

CUMBERLAND BID COMPANY LIMITED

Terms of Reference for Directors

Introduction

The Great Border City Business Improvement District (BID) focusses on Carlisle and its surrounding area.

A BID is a defined geographical area in which business occupiers fund a range of improvements through a levy, charged through business rates mechanisms. The UK has almost 350 BIDs, the majority of which focus on English town and city centres. Over 130,000 business premises are within UK BIDs and collectively £150 million a year is invested through the model.

BIDs must conform with the Business Improvement District (England) Regulations 2004. Irrespective of the type of BID, its rules, area or what business sectors are included, the basic principles contained within the Regulations are that each property (hereditament) within a BID and subject to a levy charge must have a Rateable Value (RV) attached to it and that the Proposer must detail a mechanism by which its local billing authority(ies) can demand, collect and enforce the levy using its own records.

The Carlisle BID Proposal succeeded in a ballot amongst all eligible businesses. Its term is for 5-years from February 2026.

Its business plan (<https://greatborder.city/wp-content/uploads/2025/10/assets-manifesto-final-digital-1.pdf>) commits to :

Animating the Streets: Bringing life to the city with year-round festivals, public art, and creative initiatives that engage locals and attract visitors

Supporting Business Growth: Working with other agencies to help provide businesses with the tools, resources, and support they need to thrive in a competitive environment.

Creating a Great Place to Live and Work: Making Carlisle an even better place to live, work, and recruit talent. A vibrant city will attract workers, stimulate business, and drive long-term economic growth.

Through a collaborative, consultative approach, the BID committed to ensuring businesses were at the heart of decision-making, and their voices were integral in shaping the city's future development.

The annual budget has been estimated as circa £890,000.

Corporate

The BID is to be operated through The Cumberland BID Company Limited, a private company (number 15213901) which is limited by guarantee and will operate on a not-for-profit basis.

Its funding is primarily from a levy paid by all business sector ratepayers each year. The annual levy is calculated as between 1.0% and 1.58% of each property's RV depending on business-type (subject to annual inflation). The levy is mandatory and will be collected by the local authority before being paid across to the Company to be used to fund the services as proposed in the business plan.

A copy of the Company's Articles can be found at: <https://find-and-update.company-information.service.gov.uk/company/15213901>

Directors

In accordance with the Articles and the Companies Act 2006, the BID Company will maintain a Board of directors who will be primarily responsible for the management of the organisation. The Directors are likely to be primarily representatives of local levy-paying organisations, working alongside others with expertise and experience. Overall, the Board will need to have the skill set and representation suitable to running an organisation of this type, focussed on making improvements within Carlisle.

The Company must always operate transparently, and its directors will need to prioritise strong governance procedures particularly by the management of conflicts of interest and the maintenance of robust financial controls and procurement processes. Directors will need to demonstrate that they can operate responsibly, have strong decision-making abilities. They will need to be able to think and operate strategically, approve plans and monitor progress against the business plan. Partnership working with local businesses, the public sector and other bodies will require a collaborative approach.

The directors must be ambassadors for the organisation, they will be expected to uphold collective decisions made, and will be expected to operate in accordance with the Seven Principles of Public Life (<https://www.gov.uk/government/publications/the-7-principles-of-public-life/the-7-principles-of-public-life--2>)

Whilst there is no maximum number of directors permitted, the board will always be maintained at a manageable and workable level.

Whilst it is anticipated that the board will meet 4 to 6 times a year, there may be other commitments required from directors.

The board will appoint its Chair in accordance with the Articles. The Directors may apply to become Members of the Company.

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