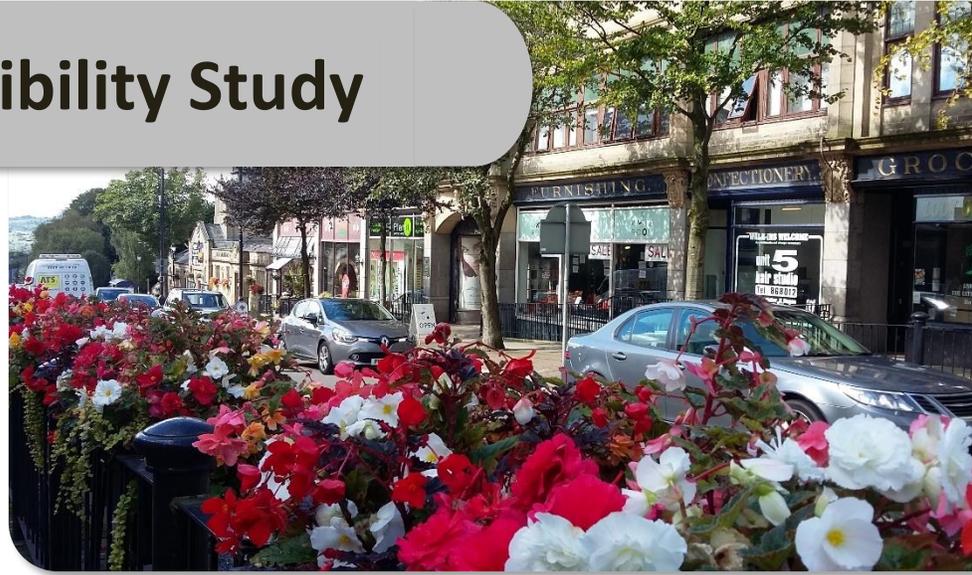


OCTOBER 2016

Colne BID Feasibility Study



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Executive Summary

Pendle Borough Council commissioned this study to investigate the feasibility of establishing a Business Improvement District (BID) in Colne.

The feasibility study has two aims:

- to gauge opinion and assess the existing attitudes of business ratepayers towards the idea of a BID for Colne; and
- to begin to explore the technical and financial feasibility of establishing a BID in the town including a consideration of some of the options for a BID in Colne.

The methods used focused on three main sources of information and intelligence. The first involved a set of 50 structured interviews with a carefully selected sample of businesses of different types, sizes and locations. The second involved a series of interviews with ten of the key stakeholders and elected representatives for the area, and the third involved analysis of the current Non-Domestic Rates data for Colne.

The survey findings revealed that although more than 70% of business ratepayers admitted that they had no knowledge or awareness of Business Improvement Districts, almost as many of them (62%) said that they were willing to consider working more closely together to benefit the town and/or themselves, and were generally positive about the BID as a concept.

However, it is clear from the interviews that there is plenty of pride in the town and the findings suggest that there is no single “burning issue” that needs to be addressed. Instead, the responses were particularly positive about the current state of the town and comments tended to focus on what more could be done to release the potential of the town.

Although many seemed a little reluctant to suggest that Colne needs any improvement, some common themes did emerge from the conversations. These included several suggestions that the town could promote itself better, host more frequent events, have better markets and encourage more people, visitors as well as locals, to visit and make more use of the town.

When asked specifically about their priorities for action, the business owners and managers identified the following priorities:

Over half (52%) identified the need for better marketing and promotion of Colne, with a programme of well-organised festivals and events to attract people into the town. Several responses referred to the promotion of Colne’s evening economy in particular.

The other priorities mentioned by at least 10% of businesses include: maintaining the bright and attractive appearance of Colne; keeping customers safe and preventing crime; improving the indoor and outdoor markets; and, where possible, helping small businesses to keep their costs down.

When business owners and managers were asked if they would be willing to pay to address these priorities the responses were, in the most part, positive. In the survey exactly half (50%) expressed their willingness to pay a relatively small charge, although almost a third (32%) stated that they would not be willing to pay such a charge and almost one in five (18%) were either unsure or (in the case of several large “multiple” retailers) unwilling to confirm their position regarding BIDs.

The appraisal of options for a BID in Colne has been somewhat complicated by the timing of this study and the imminent release of draft valuations for all non-domestic premises as part of the government’s most recent revaluation of Non-Domestic Rates.

Using the current 2016 rateable values, the study has focused on three geographic areas considered in this study as potentially suitable for a BID in Colne:

- A. Town Centre
- B. Wider Town Centre
- C. Commercial District (including Boundary Mill)
- D. Wider Commercial District (with Boundary Retail Park)

These four options demonstrate that it should be possible to develop a BID in Colne that is both capable of sustaining itself, and also of having a positive impact. These options would, for example, have the potential to raise funds through a BID levy ranging from around £66,118 per year with a 3% levy rate (Option A) to £154,990 per year with a 1.5% levy rate (Option D).

The analysis found that options B and C are particularly strong and of an optimum size and scale. These are the recommended options for developing a BID proposal.

In conclusion, the prospects for a relatively small BID in Colne are reasonably good, but these prospects would be much improved if a local business leader could be found to champion the BID, and further still if it could secure the participation of Boundary Mill.

1. Introduction

This report sets out the findings of a short study to investigate the feasibility of establishing a Business Improvement District (BID) in Colne.

Kolek Consulting Ltd was commissioned by Pendle Borough Council in August 2016 to carry out the study. Managing Director Chris Kolek is an independent business engagement consultant with extensive experience and expertise in the social and economic regeneration of towns, including specific expertise in Business Improvement Districts. In recent years Chris has completed work to develop new BIDs in Stockton-on-Tees, Barrow-in-Furness, Kendal, Penrith and Ulverston.



2. Purpose and Aims

The purpose of this study is to test the feasibility for establishing a BID in Colne. The proposed aims are twofold:

1. To gauge opinion and assess the existing attitudes of business ratepayers towards the idea of a BID for Colne.
2. To begin to explore the technical and financial feasibility of establishing a BID in the town including a consideration of some of the options for a BID in Colne.

Definition of a Business Improvement District:

“A Business Improvement District (BID) is a precisely defined geographical area of a town, city, or commercial district where business ratepayers vote to invest collectively in local improvements that are additional to those currently provided by local government. Business ratepayers are asked to vote on an additional levy to their rate bill, that if supported will be used to finance deliveries detailed in a Business Plan. The BID management structure is, in normal circumstances, private sector led.”

(Source: Alliance Boots 2008)

3. Methods

The methods used reflect the need to satisfy the two main aims of the study, and the approach demonstrates the importance given to direct business engagement.

1) Survey of Ratepayers

To test the appetite for a BID, Chris visited Colne and over six days in September 2016 he conducted a survey of businesses and organisations in the town. There are over 300 business premises in Colne so it was not possible, within the resources and the timeframe for this study, to visit every business. Instead a representative sample of 50 businesses and organisations were selected using the Non-Domestic Rates (NDR) list as the sampling frame, and selected according to their geographic location, business size and type. This stratified, random sample helped to ensure that businesses and organisations of all types, sizes and locations were included in the survey, and together they provided a suitable cross-section of the town's business ratepayers.

The survey involved a series of structured interviews with, wherever possible, the owner or senior partner or manager of the business or organisation. Where these were not available a neighbouring business of a similar type, size and location were selected. In a small number of cases this involved making some further research and enquiries with the appropriate company head office.

The questions used in each interview had been tried and tested in previous survey work with good results – a copy of the questionnaire format used is appended to this report.

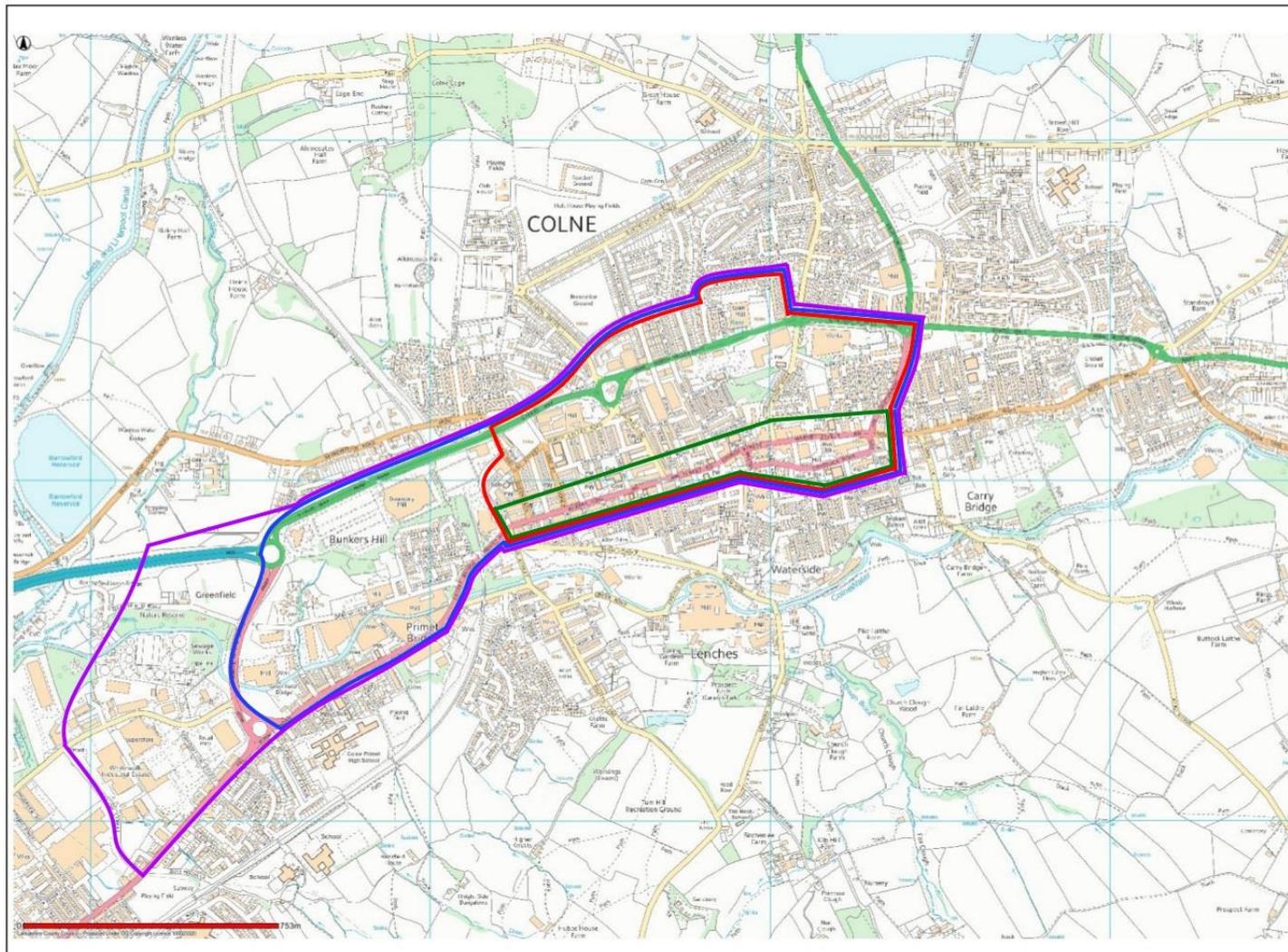
2) Interviews with key stakeholders

The survey work was supplemented by a series of interviews held with a small selection of other stakeholders identified by Pendle Borough Council. These included major employers, elected representatives, small business organisations, and people known to have strong opinions on the subject. These interviews provided the study with a further insight into Colne, both as a community and a functioning market town, and proved to be a valuable source of intelligence and assistance along with the findings of the survey.

3) Identifying BID Area and Levy Options

From the findings of the survey and the stakeholder interviews some needs and priorities have emerged. These have been considered along with the data on the number, location and rateable values of business premises in Colne to inform and assist with the identification of some options for a BID – described as Options A, B, C and D.

Map 1: BID Area Options



Colne



Date: 23/09/2016

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- Option A
- Option B
- Option C
- Option D

4. Findings & Analysis

1) Survey Findings

A total of 53 businesses were approached for interviews and 50 of these were willing to cooperate and give some time and thought to answering the questions. Refer to the Appendix for the list of the key points and comments raised during the survey. The findings below provide a summary of the key points.

a) Awareness & understanding of BIDs

Despite Business Improvement Districts being the subject for discussion at town traders' forum meetings in recent months, and the existence (since 2009) of a BID in the neighbouring market town of Skipton, the survey revealed that very few of the business owners and managers in Colne had any awareness or understanding of the Business Improvement District or "BID" terms. Only 15 out of 50 claimed to have heard of them, and even fewer of those had any knowledge or experience of BIDs and how they operate in other towns and cities.

One of the most challenging aspects of developing a BID proposal is how to overcome the apparent lack of knowledge and understanding of how BIDs operate and what they can deliver for businesses. It underlines the importance of planning and preparation, to ensure that sufficient time is devoted to informing and educating local business ratepayers so that they are better placed to make well-informed decisions. The risk is that business ratepayers may otherwise make hasty decisions, perhaps based on hearsay, or common misconceptions and myths about BIDs.

Ignorance remains one of the most significant pitfalls in developing and securing majority support for a BID proposal. Frequent communication with all business ratepayers, from the largest to the smallest, will be vital. The accuracy of the information, together with real examples of experiences elsewhere, will help to improve awareness and understanding of how BIDs function and what they can achieve.



b) Attitudes to collaboration

One of the prerequisites for establishing a BID is the identification of a common need, or set of needs, and some evidence of a collective desire to take the necessary action to do something about those needs. BIDs are built on the premise that businesses and organisations who share a common purpose will be willing to work together to achieve their goal. In Colne, the survey suggests that almost two in three (62%) of the business ratepayers are interested in working closely with other businesses in order to benefit the town, and their business. Many also pointed out that they were already doing this to some degree, mostly on an informal basis.

Several business owners and managers were also keen to explain that the BID might provide the opportunity to work together to release potential in the town, rather than meeting any obvious need. Most of those interviewed (78%) expressed satisfaction with trade and were generally content with Colne as a location for their business. Only a small number of businesses recognized that cooperation was needed in order to compete more effectively.

There were some dissenting voices (22%), with some expressing their doubts and cynicism about collaboration and whether or not it can work effectively in Colne. Others claimed to be 'far too busy to consider it!' preferring instead to focus on their own business and without any unnecessary distractions. For instance, one business owner simply stated that 'my business may be in Colne but almost all of my trade comes from outside of Colne'. Several business owners also commented that they were 'happy to do my own thing'. For these businesses it will be challenging to persuade them that a BID in Colne is something which they should support, let alone get involved with.

The responses to this particular question also highlighted some interesting geographic divisions. The responses from business managers with premises located on North Valley Road strongly suggest that they operate in isolation of one another, in contrast to the responses received along Albert Road and Market Street where most reported that a degree of business collaboration already exists. However, the definition of town centre seemed to be largely subjective and business owners provided several different interpretations of where the town centre begins and ends.

c) Suggestions for improvement

There is a lot of pride in Colne, as a couple of remarks from two independent business owners demonstrate:

“Colne doesn’t need to be a better place because it’s good enough already!”

“Colne is doing alright and certainly better than it was a couple of years ago. New businesses have arrived, shop fronts improved and business is ticking over nicely.”



Although many of those interviewed seemed a little reluctant to suggest that Colne is actually in need of any improvement, some common themes did emerge from the conversations. These included several suggestions that the town could promote itself better, host more frequent events, have better markets and encourage more people to visit and make more use of the town. As one business owner put it:

“Colne has potential and must continue to take opportunities to host high profile events such as the cycling finals and blues festival”.

d) Perceptions of Colne

In the survey business owners and managers were asked what they considered to be good or bad about Colne.

The more positive comments from the survey mentioned Colne’s bright and attractive appearance (38%), with customers staying loyal to local businesses (18%) and the people of Colne as being pleasant or friendly (18%). These specific attributes were mentioned by more than half of the businesses providing further illustration of the pride that already exists in Colne. Other comments in a similar vein referred to Colne as a good place for business (14%).

The negative comments were far fewer, and any recurring comments were much less frequent. Insofar as there were any negative comments these focused on concerns over the busy highways and heavy traffic (18%), declining footfall (8%) and anti-social behavior (8%).

e) Threats and concerns

The survey revealed the extent to which the town’s businesses were aware of “the bigger picture” and in particular how external influences and drivers of change are already having an impact on Colne. The most common concerns were about the impact of tough economic conditions and changing shopping habits. For instance the threat of

competition from the growth in internet sales, from supermarkets, edge of town retail parks and from other towns was mentioned repeatedly in interviews (26%), as also were concerns about the declining numbers of people using the town (10%), cuts to services and public funding (10%), and the failure to adapt to changing consumer behaviour (8%).

f) Priorities

When asked specifically about their priorities for action, the business owners and managers identified the following top three priorities:

Over half (52%) identified the need for better marketing and promotion of Colne, with a programme of well-organised festivals and events to attract people into the town. Several responses referred to the promotion of Colne's evening economy in particular.

The other priorities mentioned by at least 10% of businesses include: maintaining the bright and attractive appearance of Colne; keeping customers safe and preventing crime; improving the indoor and outdoor markets; and, where possible, helping small businesses to keep their costs down.

g) Willingness to pay

Perhaps the most difficult question to ask when discussing with business owners and managers what they would like to see improved, is whether or not they would be willing to pay an additional charge to pay for the improvements. Testing this willingness to pay, even at such an early stage, is an essential part of testing the feasibility of a BID for Colne.

In the development of a BID the charge, or BID levy, would in most cases be relatively modest in size. Typically, most BID levies are set at 1 or 2 percent of Rateable Value¹. Nonetheless it will be seen by some as just another cost or tax on their business and therefore some resistance can be expected. This is particularly true when presenting the BID as a concept, rather than the fully worked up BID proposal² with business plan which would have to be prepared prior to any ballot of the eligible ratepayers.

The following findings should be treated with caution but they do provide a positive indication that Colne does have the potential to build the support necessary to establish

¹ Nationwide BIDs Survey (NBS), British BIDs, 2013

² A BID Proposal is required by The Business Improvement Districts (England) Regulations 2004

a BID through a majority vote. The responses given were typically conditional in nature, for instance, those stating that they were willing to pay often stipulated that their support was dependent on any BID levy not costing too much, and a clearly set out proposal that is worthy of their support.

In the survey, exactly half (50%) expressed their willingness to pay a relatively small charge, although almost a third (32%) stated that they would not be willing to pay such a charge, and almost one in five (18%) were either unsure or (in the case of several large “multiple” retailers) unwilling to confirm their position regarding BIDs.

A table summarising the responses from the interviews in Colne is appended to this report.

2) Interviews with key stakeholders

The interviews held with business owners and managers as part of a random sample survey were supplemented with interviews and discussion with ten selected stakeholders who could each provide their own unique perspective on the potential for developing a BID in Colne.

Interviews were held with the following:

Tim Webber	Barnfield Construction
Richard Bannister	Boundary Mill
Lee Duerden	XLCR
Graham Wharton	Chair of Town Centre Forum
Sandra Fernandez	Small Business Owner
Ashley Sutcliffe	Councillor, Colne Town Council
Colin Hill	CEO, Colne Town Council
Graham Waugh	Chair Colne Area Committee – Conservative
Tony Greaves	Lord/Councillor – Liberal Democrat
Mohammed Iqbal	Leader – Pendle Borough Council - Labour

The key points raised in these discussions can be summarised as follows:

- Eight of the ten stakeholders interviewed were in agreement that a BID for Colne will be good for the businesses and good for the whole town.

- There is support for the BID across the 3 main political parties, as a grass-roots, business-led initiative that is potentially self-financing, locally-managed, and addresses local priorities within a wider economic strategy and vision for Colne.
- In the context of public funding cuts, local politicians are openly encouraging Colne’s businesses to take the initiative.
- The prospect of a BID in Colne is seen by at least two of the town’s largest employers as “a great idea” and one which would not only raise the profile of Colne, but also boost confidence in the town as a whole and encourage more people to want to work and do business in the town.
- In contrast, Colne’s largest ratepayer is currently showing no interest in the development of a BID for Colne, stating, “... this is not something [the company] would be interested in pursuing”.³
- Some small business owners can be expected to object, as a matter of principle, to the development of a BID proposal because it opens up the possibility of a compulsory charge (BID levy) on all businesses irrespective of how they voted.

5. Options Appraisal

1) BID Hereditaments

The Non-Domestic Rates list⁴ for Colne includes 418 rateable premises (known as hereditaments). It is from this list that it is possible to calculate the financial feasibility of some of the options available to Colne.

To give some indication of the typical size of BIDs in the UK, the number of hereditaments within a defined BID area usually falls between 300 and 600, although there are one or two exceptions to this general rule, for example in Newcastle (1,383) and Hull (1,187).⁵

In Colne the survey work has been focused on an area which might be defined broadly as an enlarged commercial district of the town. The business premises are spread across this area and there is a diverse mix of business type and size (Map 1).

³ Extract from statement contained within correspondence received from J.Laws, 7 October 2016

⁴ NNDR data for premises in Colne within the Borough of Pendle, September 2016

⁵ Nationwide BIDs Survey (NBS), British BIDs, 2013.

2) BID Terms & Ballots

In England BID legislation allows a BID to run for a maximum of 5 years based on the result of a single ballot. It is possible after the 5 years to extend or renew this period by holding a further “renewal” ballot and, provided that the BID proposal continues to secure a vote in favour of the BID proposal, it is possible to continue the work indefinitely. Some of the first BIDs in the UK have now entered their third term.

There is, however, the challenge of securing a majority vote in favour of the BID proposal. BIDs can only be established by the eligible business ratepayers voting in favour of the BID proposal and, to do this, there must be a majority both in terms of the number of businesses voting, and in terms of the aggregate rateable value of those businesses voting. This “dual key” exists to prevent BIDs being introduced on the basis of a majority dominated by small businesses voting in favour, or likewise, on the basis of a majority dominated by the larger businesses. It means a BID proposal must appeal to businesses of all sizes in order to be successful at the ballot.

3) BID Levy and Thresholds

As well as considering the geographic scope and shape of a potential BID, it is also possible to consider which ratepayers within the proposed area should pay a BID levy, and there is also some flexibility to determine the size of the levy that should be charged.

Almost half of BIDs in the UK use a levy rate which is based on 1% of rateable value⁶. This is particularly true of new BIDs possibly because it is easier to understand and communicate to businesses that will most likely be unfamiliar with how BIDs work. However, a growing number are now using 1.5% as BIDs are starting to become more common in smaller settlements. As a rate between 1% and 1.5% has been used by the overwhelming majority of BIDs developed to date, but there are no limits imposed by the legislation. What follows are financial calculations for each of four options.

A BID threshold is a level of rateable value below which hereditaments would not be charged the BID levy. The main purpose of the threshold is to prevent the need to collect very small sums of money from a large number of smaller businesses. It also ensures that the costs of collection for the levy do not exceed the income collected from each hereditament. The threshold can be set at any amount and varies enormously across the BIDs in England, but the Federation of Small Businesses (FSB)

⁶ Nationwide BIDs Survey (NBS), British BIDs, 2013

and others have called for the most vulnerable businesses (often the smallest businesses) to be exempt from the levy and therefore the level of the threshold can also prove useful for this purpose. Three commonly used thresholds (£3,000, £4,000 and £5,000) have been used in the following calculations for each option.

A further possibility, not included in the following calculations, is the use of BID levy discounts. For example, around half of all BIDs choose to give charities a discount on their levy and there is sometimes a distinction made between trading, or retailing, charities and the offices/drop-in centres of charitable organisations. The uses of discounts can be tailored to each individual BID.

4) BID Finances

The income derived from the BID levy is the primary, but not necessarily the sole, source of income for the BID. Additional income can be drawn from voluntary agreements with businesses outside of the BID area, or sponsorship for specific projects or events, or grants or other income such as advertising. The following calculations are estimates of income based only on the application of a compulsory BID levy.

5) The BID Options

The assessment of the feasibility for a BID in Colne sets out below a set of four options, each of which can be adjusted or refined in response to further consultations with the relevant stakeholders in Colne. They do not provide an exhaustive list of what is possible but instead focus on sets of parameters that are considered to be both financially and technically feasible in terms of their income generating potential, the total numbers of properties, their geography, their business characteristics, the issues they may have in common and their potential to secure a vote in favour of establishing a BID.

All the above considerations have been condensed into the following four options:

- A. Town Centre
- B. Wider Town Centre
- C. Commercial District (including Boundary Mill)
- D. Wider Commercial District (including Boundary Mill and Retail Park)

The merits of each option are considered in turn using data from the 2016 Non-Domestic Rates (NNDR) list⁷ provided by Pendle Borough Council. The data are subject to change as a consequence of the April 2017 revaluation and therefore the following calculations for each of the four options provide estimates intended for illustration only.

A. Colne Town Centre

This option focuses on the main shopping street of the town, specifically the A56 running through the centre of the town and properties within the immediate vicinity.

The area includes Albert Road, Market Street, Market Place, New Market Street, Dockray Street, Church Street, Colne Market, Craddock Road and several parts of other streets such as Keighley Road. Map 2 refers.

This is the smallest of the four options, including just 253 hereditaments. If a threshold level of £3,000 is applied, there is the potential to raise a fund of £22,039 per year using a modest levy of 1% of rateable value or, £66,118 by using a relatively high 3% levy rate (Table 1).

A BID of this size would be amongst the very smallest in the UK, for example it would be considerably smaller than the Skipton BID which raises approximately £150,000 per year through a 1% levy on 544 hereditaments.⁸

The main advantage is that the area includes a relatively small number of businesses, more likely to have a common set of issues, and more easily engaged in the development of the BID proposal.

The main disadvantage is that it would be necessary to set the BID levy rate at a relatively high level, at least 3%, in an effort to keep expenditure on administration of the BID in proportion to its delivery of projects, services and other activities.

In this option, it would be more challenging to secure the appropriate economies of scale and any potential cost benefits would be insignificant. It would also be more difficult to persuade businesses of the potential benefits and value for money to be achieved through the BID.

⁷ NNDR data provided by Pendle Borough Council and assumed to be correct at September 2016.

⁸ Skipton Business Improvement District Renewal Proposal and Business Plan 2014-19

MAP 2: Option A – Colne Town Centre

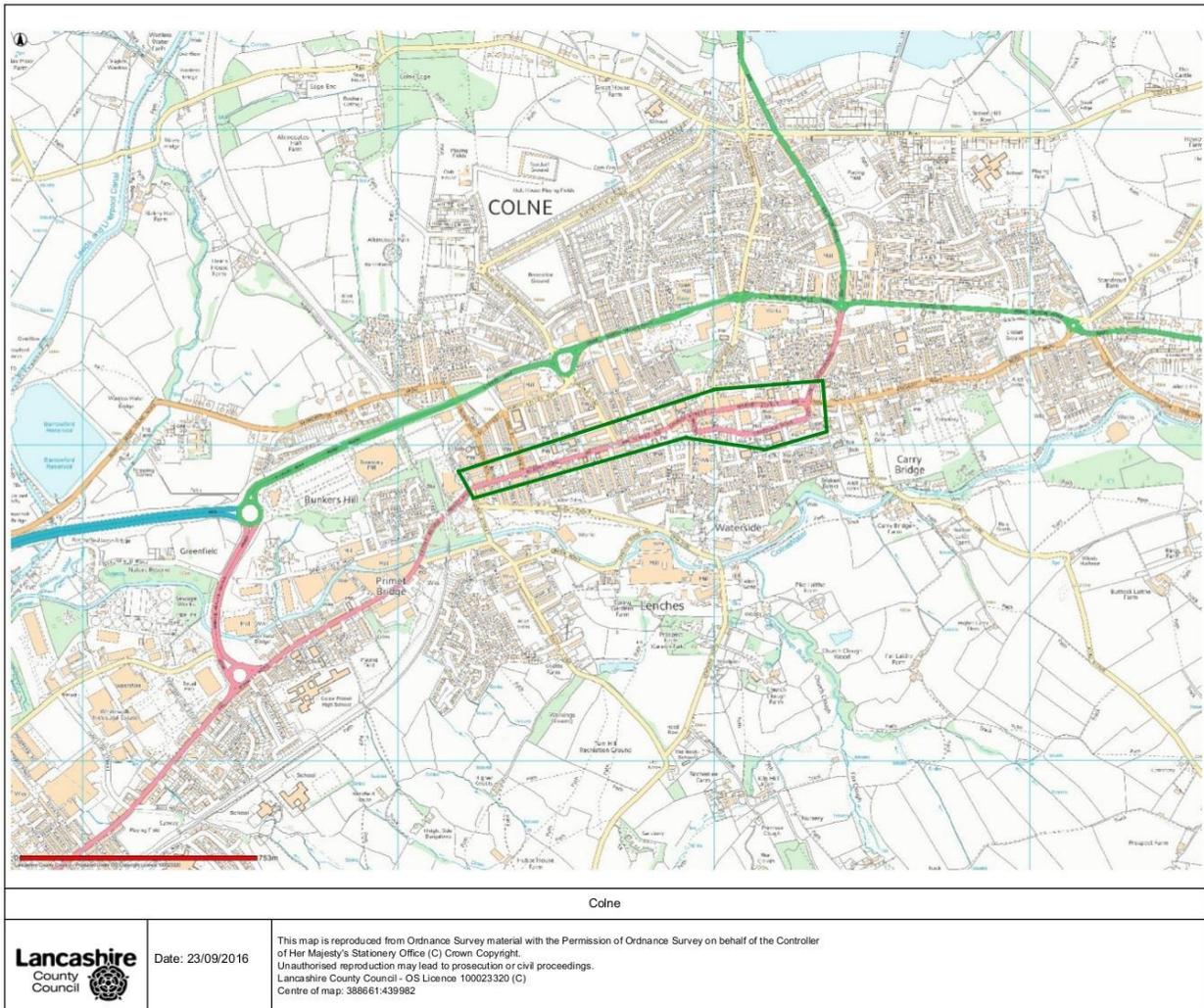


Table 1: Option A - Colne Town Centre

No of Business Premises	Exemption Thresholds	Aggregate Rateable Value £	Annual Fund 1% levy £	Annual Fund 1.5% levy £	Annual Fund 2% levy £	Annual Fund 3% levy £
253	None	2,320,455	23,205	34,807	46,409	69,614
187	<£3k	2,203,930	22,039	33,059	44,079	66,118
165	<£4k	2,125,280	21,253	31,879	42,506	63,758
139	<£5k	2,009,380	20,094	30,141	40,188	60,281

B. Wider Town Centre

This option stretches the focus beyond the main shopping street to envelope a larger area that might still be regarded as the centre of the town. It is an area where footfall counts can expect to vary considerably, characterised by two main streets running almost in parallel, one dominated by small and independent retailers and the other by larger warehouse retailers (Matalan, TK Maxx), supermarkets (Sainsburys, Aldi, Lidl) and car dealerships, interlinked by several residential streets.

This area extends Option A to North Valley Road and Vivary Way and the area in between which includes part of Skipton Road, Windy Bank, Stanley Street, Spring Lane, Crown Way and several grids of residential streets and lanes. Map 3 refers.

MAP 3: Option B – Wider Town Centre

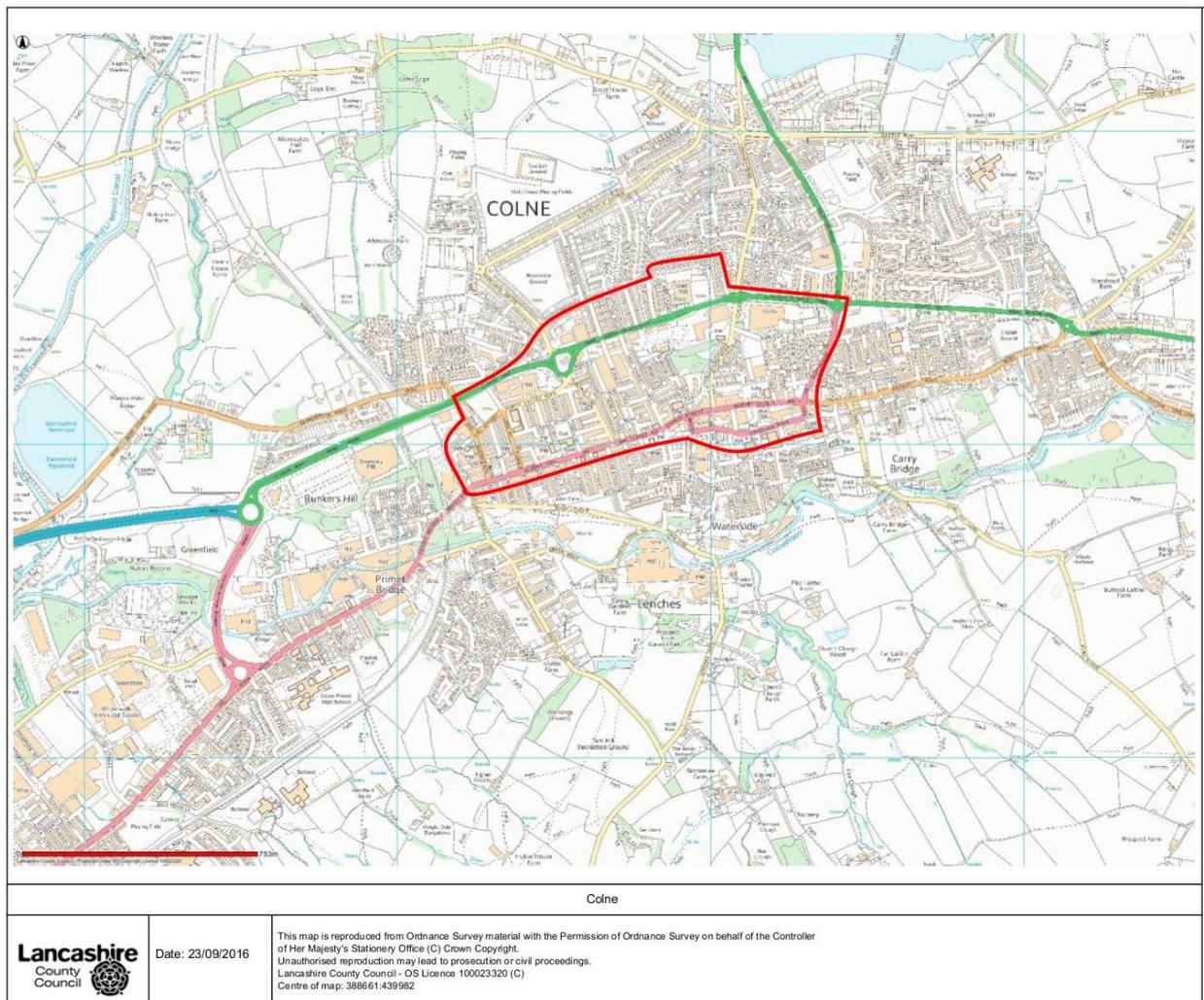


Table 2: Option B - Wider Town Centre

No of Business Premises	Exemption Thresholds	Aggregate Rateable Value £	Annual Fund 1% levy £	Annual Fund 1.5% levy £	Annual Fund 2% levy	Annual Fund 3% levy
290	None	5,998,930	59,989	89,984	119,979	179,968
220	<£3k	5,872,180	58,722	88,083	117,444	176,165
197	<£4k	5,790,080	57,901	86,851	115,802	173,702
169	<£5k	5,664,830	56,648	84,972	113,297	169,945

This second option, including 290 hereditaments, is closer to an optimum size for a BID, comparable in size to some of the smaller BIDs across the UK. With a threshold level of £3,000 there would be 220 hereditaments, slightly below the 300-600 range used by the majority of BIDs in the UK⁹. This has the potential to raise a fund of £58,722 each year using a levy of 1% of rateable value, or potentially £88,083 with a levy rate of 1.5% (Table 2).

This is perhaps the most feasible option, with size close to the optimum range, and a BID capable of generating almost half a million pounds over a 5 year term with a levy of just 1.5% of rateable value. This option could raise over half a million pounds over 5 years if the levy is set at 2% of rateable value. The latter option would be comparable with the Penrith town centre BID which raises approximately £103,000 per year.

The main advantage is that the area can be reasonably easy to define, includes 220 businesses, is likely to share an interest in some common issues, and will generate sufficient funds with which to make a positive impact on Colne as a trading environment.

In this option, it would certainly be worth considering setting the BID levy rate at 2% of rateable value, as this could raise a fund of approximately £566,485 over 5 years, with the very smallest businesses (<£3,000 RV) exempt from the charge.

C. Commercial District (including Boundary Mill)

⁹ Nationwide BIDs Survey (NBS), British BIDs, 2013

The third option extends the Wider Town Centre (option B) to include the adjacent Boundary Mill site and the light industrial workshops and offices along Greenfield Road.

Boundary Mill has the largest retail development in Colne and, as a very popular shopping destination in its own right, it is significant to this feasibility study.

The Boundary Mill site has the largest rateable value in Colne and, in view of its contribution to the town’s aggregate rateable value, merits special consideration.

MAP 4: Option C – Commercial District (including Boundary Mill)

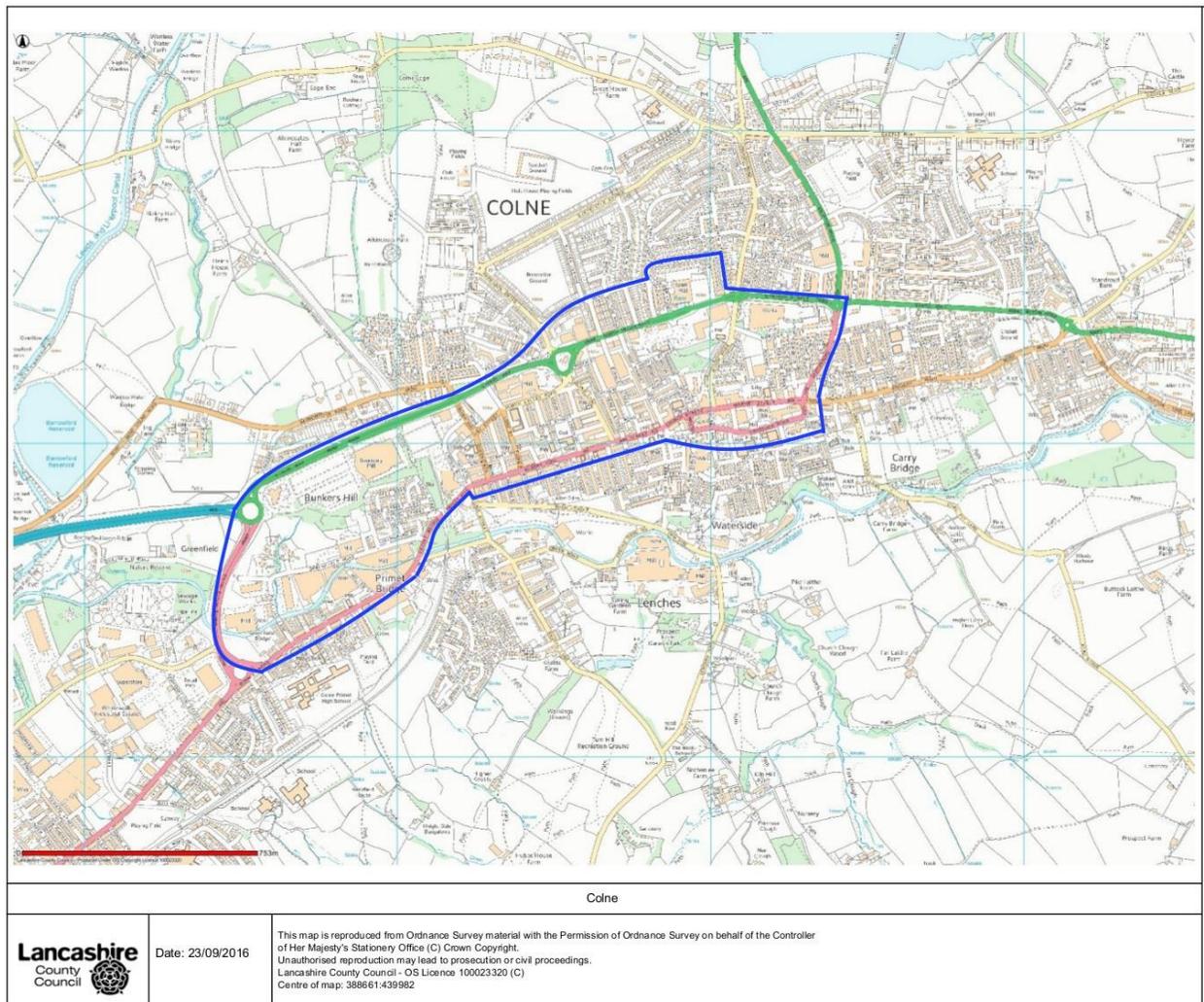


Table 3: Option C- Commercial District (including Boundary Mill)

No of Business Premises	Exemption Thresholds	Aggregate Rateable Value £	Annual Fund 1% levy £	Annual Fund 1.5% levy £	Annual Fund 2% levy	Annual Fund 3% levy
344	None	8,371,420	83,714	125,571	167,428	251,143
244	<£3k	8,195,180	81,952	122,928	163,904	245,855
218	<£4k	8,102,880	81,029	121,543	162,058	243,086
188	<£5k	7,968,680	79,687	119,530	15,374	239,060

This third option, including 344 hereditaments, is within the optimum size range for a BID. With a threshold level of £3,000 there would be 244 hereditaments with the potential to raise a fund of £81,952 each year using a modest levy of 1% of rateable value (Table 3).

Although this is a feasible option, with the potential to generate over £400,000 over a 5 year term on a levy of 1% of rateable value, setting a levy slightly higher at 1.5% of rateable value could generate an annual fund of £122,928, or £614,640 over 5 years.

The main advantage of this option, is that a BID levy rate set at a level of 1.5% of rateable value could potentially raise a fund of more than £600,000 per year even with the smallest businesses exempt from the charge.

The main disadvantage is that Boundary Mill may not wish to be part of a BID and, with the BID ballot subject to a “dual key” test where it is necessary to secure a majority of the aggregate rateable value as well as a majority of businesses by number, it is very possible that Boundary Mill’s votes could carry sufficient weight to determine the outcome of the ballot.

There is also the further complication of adding a number of light industrial units along Greenfield Road whose expectations on how a BID might benefit them will, in most cases, be different to those of the retailers.

D. Wider Commercial District (with Boundary Retail Park)

The fourth option considered in this study extends the Commercial District of Colne along the A56 to include the Boundary Retail Park bound by Regent Street and Junction Street. This retail park includes a small number of national retailers including the Asda supermarket, Argos and Next which collectively could add significant additional rateable value to any BID proposal.

MAP 5: Option D – Wider Commercial District (with Boundary Retail Park)

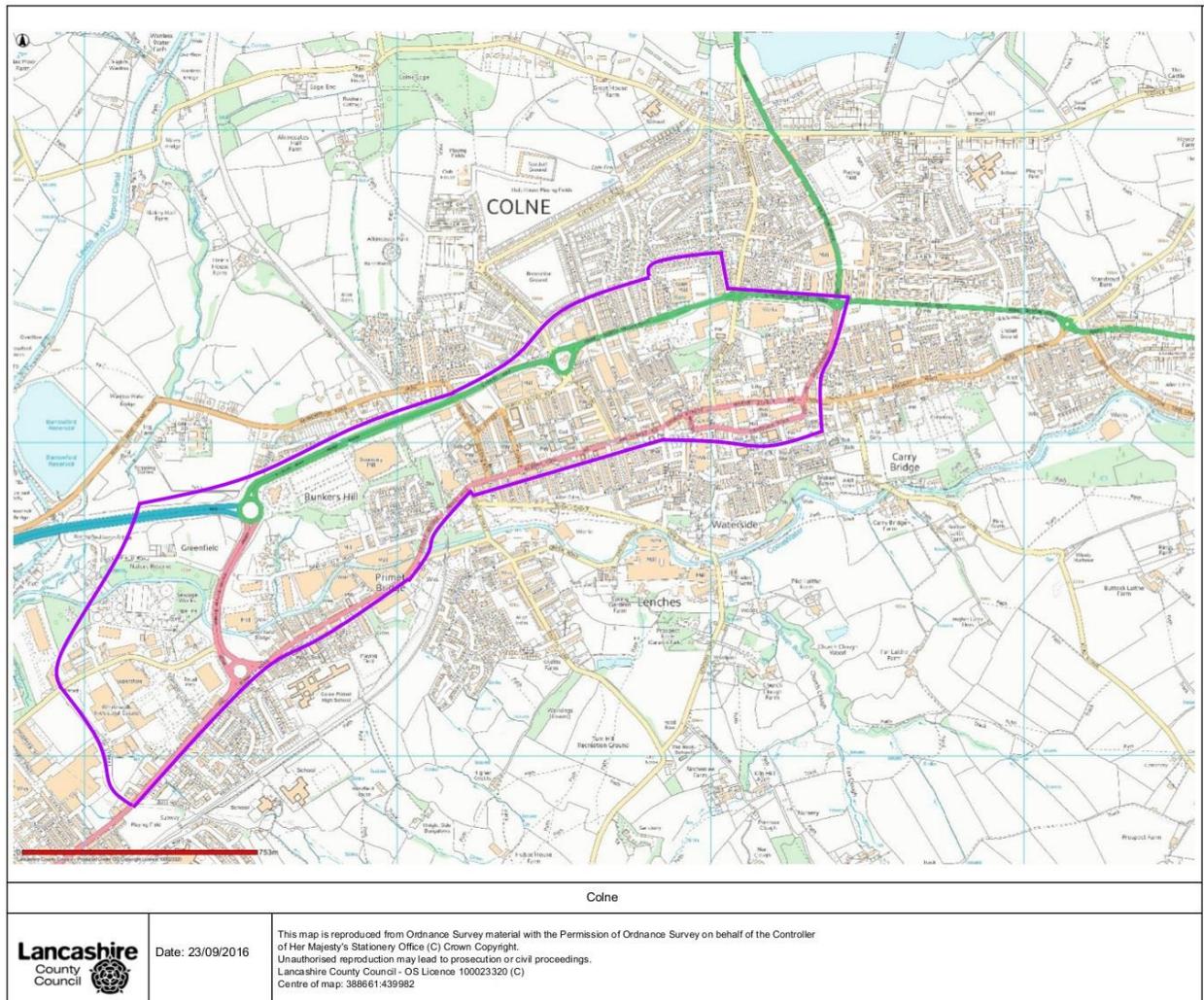


Table 4: Option D - Wider Commercial District (with Boundary Retail Park)

No of Business Premises	Exemptions	Aggregate Rateable Value £	Annual Fund 1% levy £	Annual Fund 1.5% levy £	Annual Fund 2% levy £	Annual Fund 3% levy £
348	None	10,508,920	105,089	157,634	210,178	315,268
248	<£3k	10,332,680	103,327	154,990	206,654	309,980
221	<£4k	10,240,380	102,404	153,606	204,808	307,211
192	<£5k	10,106,180	101,062	151,593	202,124	303,185

This option, including 348 hereditaments, is within the optimum range for a BID. With a threshold level of between £3,000 there would be 248 hereditaments. This has the potential to raise a fund of between £103,327 each year using a modest levy of 1% of rateable value (Table 4).

This option would also be an optimum size BID, with the potential to generate over half a million pounds over 5 years by using a levy of just 1% of rateable value. Alternatively, this option could generate three-quarters of a million pound over 5 years if the levy rate is set at 1.5% of rateable value.

However, this option carries the greatest risk of failing to secure a majority in favour of the BID. It would include a relatively small number of additional businesses on the retail park but, with their aggregate rateable value even greater than that of Boundary Mill, their votes on a BID would carry significant weight.

The survey findings, together with experience from elsewhere, suggests that the priorities of businesses on the retail park are different to those in “the town centre” and therefore they may be less inclined to vote in favour of the BID.

In summary, there are at least four options for a BID that are financially and technically feasible. However, there are pros and cons for each and these should be carefully considered by the relevant local stakeholders (Table 5 refers). The objective is to find an optimum that can have a realistic chance of delivering the intended outcomes for Colne and capable of securing a majority vote in favour of the proposal, both in terms of numbers of businesses and of aggregate rateable value.

Table 5: The Pros and Cons of the BID Options

BID Area Option	Pros	Cons
A: Town Centre	<p>Greater commonality of opinions and priorities.</p> <p>Greater potential for almost all levy payers to see & feel the benefits from BID projects & activities.</p> <p>Provided levy is not set too high very good prospects of securing a positive vote at the ballot.</p>	<p>Small number of BID Levy payers means either charging a higher levy or accepting a smaller fund and doing less.</p> <p>Raising the levy or proposing to do very little to address their priorities both increase the risk of a negative vote at the ballot.</p>
B: Wider Town Centre	<p>Commonality of most, but not all, opinions and priorities.</p> <p>Large majority of levy payers should see & feel benefits from BID projects & activities.</p> <p>Greater potential to keep the size of the levy low and therefore palatable to most ratepayers.</p>	<p>A compromise between the two large and the small options, with more BID levy payers but still a tough choice between charging a higher levy or accepting a smaller fund and doing less.</p> <p>Raising the levy or doing too little to address the priorities both increase the risk of a negative vote at the ballot.</p>
C: Commercial District with Boundary Mill	<p>A larger number of BID Levy payers can provide a larger fund and enable the BID Levy to be kept to a minimum.</p> <p>With the addition of the largest retail outlet, adjacent to the town centre, it should still be possible for the majority of businesses to see & feel benefits from BID projects & activities.</p>	<p>More diverse range of opinions and priorities.</p> <p>Greater risk that more levy payers will not see & feel benefits from BID projects & activities.</p> <p>Not being able to please everyone means more risk of negative comments and a higher risk of a negative vote at the ballot.</p>
D: Wider Commercial District with Retail Park	<p>The largest number of BID Levy payers with the addition of several very large retailers which will have the effect of raising a much more substantial fund and with it the potential to have greater impact in the town.</p>	<p>The diversity of opinions and priorities will become a much more significant risk. There will be a small number of very large premises and this has the potential to affect the vote in terms of securing a majority by aggregate rateable value.</p>

6. Conclusions

This study has achieved its purpose. It has completed an investigation into the feasibility of establishing a Business Improvement District in Colne by gauging the opinions and attitudes of the businesses who would be expected to contribute financially, and the opinions of some of the town's key stakeholders. It has examined the technical and financial feasibility of establishing a BID in the town, and explored some of the most promising options. Four options have been described and assessed in terms of their relative merits and these should now be used to inform the development of a BID in the town.

The analysis found that options B and C were particularly strong and of an optimum size and scale. Therefore these two options are recommended.

The feasibility of a Business Improvement District is strengthened by the evidence in this study. On paper at least, the finances could be raised to sustain a BID. Even if there is an overall reduction in rateable values as a consequence of the 2017 revaluation, the BID levy rates can be adjusted to take account of any change, either up or down.

Attitudes towards the BID concept appear to be mostly positive, particularly from the smaller business owners who depend on people visiting the town for their livelihoods.

To take the BID forward will however require an investment of time and effort to overcome some specific challenges. These include:

- Identifying and putting in place the business leadership necessary to raise awareness, inspire and enthuse local business owners – a “BID Champion”;
- Initiating further communications and meaningful conversations with the largest retailers, including Boundary Mill, Asda and Sainsburys in an effort to gain their interest and potential support for a BID;
- Developing some ideas on how the priorities of a diverse mix of businesses (not just shops) can be met through a BID;
- Addressing the misconceptions about BIDs, and ensuring that all the stakeholders in Colne are accurately informed about what BIDs are, how they operate and how to avoid any pitfalls.

There is little doubt that a BID could work for Colne, but to do so effectively it must have a clear sense of purpose. It may need to appeal to a broad spectrum of interests in the town and, with relatively modest resources, it is important that all the stakeholders in the town have realistic expectations about what a BID could potentially deliver for their business and their town.

Appendix A

COLNE BID FEASIBILITY STUDY – Structured Interview Sheet

Date: __/__/____

Code: __/__/_____

INTRODUCTION

Pendle Borough Council has commissioned this sample survey of Non-Domestic Ratepayers in Colne to test the feasibility for developing a Business Improvement District in the town.

Q1. Have you ever heard of Business Improvement Districts (aka BIDs)? And if so, how much do you know about them?

Q2. Would you like to see Colne's businesses & organisations working more closely together to improve business in the town?

Q3. What could be done to make Colne a better place for people visiting the town for shopping, services or leisure?

Q4. What do you think is good and bad about the town?

Q5. Do you see anything that threatens the future prosperity of the town?

Q6. What are your top 3 priorities for action in Colne?

Q7. Would you be willing to pay a modest sum of money, along with other businesses, to get more of these things done in Colne?

#	Business Type BLPU	Location	BID Aware	Attitude to Working Together	Improvements Needed	Positives & Negatives	Threats	Highest priorities	Willing to pay
1.	CR03	ARD	No	Yes , business community already well-connected.	Already quite a lot going on in the town but anything that encourages people to use town centre would be welcomed.	Good close community well used by local people and good customer loyalty . Nothing particularly bad.	Costs of running a business need to be kept to a minimum but introduction of Small Business Rate Relief has helped a lot.	More events and publicity for activities in Colne to keep town centre vibrant.	If plan for BID made good business sense and amount of money requested relatively small then YES
2.	CR07	ARD	No	Yes town's businesses do support one another already so would consider a more formal arrangement.	Town centre already bright and attractive with hanging baskets and flowers. Car parking is fairly convenient with on-street parking for one hour.	Events in town like Blues Festival bring town to life and good for business.	Colne cannot compete with larger centres for choice and goods like clothing so people go elsewhere. This is particularly noticeable on Saturdays.	- Promoting the town. - Events and festivals throughout the town- not all in one area. - Protection from crime – referred to spate of burglaries.	Yes would certainly consider it. Business not currently paying business rates which helps.
3.	CR01	ARD	No	Yes the town can only benefit from working together.	Colne is still quite a vibrant place. 1 hour on-street parking could be made 2 hours as it's	Appearance of town has improved including 'Colne in Bloom' and various	Loss of services such as closure of banks (e.g. Yorkshire and Co op). Competition	- Traffic congestion. - Competition from Boundary Mill and Retail Park.	Company decision but expect it would do so if the amount requested is relatively small. Yes.

					insufficient time to do business e.g. interviews and form filling means people take more than 1 hour.	events such as cycling events, Olympic parade, etc.	from supermarkets Sainsbury, Aldi, Lidl all within walking distance.	-Competition from supermarkets.	
4	CR08	ARD	No but interested in how they work.	Independents already work closely and referred to Town Forums but not convinced BID could persuade Aldi, Lidl, etc.	Not sure. Town centre is attractive but road is busy . Needs of small independents in town centre not the same as Boundary Mill and supermarkets.	Attractive little town. Traffic volume of vehicles passing through the town.	Not necessarily specific to Colne – wider external pressures such as internet shopping .	Sees value of promoting independent businesses and raising awareness of what town offers.	Not sure but would consider a proposal. Don't know .
5	CR08	ARD	No	Not got time to get involved but if others want to then that's fine.	Colne is already better than neighbouring towns such as Nelson and Barrowford where there are more empty shops.	Colne is an attractive little town and business is good.	Colne appears to be doing well in spite of economic conditions so quite optimistic about future.	-Keeping the town looking attractive . -Keeping costs of business down e.g. Business Rates. -Not trying to fix what ain't broken.	If proposal is supported by others, then would probably just go along with it. No real objections. Yes .

6	CO01	ARD	No and didn't understand explanation.	Not really interested. Although located in Colne most of the trade comes from outside of the immediate area.	Not sure or willing to share thoughts.	As previous	As previous	As previous	Probably not but would need to know more before reaching a decision. No.
7	CR06	ARD	No	Yes but it will be difficult to persuade businesses in Colne to work together.	Efforts to make things happen in town and bring town to life include Blues Festival which is good for business.	Colne is a pleasant little town with regular customers and a few visitors. Businesses do not work well together.	If Council withdraws funding for certain things then that could have a negative impact. Colne seems to be busy.	-More events and festivals to bring town to life. - Promotion of evening economy. - Promote town to visitors.	Yes would definitely consider it and probably support.
8	CR06	ARD	No	Yes	Lovely little town which should appeal more to visitors. Needs to be plenty going on in addition to R & B festival in August.	Town is attractive but divided. Business community doesn't do much together and some parts of town benefit more than others.	Colne has a diverse mix of businesses attracting people into town but this is changing in many towns and could affect Colne too.	- Promoting town as a pleasant place to visit. - Events and festivals to attract people into town. - Traffic makes crossing road dangerous.	Yes would definitely consider so long as not too much.

9	CR07	ARD	No	Businesses do not work well together and this business feels a little isolated and disliked at times.	Colne is a pleasant place to eat and drink so should attract more visitors.	Setting up business in Colne is not easy for people not from the town. Hard to be part of the town.	Just the risk that fewer people will need to come into town. Holding up well at present though.	- Promote town as stopping off place for visitors. -Do more with evening trade : eating and drinking out.	Yes would be willing to consider it if not too expensive.
10	CR08	ARD	No	Yes but will be difficult to achieve. Few people run the town and exclude the others.	-	-	-	-	No.
11	CR08	ARD	No and found the concept “too complicated”	The issue is not with the independents but with the need to compete with the supermarkets e.g. Aldi, Lidl.	Any initiative should be focused on saving the businesses money , not asking for money and adding another tax.	Town is a pleasant place with good loyal customers and a few visitors.	Supermarkets have been the biggest threat to the future of Colne taking trade away from small independent businesses in the town.	Helping businesses to keep costs down – no more bureaucracy and taxation.	No probably not. Deeply sceptical about its added value and would see BID as another tax.
12	CR07	MPL	No but very interested & asked lots of questions	Yes it would make good sense. Already participate in	Boundary Mill & retail park, and supermarkets have drawn	Colne is an attractive market town but busy with traffic – more	Football has been in steady decline for some time and retail	- Street markets as a reason to come into	Yes would certainly be prepared to consider it.

				Town Centre Forum and schemes such as loyalty card.	people out of the main high street so need things to attract people e.g. street markets and more events.	so than footfall which has steadily declined.	park development has been major factor pulling people away from the high street.	town – close Market Place. -Additional well-managed events. -Some influence with the Council on decisions affecting businesses.	
13	CR06	NMP	No	Not bothered. Others can if they wish to but “I’m happy to do my own thing”. “Business is doing well enough for me”.	Colne doesn’t need to be a better place because it’s good enough already!	Colne is an attractive market town with regular customers and manageable number of visitors.	Not really.	Don’t see anything that’s desperate to be done and therefore not convinced of the business need for a BID.	No would prefer to be left out of any arrangement.
14	CR06	ARD	Heard of them but don’t know much about them.	Yes if the result was a busier town and more business.	Colne to be better organised in promoting what it has to offer. Plenty of food and drink outlets and a good place to visit in the evening.	Colne is doing okay, not like many other towns, with hardly anything to really grumble about.	Things can change quickly and not convinced that businesses in Colne can adapt -> shops closing.	- Promote the town and what it offers. - Evening economy could be buzzing. - More going on throughout the year.	Decision is for Head Office who are likely to be sceptical & see BID as another tax “but I think it would be a good idea” and will raise it with Area Manager. Don’t know.

15	CR01	ARD	No	Yes. Santander will support in practical ways whenever it can. Currently host fundraisers in branch to support charity.	Events such as recent celebration of an Olympic gold medallist bring town to life and good that it was in different part of the high street to usual events. High St stretches over quite a distance so not easy for all businesses to benefit from events.	Town has had hard times and came through them with good reason to be optimistic about future.	Business in market hall and arcades seem to struggle to grow and establish themselves on high street suggesting that BID may be useful with business support and advice.	-Marketing and promotion of town that is more convenient and attractive than neighbouring towns. -Programme of events and festivals on regular basis. -Business support to help new enterprise and growing businesses.	Decision of Head Office but expect a BID would fit well with the bank's objectives = Yes.
16	CR08	ARD	Yes, been discussed at Town Forum and interested.	Yes, if the town can be improved it makes sense to work in collaboration	"Difficult to be specific but confident there is enough wisdom within the town to identify what to do." The money is what makes it possible.	Town attractive in comparison with neighbouring towns. Nothing particularly bad.	Footfall is in steady decline but most people seem to be at a loss to what to do about it.	Footfall – need customers to come into town not just visit Boundary Mill.	Yes if there is a sensible proposal put together.

17	CR08	ARD	No.	Business is doing fine so not sure there is a business need to work with others. Would consider it though.	Improvements are being and have been made to Colne. Footfall to the business is holding up so not concerned.	Colne is an attractive little market town. Traffic is sometimes a concern but not major.	Not really but cannot be complacent.	None.	No. Would need to be convinced of the need for it. Cannot see how BID would add value.
18	CR02	WBK	No but showed lots of interest, asked questions & took copies of proposal developed for Ulverston & Stockton	Yes would be interested in proposals for more collaboration & networking across town's businesses.	Marketing & specifically branding of Colne as a traditional market town. Investment in the appearance of the town to at least maintain 'Colne in Bloom' colour & brightness.	Colne is perhaps the most attractive of the East Lancashire towns. Busy with traffic as it's end of the motorway and end of the train line.	Not in the short term but business cannot afford to stand still.	- Branding of town as traditional market town – image. -Enhancing function of town with markets & events. -Maintaining or enhancing appearance of the town.	Yes would certainly consider it but would depend on quality of the proposal and how much is asked for.
19	CR08	KRD	No but very interested and likes sound of the concept.	Yes, sounds like something Colne should be doing.	Improve Colne as a market town, specifically improving the Market Hall and a better street market.	Colne is an attractive little town with loyal customers who appreciate good customer service.	Most businesses seem to be doing ok and several are doing very well, so priority is to avoid	- Market Hall & markets. - Events & promotion of town. -Advertise what town has to offer.	Yes, although RV for building is high relative to other premises in Colne.

					Bring the town to life more often.		complacency creeping in.		
20	CR08	MST	No and find the concept rather difficult to understand	Not interested. "Prefer to do my own thing and run my business how I like it."	Colne is fine. No problem.	As previous.	Not answered.	Not answered.	No would not support proposal that includes an additional charge.
21	CR08	MST	No, but very interested to learn more about them.	Yes , the BID sounds interesting way to get everyone involved and like idea that supermarkets would also pay a levy.	More positive attitude to independents e.g. there are only two on Hartley Square.	Colne is a nice place but too many people out of work and not enough local employment.	Arrival of supermarkets, retail parks and discount stores that put nothing back into the town.	-Build on strengths of independent businesses (Totally locally) with loyalty of customers to the town.	Yes would certainly consider it because Forum is not able to do much for town with no money.
22	CR08	CRD	Yes, been interested for some time. Also a Councillor so have visited Skipton to see theirs.	Yes , there is little point in complaining about things but not being prepared to do something about them.	Towns like Clitheroe & Skipton have castles and heritage is part of their identity as places. Colne does not have a clear identity but would benefit	Colne is a good little place, a jewel in East Lancashire and popular place to live because property is good value.	If there are matters that need to be addressed or even unfulfilled potential then the businesses should take a lead in addressing them.	- Marketing & developing a brand or identity for Colne. -Making more of what Colne offers to visitors. - Getting more investment from	Yes , have already considered & think a modest contribution would be worth trying.

					if it were clearer.			supermarkets & nationals.	
23	CR08	MST	Yes aware of the scheme in Skipton “where we are opening another shop soon” Has seen improvement in Skipton.	Yes , it is important for Colne to work together to continue to be vibrant and a place people want to come to.	-Market Hall needs knocking down and replacing with something fit for 21 st century. -Town would benefit from free WiFi & help businesses to use smart technology & social media.	Colne is an attractive and friendly little Lancashire town. Some anti-social behaviour .	Not adapting to changing world e.g. ordering goods online and click ‘n’ collect.	-Improve market & Market Hall. -Develop WiFi and businesses using smart technology. -Keep town clean and safe environment for customers.	Yes , have 3 shops and happily contribute to BID.
24	CR08(S)	MST	No.	Yes , already work with Council on schemes in the Borough supporting local children’s charities and so on.	Keeping the town tidy , the ‘Colne in Bloom’ and hanging baskets are great and involving the local community in schemes to improve appearance of town.	Small attractive town. People pass through the town without seeing what it offers.	Can’t think of anything.	Safe, tidy and bright appearance.	A decision for Head Office but company prides itself on working with local communities. Yes.

25	CR08(S)	MST	No.	Yes. Tesco do get involved in local community and charity events and Store Manager was interested to learn more about BID.	Difficult to say. Colne is a pleasant little town that serves local communities and gets a few visitors.	Cannot comment as Colne is not home town.	Town does seem to be doing well.	Would need to consult staff to establish what needs doing.	Head office decision but company is keen to engage with local communities. Shop is one of smallest stores in chain. Yes.
26	CI04	CRD	No and not interested.	No because businesses on main street “have nothing to do with us. They never involve us in anything”.	Been trading in Colne for about 35 years but it has never been as difficult as it is now.	Colne is just about holding up but “we survive because we have car parking next to door”.	People use internet to get what they need and with fewer businesses able to survive then there will soon be no reason to visit the town centre.	Cut business rates so that small family businesses can make a living.	No , would object if asked to pay.
27	CR08	HSQ	No.	Yes if it brought more people and customers into the town.	More going on , for example, Olympic Parade brought people into town but need more than an occasional event.	Colne is an attractive little town – a gem in East Lancs. But there are social problems, crime and antisocial behaviour .	Footfall and sales are in decline. In part this is due to fewer and fewer people using the town and in part due to growing competition	- Attracting more people into the town centre. -Making the town a safer place for shoppers. -Bringing the town to life	Head office decision but company advocates any initiative to improve communities and town centres. Yes.

					Need to work together to make Colne a safer place.		e.g. arrival of Savers.	with festivals and events.	
28	CR08	DST	No.	“Wouldn’t object if they did but happy to do my own thing.”	Not sure. Advertising doesn’t seem to work and most business comes through word of mouth. Building the reputation of the businesses.	Friendly people but too many have little or no money.	Numbers using the town in decline so businesses who rely on that will struggle.	Keeping business costs to a minimum so that business owners can make a living.	Prefer not to but wouldn’t object if good for the town. Don’t know.
29	CR03	NMS	No.	Yes , if it helped to maintain Colne as a thriving town.	“Colne is doing alright and certainly better than it was a couple of years ago. New businesses have arrived, shop fronts improved and business ticking over nicely.”	Colne looks nice and keeps its customers pretty well. A few issues with “druggies” and crime but no more so than other towns.	No, Colne has faced hard times and come through them before.	More going on perhaps but Colne is actually a thriving little town so not sure why BID’s needed.	Don’t know. Would certainly consider if it didn’t cost too much.
30	CR08	ARC	No but interested to learn more.	Only been in Colne for 5 months so	Colne is not a large town with lots of	Colne is a nice place to do business with	Town seems to be doing ok with no	-More events, better advertised,	Depends what is proposed but only a small business so

				<p>yes would be interested to learn more about businesses in Colne.</p>	<p>things to do so doesn't get many visitors. Most customers are locals and use the town for convenience mainly.</p>	<p>interesting little shops and arcades. Traffic can be a bit noisy.</p>	<p>immediate threats apparent.</p>	<p>throughout year. -Town could offer a bit more for visitors.</p>	<p>would prefer not to be paying any levy. No.</p>
31	CR08	MST	<p>No and not particularly interested.</p>	<p>No problem if others want to but nearing retirement so "not at my stage of life".</p>	<p>Colne needs to be a functioning market town where people and particularly customers can go about their business without hindrance.</p>	<p>Colne does benefit from very loyal customers but traffic system and decisions of Council to close roads makes life difficult for traders.</p>	<p>Supermarkets with free parking.</p>	<p>Re-think impact of road closures and events on traders. Thinking that all businesses benefit is narrow-minded and "fails to see it from our perspective".</p>	<p>No, approaching retirement so not interested but wish others well if that's what they want.</p>
32	CR08	MST	<p>No.</p>	<p>Yes would be helpful to tackle anti-social behaviour and behaviours of "druggies" – a daily problem.</p>	<p>Priority is making people feel safe and welcome. Colne has a real problem with petty crime and bad behaviour.</p>	<p>Colne is a pleasant enough place to look at but the trouble caused by some is damaging Colne's reputation.</p>	<p>Colne is policed reasonably well but if the town becomes a free-for-all for "druggies" and shoplifters "then I wouldn't</p>	<p>-Crime prevention and zero tolerance approach. -More events that bring people into town.</p>	<p>Charity shop so would not expect to be included in any levy charge on business rates. No.</p>

							encourage anybody to come”.		
33	CR08	MST	No, but very interested.	“If others wanted to then I would go with it.” Otherwise got bigger issues to address i.e. govt funding of pharmacies.	Colne is reasonably well used by locals but all sorts of social issues.	Not sure would need to reflect more and time to consider.	Govt funding for small independent pharmacies may be cut and this threatens the viability of small pharmacies.	Needs time to consider properly and debate with others.	Yes if there is a good proposal with clear goals and it doesn’t cost too much.
34	CR07	ARD	Yes, been involved in discussions but have some reservations.	Yes , already host weekly forums or network meetings to discuss issues and opportunities for businesses in town.	Colne has potential and must continue to take opportunities to host high profile events such as the cycling finals and blues festival.	Colne is a small town but it is not as disadvantaged as some people would have you believe. “Great potential here.”	Concerned that BID could just be another way of Council funding services and other things they can no longer afford to pay for. That’s not what’s needed.	Focus of BID needs to concentrate on efforts to improve the viability of businesses by increasing their turnover. BID must be run by businesses.	Yes , would definitely be willing to consider and if there is a sensible plan and doesn’t ask for too much money.
35	CR08	ARD	Yes have heard of the one in Skipton and think it’s a good idea.	Yes , think BID would work very well in Colne provided it is	There are opportunities to make more of the town, promoting the	Good selection of shops and businesses unique to	Supermarkets appear to take from the town and put very little into the	Increasing footfall into the town because a thriving town	Yes , definitely keen to be part of a BID.

				businesses in charge.	shops & businesses through events and advertising. Town is doing okay but could do better.	Colne and repeat custom based on reputation and customer service.	town. Would like to see supermarkets and national stores paying into a BID for Colne.	will be good for everyone, the businesses and the community.	
36	CR07	RCT	No but interested to learn more about them.	Yes if it brings more trade into town.	More could be made of Colne's traditions and culture as a mill town, a market town and a place that is typical of Lancashire life.	Colne still does okay and businesses make a living. Town has been spoiled over the years – loss of heritage.	Changing culture. Nelson has changed out of all recognition and lost its identity. Colne hasn't yet but is heading in same direction.	Get more people into town and raise awareness of businesses that are not on the main road.	Don't know. Only a small business but might be persuaded if larger businesses have to pay more.
37	CR02	MST	No, although previously managed shop in Bolton and think there might have been one there.	Any initiative that makes the town busier should be welcomed but not sure how much company would get involved.	Colne needs to offer more. Opportunity to bring new shops to Colne and more choice next to Red Lion Hotel.	Colne is busy with traffic but not footfall. Everyone seems to be passing through without stopping.	Very few shoppers are passers-by who drop in to see us. "Almost all customers arrive through our door to do business with us specifically, then go home."	More visitors and more choice of shops and services. "We don't even have a Poundland!"	Head Office decision but expect they will need to be persuaded that BID could make a difference. No.

38	CR08	ARD	No.	Not bothered. The business will be closing down shortly and premises may be vacant for a while.	Town doesn't do too badly. Could benefit from more footfall for sure but reason for closing down is due to regulations impacting on goods sold in shop.	Colne is a bright little town but it's busy due to the traffic not due to shoppers.	Retail is fiercely competitive and numbers of shops closing will most likely rise over time. Coffee shops and bistros seem to be doing okay though.	None given.	Won't apply so may be decision for successor if there is one. Don't know.
39	CR03	ARD	No.	No don't see the need. "Town is really busy already and so are we."	Nothing because Colne is a busy place already and business is really good.	Busy town and good place for business.	No.	None given.	No don't see the need.
40	CR08	PHL	No	Not bothered either way. Town centre can do their own thing and so can Boundary Mill. "I will do mine".	Events like R & B festival has always brought people into town but until recent years it also created a lot of problems with drunken jobs trashing the town.	Colne is a friendly little place where we know each other but it offers very little to visitors.	Boundary Mill seems to be doing well and we are on a busy road so the business should be able to at least make a living from the town.	Priorities relate to the town centre rather than the town as a whole and they need to get more people into town.	If business was in centre of town then answer would be yes but don't see any benefit for this location. No.

41	CI03	GRD	No, but interested.	Depends who leads it and what the objectives are but would show interest.	Boundary Mill is main reason come to Colne so if some of that traffic can be re-directed into town, or the town's businesses advertised there then that would be good.	Town is a good base for business but not all businesses will be interested in what is good for the town.	Don't think there is any immediate threat as most businesses in town seem to be busy and doing well.	To build on the reputation of Boundary Mill to pull people into the town. More awareness of businesses that exist in the town.	Depends what is proposed and how much but would certainly be prepared to consider it. "Much would depend on what benefits we think it will bring to the business." Don't know.
42	CR08	ARD	Yes and researched them. Object to them as a matter of principle.	Colne's businesses already working well together with spirit of cooperation that exists without formality of a BID.	Each business has a responsibility to provide something that encourages people to come into the town.	Town has a good spirit of community. Loss of funding from Council is leading to proposal for a new "tax" (BID levy).	A BID threatens to impose a levy on the town's businesses. "If it does I will refuse to pay it and would close up shop if necessary."	To keep things as they are.	No , would object and encourage others to do likewise.
43	CR03	MST	Yes know a little about them and the Skipton BID.	Yes , can only be a good thing.	When any events are held in town "we always say 'if only' we could have done this, or done that, and the fund raised through	Colne is a great little town full of independent businesses but could always do more.	Some towns have large numbers of empty units so Colne appears to be bucking the trend.	Bigger and better events to attract people into town. The changes in business rates are needed to	Yes , would be willing to consider a proposal provided it didn't cost too much and didn't become just another tax.

					the BID could help in that respect”.			help small businesses.	
44	CR08	MST	Yes, listened to representatives from Skipton BID who explained how their BID works.	Yes , already promoting closer working through town centre forum but BID would provide money to get things done.	Colne is not a bad town for traders but there are often things such as events, markets, signage , etc. that could be improved if only there was some money for them.	Friendly little place with regular customers but cannot afford to stand still. Need to get Colne working together.	Competition from supermarkets has had an impact on the high street. Need them to put something back into the town.	Well organised and well located events and markets . Better promotions and signage in town.	Yes , definitely willing. “It’s just a few quid a week!”
45	CR08	NVR	Yes. Company contribute around half million pound through BID levies in UK and have yet to see any real value for money or positive impact on our trade.	-	-	-	-	-	Not generally although company will take each BID proposal and consider on its merits. Where store already incurs service charges, the BID levies are “just an additional tax to pay”. Probably no .
46	CR08(S)	WBK	Company are aware of and involved with	-	-	-	-	-	Head office decision largely determined by fit

			several BIDs. Company has a policy guide on what is expected from a BID.						to policy criteria of company. Company may be persuaded to support BIDs but only where they are expected to be effective. Don't know.
47	CR08	NVR	Yes, company policy to establish stores on out-of-town sites means stores not generally in BIDs.	-	-	-	-	-	Would consider the proposal on its merits but would need to be convinced that BID would be good value for money. Probably no .
48	CR07	NVR	Yes, but 60% of outlets owned and operated by over 160 franchisees so awareness locally varies.	-	-	-	-	-	Company's policy to encourage franchisees and business managers to "give back to the communities in which they trade". Company developed a Community Engagement Guide dealing with such things as charity, environment, sport and education. "A successful store is one that is an

									integrated part of the community it serves.” Probably yes .
49	CR08(S)	CST	Yes, familiar at HQ and recognises that they “need to be effective at engaging at the local level”.	-	-	-	-	-	Head Office decision will be determined by where the BID proposal sits relative to other priorities. Don't know.
50	CO01	ARD	No but very interested. Would expect a BID to work well in Colne.	Yes , company wouldn't benefit directly but in line with company CSR.	Already involved in sponsoring Christmas lights, flower displays & local events.	Town has a strong industrial heritage some of which has been lost but it gives the town its identity.	Would be a concern if the level of investment in the town was adversely affected by local authority cuts.	Maintaining the bright appearance of the town by giving attention to conservation area. Events and things going on in town for community.	Yes , the amount is broadly comparable with the amount the company already donates to the town for local events, Christmas lights, Colne in bloom and so on. Would be great to see all the businesses chipping in and getting even more done. Like the idea of BID setting out what needs doing in a business plan for all to see.

Appendix B: Other participants

Name	Organisation/Business
Tim Webber	Barnfield Construction
Richard Bannister	Boundary Mill
Lee Duerden	XLCR
Graham Wharton	Chair of Town Centre Forum
Sandra Fernandez	Pendle Belles/Small Business Owner
Ashley Sutcliffe	Live like the boy/Colne Town Council
Colin Hill	CEO of Colne Town Council
Graham Waugh	Chair Colne Area Committee – Conservative
Tony Greaves	Lord/Cllr – Lib Dem
Mohammed Iqbal	Cllr – Leader of Pendle Council - Labour

Out thanks to all 50 businesses participating in the survey and to those named above for sharing their time and opinions.

Kolek Consulting Ltd

October 2016