

## Proposal to undertake a Feasibility Study For Business Improvement District in Ormskirk Town Centre



**Date of submission: 10<sup>th</sup> January 2017**

**Prepared for :**

**Ian Gill**

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Groundwork Cheshire, Lancashire and Merseyside Ltd is a not-for-profit Environmental Trust that works with its clients and partners to create sustainable businesses and communities. Visit [www.groundwork.org.uk/sites/clm](http://www.groundwork.org.uk/sites/clm) to discover how we are making a difference.

## Document Control

*Office use only*

### Quality tracking:

Prepared by	Greville Kelly	Date	5 <sup>th</sup> January 2017
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QA / Checked by	Jane Hough	Date	9 <sup>th</sup> January 2017
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### Document version tracking:

Issue	Date	Status
1	9 <sup>th</sup> January 2017	Draft for feedback from client
2	8 <sup>th</sup> February	2 <sup>nd</sup> Draft for comment

## INTRODUCTION

Ormskirk is a market town in West Lancashire which has been in existence for over 700 years. The town has a unique historic character, a long established market and is home to Edge Hill University, which employs 4000 staff and is the largest hereditament within the Town. Ormskirk has maintained a lower than average level of vacant units in the town, which in October 2015 was 4.5% against a regional average of 12.5%. Despite this, recent anecdotal feedback from businesses indicates that the economic performance of traders is struggling. Factors cited include a range of regional, national and international competitive pressures related to on-line shopping, increased presence of dominant retail centres in the Northwest (Liverpool One, Trafford Centre) and competition from neighbouring towns including Wigan, Southport and Preston.

To support the continued success of the town, West Lancashire Borough Council developed a Town Centre Strategy in 2015, and have dedicated capital budget and officer time and resource to supporting the on-going development of the Town Centre. The private sector has been actively engaged through a mixture of public / private partnerships (Town Centre Board) and private sector networks - in recent years this has included Love Ormskirk (now ceased trading) and Ormskirk and West Lancashire Business Focus (OWL). Ormskirk has been supported through the Market Towns Initiative in the past, and more recently (2014 - 2017) the Healthy High Streets Programme.

Notwithstanding the past success achieved in Ormskirk, the Town Centre is perceived by stakeholders to be in need of further investment, for which the Local Authority holds some limited funds to enable. However, to ensure that the success of the past is sustained in the future, the Town Centre Board are interested in understanding how a Town Centre focused Business Improvement District could secure sustainable, private sector led investment in projects and services to secure Ormskirk's long term future.

This proposal has been developed by Groundwork, and is to undertake a BID feasibility Study, answering the following key questions:

1. The potential boundaries a BID(s) could take
2. Potential income that could be generated through different approaches / models for a BID
3. Expected outcomes from a BID project
4. Who would be included in a BID (company size, locations)
5. The timelines for a BID and the expected development costs

### Groundwork and BIDs

Groundwork has a strong track record in developing and managing Business Improvement Districts (BIDs) across the Northwest. Groundwork has supported the development of 15 successful BID votes across the UK including the Northwich Town Centre BID, Chester City Centre BID, Winsford Industrial Estate BID, Globe Park BID (Wycombe), Gadbrook Park BID, Astmoor Industrial Estate BID and the Hale Bank Industrial Estate BID. These BID projects have

also included renewal votes (achieving support of up to 96%), where on each occasion the level of support from companies has increased. Our BID projects to date have secured more than £12million of private sector led investment into these trading environments.

Recent BID development projects have included a renewal BID project on Winsford Industrial Estate, which secured a 90% approval, for a third term. Groundwork is also responsible for the management of established BID programmes in Mid Cheshire covering Northwich Town Centre, Winsford Industrial Estate and Gadbrook Park, which collectively are supporting 600+ companies, employing 10,000+ staff to transform trading environments.

### **A Proposal to Undertake a Feasibility Study**

This proposal has been developed to produce a feasibility study for West Lancashire Borough Council and resident businesses / stakeholders. The study will provide an insight into the feasibility of a BID for Ormskirk Town Centre. The project will include face to face engagement with businesses within the locality, coupled with the production and analysis of a rateable value database, to demonstrate the business plan options for a BID. The project will also include the production of a feasibility report and the presentation of the results to West Lancashire Borough Council. Included within this project will be Edge Hill University, who will be engaged to understand the potential role for the University within a Town Centre BID. As well as being provided with the opportunity to respond to the consultation, Groundwork will meet with the University's Management to meet and discuss the concept of a BID.

The results from the feasibility study will enable West Lancashire Borough Council, businesses and stakeholders to make an informed decision on the role a BID may play in supporting the future development of Ormskirk Town Centre. Groundwork will, based upon the findings from this study, make recommendations for timescales for development of a BID should intelligence show a need for such an intervention.

### **Key deliverables from the proposal:**

- ✓ Provision of a report, highlighting:
  - Key findings and trends from consultations with businesses and stakeholders
  - Options for development of a BID (location, sector, business size)
  - Recommendations on timescales and the process for developing a BID
- ✓ Consultation with resident businesses, securing 30 responses from a sample of 60.
- ✓ Production of a rateable value (RV) database including the analysis of RV data.
- ✓ Development of a BID development timeline and a summary of outcomes a BID could generate.
- ✓ A developed understanding for West Lancashire Borough Council on the role a Business Improvement District could play in the future development of Ormskirk Town Centre.

## 2.0 SERVICE PROPOSAL

### 2.1 Methodology

The outline approach and methodology for carrying out the feasibility study is based upon the following 6 stages.

Stage 1 – Project start meeting

Stage 2 – Engagement and consultation with companies

Stage 3 – Analysis of Rateable Value (RV) database

Stage 4 – BID development timeline for Ormskirk Town Centre

Stage 5 – Production of the draft report for feedback

Stage 6 – Production of the final report, presentation and reporting

### 2.2 Detailed scope of work

Stage 1 – Project start meeting

- RV data and business contacts request to West Lancashire Borough Council.
- Introduction of the Groundwork Team to key West Lancashire Borough Council contacts.
- Agreement on contacts for interviews, with contact names, email addresses and telephone contact details to be supplied by West Lancashire Borough Council.
- Review of draft interview questionnaire for feedback from West Lancashire Borough Council.
- Tour of Ormskirk Town Centre by West Lancashire Borough Council to provide intelligence and insight into the Town.
- Agreement of final report format.
- Final agreement of project timetable.

Stage 2 – Engagement and consultation with companies

- A business engagement officer will engage targeted businesses to introduce the project, obtain contact details and encourage participation from businesses.
- West Lancashire Borough Council will make email or telephone introduction to contacts, introducing Groundwork and the project brief where this is believed to support engagement.
- West Lancashire Borough Council will provide an introduction to Edge Hill University for Groundwork, in order to facilitate a meeting with management to discuss the concept of a BID and the potential role of the University within the project.
- Release of an online and hardcopy consultation, with a copy of the consultation being delivered or emailed to each company (preference for this will be obtained from companies during the initial engagement process).
- This will be followed up by telephone and face to face engagement with the target companies to encourage responses to the consultation, including the offer to retailers of 1-2-1 consultation responses. The time will also enable the concept of a BID to be discussed further.
- Groundwork will aim to secure responses from 30 businesses, for which it is believed up to 60 companies will need to be engaged.

Stage 3 – Analysis of RV database

- Upon receipt of the RV database from West Lancashire Borough Council, Groundwork will analyse the overall potential value of income a BID could generate.
- Analysis will also be conducted based upon geographical options covering limited areas, summarising the likely level of income at specific percentage levies of 1%, 1.5% and 2%. Analysis will also include

a review of the application of caps and thresholds to the levy, to show the impact of such measures on the overall value of a BID.

## Stage 4 – BID development timeline

- Following analysis of the questionnaires and the analysis of RV data, Groundwork will produce a summary timeline, highlighting the key steps in development of a BID and expected outcomes.

## Stage 5 – Production of the draft report for feedback

- Groundwork will produce a final report summarising the following:
  - Graphical analysis of questions from stakeholder interviews
  - Summary of key points and findings raised by stakeholders
  - Table summarising the different options for geographical coverage of a BID at different % levies.
  - Summary timeline for development of a BID showing expected outcomes.
  - Recommendations and opinion on whether a BID is feasible for Ormskirk Town Centre.

## Stage 6 – Production of the final report, presentation and reporting

- Following feedback on the draft report, sign off of final report.
- Production of a presentation for feedback to West Lancashire Borough Council, businesses and stakeholders
- Invitation to companies to attend a meeting about the study, and understand the next steps towards establishment of a BID
- Identification of key businesses for inclusion within a future BID development steering group.

## 2.3 Timescales

The dates for a realistic and achievable timetable are as follows:

Stage 1 – Project start meeting (**April 2017**)

Stage 2 – Engagement of businesses (**April / May 2017**)

Stage 3 – Analysis of RV database(**May 2017**)

Stage 4 – BID development timeline (**June 2017**)

Stage 5 – Production of the draft report for feedback (**June 2017**)

Stage 6 – Production of the final report (**June / July 2017**)

The above dates are dependent upon West Lancashire Borough Council providing information around business contacts in a timely manner. In addition, whilst Groundwork will encourage businesses to provide feedback on the interview questions in a prompt timescale, Groundwork cannot control the time businesses will take to respond. The project will aim to secure responses from 30 selected participants to provide a representative sample for the report.



## 2.4 Personnel details

See details below, and CVs within the appendix of the proposal for qualifications, competence and experience of staff.

Name and position	Role in the project
Greville Kelly – Director	Project direction and client reporting
Jane Hough – BID Development Manager	Project implementation, business and stakeholder liaison, and contact
Mark Henshaw / Jonathan Hutchinson – Business Engagement	Undertaking structured interviews with stakeholders and companies
Stephanie Leese – Administration and Support	Compilation of the questionnaire and responses

## 2.5 Fee submission

£7,600+VAT

Notes on proposal:

- » **No work can begin on this proposal until the confirmation of order form in the appendix has been signed and returned to Groundwork Cheshire, Lancashire and Merseyside Ltd.**
- » The prices within this proposal are valid for orders placed before 30<sup>th</sup> February 2017
- » Additional days required by the client will be charged separately.
- » Price includes mileage to the project location.
- » Prices exclude VAT which will be charged at the relevant rate.

## Agreed Payment Plan:

The above proposal will be invoiced in line with the following arrangements:

Item	Value	Date / timescale for invoice
» Appointment of Groundwork to deliver the project	£3,000	Upon appointment
» Completion of project	£4,600	April 2017

## 3.0 GROUNDWORK CHESHIRE, LANCASHIRE AND MERSEYSIDE LTD

### *'Building sustainable business and sustainable communities'*

Set up in 1983, we employ a professional team of staff who work with companies, public sector and voluntary sector organisations and communities to deliver our vision for a sustainable future. We are part of the National Federation of Groundwork Trusts, which provides us with national coverage whilst our local delivery ensures we are always close to our clients needs.

We provide services to our clients that deliver results which benefit them through:

- ✓ **Lower costs**
- ✓ **Increased sales**
- ✓ **Managed business risks**
- ✓ **Enhanced sustainability and managed carbon impacts**

Our employees have a vast range of experience, knowledge and skills that we use to support our clients. All our consultants and trainers maintain professional membership status to the Institute of Environmental Management and Assessment (IEMA), Institute of Safety and Occupational Health (IOSH), or the Institute for Learning (IfL).

When we deliver a project or service for you it will be tailored to your own specific needs and the range of services we can deliver is extensive, however we use the following titles to summarise these service offerings:

- » **Environmental Management**
- » **Carbon and Energy Management**
- » **Health, Safety and First Aid**
- » **Business Improvement Districts**

To view the full range of services visit our website at [www.smarterbusiness.org.uk](http://www.smarterbusiness.org.uk).

### **Our Environmental Impact and Carbon Footprint**

Our own environmental management system is based around the principles of **BS 8555** which ensures we deliver continual environmental improvements in our organisation, ensuring that we comply with legislation and maintain systems to prevent pollution. Groundwork can offer you services which will involve a minimal carbon footprint due to our advisors being locally based and the improvement programmes that we are working on within Groundwork to reduce our own operational carbon emissions.

### **Not for profit and community investment**

Groundwork Cheshire, Lancashire and Merseyside Ltd is a not-for-profit organisation. We are not driven by a need to return annual payments to shareholders or private owners. Therefore, our prices are always competitive and offer exceptional value for money. Where we make a surplus as an organisation, we use this funding to support our charitable work aimed at creating more sustainable communities. Visit [www.groundwork.org.uk/sites/clm](http://www.groundwork.org.uk/sites/clm) for more information on our charitable work.



## 4.0 TERMS AND CONDITIONS

The following conditions and arrangements are operated by Groundwork Cheshire, Lancashire and Merseyside Ltd in our work for the client, unless there is written agreement to any amendments. Together with the Proposal to which they are attached and acceptance of that Proposal, they form the entire contract between Groundwork Cheshire, Lancashire and Merseyside Ltd (the company) and the Client (West Lancashire Borough Council).

Groundwork cannot take any responsibility on how the information provided is interpreted or for any action taken regarding the information provided by the client.

### Financial arrangements

The fees relating to this assignment are detailed in the proposal to which these Terms of Working are attached. They remain valid for at least one calendar month from the date of submission of the proposal. The Company reserves the right to amend the proposed fee after this period.

The Company reserves the right to re-negotiate the price if there are major changes in what has been agreed in the contract.

For fixed fee assignments the contract is for the total sum specified in the proposal. Should circumstances arise which could not reasonably have been foreseen at the time of the proposal, the fee may be amended by mutual agreement in respect of the agreed change in work content.

Fees cover time spent on work for the Client whether carried out on the premises or elsewhere.

Travel, accommodation, subsistence, and other expenses necessarily incurred in connection with the assignment will be recharged to the Client.

All payment is due within 30 days of the date of a submitted invoice. Fees and expenses are subject to the addition of Value Added Tax which the Company shall pay in addition.

Receipt of payment for the work invoiced is required within 30 days of the date of the invoice. We bring to your attention the due date of payment, after which in accordance with the late payment of commercial debts (interest) act 1998 the total owed will accrue interest at 1.75% per month, calculated daily plus administration fees to enable collection.

### Bank account details:

**Account Name:** Groundwork Cheshire, Lancashire and Merseyside Ltd  
**Sort Code:** 30-19-56 **Account Number:** 00647922  
**Bank:** Lloyds, 2-6 Market Street, Wigan, WN1 1JN  
**Charity No:** 514727  
**Company No:** 176 4848  
**Vat number:** 483754511

### Confidentiality

All material supplied by the client will be held confidentially. No disclosure will be made without the advance permission of the client.

### Intellectual Property

All reports, tools, presentations and materials that Groundwork use in delivering these services outlined within this proposal remain the property of Groundwork Cheshire, Lancashire and Merseyside Ltd, and may not be used by any third party without prior written permission from Groundwork Cheshire, Lancashire and Merseyside Ltd.

### Complaints Process

If the client is unsatisfied with the work provided by Groundwork this should initially be addressed to the consultant/trainer delivering the work. Where this may not be appropriate, or where the client is not satisfied with the response from the consultant/trainer, then the complaint should be raised with the Director of the Smarter Business team at Groundwork Cheshire, Lancashire and Merseyside Ltd. Groundwork has a formal complaints procedure. This is available upon request.

### Insurances and Quality

Groundwork carries professional indemnity insurance, public liability insurance and employees' liability insurance. Details of these are available upon request.

The Company will make every effort to ensure the information provided through the Services is appropriate and accurate. However, only the courts can authoritatively interpret the law and only acts and regulations have force of law. The final decision regarding any advice/information provided by the company is the commercial responsibility of the client.

Groundwork Cheshire, Lancashire and Merseyside Ltd cannot accept responsibility for errors and/or omissions within this document or loss occasioned to persons acting or refraining from action as a result of the material in this document.

The company cannot take any responsibility on how the information provided is interpreted or for any action taken regarding the information provided by the client.

### Working Conditions

The Client shall promptly provide the Company with the appropriate instructions and information reasonably required in order that the Company may carry out its obligations under this agreement. Such information will be accurate and complete.

In carrying out this project the Company will be acting as a principal and not as an agent of the Client.

The assignment is confined to work specified in the proposal. The time to complete our work and the measure of its success depend to a degree on factors outside our control. We are limited, therefore, to giving an estimate of the time required and the results obtainable based on the information made available by the Client. Any such estimates, and any confirmation or variation of them in subsequent correspondence or reports, although given in all good faith, shall not be deemed to be undertakings, warranties or contractual conditions.

All conclusions, forecasts and recommendations in any proposal, report, other documents or presentations are made in good faith and on the basis of information before us at the time and are not to be deemed in any circumstances a representation, undertaking, warranty or contractual condition. In no circumstances shall the company be liable for loss of profit or any other consequential damages.

The Company will have no liability for any loss or damage whatsoever arising from breach or non-performance of its duties under this agreement for the supply of services.

Before the Company commences any of the Services, the Client shall inform the Company of any dangers or hazards, whether hidden or not, which the Company is likely to encounter during the performance of the Services. This includes allowing the Company to undertake a risk assessment, which will be discussed with the Client.

The Client shall make available to staff of the Company all information, which they may reasonably require for the effective execution of their work. Where the Company staff are required to work on the Client's premises, the Client will provide them with office accommodation, and relevant Personal Protective clothing as identified in the risk assessment.

The contract between the Company and the Client is governed by English law and the parties undertake to submit to the jurisdiction of the English Courts.

### Termination

The contract may be terminated by either party on giving one month's notice in writing, setting out the reasons for the termination. Where the Contract provides for the preparation of a report at the end of the assignment, this will be provided covering the period up to the date of the termination unless the Client agrees in writing that a report need not be submitted.

In the event of the Contract being terminated before the completion date. The Company shall submit an invoice for payment for work in progress, and any additional costs incurred in closing off the contract following termination.

The Company may also claim costs that he or she is bound to pay after the termination was received.

Where this Contract is terminated because the Client is not satisfied with the standard of the Consultant's work, the Company reserves the right to reclaim all, or part of, the fees paid under the terms of this agreement.

For assignments based on Company staff time expended, the Company requires no long-term contract with the Client, either party being free to terminate work by one month's notice in writing. Such notice shall not be given without full prior consultation between the parties concerning the reasons for such termination.

## Appendix One - Consultant CVs

## Consultants CV

**Name:** Greville Kelly

**Position:** Director of Business

### Education and Professional Development:

- » University of Lincolnshire and Humberside: BA (Hons) Environmental Studies II: I, 1997
- » Environmental Auditors Registration Association (EARA), Three-day "Introduction to Environmental Management",
- » National Examining Board of Occupational Safety & Health, Certificate (CREDIT)
- » Member of the Institute of Environmental Management and Assessment (IEMA)
- » Registered Environmental Auditor with the Institute of Environmental Management and Assessment
- » Trainer Development Programme - "Train the Trainer" course

### Career Summary

Greville Kelly graduated with a degree in Environmental Studies from the University of Lincolnshire and Humberside in 1997. Since 1997 Greville has worked for Groundwork on a range of business support projects and is currently Director of the Trust's Business Team ([www.smarterbusiness.org.uk](http://www.smarterbusiness.org.uk)). The business team delivers projects to businesses through funded business support programmes, Business Improvement Districts and commercial contracts for delivering consultancy and training.

### Business Improvement Districts

Greville led the development of the UK's first non-retail Business Improvement District in 2005 on Winsford Industrial Estate. This project has now continued to become the longest running non-retail BID in the UK through successive re-ballots, realising approval support from up to 92% of companies. On the back of this success, Greville has directed the development of Business Improvement Districts in retail and non-retail locations including Chester, Northwich, Warrington, Halton and High Wycombe. To date, Greville and his Business Improvement Districts team have supported the development of successful BID ballots across the UK, including five renewal ballots.

### Business Support Programmes

Greville has managed the delivery of several ERDF funded programmes across Cheshire, West Lancashire Borough Council and Merseyside. These have included:

- ERDF Funded Halton Business Environment Association 2000- 2006
- ENWORKS Environmental Management and Resource Efficiency Services 2002-2013
- Connecting Cheshire Superfast Business Programme delivered in partnership with Peninsula Enterprises. 2013-2015

The ENWORKS programme supported more than 1000 business over 10+ years. £18million+ of cost savings were delivered for local businesses, resulting in 132,000 Tonnes of CO2e savings per year, 791 jobs saved and created and £5.1 million of sales safeguarded and won.

The Connecting Cheshire Superfast Business Service was an ERDF funded programme aimed at supporting SMEs to realise the full business benefits from applying ICT and digital technology effectively within their businesses. The programme supported 900+ SMEs with 12 hours+ of support, and enabled more than 200 of these companies to improve their business performance, with £15million of gross value added realised for the economy. The programme also supported the creation and safeguarding of more than 80 jobs over 2 years.

### Commercial Consultancy and Training

Greville has developed and delivered a range of commercial consultancy and training programmes, covering a range of topics including environmental management, carbon management, health and safety, climate resilience for SMEs and quality management. Greville's role has included business development, project scoping, delivery and on-going client support.

### Supplementary Data / Key Qualifications

- » Significant knowledge of BID development and legislation.
- » Experience of successful project management of BIDs and ERDF funded business support programmes.
- » In-depth understanding of governance arrangements available for BIDs.
- » Experienced project manager capable of managing a range of environmental regeneration projects.
- » Working knowledge of environmental management systems including ISO 14001.
- » Experience of environmental management in various industrial sectors Specialist skills in waste management and auditing.
- » Competent and experienced trainer.
- » Knowledge of current UK and EU environmental, health and safety legislation

## Consultants CV

**Name:** Jane Hough

**Position:** Business Improvement Districts Manager

### Education and Professional Development:

- » ICS Diploma in Personnel Management
- » Tips in Tendering Master class
- » CIEH Level 3 Health and Safety (MERIT)
- » Media Campaign Training
- » Management European Regional Development Fund Finances - Workshop

### Career Summary

Jane joined the Groundwork Cheshire Business Team in 2010 as Principal Project Manager, with responsibility for the management of Business Improvement Districts, Green Business Parks, health and safety services and employment programmes.

Jane's work experience encompasses 28 years in both public and private sector in retail, commercial property, warehousing & distribution and the leisure industry. In 1997, Jane joined Paternoster Management services and her career progressed in 2003 to Company Director, with responsibility for corporate contracts, administration, finance and operations. In 2009 Jane joined a consortium of Primary and High Schools in Runcorn to support them with external funding applications and the delivery of special projects.

Since joining Groundwork, Jane continues to use her professional experience through the work on the Business Improvement Districts, together with seeking out new opportunities for enhancing local trading environments and creating successful links with individual businesses and many partners such as Cheshire East Council, Cheshire West and Chester Council, The Cheshire and West Lancashire Borough Council LEP, Winsford Town Council, Northwich Town Council, Chambers of Commerce, and The Mid Cheshire Development Board.

The highlight of Jane's work on Business Improvement Districts and business support projects to date has been:

1. Project management of the Warrington Town Centre BID Feasibility Study in 2016.
2. Project management of the Sealand Industrial Estate BID programme 2016/17
3. Project lead on the development of Winsford Industrial Estate Business Improvement District (BID3) – Successful at vote in November 2015
4. Project lead on the development of Globe Park Business Improvement District – Successful at vote in October 2014
5. Project lead on the development of Gadbrook Park BID 2 – Successful at vote in July 2014
6. Project lead on the development of Northwich Town Centre Business Improvement District – Successful at vote in June 2014
7. Project Management of a comprehensive business consultation with over 400 businesses in Chester City Centre to establish the evidence base to develop a City Centre Business Improvement District – Successful at vote in June 2014
8. Project Management of the development of a successful BID 2 on Astmoor Industrial Estate and Halebank Industrial Estate (Halton) (2012/2013)
9. BIDs Manager of three managed Business Improvement Districts (Northwich Town Centre, Gadbrook Park and Winsford Industrial Estate) in Cheshire
10. Managed a comprehensive business consultation with 10 business parks/industrial estates in Ellesmere Port to establish opportunities for Green Business Park initiatives and potential of a Business Improvement District (2011/2012)
11. Managed a comprehensive business consultation to support the feasibility of a Business Improvement District on Sealand Road industrial Estate and Chester West Employment Park (2011/2012)

### Supplementary Data / Key Qualifications

- » Experienced Project Manager
- » High success rates in obtaining external funding through Funding Applications
- » Governor - Sir John Deanes College
- » Executive Board Member and Treasurer of Winsford Industrial Estate Business Improvement District (2005-2008)

- » Board member – Mid-Cheshire Development Board
- » Governor - Hallwood Park Primary School (2009-2010)
- » Trustee - Hartford Primary School Gift Aid Trust (2004-2010)

## Consultants CV

**Name:** Mark Henshaw

**Position:** *Business Engagement and Sales Officer*

### **Education and Professional Development:**

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- » A successful professional within a variety of Industries
- » Fluent in Spanish
- » An experienced professional, particularly in business engagement and advisory management positions across Europe
- » Trained in risk assessment

### **Career Summary**

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Mark spent the early part of his career at Management Level within a Government Department as a Personal Advisor and Employer Relationship Manager, initially working during the recession in the early Nineties in deprived communities, with high unemployment and faltering Business development. His remit was to support people back into employment and businesses to stabilise and regrow. Over the years Mark worked directly as a Personal Advisor to Blue Chip Companies such as Marks and Spencer, Tesco and the Copthorne Hotel chain advising on Recruitment, Staff retention, Government initiatives and schemes to assist Companies to recruit and retain staff.

In 2009, Mark took up the position of Business Engagement Officer for Groundwork, since this time Mark has successfully delivered business engagement and business support work on a variety of projects including ERDF funded business support services, business improvement district development projects across retail and non-retail locations and recently leading on the delivery of Town Centre co-ordination activities in Northwich following the approval of a BID in 2014. In 2016 Mark led business engagement activities on two key BID feasibility projects in Warrington and Chester, further enhancing his business engagement skills.

Key projects to date include

- Business Engagement and ongoing business support for the Northwich Town Centre Business Improvement District – Successful at vote in June 2014
- BID feasibility studies (leading on business engagement) in Warrington Town Centre and Chester (Industrial / Retail location)
- Winsford Industrial Estate BID 3 Renewal
- Business Engagement on the development of Globe Park Business Improvement District – Successful at vote in July 2014
- Business Engagement on the Gadbrook Park BID 2 – Successful at vote in July 2014
- Business Engagement on a comprehensive business consultation with over 400 businesses in Chester City Centre to establish the evidence base to develop a City Centre Business Improvement District – Successful at vote in June 2014
- Business Engagement on the development of a successful BID 2 on Astmoor Industrial Estate and Halebank Industrial Estate (Halton) (2012/2013)
- Business Engagement on comprehensive business consultation with 10 business parks/industrial estates in Ellesmere Port to establish opportunities for Green Business Park initiatives and potential of a Business Improvement District (2011/2012)

- Business Engagement on comprehensive business consultation to support the feasibility of a Business Improvement District on Sealand Road industrial Estate and Chester West Employment Park (2011/2012)
- Business Engagement lead on the Cheshire East People into Jobs ERDF programme.

## ***Supplementary Data / Key Qualifications***

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- » Experienced Business and Sales Consultant across various Industries, Welfare to Work, Property, Footwear and Recruitment.
- » Business Engagement for several years in Spain including working alongside and with Solicitors and various Bank Directors of British and Spanish Banks.
- » Experienced Recruitment Consultant in both Public and Private sectors.
- » Experienced Personal Advisor.



## Appendix Three – Acceptance of Order

<b>Customer Name</b>	
<b>Address</b>	
<b>Contact</b>	
<b>Position</b>	
<b>Service to be delivered</b>	
<b>Order number</b>	
<b>Cost excluding VAT</b>	
<b>Customer signature</b>	
<b>Date</b>	
For office use only	
<b>Project Code</b>	
<b>Income Source</b>	

This signed approved proposal will be delivered in line with **Groundwork Cheshire, Lancashire and Merseyside's** standard terms and conditions of business which are detailed within this proposal document (Section 5) and available from our website at [www.smarterbusiness.org.uk](http://www.smarterbusiness.org.uk).

**Please fax/post/email back to:**

Greville Kelly  
 smarterbusiness C/o  
 Groundwork Cheshire, Lancashire and Merseyside Ltd  
 Yarwoods Arm  
 Navigation Road  
 Northwich  
 CW8 1BE  
 Email: [greville.kelly@groundwork.org.uk](mailto:greville.kelly@groundwork.org.uk)  
 Tel: 01606 723175