

Request for Grant Funding to Progress the Macclesfield BID

Summary

- The completed Feasibility Study identified a proposed BID area containing **652** business-rated units and estimates that the BID would generate a levy income of approximately **£280,000 per annum**, totalling circa **£1.4 million over a five-year term**. Businesses have shown enthusiasm to carry this process forward to the next stages, with additional projects to complement what is already provided by the local authorities, particularly the Town Council
- Macclesfield Means Business (MMB) is now seeking grant funding of **£37,500** from the Town Council to support the development and campaigning phases for the proposed Macclesfield Business Improvement District (BID).
- Approval of the requested grant would enable the next stages of work to proceed, supporting further intensive business engagement, the development of the business plan and the statutory requirement, culminating in a ballot in March 2027. This will help progress an initiative capable of delivering significant long-term benefits for the town centre.

Macclesfield Means Business (MMB) seeks approval from the Town Council for grant funding of £37,500 to support the next phase of work required to progress the establishment of a Business Improvement District (BID) for Macclesfield.

This request follows completion of the BID Feasibility Study, which was previously supported by the Council through grant funding. The study, undertaken by Mosaic and attached in full, provides a robust, evidence-based assessment of the opportunity to establish a BID in Macclesfield.

1. Outcome of the Feasibility Study

The BID Feasibility Study concludes that there is a “credible, fundable and well supported case to proceed” with a BID in Macclesfield. It recommends that the project now progresses to the development and campaigning phase.

The study identifies a proposed BID area containing **652** business-rated units and estimates that the BID could generate levy income of approximately **£280,000 per annum**, equivalent to around **£1.4 million over a five-year term**.

This level of funding would provide significant and sustainable investment in the town centre. It would enable delivery against priorities identified during the research phase of the Feasibility Study, including marketing and promotion, accessibility and parking, events and festivals, business support and procurement, cleansing and appearance, safety and security, and environmental sustainability.

2. Funding Request

MMB therefore requests grant funding **of £37,500** from the Town Council to support the development and campaigning phase. The funding would meet the costs associated with the activities detailed on page 52 of the Feasibility Study.

These activities include:

- Forming the BID Task Group
- Intensive business engagement including one to one with businesses, online information, workshops, printed material such as newsletters, postcards and the Business Plan
- Development of the BID Proposal to include defining projects and budgets
- Developing the statutory elements such as Baseline Statements and billing arrangements
- Development of a not for profit BID organisation and associating staffing arrangements
- Ballot preparation, administration and campaign

These phases are essential to ensuring that businesses are fully informed, appropriately engaged and able to consider the BID proposal ahead of the formal ballot.

The requested grant represents a proportionate investment when considered against the potential long-term return. A contribution of £37,500 at this stage could support the process required to unlock approximately £1.4 million of private sector investment into Macclesfield town centre over a five-year term.

3. Timeline and Delivery

The Feasibility Study sets out an indicative timeline on page 51. On that basis, and subject to funding being approved at this stage, the BID ballot could be concluded by May 2027.

Subject to focused delivery, effective coordination and MMB's continued commitment to lead, resource and mobilise the project, there may be an opportunity to accelerate the programme so that the BID Ballot could be concluded by **the end of March 2027**.

Approval of the requested funding would demonstrate the Town Council's continued support for the town's business community, maintain progress following the Feasibility Study, and assist in progressing a BID capable of generating substantial investment and long-term benefits for Macclesfield.

4. Conclusion

The Town Council's initial investment has enabled the completion of a robust and positive Feasibility Study, which indicates strong potential for a BID to receive support from the business community, subject to the formal ballot process.

Approval of the requested grant of £37,500 would enable the next stage of this initiative to proceed without delay. It would represent a practical and proportionate step towards unlocking up to £1.4 million of private sector investment into Macclesfield town centre over the next five years, led by local businesses for the benefit of the wider community.

MMB therefore respectfully requests that the Town Council approves the grant request and supports progression of the Macclesfield BID to the next stage.



THE MOSAIC PARTNERSHIP
PEOPLE TRANSFORMING PLACES

Macclesfield

Business Improvement District Feasibility Study

A focused case for reinvesting in Macclesfield Town Centre – powered by local business

Prepared by The Mosaic Partnership

June 2026 (V1) · Strictly Private & Confidential

© The Mosaic Partnership. Please do not use, reproduce or distribute without written permission.

CONTENTS

Contents

Executive Summary

About Us

What is a BID?

Types of BIDs

Impact of BIDs

The Mosaic Partnership Process

Delivery and Benefits of BIDs

The Macclesfield Feasibility Study

Listening to Macclesfield

Public Agency Consultation

Recommendations

Nest Steps

Project Timetable

Resources

EXECUTIVE SUMMARY

The opportunity at a glance

A five-year, business-led investment in the future of Macclesfield town centre.

This report sets out the findings of an independent feasibility study into a Business Improvement District (BID) for Macclesfield town centre, commissioned to test a single question: before committing serious time and money, does a BID for Macclesfield stack up? Drawing on a full review of the rating base, more than 110 direct consultation touchpoints with businesses, the council and the community, and benchmarking against the wider UK BID movement, our conclusion is clear — there is a credible, fundable and well-supported case to proceed.

A Town Centre BID would give Macclesfield businesses a ring-fenced, locally controlled budget to invest in the priorities they have themselves identified: a stronger town brand and marketing, better events, a cleaner and more attractive public realm, improved access and parking advocacy, and a more powerful collective voice. The headline numbers below are working assumptions to be refined during the next phase, but they illustrate the scale of what is achievable.

£280K

PER YEAR

Levy income from a Macclesfield Town Centre BID

£1.4m

OVER 5 YEARS

Direct investment into the town centre

652

BUSINESS-RATED UNITS

Within the proposed BID area

Plus, additional grants, sponsorship and in-kind support that BIDs typically attract on top of the levy.

Our recommendation

✓ PROCEED TO NEXT PHASES — DEVELOPMENT & CAMPAIGN

We recommend that Macclesfield proceeds to the phases, adopting a Town Centre BID focused on the 'Town Centre Proper' boundary, with a working levy of 2% on rateable value and clear, fair exemptions. The evidence on demand, boundary fit, financial viability and stakeholder support all point the same way.

Why the case stacks up

Five independent lines of evidence support moving forward:

1. Consensus from the research — consultation revealed clear, shared areas of concern that a BID can address through tangible projects on the ground.
2. A focused geographical and sectoral fit — the boundary and business mix lend themselves to a manageable, deliverable BID.
3. Real, tangible improvements — the revenue raised, supplemented by grants and sponsorship, is enough to make a visible difference in a town centre of this size.
4. Local support that now needs widening — key businesses and both councils support the concept; the engaged core must broaden to be demonstrably representative.
5. Demand for better partnership working — a strong appetite for more open, transparent collaboration between the town's organisations.

I N T R O D U C T I O N

Understanding BIDs

What a Business Improvement District is, and what they deliver.

ABOUT US

The Mosaic Partnership

Over two decades designing, delivering and defending BIDs around the world.

The Mosaic Partnership specialises in place management, placemaking and place marketing. We have spent more than twenty years helping towns, cities and destinations build the partnerships and the funding to invest in themselves. Our work spans national BID pilots, established town centres and specialist destination and tourism BIDs, and we bring that breadth of experience to Macclesfield.

200+**LOCATIONS**

Place management, placemaking and place marketing engagements

150+**UK BIDS DEVELOPED**

Bringing £100m+ in total levy income to UK places

10**DESTINATION / TOURISM BIDS**

Specialist expertise in tourism and historic places

A trusted, international client base

- **United Kingdom** — National BIDs Pilot partner.
- **Northern Ireland** — BIDs Pilot developed by Mosaic.
- **Europe** — Gibraltar, Bilbao, Rotterdam and Salzburg.
- **Singapore** — national BID model plus ten pilots.
- **United States** — Chicago, Colorado, New York and Washington.

THE BASICS

So — what exactly is a BID?

Businesses come together, decide what extra improvements they want for their area, agree how to deliver them and what it will cost — then fund it through a small, democratic levy on themselves for up to five years. A BID is owned and directed by the businesses that pay for it, and every penny is reinvested in the defined area.

Defined area

A clear geographic boundary within which the levy applies and projects are delivered.

Defined term

Up to five years, after which the BID is renewable only by a fresh ballot of businesses.

Defined projects

Only additional services — a BID can never be a substitute for what public bodies already provide.

Democratic

Established by majority vote, counted both by number of businesses and by rateable value.

THERE ARE SIX FLAVOURS

Types of BIDs

BIDs take different forms depending on the place and the businesses involved. Six models are well established in the UK and internationally.

01**Town Centre**

A retail, leisure and services core — the most common model, and our recommendation for Macclesfield.

02**Commercial / Industrial**

Employment areas and business parks, focused on supporting business growth.

03**Tourism / Destination**

Built around the visitor economy, marketing the place to a wider world.

04**Accommodation (ABID)**

A levy per room or per night on hotels, B&Bs and self-catering providers.

05**Hybrid**

The best of several worlds — for example a Town Centre BID combined with an ABID.

06**Property Owner**

For land and property owners, aimed at strategic, longer-term improvements.

Our recommendation for Macclesfield → A **TOWN CENTRE BID**

NATIONAL IMPACT

What UK BIDs have delivered

Independent data from British BIDs, Revo and the Local Government Association.

350+

ACTIVE UK BIDS

£180mRAISED ANNUALLY
VIA THE LEVY**£300m+**TOTAL INVESTMENT
IN BID AREAS**5yr**DEMOCRATIC,
RENEWABLE CYCLES

Why BIDs work

- Stronger business performance across the BID area.
- Projects and services that add value.
- Reduced business costs through central procurement of shared services.
- Higher capital value for commercial assets.
- Accountable, business-led governance.
- Additional grants and sponsorship unlocked on top of the levy.
- No freeloaders — everyone within the boundary contributes fairly.

H O W W E D E L I V E R

The Mosaic Partnership Process

There are three clear phases from first conversation to a successful ballot. This feasibility study is the first of those phases — Macclesfield is at the very start of the journey.

01

Feasibility • 3 months

- Is there appetite, demand and a workable boundary? — you are here.
- Partnership and plans review; database and information system.
- Financial analysis; boundary and sector analysis.
- Business engagement; regulatory adherence; recommendations, resources and costs.

02

Development • 6–9 months

- Define projects, budgets, governance, rules and the BID Proposal.
- Detailed market research and consultation; project support.
- Working with the local authority on baseline statements, the operating agreement and ballot arrangements.
- Staff and board development; organisational model; financial projections; the business plan.

03

Campaign & Ballot • 3–6 months

- Engage every business, build the YES vote and deliver the ballot.
- Marketing and communications campaign; tracking and polling.
- BID implementation and launch — company registration, billing and governance.
- Financial, legal and organisational arrangements; performance measures; launch.

YOU ARE HERE — the Feasibility Phase, testing whether a BID is the right next step for Macclesfield.

THE TOOLKIT

What BIDs deliver?

A BID typically delivers in the areas set out below. The businesses themselves choose the priorities and the balance of investment — nothing is imposed.

01**Marketing & Promotion****02****Events & Activations****03****Cleansing & Maintenance****04****Facilities & Assets****05****Access & Transport****06****Safety & Security****07****Physical Environment****08****Business Support****09****Lobbying & Advocacy**

B I D B E N E F I T S

Who benefits from a BID?

A successful BID delivers value well beyond the businesses that fund it, creating benefits for property owners, the wider community and public agencies alike.

Businesses & Tenants

- More footfall
- Higher consumer spend
- Reduced shared costs
- A stronger business voice
- A better environment for staff

Property Owners

- Capital value growth
- Higher rental values
- Attracts quality occupiers
- Positive public-sector links
- Enhanced PR

Residents & Community

- Economic growth and wellbeing
- Attracts inward investment
- Improved quality of life
- Corporate social responsibility
- Community pride and safer streets

Public Agencies

- Harnesses private-sector skills
- Greater understanding between agencies
- New, sustainable investment

THE LEVY AT WORK

Two real examples of value returned

BIDs are often judged on a simple question: what do I get back for what I pay? The two real examples below — a smaller independent and a larger hospitality operator from established BIDs — show the return that a well-run BID can deliver against the levy invested.

Example 1 — ‘Goose’, an independent business

£295

WHAT YOU PAY

Annual BID levy investment

£992

VALUE DELIVERED

Over £3.35 returned for every £1 invested

Benefit received	Type	Value
Christmas trails	Direct benefit	£120
Retail radio	Direct benefit	£300
Mystery shopping	Direct benefit	£60
Events & promotion	Wider support	£200
Website & social media	Wider support	£170
Security training	Wider support	£62
Total value delivered		£992

Example 2 — ‘Centro Lounge’, a hospitality operator

£1,200

WHAT YOU PAY

Annual BID levy investment

£5,590

VALUE DELIVERED

Over £4.65 returned for every £1 invested

Benefit received	Type	Value
Christmas recycling	Direct benefit	£4,800
Retail radio	Direct benefit	£300
Events & promotion	Wider support	£170
Website & social media	Wider support	£80
Street rangers	Wider support	£240
Total value delivered		£5,590

Illustrative figures from comparable BIDs; actual Macclesfield projects and values will be developed with local businesses.

S E C T I O N 0 1

The Macclesfield Feasibility

The study area, sectors, boundary and the numbers behind a BID.

WHY WE'RE HERE

Objectives of this Feasibility Study

Before committing serious time and money, the central question is simple: does a BID for Macclesfield stack up? This feasibility study was designed around six clear objectives.

01**Plans & policies**

Review current plans, policies and partnerships affecting Macclesfield.

02**Demand & need**

Understand the projects and services businesses want.

03**Financial viability**

Test the financial and boundary assumptions behind a workable BID.

04**Business appetite**

Gauge engagement from potential levy payers.

05**Stakeholder support**

Confirm appetite from key public and community partners.

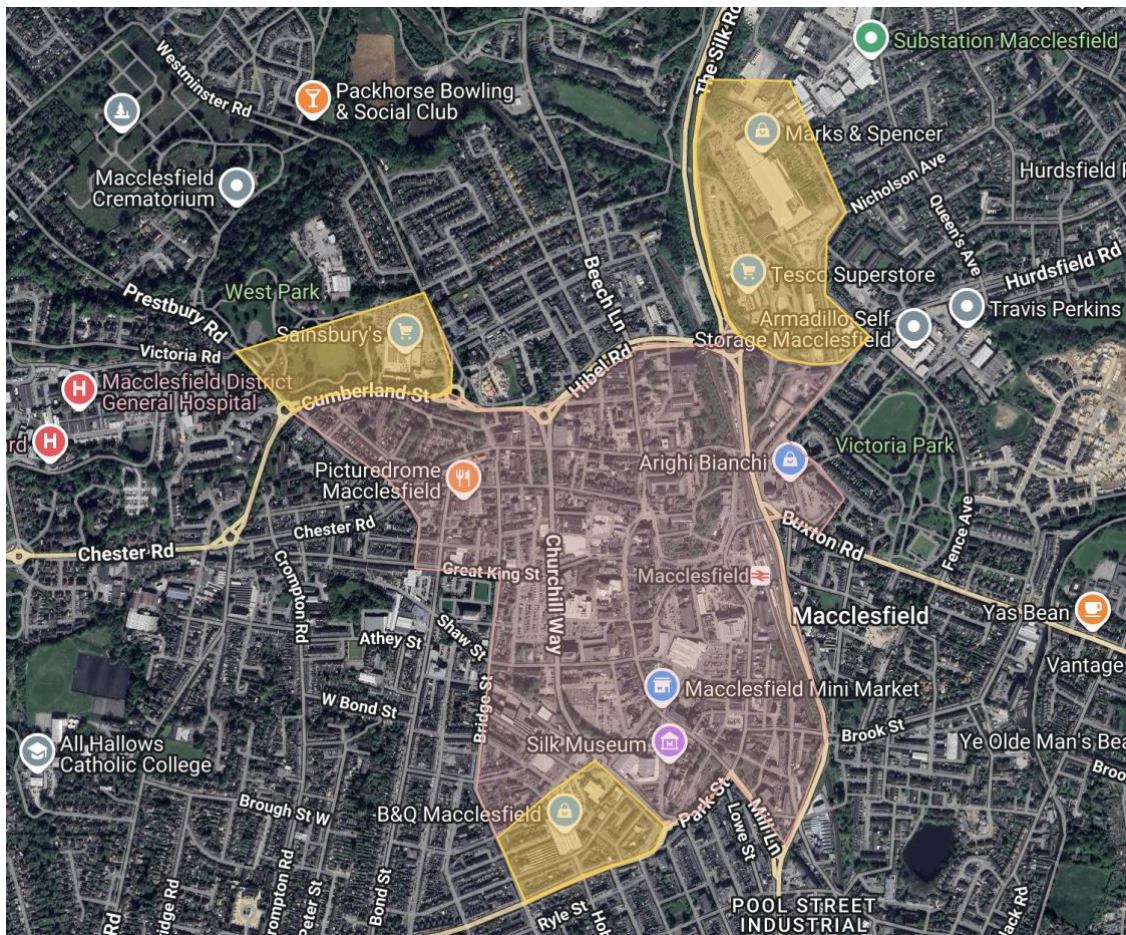
06**Recommendation**

Set out clear next steps and the resources required.

WHERE WE'VE FOCUSED

Study area — Macclesfield Town Centre

The study examined a wider area including the edge of centre. The map below shows the Town Centre Proper (the core, shaded red) alongside the edge-of-centre zones considered in the analysis (shaded yellow): Sainsbury's, Barrack Mills, and the Halfords / B&Q retail area.



Study area: Town Centre Proper (core) with edge-of-centre zones — Barrack Mills, Sainsbury's and Halfords / B&Q.

What the study area comprises

- **Streets** — more than 50 streets across the centre.
- **Sectors** — more than 10 distinct business sectors.
- **Areas** — Town Centre, Barrack Mills, Sainsbury's and Halfords / B&Q.

POTENTIAL LEVY INCOME

The likely BID area and levy projection

A 1.5% levy on the qualifying sectors and units of £5,000 rateable value and above would raise an estimated £281,703 a year across the wider study area — with the Town Centre alone delivering roughly 75% of that total. The table below sets out projections by area at three levy rates.

Area	Units	Total RV	At 1.0%	At 1.5%	At 2.0%
Town Centre	652	£14,013,875	£140,139	£210,208	£280,278
Barrack Mills	14	£2,802,800	£28,028	£42,042	£56,056
Sainsbury's	11	£1,372,500	£13,725	£20,588	£27,450
Halfords / B&Q	8	£591,050	£5,911	£8,866	£11,821
Total	685	£18,780,225	£187,802	£281,703	£375,605

£187,802

AT 1.0%

Conservative levy income

£281,703

AT 1.5%

Typical BID levy income

£375,605

AT 2.0%

Upper-end levy income

WHERE THE UNITS ARE

By Street

Chestergate and Mill Street dominate the town centre, together accounting for 29% of all units and 19% of total rateable value. The ten leading streets contain almost half of the total rateable value in the study area.

Street	Units	% units	Total RV	% RV
Chestergate	118	17%	£1,789,350	10%
Mill St	81	12%	£1,846,350	10%
Sunderland St	38	6%	£1,064,850	6%
Grosvenor Centre	33	5%	£562,750	3%
Market Place	31	5%	£981,600	5%
Park Green	27	4%	£667,800	4%
Park Lane	27	4%	£261,050	1%
Churchill Way	24	4%	£560,200	3%
Church St	24	4%	£215,875	1%
King Edward St	23	3%	£614,200	3%
All other streets (42)	259	38%	£10,216,200	54%
Total	685	100%	£18,780,225	100%

118

TOP STREET

Units on Chestergate — 17% of all units

£1.85M

HIGHEST RV STREET

Total RV on Mill St — 10% of total

46%

TOP 10 STREETS

Of total RV across just ten streets

WHAT'S IN THE MIX

By Sector

Retail and office use together account for 81% of units and 58% of total rateable value. A small number of superstores carry a disproportionate share of value — just three units represent 16% of the total RV.

Sector	Units	% units	Total RV	% RV
Retail	361	53%	£6,731,500	36%
Office	191	28%	£4,199,400	22%
Food & Drink (Restaurant)	23	3%	£712,800	4%
Food & Drink (Pub)	21	3%	£573,725	3%
Car Parking	19	3%	£566,850	3%
Commercial	16	2%	£208,350	1%
Entertainment & Leisure	11	2%	£490,100	3%
Food & Drink (Cafe)	9	1%	£178,500	1%
Retail (Warehouse)	7	1%	£1,110,000	6%
Retail (Superstore)	3	0%	£2,942,500	16%
All other sectors (9)	24	4%	£1,066,500	6%
Total	685	100%	£18,780,225	100%

53%

RETAIL

Of all units — 361 in total

28%

OFFICE

Of all units — 191 in total

16%

SUPERSTORES

Of total RV from just three units

WHO PAYS THE MOST

The top ten organisations

The ten largest payers together account for £5.47m — around 29% of total rateable value across just ten units. Understanding their position is important, as larger payers carry significant weight in a ballot that is counted by rateable value as well as by number.

Organisation	Sector	RV	Area
Tesco (Hibel Rd)	Retail (Superstore)	£1,360,000	Barrack Mills
J Sainsbury Plc	Retail (Superstore)	£1,210,000	Sainsbury's
Cheshire East Council (Town Hall)	Office	£555,000	Town Centre
Waters Green Medical Centre	Health & Medical	£420,000	Town Centre
Tesco (Exchange St)	Retail (Superstore)	£372,500	Town Centre
Aldi	Retail	£355,000	Barrack Mills
Marks & Spencer	Retail	£342,500	Barrack Mills
B & M	Retail (Warehouse)	£330,000	Barrack Mills
B&Q	Retail (Warehouse)	£287,500	Halfords / B&Q
Cheshire Building Society	Office	£240,000	Town Centre
Top 10 total		£5,472,500	

ORGANISATIONS WITH MULTIPLE UNITS

Multiple voters

Seven organisations hold 53 units between them, representing £1.98m of rateable value. Cheshire East Council alone holds 21 units — making the council's position, and its in-principle support, especially significant to the outcome of any ballot.

Organisation	Units	Total RV
Cheshire East Council	21	£1,266,850
Eskmuir Properties Limited (Grosvenor Centre)	14	£205,750
Elior UK Plc (The Courtyard)	5	£385,000
Windyway Trust	4	£47,000
Brookdale Properties (Cheshire) Ltd	3	£31,500
Greenham Commercial Ltd	3	£22,600
The Samaritans of Macclesfield	3	£23,200
Total	53	£1,981,900

21

COUNCIL UNITS

Held by Cheshire East Council

£1.98M

MULTI-VOTER RV

Total across seven organisations

11%

OF TOTAL RV

Concentrated in multi-voters

VOTING INTENTION OF MAJOR PAYERS

Key nationals

Across £5.57m of rateable value held by 34 national organisations, early soundings suggest roughly 21% are likely to vote yes, 63% likely to vote no and 16% unlikely to vote. This concentration of ‘likely no’ weight among a small number of large nationals is the single most important risk to manage in the development and campaign phases — and a key reason to focus the boundary on the Town Centre Proper.

£1.17M LIKELY YES 13 organisations — 21% of national RV	£3.50M LIKELY NO 7 organisations — 63% of national RV	£899K WON'T VOTE 14 organisations — 16% of national RV
---	---	--

Largest national payers by rateable value

Likely No — top by RV	RV	Likely Yes — top by RV	RV
Tesco (Hibel)	£1,360,000	Tesco (Exchange)	£372,500
J Sainsbury Plc	£1,210,000	Travelodge	£169,000
Aldi (Barracks)	£355,000	Boots	£135,000
Aldi	£216,000	National Westminster Bank	£103,000
Sports Direct	£212,000	J D Wetherspoon	£87,000
Halfords	£107,000	Loungers	£74,000

A further group of nationals — including Farm Foods, B & M, TK Maxx, Costa, Mountain Warehouse and TG Jones — are currently recorded as unlikely to vote.

S E C T I O N 0 2

Listening to Macclesfield

What businesses, the council and the community told us.

STRATEGIC FRAMEWORK

A shared vision for the town centre

Macclesfield's own strategic framework sets a clear direction for the town centre, expressed through nine objectives. A BID does not replace this vision — it provides a business-funded vehicle to help deliver it.

THE VISION

"A town that celebrates its quirkiness — green, creative, connected and social. Thriving, diverse, distinctive and inclusive, rich in heritage and culture. Cherishing its past, striving for a sustainable future."

Nine strategic objectives

01

Grow town centre population

02

Diversify leisure & evening economy

03

Enhance the retail offer

04

Make more of its connectivity

05

Support businesses & skills

06

Harness its distinctiveness

07

Cherish heritage, repurpose assets

08

Enhance the town centre environment

09

Raise aspirations, change perceptions

WHERE MACCLESFIELD STANDS

SWOT analysis

Macclesfield has strong foundations and clear opportunities. Its weaknesses and threats are real but addressable through the kind of coordinated, business-led action a BID is designed to provide.

Strengths

- Strategic connections and rural hinterland
- Clear strategic priorities for the town centre
- Engaged, committed stakeholders
- Attractive labour market and business base
- Emerging independent offer; relative affordability
- Successful culture and events; active creative scene
- Built heritage and characterful urban spaces

Weaknesses

- Relatively weak retail and leisure offer
- Low commercial property values
- Poor image and first impressions
- Car dominance and parking pressures
- Poor wayfinding and legibility
- Under-utilised and vacant buildings
- Weak bus / rail interchange; limited central greenspace

Opportunities

- Growing working-age population
- Growth in town centre living and residential allocations
- An affluent catchment; commutability and market appeal
- Rise of the evening economy
- Current and pipeline investment; enhanced linkages
- Quality, character and opportunity sites
- Marketing and promotion; stakeholders want change

Threats

- Declining national retail trends
- Negative perceptions of the town
- A tendency to be inward-looking
- Stakeholder concern about disruption

HOW WE LISTENED

Consultation & Engagement

The feasibility was informed by more than 110 direct touchpoints across business, council and community — a broad and credible evidence base for a town of Macclesfield's size.

40

SURVEY RESPONSES

Online survey representing 61 votes across the centre

34

1-TO-1 CONTACTS

In-depth conversations with town centre businesses

16

WORKSHOP ATTENDEES

Business workshop on town centre priorities

21

COUNCIL VOTES

Cheshire East Council voting weight in the BID area

Both Cheshire East Council and Macclesfield Town Council are, in principle, supportive of the BID process.

CONSULTATION ISSUES MATRIX

How the evidence lines up across channels

The matrix on the following pages maps the issues that emerged against each consultation channel, showing where emphasis was high, medium or low. It is presented in landscape for legibility.

Key: **HIGH** primary concern · **MEDIUM** clearly raised · **LOW** not a focus

MACCLESFIELD BID FEASIBILITY

Consultation Issues Matrix

Common Issue	One-to-One Consultations 34 contacts	Business Workshop 16 attendees	Business Survey Quantitative results	Town-wide Themes (MMB) Wider engagement
Perception, Identity & Branding <i>How the town is seen and talked about</i>	HIGH Single most common concern — the narrative is dominated by negativity despite the town's strengths.	HIGH Branding & marketing the top priority; a visitor centre proposed to attract tourists.	HIGH Current words: uninspiring, undersold, potential. Desired: vibrant, independent, busy. 70%+ rate marketing poor.	HIGH A named theme: town brand, pride & promotion, marketing & communication.
Marketing & Communications <i>Promotion of the town and to businesses</i>	HIGH Businesses don't feel they receive regular comms; digital presence and literacy gaps.	HIGH Raised alongside investment and partnerships.	HIGH Marketing important to 86%; social media used by 70%; 82% market locally; 70%+ rate marketing poor.	MEDIUM Captured under identity & branding and partnership & communication themes.
Vacant & Underused Units <i>Empty shops, repurposing buildings</i>	HIGH Comes up repeatedly across the one-to-ones.	MEDIUM Addressed via investment to attract new businesses, and zoning / quarters.	LOW / NOT RAISED Not directly measured in the survey.	HIGH Named explicitly: empty / vacant units, repurposing buildings, landlords and rents.
Parking & Accessibility <i>Cost, availability, pedestrian access</i>	HIGH Contentious across the board.	MEDIUM Pedestrianisation and the station as a 'better gateway' raised.	HIGH Availability and pricing of parking the most important accessibility factor; pedestrian access second.	HIGH A named theme: public transport gaps, parking, cycling / walking, accessibility.
Events & Culture <i>Treacle Market, Christmas, programme</i>	HIGH Almost universally praised — Treacle Market and Town Council Christmas events stand out.	MEDIUM Heritage & culture flagged as an asset to build on.	MEDIUM 50%+ say events important; 75% say events help business; views split on the right number.	HIGH A named theme: more events, better event communication, cultural spine / heritage.
Public Realm, Cleanliness & Green Space <i>Streetscape, planting, neglected areas</i>	HIGH Safety, cleanliness and the street environment raised as an ongoing concern.	HIGH Improve public realm, planting / green spaces and signage & wayfinding all named.	MEDIUM Floral displays regarded as important by over 85%.	HIGH A named theme: tidy town, murals & planters, neglected areas, street furniture, green spaces.
Safety & Anti-Social Behaviour <i>Crime prevention, CCTV, ASB</i>	MEDIUM Bundled with cleanliness and street-environment concerns.	MEDIUM Addressing anti-social behaviour explicitly raised.	MEDIUM ASB prevention, business crime reduction and CCTV most important — not a top overall priority.	LOW / NOT RAISED Not a standalone theme — touched on via community and public realm.
Council & Authority Relationships <i>Communication and coordination</i>	HIGH A clear pattern of frustration with the council relationship.	MEDIUM Partnerships flagged — a need to bring stakeholders together and coordinate.	LOW / NOT RAISED Not directly surveyed.	HIGH

Common Issue	One-to-One Consultations 34 contacts	Business Workshop 16 attendees	Business Survey Quantitative results	Town-wide Themes (MMB) Wider engagement
				A named theme: BID support, coordination & collaboration, better communication with authorities.
Retail Mix & Independents <i>Diversity of offer, support</i>	MEDIUM Tied to vacant units and the narrative about chains leaving.	MEDIUM Investment to attract new businesses raised.	MEDIUM 49% saw turnover increase; 52% expect further increase — appetite for growth.	HIGH A named theme: better retail mix, support for independents, changing retail landscape.
Town Centre Living & Housing <i>Residential mix, affordability</i>	LOW / NOT RAISED Not a primary business concern in one-to-ones.	LOW / NOT RAISED Not a workshop focus.	LOW / NOT RAISED Out of scope for the business survey.	HIGH A named theme: affordable housing, repurposing buildings, integrated living & transport.
Community, Youth & Inclusion <i>Spaces, provision, inclusive planning</i>	LOW / NOT RAISED Not raised as a business priority.	LOW / NOT RAISED Not a workshop focus.	LOW / NOT RAISED Not within survey scope.	HIGH A named theme: community spaces, youth provision, inclusive planning.
Business Support & BID Awareness <i>Joint procurement, sponsorship, trade bodies</i>	MEDIUM Implicit in council and communication frustrations.	HIGH Explain the ROI of a BID; partnerships needed.	HIGH ~50% know what a BID is; ~25% in a trade body; 70%+ never sponsored marketing.	HIGH Captured under partnership & communication: BID support, coordination & collaboration.

WHAT BUSINESSES TOLD US

The six themes that came up everywhere

Across every strand of the consultation, the same six themes recurred. They form the natural agenda for what a Macclesfield BID would prioritise.

01**Perception & branding**

The single most common concern — a narrative dominated by negativity despite real strengths.

02**Marketing & communications**

Important to 86% of businesses, but current marketing is rated poor by 70%+.

03**Parking & accessibility**

The perennial issue — availability and pricing are the top accessibility concerns.

04**Events & culture**

Treacle Market and Christmas events are praised; 75% say events help their business.

05**Public realm & cleanliness**

Streetscape, planting and neglected areas raised across all consultation strands.

06**Vacant units & retail mix**

Empty shops and a need to support independents — a town-wide consultation theme.

SURVEY PRIORITIES — RANKED

What Macclesfield wants a BID to focus on

When businesses ranked priorities for a BID, marketing sat clearly on top. The full ranking gives a clear early steer for the project pillars to be developed in the next phase.

Rank	Priority
1	Marketing, Promotion & Events
2	Accessibility & Parking
3	Events & Festivals
4	Business Support & Procurement
5	Cleansing & Appearance
6	Safety & Security
7	Environmental Sustainability

Marketing and promotion scored highest of all; marketing of Macclesfield was important to 86% of respondents.

SURVEY SNAPSHOT

The numbers that matter

86%**MARKETING MATTERS**

Rate marketing of Macclesfield important or very important

70%**MARKETING RATED POOR**

Rate current marketing of the town centre as poor

75%**EVENTS HELP**

Say events in the town help their business

50%**BID AWARENESS**

Know what a BID is — vs. a quarter at first contact

49%**TURNOVER UP**

Saw turnover increase last year; 52% expect more

85%**INDEPENDENT-LED**

Of respondents are independent businesses

VOICE OF MACCLESFIELD

How Macclesfield talks about itself

Asked to describe Macclesfield today and how they would like it described, businesses revealed both the perception problem and the ambition behind it. Today's words sit alongside the words businesses want to own.

How Macclesfield is described today

- Heritage, Silk Town, market town
- Local, friendly, creative
- Georgian, cobbled, character
- Undersold, uninspiring, hidden gem
- Potential, quaint, Treacle

How businesses want it described

- Vibrant
- Independent
- Busy
- Creative
- A confident, well-marketed destination

WORKING WITH LOCAL GOVERNMENT

Public Agency Consultation

Both Cheshire East Council (which holds 21 votes) and Macclesfield Town Council were consulted, with relevant baseline statements to be provided for the services they deliver in the BID area. In principle, both organisations are supportive of the BID process — provided it adds value to current projects and services, and subject to member approval — and would typically be part of the development and governance of a successful BID.

It is also worth pointing out that Macclesfield Town Council commits significant resources, unlike many other authorities of a similar size, to the town centre through a well-regarded events calendar and the look and feel of the place with the Rangers and the Floral Displays, the most visible. Projects/Services delivered by the BID would add value or enhance but not replace these activities.

Cheshire East Council also has three statutory roles to consider, set out below.

01**Baseline Statements**

Setting out the services the council currently provides in the BID area.

02**Operating Agreement**

Covering the collection and enforcement of the BID levy.

03**The Ballot Holder**

Cheshire East Council acts as Returning Officer for the BID ballot.

PUBLIC AGENCY ROLES · 01

Baseline statements

Baseline statements set out current service provision so that the BID can be shown to add value rather than duplicate what is already delivered. For Macclesfield, the following service areas may be covered:

Cleansing & Maintenance	Car Parking	CCTV
Tourism	Markets	Festivals & Events
Street Furniture	Planting & Landscaping	Public Conveniences
Economic Development / Regeneration	Street Lighting	Highways & Roads

Policing is also reflected in the baseline picture for the area.

PUBLIC AGENCY ROLES • 02

Operating Agreement

The operating agreement between the BID and Cheshire East Council sets out how the levy is collected and enforced. It will contain the following key sections:

01**Scope**

Between the BID and the local authority.

02**Establishing the levy**

How the BID levy is set and applied.

03**Collection responsibilities**

Including the collection timetable.

04**Enforcement mechanisms**

Including the enforcement timetable.

05**Accounting & transfer**

Arrangements for handling levy income.

06**Apportioning & debt write-off**

How shortfalls and bad debt are treated.

07**Review & monitoring**

Ongoing oversight of the agreement.

08**Collection fee**

4% of the annual levy.

PUBLIC AGENCY ROLES · 03

The Ballot

The ballot follows the rules set out in the BID Regulations 2004. Legal responsibility sits with the Returning Officer at Cheshire East Council, who may appoint a third party to conduct it. The statutory timeline is summarised below.

84 days

MINIMUM NOTICE

To the Secretary of State before instruction

£4,500

ESTIMATED BALLOT COST

Met by Cheshire East Council, separate to this study

Action	Timing
Notice to Secretary of State & local authority	At least 84 days before ballot holder instruction
Notice to ballot holder to conduct ballot	Allow 84 days after the above notice
Ballot list & documents to ballot holder	At least 56 days before day of ballot
Notice of ballot sent	At least 42 days before day of ballot
Despatch of ballot papers	At least 28 days before day of ballot
Appointment of proxy	At least 10 days before day of ballot
Cancellation of proxy	At least 5 days before day of ballot
Issue of replacement ballot papers	4 days before day of ballot
Close of ballot	The 'day of ballot'
Declaration of result	At least 1 day after close of ballot

S E C T I O N 03

Our Recommendation

What we think Macclesfield should do next.

WHY A BID CAN WORK HERE

The Rationale

Five lines of evidence support proceeding to the next phase. Together they show a town centre that is ready for a focused, business-led BID.

01**Consensus from research**

The research and consultation show clear areas of consensus and concern that this process can address through projects on the ground.

02**A focused geographical & sectoral fit**

The boundary and sectoral make-up allow for a focused, deliverable approach.

03**Real, tangible improvements**

The revenue generated — with additional grants and sponsorship — will deliver real improvements in a BID of this size.

04**Local support but needs widening**

Key business representatives and both councils support the concept; the engaged core now needs to widen to be evidently representative.

05**Demand for better partnership working**

There is a keen desire for stronger, more transparent partnership working between the town's organisations.

THE VERDICT

Yes — we recommend moving to development

A Town Centre BID is the right fit for Macclesfield. We recommend focusing on the Town Centre Proper and adopting a Town Centre BID with a working levy of 2% on rateable value.

✓ PROCEED TO NEXT PHASES — DEVELOPMENT & CAMPAIGN

Model

A Town Centre BID — a single, focused, mandatory boundary.

Levy

A 2% working assumption on rateable value across the Town Centre Proper.

Exemptions

Below £5,000 RV; sectoral (industrial, storage, workshop, warehouse); voluntary outside the boundary.

Boundary

Town Centre Proper; edge-of-centre areas not part of the mandatory area.

OUR HEADLINE PROPOSAL

A Town Centre BID for Macclesfield

A focused Town Centre Proper boundary, with a 2% levy and clear exemptions — keeping the BID manageable, fair and squarely in the control of the businesses it serves.

The boundary & scope

652

RATED UNITS IN SCOPE

Within the focused core

£14m

TOTAL RATEABLE VALUE

In the BID area

75%

PAY £1 A DAY OR LESS

Of businesses in the area

Levy & exemptions

2%

LEVY ON RATEABLE VALUE

Working assumption on premises RV

£5K

RV THRESHOLD

Below this, units are exempt

£280K

ESTIMATED ANNUAL INCOME

From the levy

In total · **652 rated units** · **£280K per year** · **£1.4m over five years**

WHERE WE'VE FOCUSED

Recommended Focus — the Town Centre Proper

For the next phases we recommend concentrating on the 'Town Centre Proper' — a defined core that offers a focused, manageable BID footprint.

Defined core

The Town Centre Proper offers a focused, manageable BID footprint.

Mixed economy

Retail, office, hospitality and leisure across 652 rated units.

Edge areas excluded

Edge-of-centre zones are not part of the mandatory BID area but may join voluntarily

THE NUMBERS

The levy unlocks real money for Macclesfield

The headline financials below are working assumptions, to be refined in the Development phase. They show a BID with the scale to make a visible difference — before the grants and sponsorship that BIDs typically attract on top.

£14m RATEABLE VALUE Across 652 rated units	£280K ANNUAL LEVY 2% on rateable value	£56K ADDITIONAL INCOME Typical for BIDs of this size	£1.4m OVER FIVE YEARS Direct levy investment
---	---	---	---

Working assumptions; subject to refinement in the Development phase. Additional grants and sponsorship are typically attracted on top.

THE BUSINESS MIX

Who pays — the Macclesfield sector snapshot

Within the Town Centre Proper the economy is retail and office-led, and distinctively independent in character. Notably, more than half of town centre occupiers do not currently pay any business rates — which shapes who falls within the levy.

Sector	Share of units
Retail	55%
Office	30%
Hospitality & Leisure	9%
Other	6%

Over 50% of town centre occupiers do not currently pay any business rates — and the centre is distinctively independent-led.

WHAT THE BID COULD DELIVER

Indicative project pillars

Shaped directly by the consultation, the following project pillars give an early sense of what a Macclesfield BID could deliver. They will be refined and costed with businesses during the Development phase.

Marketing, Promotion & Events

- Town brand and identity refresh
- Macclesfield town centre website and social media
- Visitor and information point
- Support existing events and develop new ones

Safe, Clean & Attractive

- Support murals, planting and floral displays
- The station as a better town gateway
- Targeted cleansing of neglected areas
- Anti-social behaviour and CCTV partnership

Business Support

- Joint procurement (recycling, waste, energy, advertising)
- Digital marketing and skills training
- Support for independents and retail mix
- A coordinated, powerful business voice with the council

Access & Public Realm

- Parking pricing and availability advocacy
- Pedestrian access and wayfinding
- Zoning, pedestrianisation and green spaces
- Vacant unit reactivation

WHERE THE MONEY GOES

Indicative annual budget

An illustrative split of the annual levy across the project pillars is shown below. The final allocation will be developed with the BID Task Group; figures are indicative only.

Budget area	Share	Indicative amount
Marketing, Promotion & Events	40%	£134K
Accessibility, Parking & Wayfinding	20%	£67K
Business Support & Procurement	15%	£50K
Cleansing, Safety & Public Realm	10%	£34K
Staffing & Overheads	15%	£51K
Total	100%	£280K

Final split to be developed with the BID Task Group. Figures indicative only.

DEVELOPMENT & CAMPAIGN PHASE

A Potential BID Task Group

A balanced Task Group, drawn from business, public agencies and interest groups, would steer the Development and Campaign phases. A suggested composition is set out below.

Constituency	Members
Retail	5
Commercial / Office	2
Food & Drink	1
Entertainment & Leisure	1
Accommodation	1
Public Agencies	2
Interest Groups	2
Total Task Group	14

B I D T A S K G R O U P

Terms of Reference

Task Group members would commit a minimum of one hour per week to drive a successful 'Yes' vote, working across four areas of responsibility.

01

Strategy & Oversight

- Guide the three-phase process, timeline, budget and propriety
- Guide communications, information and promotional material
- Oversee achievement of the key milestones

02

Stakeholders & Projects

- Build relationships with and nurture business / interest groups
- Identify the projects and services for the BID to deliver
- Apportion the costs of the levy accordingly

03

Levy & Funding

- Decide the most effective method of levy application
- Secure additional / voluntary funding to supplement the levy
- Agree any exemptions or discounts

04

Campaign & Commitment

- Support the business plan with personal and professional testimonials
- Actively drive the campaign to maximise a 'Yes' vote
- Commit a minimum of one hour per week

C A M P A I G N P L A N N I N G

Reaching the right people in the right way

A successful campaign balances three modes of engagement — inspiring the many, informing everyone, and involving a committed core of champions.

60%**INSPIRE**

Events, literature, face-to-face, business and sector meetings

20%**INVOLVE**

Board members, champions, the press face, testimonials

20%**INFORM**

Clear information to every business in the area

S E C T I O N 0 4

Next Steps

What happens between now and the ballot.

THE ASK

Three immediate next steps

To move from feasibility to development and campaign, three things need to happen — a decision, the resources to deliver, and the people to drive it forward.

01**Decide**

A formal decision by key stakeholders to proceed to the Development phase.

02**Resource**

Secure the resources required for the next phases.

03**Mobilise**

Form the BID Task Group — a cross-sector group of champions.

THE ROADMAP

Potential project timetable

From decision to ballot in roughly 12–18 months — a typical timeline for a town centre of Macclesfield's scale.

Step	When	Milestone	What happens
1	June 2026	Decision	Formal decision to proceed to the next phases
2	July 2026	Task Group	Form the BID Task Group and secure resources
3	Sep 2026 – Feb 2027	Development	Define projects, budget and draft the BID Proposal
4	Mar – Apr 2027	Campaign	Engage every business and build the YES vote
5	May 2027	Ballot	28-day postal ballot of all levy payers

12–18 months from decision to ballot — typical for a town centre of Macclesfield's scale.

RESOURCES FOR THE NEXT PHASES

What the Development & Campaign Phases Require

The indicative budget to take Macclesfield through the Development and Campaign phases is set out below. Ballot costs are met separately by Cheshire East Council.

Item	Detail	Cost
Project Management	Specialist BID business engagement staff (as part of the consultancy team)	£15,000
Consultancy Support	Specialist advice, template documents, negotiations, regulatory advice	£10,000
Marketing & Communications	Market research, business engagement, promotional material, PR and business plan	£7,500
Office & Administration	IT, stationery, postage and copying	£3,500
Legal & Financial	Ballot costs are met by Cheshire East Council, separate to this	£1,500
Total		£37,500

LET'S TALK

Ready to take the next step?

The Mosaic Partnership

mo@themosaicpartnership.co.uk

www.themosaicpartnership.co.uk

Place Management · Placemaking · Place Marketing