

**VOTE YES BETWEEN  
1<sup>ST</sup> - 29<sup>TH</sup> JUNE 2023**

Hartley Square



**COLNE**  
— BID —

**BUSINESS PLAN  
2023  
- 2028**

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## FOREWORD

I'm proud of the work we have done over the past five years and it's fantastic to see how Colne is flourishing. Our events are highly-valued and the feedback we receive is positive and encouraging.

We're blessed with beautiful traditional buildings, on a charming incline, surrounded by greenery, and the refreshed shop fronts really stand out.

I'd like to thank not only our residents and visitors for supporting the BID over the years, but of course the levy payers, who have made all this possible. We're up for re-election in June and we'd be honoured to be voted in to continue our rewarding work and continue our rewarding efforts to do business.

**ANEESA MCGLADDERY**  
Colne BID Manager

COLNEBID.CO.UK

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## WHAT IS A BID?

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

There are now over 300 BIDs in towns and cities across the UK. In each case, business ratepayers 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 Colne BID's second term. It proposes a programme of activities to commence on 1<sup>st</sup> October 2023 and run until 30<sup>th</sup> September 2028.

Part 4 Local Government Act 2003, and Business Improvement Districts (England) Regulations 2004.  
Reference to The BID Foundation, Institute of Place Management at [www.placemanagement.org.uk](http://www.placemanagement.org.uk).

## WHY DO WE NEED IT?

The challenges facing businesses in Colne have been identified throughout the first five-year term by hosting board meetings, holding virtual group discussions throughout the Covid-19 pandemic, one-to-one appointments with BID levy payers and survey responses. These consultations have revealed some common issues and concerns that can be tackled by the Colne BID team, 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 during the second term they said:

- Marketing and promotion of the town to residents in the local area was cited as 'high priority' by 91%
- Expanding the number and range of events and festivals (83%)
- Supporting crime prevention initiatives to maintain a safe town (83%)
- Enhancing the appearance of the town through support for flower displays etc. (83%)
- Ensuring businesses can access advice and training (83%)
- Promoting the town to potential new businesses or services (75%)

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 that might be described as the central commercial district, or wider town centre, and defined by the map of the BID area, except those premises with a Rateable Value of less than £3,000. State-funded schools are also exempt.



## WHAT WILL THE BID 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 across four objectives. These are:

- To build 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.
- To take **pride** in Colne, by maintaining a bright, attractive town.
- 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;
- To **protect** Colne as a safe and a welcoming place to be, where shoppers, visitors and workers can feel relaxed and enjoy themselves during both daytime and evening.

## HOW WILL IT WORK?

This will be a five 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 continue to be managed by Colne BID Limited. This is a company limited by guarantee; a body 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. Colne BID Limited 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**. The BID has negated the need to go with a "begging bowl" to government or to the Council. A BID in Colne has proved to be a step change for the town's businesses. Not only has a BID created the financial means to ensure 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.

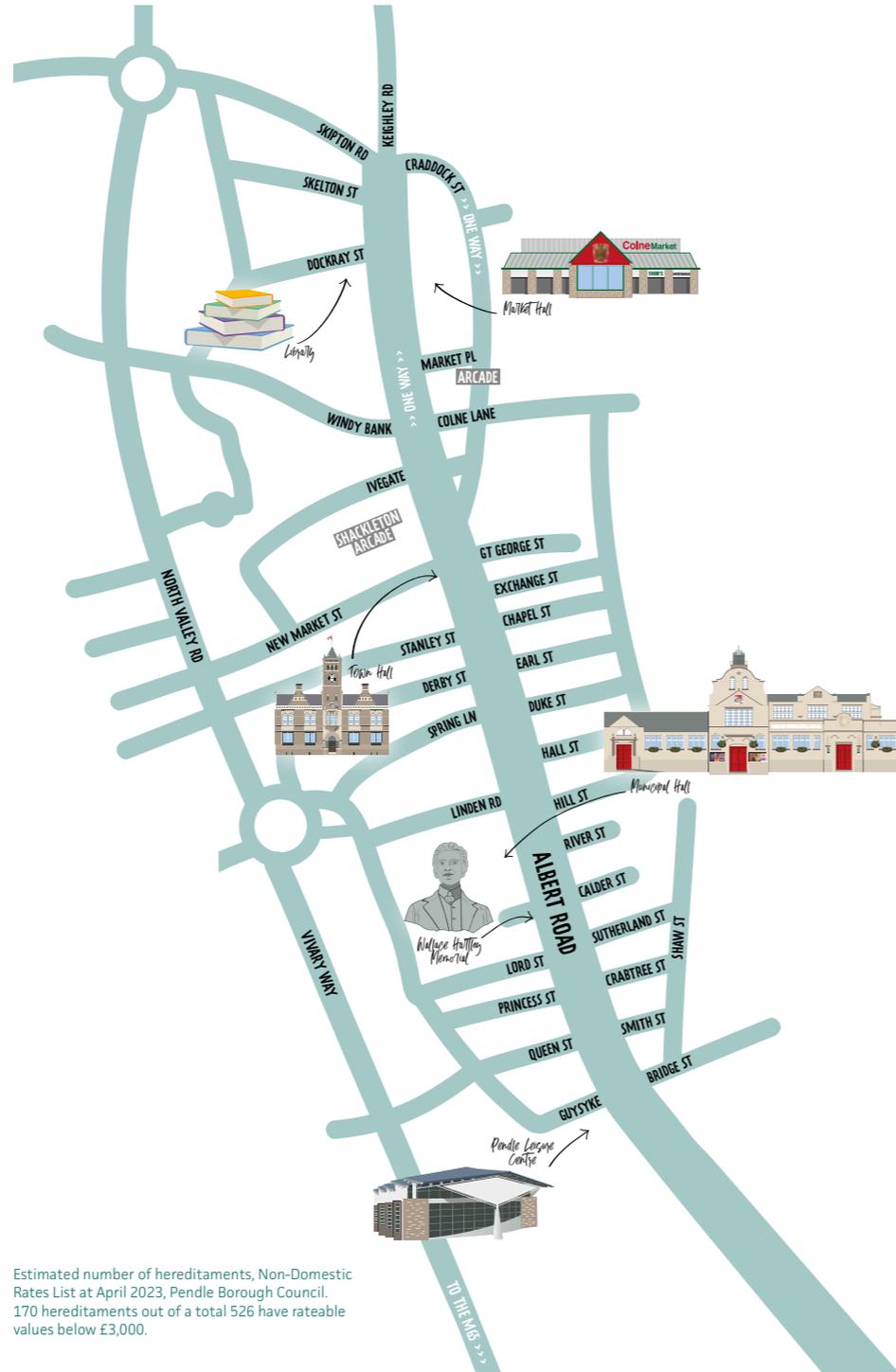


## HOW MUCH WILL IT COST?

A 1.5% levy will be charged to each qualifying ratepayer using the most current Non-Domestic Rates list to calculate the amount payable. The new BID levy will be set by 1<sup>st</sup> October 2023 for the full five year term of the BID.

The Colne BID area (refer to map) includes 356 hereditaments (business premises) with a Rateable Value (RV) of £3,000 and above. The Aggregate Rateable Value (ARV) is estimated to be £7,319,600 and, with the maximum levy capped at £10,000, meaning the estimated income generated through a BID levy will be £103,744 gross each year.

Over the next five year term, the BID levy is forecast to raise £518,720 which, together with other income, will deliver a much-needed "half a million pounds in Colne business orientated investment" boost to the local economy. Over 86% of those businesses required to pay a levy will be charged an amount equivalent to less than £1 per day. This is based on 86% 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%) of the total 526 business premises in the BID area will be exempt from the proposed BID levy owing to their small size.



Estimated number of hereditaments, Non-Domestic Rates List at April 2023, Pendle Borough Council. 170 hereditaments out of a total 526 have rateable values below £3,000.



## WHO DECIDES ON THE BID?

The Colne BID proposal includes all business ratepayers eligible to vote for each of the 356 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 29th June 2023 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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## INTRODUCTION

The development of this proposal for Colne was initiated by local business leaders who took part in the now defunct Colne Town Centre Forum, which was attended by representatives from Pendle Borough Council. There was a shared belief to build on the Forum in order to 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 that study, which included a survey by interview of 50 local business owners and managers, as well as interviews with 10 of the town's key stakeholders and elected representatives, revealed some concerns for the future. It also revealed 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, working for the benefit of all businesses and organisations in the town.



This proposal and business plan has been informed by the study and the subsequent four year period spent delivering against it. A growing partnership of local businesses and business managers have led and directed its development. 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 Sainsbury's, to specialist independent shops, such as The Book Shop and Live Like the Boy, and from eating and drinking establishments such as Rileys and Tubbs, to local entertainment and leisure venues. This initiative is being led by the businesses of Colne.



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## BUSINESS CASE FOR A BID

## WHY IS A BID NEEDED IN COLNE?

A perfect storm of a global pandemic, cost of living crisis, changing trends and economic conditions have combined in recent years to present Colne's businesses with a daunting set of challenges or squeezes, including:

### SQUEEZED MARKET SHARE

The continuing shift to online shopping, as consumers find it an easier and cheaper option than visiting the places they have traditionally frequented for their shopping and services, means a growing share of the market is now online.

### SQUEEZED HOUSEHOLD INCOMES

Wages have been rising at a slower pace than inflation, and discretionary spending has fallen as a result.

### SQUEEZED PROFIT MARGINS

Business overheads have been affected by rises in the National Minimum Wage and the introduction of the new National Living Wage and, for those not eligible for Small Business Rates Relief, the continued burden of Business Rates are all adversely affecting businesses to differing extents.

## MARKETING SURVEY KEY POINTS

In the first quarter of 2023, business owners and managers in Colne were consulted by means of surveys. The information gathered through the consultations has been used to inform, shape and focus this proposal for the second term for Colne BID. The priorities identified come

from the perspective of running businesses and organisations in the town. As the first term is now nearly complete, the businesses have been able to give a fresh perspective to the original priorities after seeing what the BID has already achieved. Priorities have shifted slightly:

- Keeping empty units to minimum **27%** vs last term **86%**
- Reducing the costs of running a business **66%** vs last term **71%**
- Enhancing the appearance of the town **69%** vs last term **69%**
- Marketing Colne to residents of local area **91%** vs last term **66%**
- Marketing Colne to visitors **83%** vs last term **61%**
- Promoting a safer environment for staff & customers **83%** vs last term **51%**

Findings from the consultations gave a clear indication that many businesses in Colne would consider paying towards activities which address their highest priorities. Nearly all (91%) 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. Over three quarters expressed their willingness to market and promote the town's businesses to visitors (83%), or to take forward practical measures to promote a safer town centre (83%) and two thirds consider paying towards actions to enhance the appearance of the town (69%).

When asked about the specific projects that they found most useful the top two per objective were:

**Promote:** Colne Food and Drink Festival (58%) and social media campaigns (50%)

**Pride:** Litter picks and the Big Colne Clean Up (81%) and Chewing Gum removal and pavement cleaning (73%)

**Protect:** CCTV camera install (45%) and joint second, a £10k pledge to CYAG to combat ASB and collaborating with the police to create a business crime group (36%)

**Partnership:** Winning funding for the town circa £50k (100%) topped the poll, while joint second were one-to-ones with businesses and creation of the BID Business Facebook group (77%)

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## AIMS AND OBJECTIVES

## 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.

Colne 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.

Colne 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.

## THE KEY OBJECTIVES

Colne BID's four key objectives remain, 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.

## METHOD AND APPROACH

Colne BID delivers 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 affect 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.

## PROPOSED BID AREA

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

*See the Business Improvement District for 2023-2028 on the next page.*

*Photo by S&A Photography*

# COLNE BUSINESS IMPROVEMENT DISTRICT 2023-2028



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## PROGRAMME FOR IMPROVEMENT

Colne BID funds a programme of projects and activities with clear purpose to generate more business and improve trading conditions across the town centre. The BID also delivers 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.

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



## PRIORITIES IDENTIFIED BY BUSINESSES AND PROPOSED BID RESPONSE

TOP 4 PRIORITIES AND PROJECTS FOR IMPROVEMENT



ONE  
TWO  
THREE  
FOUR

### PROJECT: PARTNERSHIP IN COLNE

The power of co-operative working has already proved its value.

### PROJECT: PRIDE IN COLNE

Continue to enhance the overall appearance of the town.

### PROJECT: PROMOTE COLNE

Need to encourage locals to use Colne's businesses and services and promote the town to potential visitors.

### PROJECT: PROTECT COLNE

Need to ensure Colne is a safe and welcoming place for workers, customers and visitors.



# PARTNERSHIP IN COLNE

# PRIDE 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 to reduce the costs of running a business (66%).

## Objective

To continue 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. Advertise the 'Colne Collective' that maximises opportunities for businesses to save on the costs of running their business and gain maximum exposure for this BID benefit.

2. Continue to be a voice for Colne's business community, to influence the activities and decisions of the Town Council, Pendle Borough Council and Lancashire County Council.

## What We Delivered

- Set up of the Colne Collective supplier list: [colnebid.co.uk/the-colne-collective](http://colnebid.co.uk/the-colne-collective).
- Won over £50,000 worth of funding for the town.
- Hosted "Brews with the BID" for businesses to engage with each other and to meet the BID team.
- Regular newsletters providing updates for BID levy payers.
- Forged connections with external organisations to support the town centre (Boost Lancashire, East Lancashire Chamber of Commerce, County, Borough and Town Councils).
- Set up an upskilling grant for those who wish to attend training courses to create additional services in their place of business.

- Attended council meetings representing businesses across the town.
- Town Centre management and client/supplier relationship management.

## Total Project Cost

£25,000 over five years with up to 5% used to monitor performance.

## Impact

More B2B activity and improved business viability 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 (83%).

## Objective

To continue to take **pride** in Colne, by maintaining a bright, attractive town that customers want to visit, and businesses will want to be in.

## Proposed Actions

This project will be delivered in three parts:

1. **Green & Clean initiative** – continue to support Colne in Bloom's initiatives (additional hanging baskets, winter planting). Explore new 'green' projects for the town, for example, creation of community bee/butterfly gardens around the town.

2. **Colne Sparkle** – continue to provide the Christmas tree on Hartley Square and work with the Town Council to improve the seasonal lights to brighten the appearance of the town centre, not only during the festive period, but throughout the year.

3. **Community initiatives** – support for community action where it contributes to the BID's goal of a clean, green and welcoming town centre.

## What We Delivered

- 35 approved and funded Fresh Lick of Paint Grants to freshen up shop fronts on the high street.
- Engaged with estate agents and landlords to keep empty units low.
- Provided hanging baskets for the year following the pandemic.
- Winter bulb planting across the town centre via Colne in Bloom.

- Created a Conservation Area Guide by condensing the current guide and presented in a pictorial format.
- Litter picks and creation of the annual "The Big Colne Clean Up", encouraging shops to tidy and clean outside of their shops.
- Chewing gum removal and street cleaning.
- Wrapped two eyesore, empty buildings in Colne to equally promote the town as a gateway site and cover decaying buildings.
- Refresh of the finger post signs across the town.

## Total Project Cost

£110,000 over five years, with up to 1% used to monitor performance.

## Impact

Award winning town centre where visitor impressions of the town are excellent.



# PROMOTE COLNE

### Responding to Priorities

Consultations with businesses identified the need for marketing and promoting Colne as the third highest priority for a BID (87%).

### Objective

To continue 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 priority will be addressed in four parts:

1. Continue with a place marketing campaign to raise awareness of the town's offer to visitors; keeping up to date with trends and always evolving with the ever-changing world.
2. Push the newly created 'Colne Loyalty Card' to encourage residents and visitors to spend

more in Colne's shops and businesses.

3. Grow the newly created four seasonal festivals and events to raise the profile of the town and what it offers throughout the year.
4. A themed marketing campaign such as 'Alive After 5' to promote what the town offers in the evenings, for visitors and for locals.

### What We Delivered

- Created four new events for the event calendar: Colne Light Festival, Colne Food and Drink Festival, Colne Super Soapbox Challenge and Colne's Festive Fun and Christmas Activity (in the lead up to Christmas).
- Creation of place brand "Come to Colne" with an informative website to support.
- Following lockdown, the BID manager created five "Come to Colne" Market Days to increase footfall.
- Social Media Campaigns across Facebook, Instagram, Twitter and more recently, TikTok.
- Virtual High Street Project during Lockdown 2.
- Provision of town centre photography and for

individual businesses.

- Local and National PR and media engagement (e.g. interviews with BBC Radio Lancashire and multiple articles across national newspaper and media platforms).
- Town Centre map showing free car parks across the town.
- Creation of the new "Loyalty Card" to encourage shoppers to shop across independent businesses in the town.
- Exhibited for two years at the Lancashire Business Expo, promoting Colne as a place to eat, shop, play and do business.

### Total Project Cost

£150,000 over five years, with up to 1% used to monitor performance.

### Impact

More visitors, spending more time and money in Colne.



# PROTECT COLNE

### Responding to Priorities

Consultations with businesses identified the need for promoting a safer environment for staff, customers and visitors (83%).

### Objective

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;

### Proposed Actions

This project will be delivered in three parts by: Pushing and Developing the newly created 'Colne Businesses Against Crime Partnership' that invests in the training and equipment needed to improve communications between the town's businesses and links into the community and existing Lancashire Police crime prevention activities, such as:

1. More effective CCTV monitoring;
2. Information sharing through Schemelink (smartphone App);
3. Building on the business crime focussed group.



### What We Delivered

- Pledged £10,000 per year to Colne Youth Action Group to support the charity in tackling Anti-Social Behaviour.
- Funded a new CCTV camera on crime corridor Windy Bank and Norfolk Street leading onto the side entrance to Sainsbury's.
- Created a Shopwatch and funded 100 memberships to the Schemelink app.
- Collaborated with the police to create a Business Crime Group.
- Provision of Stop Topps during peak seasons at pubs across the town.
- Lancashire Partnership Against Crime membership.
- BID representation at conferences and sharing key information to businesses.

### Total Project Cost

£100,000 over five years with up to 1% used to monitor performance.

### Impact

More visitors, spending more time and money in Colne.

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## FINANCIAL PLAN

### INCOME

The income required to deliver a five-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 1<sup>st</sup> October 2023 for the full five-year term of the BID.

The Colne BID area (refer to map) is forecast to include 356 hereditaments with a Rateable Value (RV) of £3,000 and above. The Aggregate Rateable Value (ARV) is estimated to be £7,319,600 and, with the maximum levy capped at £10,000, the estimated income generated through a BID levy will be £103,744 gross each year.

Over the five-year term, the BID levy is forecast to raise £518,720 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%) of the total 526 business premises in the BID area will be exempt from the proposed BID levy owing to their small size.

### 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 and advertising revenue, funding 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.

A realistic forecast, based on the experience of BIDs in towns of similar size and budgets, is at least £20,000 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 £100,000 to the total budget over the five-year term.

Estimated number of hereditaments, Non-Domestic Rates List at April 2023, Pendle Borough Council.  
170 hereditaments out of a total 526 have rateable values below £3,000.

## 5 YEAR EXPENDITURE

The estimated programme budget 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 five-year term will be approximately 25% of the total budget. The second term of Colne BID will require up to a quarter of its budget to administer and implement the BID, owing to its relatively small size. The Colne BID is one of the smallest BIDs (in monetary terms) in the UK.

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 approximately £6,000 per year. The forecast expenditure plan has been calculated using the rateable values provided by Pendle Borough Council (April 2023) and is summarised to the right:

## 5 YEAR 5 YEAR BUDGET FORECAST



INCOME	2023/24	2024/25	2025/26	2026/27	2027/28	TOTAL
BID Levy <sup>1</sup>	£103,744	£103,744	£103,744	£103,744	£103,744	£518,720
Other Income <sup>2</sup>	£17,000	£18,500	£20,000	£21,500	£23,000	£100,000
<b>TOTAL</b>	<b>£120,744</b>	<b>£122,244</b>	<b>£123,744</b>	<b>£125,244</b>	<b>£126,744</b>	<b>£618,720</b>

EXPENDITURE	2023/24	2024/25	2025/26	2026/27	2027/28	TOTAL
<b>1. PARTNERSHIP</b>	£5,000	£5,000	£5,000	£5,000	£5,000	£25,000
<b>2. PRIDE</b>	£20,000	£20,000	£20,000	£20,000	£20,000	£100,000
<b>3. PROMOTE</b>	£25,000	£25,000	£30,000	£35,000	£35,000	£150,000
<b>4. PROTECT</b>	£20,000	£20,000	£20,000	£20,000	£20,000	£100,000
RUNNING COSTS <sup>3</sup>	£20,000	£20,750	£21,500	£22,500	£23,500	£108,250
BILLING COSTS <sup>4</sup>	£6,000	£6,000	£6,000	£6,000	£6,000	£30,000
CONTINGENCY <sup>5</sup>	£12,074	£12,224	£12,374	£12,524	£12,674	£61,872
<b>TOTAL</b>	<b>£108,074</b>	<b>£108,974</b>	<b>£114,874</b>	<b>£121,024</b>	<b>£122,174</b>	<b>£575,122</b>

Surplus c/f <sup>6</sup>	£12,670	£25,939	£34,809	£39,028	£43,598
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- 1 Assumes stable business numbers and business rates
- 2 Expected to continue being raised from sponsorship & advertising revenue, project income and voluntary contributions
- 3 Costs include general marketing, accountancy, insurance, legal and other necessary fees to ensure that the BID operating company meets its legal obligations, as well as the 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
- 4 Collection costs billed by Pendle Borough Council
- 5 Core contingency of 10% of Total Income
- 6 Annual surplus to be carried forward and be used for additional Partnership / Pride / Promote / Protect initiatives and activities

# 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<sup>st</sup> October 2023.

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 five-year term. The levy rate (1.5% of RV) cannot be changed without an Alteration Ballot. The cost of the BID will reduce in real terms during the five-year term of the new BID term. 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 second term of the BID, it is anticipated that more than a third (36%) of business premises in the Colne BID area will 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 - i.e. most cases, much less. The comparisons below are used to illustrate one of the benefits of businesses working together as a co-operative group. 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 356 business premises means the contribution of each individual business is modest.

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.

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



VOTE YES BETWEEN  
1<sup>ST</sup> - 29<sup>TH</sup> JUNE 2023

## MANAGEMENT OF THE BID

# BID PROPOSER

The proposal to introduce the Business Improvement District in Colne is being proposed by Jane Turner, Chair of Colne BID Limited.

The BID Board of Directors is made up of levy-paying businesses and organisations, together with representatives of Pendle Borough Council.

The board responsible for preparing this BID proposal includes:

**Jane Turner**

Tubbs of Colne and Turners (Chair)

**Mark Bateman**

The Book Shop

**Ashley Sutcliffe**

Live Like the Boy

**Sally-Ann McKno**

YMCA Charity

Retail Shop

**Fiona Wright**

Sainsburys

**Joanne Greenwood**

Swankies of Colne

**Lily Broughton**

Skipton Road Dental

**Karen Arciniega**

Nuestra Familia Restaurants

T/A McDonalds

**ClIr Sarah Cockburn-Price**

Pendle Borough Council



“ The BID has been operating for the past five-years and with a pandemic and cost of living crisis, I feel we have achieved an awful lot in that time. From beautiful light festivals to co-operative working across the town and borough, we have definitely achieved many of the goals set out in our first term proposal.

The BID has been able to plug the gap between the businesses and the local authorities by providing one voice to represent us all at various committees and fighting our corner when we have needed to do so. Outside of the BID levy, we have also been able to generate over £50,000 in external funding. Without the BID we wouldn't have seen this money in the town. We have worked closely with the Town and Borough Councils, to identify our shared priorities and delivered a programme of actions to address those priorities.

This Second Term Proposal sets out a costed programme of activities to continue the hard work of the past five years and realise the potential of Colne, but none of it will happen unless we make it happen! For most businesses the cost of backing the Colne BID will be equivalent to just a few pence a day. Yet it has the potential to generate over half a million pounds that will be invested in already demonstrated activities and projects to improve business and trade in Colne. I believe the cost of not having the BID could be a far higher price to pay. I urge you all to get behind our second term and vote YES!

Jane Turner  
Chair of Colne BID Limited



## BID MANAGEMENT

## PERFORMANCE MONITORING & EVALUATION

Subject to the outcome of the BID ballot, it is proposed that the BID operating company continues 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 as candidates, for election to become directors of the BID company and oversee the delivery of the BID in the coming years.

There are now over 300 BIDs established in towns and cities across the British Isles and much can be learned from the governance arrangements used for other BIDs. A company limited by guarantee has become the most used organisational structure and is therefore proposed for the second term of the Colne BID.

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 five-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.



VOTE YES BETWEEN  
1<sup>ST</sup> - 29<sup>TH</sup> JUNE 2023

## BID LEVY RULES AND MANAGEMENT

## 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 (see map on page 12) 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 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.



## 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<sup>st</sup> October 2023, 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 (see map on page 12) up until the end of the five-year term, even if they did not vote in the ballot. 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 daily.

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 apply the relevant hereditament will be exempt from any liability for payment of the BID levy:

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

Under Regulation 8 of the Business Improvement District (England) Regulations 2004 "Person" means any legal person i.e. natural person, and company.





## HOW LONG WILL IT LAST?

Subject to a favourable vote, the Colne Business Improvement District will commence on 1<sup>st</sup> October 2023 and will last for a period of five 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.

## 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 2023-2028.

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

## WHO WILL BE ACCOUNTABLE FOR THE BID FUNDS?

Colne BID Limited, and its board of directors, will be accountable to the BID levy payers for the delivery of the Colne BID Proposal and Business Plan 2023 - 2028 and adherence to the proposed BID arrangements.

The board of directors will continue to meet regularly throughout the second 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 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 2023 - 2028.



## 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 five years and must secure a majority in support of the proposals, or otherwise cease to exist.

The Colne BID has 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 acts in good faith to deliver the programme of work, learning from any mistakes that are made and to then making adjustments as may be necessary.

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 Covid pandemic during our first term is an example of an occurrence that would have been impossible to predict. The BID is consequently already proved itself capable of operation 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 these external factors, by helping the business community in Colne to be more resilient, and better equipped to survive the challenges ahead.

# BID RE-ELECTION TIMETABLE



TASK	DETAILS	TARGET DATE
Establish key dates for process from legislation	The Business Improvement Districts (England) Regulations 2004	June
Establish an action plan and draft timetable	Present to BID Executive Board	June
Confirm expiry date of BID		June
Training on BID Ballots / campaigns	Managing your BID ballot campaign, How to Meet Business Plan Criteria	June
Make initial contact with PBC re BID ballot	PBC	June
Present initial options to BID board	Options for change to BID for second term based on data and scoping	July
Data analysis	Top 20 levy payers, likely vote, multiple hereditaments, review docs from second term ballot	October to December
Scoping exercise	BID area, levy amount, threshold, rateable value review, discounts, constitution, Executive Board membership	October to December
Consultation with BID Members	Year-end BID Member Survey	January
Agree the BID boundary map for the second term	As agreed with BID Executive Board	October
Create updated list of BID levy payers	With PB Council create list of levy payers in line with criteria agreed by board	January
Draft income / budget / expenditure / contingency financial statement		January
Executive Board Business Planning Workshop	Facilitated workshop to look at second term business plan priorities and objectives	November
Review and finalise Baseline Agreement	Agree with PB Council, submitted with Proposal document	March
Draft Proposal	Dry document with basic details to be submitted to PB Council	Jan - Mar
Draft Business Plan	Marketing document for third term	Jan - Mar
Send notice in writing to PB Council and Secretary of State to hold a BID ballot	at least 84 days before sending proposal to Council	7th April
Finalise voting list with voter contact information	Who is the person the ballot needs to be sent to	31-Mar-23
Develop marketing campaign	Built around 2nd term business plan and achievements in second term	by 30 April 2023



TASK	DETAILS	TARGET DATE
Submit Notice & Proposal to PB Council		by 30 April 2023
Publish Business Plan and start marketing campaign		1st May 2023
Publish notice of the ballot	at least 42 days before the day of the ballot	By Thursday 18 May 2023
Ballot papers sent out by		Thursday 1 June 2023
Date of ballot	28 days after voting papers sent out. Close of ballot 5pm on date.	Thursday 29th June 2023
Declaration of result		By Friday 30th June 2023

If you require further information or have any queries relating to the content of this Proposal and Business Plan, please contact: The BID Project Manager by telephone on **07716 048333**, or by email [manager@colnebid.co.uk](mailto:manager@colnebid.co.uk) or visit [www.colnebid.co.uk](http://www.colnebid.co.uk).



VOTE YES BETWEEN  
1<sup>ST</sup> - 29<sup>TH</sup> JUNE 2023

Nutella  
Rolls  
£1.15 each  
OR 2 for £2.00

  
**VOTE**  
—YES—

COLNE BID PROJECT MANAGER BY EMAIL  
[MANAGER@COLNEBID.CO.UK](mailto:MANAGER@COLNEBID.CO.UK)

[COLNEBID.CO.UK](http://COLNEBID.CO.UK)