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## Feasibility Study – Potential Business Improvement District for Ormskirk Town Centre

**CONFIDENTIAL**

February 2018

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## Document Control

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### Quality tracking:

Prepared by	Greville Kelly and Jane Hough	Date	18 <sup>th</sup> September 2017
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QA / Checked by	Greville Kelly	Date	20 <sup>th</sup> September 2017
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### Document version tracking:

Issue	Date	Status
1	20 <sup>th</sup> September 2017	For release to client and initial feedback
3	12 <sup>th</sup> January 2018	Final release
4	6 <sup>th</sup> February 2018	WLBC Approved

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## 1.0 Executive Summary

This study has been produced to assess the feasibility of a business improvement district (BID) in Ormskirk town centre. The project has involved engagement with a sample of 60 businesses and stakeholders to gauge opinion on a range of issues and challenges for Ormskirk town centre. The feedback within this report is from 31 companies and organisations who provided detailed responses through the project's consultation process.

The results of these consultations have shown a number of areas for improvement in the management of the town centre. Importantly, these areas for improvement in many cases are added value requirements, above and beyond the statutory responsibilities of West Lancashire Council. The report has therefore recommended that a BID is considered for resourcing these requirements on a sustainable and secure basis, subject to approval by companies and organisations within the town centre.

The study has also undertaken analysis of the rateable value of Ormskirk, and option provided for the potential income that might be generated from a business improvement district for Ormskirk town centre incorporating Edge Hill University. These have shown that a BID could generate an investment of £490k and £980k over five years from 276 hereditaments with a rateable value above £6,000.

Recommendations have been provided to support the next steps in development of a BID for Ormskirk town centre. These include recommendations on expected development costs, resource requirements from West Lancashire council and a timeline with a target of a BID being operational by April 2018. Further recommendations are also made around the importance of further private sector engagement, data gathering, communications and the establishment of a private sector led Town Centre BID Steering Group.

## 2.0 Introduction and Project Background

Ormskirk is a market town in West Lancashire which has been in existence for over 700 years. The town has a unique historic character, a long established market and is home to Edge Hill University, which employs 4000 staff and is the largest hereditament within the Town. Ormskirk has maintained a lower than average level of vacant units in the town, which in July 2017 was 4.5% against a regional average of 13.3%. Despite this, recent anecdotal feedback from businesses indicates that the economic performance of traders is struggling. These pressures include on-line shopping, increased presence of dominant retail centres in the Northwest (Liverpool One, Trafford Centre) and competition from neighbouring towns and out of town shopping centres including Wigan, Southport, Preston and Aintree.

To support the continued success of the town, West Lancashire Borough Council developed a Town Centre Strategy in 2015, and have dedicated capital budget and officer time and resource to supporting the on-going development of the Town Centre. The private sector has been actively engaged through a mixture of public / private partnerships (Town Centre Management Group) and private sector networks - in recent years this has included Love Ormskirk (now ceased trading), Ormskirk and West Lancashire Business Focus (OWL) and the recently formed Ormskirk Town Centre Business Action Group. Ormskirk has been supported through the Market Towns Initiative in the past, and more recently (2014 -2017) the Healthy High Streets Programme.

Notwithstanding the past success achieved in Ormskirk, the Town Centre is perceived by stakeholders to be in need of further investment, for which the Local Authority holds some limited funds to enable. However, to ensure that the success of the past is sustained in the future, the Town Centre Management Group are interested in understanding how a Town Centre focused Business Improvement District could secure sustainable, private sector led investment in projects and services to secure Ormskirk's long term future.

## 2.1 Project Aim and Methodology

This feasibility study on a Business Improvement District for Ormskirk town centre has been commissioned by West Lancashire Borough Council, and produced by Groundwork, with the aim of producing:

1. Key findings and trends from interviews with businesses and stakeholders
2. Geographical options for development of a BID
3. Recommendations on timescales and the process for developing a BID for Ormskirk town Centre
4. Production of a rateable value database for Ormskirk town centre, including the analysis of RV data to develop geographical options for a BID
5. Producing a BID development timeline for Ormskirk town centre, and a summary of outcomes a BID could generate
6. A developed understanding on the role a BID could play in the future development of Ormskirk town centre, and advice on whether a BID is feasible.

This study was delivered through the following methodology:

Stage 1 – Project start meeting

Stage 2 – Engagement and consultation with companies

Stage 3 – Analysis of Rateable Value (RV) database

Stage 4 – BID development timeline for Ormskirk Town Centre

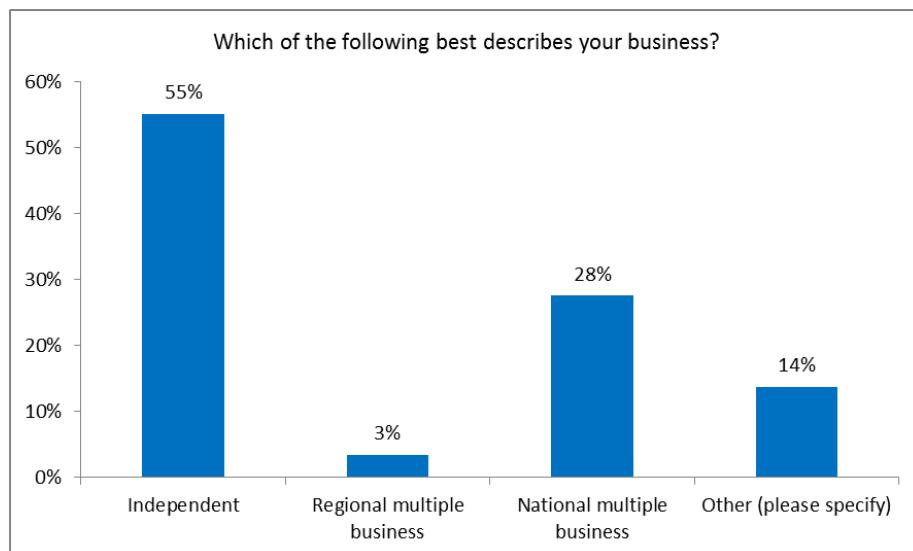
Stage 5 – Production of the draft report for feedback

Stage 6 – Production of the final report, presentation and reporting

### 3.0 Ormskirk Town Centre BID Feasibility Key Findings

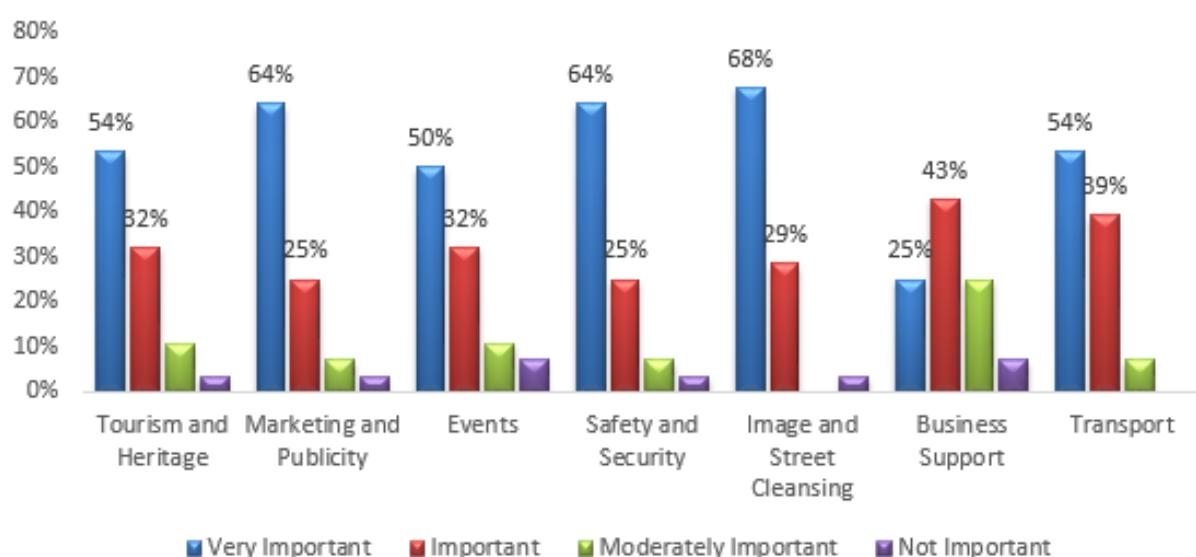
#### 3.1 Stakeholder and Business Interview Results

A total of 60 companies were invited to take part in the consultation, with responses to the consultation being received from 31 businesses against a target of 30 businesses. The businesses responding were from the following sectors:



Businesses and stakeholders engaged through this project were asked to indicate the relative importance to their business that each of the following themes from this consultation has in making Ormskirk town centre an improved trading environment.

Please indicate the relative importance to your business that each of the following themes have in making Ormskirk Town Centre an improved trading environment.



When responses are prioritised against the themes reported as important or very important, the priority for these themes are as follows:

Theme	% respondents reporting that this theme is very Important or Important to their business
1. Image and Street Cleansing	96%
2. Transport	93%
3. Marketing and Publicity	89%
4. Safety and Security	89%
5. Tourism and Heritage	86%
6. Events	82%
7. Business Support	68%

### Place Promotion and Management

Place promotion and management is a key economic driver for any Town or City Centre. When asked how important it was for the overall visitor and customer experience in Ormskirk the following responses were received in order of priority.

Please state the level of importance you place on the list below	Very Important	Important	Moderately Important	Not Important
1)Physical assets: e.g. Key shopping streets, markets, art galleries, historic buildings, parks	68%	28%	4%	0%
2)Information Services: e.g. Visitor information services, street maps and town centre guides, web presence, social media	50%	32%	18%	0%
3) Access and connectivity: e.g. Good transport routes in to the town centre, connections via car, bus, train, cycling and walking across the town and beyond	82%	18%	0%	0%
4) Events, festivals and the activity offer: e.g. Weekly markets, specialist markets, Christmas lights switch on & Christmas shopping weekend, park events, charity events	61%	29%	7%	3%

### Marketing and Events

The consultation shows that respondents place a significant importance on marketing for their business, with 76% of respondents also stating that the marketing of Ormskirk as a destination was important to their business. However, when businesses were asked how they currently rate the marketing of Ormskirk, 26% of respondents stated that they thought it was poor with 44% stating it was satisfactory. Businesses were also asked if they were aware of the new Ormskirk branding, 68% stated that they were not aware of the new branding for Ormskirk.

When stakeholders and businesses were asked who they thought was responsible for the marketing of Ormskirk, the following feedback was received.

Who do you think is responsible for the marketing of Ormskirk town centre?	Response (Y)
West Lancashire Borough Council	64%
Lancashire County Council	21%
Marketing Lancashire	11%
Local/online newspapers	14%
Local businesses in the town centre	18%
Local business groups/networks	18%
All of the above	43%

Respondents also stated that they thought there was a responsibility on businesses and the community to support with the marketing of Ormskirk.

When respondents were asked if the existing festivals and events deliver an additional financial benefit / increased footfall to their business in Ormskirk, the following responses were received.

Event/Festival	Yes	No	N/A
Weekly markets	85%	15%	0%
Love Your Local Market and other market related events	46%	46%	8%
Specialist markets e.g., vintage markets	44%	52%	4%
Christmas Lights Switch on event	41%	48%	11%
Christmas shopping weekend	35%	50%	15%
Motor Fest	44%	41%	15%
Gingerbread Festival	48%	44%	8%
Events in Coronation Park	22%	70%	8%
Food and drink festivals	41%	52%	7%
Freshers' week	42%	58%	0%

Respondents were asked if there were any other events or festivals that are currently delivered in Ormskirk that bring a financial benefit to their business. Respondents reported the following:

- Golf open
- The market is the main draw to Ormskirk, but it desperately needs improving
- Partnership opportunities, i.e. University Students working with events/businesses, in a volunteering/organizing capacity
- Edgehill events e.g. graduations

Respondents were asked what additional events and festivals could bring a financial benefit to their business. Respondents suggested:

- Free parking days, say one afternoon a week
- Music Festival
- National Fitness Day September 27th UKACTIVE something on Coronation Park that would get Ormskirk active
- Mass participation events starting / terminating in the town (road races, cycling events, charity runs).
- Festivals of arts & crafts
- Trader day spaces on the public realm

When asked how would you anticipate these Events to be funded and organised? The following responses were received.

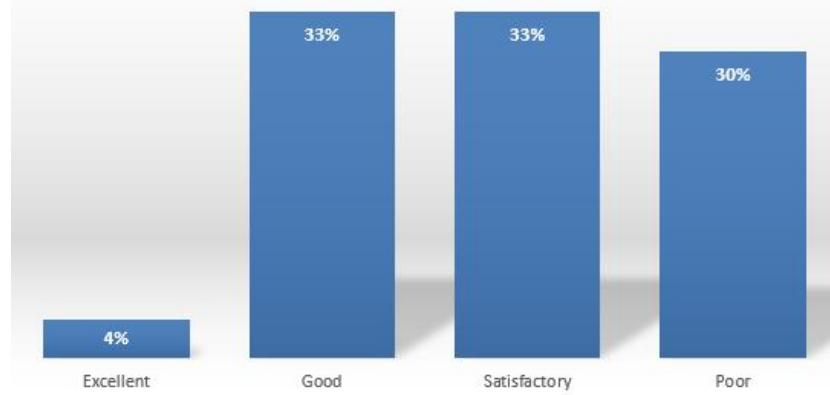
- The Council
- Businesses
- Self-financing
- Charity/Grant funding

Respondents were asked what part if any, would your business play in such events. Respondents suggested:

- All businesses would need to be involved - Has to be the collective.
- Advertising and promoting
- Donation towards cost
- None

Respondents were asked how they rated the communication of festivals and events to their business. 30% stated that they felt communication was poor, with 33% reporting communications as good.

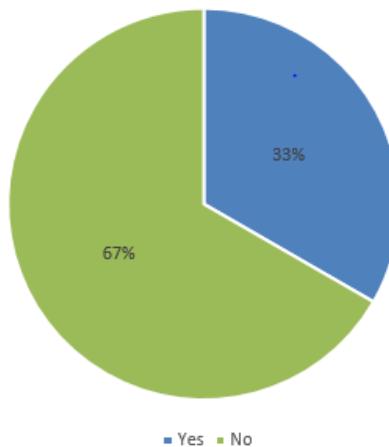
How well do you rate the communication of festivals and events to your business?



## Safety and Security

Businesses and organisations were asked a series of questions around safety, security and crime during the consultation. 33% of businesses who responded to the survey said that their business had been a victim of crime in the last 12 months, which is below average compared to previous town centre consultations completed by Groundwork.

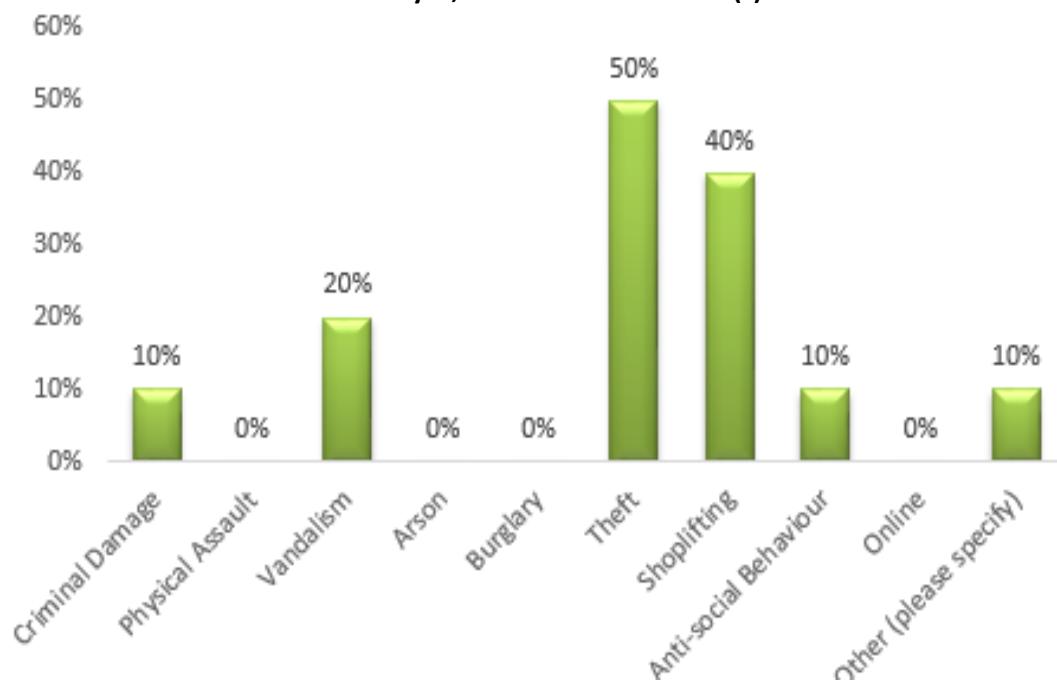
Has your business been a victim of crime in the last 12 months?



When asked what types of crime respondents had experienced, the most common offences reported by the 33% of respondents who had been a victim of crime were:

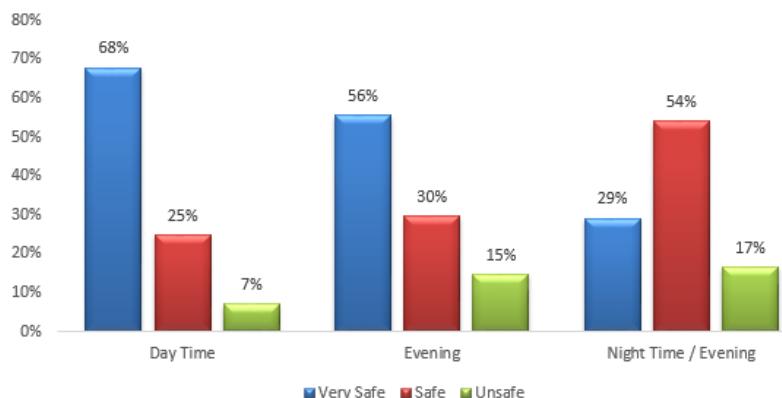
- General theft from a business (50%),
- Shoplifting as a specific crime (40%)
- Vandalism (20%)

If yes, what did the incident (s) involve?



Respondents were also asked how safe they felt during key times of the day. The following responses were received (right).

When you are at your place of work or in the town centre, how safe do you feel during the following times of day?



### Image and Street Cleansing

Respondents were asked to rate a range of services, public realm assets and locations within Ormskirk town centre. The responses have been analysed taking account of the poor ratings for the first analysis and the excellent and good rating for the second analysis of this question. This has produced a list of the five poorest rated services, public realm assets and locations and a second list of the five highest rated services, public realm assets and locations.

The five poorest rated services, public realm assets and locations	% of respondents scoring item as satisfactory/poor
1. Alleyways and Ginnels	82%
2. Condition of the Pathways	64%
3. Floral and Planting displays	61%
4. Signage (Interpretation, e.g. maps)	57%
5. Condition of the Buildings	56%

The five highest rated services, public realm assets and location	% of respondents scoring item as excellent/good
1. Street Cleanliness	67%
2. Street Lighting	64%
3. Removal of Litter	61%
4. Public Realm (e.g. paving and trees)	59%
5. Building Lighting	59%

When asked how the following activities are managed in Ormskirk town centre, the following responses were received.

Street Activity	Excellent	Good	Satisfactory	Poor
Chuggers (street fundraisers)	0%	29%	32%	39%
Leafleting	0%	29%	50%	21%
Buskers	0%	44%	44%	12%
Street Traders	4%	44%	33%	19%
Animations / Professional Street Performers	0%	42%	42%	16%
Unlawful advertising e.g. flyposting, A-boards	4%	31%	38%	27%
Traffic restrictions	4%	33%	30%	33%

Additional comments received included:

- No parking enforcement whatsoever in Moorgate & Market way, vans & cars parking wherever they feel like, gives a poor impression and feeling of town centre, main problem on market days.
- To many aggressive charity and marketing sales people in the street
- Although Church Street is meant to be pedestrianised. Vehicles are frequently parked
- 'A' boards are not managed and are unsightly for local residents in particular
- There is no restrictions on buskers or chuggers - don't get moved on by anybody
- Policing of Town Centre traffic access / parking controls appears to be confused between various agencies and is inconsistent and largely ineffective
- Issues with fundraisers especially around the bus station
- Rarely see street performers... There's a huge opportunity to use busking as a form of income generation ('spot' branding) - busker quality needs to be vetted

## **Business Support**

### **Joint Procurement**

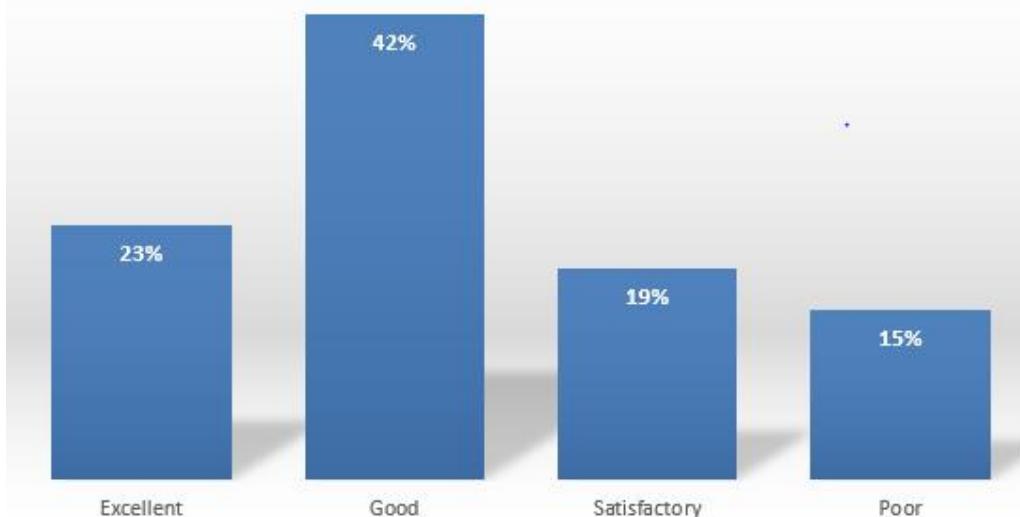
Businesses were asked if they would be interested in joint procurement services to lower their operational costs. There was very little interest expressed by those businesses who responded to the consultation.

Despite the low level of interest, this initiative should be kept under review through a full Business Improvement District consultation, Joint Procurement services delivered by BID's have realised huge cost savings particularly with independent businesses and the professional business services industry.

## **Broadband Connectivity**

Broadband and connectivity plays a significant role in any future development plans for town centres. Businesses were asked during the consultation if they had access to broadband and if they did how they rate their broadband connection. 28 participants responded to this question, providing the following responses to rating their broadband connection:

How do you rate your broadband connection?

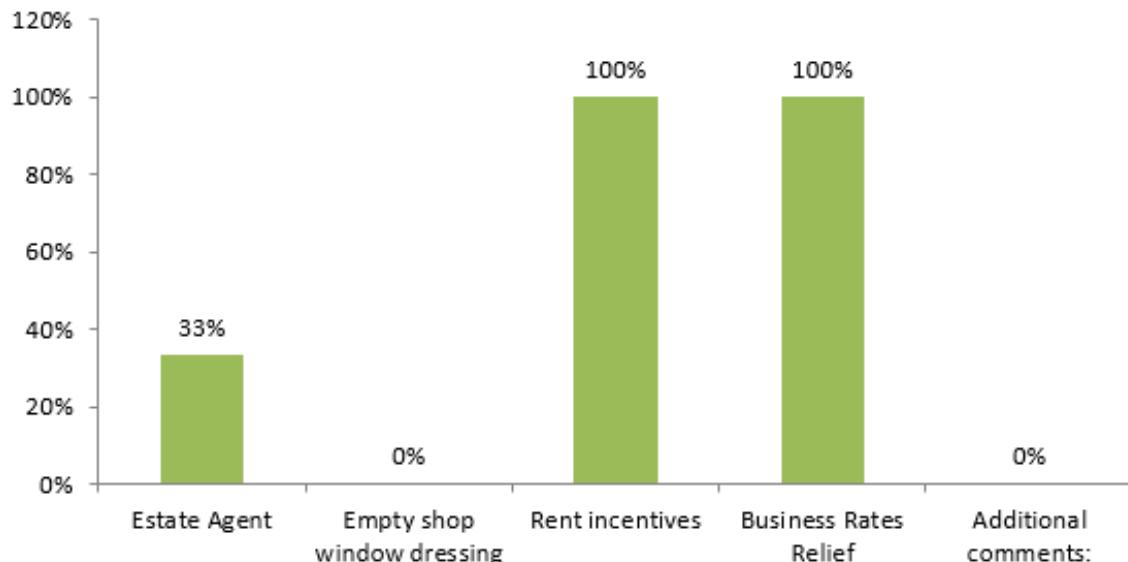


### Landlord Assistance – Empty Property

If the respondent was a landlord, the following question was asked.

Note: 3 respondents identified themselves as landlords when answering this question

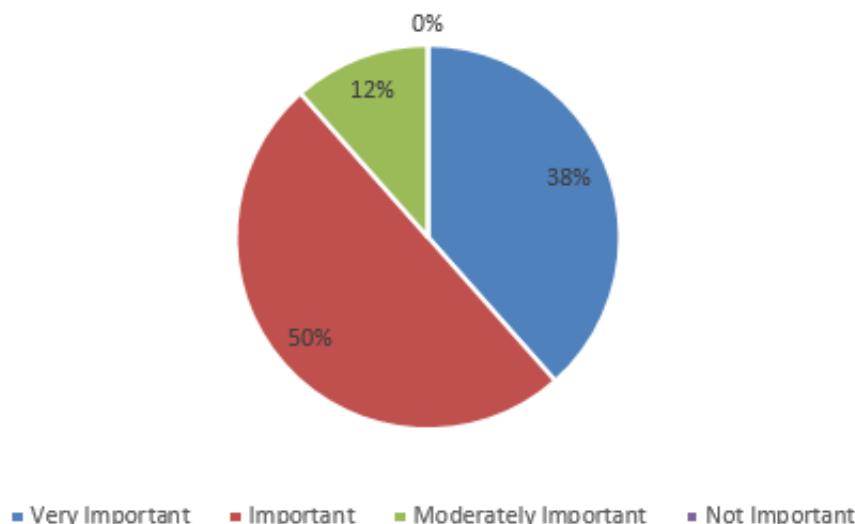
**If you are a Landlord of commercial property, what assistance can be provided to finding new occupiers for your vacant properties?**



### Importance of a single, independent, dedicated body for Ormskirk Town Centre

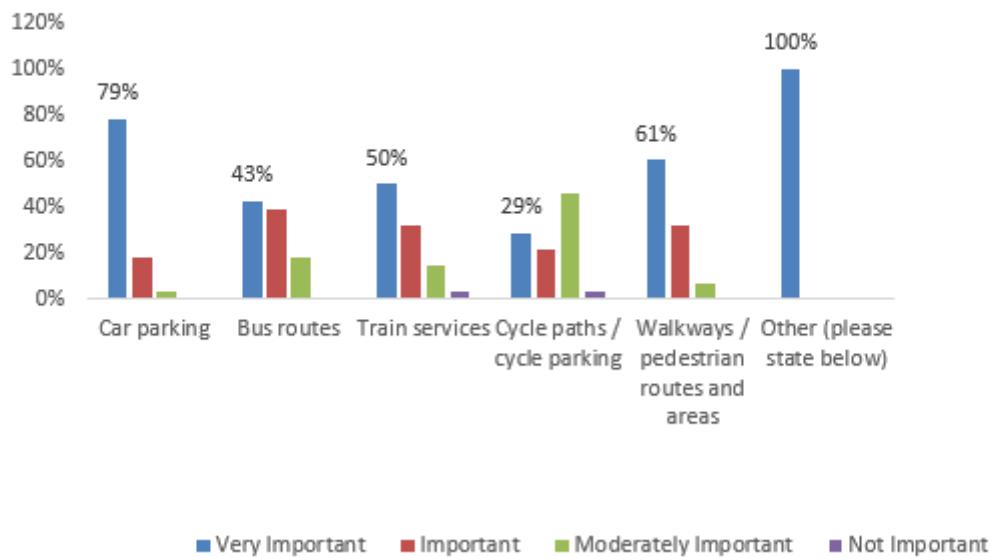
Within Ormskirk there is not currently a single, independent dedicated body for supporting retailers and businesses. Many BID projects fulfil this requirement for their town and city centre businesses, and therefore the following question was asked to gauge the importance of such a body for retailers and businesses in Ormskirk Town Centre.

**How important is it for your business to have a single, independent, dedicated body responsible for managing improvements in Ormskirk Town Centre?**



## Connectivity and Transport

What importance does your business place on improvements to the following:



### Comments received in the section marked other:

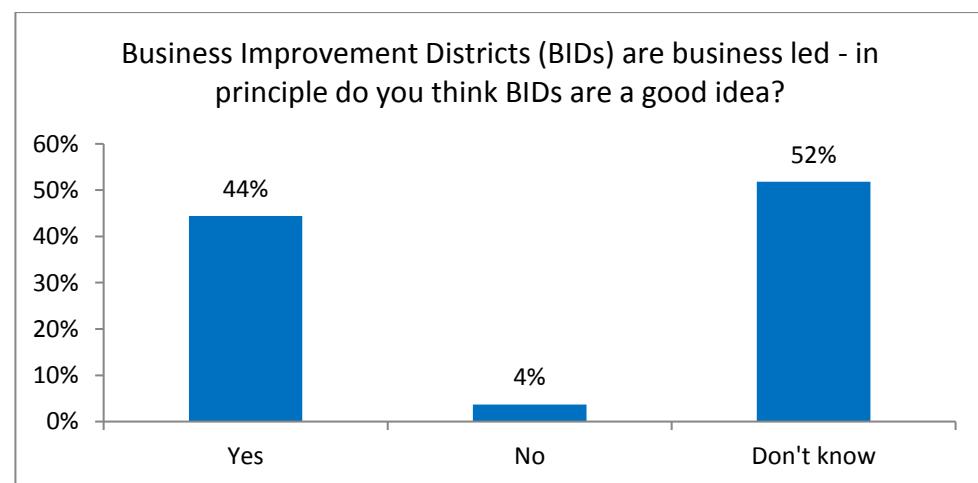
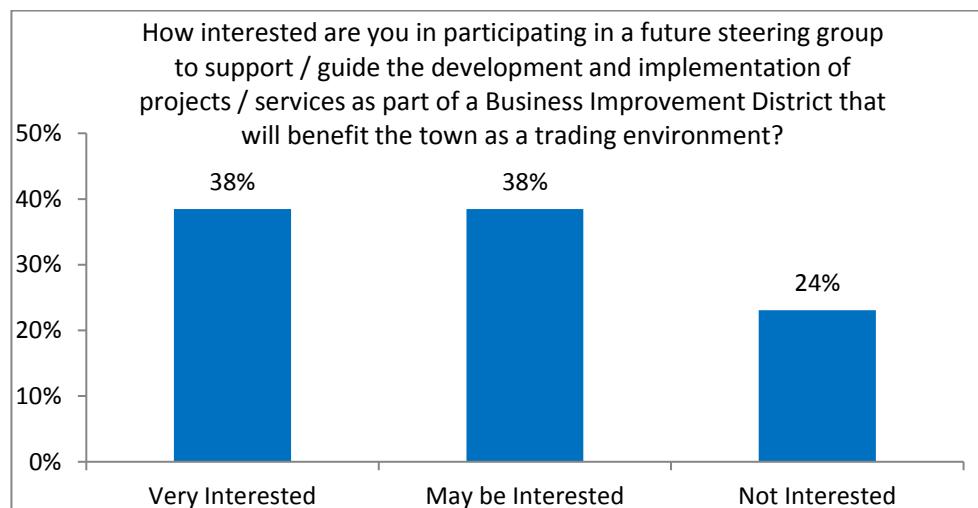
- Parking Enforcement and a review of car parking with traders
- Cleanliness
- Security

## Future Plans for Businesses, Participation and support for Business Improvement Districts

To take a BID forward within Ormskirk, it is essential for the private sector be willing to engage and lead on the process. Therefore the study asked respondents to state their level of interest in participating in a future working group to support / guide the development and implementation of projects / services that will benefit the town as a trading environment. The responses to the consultation highlighted the following key points:

- 76% of respondents are either interested in very interested in participating in a future steering group to support / guide the development and implementation of projects / services as part of a Business Improvement District that will benefit the town as a trading environment.
- 36% of respondents reported they feel unsure about the future of Ormskirk town centre, with 32% reporting they felt positive and 32% reporting they negative about the future of the town.
- 44% of respondents reported that BIDs in principle were a good idea, whilst 52% are unsure.

The graphs below provide more detail on each of these questions asked.



Respondents were asked what their three priorities were in Ormskirk.

### **Priority 1 Responses**

#### **Car Parking and Transport**

- Car parking subsidies
- Transport Links,
- Parking enforcement and car parking review
- Car parking - pay on exit
- Free parking for the first 3 hours
- 3 Hour Parking - People are paranoid about getting a ticket
- Free Parking - This would attract many more visitors to the area
- Parking

#### **Planning and Retail Support /Strategy**

- Not as Many Charity shops
- Less retail parts on the outskirts of town
- Keep local businesses open with financial help (business rate relief)
- Vacant properties filled, improved products in the markets
- Stop catering just for students
- Making the market look better with a good range of stalls not all the same
- Diversity of stores, not just charity shops
- Improved market stalls
- Reduction in business rates

#### **Marketing, Events and Activities**

- A social calendar delivered to businesses
- More maps of shops on streets
- Better signage for our business and more involvement in steering groups
- Comprehensive events schedule - always something happening; seasonal gaps filled

#### **Greener and Cleaner**

- Deep cleanse the town

### **Priority 2 Responses**

#### **Car Parking and Transport**

- Parking - encourage medium term parking, discourage long-term within the ring-road, enforce pedestrian zones
- Free Parking
- Local Events - Combined with free parking would boost numbers to the area.
- Transport

#### **Planning and Retail Support /Strategy**

- Marketing
- Incentives for small independent businesses to open.
- No more food or drink establishments and encouragement to other business
- Better parking cheaper parking
- Reduce rent to fill units with proper shops to increase shoppers to the town and new Business's
- Restriction of Charity shops
- Limit student accommodation in the centre
- Decrease the number of charity shops. We are known as the charity shop centre of the north
- Increase in branded retail outlets in town centre
- Business rate reduction to encourage needed types of businesses to move into town centre
- Affordable retail units
- Remove illegal A-boards and street signs
- Less Charity shops

#### **Marketing, Events and Activities**

- More events on coronation park
- Strong marketing for events and the town centre
- Promotion via social media – e.g. Instagram
- Better street signs

#### **Greener and Cleaner**

- Continued enhancement of pedestrian area

#### **Safety and Security**

- Employ security of a night time

## Priority 3 Responses

### Car Parking and Transport

- Car parking
- Transport - We need to be easily and cheaply accessible to more people
- Bus support

### Planning and Retail Support /Strategy

- Town centre funding to be used for the town centre and not Edge Hill
- Sunday trading- Sunday markets - a reason to visit Ormskirk on a Sunday
- Tighter controls to discourage ugly shop frontages & street furniture
- A better variety of shops and a restriction of charity shops
- better choice of shops not 14 charity shops
- Turn the market stalls around to face the shops
- More retail shops

### Marketing, Events and Activities

- Town centre Events throughout the year
- Clear instructions as to where we can advertise in the town centre
- More events in the town centre
- Proper Christmas markets like York
- More student engagement

### Greener and Cleaner

- Continued enhancement of pedestrian area
- Look & feel - cleanliness, floral & art displays, creation of a Town Centre charter for shop frontages

### Safety and Security

- Employ security of a night time

Respondents were also given the opportunity to provide any further comments relating to Ormskirk town centre. A summary of the comments received are:

- The town has gone downhill in recent years. Free parking would help.
- More independent businesses in the town would help Ormskirk thrive. Encouraging the night time economy over the day time economy will lead to the demise of the independent businesses.
- Really love the idea of BID - think the potential for Ormskirk to thrive as a town really can improve.
- Improving the selection of retail outlets will bring trade to the town rather than people going into Liverpool city centre.
- The expansion of local retail parks like Hattersley's and ringtail has negatively impacted on Ormskirk town centre. Particularly because of free parking.
- Ormskirk needs shops providing clothes, food, giftware housewares etc.
- Parking charges and the one way system discourages people from shopping in Ormskirk.
- Other towns have benefited from introducing a 'first three hours for free' parking.
- I have worked in many towns in the North West, non-come close to the effort Ormskirk makes to maintain and improve the area. The commitment and effort from some people I have met is excellent.
- There are too many charity shops and cheap shops in Ormskirk. Ormskirk would benefit from more choice.
- Better communication between organisations across the town, for improved co-working is needed.
- More consideration should be given to Students' wants and needs.
- An 'open space' for organisations to hire as pop-up space wold be helpful.

### 3.2 Geographical Coverage of a Business Improvement District for Ormskirk

Following an analysis of the rateable value of hereditaments within Ormskirk Town Centre, the following options show the potential income depending on the levy set:

#### Finance options

% Levy	RV Threshold (below which hereditaments are exempt)	BID levy raised p.a.	Hereditaments levied
1.0%	£6k	£98k	276
1.5%	£6k	£147k	276
2.0%	£6k	£196k	276

#### Notes:

- RV = Rateable value
- 1%, 1.5% and 2% levy is for illustrative purposes only, to demonstrate the income that would be raised by a BID levy at the % of hereditaments rateable value within Ormskirk town centre. The final BID levy percentage for a BID in Ormskirk would need to be determined through the business plan development process.
- The income analysis listed has been taken from information provided in the Ormskirk town centre Business Rates database supplied by West Lancashire Borough Council and is estimated income. The total BID levy income could change through the development process for a number of reasons which include any change in national policy on business rates, properties that may be demolished, constructed, merged or split throughout the BID development process.
- 30% of businesses in the town centre have a rateable value of less than £6,000 and are therefore excluded for paying into the levy.
- BID in the UK have been established with income values of £80-100k

### 3.3 Summary Time Line for Development of a BID

Key Actions for Developing a BID	Date
1 <sup>st</sup> Stage Feasibility Study complete	January 2018
Business data cleansing/engagement of all stakeholders to identify needs and opportunities for the development of a draft business plan	May 2018
Proceed to full consultation with the businesses in Ormskirk town centre	June – July 2018
Proceed to Business Plan development and consultation to refine businesses priorities	August - November 2018
Develop and finalise baseline agreements with the Local Authority, Lancashire Police and other public agencies	May - November 2018
Business Improvement District Regulations – 84 day notice	December 2018
Finalise the BID Business Plan/BID proposal document	January 2019
Business Improvement District Regulations – 42 day notice	March 2019
Develop and deliver marketing campaign for the BID vote	February – May 2019
Business Improvement District Vote Period – minimum 28 days	April / May 2019
Set up BID company/BID delivery body	June - August 2019
BID Implementation day	1 <sup>st</sup> September 2019

## 4.0 Recommendations on a BID for Ormskirk

### A Business Improvement District (BID) for Ormskirk Town Centre?

- Feedback from the sample set of businesses and stakeholders has identified a number of opportunities for improving town centre management beyond the statutory responsibilities of Lancashire County Council and West Lancashire Borough Council. Given the long term pressures on the Council budgets, West Lancashire Borough Council is recommended to consider development of a BID, as the most appropriate mechanism to realise sustainable, secure funding for realising these added value opportunities.
- Key areas for improvement that have been identified from consultation that a BID could deliver on are:
  - Improved Public Transport and Car Parking initiatives
  - Stronger marketing and profiling of Ormskirk town centre as a destination of choice
  - Non-statutory improvements to town dressing, street scene and signage
  - Additional crime and security interventions, in partnership with the statutory functions of Lancashire Police and Lancashire Borough Council e.g. safer night time economy programmes.
  - Enhanced events and festivals, which promote the history and heritage of Ormskirk
  - Improved communications links and business support
  - Development of a single, independent, dedicated body / partnership for Ormskirk town centre that can effectively lead and realise successful outcomes for businesses and stakeholders.
- During the process of developing the business plan for a BID, further analysis and market testing of the size and scale of the BID will be required. In particular, this must include the University, national retailer's property departments, who will closely scrutinise the project to identify their return on investment.
- 44% of respondents stated that they thought that Business Improvement Districts were a good idea, with 52% stating that they did not know and 4% indicated that. It will be essential for further detailed discussions with those businesses "who didn't know" should be undertaken through the next stage to establish "buy in" to the project.
- The Council should strongly consider establishment of a private sector led, Town Centre BID Steering Group to guide and direct the development of projects and services that will form the fundamental basis of a BID for Ormskirk. The new group could include representation from:
  - a. Representative eligible (e.g. group members should be likely to be a BID levy contributor) business sectors such as:
    - i. Retail
    - ii. Business services
    - iii. Pubs / clubs
    - iv. Hotels (where applicable),
    - v. Restaurants
    - vi. A range of business sizes including independents and nationals

- b. Other significant stakeholders in the town centre i.e. Edge Hill University and West Lancashire Borough Council.

It is important that the group is private sector-led, and contains significant representation from the private sector. Partnership arrangements and representation from public sector bodies should be included however balanced against the need for private involvement and leadership in the BID development process

- Respondents have shown interest in participating in a working group to support and guide the development of projects and services that will benefit the town as trading environment. 76% of respondents stated they may be interested in this opportunity. The respondents should be considered for invitation to join a Town Centre BID Development Steering Group.
- Should the Council decide to facilitate the establishment of a private sector led Town Centre BID Steering Group, consideration will need to be given to the form and function of groups such as the existing Town Centre Partnership.
- The members of the Town Centre BID Steering Group should be encouraged to become ambassadors for the BID project, actively selling the concept within their own organisations and to fellow traders / businesses within Ormskirk town centre.
- It is recommended that serious consideration is given to how the BID development process is marketed / presented to companies. Private sector leadership and involvement within the process will be critical to the success of the BID in winning support. A BID development process that is public sector fronted / led will risk being perceived as the Council using the mechanism to fund existing statutory obligations. Within Chester City Centre as an example, a new brand and identity was established for the BID Development Process known as CH1 BID. This presented a private sector led and managed process, and was a key success factor in securing a positive vote for a BID, following a previous failed BID in 2006 which had been heavily Council led.
- In establishing the geographical area for a BID, it recommended that the following risks are considered:
  - Inclusion of the University who hold the largest rateable value, which would make a significant contribution to the BID. Support from the University and ensuring they are included in the development of the business plan is paramount to the success of the project.
  - The number of non-retail businesses within the proposed area, for whom a business case will need to be developed for supporting a retail led BID.
  - The impact of any new development on the BID budgets.

## Resources

- West Lancashire Borough Council to review the resource implications of developing a BID. The resources required to facilitate the development of a Town Centre BID will include financial and staff time.

- The financial budget will be dictated by the level of outsourcing of the project that West Lancashire Borough Council decides to take, however an initial budget range of between £25,000 - £35,000 would not be unreasonable to assume to enable development of a BID.
- Internal Borough and County Council resources will include staff time and departmental resources from the following council functions:
  - Economic development
  - Business rates
  - Electoral affairs
  - Street cleansing
  - Highways
  - Regulatory Services
  - Planning
  - Environmental Services

Note: this list is not exhaustive, however is illustrative of the level of cross departmental working that is likely to be required in establishing a BID.

- The resource implications of realising ‘quick win’ projects during the development process for a BID should be considered. As a minimum West Lancashire Borough Council and the County Council will need to resource activity to demonstrate the achievement of baseline commitments which are likely to include street cleansing, signage and highways.

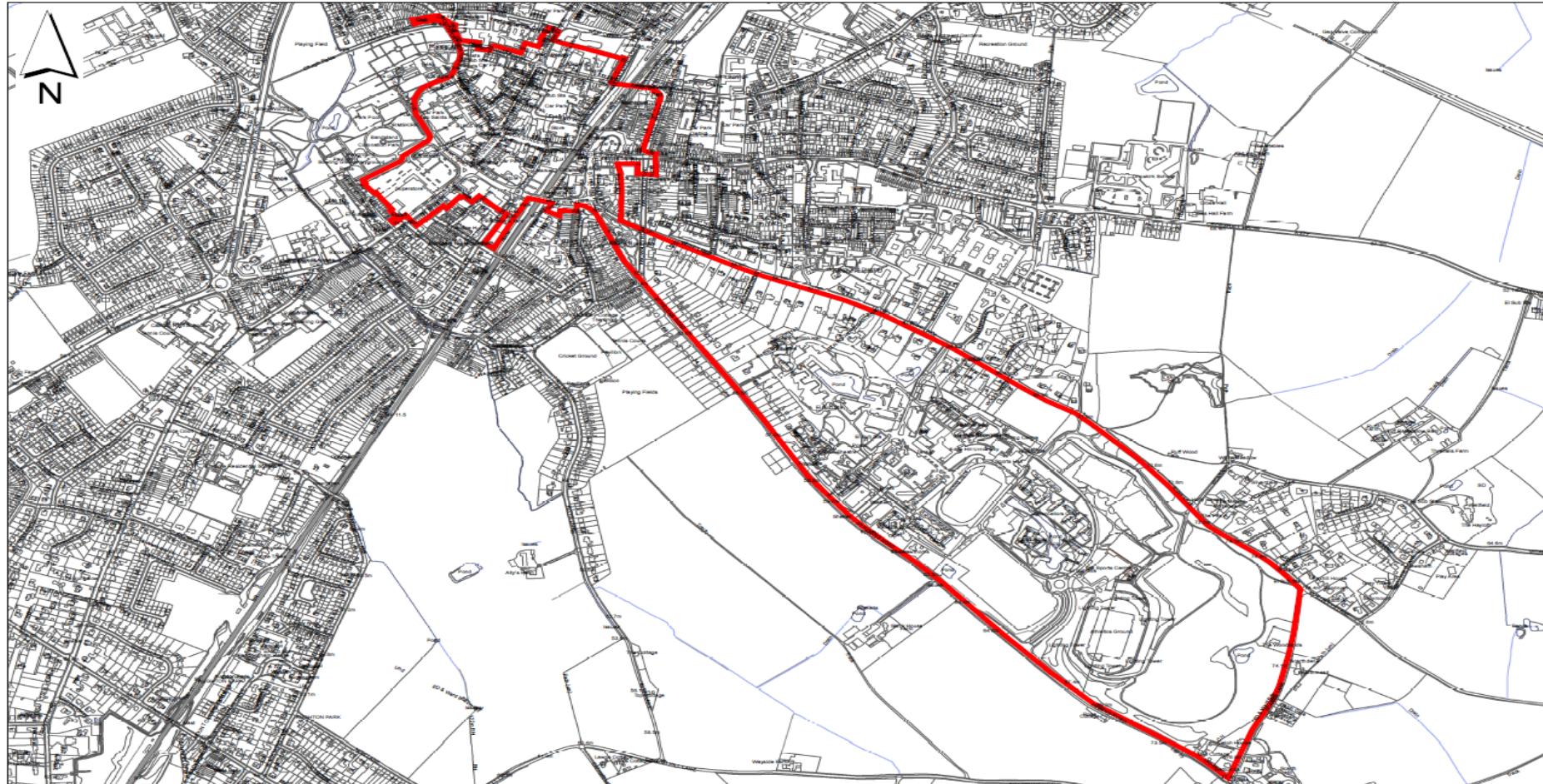
### **Communications and Data**

- In undertaking this study, the initial data available relating to key contacts within businesses was limited. Therefore, a data collection and cleansing exercise is recommended for collecting contact details of key personnel from businesses/premises occupiers who are likely to become levy paying hereditaments.
- It is recommended that this refreshed data is used to deploy a programme of communication to engage and involve businesses in the process of developing a BID. These communication can also be used to enhance general communications across the town centre relating to events, festivals and general developments of interest to companies. In other town centres a weekly/monthly e-bulletin has been shown to be of benefit to companies combined with less regular hard copy communications.

### **West Lancashire Borough Council and Lancashire County Council Responsibilities**

- The development of a BID for Ormskirk town centre will require West Lancashire Borough Council and Lancashire County Council to formalise and make public baseline agreements relating to their statutory obligations in areas such as street cleansing, removal of litter, maintenance of open space (including car parking), and highways. Respondents have highlighted through this project areas where Lancashire Borough and County Council is ‘perceived’ to not be meeting statutory obligations. The Councils are recommended to begin the process of reviewing and establishing baselines for the town centre and ensuring that these are being met, in order for the BID to clearly demonstrate how it will be delivering added value project and services above and beyond the Council’s statutory obligations.
- To support the development of baselines, and ensure clear understanding of the BID process across key Council departments, it is recommended to establish an internal council officers working group to steer this process, and lead on the development of an operating agreements between both Councils and the BID.

**Appendix one – Map showing the area of Ormskirk town centre against which analysis was undertaken of hereditament's rateable value**



West Lancashire Borough Council

ORMSKIRK TOWN CENTRE - BID AREA

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