

BUSINESS PLAN

01 July 2026 - 31 March 2031





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1 | Welcome

Welcome from the Chair Kate Shane MBE, Blackpool Tourism BID

Tourism is the beating heart of Blackpool's economy. For generations, it has driven investment, created jobs and shaped the town's identity.

This is a renewal and alteration ballot for the Tourism Business Improvement District, proposing a new BID term of five years (1 July 2026 to 31 March 2031) and an amended BID boundary, as shown on the map contained within this document. Our focus is on delivering fewer but bigger, better-quality events that create real standout moments, giving people more reasons to visit and stay in Blackpool and extending the tourist season.

This new business plan sets out our vision for the next five years. It recognises the achievements made so far - and sets a clear path to build on them. We aim to expand our visitor base, extend the season, strengthen partnerships, build the sector skill base and continue to position Blackpool as a modern, confident destination with something for everyone.

With strong leadership, clear priorities and a new mandate, we're ready to take the next step.

The business plan for the next five years responds to the changing needs of the tourism industry and the businesses that power it. Our work is rooted in partnership, with local businesses, public sector organisations and national tourism bodies – all working together to keep Blackpool at the forefront of an increasingly competitive visitor market.

I invite all eligible businesses to support this plan and to help shape the future of tourism in Blackpool.

Blackpool Tourism BID Management Group



Kate Shane MBE
Chair
Blackpool Tourism BID

"Our focus is on delivering fewer but bigger, better-quality events that create real standout moments, giving people more reasons to visit Blackpool and extending the tourist season."



2 | Introduction

A message from Managing Director Sue Grindrod

Blackpool is home to two distinct Business Improvement Districts: a Town Centre BID and the Tourism BID, which are brought together under a shared governance structure that enables strategic oversight, stronger coordination and place-based delivery.

This approach, introduced in 2021, has enabled Blackpool BIDs Limited to adopt a more holistic view of the town's needs, tailoring support to different sectors and geographical areas.

The Tourism BID exists to champion Blackpool's place as the UK's leading year-round seaside destination - a place that visitors return to time and again for unforgettable experiences, unique attractions and world-class hospitality.

This Business Plan sets out the priorities and ambitions for the Blackpool Tourism BID from 2026 to 2031. This is a renewal and alteration ballot for the Tourism BID.

At a time when destinations across the UK are raising their game, the Tourism BID will ensure Blackpool continues to lead the UK seaside tourism industry from the front, with innovative approaches to tourism, such as the use of technologies to personalise experiences and integrate smart tourism infrastructure to enhance the visitor experience.



Sue Grindrod
Managing Director
Blackpool BIDs Limited

Blackpool Tourism BID Management Group

Kate Shane MBE
Chair
Blackpool Tourism Ltd

Eddie Nelder
Vice Chair
Choice Hotels

Cheryl Tchobanian
Beach House

Jamie Swift
Blackpool Transport

Jeff MacNamara
Coral Island

Keith Robson
Haven Holiday Park

Kyle Murray
VisitBlackpool

Luca Vettese
Notarianni Ice Cream

Martin Heywood
VIVA Blackpool

James Cox
Pleasure Beach Resort

Darren Webster
Blackpool Zoo

Mark Marshall
Blackpool Piers



"The Tourism BID exists to champion Blackpool's place as the UK's leading year-round seaside destination - a place that visitors return to time and again for unforgettable experiences, unique attractions and world-class hospitality."

Mission, Vision and Objectives for 2026-2031

Our Vision

Blackpool Tourism BID exists to retain and strengthen Blackpool's position as the UK's number one year-round seaside destination.

Our focus is on providing people with clear, compelling reasons to visit throughout the year, ensuring that when they do, the resort experience exceeds their expectations.

Aim

To deliver strategic marketing, events and positive visitor experiences that drive footfall, extend the season, and position Blackpool as the UK's number one year-round seaside destination, attracting investment, year-round employment and delivering unbelievable experiences.

We'll build on everything we've achieved so far and make sure that as Blackpool evolves, tourism businesses benefit and have the confidence to invest and grow.

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Objectives



Welcoming Places

Creating positive first impressions with improved arrival points, enhanced signage and wayfinding, and investment in seasonal animation to create lasting memories and more reasons to return



Improving Places

Encouraging investment in tourism infrastructure and assets, working with partners to upskill the tourism workforce, and ensuring tourism business voices are heard in planning, public realm improvements and public transport connectivity decisions



Entertaining Places

Champion a vibrant, year-round programme of events that encourages overnight stays and extends Blackpool's appeal. Work with Blackpool's Cultural Strategy to reach new audiences and attract cultural tourists. Support conference and exhibitions strategy to grow business tourism and economic growth



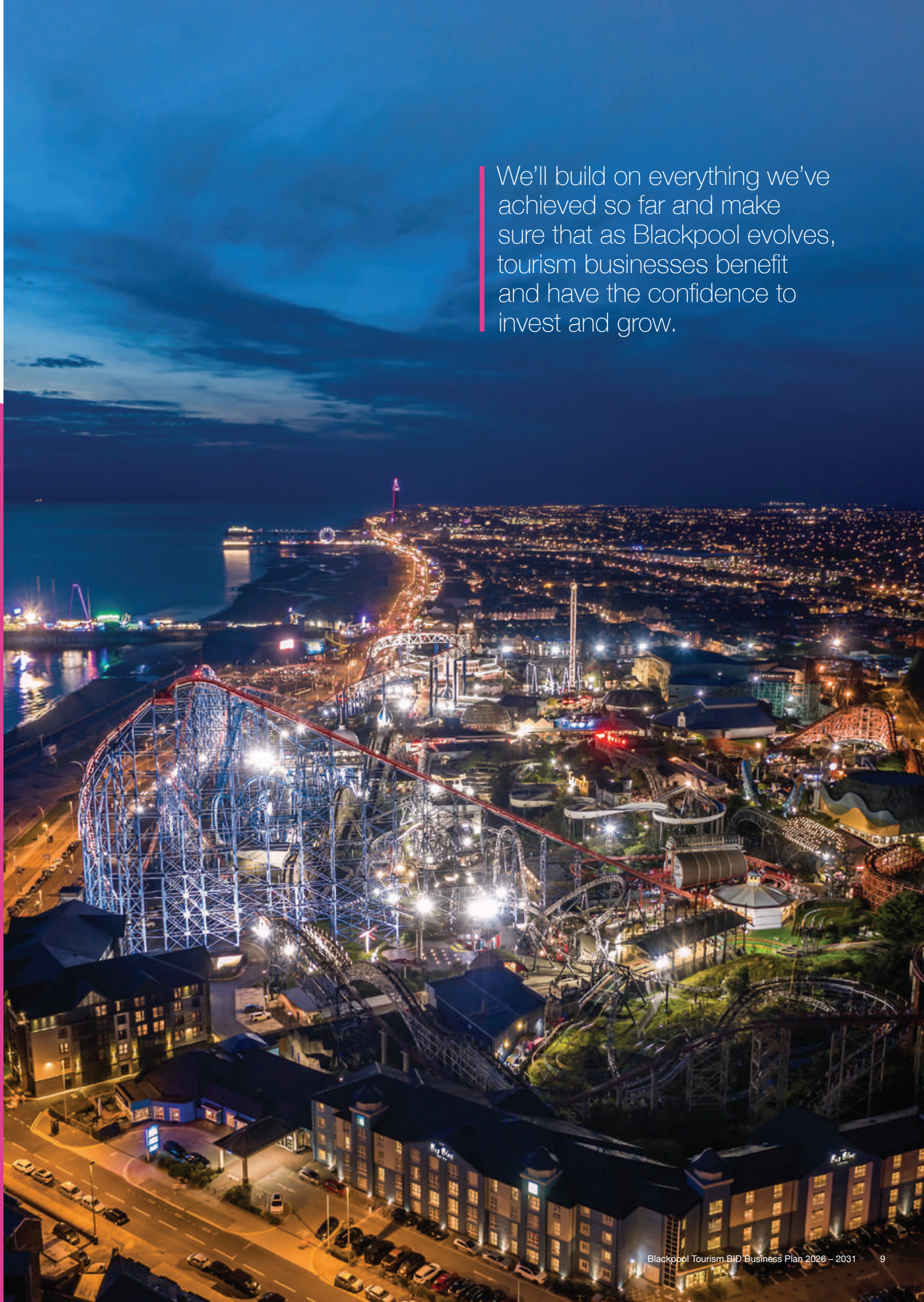
Promoting Places

Working closely with VisitBlackpool and strategic partners to lead targeted marketing campaigns that highlight Blackpool's distinctive offer. From iconic attractions and family fun to culture, entertainment and food, driving Blackpool forward as a destination of choice



Connecting Places

Making Blackpool easier to access through improved transport links, use of digital technology such as GO Blackpool and digital connectivity solutions to enhance the visitor experience



3 | Background and Context

Since 2021, we've invested £1.6million directly into the tourism sector, delivering measurable results, including:

- In 2023, Blackpool welcomed 21.5 million visitors - a 6% rise on the previous year*
- Successful launch of the GO Blackpool app with over 8,000 downloads in year one and 381 registered business users
- Supporting key events including Lightpool Festival, Christmas by the Sea, Showzam!, Capital of Dance, and Blackpool Comedy Festival
- Successful inaugural Blackpool Restaurant Week, with more than 26 venues participating, giving an opportunity to reposition the narrative' about Blackpool's food offer
- Extending the season and events to attract visitors all year round
- Supporting national celebrations by delivering special events such as Queen's Platinum Jubilee and King's Coronation.

* Marketing Lancashire STEAM figures 2023.

What is a Tourism BID?

A Tourism Business Improvement District is a defined area where tourism-related businesses come together to invest in services and projects that enhance the visitor economy and strengthen the trading environment.

These services go above and beyond what the local authority provides, and they're funded through a levy on eligible businesses.

What sets Blackpool apart is that this model has been tailored specifically to meet the needs of its tourism sector. Hotels, attractions, venues, hospitality operators, and entertainment providers are working collaboratively with Blackpool's Tourism BID to deliver real results.

A dedicated Management Group, comprising tourism sector leaders and business owners, works solely on behalf of levy payers. Everything they do is focused on strengthening Blackpool as a year-round destination while driving footfall and encouraging visitors to explore all that the resort has to offer and to stay overnight.



History of the BID

Blackpool Tourism BID was launched in 2021 as part of a bold two-BID model developed specifically for Blackpool. The Tourism BID business plan 2026-2031 sets out priorities for the next five years and focuses on practical delivery of the following:

- Destination marketing and promotion
- Free to attend year-round events programme
- Digital innovation and connectivity
- Sector skill development
- Strategic representation for tourism businesses

The Tourism BID area covers Blackpool's core visitor zones, including the promenade, seafront, piers, zoo, Stanley Park, Pleasure Beach, Blackpool Football Club, conference venues, and entertainment quarters. It represents a diverse mix of businesses, from independent hospitality venues and attractions to major tourism operators and accommodation providers.

From seasonal campaigns and major events to digital tools and strategic partnerships, our aim is to make a visible difference to Blackpool's visitor economy every single day.



Blackpool Tourism BID represents a diverse mix of businesses, from independent hospitality venues and attractions to major tourism operators and accommodation providers.

Map of Tourism BID

STREETS IN THE TBID

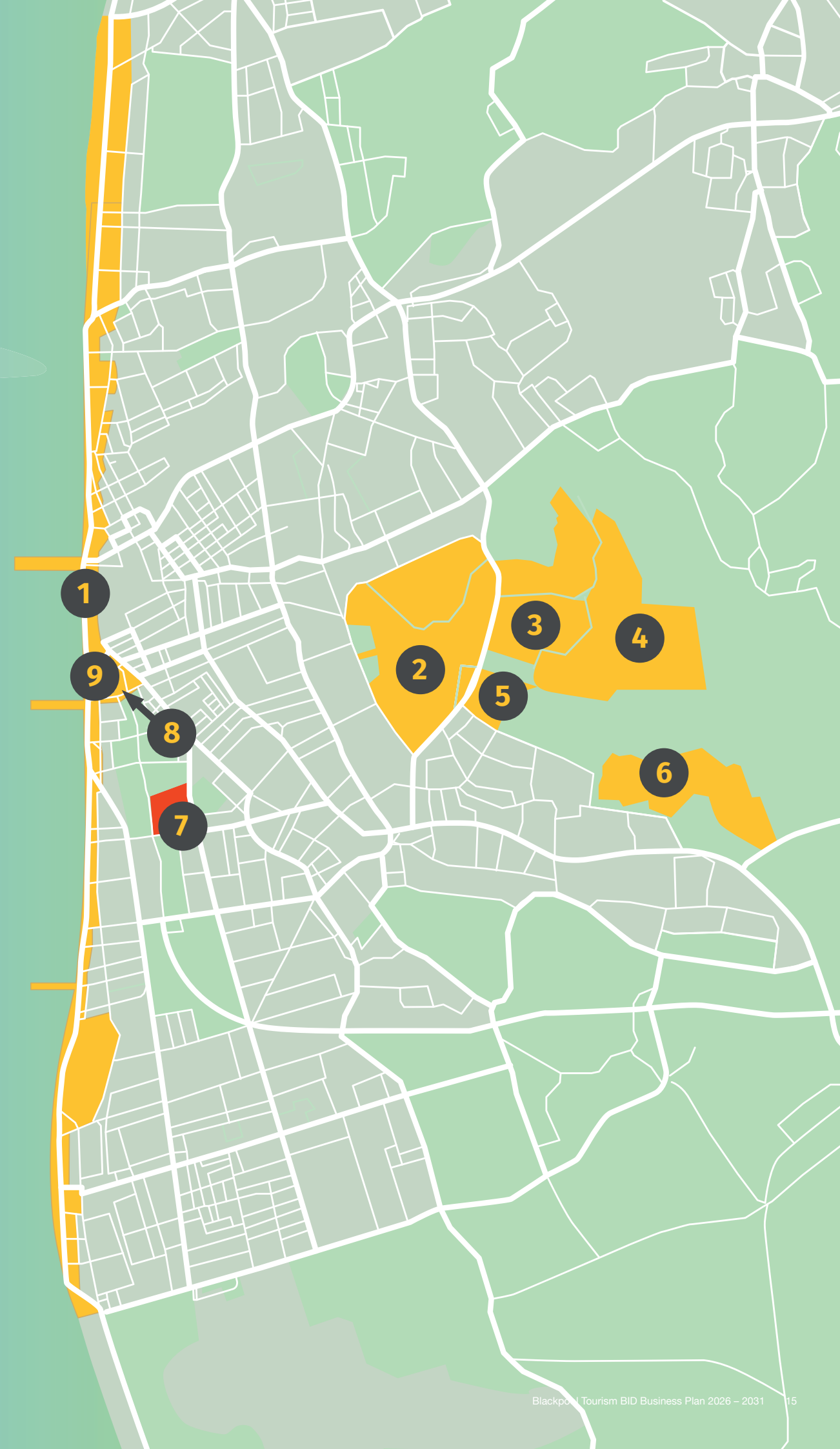
- | | |
|----------------------|-------------------------|
| ALBERT ROAD [PART] | MYTHOP ROAD [PART] |
| BONNY STREET [PART] | NEW BONNY STREET |
| CENTRAL CAR PARK | NEW SOUTH PROMENADE |
| CENTRAL DRIVE [PART] | PROMENADE |
| CHAPEL STREET | QUEENS PROMENADE [PART] |
| CHURCH STREET [PART] | SEASIDERS WAY |
| EAST PARK DRIVE | WEST PARK DRIVE |

A detailed list of the street numbers is available on website www.blackpooltourismbid.co.uk/ballot-2025/

Please note the street list is not exhaustive and should be considered alongside the boundary map which shows the parameters of the BID boundary.

TOURISM BID AREAS:

- | | |
|------------------------|------------------------|
| 1. PROMENADE | 6. HAVEN MARTON MERE |
| 2. STANLEY PARK | 7. BLACKPOOL FC [NEW] |
| 3. BLACKPOOL ZOO | 8. CENTRAL CAR PARK |
| 4. VILLAGE HOTEL | 9. CENTRAL DEVELOPMENT |
| 5. LAWSON'S SHOWGROUND | |



Achievements from 2021-2025

Since 2021, Blackpool Tourism BID has invested directly in the visitor economy.

That investment has been targeted, strategic and focused on delivering clear, visible results for the businesses we represent.

Our goal has always been simple - to strengthen Blackpool's position as the UK's leading year-round seaside destination. This benefits operators, residents and the millions of visitors who come here each year.

The projects we've funded aren't just nice to have. They're practical, measurable and designed to support business growth, extend the season and keep people coming back.

Digital Innovation:

- The **GO Blackpool** app was launched in July 2024 - the town's first dedicated FREE app for offers, events and businesses
- Downloads and engagement exceeded expectations, with over 8,000 downloads in year one and 381 registered business users
- It offers unprecedented visibility for levy payers to promote directly to engaged audiences
- The app is already delivering measurable value, helping visitors discover what's on, where to go and offers in real time



Events and Marketing:

Since 2021, TBID has invested in events to drive footfall, particularly at times of the year that are outside of the core tourist season:

- Invested in year two of Christmas by the Sea, and funding enabled expansion and investment in marketing
- Re-energised Showzam! and delivered a town-wide event in the 2025 February half-term break, something that can now be built on annually as Showzam Festival of Circus and Magic.
- Seed funded the first Capital of Dance in 2024 and maintained funding to build momentum in 2025.
- Funded Blackpool Comedy Festival 2025 with an emphasis on the programme in south shore and enhancing the marketing campaign
- Provided seed funding to start the process to develop a cultural strategy for Blackpool
- Invested in the inaugural Blackpool Restaurant Week 2025, with 26 venues participating
- Supporting Lightpool Festival with investment to expand the festival to two weeks
- Contributed to the Destination marketing campaigns in partnership with VisitBlackpool and Merlin
- Delivered the Queen's Platinum Jubilee and King's Coronation events, showcasing Blackpool's heritage



In its very first year, the GO Blackpool app achieved over 8000 downloads and attracted 381 registered business users.

Testimonials

"The Promenade is Blackpool's front window - it's where our visitors land, linger and form their view of the town. The Tourism BID helps make sure this experience is a positive one, ensuring strong visitor numbers return year after year. For seafront operators like us, that collective effort really matters."

Jeff MacNamara
Coral Island

"Blackpool has always been about giving people the best possible visitor experience - and that doesn't just happen by chance. The Tourism BID is a great initiative, and by working together, we can elevate Blackpool as a premier destination while boosting the local economy. At Pleasure Beach Resort, we're proud to be part of the shared vision to make Blackpool thrive year-round."

James Cox
Pleasure Beach Resort

"VisitBlackpool and the Tourism BID work closely to support the visitor economy - from major campaigns that drive footfall to everyday details that shape how people feel about Blackpool. The Tourism BID gives structure to that effort, connecting the dots between businesses and marketing. It's a vital part of Blackpool's wider destination story."

Kyle Murray
VisitBlackpool



Over
£2 Billion
invested in
developments
to transform
Blackpool

Current Economic and Tourism Environment

Blackpool's tourism sector operates within a context of significant regeneration investment, with more than £2 billion being invested in developments that are transforming the town.

From new accommodation and attractions to improved transport links and digital infrastructure, a modern destination is emerging that supports year-round visitation.

Key Tourism Developments:

- The four-star Holiday Inn opened in spring 2024 with 144 rooms, Marco Pierre White's New York Italian Restaurant, business conferencing facilities and a fitness centre
- Abingdon Street Market reopened in 2023 following a £4+ million investment. It's home to 20+ independents, including food and drink and boutique retail. It reflects a growing demand for social, experience-led spaces that attract both residents and visitors
- Backlot Cinema and Diner opened in 2023 as part of the Houndhill Phase 2 development. With luxury screening rooms, an in-seat dining experience and a focus on high-quality entertainment, it has brought a new dimension to Blackpool's visitor offer

Upcoming Tourism Developments:

- The emergence of Blackpool Tourism Limited (BTL) in 2025, a wholly owned company of Blackpool Council, is a game-changer for tourism in Blackpool and marks a significant shift in local control and vision
- Blackpool Tourism Limited manages several of Blackpool's iconic attractions, including Blackpool Tower, Winter Gardens and Sandcastle Waterpark
- This is a significant development, and it is important that TBID creates a seamless, collaborative framework with Blackpool Tourism Limited that enhances visitor experience, drives economic growth and celebrates Blackpool's cultural heritage whilst considering a community-centric approach, including skills and employment

Tourism Performance:

- In 2023, Blackpool welcomed 21.5 million visitors* - a 6% rise on the previous year, confirming its position as the UK's most visited seaside destination
- Record-breaking visitor numbers demonstrate the strength of Blackpool's tourism offer
- Growing diversity in the visitor base with increased interest in cultural experiences, food and drink, and year-round programming

£8 Million
grant funding
agreement for 148
bedroom hotel

21 Million*
visitors welcomed
to Blackpool in
2023

£65 Million
Multiversity
campus to open
in 2027

£4+ Million
investment in
the re-opened
Abingdon
Market

Our Role in Blackpool's Tourism Development

Blackpool Tourism BID ensures that tourism businesses are central to the resort's ongoing development.

We work closely with Blackpool Council, VisitBlackpool, Blackpool Tourism Limited and other strategic partners to ensure the needs of the visitor economy are reflected in long-term planning and investment.

We're on the ground supporting businesses as they adapt to changing visitor expectations, seasonal challenges and evolving market conditions. Behind the scenes, we're a key partner in destination development, helping to shape tourism strategy and ensure commercial viability.

The BID is also a delivery partner in destination marketing, event programming, and visitor experience enhancement, helping to bridge the gap between strategic ambition and practical delivery for tourism businesses.



4 Strategic Objectives 2026 – 2031

Our aim is to focus on responding directly to the needs of tourism businesses.

We will continue to extend the season, improve the visitor experience and strengthen Blackpool's position in an increasingly competitive market.

We will continue to raise the profile of the destination, supporting businesses to adapt and thrive and ensure visitors have compelling reasons to return.

This is a plan shaped by levy payers and designed to take Blackpool forward to retain its position as the UK's number one year-round seaside destination.

We are focussing on five key priorities that reflect where Blackpool's tourism sector is heading - and what it needs next.

Welcoming Places

Creating positive first impressions and seamless visitor experiences from arrival to departure.

We want Blackpool to feel welcoming through improved arrival points, clear signage and navigation, and seasonal animation that enhances the overall atmosphere. We will continue to invest in initiatives that make a difference to every visitor, and represent levy payers interests to drive improvements, including:

- Arrival points and main gateways, such as Blackpool North station, with enhanced signage and information
- Help shape the investment in seasonal animation and displays to create appealing environments
- Ensuring the visitor experience is consistent and seamless across all aspects of the visitor journey
- Developing wayfinding solutions to help visitors navigate the resort
- Promoting accessibility improvements across the tourism offer

- Close collaboration with VisitBlackpool and strategic partners
- Building on digital platforms, particularly the GO Blackpool app
- Strengthening Blackpool's overall brand position

Connecting Places

Making Blackpool easier to reach and navigate while improving data sharing and collaboration.

We'll focus on connectivity through:

- Promoting public transport options more effectively
- Supporting improved connectivity across the resort
- Developing GO Blackpool as a navigation and discovery tool
- Exploring longer-term solutions, such as park and ride schemes

Improving Places

Encouraging investment in tourism infrastructure and ensuring business voices are heard in strategic decisions.

We'll work with partners to strengthen the tourism sector through:

- Supporting workforce development and skills training for tourism businesses
- Representing tourism interests in planning, public realm and highways decisions
- Promoting high-quality standards across the tourism offer
- Working with partners to address infrastructure challenges
- Empowering young people through employer partnerships to inspire careers in hospitality and leisure

Entertaining Places

Growing and diversifying the events calendar to drive year-round visits.

We'll continue to develop compelling reasons to visit through:

- Expanding Lightpool into a two-week October half-term festival
- Strengthening year-end events like Christmas by the Sea
- Developing a year-round events programme in collaboration with third-party partners to drive off-season visits to Blackpool and support local businesses
- Growing Blackpool Restaurant Week as a flagship annual event
- Supporting cultural programming aligned with Blackpool's Cultural Strategy
- Developing curated experiences and surprise events throughout the year
- Support targeted initiatives to attract business tourism, extending visitor stays and boosting midweek occupancy

Promoting Places

Supporting destination marketing and promotion to strengthen Blackpool's competitive position.

We'll keep promoting Blackpool as a year-round destination through:

- Targeted marketing campaigns highlighting Blackpool's distinctive offer

5 | Governance, Legal and Compliance

Legislative Framework for Business Improvement Districts (BIDs)

Business Improvement Districts (BIDs) in England operate within a clearly defined legal structure established by the UK Government. This framework ensures transparency, accountability, and consistency in the development and management of BID initiatives.

The legislative foundation for BIDs is set out in:

- **Part 4 of the Local Government Act 2003** – which provides the statutory basis for the establishment of BIDs.
- **The Business Improvement Districts (England) Regulations 2004** – which detail the procedural requirements for BID proposals, ballots, levy collection, and governance arrangements. These regulations outline the roles of BID proposers, local authorities, and levy payers, ensuring that all parties are informed and engaged throughout the BID lifecycle. You can view the full legislation here: www.legislation.gov.uk/ukxi/2004/2443/contents/made

Additionally, the UK Government provides a technical guide for local authorities, which outlines best practices and responsibilities for facilitating BID operations, including ballot procedures, levy collection, and termination protocols.

All BID proposals, including those for Blackpool Tourism BID, must comply with these statutory requirements. This ensures that the BID operates with legal integrity and that levy payers are contributing to initiatives that are democratically endorsed and strategically aligned with local priorities.

Compliance

Operating Agreement – the local authority is required to manage the collection and enforcement of the BID levy. This requirement is agreed between local authority and the BID under an Operating Agreement to cover the terms of reference, means of enforcement and the practicalities for the collection of the BID levy.

Baseline Agreement – sets out the existing levels of service provision provided by the local authority and other public bodies, enabling BID to demonstrate the additionality it will provide over the term of the BID.

Both documents are available on the tourism BID website. <https://www.blackpooltourismbid.co.uk/ballot-2025/>



Governance

Blackpool BIDs Limited is a not for profit company (company registration number 13506605) and will be the BID body legally responsible for delivering the business plan should there be a successful 'Yes' vote in the ballot.

The Directors are responsible for the effective governance and financial and operational management of a two BID model in Blackpool - Town Centre and Tourism BIDs.

Blackpool BID's Limited Board of Directors

Blackpool BID's Limited Board of Directors lead and guide the work of Blackpool Tourism BID.

The Board is made up of representatives across a wide range of stakeholders and representatives from each BID Management Group and has the appropriate balance of skills, experience, independence and knowledge to enable them to discharge their respective duties and responsibilities effectively.

It meets quarterly and drives the set aims and objectives of the BID, as well as overseeing the budget and monitoring performance. The Board consists of non-executive Directors, including the Chair.

Further details are available in the Company Articles of Association. <https://www.blackpooltourismbid.co.uk/blackpool-bids-limited/>

Delegated powers are provided to the Finance and Governance Group to support the implementation of board decisions.

Details of current Directors can be found on <https://www.blackpooltourismbid.co.uk/blackpool-bids-limited/> together with details of how Directors are appointed to the Board, and Management Group members selected.

Members

A levy payer can nominate one representative from its organisation to become a member of Blackpool BIDs Limited. An individual stakeholder with relevant skills and knowledge can also become a member of the company.

An Annual General Meeting is held at the end of each calendar year to which all members are invited. For future information go to www.blackpooltourismbid.co.uk/blackpool-bids-limited/

"Five years on, its success speaks for itself. From day one, the BID has helped bring structure, strategy, and focus to a sector that is vital to Blackpool's identity and prosperity."

John Westhead, Chair,

Message from John Westhead

Chair, Blackpool BIDs Ltd
Strategic Board



John Westhead
Chair
Blackpool BIDs Ltd
Strategic Board

Blackpool Tourism BID was launched in the aftermath of Covid - a bold step at a time when the visitor economy faced more uncertainty than ever before.

Five years on, its success speaks for itself.

From day one, the BID has helped bring structure, strategy, and focus to a sector that is vital to Blackpool's identity and prosperity.

This is a unique model, designed specifically for tourism businesses, attractions and hospitality venues. It has brought together organisations, creating a joined-up approach to marketing, events and destination development.

Blackpool is now one of only a few places in the country where these kinds of businesses work side by side through a dedicated Tourism BID, sharing insights, pooling resources, and promoting the town with one voice.

At a strategic level, the Tourism BID has also benefited from its close alignment with the Town Centre BID. Together, they form a powerful framework, one that ensures levy payers are represented, priorities are delivered, and the whole town benefits.

The Tourism BID is one of only seven in the UK. A tourism-focused BID ensures that visitor experience, destination marketing and year-round events are central to our plans for 2026 – 2031. The economic impact of a TBID in Blackpool is vital to the future of tourism and to securing our position as the UK's number one year-round seaside destination. With the support of levy payers, we can build on this momentum and continue to drive Blackpool's economy together.

Blackpool BIDs Limited Strategic Board

John Westhead
Chair
Growth and Potential

Graham Cowley
Vice Chair
Business in the Community

Jake Whittington
Little Blackpool Leisure Company

Andrea Challis
Partington's Holiday Parks

Jane Cole
Blackpool Transport

James Cox
Pleasure Beach Resort

Linda Dean
Blackpool and The Fylde College

Jo Duff
Marks and Spencer

Martin Long
Naphthens Solicitors

Eddie Nelder
Choice Hotels

Kate Shane MBE
Blackpool Tourism Ltd

Peter Taylor
Blackpool Entertainment
Company Ltd



Blackpool Tourism BID

BACKING THE VISITOR ECONOMY



VOTE YES!

TO SUPPORT BLACKPOOL'S
VISITOR ECONOMY

✓ Promoting Blackpool as a destination people return to

✓ Driving footfall and overnight stays through campaigns

✓ Investing in events that bring the town to life

✓ Representing tourism in local plans and decisions

✓ Supporting the sector with one strong, united voice

This is your BID. Your input matters.
Ballot opens October 2025



[blackpooltourismbid.co.uk](https://www.blackpooltourismbid.co.uk)



6 | BID Rules 2026 – 2031

BID Rules

The Business Improvement District (BID) levy will apply to all persons or organisations liable to pay non domestic rates for hereditaments in the defined BID area, subject to the requirements as set out in these BID Rules. The number of hereditaments liable for the levy in the Tourism BID area is approximately 188.

1. BID Term

The Business Improvement District (BID) term will be in effect for a fixed term of four years and nine months, commencing on 1 July 2026 and concluding on 31 March 2031.

2. Amended BID Boundary

The defined BID area, as outlined in this proposal (refer to pages 14-15), encompasses all roads, streets and private developments within the designated amended BID boundary. This includes all hereditaments listed under the 2023 Valuation Office Agency (VOA) listing or any subsequent published list.

3. Rateable Values

- 3.1 Rateable values are determined by the UK Government via the Valuation Office Agency (VOA).
- 3.2 Blackpool BIDs Limited will apply the 2023 VOA listing as at 31 March 2026 to establish eligibility for BID levy payments within the defined BID area. Any hereditament that enters the rating list or any subsequent rating list at any time during the BID term will be subject to the levy from its effective date the hereditament enters the rating list, based on the rateable value which is applied at that time.
- 3.3 The 2023 VOA listing shall serve as the reference point for the full BID term (01 July 2026 – 31 March 2031).
- 3.4 Where a hereditament within the BID area is split, merged, or otherwise physically altered, the resulting hereditament(s) shall be liable for the BID levy if they:
 - are located within the BID boundary; and
 - appear in the local non-domestic rating List with a rateable value above the applicable threshold
- 3.5 Liability for the resulting hereditament(s) shall commence from the effective date of the change as recorded by the VOA. Any such hereditament will be charged the BID levy in accordance with the standard rules applicable at that time.

Note: Although the 2023 VOA listing offers stability for budgeting throughout the BID term, stakeholders should be aware that future legislative changes or adjustments in VOA policies may affect this framework.

4. Levy Payments

The BID levy will be uniformly applied to all eligible hereditaments in accordance with the Business Improvement Districts (England) Regulations 2004.

The BID levy rate shall be set at 1.75% of the hereditament's rateable value for the duration of the full BID term.

The billing process will be administered by Blackpool Borough Council, or its appointed agent, acting on behalf of Blackpool BIDs Limited. The billing authority shall confirm levy eligibility in accordance with applicable regulations.

The BID levy will be collected by the billing authority and is payable in full on the date specified in the demand notice. Collection and enforcement will follow the same procedures and legal powers as apply to the collection of non-domestic rates, including recovery action for non-payment.

The BID levy is a statutory charge and is not subject to VAT, as it falls outside the scope of VAT under current HMRC guidance.

During a BID year a new ratepayer will be responsible for the BID levy from the date they became the liable party, even if they were not included in the original ballot.

5. Inflation Adjustment

From Year 2 onward of the BID term commencing on 01 April 2027, an inflationary increase of 3% per annum will be applied.

Where inflation is more than 3%, based on the Consumer Price Index (CPI) the BID Board of Directors reserves the right to adjust rate for inflation to match CPI.

6. Levy Liability

The BID levy shall apply to all hereditaments with a rateable value of £10,000 or greater, as recorded on the 2023 VOA Rating List, effective as at 31 March 2026 for the full BID term. Hereditaments below this threshold will be exempt from the payment of this levy.

One exception to this is that if as a result of a revised valuation on a new Rating List during the BID term a hereditament falls under the £10,000 threshold, the liability to pay BID levy will end on that date.

With this exception, where the BID levy falls below £10,000 then this comes into effect only from the start of the financial year in which the charge is made and no refunds will be made for previous years. This is known as the closed year rule.

Levy is calculated on a daily basis and liability for the levy will mirror the liability for Business Rates

7. Exemptions and Discounts

There will be no exemptions or discounts applicable within the BID.

- The levy applies equally to occupied and unoccupied hereditaments, subject to the provisions in these rules
- The BID levy is not affected by the Small Business Rate Relief scheme

8. Vacant and Empty Properties

Vacant or unoccupied hereditaments within the BID area that remain rateable will be liable for the full BID levy, unless specifically exempted elsewhere in these rules. Where a property is empty, the liable party shall be the person or organisation responsible for paying the non-domestic rates, typically the property owner, landlord, or leaseholder.

Properties that have been temporarily removed from the rating list by the VOA—such as those under redevelopment, demolition, or structural alteration—will not be liable for the BID levy during the period they are not rateable.

Hereditaments that appear in the local Non-Domestic Rating List with a rateable value of £0 (nil-rated) at the time of the BID ballot or at any point during the BID term shall be exempt from the BID levy and shall not be subject to any minimum charge.

If a hereditament is assigned a rateable value of £0 during a BID year, the exemption shall apply from the effective date of the change as determined by the VOA.

Should a revised rateable value greater than £0 be issued during the BID term, the hereditament shall become liable for the BID levy from the effective date of that revision, in accordance with the levy calculation set out in these rules.

9. Governance and Reporting

There will be a Board of Directors who will oversee the two BID areas providing strategic leadership and oversight to ensure both BIDs deliver on their business plans and meet the needs of their respective levy payers. The Board sets priorities, monitors performance, approves budgets and ensures compliance with governance and legal requirements. Directors act as ambassadors for the BIDs, represent the interests of local businesses and make decisions that support economic growth, partnership working and long-term sustainability across both districts.

There will be a Town Centre BID Management Group and a Tourism BID Management Group. The Groups will focus on the day-to-day delivery of projects and services within each BID district. Their responsibilities include implementing the business plan, coordinating events and initiatives, managing contractors and suppliers, engaging with local businesses, and gathering feedback. They report progress to the Board, ensure alignment with strategic goals and respond to local needs and priorities, ensuring that both BIDs remain responsive, effective and operationally efficient. The Chair and Vice Chair of each BID Management Group will sit on the Board and the Groups will be made up of representatives from relevant sectors.

The BID Board of Directors and BID Management Groups will review progress against strategic objectives on an ongoing basis and will hold a joint business plan review meeting, on at least an annual basis.

There will be a Finance and Governance Management Group which oversees financial planning, budgeting, and expenditure across both BID areas to ensure funds are

used effectively and in line with the BID business plans. The Group monitors levy collection, reviews financial reports, ensures compliance with statutory requirements and upholds strong governance standards. It also oversees risk management, audits and policy development and may advise the BID boards on strategic financial decisions, ensuring consistency, accountability, and transparency across both districts.

Annual review reports, audited accounts and policy documents will be publicly accessible via the BID website.

The BID Board of Directors shall have the authority to review and adjust budgets and project priorities during the BID term in response to changing circumstances, emerging local needs, or strategic opportunities, provided such changes remain consistent with the overall aims and objectives of the BID. Any variations shall be agreed by the Board in line with its governance procedures and communicated to levy payers through regular updates and the BID’s Annual Report.

The BID finances will be subject to an annual external audit and during the financial year will be monitored by the Finance and Governance Management Group, which meets in between each Board meeting and reports to and is accountable to the BID Board of Directors.

The BIDs Board of Directors will apply for British BIDs Accreditation no later than the end of the first year of the BID term, which will demonstrate that the BID is operating to recognised standards of governance, transparency and effective leadership.

BID levy payers and stakeholders will receive regular updates through reports, newsletters and digital platforms.

10. Legal Compliance and Future Amendments

The BID levy rules and BID areas cannot be altered without a formal alteration ballot.

All amendments must comply with the Business Improvement Districts (England) Regulations 2004 and associated legislative frameworks.

The BIDs Board of Directors will apply for British BIDs Accreditation no later than the end of the first year of the BID term, which will demonstrate that the BID is operating to recognised standards of governance, transparency and effective leadership.

7 | BID Budget Forecast for 2026 – 2031

Tourism BID Budget Forecasts for 1 July 2026 - 31 March 2031

Blackpool Tourism BID new term will come into effect on 1 July 2026 to 31 March 2031.

The Business Plan proposes continued investment in events and marketing to drive visitor volume and overnight stays whilst seeking to extend the tourism season to create a resort with compelling reasons to visit throughout the year.

Levy income remains consistent across the five-year period and includes outstanding debt recovery under other income.

Members funds remain at a consistent level to the end of term providing the TBID management group with further opportunities to invest where opportunities are presented and need arises.

A 3% increase is included in expenditure in administration and management in line with projected inflation

The continuation of the strategy to focus on fewer, bigger and better events will continue into the

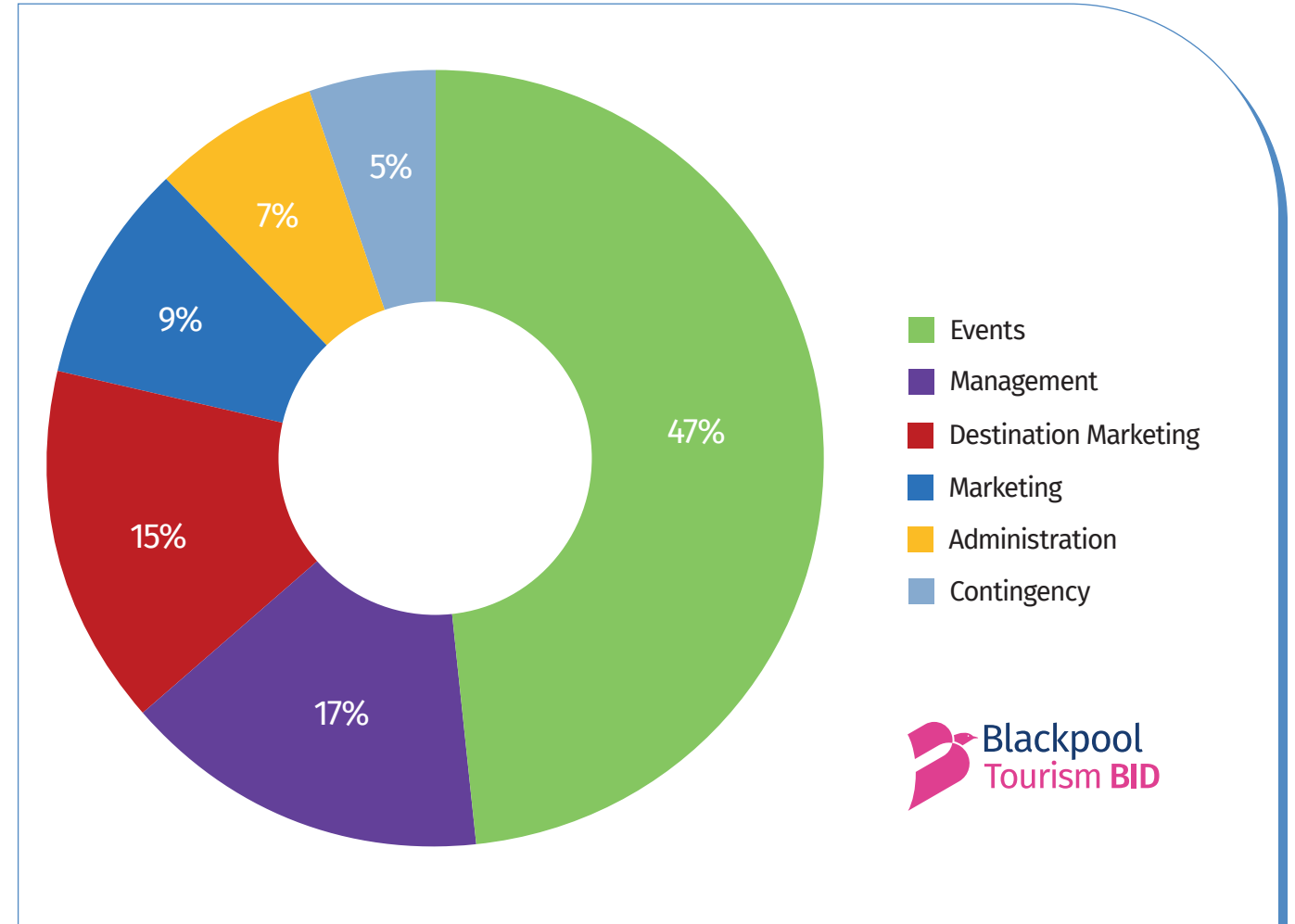
second term. For marketing, our focus is to support the resort destination marketing campaign and allocate marketing budget to support specific TBID activity, in total, marketing accounts for 24% of the overall cost budget.

Contingency is built into the budget at 5% based on 95% levy collection rate which has been consistently achieved in the previous 5-year term.

The % split of TBID's investment, prioritises events at a minimum of 47% of the overall budget.

The members funds carried forward from end of the BID term on 30 June 2026 is forecast at £85k and this may change due to the end of year outcome reported in audited accounts. This line will be amended to reflect any changes.

Overall, the total income raised is circa £2M over the 4-year, 9 month period.



TBID five-year budget forecast 1 July 2026 to 31 March 2031						
	Year 1*	Year 2	Year 3	Year 4	Year 5	Total
INCOME (£)						
BID Levy	206,779	275,705	275,705	275,705	275,705	1,309,597
Other Income	37,500	50,000	50,000	50,000	50,000	237,500
Members funds b/fwd	85,609	83,196	82,544	76,602	68,300	396,251
Total Income	329,888	408,901	408,249	402,306	394,004	1,943,348
EXPENDITURE (£)						
Destination Marketing	37,500	50,000	50,000	50,000	50,000	237,500
Marketing	21,000	28,000	31,000	31,000	31,000	142,000
Events	116,250	155,000	155,000	155,000	155,000	736,250
Management	40,500	54,620	56,259	57,947	59,685	269,011
Administration	21,103	21,736	22,388	23,060	23,752	112,039
Contingency	10,339	17,000	17,000	17,000	17,000	78,339
Total Expenditure	246,692	326,356	331,647	334,007	336,437	1,575,139
Members funds c/fwd	83,196	82,544	76,602	68,300	57,567	368,209

* Year 1: 01/07/2026 - 31/03/2027

Financial Arrangements

The Tourism BID budget is subject to robust monitoring and authorisation protocols.

Budgets are set annually and authorised by Blackpool BIDs Limited's board of Directors.

The Finance and Governance Group monitors budget performance quarterly and reports to board meetings.

BID budgets are subject to annual audit, and financial statements are published on the BID website and available through Companies House.

Cashflow is monitored monthly and reported to the Finance and Governance Group.

The authorisation of expenditure procedure is set out in financial procedures approved at board level and monitored through the Finance and Governance Group.

The annual statement to BID levy payers at the start of the new financial year covers budget expenditure and where investment has been made in the prior year.

Any deviations to the agreed budget are approved by the Board of Directors.

Blackpool Council as the accountable body will be responsible for the collection of the levy. It is anticipated that the collection charge will be approximately £7086 per annum. This equates to 2.8% of the anticipated billed levy and £38 per heraditament.

Discussions are continuing to finalise the net cost to Blackpool Tourism BID.



7 | Operational Plan

Key Projects and Initiatives for the BID Term

Marketing and Promotion

- Partnership marketing campaigns with VisitBlackpool
- Digital marketing and social media strategy development
- **GO Blackpool** app expansion and enhancement
- Seasonal promotion programmes
- Brand development and positioning initiatives

Events and Programming

- Champion a vibrant, year-round programme of events that encourages overnight stays and broadens Blackpool's appeal beyond the summer season. This includes developing Lightpool Festival into a two-week October programme, growing Christmas by the Sea and annual Blackpool Restaurant Week expansion, as well as new events development to extend the season
- Align with Blackpool's Cultural Strategy to diversify audiences, enrich the visitor experience, and attract cultural tourists

Elevating Visitor Experience

- Improvements to arrival points
- Wayfinding and navigation solutions
- Investment in seasonal animation
- Champion initiatives that enhance service standards and overall quality of the visitor experience

Digital Innovation and Connectivity

- Further development of GO Blackpool app to enhance real-time visitor support and personalised itinerary planning
- Enhanced digital marketing campaigns
- Business digital support programmes
- Work with BTL to develop data analytics to enable agile response to seasonal trends and economic pressures.



Strategic Partnerships

Strategic Partnerships:

- **Blackpool Tourism Ltd**
- **VisitBlackpool** - destination marketing and promotion
- **Blackpool and The Fylde College**
- Lancashire Tourism bodies and regional partnerships
- Major attractions and tourism operators
- Accommodation providers and the hospitality sector

Collaborative Delivery:

- Joint marketing campaigns and promotional activities
- Coordinated events programming and development
- Shared intelligence and data insights
- Business support and development programmes

Tourism Workforce Development

- Collaborate with tourism sector and education partners to strengthen workforce capabilities across the visitor economy
- Digital skills support for tourism businesses
- Industry networking and collaboration opportunities
- Develop tourism and hospitality education pathways
- Build links between students and tourism career opportunities

8 | Marketing and Communications Strategy

Branding and Awareness Campaigns

The GO Blackpool app is central to Tourism BID marketing efforts and provides the following support for BID levy payers and the wider tourism community:

- Comprehensive digital platform for visitor engagement
- Real-time business promotion capabilities
- Event and offer coordination
- Visitor journey planning and discovery tools
- Direct connection between businesses and engaged audiences

Destination Marketing Campaigns:

- Partnership campaigns targeting key markets with BTL / VisitBlackpool
- Seasonal programming promotion
- Event-led marketing
- Digital marketing across social media and online platforms

Seasonal and Event Programming:

- Support for Christmas by the Sea and seasonal animation investments
- Lightpool Festival marketing and audience development
- Cultural strategy event support and coordination
- Year-round programming promotion to extend the season
- Blackpool Restaurant Week annual promotion and expansion

Levy Payers' Communication Strategy:

- Monthly newsletter
- GO Blackpool training and content management support
- Digital marketing training and support programmes

Stakeholder Engagement and Levy Payer Consultation on proposed Business Plan 2026-2031

Consultation Process:

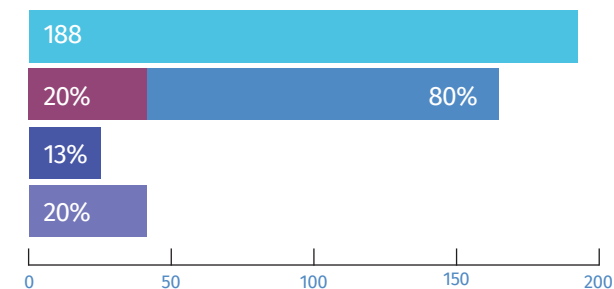
- Initial consultation with the BID Board and Management Group has shaped the first draft of the business plan to establish draft priorities for 2026-2031
- Formal consultation with all eligible levy payers and drop-in sessions ran every Tuesday throughout July and August, commencing on July 8th and ending on August 26th 2025
- One-to-one in-person meetings with key stakeholders
- The business plan was updated following the consultation process and distributed ahead of the ballot notices.

The Tourism BID ballot commences on October 28th and runs to November 27th 2025

Ballot Consultation Summary

We have engaged with levy payers through newsletters, invitations to consultation drop-ins and held one to one meetings, providing the opportunity to feedback on the priorities for 2026 – 2031.

Following an online survey of eligible levy payers, respondents prioritised extending the shoulder season, promoting year-round visitation, and boosting overnight stays.



- 188 businesses invited to attend drop-in sessions. 10 invites sent via email with an average open rate of 23%.
- 80% of businesses were invited by email, 20% were contacted by post.
- 8 drop-in sessions were held every Tuesday from 8th July to 26th August. There was a total of 24 attendees over the 8 sessions, which accounts for 13% of those invited to attend.
- Direct engagement was carried out with 20% of BID members, as well as stakeholder engagement with the Council, Board Members and Management Group Members.

Our Top Priorities

-  Welcoming Places
-  Improving Places
-  Entertaining Places
-  Connecting Places
-  Promoting Places

9 | Measuring Success and Impact

Performance Indicators and Reporting Mechanisms

Visitor Economy Metrics:

- Visitor numbers and tourism volume analysis
- Seasonal spread and year-round visit patterns
- Visitor spend and economic impact assessment
- Accommodation occupancy rates and performance
- Event attendance and engagement statistics

Digital Platform Performance:

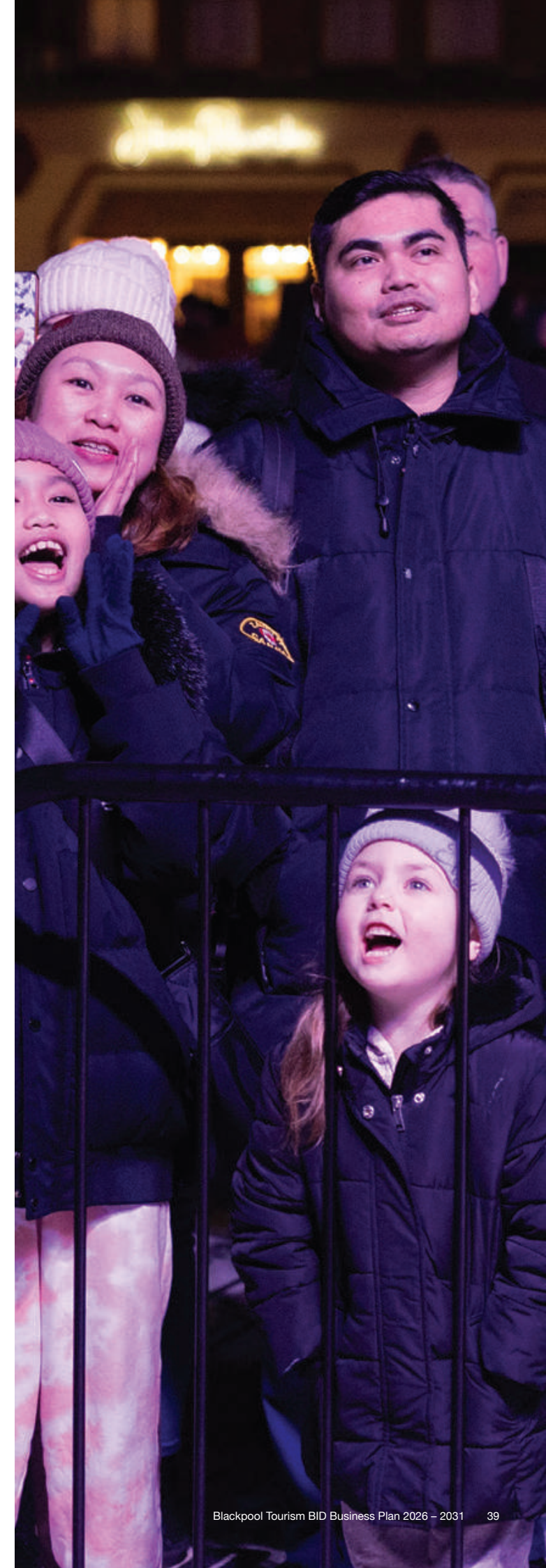
- GO Blackpool app usage statistics and engagement
- Business listing uptake and content activity
- User journey analysis and conversion rates
- Digital marketing campaign performance
- Social media reach and engagement metrics

Business Support Measures:

- Tourism business confidence survey results
- Sector networking and collaboration participation
- Business development support outcomes
- Partnership project delivery and success rates

Regular Evaluations and Feedback Loops

- Seasonal performance reviews with the BID Board
- Annual levy payer surveys and sector consultations
- Seasonal tourism business engagement sessions
- Partnership project evaluations



10 | Conclusion and Next Steps

This plan is about positioning Blackpool for continued success as the UK's leading year-round seaside destination



The priorities set out our commitment to supporting the tourism sector through strategic marketing, events programming, visitor experience enhancement and business development.

We've already demonstrated what's possible when tourism businesses work together. We've extended the season, strengthened the destination's profile and delivered measurable results that benefit the entire sector.

Now, it's about building on that foundation and going further. With your backing, TBID will continue to strengthen Blackpool's competitive position, support local tourism businesses and turn strategic investment into positive everyday impact for visitors and operators alike.

The future of Blackpool's tourism sector belongs to the businesses that shape the visitor experience. Let's make sure it's driven by TBID levy payer priorities and ambitions.

Voting 'Yes' means:

- ✓ Enhancing the destination marketing campaigns driven by VisitBlackpool, reaching key audiences
- ✓ New events development to fill calendar gaps and extend the season
- ✓ Lightpool Festival development into a two-week October programme
- ✓ Strengthening seasonal programming
- ✓ Private tourism sector representation in strategic planning and development decisions
- ✓ Private sector determined visitor experience improvements etc
- ✓ TBID led strategic partnerships to drive destination development and business growth
- ✓ TBID led sector collaboration and coordination
- ✓ GO Blackpool digital platform expansion and free access for BID levy payers to promote their businesses
- ✓ Annual Blackpool Restaurant Week becomes a flagship event for the hospitality sector

Voting 'No' means:

There will be no:

- ✗ Additional investment in destination marketing campaigns
- ✗ GO Blackpool platform for tourism business promotion
- ✗ Ring fenced funding to deliver sector identified tourism priorities
- ✗ BID funded marketing campaigns to underpin TBID priorities
- ✗ Funding for events to extend the season and bolster peak holiday periods in support of year round employment
- ✗ Strategic development of tourism reflecting the needs of levy payers
- ✗ Enhanced place management to improve the overall visitor experience
- ✗ Leveraging partnerships between private and public sector, led by BID businesses
- ✗ Additional funding for tourism marketing and events through partnership leverage
- ✗ Reduced ability to extend the season
- ✗ Business led representation of the tourism sector through one unified voice

The Ballot – Using Your Vote

From October 28th to November 27th, 2025, as an eligible BID levy payer, you will be given the opportunity to vote on this BID proposal for Blackpool Tourism BID for a new five-year term, July 1st 2026, to March 31st 2031.

Businesses that will be subject to the levy (as set out in the BID proposal) will vote in a postal ballot.

The ballot is managed by the local authority and will be administered by the Blackpool Council's Returning Officer and Electoral Services staff. The ballot will be arranged in line with the rules set out in the BID regulations (2004) as approved by Parliament.

Civica Election Services (CES), on behalf of Blackpool Council, will send to those responsible for properties or hereditaments to be subject to the BID a ballot paper, prior to Friday 31 October 2025.

A successful ballot is determined as follows –

1. A simple majority (above 50%) of votes cast in favour
2. And a majority of the rateable value of votes cast

The Tourism BID proposal can only come into effect if these two tests are met.

The BID levy is then applicable to all eligible businesses as set out in the BID proposal.

VOTING PROCEDURES

Each business entitled to vote in a BID ballot is allowed one vote in respect of each property occupied or (if unoccupied) owned by them in the geographical area of the BID. Your ballot paper will be distributed at least 28 days before the last day of the ballot.

You will need to cast and return your postal vote by 5pm on 27 November 2025

The certified outcome of the ballot will be published as soon as practicable after the result is known.

The local authority is responsible for drawing up the final list of voters. A full list of streets eligible to vote is available at www.blackpooltourismbid.co.uk/ballot-2025/

To discuss this document in more detail, please email admin@blackpoolbid.org

Full ballot arrangements are available at <https://www.blackpooltourismbid.co.uk/ballot-2025/>

The Tourism BID is your opportunity to have an influential voice and implement changes that will positively affect your business and help us all to retain and strengthen Blackpool's position as the UK's number one year-round seaside destination.





BACKING THE VISITOR **ECONOMY**

Visit us online at www.blackpooltourismbid.co.uk
admin@blackpoolbid.org



Registered office: Empress Buildings, 97 Church Street, Blackpool, FY1 1HU
Company number: 13506605