



PENRITH BID
BUSINESS IMPROVEMENT DISTRICT

Business Plan
2013 - 2018

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1. Executive Summary

Photography courtesy of John Burrows for Eden District Council

What is it?

A Business Improvement District (BID) is a business-led initiative where local businesses and organisations are invited to come together, in partnership with the local authority, to make decisions and to take action to improve a specific geographical area.

Why do we need it?

The BID is a means by which local businesses and organisations have the power to raise funds that can be used for local initiatives with the aim of improving the trading environment. It is an investment scheme where local businesses can collectively agree on the priorities and how to invest their money to benefit themselves, their staff and their customers.

Investment is needed to help the town centre to adapt to inevitable changes, for example, the increasing influence of supermarkets, the growth in online retailing, and an ageing population.

Today, the choice for Penrith's business community is stark. It is between:

- a) a reactive and piecemeal approach reliant on the goodwill of a handful of individual businesses taking action ad hoc as time and resources allow, and where planned investments are almost entirely dependent on the availability of increasingly scarce public resources; or
- b) a proactive and cohesive approach involving the whole business community, where collaboration brings with it the benefits of shared experience, common objectives, and the pooling of resources brings the required economies of scale to have much more impact at lower per capita cost.

Who will be in it?

All business ratepayers in properties located within Penrith town centre, as defined by the map of the BID area, with the exception of those with a Rateable Value of less than £3,000.

What will it do?

The Penrith BID will deliver on 4 objectives, these are:

- 1) To market and promote Penrith as a centre for retail, leisure and tourism, including better use of digital and mobile technologies, and extending cultural activities, festivals and events;
- 2) To take pride in Penrith by creating a more attractive town centre for workers, residents and visitors;
- 3) To make it easy and affordable to park in Penrith by introducing measures to simplify access to the town centre for those in the car, as well as on foot and by cycle;

- 4) To invest in people and businesses to develop a professional Penrith that builds on its reputation for specialist services and works in collaboration to deliver high quality customer services and an effective network across the town centre.

The Penrith BID will implement a Programme for Improvement that includes projects and activities designed to meet these four objectives. These can be summarised as:

- A comprehensive marketing, promotion and events campaign for the town;
- Improvement works designed to raise standards of appearance and cleanliness of the town centre;
- Trial of a new car parking initiative in Penrith to test new ways to simplify access to the town centre;
- A series of initiatives to achieve business excellence, better business networking and deliver cost savings for individual businesses.

How will it work?

The income required to deliver a 5 year programme of improvements within Penrith's town centre BID will be almost entirely drawn from the BID Levy, collected on behalf of all the businesses involved by Eden District Council - the billing authority and collection agency for the Non-Domestic Rates.

Subject to a successful vote, a Penrith town centre BID will be managed under the auspices of Penrith Partnership Ltd as a Penrith BID sub-committee, with its own ring-fenced accounts, and with membership open to nomination and election from all businesses, organisations and individuals contributing through the BID levy. This will ensure that the control, delivery and responsibility for the BID sit firmly with the business community itself.

What are the benefits?

In short, the BID can deliver higher levels of awareness and confidence in the shops and services in the town, and a well-maintained, attractive town centre that is easy to access should, in turn, generate higher volumes of shoppers and visitors and therefore expenditure within the town.

We know that these benefits are possible through the experiences of towns with Business Improvement Districts established since 2005. At least 30 BIDs have now completed their first 5 year programme and voted positively to continue ¹.

How much will it cost?

A 1% levy will be charged to each qualifying ratepayer using the most current Non-Domestic Ratings list to calculate the amount payable. The BID levy will be set by 1st April each year based on the most current Non-Domestic Ratings list.

The Penrith BID area includes 402 hereditaments with a Rateable Value of £3,000 and over. Their combined Rateable Value (RV) is estimated to be £9,518,000 which will raise £95,180 gross per annum or £475,900 over the 5 years term of the Penrith BID.

For more than 90% of businesses in Penrith the levy will only be equivalent to, or in most cases much less than, the price of a daily cup of coffee. Refer to Section 9.1 of the Business Plan for details.

Who decides?

The Penrith BID includes 402 business ratepayers with a Rateable Value of £3,000 and above. Each will be invited to vote on whether or not to establish a Business Improvement District in Penrith town centre. The ballot will be held in the late autumn of 2012 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 rateable value of the hereditaments (or rateable properties) of those voting.

Who can I ask about it?

If you require further information or have any queries relating to the content of this Business Plan please contact:

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2. Foreword by the Penrith Partnership

The challenges facing businesses in Penrith are not dissimilar to those facing many market towns across the length and breadth of the country of adapting to changing consumer practices. However, in Penrith, there is the additional challenge, and therein opportunity, brought about by the rapid development in recent times of large edge of town centre retailers and supermarkets and the need to find ways of the traditional and specialist town centre shops and these new developments working together for mutual benefit.

Since Penrith Partnership commissioned work to draw up a Master Plan for the town (July 2006), the challenges facing the town's traditionally broad range of retail, leisure, business and community activities have not eased but intensified. The arrival of several major retailers and the onward growth of internet shopping combined with household incomes squeezed by the most serious economic crisis for decades is a "double whammy" for Penrith's predominantly small and often family-run businesses.

Many of Penrith's town centre businesses and services have displayed remarkable resilience in fighting to maintain their competitive edge, as they adapt to growing competition from larger retailers, changes in consumer behaviour and the impact of financial austerity measures. Some are doing this on their own, finding ways to survive and hoping for economic recovery. We believe it now makes sense, perhaps now more than ever, for businesses to collaborate, to work together more effectively, through joint initiatives that help the town to thrive, to become a place where people want to be, to visit, to shop, to work and to enjoy. Penrith has great potential waiting to be released and Penrith can do better!

Our advocacy of this proposal to introduce a Business Improvement District for Penrith town centre has a clear purpose and is guided by a set of principles.

The purpose is threefold: to increase footfall and sales to promote the viability of businesses and organisations in the town; to enhance people's experience of the town promoting civic pride and tourism; and as a catalyst for the business leadership and collaboration needed to revitalise Penrith as a centre for trade & commerce.

The BID must add value to all those individual businesses and organisations who are part of it and to the town centre in which they operate. Penrith Partnership will challenge and continue to keep under review all activities delivered through the BID to ensure they are providing a return on investment.

This Penrith BID proposal presents a rare opportunity for the town. We urge Penrith's businesses and organisations to work together and reap the benefits.

Bob Clark, Director, Penrith Partnership Ltd

3. Business Improvement District explained

3.1 What is a Business Improvement District?

The Definition

A Business Improvement District (BID) is a business-led initiative where local businesses and organisations are invited to come together, in partnership with the local authority, to make decisions and to take action to improve a specific geographical area.

A BID can be established in any place where improvements, or services additional to those already provided, are desired by the local business community. BIDs can be located in town or city centres but also in industrial estates, business parks or anywhere else where businesses see the need. In the UK there are now well over one hundred BIDs established² including several examples in market towns such as Skipton, Barnstaple, Taunton, Dorchester, Melton Mowbray and Stratford.

The Regulations

After many years of success in North America and a growing number of reports highlighting its potential to the UK³, the Government in 2001 decided to introduce legislation to create BIDs funded by an additional charge on the business rates, to be agreed together by local businesses and councils. Consequently, Part 4 of the Local Government Act 2003 and the Business Improvement Districts (England) Regulations 2004 set out the detailed requirements for BIDs in England, including: persons who may propose a BID; what should be included in any proposals; how the funds can be collected; and how business ratepayers can make their decision.

The Ballot

All non-domestic (business) ratepayers in a defined area to be covered by the BID can vote on the proposal in a ballot. For the proposal to be approved two tests must be met:

- 1) A simple majority (more than 50%) of those voting in the ballot must be in favour;
- 2) Those voting in favour must represent a majority (more than 50%) by rateable value of the hereditaments (or rateable properties) of those voting. If the result of the ballot is in favour, the proposed Business Plan will become active and all eligible businesses in the defined BID area would be obliged to contribute to the scheme. In Penrith, properties with a rateable value of less than £3,000 will be excluded from both the vote and the levy to ensure that the cost of collection and administration do not exceed the income raised.

The Bid Levy

The BID proposals will be funded through a levy on the business rates. The Penrith BID will apply a levy of 1% of rateable value⁴ on all properties with a rateable value of £3,000 and over located within the defined BID area.

The BID Levy will be applied using the latest available rateable values as provided by Eden District Council. This will generate an estimated fund of £475,900 over the 5 year period of the Penrith BID, to fund the projects identified in this Business Plan designed to deliver improvements to the trading environment of Penrith Town Centre.

No significant alterations can be made to the BID proposals, for instance to the BID levy rate, without a further ballot and a majority vote in favour of the alterations.

3.2 Why do we need a BID in Penrith?

First and foremost, the BID should be seen as a means by which local businesses and organisations have the power to raise funds that can be used for local initiatives with the aim of improving the trading environment. It is an investment scheme where local businesses can collectively agree on the priorities and how to invest their money to benefit themselves, their staff and their customers.

The creation of a potentially sustainable source of revenue should certainly prove helpful in pursuit of a specific outcome. For Penrith Town Centre the desired outcome might, for instance, be summarised as a socially and economically thriving town centre, where the trading environment is vibrant and resilient to the external and potentially harmful drivers of change that affect it. Above all else, and in plain English, the traders and service providers in Penrith want the town centre to become a lively, dynamic and prosperous place that remains viable well into the future.

To achieve this desired outcome will require action and investment to help the town centre to adapt to inevitable change, for example, the increasing influence of supermarkets and online retailing, the town's ageing population, and increasing energy costs. It will require investment in the infrastructure and other improvements to the trading environment to meet the expectations of today's consumers and to attract increasing numbers of visitors to the town.

Today, the choice for Penrith's business community is stark. It is between:

- a) a reactive and piecemeal approach reliant on the goodwill of a handful of individual businesses taking action ad hoc as time and resources allow, and where planned investments are almost entirely dependent on the availability of increasingly scarce public resources; or
- b) a proactive and cohesive approach involving the whole business community, where collaboration brings with it the benefits of shared experience, common objectives, and the pooling of resources brings the required economies of scale to have much more impact at lower per capita cost.

In purely economic terms the potential benefits from businesses working collectively in this way to address common challenges does seem obvious but it will be dependent on a genuine will to collaborate. It will also assume that any actions to be taken to improve the trading environment are well considered, informed by good practice elsewhere, and most importantly, capable of generating a new found confidence in Penrith's town centre.

3.3 Where is the BID area?

The defined geographical area of the Penrith town centre BID includes all or part of the following streets:

Albert Road	Bluebell Lane	Castlegate
Angel Lane	Brook Street	Castle Hill Road
Angel Square	Brunswick Road	Corney Place
Auction Mart Lane	Brunswick Square	Cornmarket
Benson Row	Brunswick Terrace	Cromwell Road
Bishop Yards	Burrowgate	Crown Lane

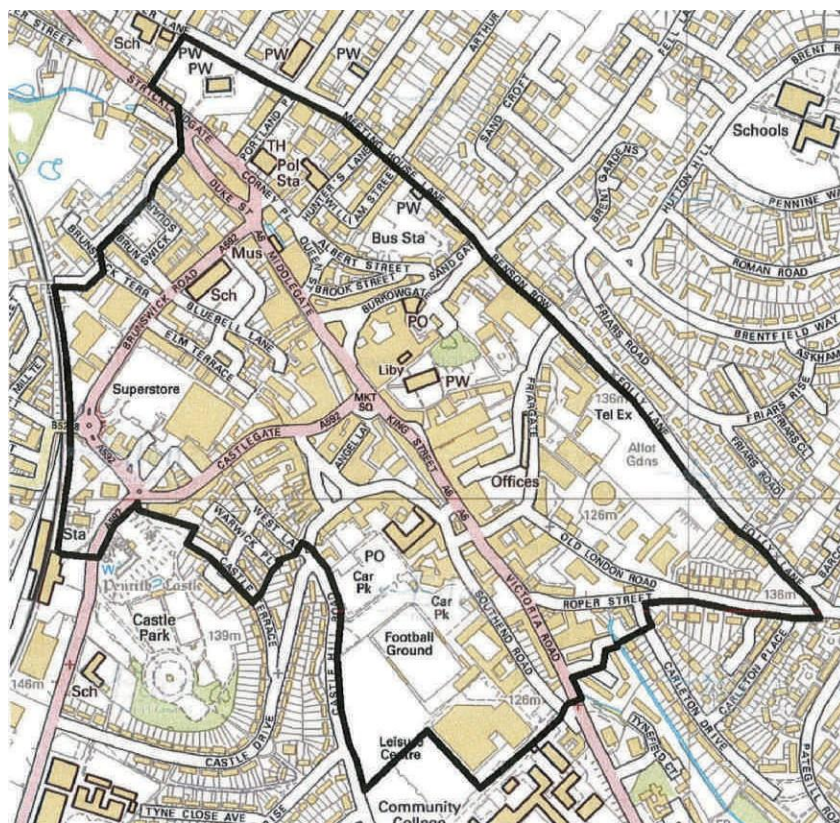
Crown Square
 Devonshire Arcade
 Devonshire Street
 Drovers Lane
 Duke Street
 Elm Terrace
 Folly Lane
 Friargate
 Great Dockray
 Hunter Lane
 Market Square
 King Street
 Langton Street

Little Dockray
 Lowther Terrace
 Meeting House Lane
 Middlegate
 Old London Road
 Poet's Walk
 Portland Place
 Princes Street
 Queen Street
 Roper Street
 Sandgate
 Southend Road
 Southend Terrace

St Andrew's Courtyard
 St Andrew's Place
 St Andrew's Square
 St Andrew's View
 Stricklandgate (part)
 Ullswater Road (part)
 Victoria Road
 West Lane
 William Street
 Wilson Row
 Plus New Squares*

Map of Penrith Town Centre Business Improvement District*

* BID area includes the New Squares development area west of Southend Road.



Exemptions

The following Non-Domestic Ratepayers are not required to pay the Penrith BID levy:

- Where Rateable Value (RV) is less than £3,000

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Number and type of hereditaments⁵

Excluding the exemptions on the previous page, the local authority supplied Rates List includes 402 eligible hereditaments (rateable properties) within the defined town centre Business Improvement District. The broad description or types of use⁶ can be summarised as follows:

Shops/retailers	52%
Offices	11%
Public Houses	5%
Restaurants/Coffee/Teashops	5%
Hairdressers/Salons	4%
Hotels/B&Bs	3%
Banks	2%
Clubs/Societies	2%
Merchants/warehouses	2%
Garage/service stations	1%
Medical/Health	1%
Car parks	1%
Manufacturing/workshops	1%
Leisure/entertainment	1%
Others	9%

3.4 Why should we vote 'YES'?

Facing up to the challenges

Penrith needs inspiration, energy and creativity, but above all else it needs businesses to work much more effectively. The town centre currently faces some significant challenges, some of which are shared with many other towns but others which are more specific to Penrith.

The work to canvass businesses in Penrith - to test their appetite for a Business Improvement District (BID) in the town - began in the autumn of 2011. Visits to over 320 businesses in Penrith town centre (between November 2011 and January 2012) and their responses to a short questionnaire survey, together with points raised at a series of four consultation workshops and a brief review of the findings from previous studies, have all been used to identify and confirm the main issues and challenges facing the future of Penrith town centre. It is this information and the subsequent consultations held throughout May and June 2012 on the content of the Business Plan itself that ensures that this proposal for a BID is well-informed by the businesses and organisations themselves.

You told us what the main challenges are, what was good about Penrith, and what the priorities for action should be. The most common responses are summarised on the next page using a small selection of the actual comments we received:

The challenges	The positives	The priorities for action
<p>Lack of identity.</p> <p>No clear definition of what kind of town Penrith is today.</p>	<p>Geographic location of town - excellent access to Lake District.</p> <p>On crossroads of major roads and main rail line links.</p>	<p>Business collaboration in promoting the town.</p> <p>Co-ordinated marketing.</p> <p>Getting the town's identity back.</p> <p>Organise street festivals and events.</p>
<p>Keeping public realm in good repair - pavements and paintwork.</p> <p>Need to regain public confidence in Penrith as a place worth visiting.</p>	<p>The people.</p> <p>Safe place to live.</p> <p>Town's history.</p> <p>Distinctive buildings.</p> <p>Nice architecture.</p> <p>The 'slow' town image - relaxed and friendly.</p>	<p>Making town more appealing.</p> <p>Get New Squares finished and tidied up.</p>
<p>Getting car parking right for locals and visitors.</p>	<p>Small size enables visitors to see everything.</p> <p>Small and easy to get around for locals and older people.</p>	<p>Better parking and better communication about parking.</p>
<p>Update approach of some businesses - use of websites and social media.</p>	<p>Many small businesses offering excellent individual service.</p> <p>Diversity of small independent shops and businesses.</p>	<p>Smarten up businesses.</p> <p>Training needs for town centre to improve the layout and refresh some shops.</p> <p>Need to get businesses to work together.</p>

The economic drivers of change feature prominently in considering the needs for a Business Improvement District (BID). Penrith has a long history of independent retailing and the town's retail offer continues to include an impressive range of diverse "specialist" shops, despite the recent and rapid growth of ever larger, more powerful, retailers in Penrith. Consumers vote with their feet, often influenced by price and convenience (cheaper goods, free car parking, etc) but the apparent strength of loyalty to specialist shops, and the recent arrival of new ones (e.g. musical instruments) in Penrith provides some optimism and presents an opportunity for investment through this BID.

In past years, Penrith has on many occasions debated its competitive position in relation to neighbouring towns and cities, and the so-called "pull" of larger shopping centres with their choice of supermarkets and variety of household names such as M&S, Debenhams, Next, and so on. Leakage of retail expenditure from Penrith has for many years been a concern and consequent planning decisions illustrate the efforts being made locally to attempt to redress the balance and raise footfall and spending levels in Penrith. The arrival of two new supermarkets – Sainsbury's and Booth's stores both opened in November 2011 - and a major new retail development (the "New Squares") in the town will undoubtedly have some impact.

Another immediate and growing challenge is the growth in consumers using the internet for their shopping, financial services, and many other activities traditionally associated with the town centre. Indeed many businesses in Penrith have concerns about the lasting impact of growing online sales, and the immediate threat this poses to the town centre as a trading environment.

3.5 What if we vote 'NO'?

More of the same

If the majority of businesses in Penrith say "No" to a BID, then what will they do instead? Or will it be possible to simply carry on as before?

In 2011 the Prime Minister commissioned the Retail Consultant, Mary Portas, to conduct a review of the state of Britain's high streets and town centres. Two important questions are addressed within her report 6: do we really need to do something now and, does it really matter if we don't? These questions could not be more pertinent to our consideration of this BID proposal for Penrith.

Mary Portas wrote ⁷,

"I believe that our high streets have reached a crisis point. I believe that unless urgent action is taken much of Britain will lose, irretrievably, something that is fundamental to our society."

and....

"When I started my work on the review, I ploughed through a huge pile of previous reports about high streets and town centres and

found so many good ideas which have simply sat on the shelf. Pretty soon I realised why. What I discovered is the complexity and diversity of the problems faced by high streets. And I've learnt just how much of a complex web of interests and stakeholders are involved, many of whom have simply failed to collaborate or compromise. The end result in many cases is an asset we no longer respect, need, want or aspire to have."

For Penrith, this BID proposal seeks to address the key challenges identified by the businesses and organisations in the town centre. It rejects any suggestion that it is okay to do nothing and proposes a brand new collaboration that will deliver a series of practical projects designed to meet these challenges and give a good return on investment to the businesses and organisations involved.

4. Aims and Objectives of the BID

4.1 Aim

The principal aim of the Penrith BID is to promote, facilitate and advance the BID area as a place to do business and to invest in, a place to be proud of, is attractive to visitors and is a safe and pleasant place in which to live and work.

The town centre BID will contribute to a shared vision for Penrith, that is:

- a dynamic, economically active, distinctive market town where residents and businesses are notable for their enterprise, ambition, creativity and pride in the town;
- a well-connected town centre at the heart of the community, with a diverse mix of shops, services and affordable housing, and offering a variety of cultural, community and leisure activities;
- a place where the town's distinctive squares, yards and lanes are looked after and valued as cultural and heritage assets to admire and enjoy.

4.2 Key objectives

For the Penrith BID there are four key objectives, these are:

- To market and **promote Penrith** as a centre for retail, leisure and tourism, including better use of digital and mobile technologies, and extending cultural activities, festivals and events;
- To take **pride in Penrith** by looking after the whole of the town centre, investing time and resources where it is needed to enhance its appearance, and ensuring that an attractive, welcoming environment is maintained for workers, residents and visitors;
- To make it easy and affordable to **park in Penrith** by introducing measures to simplify access to the town centre for those in the car, as well as on foot and by cycle;
- To invest in people and businesses to create a **professional Penrith** that builds on its reputation for specialist services and works in collaboration to deliver high quality customer services and an effective network across the town centre.

4.3 Method and Approach

Delivery against these four objectives will require an approach that combines influencing and negotiating with direct financial support for some specific actions. The creation of a BID for Penrith's town centre will establish a group of over 400 businesses and organisations. Their combined influence should not be overlooked, and their capacity to negotiate and influence on behalf of Penrith town centre will be just as vital to its success, by ensuring that businesses and organisations can thrive in a safe, clean environment without any unnecessary obstacles to their daily operation.

The local authorities commission a number of services in Penrith's town centre on behalf of the local community and, as partners in this BID, all businesses and organisations should encourage their involvement and help them to achieve the very best value for money. It's in everyone's interest to work together to get the most out of every pound of investment going into the town centre.

Penrith BID will not replace or duplicate any of the statutory services already being delivered in the town centre through public service contracts. What Penrith BID will do is deliver a programme for improvement that adds value to the town centre. The funds raised through a BID levy will be used to lever in additional contributions from elsewhere, not just from local authorities and other public bodies, but also through voluntary contributions from businesses located outside of the BID area who share an interest in Penrith's future success.

5. Programme for Improvement

The objectives of the Penrith BID and the planned programme for improvement are a direct response to the priorities identified by the businesses and organisations in Penrith's town centre. They focus on the challenges and opportunities that matter most to them and reflect their overwhelming desire to see actions and not just words that will transform the town. Above all else, these priorities are an acknowledgement from the businesses and organisations in the town centre that Penrith has not done nearly enough to realise its potential.

The Penrith BID programme will deliver a set of projects and activities under four headings. They are:

1. **Promote** Penrith
2. **Pride** in Penrith
3. **Park** in Penrith
4. **Professional** Penrith

5.1 Promote Penrith

What you told us

"To encourage visitors to the town."

"It is a market town with history and a wide catchment area. Arterial roads and rail run through the town so the opportunities are huge."

"With the large number of tourists coming to the Lake District annually, Penrith could be having many thriving businesses. Also Penrith's close location to the M6 and the main West Coast Railway Line should provide many visitors."

"Events to promote the town (film festival/walking festival/ art?)"

"Need to make the town more 'inviting' to tourists."

“Organise street festivals and events.”

“Very difficult to be viable, when faced with increasing internet shopping, which results in reduced high street shopping.”

“Update approach of some businesses - use of websites and social media.”

Need for action

The need for, and the potential benefits of, a marketing and promotions campaign for Penrith are extremely well-versed. Marketing studies and strategies⁸ have been prepared before. These highlighted the lack of a clear identity or brand for the town, and the need to tailor a marketing strategy for Penrith through a series of promotion campaigns targeted at specific ‘segments’ or categories of Penrith’s ‘customers’.

Today, there is an awareness in the town centre of the need to establish Penrith as a place of relevance to their customers: to residents and to visitors. Through the consultations it is also apparent that many acknowledge that Penrith needs to have a clearer identity in order to compete regionally, nationally, and even internationally.

Some progress has been made, for instance with the recent emergence of a brand (‘Penrith: Heart of Cumbria’) and some success with a campaign to promote Penrith’s specialist shops but there is a need to join it all up, to become more effective and to maximise the benefits.

Digital media, the internet and mobile technology are changing the way consumers behave. The growth in the use of social media and the business opportunities these developments present have been largely overlooked or even ignored by businesses and organisations in Penrith. In such challenging economic times, and with these changes increasing choice for the consumer and competition for the town’s businesses and service providers, Penrith cannot afford to bury its head in the sand.

During the consultations the comments from some younger business people referred to a quiet little town where not much happened. Yet, as the arrival of the Olympic Torch relay demonstrates⁹, the town’s streets can be quickly filled. Penrith’s capacity to stage events and attract visitors to festivals has the potential to develop further and could help to draw people into the town, not simply raising the profile of the town but greater awareness of the goods and services available within it.

Objective

To market and **promote Penrith** as a centre for retail, leisure and tourism, including better use of digital and mobile technologies, and extending cultural activities, festivals and events to raise the profile of the town regionally and nationally.

Projects and activities

A comprehensive marketing, promotion and events campaign to ensure that the Penrith town centre 'offer' translates into an improved identity and perception of the town, improved sales and an improved customer and visitor experience.

This will be delivered through three projects:

Project One: Marketing and Promotion

Penrith BID will devise and implement a 5-year marketing programme to deliver two high quality, targeted promotion campaigns to bring residents and visitors into Penrith town centre. These campaigns will be multi-media using a variety of communication tools and, where possible, achieve value for money through close working and participation in joint initiatives and PR partnerships with county and regional partners and advertising campaigns.

- Capturing Penrith and Eden Valley shoppers

Although a little dated now, retail studies conducted between 2005-6 identified three-quarters¹⁰ of Penrith's residents carry out the majority of their food shopping in Penrith and just over half (58%) purchase non-food shopping in the town, suggesting that Penrith has been losing a considerable sum (estimated £86million in 2006) a year in non-food retail to competing towns. With the development of New Squares now partially completed, and very much part of Penrith town centre's future, there is now an opportunity to address this expenditure leakage and attract more residents into the town to purchase such items.

The first part of the proposed marketing and promotion campaign will address three 'L's': **Lost** customers; **Loyal** customers; and **Length** of stay.

Improving the awareness of what Penrith town centre has to offer to "lost" customers. Branding and promotional activity will re-invent Penrith as a service centre for East Cumbria re-engaging lost shoppers emphasising the positives (eg convenience, reduced travel time and costs) and changing some of the negative perceptions, or even misconceptions, of shopping in Penrith (eg lack of choice, higher price).

Building on one of Penrith's undoubted strengths, the campaign will maintain and reward the town's "loyal" customers. Branding and promotional activity will increase both spend and dwell time of loyal shoppers, through advertising, and through the promotion of simple loyalty schemes and direct mailing.

In addition, there will be measures to encourage "off peak" shopping trips, through promotional activity related to extended shopping hours, extended free car parking (refer 5.3 below), and new published guides on shopping and dining out in Penrith town centre.

This group of activities will all focus on those that work and live in the district of Penrith.

- Maximising the tourism spend

Tourism generates £225.5 million¹¹ for Eden's economy and visitors are primarily attracted to Penrith, as the area's major town, for shopping. By building on its existing reputation for speciality shops, high quality goods and food and drink outlets, Penrith can seek to maximise revenue from this target audience.

The proposed campaign can work with strategic partners, featuring Penrith at the 'heart of Cumbria' in a shared vision to promote the area as 'Europe's Number One rural tourism destination' ¹². By being part of "the bigger picture" Penrith can play a significant part in delivering a strategy that seeks to increase visitor numbers and expenditure to destinations such as Penrith, sandwiched advantageously between a National Park and an Area of Outstanding Natural Beauty.

Penrith's identity and new branding could benefit from further refinement, with greater emphasis on its place at the heart of a beautiful rural area renowned for its food and farming.

To achieve joint objectives in the tourism market Penrith can strengthen its online presence, with promotional activity including editorial in major tourism publications, and targeted advertising campaigns in major cities such as Manchester, Birmingham and London.

Project Two: New Media, New Business initiative

This project will take advantage of the economies of scale provided by 400+ businesses and organisations collaborating through the Penrith BID to extend the application of online and mobile smart technology to businesses and service providers in the town centre, specifically:

- Developing a new consumer website with an opportunity for levy paying businesses to have their own page with a link to their website. As a minimum it will include information on shopping, eating and drinking, events, activities and attractions;
- Developing a free-to-download 'App' with an opportunity for levy paying businesses to have their own details easily accessible through smartphone applications.

The use of new media not only raises awareness of the retail and service offer in Penrith's town centre, but has the potential to generate new business by increasing interest and sales in the goods and services available. In this way the Penrith BID can help businesses and the town centre to become much better equipped to meet the growing demands and expectations of consumers using mobile technology (relates also to 'Professional Penrith').

Project Three: Festivals and Events

The BID will contribute to the development of existing and new festivals in Penrith town centre, raising the profile of the town regionally and nationally, and generating increased footfall and spend through a seasonal programme of events that draw on the lessons from successful festival programmes elsewhere. There will be support to promote more widely the enhanced events programme, including markets, and street entertainment as well as the festivals.

Project Outputs

- Implement two media campaigns utilising new 'Penrith - Heart of Cumbria' brand, specifically including:

1) Promotions and incentives scheme aimed at local community;

2) Targeted tourism and visitor campaign.

- Involve minimum of 50 businesses in “new media, new business” initiative across Penrith town centre.
- Contribute to seasonal programme of town centre festivals/events.

Performance Indicators

KPI 7 Footfall Counts - information from annual survey - target 10% growth over 5 years.

KPI 9 Business Confidence - postal survey - target 5% sales growth over 5 years.

KPI 10 Town Centre Users Survey - target positive impression of town and festivals.

KPI 11 Shoppers origin - Shoppers Origin Postcode - target increase in regional and national visitor numbers.

Total Cost

£250,000 over 5 years

Impact

Threefold:

- Overall increased footfall and turnover/sales improve financial viability of businesses/services.
- Raised profile and positive image of Penrith as a lively, dynamic place worth visiting.
- Increase in business confidence and enhanced civic pride.

5.2 Pride in Penrith

What you told us

“Town and roads need to be tidied up.”

“Keeping public realm in good repair - pavements & paintwork.”

“Regain public confidence in Penrith as worth visiting.”

Need for Action

Consultations revealed an used volunteer time together where it is needed to enhance extraordinary sense of pride in Penrith, but also fears that the places they valued were suffering from a lack of investment. Common concerns included references to apparent delays in repairing and maintaining the fabric of the town centre, for instance in repairing

paving stones, painting railings, and filling empty flowerbeds. It is this sense of neglect and the perceived threat to the town centre that Penrith BID can address in partnership with the local authorities.

A recent development has been the initiative of community groups, for example Penrith Action for Community Transition(PACT), where initiatives have used volunteer time together with public and commercial sponsorship to enhance the appearance of the town.

The need for investment in the public realm is a strategic priority, vital to the image and visitor perceptions of the town, and also a significant factor in influencing the civic pride of local businesses and residents. Small initiatives can make a difference but there needs to be some consistency in the town's fabric and greater stakeholder engagement in its future development.

Objective

To take **pride in Penrith** by looking after the whole of the town centre, investing time and resources where it is needed to enhance its appearance, and ensuring that an attractive, welcoming environment is maintained for workers, residents and visitors.

Description

In partnership with the local authorities and local community groups the Penrith BID will contribute to improvement works designed to raise standards of appearance and cleanliness of the town centre, specifically funding enhancements that secure a more pleasant environment for workers, residents and visitors.

Penrith BID will also act as the key link between businesses and public agencies, ensuring that public service contracts are delivering what they are meant to deliver, and ensuring that businesses take responsibility for the upkeep and tidiness of their premises.

Pride in Penrith has three areas of activity:

- A new partnership between businesses, community groups and the local authority will plan and deliver the maintenance of the town centre's floral displays, securing a joined-up, planned and consistent approach that adds value to the public realm.
- Support for a community-led 'Greening Penrith Initiative' that adds colour and brightness to the town centre, including hanging baskets, planters and appropriate street furniture that make the town centre a more welcoming place to visit all year round.
- A new 'Townscape Initiative' that pump-primes community-led projects using arts, culture and heritage that generate pride in the town and contribute to Penrith as a place of interest to visitors.

Project Outputs

Clean and green town centre managed by a cross-sector partnership.

Greening Penrith Initiative maintains and extends planters installed by volunteers.

Townscape Initiative brings forward a number of small projects that improve the fabric of the town centre.

Performance Indicators

KPI 7 Footfall - Footfall survey

KPI 9 Business Confidence - Postal Survey

KPI 10 Town Centre Users Survey - On line and face to face survey

Total Project Cost

£22,550 over 5 years

Impact

- Footfall numbers rise.
- Civic pride lifts business confidence.

5.3 Park in Penrith

What you told us

“Parking is still an issue!”

“Everyone else gives up and goes to shop in Carlisle or Kendal.”

“Car Park - cheap or “FREE” for longer than 1 hour.”

Need for Action

Consultations revealed just how important car parking is to businesses and organisations in Penrith town centre. The overwhelming majority of businesses visited between November 2011 and January 2012 highlighted this specific concern and the need for action to address “the problem”.

The problem actually seems to be a combination of car parking issues. For some it was the difficulty facing employees more than customers. For others it appeared to be some dissatisfaction or even confusion over the operation of the newly built facilities at New Squares (i.e. not the arrangement that some had expected). The most common concern however was the perceived difficulty in parking in Penrith. This itself related to several issues including the limited number of free parking spaces (particularly Disc Zones limited to one hour), the relative cost of public car park tariffs, and unhappy experiences with Civil Enforcement Officers (aka “Traffic Wardens”).

Objective

To make it easy and affordable to park in Penrith by introducing measures to simplify access to the town centre for those in the car, as well as on foot and bicycle.

Description

Subject to partnership negotiations with Eden District Council, the Penrith BID intends to contribute to the trial of a new car parking initiative in Penrith. This could mean the introduction of an experimental traffic order to extend the provision of free parking in the town centre through a “Free after Three” scheme for a period of 12 months.

This proposed new initiative draws on the evidence of success in similar initiatives in Chester, and elsewhere, where evaluations demonstrate considerable success. For instance, Chester’s “Free After Three” Scheme has been described as ‘a resounding success’, resulting in a 23% increase in footfall in the city after 3pm.

It is a simple cost effective promotion that makes it easier, and more affordable, to access the town centre during a period of the afternoon that has considerable scope to increase both the number of customers visiting the town centre, and the overall spend in local shops and services.

“Car parking facilities have a vital role to play....

Free parking, at least at lower demand periods, and charging on exit encourage more frequent and longer visits.”¹³

Project Outputs

The number of “free car parking” spaces could be increased by 243 spaces daily from 3pm, preferably over a period of 12 months to assess seasonal impacts.

Performance Indicators

KPI 7 Footfall - Footfall survey

KPI 8 Car Parking availability - Postal Survey

KPI 9 Business Confidence - On line and face to face survey

KPI 10 Town Centre Users Survey

- Target - “Free parking” extended by 243 spaces after 3pm each day.
- Target - 5% increase in annual footfall in late afternoon.

Total Project Cost

Budget for £60,000 straddling the first 2 years of BID operation to cover legal costs and to underwrite the anticipated loss of car park revenue in the 12 months trial.

Impact

Positive perception of Penrith as a convenient, accessible place to shop and visit. Increase in footfall and sales at a time of day when the town is not busy.

5.4 Professional Penrith

What you told us

“Training needs for town centre to improve the layout and refresh some shops.”

“Many small businesses offering excellent individual service.”

“By working together businesses could actually save money!”

Need for Action

Many of Penrith’s traders have built a strong reputation and impressive customer loyalty through specialising in specific goods and services and offering customers access to a wealth of knowledge and expertise. Extending knowledge and skills is not always easy for small businesses and larger companies often find it difficult to find people with the right skills. There is both a need and an opportunity for businesses of all sizes to collaborate on professional development and skills training.

Informal networking arrangements are already showing tangible benefits to individual businesses, but these are most commonly a result of bi-lateral arrangements, for example between a hairdresser salon and a wine bar, each promoting the services of each other to their customers and reaping the benefits of increased custom. Penrith BID presents an opportunity to extend these benefits to a wider network of businesses.

The predominance of small businesses in Penrith town centre means that many are paying more than they need to for services and the costs of running their business are higher than they need to be. The problems are often lack of time and resources to research and find the most cost effective solution, and limited influence in negotiating a good price. Penrith BID again offers an opportunity to businesses to collaborate by sharing a resource to find the best deals, and through collective purchasing to secure a better price. The potential savings could be significant.

Objective

To invest in people and businesses to create a **professional Penrith** that builds on its reputation for specialist services and works in collaboration to deliver high quality customer services and an effective network across the town centre.

Description

A series of initiatives that will address the concerns raised by many businesses during BID consultations, including business excellence, better business networking and consequently savings for individual businesses.

This will be achieved through three key projects:

1) Business Training

The BID will invest in customer service initiatives pushing for the very highest standards to be achieved throughout the BID area, to build on the established strength of “specialists” and place fresh emphasis on the “shopping plus” potential in Penrith - ie developing the knowledgeable and friendly service offered at point of sale.

2) Business Networking

Business networking will be facilitated for all sectors to highlight local expertise and to encourage trading of knowledge and services within the Penrith BID area.

3) Better Deals

Penrith’s businesses can benefit through economies of scale by centrally negotiating better deals for some routine services resulting in tangible cost-savings to businesses such as insurance, decoration, trade waste, energy supply, etc.

Project Outputs

Establish and implement new town training scheme, new network and a group purchasing project.

Performance Indicators

- Number of businesses, organisations and people using the local training scheme
- Number of businesses, organisations members of new business network
- Number of businesses, organisations saving through collective buying.

KPI 9 Business Confidence - Postal Survey

KPI 10 Town Centre Users Survey - On line and face to face survey

Total Project Cost

£72,000 over 5 years

6. Financial Plan

6.1 Income

The BID Levy

The income required to deliver a 5 year programme of investment within Penrith's town centre BID will be mostly drawn from the BID Levy, collected on behalf of all the businesses involved by Eden District Council - the billing authority and collection agency for the Non-Domestic Rates.

The BID Levy will be fixed at one per cent of the current Rateable Value (using latest available VOA survey data) for each property. There will be no annual inflation increase. Refer to Section 8 for more details of what this means to individual Non-Domestic Ratepayers in the BID.

The BID Levy will apply to all properties (hereditaments) within the defined BID area including all those in receipt of charitable relief, but excluding those with a Rateable Value of less than £3,000. For instance, charity shops will be charged the same because they are expected to benefit from marketing and improvements to the retail environment and play an equal role in the local business community.

The Penrith BID area includes 402 hereditaments with a Rateable Value of £3,000 and over. Their combined Rateable Value (RV) is a calculation based on the existing RV survey information and does not therefore include some new retail units under construction as part of the New Squares development. The combined Rateable Value is £9,518,000. This should raise £95,180 gross per annum or £475,900 over the 5 years term of the Penrith BID.

None of the pre-ballot BID development work or ballot costs themselves will be recovered through the BID Levy, but Eden District Council will make charges for setting up and administering the collection of the BID Levy on behalf of the Penrith BID. Refer to 6.2 below for the itemised estimate of costs of collection.

Other Funding

The Penrith BID will not be limited to income derived from the BID Levy and can expect to raise further funds from:

- voluntary contributions
- grants
- sponsorship

Penrith Partnership will continue to seek funding contributions towards specific items or activities identified within the programme of projects to be implemented through this Business Plan. In particular, businesses within the town and surrounding district will be encouraged to support the implementation of the Penrith BID and its considerable potential to deliver wider benefits to the town and local area. Voluntary contributions can help to ensure that the benefits of activities such as marketing extend to areas beyond the defined BID area.

The Penrith BID creates a significant fund that has the potential to draw in further investment, including grant assistance from sources such as the National Lottery and public authorities and agencies.

Some of the projects can also expect to attract sponsorship, again for specific items or activities that bring corporate benefits e.g. the sponsorship of the town's festivals or online applications. This Business Plan assumes a relatively modest target for the above, of £12,000 per year or £60,000 over the 5 year programme.

The total income for the delivery of this 5 year programme based on income both from the BID Levy and from other contributions will be £535,900.

6.2 Expenditure

The programme budget assumes an upper limit of 20% of total income to be spent on programme administration and management, ensuring that resources focus on the project outputs and activities as described above.

The costs of collection, are estimated by Eden District Council to be £10,000 per annum with an additional one-off charge of £5,000 in year one to set up the necessary accounting and billing systems.

The forecast expenditure plan is summarised below:

BID budget forecast for five year term

INCOME	2013 £	2014 £	2015 £	2016 £	2017 £	Total £
BID Levy	95,180	95,180	95,180	95,180	95,180	475,900
Voluntary Contributions	12,000	12,000	12,000	12,000	12,000	60,000
TOTAL	107,180	107,180	107,180	107,180	107,180	535,900

EXPENDITURE	2013 £	2014 £	2015 £	2016 £	2017 £	Total £
1. Promote	32,000	38,000	57,000	59,000	64,000	250,000
2. Pride	3,700	3,800	4,800	5,000	5,250	22,550
3. Park	30,000	30,000	0	0	0	60,000
4. Professional	12,000	12,000	14,000	16,000	18,000	72,000
BID Running Costs	20,000	20,400	20,808	21,224	21,648	104,080
Contingency 5%	5,680	5,566	5,216	5,216	5,592	27,270
TOTAL	103,380	109,766	101,824	106,440	114,490	535,900

Budget Year 1: 2013

INCOME	£	EXPENDITURE	£
BID Levy	95,180	1. Promote Penrith	
Voluntary Contributions	12,000	-Marketing and Promotion	20,000
		-New Media, New Business	6,000
		-Festivals and Events	6,000
		2. Pride in Penrith	
		-Greening Penrith Initiative	2,000
		- Townscape Initiative	1,700
		3. Park in Penrith	
		-Free after Three Car Park Trial	25,000
		-Experimental Order legal fees	5,000
		4. Professional Penrith	
		-Business Training Events	10,000
		-Business Network	2,000
		-Better Deals	1,000
		Total Project Costs	78,700
		Management overheads	5,000
		Administration (Levy collection)	10,000
		Total Running Costs	15,000
		Start-up costs	5,000
		Contingency	5,680
		Budget carried forward	2,800
TOTAL	107,180	TOTAL	107,180

7. Management Arrangements

7.1 BID Steering Group

The process to develop a BID Proposal for Penrith was initiated by the Vitality of Penrith, a cross-sector partnership set up in 2008 in recognition of 'the need for all to work together to secure the sustainability of the town'. Funding and support secured from the Rural Development Programme for England (RDPE), Eden District Council, Cumbria County Council and Penrith Chamber of Trade and Commerce enabled the appointment of a 'BID Canvasser' to assist the local partners in testing the appetite for a Business Improvement District in Penrith.

Since October 2011 the work has been led by a 'Shadow BID Board', a steering group made up of a growing number of local business people and representatives of the local authority, including:

Kelvin Dixon Chairman of the Board and owner of Seagraves & Dixon Electricals

Bob Clark Director of Penrith Partnership Ltd

Amanda Holiday Lakeland Music

Amyl Fazal Penrith Building Society

Nick Miller Eden Estate Agents

Steve Pinguey Armstrong Watson Accountants

Sarah Graham Arragon's Cycles

Tanya Tinkler Salon Rouge

David Lister Finesse Jewellery

Stephen Dudson John Richardson & Son

Jacqui Taylor Eden Mencap Society

Cllr Debra Wicks Eden District Council

Cllr David Whipp Eden District Council

Alan Houghton EDC Economic Development

Carol Grey EDC Town Centre Management

Plans to raise awareness of the potential for a BID in Penrith, including consultations with local businesses, a consideration of the options, and preparing the BID Proposal Documents have been implemented by the appointed BID Canvasser, Chris Kolek of Kolek Consulting.

7.2 BID Proposer

Penrith Partnership is a not for profit community interest company limited by guarantee. Its primary purpose is:

“the promotion for public benefit of urban and rural regeneration in areas of social and economic need and in particular for the town of Penrith and neighbouring communities (the Area of Benefit)”.

Penrith Partnership Ltd is an open and inclusive organisation seeking to represent a broad range of knowledge and interests through an elected Board of up to 15 Directors sharing the common aim of promoting the social and economic well-being of the town.

In compliance with Regulation 3 of the Business Improvement District (England) Regulations 2004, Penrith Partnership is a membership body with objectives considered by the Board to be consistent with intentions to establish and manage a Business Improvement District in Penrith town centre. As such Penrith Partnership Ltd is the BID ‘Proposer’.

7.3 BID Management

Subject to a successful vote, a Penrith town centre BID will be managed under the auspices of Penrith Partnership Ltd by a Penrith BID sub-committee, with its own ring-fenced accounts, and with membership open to nomination and election from all businesses, organisations and individuals contributing through the BID levy. This will ensure that the control, delivery and responsibility for the BID sit firmly with the business community itself. The Penrith BID sub-committee should consist of 6-8 members who in turn elect a chairperson.

7.4 Monitoring performance and evaluation

The BID will monitor progress in partnership with Eden District Council using baseline information collected during the autumn of 2012 as part of a ‘benchmarking’ exercise to assist in monitoring the progress and impact of initiatives in the town. The use of a suitable set of Key Performance Indicators (KPIs) will provide the necessary clarity needed to monitor and measure the effectiveness of the projects delivered through the BID. This will provide vital quantitative information which can be used both to tailor the annual delivery of the five year programme implemented through the BID, and to provide suitable evidence of performance to enable all the businesses and organisations contributing to the programme to see for themselves the effects of their investments in the BID.

The benchmarking will adopt the following set of performance indicators and methods of collection:

Key Performance Indicator Data Collection	Methodology
KPI 1 Total number of commercial units	Visual Survey
KPI 2 Retail by Comparison/Convenience	Visual Survey
KPI 3 Key attractors/multiple trader	Visual Survey
KPI 4 Number of Vacant units	Visual Survey
KPI 5 Number of markets/traders	Visual Survey
KPI 6 Zone A Retail units	Valuation Office Agency
KPI 7 Footfall	Footfall survey
KPI 8 Car Parking availability	Footfall survey
KPI 9 Business Confidence	Postal Survey
KPI 10 Town Centre Users Survey	On line and face to face survey
KPI 11 Shoppers origin	Shoppers Origin Postcode

8. BID levy rules and management

8.1 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 (Section 3.3 refers), where the Rateable Value of the property is £3,000 and above, and who are ratepayers on the day of the 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 is available and details will be sent out with ballot papers.

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

Those responsible for unoccupied and part-occupied hereditaments will be liable for the full BID levy. The BID levy will not be affected by the small business rate relief scheme and businesses who already pay service charges to landlords will not receive any discount. Where a hereditament is vacant, undergoing refurbishment or being demolished, the registered business ratepayer will be entitled to vote and also obliged to pay the BID levy with no void period.

8.2 Who pays?

A 1% levy will be charged to each qualifying ratepayer using the most current Non-Domestic Ratings list to calculate the amount payable. The BID levy will be set by 1st April each year based on the most current Non-Domestic Ratings list. It will be updated for any 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 up until the end of the five year term, even though they did not vote on the initial proposal. Likewise, any new rateable property created during the lifetime of the BID will be obliged to pay the levy provided they are within the BID boundary. If a business ratepayer occupies premises for less than one year, the amount of BID levy payable will be calculated on a daily basis.

8.3 How long will it last and how will funds be collected?

The Penrith Business Improvement District will start in April 2013 and will last for a period of 5 years. Penrith Partnership will endeavour to secure additional voluntary contributions to supplement the levy throughout the five year lifetime of the BID.

Under the Business Improvement District (England) Regulations 2004, Eden District Council will be responsible for collection of the levy on behalf of Penrith Partnership. The levy income will be kept in a separate ring-fenced account and transferred to Penrith Partnership on an agreed regular basis.

Collection and enforcement arrangements will be similar to those for the collection and enforcement of Non-Domestic Business Rates with Penrith Partnership responsible for any debt write off. To keep collection costs to a minimum each hereditament will be billed annually.

8.4 Who will be accountable for the BID funds?

Once elected, the Penrith BID Management Board (a subcommittee of Penrith Partnership) will meet regularly. Every levy paying business will be eligible to be a member and vote at Annual General Meetings on the activities of the Penrith BID. The Board will appoint a person to manage operations and work with businesses and the appropriate agencies to oversee the delivery of the programme of projects.

The Penrith town centre BID area and the levy percentage cannot be altered without an alteration ballot. However, the BID projects, costs and timescales can be altered subject to the Penrith BID Management Board's approval providing that changes fall within the income of the BID.

9. An Affordable BID

9.1 What will it cost each business?

The costs to each business should be both proportionate and affordable. The introduction of a levy calculated as 1% of the property's Rateable Value ensures the contribution of each business is proportionate to their size and their capacity to pay. For the overwhelming majority of businesses (about 80%) this means that their financial contribution to Penrith's Business Improvement District will only incur a daily cost equivalent to or even less than the purchase of a small snack bar. For over 90% of businesses in Penrith, their contribution will be equivalent to, or in most cases much less than, the price of a daily cup of coffee.

It is an illustration of simple economics. One of the significant benefits that the BID's formal arrangement has over other less formal arrangements is the requirement for all to contribute, so the financial burden is shared and is much more affordable as a result.

Rateable Value	Annual cost @ 1%	Weekly cost	Daily cost
< £3,000	Nil	Nil	Nil
£3,000	£30	58p	8p
£5,000	£50	96p	14p
£8,000	£80	£1.54	22p
£10,000	£100	£1.92	27p
£15,000	£150	£2.88	41p
£25,000	£250	£4.81	69p
£30,000	£300	£5.77	82p
£50,000	£500	£9.62	£1.37
£75,000	£750	£14.42	£2.06
£100,000	£1000	£19.23	£2.75
£1,000,000	£10,000	£192.31	£27.47

For simplicity and to keep administration costs to a minimum, the 1% levy will NOT rise according to an annual inflation-based uplift, but may rise in line with periodic revisions to the Rateable Values as set by the Valuation Office Agency (VOA) ¹⁴.

10. Countdown to the vote

Proposed Timetable

6 months to ballot	Revisions to BID Proposal BID Business Plan is finalised to incorporate feedback from consultations.	May - June 2012
5 months	Shadow BID Board sign-off Board assess progress and decide whether to take proposal to the vote.	9 July 2012
5 months	Formal approval of Council Council consider the BID Proposer and Business Plan and decide whether or not to give approval for a ballot to be held.	9 July - 19 October 2012
5 months	Notification to Secretary of State and Billing Authority of intention to hold ballot. 84 days in advance of the Notice of Ballot.	26 July 2012
3 months	BID Campaign Door-to-door canvassing and promotional events.	3 September 2012
42 days to Ballot	Notice of Ballot Eden District Council publishes notice of ballot to all eligible ratepayers. Final BID proposal documents available to all.	19 October 2012
28 days to Ballot	Ballot Papers issued Eden District Council issues ballot papers to all BID Levy payers with instructions for the ballot.	31 October 2012
	Ballot Day Final date for submission of votes.	30 November 2012
As soon as reasonably practical after Ballot.	Announcement of Ballot Result	December 2012
IF YES VOTE		
	BID Levy bills sent out	January/February 2013
	BID Start Date	1 April 2013
	5 Year Programme concludes	31 March 2018

11. Risk Assessment

Risks	Mitigation measures
Lack of leadership from within the business community threatens the campaign for a yes vote.	Make effort to ensure 'leadership' is not dependent on one individual by recruiting "BID advocates" throughout the process up to ballot.
Lack of support for a BID from the business community threatens a low turnout for the ballot.	Take initiative to build support and put together a team of volunteers to ensure every ratepayer is aware of what a BID could do for them and able to reach a decision.
Businesses with high Rateable Value (RV) not supportive of the BID and threaten to vote no or not vote at all.	Take initiative to engage small number of businesses with the highest RV and explain how proposals can match their company's policy goals.
Failing to build a partnership with the strength and commitment to deliver the BID.	Make effort to recruit people with real interest in the future of the town and in it beyond the short-term of the campaign. Plan for some training as part of this.
Failing to secure the funding package to deliver the BID business plan.	Place emphasis on funds from the BID Levy as the most reliable source of funding over the 5 year programme. Be prepared to prioritise the projects and stagger their start dates.
BID delivery is jeopardised through lack of project and financial management skills.	Ensure the BID management board have access to the required skills and expertise.
Expectations are unrealistically high in the business community.	Ensure an effective communications plan keeps everybody up to date and a clear understanding of timescales. Include at least one "quick win".
The BID fails to progress.	Make efforts to put in place less formal partnerships arrangements so that key elements of the BID proposal can still progress and benefits Penrith's town centre.

12. Contact Details

If you require further information or have any queries relating to the content of this Business Plan please contact:

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Acknowledgements

- ¹ Source: National BIDs Advisory Service - ATCM 2012.
- ² An up to date record can be viewed online at: <http://www.ukbids.org/BIDS/>
- ³ “Keeping shopping in town”, Financial Times, 5 May 2000.
- ⁴ Rateable Values April 2010 -latest information on RV of properties available via Valuation Office Agency (VOA) at: <http://www.2010.voa.gov.uk/rli/en/basic/find>
- ⁵ Hereditament in this context is a piece of property with a Rateable Value.
- ⁶ Description of property use based on Valuation Office Agency codes interpreted with local knowledge.
- ⁷ The Portas Review: An independent review into the future of our high streets, Report to the UK Government Dec 2011.
- ⁸ Penrith Marketing Strategy, Prepared by Showing Off Ltd and eN Research, Spring 2006.
- ⁹ Olympic Torch parade through Penrith town centre, June 2012.
- ¹⁰ References to 86% and 73% research findings in Penrith Marketing Strategy, Showing Off Ltd and CN Research, Spring 2006.
- ¹¹ EDC 2011 figures.
- ¹² Tourism Strategy for Cumbria (2008-18) has a clear vision - to become Europe’s number one rural tourism destination.
- ¹³ Source: 21st Century High Streets: A new vision for our town centres, British Retail Consortium (2009).
- ¹⁴ VOA Revaluation of Rateable Values for Non-Domestic properties anticipated in April 2015.



PENRITH BID

BUSINESS IMPROVEMENT DISTRICT

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Europe investing in rural areas



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