



# OUR COLCHESTER

*A BID to make new history*



STRATEGIC AIMS  
JULY 2018

# STRATEGIC AIMS

In order to deliver our vision and mission we aim to:

## Create outstanding experiences

1. Build a reputation for the quality and innovation of our Town Centre
2. Exploit the unique potential that Colchester Town Centre has to offer

## Reach a wider and more diverse customer

3. Grow and diversify the customer demographic through our marketing

## Create the way we work

4. Develop a flexible, talented staff team, responsive to changing business needs
5. Diversify income streams and build financial resilience
6. Ensure that the Our Colchester BID infrastructure is fit for purpose
7. Develop a robust approach to self-evaluation and risk-management
8. Implement a transparent and robust form of governance.

## The Board of Directors

Our Colchester BID is a limited company. The directors of the company have legal, financial and fiduciary duties under company law.

The ultimate responsibility for the company's operation lies with the Board of Directors, so all Members are strongly encouraged to gain a good working knowledge of the key operational and strategic challenges facing the Our Colchester BID management team and to keep abreast of any major external issues that might affect the company.

The Board fulfils the important roles of scrutiny and governance. This includes responsibility to:

1. Maintain a policy of inclusiveness and diversity
2. Ensure responsible financial control which is prudent and sustainable
3. Support the striving for excellence and high quality in everything that Our Colchester BID is involved in.
4. Ensure all Health and Safety and other applicable legislative requirements are met
5. Act as an ambassador for Our Colchester BID
6. Meet the requirements of the Nolan Principles
7. Ensure that Our Colchester BID complies with all GDPR, or subsequent data legislation

The Board draws on its members' extensive knowledge, skills, experience and, importantly, contacts to provide strategic and occasionally operational guidance for the organisation and to advocate for it within appropriate contexts.

## Context

The Board consists of up to twelve members including the Chair and Vice Chair, in addition, there will be observers from Colchester Borough Council. Board papers are circulated prior to each Board meeting and these consist of an agenda, previous minutes and reports from the Advisory Group. Detailed Quarterly Management Accounts are circulated to all members of the Board.

Our Colchester BID also operates two forms of sub-committee made up of Board members and sector representatives. Board Members may be asked to serve on one or more of these groups dependent upon their skills and specialisms.

The committees are:

- Advisory Group
- Focus Groups

Focus Groups will be short term 'task' or 'working groups' and will be established by the Advisory Group (approved by the Board) in order to address specific issues or new business opportunities. Terms of reference for these groups will be set prior to or at their first meeting.

Any appointment to the Board is as a director of a limited company. The Board's role and responsibilities are governed by Company Law as it applies in England and Wales.

## This Opportunity

Our Colchester BID is a new company voted into existence by the eligible voters within the Our Colchester BID Zone. As a result a new Board of Directors needs to be established. We are seeking to appoint up to 12 new Board members to deliver the Establishment Phase by 1<sup>st</sup> October 2018. It is critical to the success of Our Colchester BID that the foundations are established that allow the BID Management Team to deliver our vision as set out in the Our Colchester BID business plan, shaped by the Advisory Group.

We are looking for people who share our passion for Colchester and our ambition for Colchester Town Centre and vision to achieve its potential. We are looking for people who can bring skills, knowledge and experience that will complement that of the Board members. We're looking for people who can think strategically, work collaboratively and want to make a significant contribution to the future of this organisation.

It is very important that the level of commitment required is understood in the first instance. Board members are volunteers and so the capacity to

devote the time needed to attend at least 4 board meetings per annum is essential.

Members must also make time to read papers in advance of Board meetings and may, from time to time, be required to contribute to PR activities or the work of specific sub-committees and/or task groups.

Board meeting dates are, where possible, distributed a year in advance. We value a diverse team and welcome applications from all sectors of the Our Colchester BID Zone, including both those who are new to board work, and individuals who have a proven track record in senior governance roles.

## **Application Process**

### **Board Director Job Profile**

#### **PURPOSE**

To advise, govern, oversee policy, direct and assist with the leadership and promotion of the Our Colchester BID so as to support the organisation's mission and needs.

#### **PRINCIPAL RESPONSIBILITIES AND ACCOUNTABILITIES**

- To ensure the organisation has a clear vision, mission and strategic direction and is focused on achieving these.
- To determine and set levels of delegation to the BID Management Team.
- To work in partnership with other Board members and supporters to develop the Our Colchester BID Company, and take responsibility for the corporate governance of the organisation.
- To ensure the effective operation and management of the BID Zone.
- To support the Advisory Group and BID Management Team in the formulation of Business Plans outlining the BID company's operational direction within the budgetary framework.
- To approve the annual budget and to have a good grasp of the finances and resources of the organisation.
- To comprehend and maintain a general overview of the policies and procedures.
- To ensure the BID Company complies with all legal, regulatory and statutory requirements.
- To act as guardians of the BID Company's assets ensuring that satisfactory control procedures are in place.

- To ensure that the organisation's governance is of the highest possible standard.
- To build a good understanding of the BID Company's day-to-day operating processes, procedures and practices.
- To ensure there are effective mechanisms to listen to the views of current and future stakeholders.
- To have a serious commitment to participate actively in committee work.
- Involvement in the appointment of the BID Management Team and other Advisory Group as and when required.
- To form effective partnering arrangements with other organisations as necessary.
- To ensure full compliance with the requirements of the relevant data protection legislation (currently General Data Protection Regulations (GDPR)) and licensing from the Information Commissioners Office (ICO).
- To actively promote and communicate the organisation's work to the community performing an ambassadorial role on behalf of the BID Company.

## SKILLS & KNOWLEDGE

- A good knowledge of the legal responsibilities attributable to the Board.
- The ability and willingness to act as an advocate for the organisation and to represent its work to an external audience.
- The ability to think imaginatively and strategically and contribute to effective decision-making.
- Emotional commitment to the organisation's mission and objectives.
- Dedication to implement tasks and plans.
- High reputation and integrity in business, profession and the community.
- Time availability.
- Hold at least one of the skills, knowledge and experience required of the collective board.
- In addition, the location of the individual's business and their business activity be taken into consideration.

## **COLLECTIVELY THE BOARD IS LIKELY TO INCLUDE MEMBERSHIP FROM:**

Those from within the business sector with direct experience of the industry.

Those working in Charity, Professional Services, Retail, Hospitality - representative of both day and night time economy.

Individuals with legal, financial, marketing or grant application backgrounds who can contribute to the strategic overview of the organisation.

## **COLLECTIVELY THE BOARD WILL NEED TO DISPLAY THE FOLLOWING SKILLS AND KNOWLEDGE:**

### **Experience of:**

- Financial management and business planning
- Fundraising
- Marketing
- Public/private partnership working
- Developing projects
- Representing the interests of the private sector

### **Skills in:**

- Strategic management, planning and leadership
- Budget monitoring, business administration and resource control
- Ability to understand and respond appropriately to political and other sensitivities

### **Knowledge of:**

- The BID process
- Local government and town centre management
- Regulatory environment regarding health and safety, employment, equality and diversity
- Environmental issues
- Crime and security



## TIME COMMITMENT

Our Colchester BID is an ambitious organisation that sets high standards in everything it does. Board members will be expected to dedicate time and energy to the organisation in order to meet its ambitions. This will mean:

- Initial induction – meeting the staff, discussion of responsibilities, identification of potential roles within the board and sub committees.
- Approximately four Board meetings a year, including preparation time
- Attendance at sub-committee meeting and activities (if applicable).
- Attendance at events and functions both within and outside the area.
- The BID Management Team will consult with Board Members from time to time on an individual basis during or out of normal working hours.

## LENGTH OF TERM

The initial Board will be selected both from members of the Colchester Presents Steering Group and applicants from the BID levy area. Every twelve months thereafter one third of these roles will be available for election with the existing Board Member being allowed to stand for re-election. Board Member positions will also become available should any member choose to step down mid-term.

## EQUALITY & DIVERSITY

Our Colchester BID is committed to equality and diversity in all spheres of its work, through its community work, public and external relationships, and in its recruitment and personnel practices. Our Colchester BID strives to ensure that no job applicant, employee, Board member, project participant, supplier or visitor, collaborator or contractor receives less favourable treatment than another on the grounds of age, gender, race, ethnic or national origins, sexual orientation, disability, religious or political beliefs, marital status, physical appearance, medical condition, social or economic class, parental status or criminal record unless such considerations can be shown to be relevant and justifiable. This policy informs operations throughout the organisation and Our Colchester BID encourages the external organisations and individuals it works with to recognise the importance of operating in such a way.