



# **PROPOSAL FOR A COLNE BUSINESS IMPROVEMENT DISTRICT**

**Prepared by Kolek Consulting Ltd**

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## Executive summary

### WHAT IS IT?

A Business Improvement District, or BID, is a business-led initiative taking advantage of government legislation<sup>1</sup> that gives local businesses the power to raise their own funds, to spend on their priorities, to improve their trading environment.

There are now approaching 300 BIDs<sup>2</sup> in towns and cities across the UK. In each case business ratepayers have voted to pay an additional levy, which is collected into a ring-fenced “revenue” account and then used to finance the delivery of projects, services and activities set out in their respective BID proposals and business plans.

This document sets out the proposal and business plan for a Business Improvement District (BID) in Colne. It proposes a 5-year programme of activities to commence on 1 October 2018 and run until 30 September 2023.

### WHY DO WE NEED IT?

The challenges facing businesses in Colne have been identified through several months of meetings, group discussions, one-to-one interviews and survey responses. These consultations have revealed some common issues and concerns that could be tackled by a BID, as well as highlighting several opportunities that could be explored to release more of the potential of the town.

When asked what priorities the businesses would like to see addressed, the challenge to keep the number of empty units to a minimum was most often cited as ‘high priority’ by 86%, followed by reducing the costs of running a business (71%), enhancing the appearance of the town (69%), marketing Colne to residents (66%), marketing Colne to visitors (61%) and promoting a safer environment for staff, customers and visitors (51%).

A report of the findings of the business survey is appended.

### WHO WILL BE IN IT?

All Non-Domestic Ratepayers in properties located within an area described as the central commercial district, or wider town centre, and defined by the map of the BID area (page 11), except those premises with a Rateable Value of less than £3,000.

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<sup>1</sup> Part 4 Local Government Act 2003, and Business Improvement Districts (England) Regulations 2004

<sup>2</sup> Reference to The BID Foundation, Institute of Place Management at [www.placemanagement.org.uk](http://www.placemanagement.org.uk)

## WHAT WILL IT DO?

The aim of a Colne BID is:

To enhance Colne as a great place to shop, socialise and do business by creating a safe and welcoming environment for everyone.

To achieve this the BID will deliver on 4 objectives. These are:

- i) To build, through the BID, an effective **partnership in Colne** between the town's businesses, organisations and the local councils for the benefit of Colne's businesses and wider community.
- ii) To take **pride in Colne**, by maintaining a bright, attractive town that customers want to visit, and businesses will want to be in.
- iii) To market and **promote Colne** as an attractive hill town, with a distinctive offer of shops, markets & events, as well as some of the best entertainment, leisure and recreation in the area;
- iv) To **protect Colne** as a safe and a welcoming place to be, where shoppers, visitors and workers can feel relaxed and enjoy themselves during the daytime and in the evenings;

## HOW WILL IT WORK?

This will be a 5-year programme of investment in activities to reinvigorate business in Colne, with funds drawn mostly from the BID Levy, collected on behalf of all the businesses involved by Pendle Borough Council as billing authority.

Subject to a successful vote, the Colne BID will be managed by a new BID operating company. This would be a company limited by guarantee, and constituted to ensure its openness and accountability to the BID levy payers. All levy payers will be automatically eligible for membership and will have voting rights. The BID company will be managed by a board of directors made up of levy payers and voluntary contributors. These positions will be open to nomination and election from all businesses, organisations and individuals contributing financially to the BID.

This is proposed to be in keeping with industry standards to ensure that the control, delivery and responsibility for the BID rests with the levy payers.

## WHAT ARE THE BENEFITS?

To many business owners and managers, the appeal of having a BID will be the potential benefits of a town centre initiative run by businesses, for businesses and some money to deliver what they have asked for. The existence of a BID means that many of the priorities of businesses would no longer be overlooked or dismissed due to lack of funding. The BID has

removed the need to go with a “begging bowl” to government or to the Council. A BID in Colne would be a step change for the town’s businesses.

Not only will a BID create the financial means to ensure that some progress is made in the delivery of key projects, but also has the potential to develop the capacity to exert real influence on the planners and decision-makers shaping the future of Colne going forward.

### **HOW MUCH WILL IT COST?**

A 1.5% (one and a half percent) levy will be charged to each qualifying ratepayer using the most current Non-Domestic Rates list to calculate the amount payable. The BID levy would be set by 1st September 2018 for the full 5-year term of the BID.

The Colne BID area (refer to map page 11) is forecast to include 337<sup>3</sup> hereditaments with a Rateable Value (RV) of £3,000 and above. The Aggregate Rateable Value (ARV) is estimated to be £7,042,450 and, with the maximum levy capped at £10,000, the estimated income generated through a BID levy will be £93,637 gross each year.

Over the 5-year term, the BID levy is forecast to raise £468,185 which, together with other income, could deliver a much-needed “half million pounds” boost to the local economy through investment in the wider town centre.

Over 87% of those businesses required to pay a levy will be charged an amount equivalent to less than £1 per day. This is based on 87.2% of eligible business premises having rateable values of less than £24,333 with an annual levy calculated at 1.5% of RV. Additionally, over a third (36%)<sup>4</sup> of the total 526 business premises in the BID area will be exempt from the proposed BID levy due to their small size.

### **WHO DECIDES?**

The Colne BID proposal includes all business ratepayers eligible to vote for each of the 337 hereditaments with a Rateable Value of £3,000 and above. Each will be invited to vote on this proposal to introduce a Business Improvement District in Colne. The final day of the ballot will be 28 June 2018 and, for the proposal to be approved, two tests must be met:

- (i) A simple majority (more than 50%) of those voting in the ballot must be in favour;
- (ii) Those voting in favour must represent a majority (more than 50%) by aggregate rateable value of the hereditaments (or rateable properties) of those voting.

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<sup>3</sup> Estimated number of hereditaments, Non-Domestic Rates List at April 2017, Pendle Borough Council

<sup>4</sup> 189 hereditaments out of a total 526 have rateable values below £3,000

## 1. Introduction

The development of this proposal for Colne was initiated by local business leaders and the local councils who all share very similar concerns about the future of business and trade in Colne, and also share a common desire to move beyond the discussions at the Colne Town Centre Forum to develop an initiative that will release more of the town's potential.

With support from Pendle Borough Council, a study was commissioned in the autumn of 2016 to investigate the feasibility of creating a Business Improvement District in Colne. The findings of the study, which included a survey by interview of 50 local business owners and managers, and interviews with 10 of the town's key stakeholders and elected representatives, revealed a number of concerns for the future but also a general enthusiasm to do something about them. Although most business people were not familiar with BIDs and how they work, most (62%) were interested to learn more and welcomed the concept of a BID for the town, as an initiative led by local business people and working for the benefit of all businesses and organisations in the town.

This proposal has been informed by the study and the development work that followed during 2017. A growing partnership of local businesses and business managers have led and directed the development of this proposal. They represent a broad spectrum of interests and include a diverse mix of business types and sizes, from the managers of national retailers such as the Co-op, to specialist independent shops such as The Book Shop and Live Like the Boy, and from fine eating and drinking establishments such as No.62 and Tubbs, to local service providers such as the Colne Tyre Centre. This is already an initiative being led by the businesses of Colne.

## 2. Business Case for a BID

### a. Why a BID is needed in Colne

In recent years, businesses located in town and city centres across the UK have had to contend with social, economic and technological challenges that seem to have conspired to test the very existence of many businesses who trade on the high street. These challenges affect businesses of all sizes, but some have adapted better than others to the rapidly changing environment.

To respond to these challenges is not easy, there are no easy solutions and the BID has no magic wand to put it all right. The BID can, however, help local businesses to be more resilient and more adaptable to these difficult circumstances and the technologically-driven changes affecting consumer behaviour and choices.

A BID in Colne can bring a fresh, ambitious and relevant programme of work, that offers the opportunity to take Colne town centre from being a place that is surviving to a place that is thriving.

### b. Key points from consultations

In the late summer and autumn of 2017, business owners and managers in Colne were consulted by means of surveys and face-to-face interviews. A total of 74 written submissions had been received, representing around a quarter (27%) of the business premises surveyed.

The information gathered through the consultations has been used to inform, shape and focus this proposal for a Business Improvement District (BID) in Colne. The priorities identified come from the perspective of running businesses and organisations in the town.

The consultations confirmed what the businesses in Colne's wider town centre see as the highest priorities for action:

- Keeping empty units to minimum (86%)
- Reducing the costs of running a business (71%)
- Enhancing the appearance of the town (69%)
- Marketing Colne to residents of local area (66%)
- Marketing Colne to visitors (61%)
- Promoting a safer environment for staff & customers (51%)

Findings from the consultations gave a clear indication that many businesses in Colne would consider paying towards activities which address their highest priorities. Over two-thirds (69%) of respondents indicated that they would be willing to consider paying towards action to market and promote the town's businesses to encourage residents to use the town.

Almost as many expressed their willingness to consider paying towards actions to enhance the appearance of the town (67%), to market and promote the town's businesses to visitors (62%), or to take forward practical measures to promote a safer town centre (60%).

When asked about the specific actions that a BID might be able to deliver, the consultations revealed a strong interest in having an initiative to fill or improve the appearance of empty units (90%), followed by a marketing campaign for Colne (74%), a 'Pride in Colne' initiative (72%), a buy local campaign (69%), a 'Safer Colne' initiative (67%) and a new Colne consumer website and social media campaign (66%).

This BID proposal is a business-led initiative and it is informed by, and shaped by, these needs and aspirations of people running businesses and organisations in Colne.



### 3. Aim and Objectives

#### a. Aims and purpose

To enhance Colne as a great place to shop, socialise and do business by creating a safe and welcoming environment for everyone.

The BID has a clear purpose to deliver a programme of projects and activities to improve business and trade, as well as bringing forward wider social and economic benefits to the town's customers, visitors and workers.

The BID also creates a new town partnership for Colne, with membership drawn from the businesses and organisations in Colne's centre and, importantly, with the means to sustain itself financially.

#### b. Key objectives

For the Colne BID there are 4 key objectives, all of which will contribute to the stated aim and purpose of the BID.

1. To build, through the BID, an effective **partnership in Colne** between the town's businesses, organisations and the local councils for the benefit of Colne's businesses and wider community.
2. To take **pride in Colne**, by maintaining a bright, attractive town that customers want to visit, and businesses will want to be in.
3. To market and **promote Colne** as an attractive hill town, with a distinctive offer of shops, markets & events, as well as some of the best entertainment, leisure and recreation in the area.
4. To **protect Colne** as a safe and welcoming place to be, where shoppers, visitors and workers can feel relaxed and enjoy themselves in the daytime and in the evenings.

#### c. Method and Approach

Colne BID will deliver its aims and objectives in three ways:

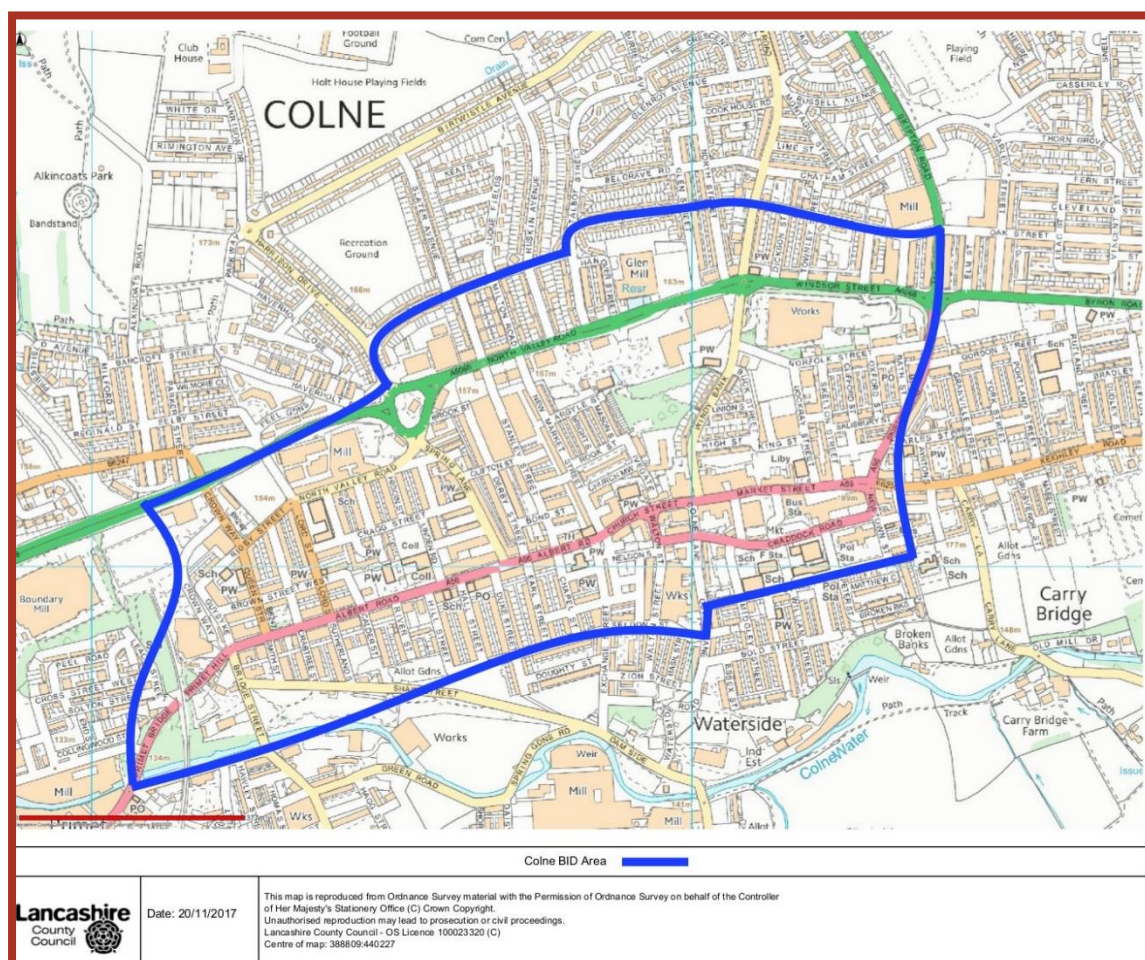
1. **Better organised** - By providing a focal point for co-ordinating activities in the town's centre, bringing businesses closer together through improved communications and making better use of the resources already in place;
2. **Stronger voice** - By seeking to influence the decisions that affect businesses locally, articulating their needs and preparing a collective response on issues that have the potential to adversely impact on trade;
3. **More action** - By having a dedicated fund, the priorities identified by businesses in the town's centre can be addressed through projects and activities.

## d. Proposed BID Area

The BID will focus on Colne's central commercial district and wider town centre. This includes the whole or part\* of the following town centre streets and lanes:

Albert Road	Derby Street	Linden Road	Raglan Street
Arcadia	Dockray Street	Lord Street	Richmond Court
Back Brown Street	Empress Street	Market Place	Rigby Street
Bath Street	Exchange Street	Market Street	Ruskin Avenue
Bond Street	Glen Street	Midgley Street	Skelton Street
Bridge Street	Great George St	Nelson Street	Skipton Road
Brown Street West	Greenfield Road	New Bath Street	Spring Lance
Church Street	Hall Street	New Market Street	Stanley Street
Clifton Street	Hanover Street	Norfolk Street	Vivary Way
Colne Lane	Hartley Street	North Valley Retail Pk	Walton Street
Crabtree Street	Hill Street	North Valley Road	Water Street
Craddock Road	Knowsley Street	Primet Hill	West Street
Crown Way	Keighley Road	Queen Street	Windsor Street
			Windy Bank

MAP: Colne Business Improvement District 2018-2023



## 4. Programme for Improvement

Colne BID will fund a programme of projects and activities with clear purpose to generate more business and improve trading conditions across the town centre. As well as funding these new services and activities, the BID will deliver its aims and objectives by bringing businesses together to make better use of the resources already in the town, to influence the decisions that affect their businesses and services, and to be more proactive in selling all that is good about the town.

Set out below are a set of projects and activities that respond directly to the comments and priorities raised in recent months by the business owners and managers in Colne town centre.

Priorities identified by businesses (top 4 priorities for improvement)		Proposed BID response (4 projects for improvement)
1. Need to work together to minimise number of vacant premises in Colne, and find ways to reduce costs and attract new businesses.	➡	Partnership in Colne
2. Need to enhance the overall appearance of the town.	➡	Pride in Colne
3. Need to encourage locals to use Colne's businesses and services and promote the town to potential visitors.	➡	Promote Colne
4. Need to ensure Colne is a safe and welcoming place for workers, customers and visitors.	➡	Protect Colne

The proposed BID response will form a programme of projects and activities to be delivered under the following headings:

## 1. Partnership in Colne

### Responding to priorities

Consultations with businesses identified the need to work together better, with the need to keep the number of empty units to a minimum, and reduce the costs of running a business as the highest priorities for a BID (86% and 71% respectively).

### Need for Action

Typical comments from business owners and managers in the town centre included:

“the town can only benefit from working together”.

“it will be difficult to persuade businesses in Colne to work together”.

“We should also encourage business to use local business, we should be supporting each other wherever possible”.

“if the town can be improved it makes sense to work in collaboration”

“would be interested in proposals for more networking across town’s businesses”.

### Objective

To build, through the BID, an effective **partnership in Colne** between the town’s businesses, organisations and the local councils for the benefit of Colne’s businesses and wider community.

### Proposed Actions

This priority will be addressed in two parts:

- 1) Develop a new ‘Colne Collaboration’ that maximises opportunities for businesses to save on the costs of running their business through the collective purchase of business services such as: i) utilities; ii) recycling and waste collection; iii) essential training; iv) insurance; etc.
- 2) Create a new voice for Colne’s business community, to influence the activities and decisions of the Town Council, Pendle Borough Council and Lancashire County Council, where these affect business in Colne.

<p><b>Deliverables</b></p> <ul style="list-style-type: none"> <li>• A collective purchase scheme set up to save money for businesses in the BID area.</li> <li>• Business matters being addressed at regular meetings between the BID and the local Councils.</li> </ul>
<p><b>Performance Indicators</b></p> <ul style="list-style-type: none"> <li>• Take up by businesses of new collective purchasing scheme.</li> <li>• Priorities raised with, and addressed by, the local Councils</li> </ul>
<p><b>Total Project Cost</b></p> <p>£25,000 over 5 years with up to 5% used to monitor performance.</p>
<p><b>Impact</b></p> <p>More B2B activity and improved business viability in Colne.</p>

## 2. Pride in Colne

### Responding to priorities

Consultations with businesses identified the need for enhancing the appearance of Colne as the second highest priority for a BID (69%).

### Need for Action

Typical comments from business owners and managers in the town centre included:

“The top part of town near the market looks rundown in places such as the empty blockbuster building and a couple of other shops, this is having a negative impact on Colne town centre”.

“Maintaining the bright appearance of the town by giving attention to conservation area”.

“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”.

“Investment in the appearance of the town to at least maintain ‘Colne in Bloom’ colour & brightness”.

<p><b>Objective</b></p> <p>To take <b>pride in Colne</b>, by maintaining a bright, attractive town that customers want to visit, and businesses will want to be in.</p>
<p><b>Proposed Actions</b></p> <p>This project will be delivered in three parts:</p> <ol style="list-style-type: none"><li>1.1 Green &amp; Clean initiative – building on the success of Colne in Bloom to brighten the appearance of the town centre.</li><li>1.2 Christmas Sparkle –expansion and improvements of the seasonal lights to brighten the appearance of the town centre</li><li>1.3 Community initiatives – support for community action where it contributes to the BID’s goal of a clean, green and welcoming town centre.</li></ol>
<p><b>Deliverables</b></p> <ul style="list-style-type: none"><li>• Flowers and planters maintained throughout the BID area</li><li>• Christmas lights and decorations maintained throughout BID area</li></ul>
<p><b>Performance Indicators</b></p> <ul style="list-style-type: none"><li>• Number and spread of planters and flower baskets</li><li>• Number and spread of participating businesses</li><li>• Visitor impressions survey</li></ul>
<p><b>Total Project Cost</b></p> <p>£100,000 over 5 years with up to 1% used to monitor performance.</p>
<p><b>Impact</b></p> <p>Award-winning town centre where visitor impressions of the town are excellent.</p>

### 3. Promote Colne

#### Responding to priorities

Consultations with businesses identified the need for marketing and promoting Colne as the third highest priority for a BID (66%).

#### Need for Action

Typical comments from business owners and managers in the town centre included:

“For my business, I think the main priority is the advertising and marketing of Colne as both a destination and to get Colne residents out of their houses and using the town centre more”.

“Make sure that marketing and promotion of Colne as a shopping destination is not based purely on the town centre businesses. My own store is out of the centre and I feel we are sometimes ignored”.

“More events and publicity for activities in Colne to keep town centre vibrant”.

“Events and festivals throughout the town- not all in one area”.

“Lovely little town which should appeal more to visitors. Needs to be plenty going on in addition to R & B festival”.

“Better advertising for small businesses”.

#### Objective

To market and **promote Colne** as an attractive hill town, with a distinctive offer of shops, markets & events, as well as some of the best entertainment, leisure and recreation in the area;

#### Proposed Actions

This project will be delivered in four parts:

- 1) Devise and implement a place marketing campaign to raise awareness of the town’s offer to visitors;
- 2) Introduce a new incentives scheme such as a new ‘Colne Gift Card’ or ‘Book of offers’ to encourage residents and visitors to spend more in Colne’s shops and businesses;
- 3) Provide a focused programme of support and sponsorship for four seasonal festivals and events to raise the profile of the town and what it offers throughout the year;



4) A themed advertising campaign such as 'Alive After 5' to promote what the town offers in the evenings, for visitors and for locals.
<p><b>Deliverables</b></p> <ul style="list-style-type: none"> <li>• A better-known 'Visit Colne' brand including a consumer website and enhanced social media content and coverage.</li> <li>• A new incentives scheme to encourage customers and visitors to use businesses and services in the BID area.</li> <li>• A seasonal programme of festivals and events sponsored by the BID.</li> <li>• At least one advertising campaign per year for businesses open in the evenings.</li> </ul>
<p><b>Performance Indicators</b></p> <ul style="list-style-type: none"> <li>• Visits to online media sites and pages</li> <li>• Shopper origin surveys</li> <li>• Take up by businesses and customers of new incentives scheme</li> </ul>
<p><b>Total Project Cost</b></p> <p>£147,390 over 5 years with up to 1% used to monitor performance.</p>
<p><b>Impact</b></p> <p>More visitors, spending more time and money in Colne.</p>

## Protect Colne

### Responding to priorities

Consultations with businesses identified the need for promoting a safer environment for staff, customers and visitors (51%).

### Need for Action

Typical comments from business owners and managers in the town centre included:



<p>“Priority is making people feel safe and welcome. Colne has a real problem with petty crime and bad behaviour”.</p> <p>“Would be helpful to tackle anti-social behaviour”.</p> <p>“Colne is an attractive little town – a gem in East Lancs. But there are social problems, crime and anti-social behaviour”.</p>
<p><b>Objective</b></p> <p>To <b>protect Colne</b> as a safe and a welcoming place to be, where shoppers, visitors and workers can feel relaxed and enjoy themselves during the daytime and in the evenings;</p>
<p><b>Proposed Actions</b></p> <p>This project will be delivered by:</p> <ol style="list-style-type: none"> <li>Developing a ‘Crime Prevention Partnership’ in Colne that invests in training and equipment needed to improve communications between the town’s businesses and links into the community and Lancashire Police crime prevention activities.</li> </ol>
<p><b>Deliverables</b></p> <ul style="list-style-type: none"> <li>Better equipped, better connected businesses in Colne</li> </ul>
<p><b>Performance Indicators</b></p> <ul style="list-style-type: none"> <li>Number reported incidents</li> <li>Visitor impressions survey</li> </ul>
<p><b>Total Project Cost</b></p> <p>£75,000 over 5 years with up to 1% used to monitor performance.</p>
<p><b>Impact</b></p> <p>More visitors, spending more time and money in Colne.</p>

## 5. Financial Plan

### a. Income

The income required to deliver a 5-year programme of projects and activities within the Colne BID area will be mostly, but not entirely, drawn from the BID Levy.

A 1.5% (one and a half percent) levy will be charged to each qualifying ratepayer using the most current Non-Domestic Rates list to calculate the amount payable. The BID levy will be set by 1st September 2018 for the full 5-year term of the BID.

The Colne BID area (refer to map page 11) is forecast to include 337<sup>5</sup> hereditaments with a Rateable Value (RV) of £3,000 and above. The Aggregate Rateable Value (ARV) is estimated to be £7,042,450 and, with the maximum levy capped at £10,000, the estimated income generated through a BID levy will be £93,637 gross each year.

Over the 5-year term, the BID levy is forecast to raise £468,185 which, together with other income, could deliver a much-needed “half million pounds” boost to the local economy through investment in the wider town centre.

Over 87% of those businesses required to pay a levy will be charged an amount equivalent to less than £1 per day. This is based on 87.2% of eligible business premises having rateable values of less than £24,333 with an annual levy calculated at 1.5% of RV. Additionally, over a third (36%)<sup>6</sup> of the total 526 business premises in the BID area will be exempt from the proposed BID levy due to their small size.

### b. Additional funding

The first term of the BID has demonstrated that the BID’s funds will not be limited to income derived from the BID Levy. The BID can expect to raise further funds from sponsorship & advertising revenue, and voluntary contributions.

Levy payers can reasonably expect that the Colne BID will continue to attract additional funds towards specific items or activities identified within the programme of projects delivered through the Business Plan.

Voluntary contributions could also help, for example, by encouraging businesses below the £3,000 RV threshold to make a small contribution to the BID each year.

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<sup>5</sup> Estimated number of hereditaments, Non-Domestic Rates List at April 2017, Pendle Borough Council

<sup>6</sup> 189 hereditaments out of a total 526 have rateable values below £3,000

A realistic forecast, based on the experience of BIDs in towns of similar size and budgets, is at least £7,000 per annum of additional income from sources other than the levy. This anticipated income is included and itemised in the following budget forecasts for each of the five years of the proposed BID.

Therefore, other funding is forecast to add a minimum of £35,000 to the total budget over the 5-year term.

### **c. Expenditure**

The estimated<sup>7</sup> programme budget of £100,367 will be divided between expenditure to implement the priority projects and activities identified in the BID programme and the necessary costs of administering the BID.

The forecast expenditure on the costs of managing and administering the BID over the 5-year term will be approximately 25% of the total budget. Experience from practice in other similar sized towns with BIDs, suggests that the Colne BID will require up to a quarter of its budget to administer and implement the BID due to its relative small size. The Colne BID will be one of the smallest BIDs (in monetary terms) in the UK.<sup>8</sup>

The BID management and administration budget is intended to cover any necessary expenditure on:

- BID levy billing and collection;
- Accountancy, insurance and other necessary fees to ensure that the BID operating company meets its legal obligations;
- Costs of employing BID management services to research, initiate, commission and manage the priority projects and activities funded through the BID, and to report regularly to the BID company board of directors and levy payers.

The fee for the collection of the BID levy, is estimated by Pendle Borough Council to be up to £..... per year in the first year, with some allowance for inflation in years 2-5.

The forecast expenditure plan has been calculated using the most current rateable values (April 2017) and is summarised below:

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<sup>7</sup> Budget estimates are based on calculations Rateable Values at April 2017 (NNDR data supplied by PBC).

<sup>8</sup> Annual Nationwide Survey of BIDs, British BIDs 2016.

## 5 Year Budget Forecast

INCOME	2018/19	2019/20	2020/21	2021/22	2022/23	TOTAL
Bid Levy	93,367	93,637	93,637	93,637	93,637	467,915
Other	7,000	7,000	7,000	7,000	7,000	35,000
<b>TOTAL</b>	<b>100,367</b>	<b>100,367</b>	<b>100,367</b>	<b>100,367</b>	<b>100,367</b>	<b>501,835</b>

EXPENDITURE	2018/19	2019/20	2020/21	2021/22	2022/23	TOTAL
1.PARTNERSHIP	5,000	5,000	5,000	5,000	5,000	25,000
2.PRIDE	20,000	20,000	20,000	20,000	20,000	100,000
3.PROMOTE	20,000	25,000	30,000	35,000	37,390	147,390
4.PROTECT	15,000	15,000	15,000	15,000	15,000	75,000
RUNNING COSTS*	20,000	20,400	20,808	21,224	21,648	104,080
BILLING COSTS	5,055	5,055	5,055	5,055	5,055	25,275
CONTINGENCY**	5,018	5,018	5,018	5,018	5,018	25,090
<b>TOTAL</b>	<b>90,073</b>	<b>95,473</b>	<b>100,881</b>	<b>106,297</b>	<b>109,111</b>	<b>501,835</b>
Balance c/f***	10,294	15,188	14,674	8,744	0	

\*2% per annum inflationary rise. \*\*5% budget contingency sum. \*\*\*Cashflow management.

## Budget Year 2018/19: First operating year of new period commencing 1 October 2018

INCOME		EXPENDITURE	
BID Levy	93,367	1.Partnership in Colne	5,000
		2.Pride in Colne	20,000
		3.Promote Colne	20,000
		4.Protect Colne	15,000
<b>SUB-TOTAL</b>	<b>93,367</b>		<b>60,000</b>
Sponsorships and project income*	7,000	Administration (Project delivery)	20,000
		Administration (Levy collection)	5,055
<b>SUB-TOTAL</b>	<b>7,000</b>		<b>25,055</b>
		Contingency (minimum 5%)	5,018
<b>TOTAL</b>	<b>100,367</b>	<b>TOTAL</b>	<b>90,073</b>
		Budget carried forward to 2018/19	10,294

#### d. Cost to each business

The cost to each business will be proportionate and equitable. The levy rate will throughout continue to be a simple calculation based on 1.5% (one and half percent) of the property's most current Rateable Value at 1 September 2018.

The BID levy charge for any single hereditament will not exceed £10,000 per annum. This maximum charge per hereditament (or "cap") will apply for the full 5-year term.

The levy rate (1.5% of RV) cannot be changed without an Alteration Ballot.<sup>9</sup>

The cost of the BID will reduce in real terms during the 5-year term of this proposed new BID. There will be no inflationary increase with any additional costs being met, where practicable, through efficiency savings.

For the smallest business premises with a Rateable Value below the £3,000 threshold there will be no compulsory charge for the activities of the BID, but voluntary contributions will be encouraged. In the first year of the BID, it is anticipated that more than a third (36%) of business premises in the Colne BID area would meet the requirement for exemption from the BID levy because of their small size.

For the overwhelming majority (87%) of businesses above the threshold, and therefore required to pay the levy, their financial contribution to the BID will be equivalent to less than £1 per day. In most cases much less.

The comparisons below are used to illustrate one of the benefits of businesses working together in large numbers. Although the BID means that most businesses must pay, one great advantage in this is the sharing of the financial burden. Spreading the costs across 337 business premises means the contribution of each individual business is relatively modest.

Rateable Value	Annual cost @ 1.5% of RV	Weekly cost equivalent	Daily cost equivalent
< £3,000	Nil	Nil	Nil
£3,000	£45	86p	12p
£5,000	£75	£1.44	20p
£10,000	£150	£2.88	41p
£15,000	£225	£4.32	61p
£25,000	£375	£7.21	£1.03
£50,000	£750	£14.42	£2.06
£75,000	£1,125	£21.63	£3.09
£100,000	£1,500	£28.84	£4.12
£250,000	£3,750	£72.11	£10.30
£500,000	£7,500	£144.23	£20.60

<sup>9</sup> The BID levy rate and the BID area cannot be changed without a further "alteration" ballot as defined in The Business Improvement Districts (England) Regulations 2004.

## 6. Management of the BID

### a. BID Proposer

The proposal to introduce the Business Improvement District in Colne is being proposed by ....., Chair of the Colne BID steering group (and Colne Town Centre Forum).

The BID steering group is made up of potential levy-paying businesses and organisations, together with representatives of Colne Town Council and Pendle Borough Council.

The steering group responsible for preparing this BID proposal includes:

Graham Wharton	Graham's Poultry (Chair)
Mark Bateman	The Book Shop
Ashley Sutcliffe	Live Like the Boy
Matthew Eyre	Colne Tyre Centre
Emma Cornish	Co-op Food
Peter Jagger	Stell's Famous Pet Store
Andy Frankton	No.62
Steve Turner	Tubbs of Colne
Cllr Sarah Cockburn-Price	Colne Town Council
Cllr David Clegg	Pendle Borough Council
Cllr Mohammed Iqbal	Pendle Borough Council

### b. BID Management

Subject to the outcome of the BID ballot, it is proposed that a new BID operating company be set up as a not-for-profit company limited by guarantee with a board of directors drawn from, and representative of, the diverse business and organisational interests within the Colne BID area. All businesses eligible to vote in the BID ballot will be invited to nominate themselves or other eligible persons to be considered for directorship of the BID company and oversee the delivery of the BID in the coming years.

There are now over 250 BIDs established in towns and cities across the UK and much can be learned from the governance arrangements for other BIDs. A company limited by guarantee that's held to account by its members (levy payers) has become the most commonly used organisational structure and is therefore proposed for implementation of the Colne BID.

### **c. Performance Monitoring and Evaluation**

The performance and effectiveness of the new BID will need careful monitoring to ensure that BID levy payers can see how their money is being spent throughout the 5-year term. The Colne BID operating company will use a toolkit of key performance indicators to monitor and review progress. Amongst other things, this information will help to inform decisions about budgets. The board of directors may re-allocate resources between the budget headings where there is a sound business case to do so.

Key performance indicators will initially include the following:

- Total number of commercial units – rateable properties within BID area
- Number of vacant units – regular survey by number and business use
- Number and size of festivals and events – annual review
- Footfall – regular footfall survey
- Car parking - availability and usage survey
- Business confidence – regular survey
- Town centre users/customer survey – regular survey
- Shoppers origin - postcode survey

This is not an exhaustive list and the board of directors for the Colne BID operating company may amend or add to these at their discretion and subject to the resources available.

## 7. BID levy rules and management

### a. Eligibility to vote

The ballot will be conducted through a confidential postal vote. Ballot papers will be sent to all persons entitled to vote, defined as Non-Domestic Ratepayers for hereditaments within the defined Business Improvement District (Map page 11 refers) where the Rateable Value of the property is £3,000 and above, and who are ratepayers on the day of the publication of the 42 days' notice of the BID ballot.

Where a person<sup>10</sup> has more than one hereditament within a BID area, that person will get a vote for each hereditament. A proxy vote will be available, and details will be sent out with ballot papers.

### b. Who pays?

A levy of 1.5% (one and a half percent) of Rateable Value will be charged to each qualifying ratepayer using the most current Non-Domestic Rates list to calculate the amount payable.

The BID levy rate will be set on 1 September 2018, with the levy rate calculation based on the most current Non-Domestic Rates list. The BID levy rate calculated for each individual hereditament may also be updated because of changes in ratepayer, appeals, additions or removals.

The BID levy will have to be paid by any new ratepayer occupying any existing hereditaments within the BID area (Map page 11 refers) up until the end of the 5-year term, even though they did not vote on the initial proposal. Likewise, any new rateable premises (hereditament) created during the lifetime of the BID will be liable for the BID levy, subject to those premises being wholly within the BID boundary and not qualifying for exemption. If a business ratepayer occupies premises for less than one year, the amount of BID levy payable will be calculated pro rata on a daily basis.

The BID levy will not be affected by a ratepayer's eligibility for Small Business Rate Relief or Charitable Rate Relief and there will be no discounts. The registered non-domestic ratepayer will be entitled to vote and liable for the BID levy with no void period.

Where any of the following criteria applies the relevant hereditament will be exempt from any liability for payment of the BID levy:

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<sup>10</sup> Under Regulation 8 of the Business Improvement District (England) Regulations 2004 'Person' means any legal person i.e. natural person, and company.



- Premises with rateable value of less than £3,000.

**c. How long will it last?**

Subject to a favourable vote, the Colne Business Improvement District will commence on 1 October 2018 and will last for a period of 5 years. To extend this period requires a further ballot and this would be subject to the same regulations including the requirement to secure a majority vote in favour of any such proposal. There are currently no limits on the number of renewals.

**d. How will funds be collected?**

Collection and enforcement arrangements will be very similar to the collection and enforcement of the Non-Domestic Rates.

The BID levy will be collected on behalf of the Colne BID operating company by Pendle Borough Council. In compliance with the Business Improvement Districts (England) Regulations 2004, the levy funds will be placed into a ring-fenced 'Revenue Account' and transferred to the Colne BID operating company for the purposes of delivering the Colne BID Proposal and Business Plan 2018-2023.

There will be an administration cost for the collection of the levy which will be charged to the Colne BID operating company. To keep collection costs to a minimum each hereditament will be billed annually, and this will normally be payable in a single instalment.

**e. Who will be accountable for the BID funds?**

The BID operating company, and its board of directors, will be accountable to the BID levy payers for the delivery of the Colne BID Proposal and Business Plan 2018-2023 and adherence to the proposed BID arrangements.

The board of directors will meet regularly throughout the term of the BID. Every levy-paying business will be eligible to become a member of the Colne BID operating company and vote at Annual General Meetings on the activities of the BID company.

The BID operating company will commission through an open and competitive process the services of a BID management company to manage the day-to-day operations of the BID, and to develop working relationships with the levy payers, sponsors and partner agencies to secure the effective delivery of the BID's programme of activities.

The Colne BID area, and the levy rate of 1.5% (one and a half percent), cannot be altered without an alteration ballot. However, the BID projects, costs and timescales may be altered

from time to time, and as may be necessary, provided that such alterations are subject to majority decision by the board of directors of the Colne BID operating company. Such alterations must be subject to such changes falling within the income of the BID, and such alterations must not compromise in any way the fulfilment of the BID's aims and objectives, as stated in the Colne BID Proposal and Business Plan 2018-2023.

**f. What are the risks?**

The single greatest risk in the planning and delivery of the BID is that it is perceived to be failing due to circumstances beyond its control. This risk can have implications for the very existence of the BID itself. For a BID to be established and subsequently renewed, a ballot must be held at least every 5 years and must secure a majority in support of the proposals, or otherwise cease to exist.

The Colne BID can set out clear objectives and a sensible, costed programme of work to address the concerns and priorities raised by business owners and managers in the town's centre. The BID operating company can act in good faith to deliver the programme of work, to learn the lessons from any mistakes that are made and to then make adjustments as may be necessary from time to time. The BID cannot, however, control the wider economy, political decisions affecting the UK, technological advances or the financial hardship and consequences that these external factors may have on Colne. The BID will operate within a very challenging context of change and uncertainty for business owners, their staff and their customers.

There is a risk that in difficult times the BID will struggle to secure the desired impact. For example, attempting to improve footfall when all other external forces of change appear to conspire against the achievement of that goal. The BID should however serve to mitigate some of these factors, by helping the business community in Colne to be more resilient, and better equipped to survive the challenges ahead.

## 8. BID ballot timetable

### a. Timetable for establishing the BID

Countdown to vote	Tasks and activities	Indicative timescale
-8 months	<b>Finalise BID Proposal including:</b> - Completion of revisions in response to consultations	Nov 2017 to Jan 2018
-5 months	<b>12 weeks Notification of Intention to Ballot</b> - 'BID Proposer' writes to Pendle Council (the billing authority) and the Secretary of State (DCLG) announcing intention to take the BID Proposal to a ballot of businesses	20 February 2018
-3 months	<b>BID Campaign for 'Yes' vote</b> - Public announcements and door-to-door canvassing	April 2018
-42 days	<b>Publication of Ballot Notice</b> - Pendle Council formally issues public notice of ballot to all eligible levy payers together with instructions on the ballot process (at least 42 whole days before the ballot date) - Final BID Proposal with all relevant information available for viewing from this date	17 May 2018
-1 month	<b>Ballot Papers issued including:</b> - Ballot papers issued to all ratepayers eligible to vote in the BID ballot (at least 28 whole days before the ballot day)	31 May 2018
0	<b>Ballot Day</b> (last day of ballot period)	28 June 2018
+1 days	<b>Announcement of ballot result</b> - Pendle Council's public announcement of result as soon as practicable after the ballot day, ideally next working day.	29 June 2018
+3 months	<b>BID start date</b>	1 October 2018

If you require further information or have any queries relating to the content of this Proposal and Business Plan, please contact: Chris Kolek, by telephone on 07900 608085, or by email [manager@colnebid.co.uk](mailto:manager@colnebid.co.uk) or visit [www.colnebid.co.uk](http://www.colnebid.co.uk)

## APPENDICES

### ***APPENDIX 1: Local Authority Baseline Service Statements***

- *Pendle Borough Council*
- *Lancashire County Council*

*[Pendle Borough Council to insert here]*

## **APPENDIX 2: Evidence of consultation with BID levy payers:**

- *Report of Findings: Survey of Business Priorities October 2017*

### **Business Engagement and Consultations**

#### **Report of Findings: Survey of Colne Business Priorities August-September 2017**

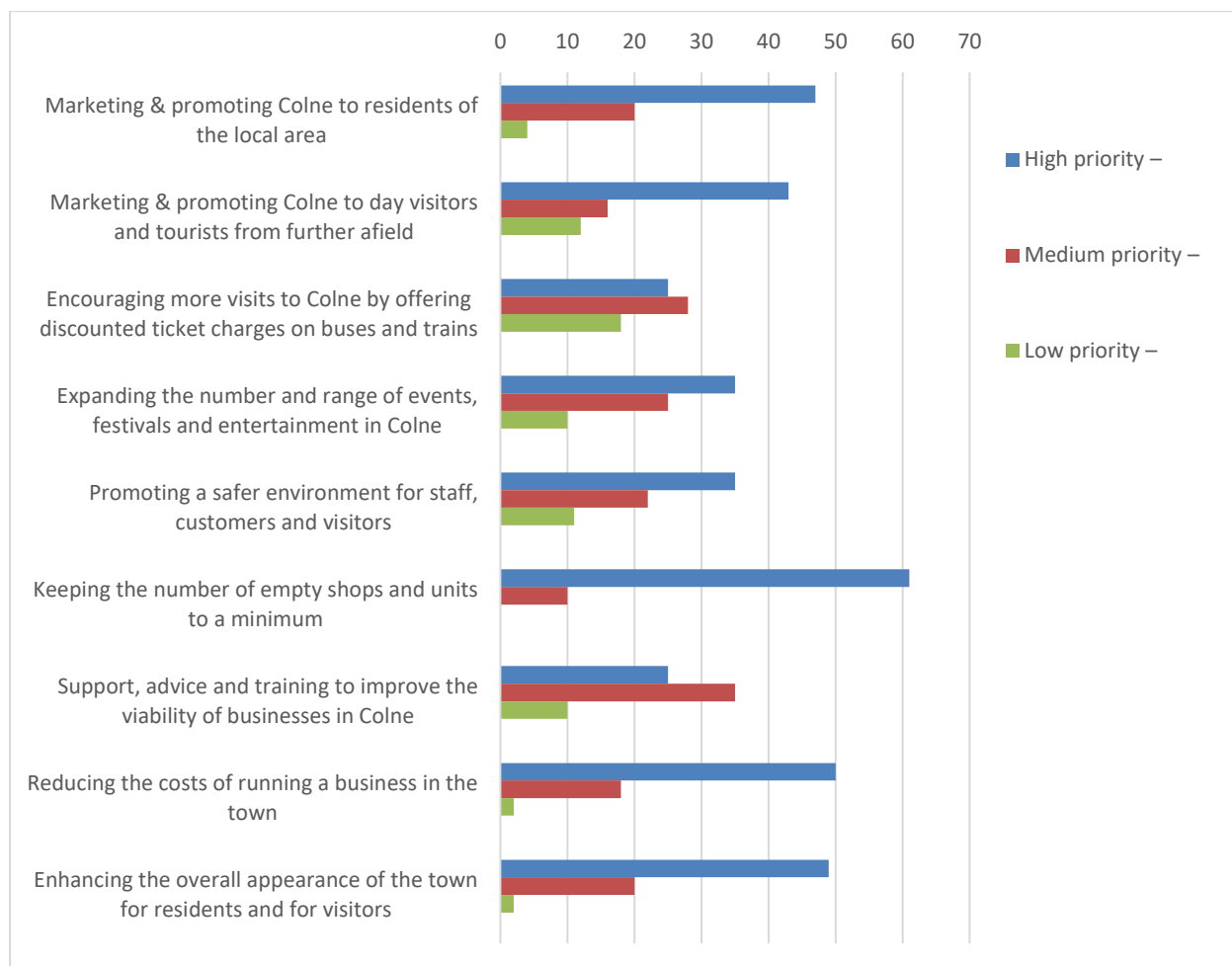
## **1. INTRODUCTION**

- 1.1. This report summarises the headlines and priorities of business owners, partners and senior managers running businesses in Colne. A total of 74 survey returns have been received, representing around a quarter (27%) of the business premises surveyed.
- 1.2. The purpose of the survey is to inform, shape and focus what a Business Improvement District (BID) for Colne should address from the perspective of those running businesses and organisations in the town. The survey forms an important part of the ongoing consultations and engagement with business owners, partners and senior managers, not only providing the project with valuable intelligence on what matters most to the business community, but also serving as an opportunity to raise awareness of what BIDs are and to dispel some of the common myths and misconceptions that exist.

## **2. PRIORITIES**

- 2.1. The survey asked what priority should be given to a number of potential tasks that might be introduced to address the challenges highlighted by the business owners in Colne during the BID feasibility study consultations in August and September 2017.

	High priority –	Medium priority –	Low priority –
Marketing & promoting Colne to residents of the local area	47	20	4
Marketing & promoting Colne to day visitors and tourists from further afield	43	16	12
Encouraging more visits to Colne by offering discounted ticket charges on buses and trains	25	28	18
Expanding the number and range of events, festivals and entertainment in Colne	35	25	10
Promoting a safer environment for staff, customers and visitors	35	22	11
Keeping the number of empty shops and units to a minimum	61	10	0
Support, advice and training to improve the viability of businesses in Colne	25	35	10
Reducing the costs of running a business in the town	50	18	2
Enhancing the overall appearance of the town for residents and for visitors	49	20	2



2.2. Businesses identified that most of these actions to improve trade and commerce were regarded as high priority. Of these, the challenge to keep the number of empty units to a minimum was most often cited as 'high priority' by 86%, followed by reducing the costs of running a business (71%), enhancing the appearance of the town (69%), marketing Colne to residents (66%), marketing Colne to visitors (61%) and promoting a safer environment for staff, customers and visitors (51%).

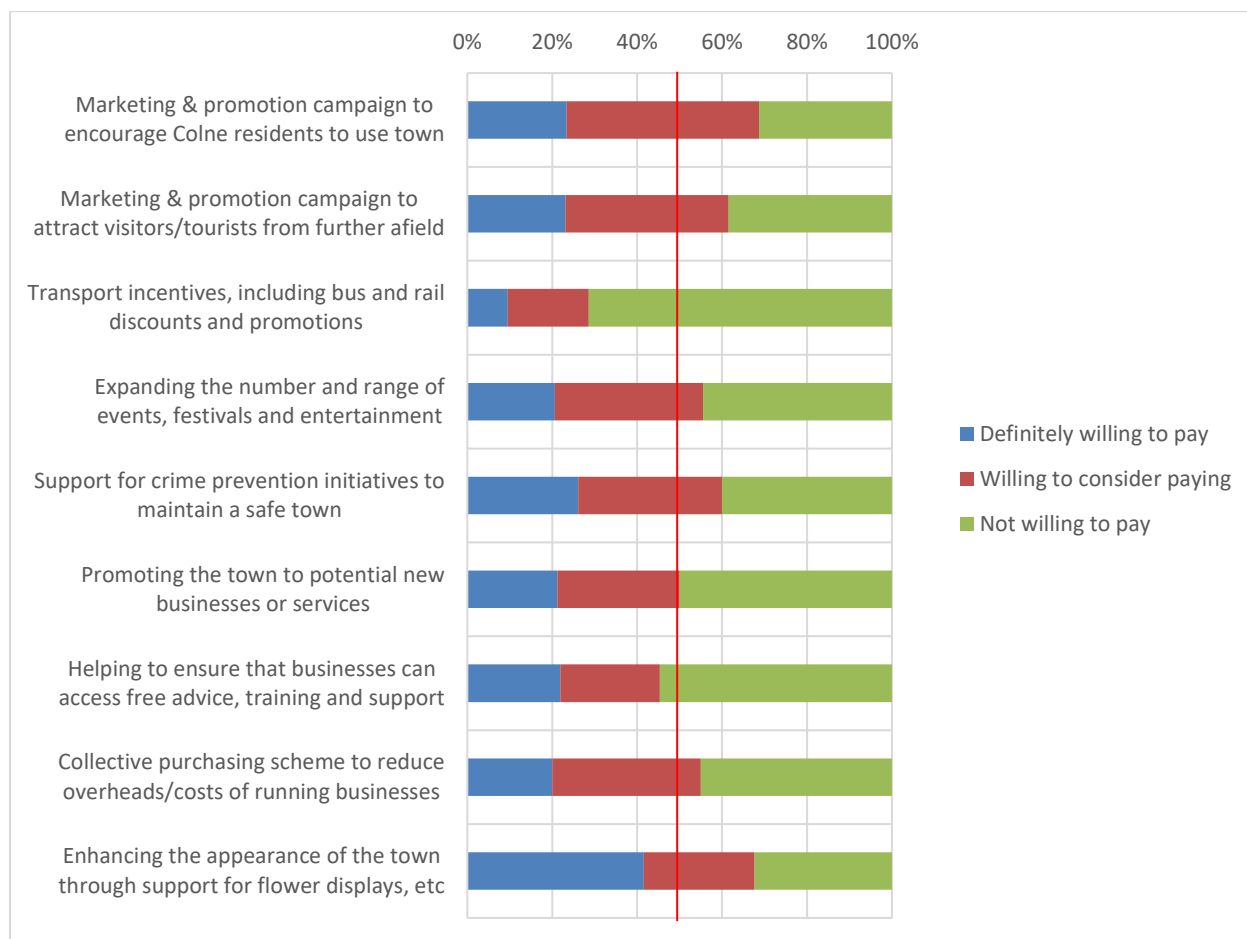
2.3. Conversely, businesses were less inclined to identify discounts and incentives to use public transport as a high priority (just 35%), and the need to provide more support and advice to businesses was identified as more of a 'medium priority' by half of respondents.

2.4. From these results, supplemented by the conversations held with business owners during the survey work, we can reasonably conclude that businesses frequently give high priority to how the town's appearance and matters that could adversely affect people's impression of the town, such as empty shop units.

### 3. WILLINGNESS TO PAY

- 3.1. Having established what business owners, partners and senior managers in the town consider to be the priorities for action, the survey then tests attitudes towards paying into a pot to get things done. The survey asked what actions are businesses willing to pay for, or at least willing to consider paying for.
- 3.2. This question is important when considering a Business Improvement District, as businesses would be asked to support a compulsory levy as part of the BID proposal. It does at least address this important question and is a further step (the first was the feasibility study) in testing the water. The survey is gauging attitudes towards payment for actions to address their priorities.
- 3.3. The responses are influenced by several factors: the theoretical nature of a BID and absence of any concrete proposals; the historical association that might exist between some of these priorities and the Council; the absence of any clear indication on precisely how much a BID might actually charge through its levy for a particular activity or service. Therefore, the responses come with several caveats and should be treated with caution.

Willingness to pay?	Definitely	Would consider	Not willing
Marketing & promotion campaign to encourage Colne residents to use town	15	29	20
Marketing & promotion campaign to attract visitors/tourists from further afield	15	25	25
Transport incentives, including bus and rail discounts and promotions	6	12	45
Expanding the number and range of events, festivals and entertainment	13	22	28
Support for crime prevention initiatives to maintain a safe town	17	22	26
Promoting the town to potential new businesses or services	14	19	33
Helping to ensure that businesses can access free advice, training and support	14	15	35
Collective purchasing scheme to reduce overheads/costs of running businesses	12	21	27
Enhancing the appearance of the town through support for flower displays, etc	27	17	21



3.4. The findings suggest even at this early stage that many businesses would at least consider paying towards activities which address their highest priorities. Over two-thirds (69%) of respondents indicated that they would be willing or, at least, willing to consider paying towards action to market and promote the town's businesses to encourage residents to use the town. Almost as many expressed willingness to pay or consider paying towards actions to enhance the appearance of the town (67%), to market and promote the town's businesses to visitors (62%), or take action to promote a safer town centre (60%).

3.5. There was much less willingness to pay towards activities which continue to have some association with the role of the Councils, or publicly-funded bodies, such as incentivising use of public transport and the provision of business support and advice.

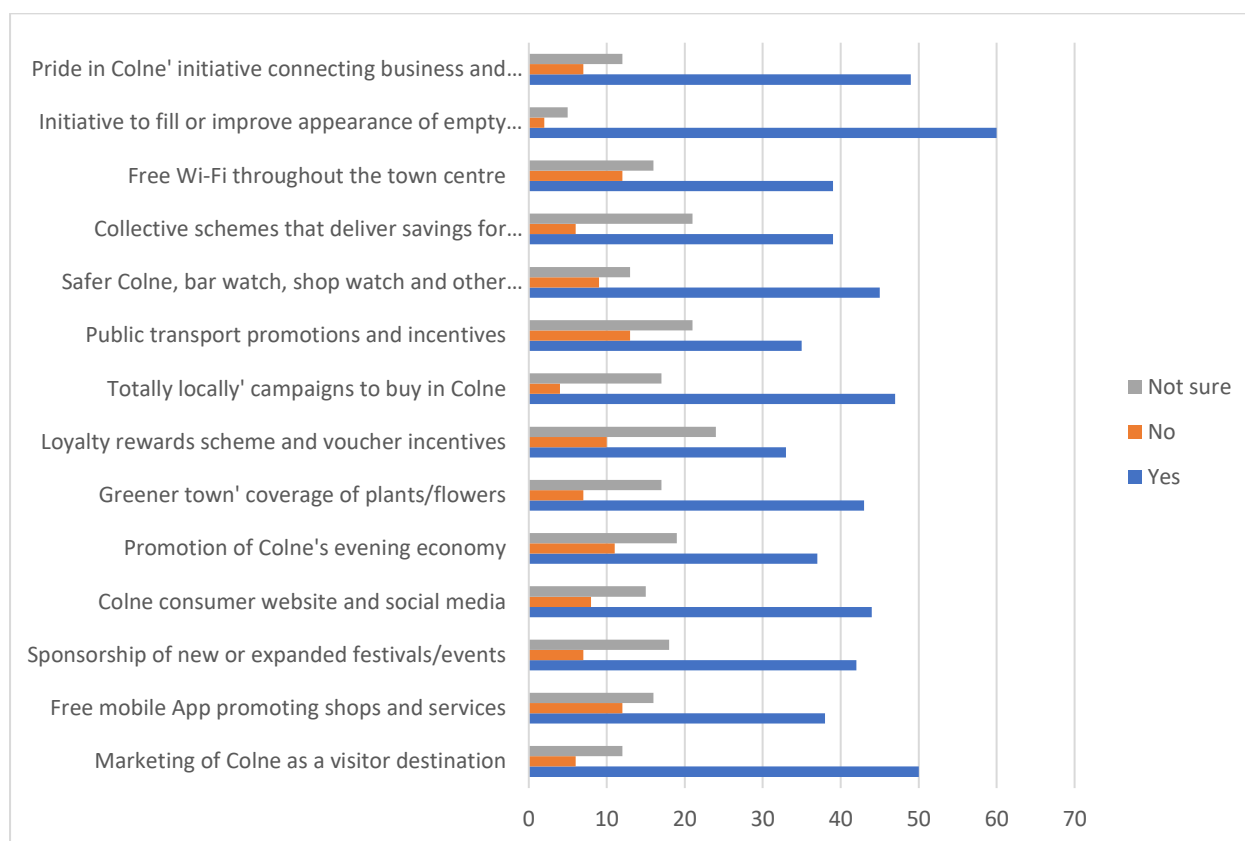
3.6. These results are very promising for the development of a BID, demonstrating a common set of priorities across the business community and an interest, at the very least, in considering how their payment into a BID might be an effective way to address their priorities.

#### 4. ATTITUDES TO SPECIFIC ACTIVITIES

4.1. The survey sought to get more of an indication of what types of project activity or service might receive the most popular support from businesses and organisations in Colne.



	YES	NO	NOT SURE
Marketing of Colne as a visitor destination	50	6	12
Free mobile App promoting shops and services	38	12	16
Sponsorship of new or expanded festivals/events	42	7	18
Colne consumer website and social media	44	8	15
Promotion of Colne's evening economy	37	11	19
Greener town' coverage of plants/flowers	43	7	17
Loyalty rewards scheme and voucher incentives	33	10	24
Totally locally' campaigns to buy in Colne	47	4	17
Public transport promotions and incentives	35	13	21
Safer Colne, bar watch, shop watch and other crime prevention initiatives	45	9	13
Collective schemes that deliver savings for businesses	39	6	21
Free Wi-Fi throughout the town centre	39	12	16
Initiative to fill or improve appearance of empty shops	60	2	5
Pride in Colne' initiative connecting business and community	49	7	12



4.2. The survey findings reveal a strong interest in having an initiative to fill or improve the appearance of empty units (90%), followed by a marketing campaign for Colne (74%), a 'Pride in Colne' initiative (72%), a buy local campaign (69%), a 'Safer Colne' initiative (67%) and a new Colne consumer website and social media campaign (66%).

4.3. There was less support for public transport discounts and promotions (51%) and a loyalty reward scheme (49%).

4.4. There was also a lower level of support overall for a scheme to promote the evening economy (55%) but, not surprisingly, most support for this came from businesses that open into the evening. Hence popularity should not be the only indicator of choice when decisions are made about what activities to focus on.

## 5. COMMENTS AND SUGGESTIONS

5.1. The survey was not intended to be overly prescriptive and invited general comments and remarks to highlight 'other priorities' that might otherwise be overlooked. The following comments were received:

For my business, I think the main priority is the advertising and marketing of Colne as both a destination and to get Colne residents out of their houses and using the town centre more.
Must make sure that existing activities are maintained as most of the schemes outlined on the previous page are already being run by the Council...some more successfully than other however the BID must not be an excuse for the Council to step back and not promote and fund these things.
Perhaps see Colne Water as an asset keeping it clean...developing a riverside walkway helping people see there are things to do in Colne. Open the Town Hall for weddings/museum/art gallery
Encourage public art perhaps brightening the backs of the buildings on the one-way system. Improve the outdoor market space...
The top part of town near the market looks rundown in places such as the empty blockbuster building and a couple of other shops, this, with the dwindling Market Hall stalls, is having a negative impact on Colne town centre compared to the bottom of town which is thriving.
There are many undesirables frequenting Colne Town Centre during the day, particularly outside of town centre pubs and the library. Fly-tipping is also an issue, especially around the red lion car park - the main shoppers' car park! It is unsightly, and I wouldn't want to leave a car there if I were a visitor to Colne! The bus station is uninviting, and in need of modernisation.
We should also encourage business to use local business, we should be supporting each other wherever possible. For example, how many of the business in town have approached Coversure for a quotation for business Insurance?
More visitors, may lead to more need for parking.
Need more time to think about this...
Residents near Albert Road.
Make sure that marketing and promotion of Colne as a shopping destination is not based purely on the town centre businesses. My own store is out of the centre and I feel we are sometimes ignored. For example, I did not have a visit from anyone involved with the bid to discuss my own views.
Better advertising for small businesses.
Stop leasing out your premises right next door to business who already trade in similar products. This is just a talking shop - a result of some lefty/wet liberal focus group. Pendle Council has no interest in small business in this town. Can't wait to leave.
Not having burger vans for Jazz Festival has a negative impact on our business.
Important for planning rules not to restrict the growth of businesses in Colne.
Business grants should be made a priority.
Litter Patrols.
Gritting/snow clearance of pavements in winter.

Free parking in town centre and not sacrificing car parks for other uses - e.g. Surestart Centre.
Better traffic flow - jams on Albert Road especially on Friday afternoons and Saturdays.
This is not something I want to join. This is the Council's roll not a paid consultant.
That the money benefits the whole town and not just certain businesses and their agendas. If money is used for events as much as poss the event covers the whole town.
Crime prevention.
Giving plenty of notice for events and a detailed itinerary of events.
Willing to contribute but through the friends of Colne Library.
Asking potential tenants/new businesses to produce a business plan prior to setting up . Genuine traders would then benefit from being offered advice to improve it and those who aren't genuine can be dissuaded from trading.
Consider new build or renovation to open up more shop premises availability (buy or rent), in any empty spaces or sites at end of Market St to Keighley Rd and perhaps beyond.
Events that support existing town centre business rather than bringing in event business that undermine existing high st business.
We should support all events and ideas ie Colne in bloom is fantastic and we as local businesses could support this more.
Waste management and looking at 'dirty' areas more.
Maybe promoting local businesses via linking up with Boundary Mill (alternative refresh ... within town) - Free link bus.
Comprehensively covered by the survey already.
Have meetings when people who work in the night time economy can attend.
During the last 9 years of our trading we have not benefitted from any event taking place in the town centre. Even the buy local scheme did not reach down to our business.
Keeping business local.
Pop up shops for the ones which are empty. More co-op style plans for local communities.
Town centre needs to be kept clean and tidy. I think it is extremely important to keep shops occupied - not like Nelson - indoor shopping centre has a lot of empty shops - poor sign!
Advertising & support for shops not on the main street. E.g, A trail to the 'exciting' shops.
Easier access due to the traffic on Vivary Way. People currently use Boundary Mill then go straight back to the motorway.
More advertisement for local business on the North Valley, Vivary Way and end of the motorway for business not based on these main through roads.
Not having a lot of the same shops in Colne e.g. hairdressers, barbers makes it a lot harder for my business as a barbers as I already have two on my doorstep far too close.
Signage at the train station showing businesses in Colne. From where my shop is I see people daily get if the train and just head to Boundary Mill.

## 6. ANALYSIS OF FINDINGS BY BUSINESS TYPE

- 6.1 The following analysis rank orders the priorities and preferences expressed in the survey and breaks these down by business categories or sectors. In some cases, the sample sizes are very small (6-12 businesses) so these results should be viewed with some caution.

<b>Q.1 Priorities</b>	<b>All businesses</b>	<b>Retail</b>	<b>Food and drink</b>	<b>Services</b>	<b>Health and care</b>	<b>Hair and beauty</b>
Marketing & promoting Colne to residents of the local area	4	3=	3=	3	4	1
Marketing & promoting Colne to day visitors and tourists from further afield	5	3=	5			4=
Encouraging more visits to Colne by offering discounted ticket charges on buses and trains						
Expanding the number and range of events, festivals and entertainment in Colne						2=
Promoting a safer environment for staff, customers and visitors				4		4=
Keeping the number of empty shops and units to a minimum	1	1	1=	2	3	2=
Support, advice and training to improve the viability of businesses in Colne						
Reducing the costs of running a business in the town	2	5	1=	5	1=	2=
Enhancing the overall appearance of the town for residents and for visitors	3	2	3=	1	1=	

<b>Q.2 Willingness to pay</b>	<b>All businesses</b>	<b>Retail</b>	<b>Food and drink</b>	<b>Services</b>	<b>Health and care</b>	<b>Hair and beauty</b>
Marketing & promotion campaign to encourage Colne residents to use town	1	1=	2	4=	1=	1=
Marketing & promotion campaign to attract visitors/tourists from further afield	3	1=	3=	4=		1=
Transport incentives, including bus and rail discounts and promotions						
Expanding the number and range of events, festivals and entertainment		5=	3=			3
Support for crime prevention initiatives to maintain a safe town	4	3		1=	1=	4
Promoting the town to potential new businesses or services			3=	3	4=	
Helping to ensure that businesses can access free advice, training and support					4=	
Collective purchasing scheme to reduce overheads/costs of running businesses	5	5=		4=	4=	
Enhancing the appearance of the town through support for flower displays, etc	2	4	1	1=	1=	5

Q.3 Project preferences	All businesses	Retail	Food and drink	Services	Health and care	Hair and beauty
Marketing of Colne as a visitor destination	2	2	2=		2	
Free mobile App promoting shops and services						
Sponsorship of new or expanded festivals/events					3=	
Colne consumer website and social media	5=		5	4=		
Promotion of Colne's evening economy			2=			
Greener town' coverage of plants/flowers		5=			3=	
Loyalty rewards scheme and voucher incentives						
Totally locally' campaigns to buy in Colne	4	3=		4=		4=
Public transport promotions and incentives						
Safer Colne, bar watch, shop watch and other crime prevention initiatives	5=			2=		
Collective schemes that deliver savings for businesses		5=			3=	1=
Free Wi-Fi throughout the town centre						1=
Initiative to fill or improve appearance of empty shops	1	1	1	1	1	3
Pride in Colne' initiative connecting business and community	3	3=	2=	2=		4=

6.2 The analysis reveals that businesses of all types are commonly identifying the need to keep the numbers of empty shops to a minimum, and the need to enhance the appearance of the town, as high priorities. Marketing and promoting Colne, and reducing the costs for businesses were also high priorities for most. The most striking departure from these commonly held priorities was the hair and beauty businesses. These gave highest priority to the marketing and festivals and events in the town.

6.3 In terms of the willingness to pay question, marketing and promoting Colne and enhancing the appearance of the town were most commonly identified by all business types. Interestingly, there was strong willingness to pay for crime prevention initiatives, particularly by the town's service providers.

6.4 Certain projects were prominent across all sectors, such as initiatives to fill or improve the appearance of empty shops or units, as well as the 'Pride in Colne' initiative and marketing the town as a visitor destination. Beyond these popular project areas there was much less of a pattern emerging, with support spread across a wide range of projects. Not surprisingly, the greatest support for a scheme to promote the evening economy came for the food and drink sector. Again, those providing services highlighted 'safer Colne' projects.

## 7. ANALYSIS OF FINDINGS BY GEOGRAPHIC LOCATIONS

7.1 The following analysis rank orders the priorities and preferences expressed in the survey and breaks these down by streets or areas of the town. Again, some of the sample sizes are very small (6-12 businesses) and in the absence of sufficient data collected from the North Valley Road, these results should, once again, be viewed with some caution.

<b>Q.1 Priorities</b>	<b>All locations</b>	<b>Market Street</b>	<b>Albert Road</b>
Marketing & promoting Colne to residents of the local area	4	2=	4
Marketing & promoting Colne to day visitors and tourists from further afield	5		5
Encouraging more visits to Colne by offering discounted ticket charges on buses and trains			
Expanding the number and range of events, festivals and entertainment in Colne		5	
Promoting a safer environment for staff, customers and visitors			
Keeping the number of empty shops and units to a minimum	1	1	2=
Support, advice and training to improve the viability of businesses in Colne			
Reducing the costs of running a business in the town	2	4	2=
Enhancing the overall appearance of the town for residents and for visitors	3	2=	1

<b>Q.2 Willingness to pay</b>	<b>All locations</b>	<b>Market Street</b>	<b>Albert Road</b>
Marketing & promotion campaign to encourage Colne residents to use town	1	2	2
Marketing & promotion campaign to attract visitors/tourists from further afield	3	3	
Transport incentives, including bus and rail discounts and promotions			
Expanding the number and range of events, festivals and entertainment		5	5
Support for crime prevention initiatives to maintain a safe town	4	1	3
Promoting the town to potential new businesses or services			
Helping to ensure that businesses can access free advice, training and support			
Collective purchasing scheme to reduce overheads/costs of running businesses	5		4
Enhancing the appearance of the town through support for flower displays, etc	2	4	1

Q.3 Project preferences	All locations	Market Street	Albert Road
Marketing of Colne as a visitor destination	2		5=
Free mobile App promoting shops and services			
Sponsorship of new or expanded festivals/events			
Colne consumer website and social media	5=		3
Promotion of Colne's evening economy			
Greener town' coverage of plants/flowers		2	
Loyalty rewards scheme and voucher incentives			
Totally locally' campaigns to buy in Colne	4	3	5=
Public transport promotions and incentives			
Safer Colne, bar watch, shop watch and other crime prevention initiatives	5=	5	2
Collective schemes that deliver savings for businesses			
Free Wi-Fi throughout the town centre		4	
Initiative to fill or improve appearance of empty shops	1	1	1
Pride in Colne' initiative connecting business and community	3		4

7.2 Again, there were some common themes and predicted departures from the common themes. The overall priorities remain fairly consistent: keeping empty shops to a minimum; enhancing appearance of town; keeping costs of business down; and marketing Colne.

7.3 The priorities for what businesses are willing to pay were also fairly consistent, but noticeable that Market Street placed higher value on festivals and events that traditionally benefit the centre of the town.

7.4 In terms of the type of projects businesses would like to see there appears to be a common pattern emerging with very little difference identified as a consequence of location. Where there are any differences they are mostly predictable, such as businesses in areas which have good coverage of flowers and baskets are less likely to identify the need for a greening project, whereas those streets with few or no baskets or planters are more likely to express a preference for them.

## 8. CONCLUSIONS

8.1 The survey findings provide an excellent insight into the priorities of the town's businesses, and provide some helpful clues on what they are willing to pay for. The results will be played back to the town's business owners and managers, both as an opportunity to challenge and test our analysis, but also as an opportunity to elaborate on the detail of some of these priorities. The BID proposal for Colne will be shaped by these findings.