfu. Mike Edwards, President and CEO of the Chicago Loop Alliance BID was a keynote speaker at the 2016 event. Our membership surveys show high levels of satisfaction with the services we provide.

3) Education and training

IPM was originally created to service the needs of the ATCM and its members. 70 TCMs studied the Introductory Diploma in Place Management. Approximately one third of the then ATCM membership joined IPM. We also developed an International Certificate in Place Management which attracted practitioners, including BID CEOs, from more than twenty countries.

We now run a suite of post-graduate programmes including an MSc in Place Management and Leadership: a three-year part time course primarily aimed at place management practitioners. The course is designed so that students can relate their learning and assignments to their job. Most of the programme is delivered through distance learning with occasional taught sessions in Manchester, but we have developed the necessary mechanisms to ensure students can support one another and keep in touch with the course tutors. As with all our programmes, we ensure that practitioners as well as academics teach on the course. This ensures relevance to the students and has been extremely well received with an average score of 4.8 out of 5 for course satisfaction. 30% of our most recent cohort of students work for BID organisations in the UK, so we are confident that our training and educational offers are relevant to the industry.

We offer Continuous Professional Development to our members at all levels. As well as courses, we accredit conferences and seminars, we run study tours (our 2016 study tour to Berlin attracted those engaged in BIDs or BID development in Singapore, Ireland and Germany), we offer articles and reading suggestions through the member area of our website and provide a means of logging CPD for activities undertaken. We provide free member access to the Journal of Place Management and Development which is published by Emerald. The Journal is taken by some 2000 institutions worldwide and over 30,000 articles a year are downloaded. Our work on making this a success was recognized when Emerald named us as Strategic Partner of the Year in 2008.

4) Accreditation and Quality Marks

We have worked with NABMA (National Association of British Market Authorities) to validate the training providers on their Diploma in Market Management. Over 50 Market Managers have joined the IPM as a result. We provide wider support to the development of professional competences for market managers by speaking at NABMA conferences and events and through undertaking research into issues affecting markets. We also have the necessary methodology in place to accredit third party conferences for CPD and have done this with a wide range of events, including those organized by NABMA, ATCM, L'Association du Management de Centre Ville (Belgium), and the International Downtown Association.

We have a developed partner accreditation process that could easily be adapted for suppliers to the BID industry and wider place management industry and indeed we have already been in discussion with Mosaic to accredit their BID Academy programme and we would be happy to discuss how the British BIDs Certificate in BID Management could likewise be accredited and supported.

We have developed a three level Partnership Quality Mark that is not yet operational but which we would be happy to implement with you as a means of ensuring consistent minimum standards for BID organisations. The Quality Mark drew on our earlier experience of developing similar things in related fields. Simon Quin was on the Purple Flag Advisory Board from its inception and was eventually responsible for its launch. He was also one of the developers of the Town Centre Management Europe Quality Mark, which has been used in France, Belgium, Sweden, Italy and Austria.

5) Marketing, branding and communication

We understand both the theory and practice of this aspect. Marketing Places is one of our Special Interest Groups and many of the members of this group are world leaders in this field. Cathy Parker is Professor of Marketing and Retail Enterprise at MMU whilst Dominic Medway is Professor of Marketing, having held a similar post at the University of Manchester for ten years until recently rejoining MMU. Both have written extensively on place marketing and branding and another of our directors, Ares Kalandides, founded the International Place Branding Conference which was held in The Hague, Bogata and Berlin before being merged within the IPM Conference.

We are very much aware of the importance of marketing and branding to achieve impact and we use a range of media to achieve this. As noted above, we have redesigned our website to make it easier to use and to communicate key messages. We back this up with a blog (which has over 4,000 subscribers), with active social media use, a monthly bulletin and by traditional means. We work closely with the university's press team to ensure messages reach newspapers, radio stations and television (with over 80 stories in the mainstream media regarding HSUK2020 for example). Cathy Parker had made numerous appearances on BBC Breakfast and we have also taken part in many national and local radio discussions to increase awareness of what is happening to town and city centres. We contribute articles to academic journals that build an evidence base for policy formation and review and we also publish our own research papers and policy briefings, either on our own account or through partners. Recent examples include [Markets Matter](#) for NABMA and [Multifunctional Centres](#) that summarized some of the findings of HSUK2020.

Face to face communication is just as important. We regularly run or speak at workshops and seminars in town centres which attract a diverse range of stakeholders. We host research seminars, open to all members, to ensure that emerging knowledge about place management is shared and disseminated, and as well as organizing our own events, we also regularly get invited to speak at events organized by others where aspects of place management relate to the agenda. This includes events focused on retailing, retail property, the built environment, marketing, environmental issues, sport, smart cities, policy issues, and tourism.

Working with the BIDs Steering Group

As noted above, we would support the formalization of the BIDs Steering Group into a legal entity but we would provide services to it through IPM and the BIDs SIG. We would work with you to draw up a constitution for the Steering Group and identify membership, terms of reference and modus operandi. We are very open to how this is best done. The BIDs SIG would be an integral part of IPM as explained earlier but would establish its own brand and external identity. The lead for the BID SIG would be the newly appointed Director of Business Improvement Districts who would be the primary point of contact, but we would expect the Policy and Public Affairs Director and other Directors regularly to attend meetings and to have an ongoing engagement with BIDs.

We would organize quarterly meetings of the BID Steering Group at Manchester Metropolitan University (or other venues if required) and be responsible with the Chair for preparing agendas, and for distributing papers, taking Minutes and actioning items. We would organize rooms and refreshments. We would agree with you the KPIs for the BID SIG and ensure that a quarterly report is made to the Steering Group.

We would propose that the BID SIG should look to hold member events that would also be attended or possibly hosted by representatives of the BID Steering Group. We would work with you to programme these and would look to hold them in different regions to offer opportunities for all members to attend at least one event a year. We would also look to work with the Steering Group to plan and programme a Biennial BIDs Conference. We would be open to running this event in partnership with other organisations. We have a good working relationship with the International Downtown Association having a number of members in common including past Presidents and Board Members, and this may be an opportunity, or we could look to work with UK partners.

Budget Proposals

As noted earlier, the IPM has three primary funding sources: directly from Manchester Metropolitan University, through research grants and through membership subscriptions. We have therefore looked at how we can provide a service to BIDs in line with your requirements for the £75,000 you indicate in your specification. We think that would break down in the first year as follows:

Budget details supplied to research team	

We note the preference in your specification to band membership fees for BIDs. We currently have two forms of membership: one for individuals and one for organisations. Organisations pay £250 per annum and this includes one named contact person having Associate membership of the Institute. Individuals pay between £80 and £140 per annum depending on the level of membership they are entitled to receive. All new members pay a £90 one off Assessment fee. This fee is not payable in future years unless a member wishes to change membership level (for example moving from Member to Fellow).

We think your proposed banded membership fee offers an opportunity for BIDs to support the skill development and career progression of their employees and/or board members as a number of individuals in each BID would become personal members of the Institute and be entitled to carry designatory letters after their name, subject to maintaining their CPD. All such individuals would have full access to the Institute and all services it provides. This would be in addition to membership by the BID company. We believe this way we should generate the necessary income for the service provision and also reflect our aim of offering opportunities to as many place management professionals as possible. We also think the fee level would provide opportunities for as many BIDs as possible to join the Institute.

Proposed membership fees based on levy income band

Levy income	Annual fee	Initial fee*	What you get
Under £250k	£250	£90	Organisational membership and 1 named Associate Membership
£250k - £500k	£370	£180	Organisational membership, 1 Associate Membership, plus one other named individual membership
£500k-750k	£610	£360	Organisational membership, 1 Associate Membership, plus three other named individual memberships
£750k - £1million	£860	£540	Organisational membership, 1 Associate Membership, plus five other named individual memberships
£1 million plus	£1450	£990	Organisational membership, 1 Associate Membership, plus ten other named individual memberships

*The initial fee is a membership Assessment Fee that all new members pay only at the start of their membership or if they wish at some future date to change membership level (from Associate to Member or Member to Fellow).

For us to have confidence to make the new appointments, we would need to have agreement for £50,000 of new membership income based on a combination of the Annual Fee and Assessment Fee. We would be happy to discuss with you how we could approach this, whether alternatives are possible and what interim services could be provided.

IPM organisational outline

IPM is wholly owned by Manchester Metropolitan University who provide significant funding for its operation. Other funding comes from research grants and membership subscriptions. The current team at IPM is as follows:

- Chair: Professor Cathy Parker
- Director of Operations: Gareth Roberts
- Director of Finance: Ian Frost
- Director of Place Management: Professor Simon Quin
- Director of Research: Dr Steve Millington
- Director of Place Making: Dr Ares Kalandides
- Director of Place Marketing and JPMD: Professor Dominic Medway
- Director of Responsible Tourism: Professor Harold Goodwin
- Director of Education: Professor Gary Warnaby
- Marketing Assistant: Kirti Mistry
- Administrator: in recruitment

Subject to this proposal being acceptable and a minimum of £50,000 membership income being generated, we will appoint a Director of Business Improvement Districts and a Policy and Public Affairs Director. The Executive staff are support by a Membership Council and will be supported by the BIDs Steering Group (see Appendix 1 for how this will look).

Biographies

Director of Business Improvement Districts – We will be recruiting an experienced, respected and competent person who brings an inside knowledge of the role BIDs play in making places better. They will have the ability to be a recognised voice for BIDs, able to communicate confidently and move the debate on BIDs forward. They will have demonstrated the ability to be actively involved in research and knowledge development and to understand the issues that face BIDs. They will bring experience of working in membership organisations and responding to member needs. The time dedicated to BIDs will depend on the income raised but will start at 20%.

Policy and Public Affairs Director – We will recruit an experienced policy person who clearly demonstrates an understanding of how policy is formed and has a track record of influencing policy. They will be able to stand in for the BID Director if required and have a demonstrable knowledge of BIDs and the issues affecting places. They will be experienced at submitting briefs to policy makers and explaining policy to local practitioners. They will also demonstrate an ability to initiate policy changes based on input from the industry. Initially they will be dedicated 50% of the time to BIDs.

Cathy Parker, Chair of the Institute of Place Management – Cathy has been Chair of the Institute since its foundation. She is also Professor of Marketing and Retail Enterprise at Manchester Metropolitan University and Editor-in-Chief of the Journal of Place Management and Development. She was Principal Investigator on the High Street UK 2020 research into town and city centre sustainability and is Lead Researcher on the Bringing Big Data to Small Users project. She previously led projects working with retailers in the UK and Spain and with 18 smaller UK town centres looking at their issues and needs. Her wider research work has looked at the impact of litter on the environment. She is a member of the MetroPolis think tank led by Lord Mandelson and she speaks and writes widely on place management.

Simon Quin, Director of Place Management – Simon is one of the co-founders of the Institute and a Visiting Professor at Manchester Metropolitan University. He is also Practitioner Editor of the Journal of Place Management and Development. He was ATCM Chief Executive from 2004-2010 and served on the International Downtown Association and Town Centre Management Europe boards during this time. He was a Town Centre Manager for 10 years, in Romford and then Reading, and before that he was an economic development consultant working with many town and city centres as well as other places. He was co-author of the influential *Meeting the Challenge: Vital and Viable Town Centres* report published by the government in 1994. He holds an MSc in Place Management.

Dr Steve Millington, Director of Research – Steve is a Senior Fellow of the Institute, working with the IPM since its inception and is an active researcher at Manchester Metropolitan University. His academic publications include innovative, high impact and world class research on place making and management. Steve is co-investigator on the Bringing Bid Data to Small Users, following his work on the High Street UK 2020 project. Steve also provides the lead on the interface between the IPM and the university's internal Place Research networks, which brings together 60 academics across various disciplines working on place based projects and he leads the IPM's involvement within the policy think tank MCRMetroPolis.