



BUSINESS PLAN
2024 - 2029

Contents

- 03 | Foreword from the Chair & BID Manager
- 04 | What Kendal BID has achieved 2019–2023
- 05 | What didn't work so well
- 06 | Looking Ahead | Why is Kendal BID needed
- 08 | Feedback from Consultation
- 08 | Vision for Kendal
- 09 | A continued Vision for Kendal
- 10 | The Kendal BID Area
- 11 | The New Area Map
- 12 | A Five-Year Plan for Improvement
- 13 | Actions
- 14 | Funding
- 14 | Expenditure Financial Plan
- 15 | Cost to each Business
- 15 | BID Proposer
- 16 | Management of the BID
- 16 | Performance, Monitoring & Evaluation
- 17 | The Ballot Process & Collection of the Levy
- 18 | What happens if the BID does not continue

Foreword

'Business Improvement Districts were started in 2003 as a way to give businesses a voice and to be a body that represents them. BIDs do valuable work supporting businesses and doing activity to improve their area and boost the local economy. Put simply businesses are more likely to survive and thrive if they are within a BID zone. The bid is run by volunteer directors who all want to help improve Kendal and help Kendal businesses.'

Kendal BID makes Kendal better not just for businesses but also for the people who live and work here too. We want Kendal to be a great place to do business but also a great place for our children to grow up and a place where we can find good quality staff because lots of people want to live and work here. It is important that we retain our young people who have grown up in the area by being able to offer high quality jobs.

Kendal BID does a lot of work to help Kendal and it's businesses to succeed. A lot of this is often unseen but makes a powerful difference to our town. For example Kendal BID is the largest funder for torchlight carnival and without BID being here we may not have a torchlight either. BID also runs Kendal live music festival which has been a great thing for the town alongside funding many other events only possible because of BID help. These include kendal family festival, food and folk festival, kendal whisky festival, stout wars, unity festival, kendal pride, kendal cycling festival. We are also a major funder of the business pages of the visitkendal.co.uk website and the visit kendal leaflets which bring a lot of visitors and money into our businesses. This year we will also be holding the first (of hopefully many) kendal Christmas festivals with Christmas markets.



As well as events BID provides grants which are available to all BID businesses which can be used for things like training, to improve shopfronts, to make environmental or green changes and to save energy costs. We also provide free training on support on how to grow your business and run trails for families that live in the area.

I hope that you can see the difference that BID makes to our town and I am grateful for your hard work and support in making Kendal the best place to do business, live and work.'

Josh Macaulay
Kendal BID Chair

BID MANAGER

'Having operated a business in Kendal for 5 years the pressures and opportunities of running a business in Kendal are often apparent. I welcomed the chance to help our business community, when I joined the BID in 2022.

With Covid and lockdown forcing several businesses to close and others struggling to stay afloat with the rising costs. Despite this I have been please to help several new businesses start up.

Kendal BID can make a real difference by drawing people into town with the festivals, events and trails. The BID can help to improve the look of the town with the shop front grants and through lobbying council and other parties. It can help to better equip businesses with training courses and training grants.

The more businesses get involved in working to make the whole town a better and a more inviting place for people to come to. This will ultimately benefit our businesses.'

Peter Brendling
Kendal BID Manager

What Kendal BID achieved 2019-2023?

Promoting & Publicising Kendal

The BID has been successful in getting out the message that Kendal is a place to visit and shop. This was achieved in several ways.

Visit Kendal

Kendal Bid funded a business enhancement campaign with visit-kendal.co.uk in 2023. This was chosen as Visit Kendal is both the highest ranked Kendal information website and also locally administered, to increase engagement by, and promotion of, BID levy payers:

- 166 businesses directly contacted to foster stronger connections between the BID and local businesses.
- 106 businesses received dedicated promotion on a thematic visit-kendal.co.uk landing page.
- visit-kendal.co.uk now boasts an extensive directory with 242 businesses listed creating a one-stop platform to explore and discover the diverse range of establishments that Kendal has to offer.
- A total of 57 businesses received professional photography services, ensuring visually appealing representations of their products, services, and ambiance.
- Additionally, 82 businesses were tagged in social media posts exposing them to a wider audience and generating organic interest and engagement.
- Approximately 10,000 visitors per month access Visit-Kendal.co.uk reflecting substantial online engagement promoting the town.
- Associated social media platforms reach an impressive audience of around 8,000 individuals per month across Instagram and Facebook.

Summer Trail

Was enjoyed by many local families and visitors. We had over 175 entries to the competition in 2022 with many more doing the trail. We also helped establish other town trails, including Lakeland Orienteers, Naughty Elf trail.

Lake District Radio

Kendal BID teamed up with Lake District Radio to promote Kendal's businesses, with 12 Businesses taking the opportunity to be interviewed and to promote themselves.

Communication

Since July 22 we have been producing a monthly newsletter, keeping businesses informed of what the BID is doing and of important matters that might affect business. We regularly post on Facebook, Instagram, LinkedIn and twitter, with information for businesses on Facebook @kendalBID. Our website, www.kendalbid.co.uk is another source of information and news, regarding what's going on in Kendal and things that could affect businesses.

Grants

Kendal BID has been offering grants to help improve the town and to increase business for our levy payers:

- A total of 32 Shop front grants were paid in 2022 to improve the frontage of several of our shops and the overall look of the town.
- Funding has been allocated so a further 28 business can receive Shop front grants in 2023
- Our training grants help businesses receive specialist training to help them grow. These grants were introduced to help business that might not benefit from other activities.
- Grants and assistance have been given to many of the town's festivals and have helped bring thousands of people into the town.

These include:

- The Cycle Festival
- Unity Festival
- Kendal Pride
- Torchlight
- Whisky Festival

The BID has also enabled festivals to take place by ensuring road closure could happen, giving the space for the festivals to take place.

Festivals & Events

Kendal BID puts on or supports numerous festivals and events each year. Below is a list of festivals that the BID has helped make happen in the past five years:

- Kendal Cycling Festival
- Kendal Folk and Food Festival
- Kendal Mountain Festival
- The Walking Festival
- Kendal Family Festival
- Torchlight
- Kendal Live Music Festival
- Stout Wars
- Unity Festival
- Kendal Pride
- Kendal Light Switch on
- The Whisky Festival
- Comic Arts
- Lakes Alive

Many of these events would not take place without Kendal BID.



What didn't work so well?

It is important to understand that not all projects are going to be successful and to learn from past mistakes.

Two projects that did not work as well as hoped were the Kendal Card and Parking Perx. Both have now been dropped as projects

Online Interactive Training

Working with Seedl one of the country's leading on-line training providers, we are offering training courses with different modules in subjects including, business essentials, customer services, social media, leadership, leadership, Microsoft 365 and mental health awareness. These courses are free to all BID businesses and their employees and can be done at any time, enabling businesses to fit training around the work schedule.

- With 62 enrolled used so far
- Over 200 modules

Support and Co-operation/ Interagency Working

Kendal BID has been working with Kendal Futures (Kendal Futures is a public/private sector partnership created out of the desire to make Kendal a better place for businesses to operate and for working age people to live and work), Town Council, and Westmorland & Furness Council to look at ways to improve the town. This includes getting the Birdcage reopened, with plans to further develop the top end of Finkle Street. We are also working with Kendal Community Land trust to find properties over commercial premises that would be suitable to turn into affordable accommodation.

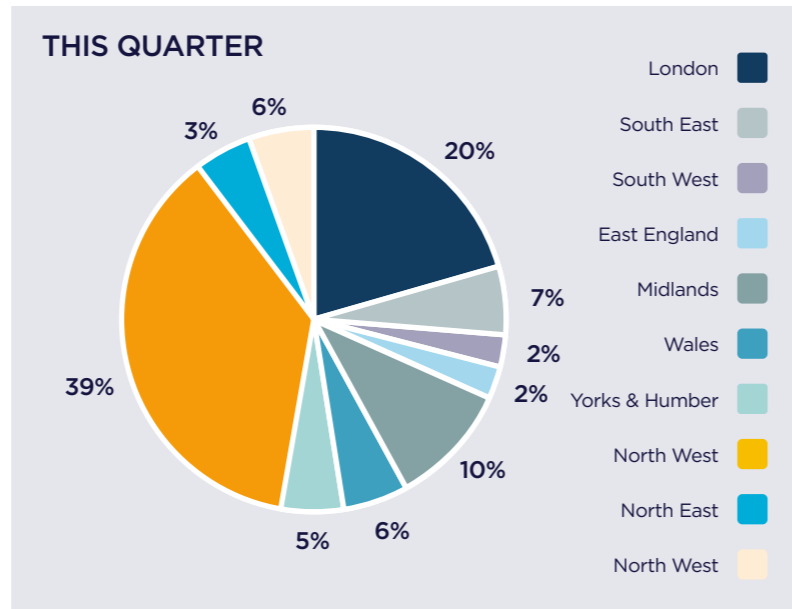
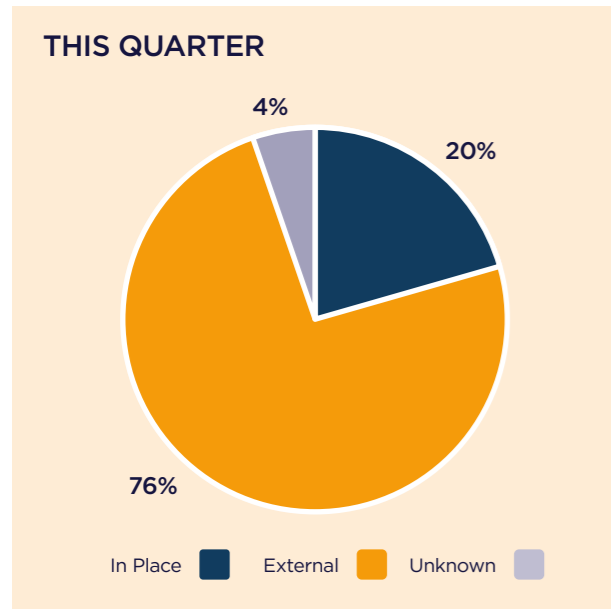
LOOKING AHEAD | Why Kendal BID is needed?

The Discover App

Our app promotes the businesses within Kendal and is proving very popular, We are continually looking to improve the app and have recently added a community tile promoting things that the town does for the community.

The App receives:

- An average of 1500 views per week
- With over 4000 at peak times
- 76% of users last quarter were visitors to Kendal
- Of those 30% used it when they visited.



Increasing Footfall

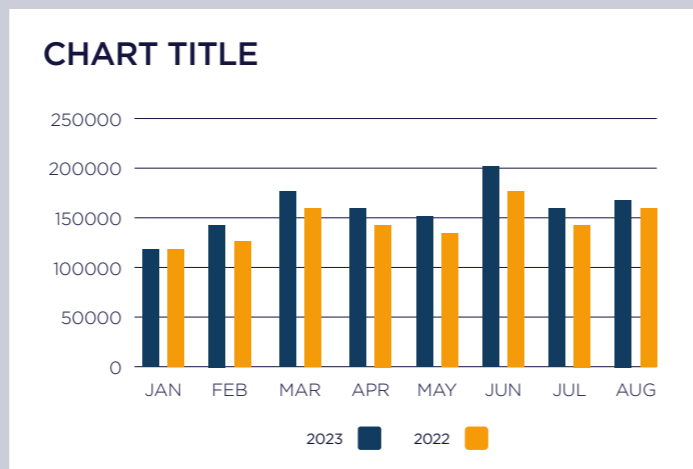
Kendal BID puts on and supports festivals and events to increase footfall and spend within the town. There has been a steady increase in footfall since 2020.

2021 saw a 16.7% increase on 2020.

2022 saw a 19.2% increase on 2021.

And so far this year we have seen an increase of 8.8% on 2022.

With every month this year being better than last...



January 2023	0.1% up	May 2023	14% up
February 2023	18.5% up	June 2023	12% up
March 2023	8% up	July 2023	6% up
April 2023	9% up	August 2023	4% up

Untapped Tourism Potential

The BID has identified untapped tourism potential as an opportunity to attract more visitors to Kendal. To harness this potential, the BID implements marketing and promotional campaigns. By increasing visitor numbers and boosting the local economy, the BID supports tourism-related businesses and creates employment opportunities within the sector, contributing to overall economic growth. The BID Festivals, Visit Kendal, social media, Discover and news releases all encourage visitors to Kendal

In targeting these specific areas, the BID aims to foster a resilient and thriving business community, leading to long-term economic sustainability and prosperity. The increasing number of business closures in 2021 (Census 2021), with Cumbria losing 280 active enterprises, along with the fear of closure due to rising utility costs among business owners, further emphasise the urgency and necessity of the BID.

The war between Russia and Ukraine has far reaching consequences. With the cost of fuel and utilities rising steeply, inflation climbing steeply and the start of a recession.

It is therefore essential that we do what we can to counteract the effects of all these factors. Kendal BID's activities have been proven to increase footfall and spend within the town. The festivals organised by the BID saw increased footfall. The music festival for example having an increased footfall of over 500 on one day.

The grants given to other event/festival organisers has also gone a long way to increase both footfall and spend. In times when businesses might be cutting back our shop front grants can give the incentive needed to ensure that Kendal's Businesses and high street doesn't look neglected.



Feedback from Consultation with Kendal's Businesses

The consultation process started with the AGM where feedback was invited.

The Festivals | Feedback particularly for the music festival was positive with reports of record sales from establishments that participated and hosted parts of the festival.

Shop Frontage Grants | Businesses that had received the shop front grant gave positive feedback on the assistance it had given in helping with improvements.

The Trails | there was very positive feedback with regards to the trails. Over 100 businesses are happy to display the trail figures and be part of the trail.

There was a request for clearer financial information with regards to how The BID spent the levy. This has been taken on board and the information is now published on the BID website.

A consultation questionnaire has been sent out with the 2023 levy invoices. Feedback from this indicates;

The most popular BID activities are the Shop Front Grants, Festivals, and the Trails. The online training has received a mixed response, with some finding it very useful and others not so.

The Discover app was not seen as important, however the businesses that have responded seem to like the idea of the proposed virtual Tourist Information and associated QR information points and window stickers.

The funding of the business section of "Visit Kendal" was mainly seen as a positive with the response being either very much in favour of or in the middle.

From the returned questionnaire, none have said that the two projects dropped by the BID (Parking Perx & Kendal Card) were beneficial to their businesses.

There are things that the BID is not currently doing that businesses felt were important. The one mentioned as most important is "safer streets" with "cleaner streets" coming in a close second.

So far there has been very little negative feedback. Some businesses felt the BID did little for their own business but could see the benefit to the business community.

VISION for Kendal

The Kendal BID vision is to create a well-promoted, economically viable, attractive and vibrant town that serves the needs of its community, visitors and the businesses themselves by promoting Kendal's strengths and strong position as one of the best places to live and work in the UK in one of the most beautiful areas in the world.



A continued VISION for Kendal

AIM & PURPOSE

The main aim of renewing the Kendal Business Improvement District for a new term is to fulfil the vision set out above. The purpose of which is to deliver a programme of activities and projects that will seek to contribute to that aim.

Objectives

OBJECTIVE 1: VOICE FOR BUSINESS

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To strengthen Kendal BID as a voice for businesses by championing the priorities of business and by working with others to ensure Kendal remains a place which is fit for business.

OBJECTIVE 2: HELP BUSINESSES THRIVE

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Specifically, to support businesses to help them be successful and innovative. To support and encourage collaboration and participation between businesses Championing creativity and enterprise through an inclusive approach. Encouraging diversity and an environmental awareness.

OBJECTIVE 3: KENDAL IS A DESTINATION

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To proactively market Kendal as a destination rather than a gateway, this will be done through a focus on local and visitor tourism, marketing, brand Kendal, support of festivals and other Kendal-centric schemes.

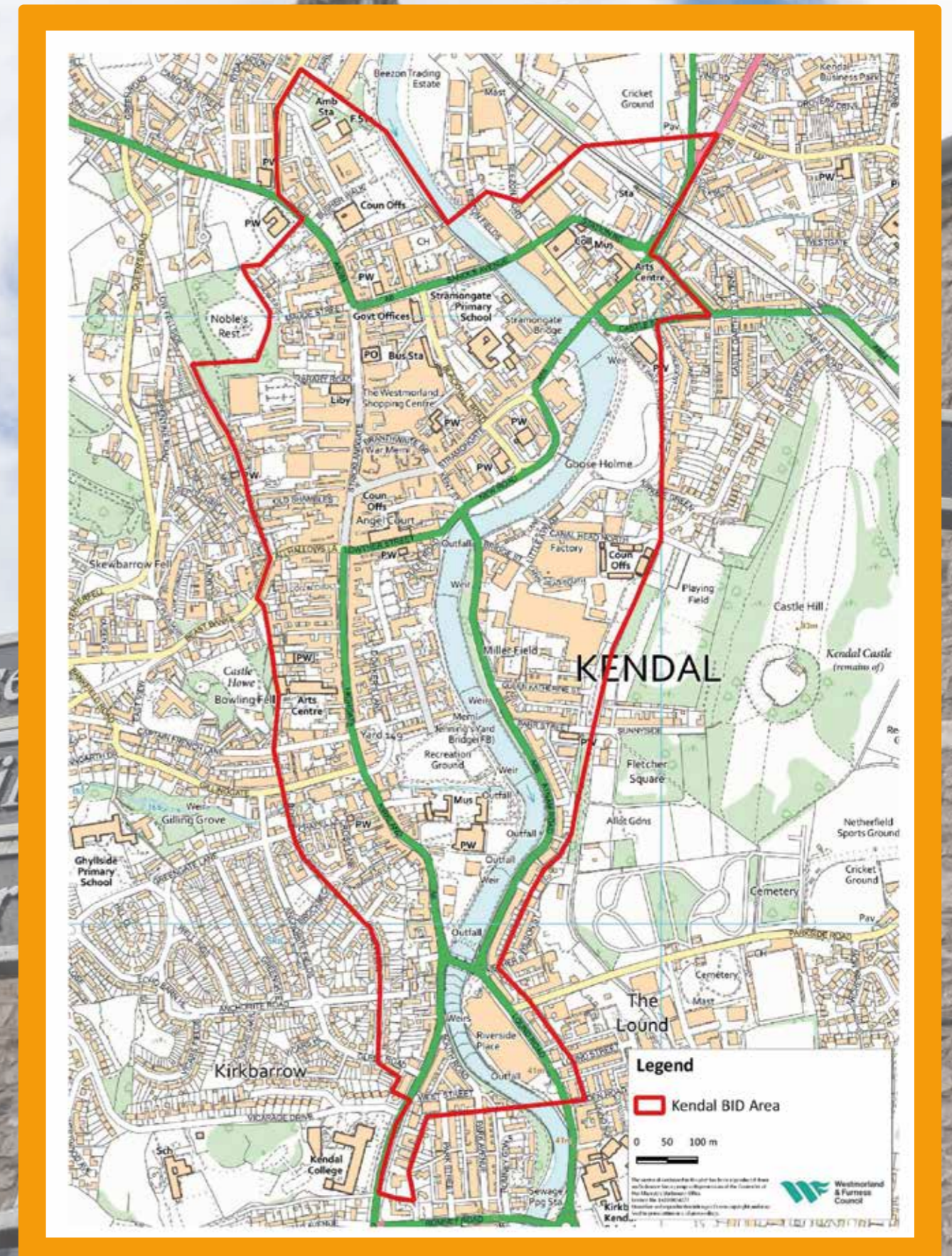
The Kendal BID Area

The New Area Map

The BID area will be increased from previous terms as there is a desire for a more inclusive BID which will be able to benefit businesses that were previously excluded.

The BID includes the whole or part of the following town centre streets and yards:

Abbot Hall	Finkle Street	Melrose Place
Allhallows Lane	Gillinggate (Part)	Milnthorpe Road (part)
Ann Street (part)	Gulfs Road	New Road
Aynam Road (part)	Highgate	New Shambles
Beezon Road (part)	Finkle Street	Old Shambles
Berry's Yard Blackhall	Gillinggate (part)	Peppercorn Lane
Road Blackhall Yard	Gulfs Road	Riverside Place
Branthwaite Brow	Kent Street	Sand Aire House
Bridge Mills	Kent View	Sandes Avenue (part)
Busher Walk	Kirkland	South Road Station Road (part)
Buttery Well Road	Library Road	Stramongate
Captain French Road (part)	Lound Road (part)	Stramongate Bridge
Castle Street (Part)	Low Fellside (part)	Westmorland Shopping Centre
Cross Lane	Lowther Street	Stramongate
Dowkers Lane	Market Hall	Wainwright's Yard
Elephant Yard	Market Place	Wildman Street
Shap Road (part)	Station Rd	St Georges Walk
Thorney Hills	Little Aynam	Canal Head N (part)
Canal Head S	Queen Katherine St (part)	Woolpack Yard
Maude St		



A Five-Year Plan for Improvement

Kendal BID will continue to support many of the activities and projects that have been successful and continue to benefit Kendal's businesses through:

Economic Growth

Stimulate economic growth, providing support to local businesses, attracting investment, and creating new employment opportunities. Cultivating a thriving business environment, contributing to the long-term prosperity and sustainability of Kendal's Businesses

Business Resilience & Growth

Facilitating long-term growth, help and mentor start-up businesses, aid SMEs through advice and support, including business health checks. Enhance resilience and growth potential of local enterprises, offering targeted support, training, and mentorship programs.

Infrastructure Enhancements

Encourage investment in infrastructure improvements, including creation of inviting public spaces, through education, lobbying and use of grants. Enhancing the physical environment, the BID aims to establish an appealing and accessible setting, benefitting residents, visitors, and businesses, contributing to an overall positive experience.

Sustainable Practices & Energy Efficiency

Promoting sustainable practices and energy efficiency, investing in innovative technology solutions. Implementing smart city initiatives and adopting environmentally responsible measures, aiming to reduce Kendal's carbon footprint, conserve resources, and contribute to a more sustainable and environmentally friendly future.

Increased Visitor Numbers & Tourism

Marketing strategies, including trade shows, festivals, destination, international and digital marketing. Aim to elevate Kendal's visibility and desirability as a destination. Enhancing Kendal's appeal as a location for tourists, attracting a greater number of visitors, bolstering local economy, increasing tourism-related activities. Encouraging locals/tourists to visit Kendal's town centre and commercial centres.

Enabling Supply Chains, Networking & Grants

Foster creation of robust supply chains, connecting local businesses and facilitating collaboration. Establish networking events and platforms to encourage knowledge sharing, partnership building, and resource optimisation. Grants will be available to aid businesses development.

Community Engagement & Pride

Foster community engagement and instil sense of pride among Kendal residents. Enabling the community to witness positive transformations, experiencing the benefits of the BID's activity, seeking to encourage active participation in the town's growth and development.

A Voice for Business

Helping put the business views across when decisions are being made by local government. Underlying this priority is the need to communicate with levy payers when we are lobbying on their behalf.

Actions

Aid new start-ups, to help ensure their successful trading

- Provide support, mentorship, and resources for establishment and sustainability
- Offer business support services, training, and funding opportunities
- Measure progress

Assist businesses in marketing

- Organise and support events and festivals that highlight and promote Kendal's business
- Promote trails use of apps to encourage exploration and discovery of the town and businesses
- Provide guidance, resources
- Aid inclusion in local marketing resources, such as Visit Kendal and The BID's social media
- Provide training in marketing and social media

Offer advice and mentorship

- Respond to enquiries and provide information
- Encourage networking and partnerships
- Set up business forums

Enable businesses to reach new markets

- Provide networking opportunities, and guidance

Help to establish working supply chains

- Facilitate collaboration among local businesses.
- Encourage networking

Allocate grant payments furthering the BID's aims:

- Evaluate impact and distribute grants transparently

Engage with local government, town council, and other community bodies

- Attend meetings with an agenda that may have an impact on the business community
- Lobby for change that will have a positive impact for business and improve the infrastructure such as public areas, toilets, coach parking, and further facilities for events
- Partner and work with organisations at have an overlapping agenda, such as Kendal Futures and Town Council



Funding

Kendal BID's income comes from levy payments from the BID area businesses and some opt-in levy income.

There will be a levy charged to each qualifying ratepayer calculated at 1% of the rateable value using the most current Non-Domestic Rates list.

The BID levy will be set at 1% for the full 5-year term of the BID. The Kendal BID area (as previously shown) is forecast to include 740 hereditaments (properties with a rateable value), with an aggregate Rateable Value (RV) of £13,986,100.

The BID levy is therefore expected to raise £139,861 in year one.

Cost to each Business

The cost to each business will be proportionate and equitable.

The levy rate will continue to be a simple calculation based on 1% (one percent) of the property's most current Rateable Value at 1st April 2023 Business rates: **Revaluation - GOV.UK** (www.gov.uk). Businesses will only be charged if they have a rateable value of £3,000 or more. Businesses who receive rates relief will still pay the BID levy at 1% of the rateable value.

Expenditure Financial Plan

The estimated programme of expenditure will be divided amongst each objective and actions, the Kendal BID Board may wish to reallocate monies between the different expenditure pots if required.

It will be a decision made at Board level but there will always be a degree of flexibility between the different expenditure pots.

The fee for the collection of the BID levy, is estimated by Westmorland and Furness Council to be up to £12,436 per year in the first year, with some allowance for inflation in years 3-5. The forecast expenditure plan has been calculated using the most current rateable values

Estimated levy income year one £140,000.

Expenditure in YR1 is budgeted as:

Contracts Administration Event Organisation Consultation Promotion, etc	£35,000
Festivals	£53,000
Trails	£5,750
Marketing & Communications	£22,200
Overheads Insurance Subscriptions Postage, etc	£7,905
Grants	£15,800
Total	£139,655

Bid Proposer

The proposal to renew the Business Improvement District for a new 5-year period is being proposed by Kendal BID Limited whose board is made up of local businesspeople who are giving up their time for free for this important initiative.

Kendal BID Limited is a private not-for-profit limited company whose sole purpose is to ensure that the levy is spent wisely in the promotion and marketing of Kendal according to the Kendal BID Business Plan. The BID Board represents the levy-paying businesses and organisations of the Kendal BID and is held to account through an Annual General Meeting of levy payers.

The board members taking forward the renewed BID proposal include:

JOSHUA MACAULAY (Chair)
| WESTMORLAND HOMECARE

TINA DULSON | 19 THE WINE BAR

DENISE THOMPSON | RUBY TUESDAYS

JAN NICKOLSON | KENDAL HOSTEL
LEE HUGHES | ARNOLD GREENWOOD
BRENT AINSWORTH | RELISH No 37
KIM DAVIES | BRISTLY HOG
KARL TCHUMAK | PEDRO's CASA

Bid Management

Kendal BID, if successful in a new term, will continue to be managed by Kendal BID Limited, with a newly elected board of Directors. We will be asking BID members if the quorum can be set at 4 votes. As previously mentioned, the hope is that representation from all main sectors will be present on the new board. The sectors are as follows, identified previously.

Management of the BID

Large Retailer, Small Retailer, Food and Drink, Professional Services, Third Sector, Nighttime Economy, Leisure and Hospitality.

All businesses eligible to vote in the BID ballot will be invited to nominate themselves or other eligible persons to be considered for directorship of the BID Company and oversee the delivery of the BID in the coming years. The new company will continue to be registered for VAT and accounts will be submitted.

- The levy will continue to be collected by Westmorland & Furness Council and transferred by an Operating Agreement to Kendal BID Limited.
- A monthly board meeting will continue to be held and minutes displayed on the Kendal BID website.
- An Annual General Meeting will be held with all BID Members being given the required period of notice for meetings.
- Newsletters and communications will continue to be distributed by email on a regular basis, to keep members up to date on the activities of Kendal BID.

Performance, Monitoring & Evaluation

Kendal BID Limited is a member of British BIDs, the recognised body and standard holder for BIDs across the country, providing advice and guidance and best practice and training for Board members and managers where needed.

As with the existing Kendal BID the performance and effectiveness of the renewed BID will need careful monitoring to ensure that BID levy payers can see how their money is being spent throughout the 5-year term. Kendal BID Limited will be subject to the same scrutiny as any other limited company, providing annual company accounts to Companies House and quarterly VAT returns.

Its directors also must, by law, run the company in good faith.

As with the existing Kendal BID, all decisions will be made available for the scrutiny of its levy payers through the online publication of the monthly board meeting minutes. Financial contributions to events and activities from the BID monies are carefully monitored, a system is already in place to ensure that beneficiaries of support follow strict criteria and provide supporting materials for post scrutiny.

The Ballot Process & Collection of the Levy

Eligibility to Vote

The Ballot Holder (the Returning Officer of Westmorland & Furness Council) will engage Electoral Reform Services (ERS) to carry out the ballot process. Once the checks are complete, the ballot will be conducted through a confidential postal vote. Ballot papers will be sent to all persons entitled to vote, defined as Non-Domestic Ratepayers for hereditaments within the defined Business Improvement District where the Rateable Value of the property is £3,000 and above, and who are ratepayers on the day of the publication of the 42 days' notice of the BID ballot. The vote will be one vote per hereditament within the BID area. If a levy payer is liable for more than one hereditament, then they will be eligible to vote for each premises that falls within the BID area.

Who pays?

A levy of 1% (one percent) of Rateable Value will be charged to each qualifying ratepayer using the most current Non-Domestic Rates list to calculate the amount payable. The BID levy rate will be set on 1st March 2024, with the levy rate calculation based on the most current Non-domestic Rates list. The BID levy rate calculated for each individual hereditament may also be updated because of changes in ratepayer, appeals, additions or removals. If a new ratepayer occupies an existing hereditament in the BID area within the 5-year term, they will be liable for the BID levy until the end of that term, even though they did not vote on it in the initial election. If a new rateable premises is created within the BID area within the 5-year term, the occupier must also pay the BID levy. BID levy will be payable on a pro rata basis if a business ratepayer occupies the premises for part of a year. The BID levy will not be affected by a ratepayer's eligibility for Small Business Rate Relief or Charitable Rate Relief and there will be no discounts. The registered non-domestic ratepayer will be entitled to vote and obliged to pay the BID levy with no void period. The only exemption to paying the BID Levy within the BID area are businesses that have a rateable value under £3,000. Liability for the levy should be that of the ratepayer where it is untenanted.

How long will it last?

If the renewal vote is successful this time, then Kendal BID will continue until 28th February 2029. The BID can continue indefinitely subject to further successful renewals at ballot at least once every 5 years.

How will funds be collected?

In compliance with the Business Improvement Districts (England) Regulations 2004 the funds will be collected and ring fenced into a Revenue Account and subsequently transferred to Kendal BID Limited to enable the delivery of the Kendal BID Business Plan 2024 - 2029. Westmorland & Furness Council will be responsible for the collection and enforcement of the BID Levy. The BID levy is a statutory charge and will be collected annually.

Who will be accountable for the bid funds?

Kendal BID Limited and its board of Directors will be accountable to the BID levy payers and the successful delivery of the Kendal BID Business Plan 2024 - 2029. The geographical boundary of the Kendal BID area and the levy percentage rate cannot be altered within the 5-year term of the BID without an alteration ballot. There is however flexibility within the BID levy rules & management.

Management of the projects and activities in terms of allocations of costs and timescales are noted in the business plan. These can be changed following a majority vote of the Board members.



What will happen if the BID does not continue

It's simple. Kendal BID was put in place to add value to Kendal, so all the projects and activities funded by the levy will cease to exist from March 2024.

Things that will stop if Kendal BID does not continue

- The Summer Trail.
- BID Grants including the shop front grant and the training grant.
- BID run festivals including the Music Festival, the Folk & Food Festival, the Family Festival.
- Funding towards other festivals, putting them at risk. This includes Torchlight, the Cycling Festival, Unity Festival and the Whisky Festival.
- Free Training for BID Businesses.
- No further support for the business section of "Visit Kendal".
- Lobbying for businesses.
- No further regular newsletter informing businesses of events and other matters that affect the business community.

What happens if i just decide not to vote

There is no minimum turnout for a BID. If the BID is passed for a further 5 year term, liable levy payers will have to pay the BID levy regardless of whether they have voted.

In the last 18 months

£184,000

has been invested

in Kendal, this includes...



Awarding **48** Shop front Grants totalling **£24,000**



OFFERED ONLINE TRAINING THAT **68 PEOPLE** ENROLLED FOR



PROMOTED 456 Businesses on the Discover App



Supported festivals including, **Torchlight**, **Christmas Light Switch on**,

FESTIVAL

Cycling Festival, Whisky Festival, Pride, Stout Wars & Unity Festival.



Put on **Kendal Music Festival, Kendal Folk & Food Festival, Kendal Family Festival.**



FUNDED the BUSINESS SECTION of **'VISIT KENDAL'** which has **242** BUSINESSES LISTED

THE **2022 MUSIC FESTIVAL** increased footfall BY OVER **500** PEOPLE

TOWN TRAIL which Over **300** families took part



The **Kendal Family Festival** was attended by an estimated **6 Hundred People**

