



Revive & Thrive is an organisation for all people passionate about place. We already work with individuals and volunteers, independent businesses, town partnerships, town centre managers, local authorities and, of course, BIDs.

The ethos of the company is to promote our nation's towns, cities and high streets as the centres of our communities and to help each of them be the best that they can be for the benefit of all who use them, from business owners to occasional visitors.

We do this by sharing best practice, championing excellence and empowering locally-led solutions whilst acting as a national voice for all types of place management structure.

The owners and directors of Revive & Thrive are committed to seeing the places we care about improve and are driven by bringing solutions to everyone, whatever their particular issues, whatever their location and whatever their budgets.

They are also committed to the further establishment of our country's BIDs industry as they view BIDs as the number one model for sustainable, long-term and impactful change in our places. However, they also recognise that (a) BIDs are not the right solution for every place and (b) until the industry organises and finds a cohesive development strategy, it runs the risk of not being taken seriously at a government level.

Our response to this tender will begin to address the latter point as we believe that our approach will give the industry confidence that the Revive & Thrive model is the best way forward for the BIDs industry. Our strategic partnerships give us a route to talk to relevant personnel at the highest levels of government and our widespread, nationwide networks allow us to champion BIDs to towns, cities, villages and high streets everywhere.

This document will set out:

- How Revive & Thrive will provide a recognised voice for BIDs
- How Revive & Thrive will engage with BIDs and other stakeholders
- How Revive & Thrive will ensure best practice and accreditation of BIDs
- How Revive & Thrive can support all types of BID. This tender will enable support and a voice for industrial estate BIDs
- How Revive & Thrive firmly has its eye on the future of the industry learning from past issues and working with its membership to ensure the right future
- How Revive & Thrive will meet the other essential requirements set out in the service specification document
- How Revive & Thrive can deliver a dedicated membership for BIDs whilst still saying true to its founding belief that the organisation is inclusive and for all places
- Why Revive & Thrive is the best choice for the BIDs industry now and for the future

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17th March 2017

1.0 Providing a recognised voice for BIDs

It is expected that the successful bidder for this contract will play a leading role in developing the understanding, reputation and influence of BIDs in Westminster and Whitehall, devolved regional authorities, key stakeholders and business leaders and within the city regions.

- 1.1 Revive & Thrive will develop appropriate relationships with the relevant personnel within DCLG and other government departments. Operational contacts already exist, and these have enabled Revive & Thrive's growth and success to date. In delivering this contract, Revive & Thrive will use the existing relationships between government and several of its non-executive board members, advisory group and strategic partners to establish high-level relationships specifically as regards furthering the BIDs agenda.
- 1.2 Similarly, Revive & Thrive will capitalise on the existing relationships that it has either directly or via its non-executive board, advisory group and strategic partners with Local Authorities and local government groups, LEPs, Chambers of Commerce, Combined Authorities and City Regions to broaden the field of influence that BIDs operate in. The level of support for Revive & Thrive is one of accelerated growth as future short-term announcements will bear witness to.
- 1.3 It is to be expected that BID managers and chairs, beyond those directly involved with the Rocket Science project, will increasingly endorse the outcome of this tender, key to this, though, will be on-going communications and reassurance that the future of BIDs is in safe hands.
- 1.4 Revive & Thrive is already in a position to respond reactively to policy developments, bills and other parliamentary activity and via its directors, several of its non-executive board and strategic partners has experience of preparing briefing materials for a political audience. It is expected that a successful response to this tender would further the opportunities to take a more proactive approach and Revive & Thrive will actively seek to do this to put BIDs and the places they represent at the heart of political thinking.
- 1.5 Revive & Thrive has a recognised and trusted brand for all those interested in place. The Revive & Thrive proposal for the BIDs' representative body will develop a sub-brand for BIDs rather than create a new one. This gives the advantage of building this body under the auspices of a recognised provider of place support but will be distinct enough to ultimately stand alone, where this is appropriate. This model will provide seamless support to the pipeline of new BIDs coming forward.
- 1.6 Within the existing Revive & Thrive brand, however, the new service will operate with a level of autonomy appropriate to the programme, governed by BIDs and operating under broad social enterprise guidelines, not unlike most BIDs.
- 1.7 Revive & Thrive will ensure that the new service will be governed by an appropriate cross-section of BID representatives, both geographically and in terms of size. With its existing reach of regional advisors, board and advisory group members, Revive & Thrive can already demonstrate that it is being governed in this way. However, it will be equally important to demonstrate an appropriate skillset within any new governance structure.
- 1.8 All current members of the Revive & Thrive non-executive board and advisory group are content that they may need to stand down to allow new members if the outcome of this tender calls for it. This will handover running of the new organisation to the professionals who commissioned the Rocket Science research if required.

- 1.9 The BID body's online presence will sit within the existing Revive & Thrive website and will feature prominently. At this stage, Revive & Thrive is not proposing a restricted or members-only area, as it is committed to being accessible to all. By remaining within the Revive & Thrive-hosted site, visitors will easily be able to access all elements of the wider Revive & Thrive offer, such as competitions, campaigns, Place Magazine, recruitment and more.
- 1.10 Revive & Thrive already has a strong social media presence with approximately 30,000 followers across five accounts, one of which is already dedicated to BIDs.
- 1.11 Revive & Thrive will work alongside its strategic partners, advisory group and non-executive board to establish and further develop relationships primarily with national retail chains.
- 1.12 Revive & Thrive has an emerging partnership with the Charity Retail Association, an established partnership with bira and a new strategic relationship with Groundworks CLM, which operates 15 BIDs in the north west of England.
- 1.13 Revive & Thrive has always offered support to ATCM, British BIDs and other organisations working in this industry and will continue to do so irrespective of the outcome of this tender.

2.0 Engaging with BIDs and stakeholders

This tender is expecting the successful bidder to develop effective strategies and frameworks to connect and support BIDs across England, ensuring the effective dissemination of information to both BIDs and levy payers.

- 2.1 Currently, it is only the office of the Secretary of State for Communities and Local Government that is, by law, required to be informed of all BID ballots and renewals. With the authority and backing of a national BIDs body, Revive & Thrive will seek to secure an understanding that all new BID developments will be shared with the new industry body.
- 2.2 Via its existing monthly publication, Place Magazine, Revive & Thrive will ensure that policy information and intelligence updates are disseminated effectively. As already happens, this would be supported by electronic newsletters to subscribers and social media.
- 2.3 Revive & Thrive has an existing national retailer database that it uses for BID ballots. This will continue to be updated over time and will be shared with all new BID developments and BID renewals. This is further supplemented by Revive & Thrive's new partnership with the Charity Retail Association, which represents 8,500 of the 10,500 charity shops across the country, and counts nine of the top ten largest charity retailers as its members and directors.
- 2.4 Revive & Thrive has a growing network of regional ambassadors across the country, many of whom are already working in BIDs. These ambassadors are organising regional meetings (of both BIDs and wider place management professionals) and Revive & Thrive will further strengthen and support this network. Revive & Thrive offers administrative and secretarial support to these networks and would continue to do so, ensuring that regional chairs are appropriately supported to strengthen the networks regionally, allowing a more effective two-way flow of information.
- 2.5 Revive & Thrive remains committed to visiting as many places face to face as is possible.

- 2.6 Revive & Thrive is also aware of a number of informal regional or sub-regional networks that exist and will strengthen these groups where required and offer these networks the same support, whether they choose to remain informal or become enveloped into a nationwide network of regional BIDs. As with all Revive & Thrive events, these meetings would be serviced by high quality agendas and speakers.
- 2.7 There already exists a respected and well-established annual survey of BIDs and Revive & Thrive would support this continuing as well as offering whatever support was necessary to promote both the survey and its outcomes. If it was required, and if it was appropriate, Revive & Thrive could seek to bring this piece of work in-house.
- 2.8 Revive & Thrive has always had an open-door policy to other organisations working with or representing BIDs. As the organisation chosen by its members to represent BIDs, Revive & Thrive would continue to engage with other providers to work towards a truly joined-up industry that could be respected at all levels.
- 2.9 It is entirely fitting with Revive & Thrive's mission and ethos to create a properly cohesive and mature BIDs and place management industry. A key outcome for this contract will be to bring together all interested parties to create a single and unified voice for the BIDs industry. Revive & Thrive is actively working towards this and will engage with all other organisations, individual and stakeholders to deliver this for the benefit of everyone working in BIDs or representing places in other ways. Revive & Thrive fundamentally believes that this is the only way that the BIDs industry can effectively grow and be taken seriously into the future.

3.0 Best practice and accreditation of BIDs

A desired outcome of this contract is for the successful bidder to provide an industry-led oversight of BID education / training, quality standards, advocacy and research (the latter to some extent informing the first three) to ensure the highest possible delivery standards and accountability to BID levy payers.

- 3.1 Currently, there is no provision of a genuinely industry-wide set of quality and best-practice standards. For Revive & Thrive, this is fundamentally important in order for the industry to be taken seriously and for it to continue to evolve. For this reason, Revive & Thrive will undertake the development of a standards framework for BIDs.
- 3.2 This will be done in conjunction with recognised training providers, and guided by experts with whom Revive & Thrive already works – on a daily basis and on its non-executive board and advisory group.
- 3.3 Already in place are both the national and regional events delivered by Revive & Thrive. These focus on the sharing of ideas and best practice, so while currently informal, there is a commitment to training and continuous professional development for Revive & Thrive members and event delegates.
- 3.4 Recent event keynote speakers have included representatives from the Institute of Place Management and Nottingham Trent University so there is an equal commitment to the dissemination of new and existing place-based research.
- 3.5 As an outcome of this contract, Revive & Thrive would undertake to identify relevant funding for further research and would encourage BIDs to share and collaborate on existing and new research.

4.0 Essential requirements of the service provider

It is expected that the successful provider for this contract will be a not-for-profit organisation or partnership which is committed to reinvesting all subscription/membership income in the design, development and delivery of the service.

It is also anticipated that they will be committed to agreeing a representative, transparent and sustainable governance structure and decision making arrangements.

- 4.1 Revive & Thrive is currently a privately owned, limited company. As its remit serves a wider audience than developing and existing BIDs, it would be inappropriate at this stage to change the company's structure.
- 4.2 However, with the recent implementation of a non-executive board of directors and advisory group, it has already begun taking steps to be a truly member-led organisation. The directors have previously stated that they view Revive & Thrive as a company for the BIDs and places industry and if the company's members are collectively of the opinion that it should be remodelled as a social enterprise, community interest company or other, similar structure, then they will take appropriate steps to make this happen.
- 4.3 At this stage though, and for the purposes of the delivery of this contract, all income would be ring-fenced to the new BIDs service and any profits reinvested into it. The benefit to the service of this arrangement is that it would be able to take advantage of Revive & Thrive's much wider offer to all places across the UK. The service could benefit, though, from independent audit to maintain openness and transparency.
- 4.4 If successful, Revive & Thrive will ensure that its BID service is governed by a dedicated steering group from inception, which will directly support, develop and steer those working within it en route to establishing a permanent, sustainable structure for the BIDs service.
- 4.5 Revive & Thrive in the meantime is committed to 100% transparency and will continue to publish board and advisory group meeting minutes as well as its accounts and, indeed, this tender, whether it is successful or otherwise.
- 4.6 At the end of 2016, Revive & Thrive restructured its governance arrangements with the inception of a non-executive board of directors and advisory group. The company is directed by them and will continue to be so.

Additionally, Revive & Thrive can demonstrate that:

- 4.7 The directors of Revive & Thrive have over 20 years' place management experience between them including BID development, management and delivery and strategic level influence of BIDs within one of the largest local authorities in Europe. Since the inception of Revive & Thrive in 2013 (and indeed, before that), they have led the company in promoting the wider places agenda – including BIDs - to a nationwide and growing network of relevant parties.
- 4.8 The wider Revive & Thrive team has directly worked with and for over 20 BIDs across the country and between them, they have a deep understanding of operational, strategic and political needs of BIDs.
- 4.9 The Revive & Thrive directors and team have worked within and alongside many and various forms of partnerships and businesses with various governance arrangements. They have written articles of association, partnership frameworks, governance terms of reference, director and trustee contracts and

fully understand the limitations and opportunities offered by working with voluntary steering groups and boards.

4.10 Invariably, these types of structures and governance arrangements have been in the third sector (rather than “not-for-profit,”) and also include direct experience as directors, trustees and school governors themselves.

4.11 Revive & Thrive has an existing, strong brand and as an innovative, creative and flexible company that is exceptionally well-placed to become the first and only place to go for all BID-related needs.

4.12 Its exponential growth since formation is an indication of the skills of the leadership team and these would be fully brought to bear to establish a representative body, led by its members and run by Revive & Thrive for the benefit of places across the country.

4.13 However, if successful, Revive & Thrive will recruit a dedicated manager for the new BIDs service. This individual will be expected to be as knowledgeable of the BIDs industry as existing Revive & Thrive directors and employees, respected within it, and will likely come from outside of the existing Revive & Thrive team. It is expected that members of the newly formed steering group will support any recruitment required.

4.14 In the intervening period, Revive & Thrive has the skills, expertise and manpower to ensure that the new BIDs service begins to have an instant impact. Effective outcomes and development can start immediately with no lag or need for transition as all processes and functions already exist.

4.15 Revive & Thrive already operates a nationwide network of people and organisations involved with place management. To date, it has held three national conferences around the country and has supplemented these with many regional events, bringing together BIDs and other place professionals with local activists, solutions providers and nationally renowned keynote speakers. The focus of these events is around the sharing of best practice, knowledge and capacity building and always enabling those present to return to their places better equipped to improve them.

4.16 Revive & Thrive live events are supplemented by a strong social media presence and a monthly online publication, Place Magazine, which has a reach of a minimum of 30,000 readers, not including the occasions on which the magazine is shared. This is supplemented by a twice-yearly print version of Place Magazine.

4.17 Revive & Thrive membership is growing steadily, with members from the smallest towns to the largest BIDs and the company offers and disseminates regular blogs and stories from highly respected place professionals on a range of current affairs topics. In addition, Revive & Thrive communicates weekly with a database of 4250.

4.18 The existing Revive & Thrive non-executive board and advisory group boasts members from respected and established BIDs from around the country, as well as academics, other place professionals and experts in a range of place-related disciplines.

4.19 Revive & Thrive’s strategic partnerships with the Charity Retail Association, BIRA and Groundworks indicate a credible organisation with a reach across many sectors and disciplines.

4.20 Revive & Thrive’s private sector relationships include business rates experts and several of the country’s leading providers of innovative products and services for places.

- 4.22 Revive & Thrive directors have direct experience of representing and lobbying on behalf of BIDs and other places. They have sat on the Welsh Towns Network strategic board, a citywide strategic place management board in Birmingham and been invited as experts to local authority scrutiny panels. Additionally, they have spoken at regeneration conferences and will be doing so again this year.
- 4.23 The wider Revive & Thrive team, non-executive board and advisory group contains several high-profile members who have represented and lobbied on behalf of BIDs to all levels of government and across all sectors. Members also include BIDs who have fed in the Rocket Science Report and they support us as the best organisation to deliver a new BIDs service. Evidence of support can be provided if required.
- 4.24 Revive & Thrive became established as a company thanks to the experience of the directors in running marketing campaigns, especially across social media. “Retweet for Towns” day was a hugely successful initiative and gave rise to the first Revive & Thrive Challenge, the finals of which were held at Earl’s Court in 2014.
- 4.25 In conjunction with Blachere Illumination, Revive & Thrive is currently running a £22,500 Christmas lights competition for the third successive year and has also run two “challenges” directed at suppliers of goods and services for places.
- 4.26 Currently, Revive & Thrive is a quarter of the way through a two-year “Local Legends” campaign. The company has just awarded around £100,000 of prizes to 28 communities across the country – from large BIDs to small community groups, celebrating the work that individuals, partnerships, local authorities and BIDs do in their own places and using these as a platform to share best practice and inspire others.
- 4.27 Revive & Thrive works with a design company that has a significant track-record in place-related branding and marketing. This company designs the monthly Place Magazine, has worked alongside the team on Revive & Thrive’s own branding and has designed bespoke websites for some of the BIDs that Revive & Thrive has worked with. They have also helped Revive & Thrive to develop its own website as well as those of similar organisations.
- 4.28 As an SME business, Revive & Thrive has a culture of flexibility, creativity and innovation. Place magazine, for example, was conceived and brought to life within the space of a month, with immediate positive results. The directors have developed a successful recruitment service, having been asked by a BID if the company could help them with a job vacancy and the team’s work with some of the best place solutions providers means that it is always across the newest innovations available for places.
- 4.29 Equally, the work of Revive & Thrive that directly engages with places, primarily developing and existing BIDs, means that the directors and staff are aware as practitioners as well as a national membership organisation, of the challenges faced by its primary stakeholder groups.
- 4.30 Revive & Thrive’s membership base and reach of businesses, BIDs, individuals and other places has grown steadily over the last three years and it is the fastest growing membership organisation for places in the UK.
- 4.31 As a business, Revive & Thrive has continued to evolve and the recent inception of a non-executive board and advisory group demonstrates the company’s commitment to being driven by its membership to truly represent the places that the company works with. The directors are essentially gifting the organisation to UK places including BIDs.

- 4.32 Revive & Thrive's directors have direct experience of managing third party contracts, from multi-million pound European-funded projects to small local grants. They have written tender documents for prospective BID areas and work with and manage contractors on a regular basis.
- 4.33 Place Magazine, Revive & Thrive's regular email newsletters and its catalogue of BID business plans demonstrates the company's ability to produce effective and accessible documents.
- 4.34 Revive & Thrive has carried out business surveys – both as distinct projects and as part of BID development processes – and regularly publishes blogs and articles on a range of subjects that affect BIDs and other places written by respected third-party contributors.
- 4.35 As well as producing a monthly magazine, Revive & Thrive publishes frequent, relevant articles on its website and across social media, primarily LinkedIn. Directors have written BID business plans and annual reviews as well as reports for other contracts that the company has delivered.
- 4.36 Directors have written milestones reports, council briefing papers, feasibility studies, BID company articles of association and voluntary membership agreements and more besides.

5.0 Budget

- 5.1 Revive & Thrive anticipates this new service to cost in the region of £135,000 to run annually. Given that the anticipated first year income is likely to be around £75,000, Revive & Thrive will incorporate the shortfall into its own budgets by offering in-kind support.
- 5.2 This will include, but is not limited to, contributions to the company's overheads; website, branding, social media, Place magazine and other marketing costs; administrative support; organisation of and attendance at Revive & Thrive conferences and events.
- 5.3 Employment costs (including employer's costs, training, equipment and expenses) for a service manager will be set at a total of £.....
- 5.4 Revive & Thrive will reduce the direct level of in-kind support over the first three-years of the service, reducing it to zero by 2019, at which point the BIDs service will be expected to be fully independent financially, accruing its own profits for re-investment into the service.
- 5.5 During the first year of the new organisation, we do not believe it to be appropriate for the members to pay the amounts that is suggested in option 2 of financial remodelling in Rocket Science Report.
- 5.6 Target for year one is 115 BIDs signed up.
- 5.7 Financial assumptions do not include revenue from conferences and events but Revive & Thrive has success in making these events profitable and as with all Revive & Thrive income, it will be recycled for the good of the network.

6.0 Organisational Structure

A full organisational structure chart for Revive & Thrive can be found at the end of this document.

7.0 Biographies and Job Specification

7.1 CVs for Revive & Thrive directors, Mark Barnes and Matthew Powell are attached as separate documents. They will lead the service in the intervening period until a full-time manager is employed and brief biographies for them are as follows (taken from the Revive & Thrive website, where further details of the wider team, which will also support this project, can be found).

7.2 *Mark Barnes:* Mark's vision for supporting places up and down the country began a decade ago when he left a career in Automotive Aftersales Management to work on place related projects and contracts.

A three-year spell as a town centre manager gave him the understanding of the difficulties faced by place practitioners as he developed the concept for Revive & Thrive supporting and working with solutions providers and strengthening his extensive national network.

Since incorporating the company in 2013, he has grown Revive & Thrive into one of the pillars of the place-based support community and, with the recent addition of the non-executive board, advisory group, ambassadors, a growing team and the company's corporate advocates, he continues to oversee the evolution of Revive & Thrive and the development of our industry.

7.3 *Matt Powell:* From inner-city Bristol to rural Cornwall, suburbs of Birmingham to BID developments as far apart as Hexham and Hastings, Matt has a wealth of experience in all aspects of place management.

Leaving a successful career in retail in 2004, Matt trained as a Business Advisor working with pre-start and existing businesses and brought this experience, along with many innovative project deliveries, a wealth of place-based knowledge and strategic-level BIDs involvement to Revive & Thrive when he helped Mark to start the company and later joined it himself.

Matt has subsequently worked on a range of projects in towns and cities around the country, developing, delivering and managing BIDs, supporting with other town partnerships and working alongside Mark on establishing and growing Revive & Thrive.

Matt is a champion for town centres and the High Street and is committed to helping business groups, BIDs, local authorities and other interested parties make their areas better for residents, visitors and businesses alike.

7.4 A full job description and person specification for an individual to lead the new Bids Representative body will be developed in conjunction with the steering group.

8.0 Additional Information and Conclusions

Additional benefits of working with Revive & Thrive:

8.1 Primarily based in Birmingham and mid-Wales, Revive & Thrive offers a genuine, nationwide approach to this contract, with team and board members and regional ambassadors across the whole country. This addresses concerns of a London- or big BID-centric support for BIDs at a national level. This

nationwide approach therefore ensures support for all aspiring BIDs, new BIDs and long standing, established BIDs.

- 8.2 Given that Revive & Thrive is registered in Wales, it also offers a unique perspective on that principality and is already developing a Welsh Towns Community, spearheaded by a respected BID Manager.
- 8.3 Thanks to its partnership with Groundwork, Revive & Thrive can boast access to an organisation that developed the first industrial BID in the UK and has managed 13 industrial BID developments/renewals since.
- 8.4 Thanks to its extensive national network, Revive & Thrive is uniquely placed to support the development of the BIDs industry as a whole, providing a solid supply chain of places that are or would like to be on the road to BID development. The directors firmly believe that this is a vital element of this contract as it is the only way that the industry as a whole can grow and develop.
- 8.5 Revive & Thrive is not a “selling” organisation but is adamant that its links to the best solutions provider for place not only gives places an on-going source of solutions to whatever their needs may be but also offsets the costs of running a membership organisation through private sector income. Indeed, many of these solutions providers offer their own commercialisation opportunities to BIDs and places, allowing them to do more with their levy payers’ money.
- 8.6 Revive & Thrive recognises that BIDs sit at the forefront of localised, place-based regeneration, and wholly champions this. The directors advocate BIDs leading from the front and inspiring other places, but also acknowledge that the thousands of towns, cities, villages and high streets across England and Wales that are not currently BIDs need the support, networking and access to improvement and best practice that only Revive & Thrive can offer.
- 8.7 Members of the Revive & Thrive team, non-executive board and advisory group have directly worked within, on behalf of, or for, over 50 BIDs, giving the team a genuine perspective of how they work and the challenges and issues they face. The organisation’s national reach allows it to champion BIDs from grass-roots to government and its commitment to improving all of the nation’s places means that it will always remain relevant, accessible and driven by the needs of its members.

