

Halifax
Business Improvement District (BID)
Proposal and Business Plan
2017 - 2022

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Halifax Business Improvement District (BID) Proposal and Business Plan 2017 – 2022

1. Foreword

Message from the Co-Chair of the Halifax BID Steering Group

'Marketing Halifax' was established in 2009 to support and improve the offer and attract more people to Halifax town centre. This has been done through working together with businesses and organisations as partners, with a very limited budget. However the organisation realised that the challenges and opportunities facing businesses in Halifax would be even more effectively addressed through the development of the Business Improvement district or BID.

Having developed its wealth in the 19th-century from the cotton, wool and carpet industries the town has adapted to be the home of significant service orientated businesses. The Dean Clough Mill, which was once the home of Crossley's Carpets established in the early 1800's as one of the largest carpet mills in the world, is now home to more than 150 office based companies and employs more people than it did when operating as a carpet mill. The Elsie Whiteley Centre is a similar story where once the manufacturing of the Elsie Whiteley clothing label has given way to hi-tech and creative businesses servicing international clients. The town is also the home to the Halifax Bank of Scotland (originally Halifax Building Society), established in Halifax in 1853 and now part of the Lloyds Banking Group.

Halifax town centre benefits from some wonderful buildings, reflecting its economic wealth of the 19th century. I have the good fortune to be in at the start of the exciting multi-million pound redevelopment of the Piece Hall, built in 1779. It was a sales centre for woollen handloom weavers but will become a centre of a unique retail and leisure offer around an open courtyard holding internationally acclaimed events. Halifax is also home to the Eureka National Children's Museum which has won the prestigious Charity Awards this year for its Access All Areas project.

We are fortunate to have outstanding attractions and jewels such as the Borough Market and the modern family leisure complex off Broad St Plaza but Halifax is little known beyond Yorkshire except as being the origin of the 'Halifax Building Society' and the home of 'Quality Street'. The marketing of the town is lost in the desire to promote the district of 'Calderdale' but actually deserves to be profiled, promoted and acclaimed in its own right as an attractive, inclusive town with so much to offer.

With all towns and cities across the country facing the challenges of changing lifestyles, increased mobility and increased competition from other retail destinations and commercial centres, Halifax is in an ideal position to launch itself into the national and international arena as a special and welcoming place with so much to offer, visitors, its residents and business.

A BID acts as the catalyst which brings businesses and other organisations together and this BID Proposal and Business Plan sets out projects and initiatives which aim to address the challenges and take advantage of all the town centre has to offer. It aims to develop a clear identity for the town centre and develop the experience for visitors, residents, those who work in the town and businesses themselves.

We feel that the investment we are seeking from businesses in the BID is modest in relation to what collectively can be achieved. For the smallest business in the business improvement district, the daily cost is equivalent to a postage stamp and even for larger businesses the daily cost is less than the price of a single cinema ticket.

We believe this will make a positive difference to your bottom line as a business in Halifax. This plan has been created by business people like you, with a wide range of business experience, representing your interests on the Marketing Halifax's, BID Steering Group, which has guided the development of this BID Proposal and Business Plan.

Our cumulative investment will provide a business-driven focus to ensure that Halifax starts to take advantage of its key assets and its businesses, raise its profile and in turn provide essential support to its businesses. This investment will also set standards in the town which reflect and are in line with our own aspirations as businesses with a budget, over the five year BID lifetime of over £2.4 million.

This is a realistic plan with realistic targets at a realistic cost. It is a chance for the town centre businesses to take the lead on the way in which Halifax presents itself and is perceived, so don't let this unique opportunity slip by. We urge you to look carefully at the proposal and to give it your full support at the formal BID vote in October.

Sam Mason
Co-Chair of the Marketing Halifax BID Steering Group
Chief Executive Officer of the Piece Hall

Current BID Steering Group Members

Marketing Halifax set up a Steering Group for the development of this BID which acts as the body which has 'proposed' the BID for the purposes of the BID Statutory Provisions.

A totally separate and independent company will be set up, limited by guarantee and be responsible for the implementation of the BID plan. The membership of the board of the company will be open to all businesses in the BID area.

The members of the BID Steering Group are as follows:

Name	Position	Business Name
Sam Mason (Co-Chair)	Chief Executive	The Piece Hall
Leigh-Anne Stradeski (Co-Chair)	Chief Executive	Eureka Children's Museum
Adrian Broadhead	General Manager	Liquid Nightclub and Maine Street
Barbara Harbinson	CEO	Creative Calderdale/Halifax Opportunities Trust
Carol Geldard	Director	Covea Insurance
Garry Richardson	Owner	Gun Dog pub and Crown Street Properties
Gayle Appleyard	Partner	Gagarin Studio
Jason Gregg	General Manager	Woolshops Shopping Centre
John Walker	Manager	Borough Market & CMBC Markets
Keith Cannon	Surveyor and Property Manager	O&C Management Services
Neil Walsh	Managing Director	TJ Walsh Buses
Nicholas Worsnop	Partner	Chadwick Lawrence Solicitor
Oliver Richardson	Owner	T Richardson Butchers Borough Market
Paul Walters	Vice Chair of FSB	Owner of Lime Tree Europe Ltd
Richard Franklyn	Owner	Franklyns Jewellers
Richard Hemblys	Director	Spenser Wilson Accountancy Firm
Steven Leigh	Head of Policy & Representation	Mid-Yorkshire Chamber
Suzanne Mitchell	Former MD	Vision Express, Woolshops
Tracy Harvey	Managing Director	Harveys of Halifax
Councillor Tim Swift	Leader of Council & Leader of Labour Party	Calderdale Council
Councillor Stephen Baines	Conservative Party	Calderdale Council

2. Executive Summary

BID background

Business Improvement Districts are created by businesses and organisations which come together to collaborate on initiatives that improve the location where they trade or do business. Business Improvement Districts are driven by participating businesses - who work together to draw up a business plan which is voted on and, if agreed, is then funded through a levy based on business ratable values, as well as trying to lever in additional funding where possible for investment into the delivery of projects for the benefit of businesses.

This levy is collected by the council and paid directly to the Business Improvement District company. This is a not for profit company which will be set up by the businesses and will be accountable to the businesses in Halifax town to manage the business improvement district business plan.

The benefits of the Halifax Business Improvement District

After a deep recession and now the economic turbulence of post 'Brexit' the need for businesses to work together for a better future has never been greater.

The benefits of a BID do not just come from the ability to deliver projects and services from a guaranteed budget but come from the collective influence of the businesses in the BID area. Influence to change perceptions about a place, of potential visitors to the town that it has something different, of new businesses that they will get a return on their investment if they come to the town and of residents that they have pride in the place once again.

The influence of the collective voice of businesses working together also translates into productive relationships and outcomes, when working with other organisations such as the local authorities, the local economic partnership and the Police, to meet the businesses' needs.

Halifax is full of heritage and surrounded by beautiful countryside but competes today with neighbouring towns of Bradford and Leeds and even Hebden Bridge. Halifax needs to redefine itself and build on its strengths as being a compact town, full of beautiful buildings with a feeling of inclusiveness and welcome to all.

As a consequence of the research and consultation with businesses, this plan reflects the clearly stated view that Halifax has a lot to offer as a town and the potential to re-invent itself to meet the needs of its residents, visitors and its businesses as they are today.

Businesses have recognised that this is an important opportunity to develop Halifax's identity and raise its profile for the benefit of all businesses.

This new business plan has been developed to ensure that it:

- is balanced to cover all business sectors
- clearly defines the role of the BID
- seeks to create and take advantage of new opportunities
- has focussed activity but remains relevant for next five years
- has deliverable and achievable objectives

It clearly lays out a business-led programme of investment to tackle issues identified by

businesses with the aim of creating a positive and more profitable trading environment to potentially benefit all business sectors. To achieve this, the BID levy will be 1.75% of rateable value with all charges rising in line with inflation each year for five years.

The Area

The Halifax Business Improvement District covers the town centre from an apex in the north between the A58 and Charlestown Rd, running along the western side of Charlestown Rd in the east to Southowram Bank where it meets the railway and along the railway and down to the station and the Eureka Museum. In the south it follows Prescott St and Savile Row up to Savile Cescent then turns up to the north along Balmoral Place to pick up Delph St, Boyne St and Hall St to meet the A58 and follow the road back to the apex in the north. (see map in Section 5).

The Vision

Through this business-led programme of investment the vision is:

'To develop the Halifax town centre into a quality destination and a great place for business, leisure and culture with a profile which is recognised regionally and nationally, for being, family friendly, welcoming and inclusive to all and which builds upon its heritage and looks to the future.'

Strategic Objectives and Projects

The programme of investment will be delivered through the four strategic objectives and their related projects.

1. Lively and well promoted

To develop and promote the strengths and characteristics of Halifax and build awareness of its retail, professional service, leisure and cultural offer locally, regionally and nationally

2. Smart and Attractive

To create a sense of 'place' for visitors and people working in the town centre to enjoy.

3. Welcoming and accessible

To provide a welcoming and easily accessible place for visitors, workers and residents to explore.

4. A great business and leisure offer

To encourage growth, development and investment of businesses which complement and build on the strengths of Halifax town centre.

Costs and funding

The budgeted income over the five year period of the BID is approximately £2.2 million. The yearly income will be made up of some £430,000 from the levy revenues and a sum averaging around £40,000 from voluntary, private and public sector contributions.

Subject to a successful vote in October 2016, the new BID will start on 1st April 2017.

3. What is a Business Improvement District?

A Business Improvement District (BID) is a precisely defined geographical area within which the businesses have voted to invest collectively in local improvements to enhance their trading environment.

BIDs were enabled by parliament through the Business Improvement Districts (England) Regulations 2004. This legislation was based on the experience of some twenty years of successful BID activity in America and Canada. Since 2004, over 220 BIDs have been proposed and approved by business communities in England and Wales. These include Leeds, Manchester, Skipton, Durham, Sheffield, Derby, Nottingham, Leamington Spa, Coventry, Bristol, Rugby, Birmingham and Lincoln and many London boroughs.

There are a more than 90 BID areas which have been operating for more than five years and have gone through a renewal ballot and a number have now entered their third term having gone through a third ballot. In most cases BIDs going on to a second term have received an even greater endorsement in the vote than they did the first time. BIDs have brought significant improvements to the trading environment of the businesses based in these locations. Further details are available on the Association of Town and City Management web site: www.atcm.org.

The lifetime of the BID is prescribed by the Regulations and is set at no more than 5 years. It is possible for a BID to be extended by proposing a new Business Plan at the end of the BID lifetime for a fresh formal vote by the businesses.

The purposes of a BID are to provide new or expanded works and services or environmental enhancements within the prescribed BID area, funded via a BID Levy charge. All services/improvements will be additional to those already provided by Calderdale Metropolitan Borough Council. This charge is payable by non-domestic rate payers and is collected by the Council in much the same way as business rates. The manner in which the BID Levy charge is calculated is defined in Section 12

All works and services will be contracted by the Halifax BID Company, the BID body for the BID area. The objectives and aspirations of the Halifax BID are set out in this BID Proposal and Business Plan.

This BID Proposal and Business Plan has been prepared in line with best practice and guidelines of the 'Industry Criteria and Guidance Notes' prepared for the British Retail Consortium (BRC) and the Inter- Bank Rating Forum (IBRF).

A set of definitions for terms used throughout this document is contained in Appendix 1.

The vote

In order for the proposals set out in this Business Plan to go ahead, more than 50 per cent of business ratepayers who vote have to vote 'yes'. Those in favour also have to represent more than 50 per cent of the combined 'rateable values' of those who vote. If these two criteria are met, the Business Plan is activated and all businesses in the area concerned will be required to pay the levy.

The persons entitled to vote, and be liable for the levy, are the ratepayers of non-domestic premises in the Business Improvement District. Properties with a rateable value of less than £6,000 will be excluded from the vote and levy.

The Calderdale Metropolitan Borough Council's Democratic Services returning officer will be the ballot holder for the Business Improvement District vote. Details of voting procedures and how you can confirm persons entitled to vote can be found by contacting Calderdale Metropolitan Borough Council's Democratic Services on Tel 01422 393103 or by e-mail

electoral-services@calderdale.gov.uk

Alteration of arrangements

The Business Improvement District, its boundaries, business plan and the levy percentage cannot be altered without an alteration ballot, although its board can adjust projects and spend as they feel appropriate, provided the basic tenets and budgets are not compromised.

The levy

A levy of 1.75% of rateable value (RV) is proposed for businesses with an RV of £6,000 or more businesses which fall within the levy criteria laid down in Section 12.

This levy arrangement will generate around £2.4 million of ring fenced funding over the five year life of the BID and will also be used to lever in additional funds where possible adding a further £210,000 over the life of the BID. This will be used to fund the projects identified in this Business Plan

Duration

Our proposal is for the Halifax Business Improvement District plan to operate for five years and to commence, on the 1st April 2017. After five years, in 2022, it can be extended or renewed – but only after being subject to a renewal ballot.

Timescales

Action Point	Action	Day and Date
1	Notice by BID Proposer to Billing Authority & Secretary of State of intention to hold ballot (at least 84 days before Ballot Holder requested to hold ballot Action Point 4)	Fri 20 May 2016
2	Establish Register of Businesses as specified in BID proposal (must precede step 3)	Mon 25 August 2016
3	BID Proposer requests Billing Authority to instruct Ballot Holder to hold a Ballot (BID proposals need to be completed)	Latest Date: Thurs 15 September 2016
4	Billing Authority formally requests Ballot Holder to hold ballot	Latest Date: Thurs 15 September 2016
5	Ballot Holder issues Letter to Business Ratepayers to give information about the ballot and identify named person to receive ballot paper (latest date is 42 days before Ballot Day)	Latest Date: Thurs 15 September 2016
6	Ballot Holder publishes Notice of Ballot (latest date = 42 days before ballot day) also to send copy to Secretary of State, a copy of the published notice of ballot, as per Schedule 2 3(d) of the 2004 Business Improvement Districts (England) Regulations	Latest Date: Thurs 15 September 2016

7	Ballot Holder Issues ballot papers (at least 28 days before Ballot Day)	Thurs 29 September 2016
8	Last day to appoint a proxy (tenth day before Ballot Day)	Mon 17 October 2016
9	Replacement of lost and spoilt ballot papers (from the fourth working day before the Ballot Day)	Fri 21 October 2016
10	Ballot Day (up to 5pm)	Thurs 27 October 2016
11	Count and announcement of result	Fri 28 October 2016

All businesses in the Halifax Business Improvement District area will benefit from the BID initiatives.

4. The Halifax BID - Working together will make a difference

Having started to recover from a deep recession from 2008 to 2013, the national economy post 'Brexit', is facing turbulent times and many challenges lie ahead. Besides the challenges of the economy, lifestyles are changing and influencing the way in which we use our time and spend our money. Technology continues to develop and change the way we live, work and use our town and city centres both as individuals and as businesses.

By 2018, over half the population in at least 500 towns across the country, will be frequent e-commerce users. We need to think about ways in which we can work together to create multi-media opportunities for smaller businesses working together and create an experience in Halifax town which makes people want to come to the town to shop as well as simply clicking and buying online.

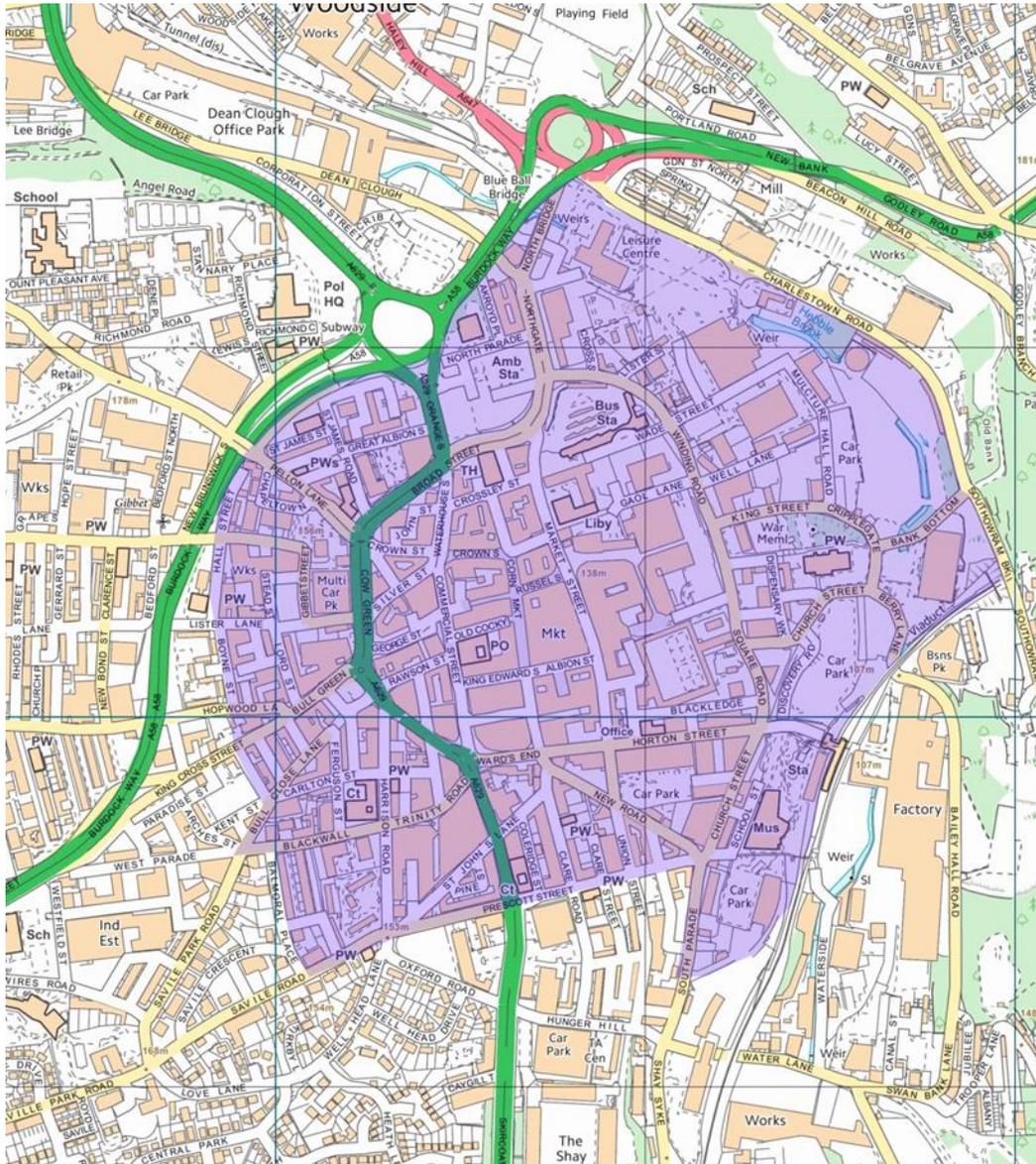
Nationally, e-commerce already accounts for 22% of all retail sales and will continue to increase. In the UK sales via mobile phone are rising dramatically, last year sales via mobile devices represented 40% of all e-commerce transactions.

Over the last ten years volume of alcohol purchased per person in the UK from the off-trade increased by 38% while the volume of alcohol purchased on-site fell by nearly half. The future of a town's night life will not rely on an offer of drink-only establishments and provides new opportunities for businesses and organisations to develop their offer and encourage a wide range of people to enjoy the town in the evening and at night.

The UK professional services sector is by far the largest part of the UK economy, accounting for about three quarters of economic activity. It is also the sector which showed the first signs of recovery after the recession. This sector is largely hidden from view and although limited within the commercial core of the town centre, it is an essential part of the local economy of Halifax. This sector provides Halifax as a whole, with an opportunity to shape its identity and to promote itself as a centre of quality and internationally acclaimed professional service businesses.

This business plan has taken account of the needs, challenges and opportunities faced by all business sectors in Halifax. By working together through a Business Improvement District there is even greater potential to successfully overcome the challenges and take advantage of new opportunities.

5. Where will the Halifax BID operate?



The shaded area represents the full extent of the Halifax Business Improvement District. A list of roads and streets within the BID area is shown in Appendix 2.

A full list of streets within the BID area is shown in Appendix 2. All non-domestic hereditaments within the BID area will, if the BID is approved, be liable for the BID levy (as defined in section 12). The BID covers those businesses, whose rateable value is £6,000 or greater. Thus banks, building societies, car parks, Council facilities, restaurants, clubs and pubs, estate agents, leisure operators, recruitment agents, retail and health and beauty outlets, office based businesses and organisations, and transport and travel agents and all other non-domestic hereditaments are included within the BID and will, subject to the detailed levy criteria in Section 12, contribute to the BID's collective funding and activities flowing from the combined budget.

6. Services provided by Calderdale Metropolitan Borough Council

Council's Support for the Halifax BID

Calderdale Metropolitan Borough Council fully supports the Halifax BID. In particular, it endorses the fundamental principle of additionality within the BID by agreeing to maintain the provision of existing services from the Council to businesses at their current level (subject to budgetary constraints) across the Halifax BID area. Thus, in line with BID legislation, BID services within the Halifax BID will be additional to (not in substitution for) those provided by the Council. If there is a need for any change in service levels provided by the Council these will not be disproportionate to other parts of Calderdale Borough outside the BID area.

The Council's commitment to the Halifax BID and the working relationships between the Council and Halifax BID Company are set out in complementary documents agreed between the Council and the Marketing Halifax's BID Steering Group currently acting on behalf of the Halifax BID Company which has yet to be formed:

- A Memorandum of Understanding and Operating Agreement which defines the working relationship between the Council and Halifax BID Company and sets out the Council's Operational Support to the BID on a number of specific issues
- A set of Baseline Statements, each defining the benchmark for a specific service provided by the Council and other agencies to the businesses in the area

Council's Vision for the BID

Beyond its clear commitments set out in the Memorandum of Understanding, the Council welcomes the opportunity offered by the BID disciplines to develop a strong and more dynamic partnership between the Council itself and Halifax's businesses. The Council intends that this forward looking evolution of its relationship with businesses should take shape along the following lines during the five year BID period:

- Establishing a serious dialogue with Halifax businesses on issues that can promote a stronger trading environment for them.
- Exploring more effective means of delivering council services to businesses. This will include more cohesive ways of tailoring and delivering specific services to Halifax

Council Services for Business

Businesses will continue to benefit from all the standard council services provided for the benefit of all stakeholders in the town (cleaning, access, safety, maintenance and public amenities). In addition, the Council delivers a wide range of services either directly or indirectly specifically for businesses, these include:

Business support and advice

The information on these pages gives support and advice to new and existing businesses. There are also links to organisations that can help with a range of business issues.

Business advice

Disclosure and barring checks (DBS)

Economic information

Grants, help and support
Sustainable development
Licensing
Environmental Health and Safety
Commercial Waste and recycling
Business Rates
Tendering for Council business
Parking permits

Details of these services can be found on the Council's web site.

Individual Baseline Statements

In full support of the above commitments, Heads of Service within the Council will draw up Baseline Statements on the specific services they are responsible for. These documents define the benchmarks for the provision of these services and the fact that any change will not disproportionately impact upon the BID area more than any other area outside the BID within the Borough's administrative boundary. They also cover how the services will be measured. The Council attaches particular importance to the incorporation of value for money principles and measures within all the Baseline Statements.

The Baseline Services are defined below:

- Christmas Lights
- Environmental Health
- Grounds Maintenance and Arboricultural services
- Markets
- Off Street Parking
- Public Area CCTV
- Street Cleansing and waste

The process of having creating the baseline statements proves valuable to both the service providers and the BID Company. The development of these partnerships and the additional focus on the services provided in the area, will give tangible benefits over and above those derived from the projects outlined below.

Council's Operational Support for the Halifax BID

The Council's support for the BID will take practical shape in the following specific ways:

- Conducting, through the council's Democratic Services, the formal BID vote in accordance with current BID legislation and procedures
- Assuming a positive outcome to the BID vote, collecting the BID levy defined in the BID Business Plan from Halifax businesses and transferring the levy sums direct to the Halifax BID Company. The Council proposes to make a charge for the BID levy collection and will pay the gross levy sums to the Halifax BID Company within 30 days of collecting it.
- Provide a Councillor to sit as a Director on the BID Company Board
- Provide a senior council officer to provide a business-focused dynamic link on all BID matters with senior Council staff
- Paying the appropriate BID levy set out in the Business Plan in respect of all its own hereditaments within the Halifax town BID area.

Monitoring and Review

The Council is committed to the regular monitoring of the operation of the BID Operating Agreement and reviewing its effectiveness in conjunction with Halifax BID Company. This will be carried out as follows:

- The Council monitors performance of key services through the Corporate Plan with monitoring reported to the Cabinet. Where there is a specific issue with service delivery within the BID area the respective Head of Service will discuss this with the Halifax BID Company.
- An annual review of the overall effectiveness of the Operating Agreement. This will be led by the Cabinet member with responsibility for the BID and will reflect the Executive's commitment to address any shortfalls and propose measures to evolve the partnership to the mutual benefit of the Council and Halifax town BID. These reviews will be scheduled to best effect for the Council's and Halifax BID Company's yearly budgeting cycles.

7. The Research and Consultation Process

Background

The last year has seen extensive research undertaken across a wide range of stakeholders to ensure that the plan which has emerged has an in depth understanding of the views and aspirations of the businesses in the area. There was also dialogue and meetings with a number of businesses outside the proposed boundary to explore their issues and possible affinity with the town centre. These included businesses in Dean Clough and retail businesses along Charlestown Rd.

The research encouraged participation from all businesses across the town centre:

- All businesses in the proposed BID area were mailed survey forms and asked to complete them seeking their opinions on a variety of issues.
- All businesses were included in mail shots and publicity including BID newsletters and frequently asked questions and e bulletins where e mail addresses were available.
- 67% of all businesses which meet the levy criteria, had a personal visit to discuss the BID
- 25% of businesses in the town participated in detailed one-to-one interviews and completed detailed four page surveys
- A launch and information event at the start of the project.
- A series of four Vision and Objective Setting workshops at the start of the development where all businesses were invited and discussed their challenges, opportunities and vision for the future of the town centre.
- A series of four Budget Setting workshops, where businesses were invited to allocate funds to projects emerging from the research process.
- Businesses were invited to submit their views via letters, e bulletins and the BID website.
- Press releases in the local newspaper promoting all the events and workshops and providing feedback and opportunities for businesses to contact the BID development team.
- Active participation and decision making by the business representatives from the Halifax BID Steering Group in all aspects of the development of this plan.

What were the aims of the research?

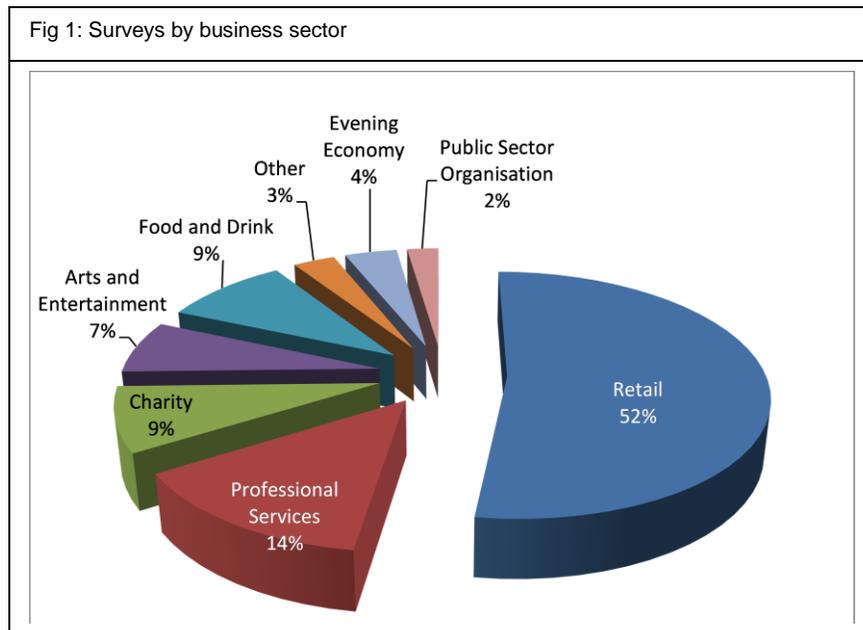
The objective of the research was to:

- Identify the key issues which impact upon all businesses in the area across all business sectors and to develop solutions to address the and which will help businesses achieve their own internal objectives
- Identify and assess the impact and the relative importance of different potential initiatives on businesses

Research results

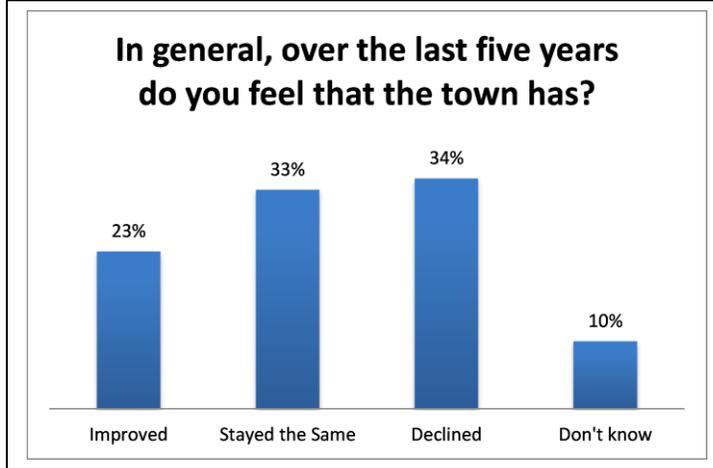
Business confidence in Halifax

Surveys and interviews were carried out across a range of businesses from all sectors and all parts of the town centre.



Having faced the period of recession between 2008 and 2013, 34% of businesses in the town centre feel that over the last five years Halifax has become a worse place to do business and 33% of businesses thought that the town had remained the same. The fact that only 23% of businesses feel that the town has started to see recovery, reflects the pressures and challenges facing all businesses in the town today.

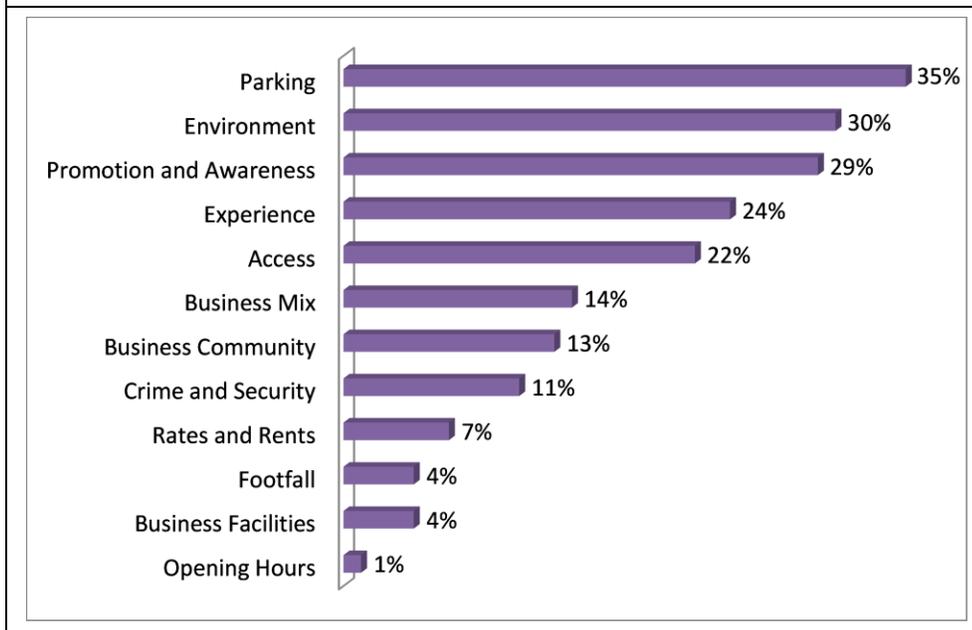
Fig 2: The town as a place to do business



Parking and Access

When asked the open question about which two issues, if addressed, would make the most contribution to their business, 'parking' was identified by more businesses than any other issue. They focused on the lack of availability for people who visit, but they were also concerned about parking for business people who work in the town centre. These two aspects of parking were also ranked by more businesses than any other as being either poor or very poor.

Fig 3: Suggestions which would make the strongest contribution to your business



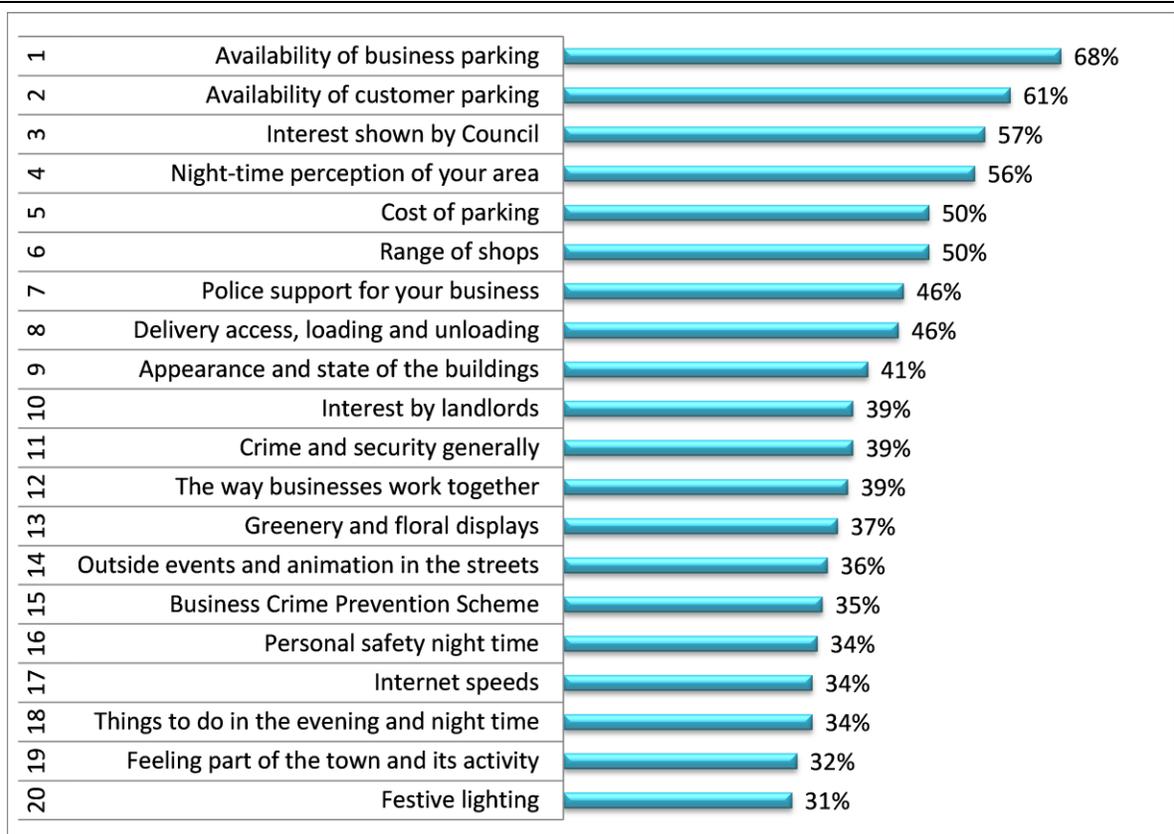
In terms of ranking how important these two matters (Business and Customer Parking) are to businesses, it was clear that the 'Availability of Customer Parking' was considered important by more businesses (80%) than 'Availability of Business Parking' which was considered important by only 67% of business.

The fact that parking was considered not only important but also poor was reflected in 'Improving the Parking Experience' being considered as the second most important initiative for a BID to deliver.

Access issues and in particular parking was the most discussed topic in the workshops, along with improved signage and the flow of pedestrians around the town as a whole. These issues featured in five of the top 20 initiatives businesses wanted to address. In particular there was a concern about the pedestrian routes between the different parts of the town centre and encouraging people to explore more of the town on their visit, rather than visiting one element then going home. 'Improved signage and Visitor information' was the twentieth most important initiative ranked by more than half of the businesses as very important.

Improving pedestrian flow was linked to 'Improving traffic flow around the town' which was the twelfth most important initiative requested by businesses. There were many comments about the way in which the location of the bus station and the car parking all serve to encourage people to the eastern side of the town centre, and there was a distinct feeling that the commercial core of the town had migrated eastwards, downhill.

Fig 4: % of businesses rating issues as poor or very poor – the top twenty

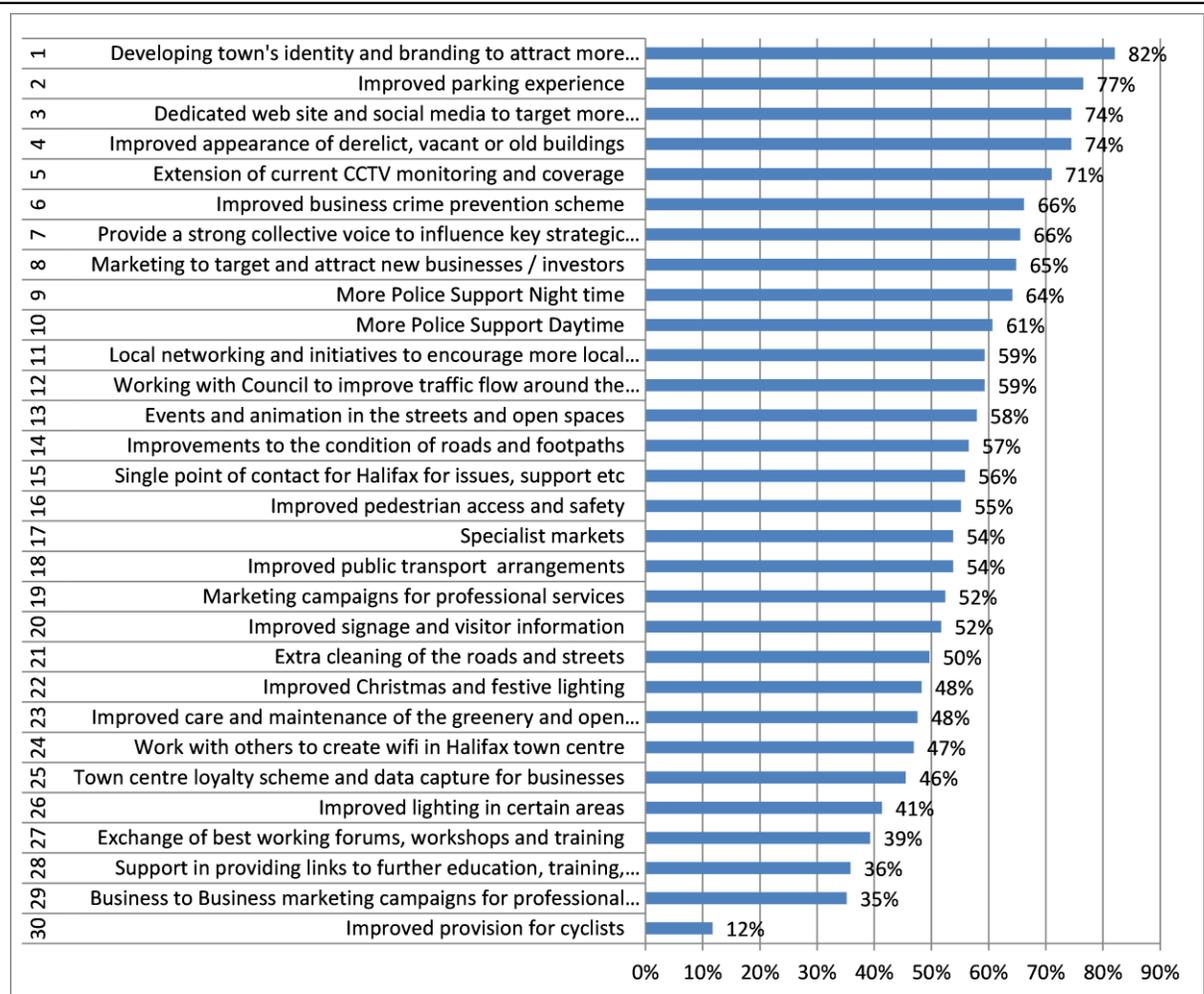


Promotion of a lively Halifax

The initiative nominated by businesses as being the most important was ‘Developing the town's identity and branding to attract more visitors’. Halifax is currently marketed as part of ‘Calderdale’ but businesses felt strongly that Halifax has a lot to shout about and should promote its own identify and raise awareness of the town at a national and even international level.

Promotion and awareness of the town was the third most important set of suggestions as a group, given by businesses to the open question about the most important initiatives to your business. Specific initiatives such as a ‘Dedicated web site and social media to target more customers/clients’ came third in the rankings of important initiatives for businesses.

Fig 5: How would you rate the importance of the following set of measures in terms of helping your business?



When discussing the vision for the town centre, many people talked about the importance of having a vibrant and lively town which was inclusive for all ages, all nationalities and all types of people from families to individuals. It was this sense of inclusiveness which permeated all aspects of the discussion from access to events, to the feeling of safety and welcome for all. Although there was some reservation about the impact of events on trade, there was a general acknowledgement that events help raise the awareness of what the town has to offer and encourages repeat visits in the future. One of the key points expressed was around sustainability of events and the importance of an on-going programme, not simply restricted to one or two significant events with nothing else in between. Events and animation ranked thirteenth in terms of important initiatives for businesses.

Creating a smart and attractive Halifax with a great business offer

It was clear that businesses considered that Halifax has some great buildings and is potentially a great town, but it needs to be cared for and that there is a lot to do in some parts of the town in terms of tidying up the buildings and looking after the heritage. 'Improved appearance of derelict, vacant or old buildings' was the fourth most important initiative identified by 74% of businesses. The state of the buildings was also identified as the ninth worst issue in Halifax.

The environmental issues were collectively the second most important initiative identified by businesses in the open question about two top suggestions making a difference to your business. Although these comments covered improved cleaning, more floral displays and better festive lighting, most comments related to addressing the state of the buildings in the town and taking more pride in its heritage.

The range of shops in Halifax was considered as the sixth worst issue in the town centre with a clear feeling that the town's retail offer needs to be improved if it is to broaden its appeal and be truly all inclusive.

8. The BID's response

Following our extensive research four key project areas of the Halifax BID have emerged reflecting the key issues and opportunities identified by the businesses. The activities within each of the project areas have been specifically designed to address and take advantage of these.

It was clear from the comments and feedback that Halifax has many great assets but simply does not shout about them and make enough of them in a way which helps promote the town's identity, being lost in the wider promotion of Calderdale. Its heritage and great buildings are potentially one of its key attractions but visitors to the town tend to go to one part of it and not circulate and explore all it has to offer. The connections for pedestrians between different parts of the town centre are poorly signed and can be unappealing. Traffic flow, parking, bus routes and signage tend to centre around the eastern part of the town centre rather than encouraging a much wider circulation.

If Halifax can start to take more pride in itself as a great place with lots to offer, improve access for all and promote itself more effectively, it will in turn attract more visitors and more businesses to contribute to its rightful place as a distinctive and attractive town of national significance.

The BID could act as a catalyst for a new and exciting era in the life of this town. This BID Proposal and Business Plan has been designed to ensure that the activities benefit as wide a range of businesses as possible. It will do this by 'developing Halifax town centre into a quality destination and a great place for business, leisure and culture with a profile which is recognised regionally and nationally, for being welcoming to all and which builds upon its heritage and looks to the future.'

All businesses and organisations stand to benefit from these additional projects and activities which have been identified by businesses across Halifax as being crucial to their future.

How will the delivery be monitored?

Monitoring and measuring the performance and effectiveness of the BID activities is an integral and essential part of the plan. Businesses need to be confident that their levy money is being invested as productively as possible to maximise results.

The effectiveness of the measures undertaken will be gauged by key performance indicators monitored and relevant for each project area, including footfall, customer surveys, business surveys, photographic evidence, vacant properties and footfall trends. These measures and key performance indicators are identified for each objective and need to be monitored on a regular basis throughout the life of the BID.

9. Vision and Objectives

Assuming a positive BID vote by a majority of businesses by both rateable value and number, BID operations will start on 1st April 2017 and will continue for a total of 5 years.

The Vision

Through this business-led programme of investment the vision is:

‘To develop the Halifax town centre into a quality destination and a great place for business, leisure and culture with a profile which is recognised regionally and nationally, for being, family friendly, welcoming and inclusive to all and which builds upon its heritage and looks to the future.’

Strategic Objectives and Projects

The programme of investment will be delivered through the four strategic objectives and their related projects.

1. Lively and well promoted

To develop and promote the strengths and characteristics of Halifax and build awareness of its retail, professional service, leisure and cultural offer locally, regionally and nationally

2. Smart and Attractive

To create a sense of ‘place’ for visitors and people working in the town centre to enjoy.

3. Welcoming and accessible

To provide a welcoming and easily accessible place for visitors, workers and residents to explore.

4. A great business and leisure offer

To encourage growth, development and investment of businesses which complement and build on the strengths of Halifax town centre.

Objectives, Activities and Results

Objective 1: Lively and well promoted

To develop and promote the strengths and characteristics of Halifax and build awareness of its retail, professional service, leisure and cultural offer locally, regionally and nationally.

Amount the BID will spend:

An initial budget of £120,000 p.a, increasing to £125,000 by year 5 – a total of £614,000 over five years.

Activities

- a. Work with all stakeholders to define, develop and promote the identity of Halifax town centre which reflects its strengths, characteristics and heritage and creates a sense of pride by its businesses and local population.
- b. Develop the use of digital and social media channels, traditional marketing and PR which informs and increases awareness of Halifax as a town, its business sectors, its events and all it has to offer, in a way which is consistent with its identity, to visitors and businesses alike.

- c. Develop promotional campaigns and a loyalty scheme for people using the town centre's businesses which captures, market intelligence, develops marketing capability for the businesses and the BID and attracts even more shoppers and clients.
- d. Develop effective communications between businesses to promote awareness of different issues which may affect trading conditions, opportunities and their immediate environment.
- e. Act as a collective voice and represent business interests with all stakeholders to influence any aspect of marketing and promotion of the town centre and its businesses to ensure that it is in line with the BID business plan objectives
- f. Work with businesses and other organisations to develop and organise events to create an animated feel to the town as a whole and build the reputation of Halifax as a great place to be entertained.

Retail and Health and Beauty:

- g. Design and coordinate campaigns which focus on key trading periods, highlight the particular strengths of this sector in Halifax and take advantage of new trading opportunities.

Culture and Leisure

- h. Raise the profile and awareness of the quality and diversity of the culture and leisure economy in Halifax town centre increasing the numbers of visitors enjoying this aspect of the town centre at all times of day, evening and night.

Professional Services

- i. Develop specific campaigns to enable the professional service businesses in Halifax to raise their profile locally and regionally and benefit from the association with the Halifax town centre identity.

Measures and Results:

- Footfall to the town centre which is stronger than national high street trends
- Increased number of active users of digital media promoting Halifax and its businesses.
- Increased levels of sales activity across the whole of the town centre
- Positive media exposure locally, regionally and nationally measured through numbers of articles, publications, click-throughs on digital media and value through using advertising value equivalent. (a.v.e)
- Numbers of businesses actively engaged in BID activities and the use of and their association with Halifax in their own marketing and promotion.
- Numbers of businesses and public regularly engaged and involved in a loyalty scheme

Objective 2: Smart and Attractive

To create a sense of 'place' for visitors and people working in the town centre to enjoy.

Amount the BID will spend:

An initial budget of £85,000 p.a, increasing to £89,000 by year 5 – a total of £437,000 over five years.

Activities

- a. Improve the appearance and vibrancy of the streets and open spaces by the use of additional floral displays, public art and festive and creative lighting in a way which complements and develops the heritage and characteristics of the Halifax BID area.
- b. Support the development and implementation of initiatives which improves and protects the public realm and the buildings of the town and which complement and develop the characteristics of Halifax town centre.
- c. Provide cleaning services where appropriate and additional to services provided by the local authority, with a focus on targeted street cleaning and deep cleaning in certain areas.
- d. Work with landlords, agents and others to ensure that vacant premises or derelict properties are maintained and presented in a smart and tidy appearance and do not detract from the appeal of the immediate environment.
- e. Work with businesses and other partners including the Police and Local Authority to develop a diverse evening and night time leisure offer which appeals to people from all ages and backgrounds, in a safe, clean and attractive environment.

Measures and Results:

- Footfall to the town centre which is stronger than national high street trends
- Increased number of locations across Halifax town centre where events and street entertainment can occur.
- Increased number of events and street entertainment and a greater perception of things happening measured through surveys of visitors.
- Increased numbers of people visiting Halifax from the catchment area and beyond

Objective 3: Welcoming and accessible

To provide a welcoming and easily accessible place for visitors, workers and residents to explore.

Amount the BID will spend:

An initial budget of £124,000 p.a, increasing to £130,000 by year 5 – a total of £637,000 over five years.

Activities

- a. Uniformed day time Ambassadors to:
 - I. help promote the area, to welcome visitors and provide support for the implementation of events and animation in the streets and open spaces
 - II. support businesses in tackling and communicating issues which affect their business on a day to day basis.
 - III. work closely with the Police and other agencies in tackling antisocial behaviour and crime issues which impact upon the visitor experience
- b. Work closely with the Council and others to improve the availability of car parking for all those working in the town centre and for those who visit.
- c. Work closely with the Council and other car park operators to improve signage and access to car parks and the provision of a 'parking experience' across Halifax for both visitors and those

who work in the town, in a way which is commercially sustainable, increases patronage and meets the needs of the town centre's businesses.

- d. Work with others to improve access and pedestrian flow between different parts of the town centre, its businesses and its attractions, to encourage people to explore and make more use of the town and all it has to offer.
- e. Tackle anti-social behaviour and crime issues which impact upon the visitor experience and affect businesses in certain areas, by developing the existing business crime prevention schemes and working with partners and organisations in the town centre including voluntary organisations, the Police and CCTV.

Measures and Results:

- Improved perception of attractiveness of the town centre measured through surveys of visitors and those who work in the town centre
- Increased numbers of cars using car parks and street parking in Halifax town centre
- Improved perception of the 'parking experience' in Halifax town centre
- Improved perceptions of visitor and business safety and feeling of welcome.
- Reduction of incidents of crime and anti-social behaviour
- Numbers of parking spaces available in or near the BID area both on and off-street.

Objective 4: A great business and leisure offer

To encourage growth, development and investment of businesses which complement and build on the strengths of Halifax town centre.

Amount the BID will spend:

An initial budget of £32,000 p.a, increasing to £34,000 by year 5 – a total of £167,000 over five years.

Activities

Encourage investment to complement the Halifax vision

- a. Influence, support and encourage plans and proposals for new buildings, signage, building refurbishments and public realm developments which build upon the town centre's strengths, serve to develop its identity and complements and its heritage and characteristics.
- b. Work with others to develop a retail and leisure framework for the town centre and support its implementation with partners.
- c. Work with partners, landlords and property agents to market the town centre to potential new retailers and investors in line with recommendations from an updated retail leisure framework for the town centre.

Business support and development

- d. Encourage and support relationships between businesses and organisations which seek to develop skills and have a positive impact upon their current business performance and future business development.
- e. Develop effective communications between businesses and the BID organisation to promote awareness of different issues which may affect trading conditions and to ensure that businesses are able to optimise their involvement and benefit from the BID's activities.

Monitoring the Results

- f. Work with other organisations to monitor footfall, commercial performance, parking statistics, customer perceptions and other key measures across the Halifax BID area and provide regular reports and performance updates for businesses.

Measures and Results:

- Increased range of retail, leisure and evening economy offer.
- Reduced levels of vacant and derelict properties in Halifax town centre.
- Numbers of business enquiries through commercial property agents
- Monitoring of footfall and sales performances across Halifax town centre with regular reports and feedback to businesses.

10. Organisation, Resources and Delivery

The preparation of this plan has been managed by the 'Marketing Halifax' BID Steering Group which is made up of a cross section of businesses and organisations from across Halifax town centre together with representatives from Calderdale Metropolitan Borough Council. 'Marketing Halifax' which was set up about 7 years ago will be dissolved.

A new and separate company will be set up to act as the BID Company. It will be a not for profit BID company, limited by guarantee which will be legally and operationally responsible to the businesses in the BID area, for the delivery of the BID business plan and its associated activities and will act on their behalf.

The management structure of the BID will be a Board responsible for governance, a Management Group responsible for coordinating activity and delivery and working groups developing the individual projects.

The Board will be elected by the members of the BID Company, drawn predominantly from those paying a levy in the area and made up of a representative cross-section of the businesses and stakeholders of the area and key agencies associated with the successful delivery of the BID project. It will be driven by the private sector and will include one Councillor from Calderdale Metropolitan Borough Council as a Director and one Council Officer who will act as a key operational link, but not as a Director.

The main role of the Board is to safeguard the interests of levy payers by ensuring that the business operates in line with the BID plan, is professional and offers consistent value for money in line with its targets. The Board will ensure that the implementation of the BID will be monitored and delivered cost-effectively, through keeping overheads to a minimum and using methods which will optimise the use of the revenue budget and add real value to the delivery of the plan.

All businesses will be encouraged to be actively involved in a Management Group and associated working groups to represent the levy payers. The Management Group will report to the Board. Through specific working groups, the Management Group will be instrumental in prioritising the requirements of the levy payers into deliverable projects which address their needs, within the framework of the business plan.

The Board and Management Group will provide a consistent, collective and effective voice for the businesses in Halifax.

All roles on the Board, Management Group and specific working groups are voluntary and are undertaken with a commitment to represent the interests of all businesses in the area.

Collaborative working will be actively encouraged to build upon the sense of the business community in the area and ensure that the skills and resources available for delivery of the BID are enhanced and deliver best value.

There will also be hands-on project and contract management to support the initiatives from the working groups and Management Group. This support will provide administrative support to the BID Company, coordinate activity with partner organisations and ensure cost-effective delivery of projects through tendering and careful project and contract management.

The Halifax BID will be audited annually and the effectiveness of the measures undertaken will be gauged by key performance indicators for each project area, including footfall, customer surveys, business surveys, photographic evidence and retail turnover movement Full measures are identified in this plan with each objective.

Besides regular newsletters and other forms of bulletins, there will be an annual report providing details on activities and performance of the company against the objectives of the delivery plan for the previous year.

All levy payers shall be entitled to be members of the BID Company. There will be an annual general meeting at which all members are invited to attend and vote and at which Directors will be retired by rotation and new Directors elected in accordance with the articles of the company.

11. Halifax BID Budget and Finances

“A turbulent economy, changing lifestyles, rapidly changing technology and increased options for shopping, mean that the way in which towns and cities are used is changing dramatically and quickly. A BID provides the opportunity for businesses to have a real influence on their local environment to ensure that collectively we can take advantage of the new opportunities these changes will bring.

In the next five years we will strive to lever in additional cash funding and value in kind to support the delivery of this plan and add to the investment made by the Halifax businesses through the BID.

We feel that the investment we are seeking from businesses in the BID is modest in relation to what can be achieved. For the smallest business in the Business Improvement District, the daily cost is less than a first class postage stamp and even for a large business the daily cost is less than the price of a single cinema ticket.”

Leigh-Anne Stradeski
 Chief Executive Officer of Eureka
 Co Chair of Marketing Halifax’s BID Steering Group

With levy bands and a 1.75 % levy, the indicative costs to a business are:

Rateable Value	Levy Rate	Annual	This equates to: Weekly	This equates to: Daily
£1 - £5,999	Zero	Zero	Zero	Zero
£6,000	1.75%	£105	£2.02	£0.29
£10,000	1.75%	£175	£3.37	£0.48
£25,000	1.75%	£438	£8.41	£1.20
£75,000	1.75%	£1,313	£25.24	£3.60
£150,000	1.75%	£2,625	£50.48	£7.19
£350,000	1.75%	£6,125	£117.79	£16.78

Halifax BID 5 year Budget: 2017 – 2022

	Year 1	Year 2	Year 3	Year 4	Year 5	Total	% to total
Income							
BID levy revenue (Note 1)	£ 427,170	£ 435,713	£ 444,428	£ 453,316	£ 462,383	£ 2,223,010	91%
Other Income (Note 2)	£ 40,000	£ 40,800	£ 41,616	£ 42,448	£ 43,297	£ 208,162	9%
Total Income	£ 467,170	£ 476,513	£ 486,044	£ 495,765	£ 505,680	£ 2,431,171	100%
Expenditure							
Objective 1 – Lively and well promoted	£ 120,048	£ 121,375	£ 122,729	£ 124,109	£ 125,518	£ 613,779	26%
Objective 2 - Smart and Attractive	£ 85,603	£ 86,549	£ 87,515	£ 88,499	£ 89,503	£ 437,669	18%
Objective 3 - Welcoming and Accessible	£ 124,614	£ 125,992	£ 127,397	£ 128,830	£ 130,292	£ 637,124	27%
Objective 4 - A great business and leisure offer	£ 32,656	£ 33,016	£ 33,385	£ 33,760	£ 34,143	£ 166,960	7%
Central Management Costs, Administration, Office (Note 3)	£ 70,076	£ 71,478	£ 72,907	£ 74,365	£ 75,853	£ 364,678	15%
Levy Collection costs	£ 12,815	£ 13,071	£ 13,333	£ 13,599	£ 13,871	£ 66,690	3%
Contingency (Note 4)	£ 21,359	£ 21,786	£ 22,221	£ 22,666	£ 23,119	£ 111,150	5%
Total Expenditure	£ 467,170	£ 473,267	£ 479,486	£ 485,829	£ 492,299	£ 2,398,051	100%
Accrual for Renewal (Note 5)	£ -	£ 3,246	£ 6,558	£ 9,936	£ 13,381	£ 33,121	

Notes

- 1 Assumes a 95% collection rate and 2% per annum inflation
- 2 Including income from landlords, associate members of the BID and other sources (including in-kind)
- 3 Central admin, office and fixed overheads
- 4 Calculated as 5% of total levy billed
- 5 Accrual retained from levy revenue to provide for costs of renewal of the BID for any further term, otherwise they will be spent on additional projects in the final year

Cost of the BID Development

The costs incurred in undertaking the research, developing the BID proposals and holding the ballot are being met by Calderdale Metropolitan Borough Council, for which we give sincere thanks.

Sources of Additional Funding

The BID Company is committed to seeking additional funding where possible to increase the benefits that can be delivered by the BID to businesses. Other possible income sources will include grants where the criteria matches the aims of the business plan, voluntary contributions from property owners, companies and organisations outside the BID area and those not liable for the levy. It is estimated that this could be around £212,000 over the five year period.

Through discussion, developers, property owners and other stakeholders in the area will be invited to participate in the Business Improvement District and improve delivery against the business plan objectives even further.

Application of BID Funds

The BID funds will be ring-fenced and will be controlled by participating businesses. Details of the BID Company's accountability to businesses are given in Sections 10 and 13.

The budget headings and the project costs can be altered within the constraints of the revenue received through the levy. The BID Company will be empowered to move funds between budget headings to provide the services which best meet the requirements of the BID area. Such adjustments will be fully accountable to the businesses through the performance monitoring arrangements set out in Sections 6 and 8.

Governance and management of the BID Budget

In order to ensure that the projects remain relevant and continue to address needs and priorities of the businesses in Halifax during its five year life, the Management Group may from time to time make recommendations to the Board that budget allocations are modified for each of the main projects and the management and administration of the BID.

It will be the responsibility of the Board to assess these recommendations and make adjustments to the allocations of expenditure budget as and when they deem appropriate. It will be the responsibility of the Board to ensure that all the main aims of the BID, stated in Section 9, continue to be addressed and that all BID activity contributes towards the achievement of the vision. The Board will also monitor and gauge the effectiveness of the BID operations and activities.

12. BID Levy Criteria for the Halifax BID

Every BID has to establish its own levy rules. Reference has been made to the 'Industry Criteria and Guidance Notes' prepared for the British Retail Consortium (BRC) and the Inter-Bank Rating Forum (IBRF) in developing the rules which will apply to the Halifax BID.

The Halifax BID Steering Group has tried to balance the ambitions of businesses in the BID plan against the affordability of the levy and the requirement to ensure that the BID is able to deliver best value.

1. Assuming a positive BID vote by a majority of businesses by number and rateable value (R.V) of those who vote, the BID levy will be charged on all hereditaments listed in the local Non-Domestic Rating List located within the BID area. This applies irrespective of whether or how a business has voted in the formal BID ballot. Legislation within the Local Government Finance Act (2003) enables the local authority to issue a bill for the levy. The levy is collected by the Billing Authority, Calderdale Metropolitan Borough Council. The Halifax BID Company will invoice the Billing Authority, Calderdale Metropolitan Borough Council, for the levy collected for exclusive use of the BID.
2. All businesses which will be subject to the BID will be entitled to vote for the BID proposal in a 28 day postal ballot which will commence on 29th September 2016, with the close of ballot at 5pm on 27th October 2016. The result will be announced the following day or as soon as possible thereafter.
3. If successful at the ballot, the BID will commence operation on 1st April 2017, and will be for a fixed term of 5 years
4. The levy amounts for ratepayers who have business premises will be applied as follows:
 - a. The BID levy will be 1.75% of the 2010 rateable value shown on Calderdale Metropolitan Borough Council's (the billing authority's) NNDR billing system as at 1st September 2016 for each defined business within the scope of the BID, with the exception of those premises with a rateable value of less than £6,000 and those properties with a rateable value of £2 million or more showing on the billing authority's NNDR billing system as at 1st September 2016.
 - b. Ratepayers with a rateable value of less than £6,000 will pay nothing for these properties and will not have a vote for these properties although they will enjoy the benefits that come with trading in the BID area.
 - c. The total levy payable in any one BID financial year for any single hereditament with a rateable value of £2 million or more as shown on billing authority's NNDR billing system as at 1st September 2016, will be no more than £30,000 in year 1 as defined in section 4 a of this criteria.
5. The levy will be due from businesses who are liable to pay business rates, including empty properties (subject to the provision in 9f), other than those that are exempt within the criteria laid out in Section 12 of this BID Proposal and Business Plan (this section).

6. The liable person is the ratepayer liable for occupied or unoccupied premises. In accordance with the Non-Domestic Rating (Collection and Enforcement) (Local Lists) Regulations 1989 (S.I. 1989/1058) and the Non-Domestic Rating (Collection and Enforcement) (Miscellaneous Provisions) Regulations 1989 (S.I. 1989/1060), Calderdale Metropolitan Borough Council will be responsible for the imposition, administration, collection, recovery and application of the BID levy. The Council will also be responsible for any enforcement action that may be appropriate in case of non-payment of the levy.
7. There will be an annual inflationary increase of all levy charges year on year for the duration of the Business Improvement District. This will be a minimum of 2% increase year on year or the inflation percentage as determined by the Consumer Price Index as at the 1st December of the year before the next billing process, whichever is the greater, rounded to the nearest tenth of a penny. (e.g if a levy bill is £200 the inflation applied to this at a level of 2% would be £4.00 per annum). Negative inflation will not apply. Inflation will not apply for the first full billing cycle in 2017.
8. The levy will be charged annually in advance, although businesses which cease to have liability for business rates during the year will be entitled to a refund for the remainder of the period, and the new occupier will be charged on a pro-rata basis provided that the amount due on the charge or refund is £50 or more.
9. Any changes during the life of the BID will be handled as follows:
 - a. New premises, or properties which were not on the rate valuation list but become subject to rates in the BID area or new streets raised in the BID area after the BID is in force will be expected to pay a BID Levy based on the % criteria for that year, in relation to its new/current rateable value
 - b. Where property is split, two or more BID levies should be made on the revised premises from the date of split on the basis of the revised new/current rateable values
 - c. Where premises are merged the BID Levy should be charged at the appropriate % of the revised properties new/current valuation
 - d. Any change of use or ownership (or the creation of a new business within the BID (boundary) will be liable to the levy rate current at the time of the change.
 - e. Adjustments will be made for changes in occupation and if a property is deleted from the rating list and revised bills issued provided that the amount due on charge or refund is £50 or more. The charge or refund amount will be calculated pro rata between the date of the change in occupation and the date of the financial year end.
 - f. Where any hereditament which meets the criteria for payment of a levy, becomes vacant, the hereditament will not be liable for a levy for the first three months from the last date the last occupant was the ratepayer. Unless the property is the subject of a building preservation notice within the meaning of the Planning (Listed Buildings and Conservation Areas) Act 1990(a) or is included in a list compiled under section 1 of that Act, if the property has still not been occupied by the end of the third month, the levy will then be charged to the property owner from the start of the fourth month.
 - g. No amendments will be made to the rateable value of any property in the BID area as a result of any general or property specific re-valuation within the life of the BID other than for the criteria listed above.
10. No other relief will be given to any class of non-domestic ratepayer and there is no distinction made between occupied or unoccupied hereditaments, both occupancy status attracting the full BID levy, unless it is a hereditament: -

- a. whose owner is prohibited by law from occupying it or allowing it to be occupied;
- b. which is kept vacant by reason of action taken by or on behalf of the Crown or any local or public authority with a view to prohibiting the occupation of the hereditament or to acquiring it;
- c. which is included in the Schedule of monuments compiled under section 1 of the Ancient Monuments and Archaeological Areas Act 1979(b);
- d. where, in respect of the owner's estate, there subsists a bankruptcy order within the meaning of section 381(2) of the Insolvency Act 1986(c);
- e. whose owner is entitled to possession of the hereditament in his capacity as trustee under a deed of arrangement to which the Deeds of Arrangement Act 1914(d) applies;
- f. whose owner is a company which is subject to a winding-up order made under the Insolvency Act 1986 or which is being wound up voluntarily under that Act;
- g. whose owner is a company in administration within the meaning of paragraph 1 of Schedule B1 to the Insolvency Act 1986 or is subject to an administration order made under the former administration provisions within the meaning of article 3 of the Enterprise Act 2002 (Commencement No. 4 and Transitional Provisions and Savings) Order 2003(e);
- h. whose owner is entitled to possession of the hereditament in his capacity as liquidator by virtue of an order made under section 112 or section 145 of the Insolvency Act 1986.
- i. where it is a place of religious worship, a hostel, a place of refuge or a place of rehabilitation.

in which case the hereditament will be exempt.

11. For clarity a hereditament which is the subject of a building preservation notice within the meaning of the Planning (Listed Buildings and Conservation Areas) Act 1990(a) or is included in a list compiled under section 1 of that Act will be subject to levy unless it is vacant or its use is covered by any of the other exemptions listed in Section 12 of this BID Proposal and Business Plan (this section).
12. The BID levy contribution will not be reassessed if the rateable value is amended after the end of the BID. New or altered properties entered into the valuation list will become liable for the levy from the date they appear in the list.
13. Businesses with a rateable value of less than £6,000 will be exempt from the levy and will not be permitted to vote in the ballot. Any business with a rateable value which falls below this will be encouraged to enter into a voluntary arrangement direct with the BID Company so that they can benefit from the full range of services provided by the BID.
14. Any hereditament where the occupier is a charitable organisation, it will pay a levy as per the criteria outlined in this Section 12 of the BID Proposal and Business Plan.
15. The BID financial year will start on 1st April and last for 365 days (366 in a leap year). The BID charge is a daily charge based on rateable value. It is to be paid in full in advance, the payment date being the 1st April of that year. The daily BID levy charge for each individual ratepayer is to be calculated by multiplying its rateable value by the BID percentage levy and dividing the result by the number of days in the financial year.

16. Subject to this criteria stated above and within the BID boundary as defined in this document, the BID levy is a statutorily compulsory payment regardless of whether the business exercised its vote or voted against the BID.

13. Risk analysis

The responsibilities of BID Company

The BID Company will be a legal entity and a significant business in its own right. It will not only have all the attendant risks and responsibilities that go with this but also, subject to the vote in favour of the BID, will have a mandate from the businesses in the area to deliver the BID Business Plan. This is a significant responsibility which has an influence over the commercial prosperity of Halifax, the businesses in the area and their staff who rely upon it for their living.

It is important therefore, to articulate some of the external and internal issues that have a direct bearing on the ability of the Company to trade successfully, as well as highlight the consequences of not adopting the principles of the BID and the benefits that accrue from the delivery of the plan.

BIDs have been proving their worth and commercial value across the UK over the last eleven years as effective mechanisms to improve trading environments for all sorts and types of businesses. Where BIDs have reached the end of their first term the majority have seen even greater votes in favour and larger turn-outs than the first time of voting. They are seen as providing businesses with very effective returns on investment. There are other towns and cities in the north which now have Business Improvement Districts these include Leeds and Sheffield which both started last year and even Otley which started in 2014.

Working with key partners

In order to deliver exceptional value for money within the framework of the aims and objectives of the plan, the BID will work closely with other key stakeholders such as property owners, developers, the Borough Council and the Police. It will seek, wherever possible to influence and shape larger projects to the benefit of its own aims while supporting others to achieve their own objectives.

In working with others, the over-riding principle of the BID should not be compromised i.e that the BID is providing services and benefits additional to those which would have happened if the BID had not been in existence.

Sustainable mechanism for the development of Halifax

The BID is a unique mechanism which combines solid business support with a compulsory payment scheme which creates benefit for all on an equitable basis. It also guarantees constant cash flow to deliver the projects and priorities identified by the businesses. It provides a solid platform for the BID Company to control costs, plan over the longer term and rise to the expectations of its stakeholders.

A contingency is contained within each of the project areas, meaning, that should the income from the additional voluntary contributions fall short of those budgeted for any period, costs can be adjusted accordingly.

In the unlikely event that circumstances beyond the control of the BID Company mean that it fails to bring about the benefits envisaged, the business electorate will have the final say. At the end of the 5 years, if no discernable difference is detected then a vote against renewal can simply “switch off” the BID and with it all business contributions.

There is no plan to rely upon bank or other financial support other than the levy and so there is no prospect of financial insecurity. In any event, the Company will produce monthly management accounts and financial forecasts for information for the Board, nominated by the levy payers. Appointed auditors will produce end-of-year accounts, made available to all contributors and the local authority and these will be filed at Companies House in the normal way.

The Company will be VAT registered to ensure that the tax can be reclaimed on expenditure. It is also anticipated that it will benefit from mutual trading status meaning that it is exempt from any Corporation Tax liability.

Final thoughts

“I have been privileged, over the last year to work closely with business people who have been committed to creating a new opportunity for all businesses across the whole of Halifax. It is a place which has a sense of community but is seeking direction, a sense of purpose and a clear identity in a rapidly changing world.

A Business Improvement District provides us with an opportunity to forge even stronger links between us and work on projects which we initiate and which are important to us as committed and hardworking business people. Towns and cities across the UK are changing rapidly and we need to ensure that Halifax does not simply look to the past but takes advantage of its heritage to look to the future.

This plan provides us with a clear direction for a new exciting era in Halifax. I urge you to get involved and work together for the future of the town and our businesses by voting YES in the ballot in October”.

Leigh-Anne Stradeski
Chief Executive Officer of Eureka
Co-Chair of Marketing Halifax BID Steering Group

Appendices

Appendix 1 – Definitions

- The following terms, used throughout this Proposal document, shall have the same meaning as provided in the Local Government Act 2003 and the Business Improvement Districts (England) Regulations 2004.
- This document is a BID proposal for the purposes of the Act. If approved it will become the BID arrangements which govern the way in which the BID levy can be used.
- “the 2003 Act” means the Local Government Act 2003.
- “the 1988 Act” means the Local Government Finance Act 1988.
- “BID” means Business Improvement District.
- “BID ballot” means a ballot under section 49(1) of the Local Government Act, 2003.
- “BID body” means, the body (whether corporate or not corporate) responsible for the implementation of the arrangements in this case defined in the plan as the ‘Halifax BID Company’ whose final company name has yet to be determined.
- “BID proposer” means a person who draws up BID proposals in the plan the ‘Marketing Halifax BID Steering Group’
- “commencement date” subject to regulation 9(12) of the Business Improvement Districts (England) Regulations 2004, means the day, pursuant to section 53 of the 2003 Act, the BID arrangements are to come into force.
- “hereditament” means anything which is or is treated as being a hereditament by virtue of the provisions of or any provisions made under section 64 of the 1988 Act including any hereditament to which regulation 6 of the Non-Domestic Rating (Miscellaneous Provisions) Regulations 1989 applies but otherwise excluding any hereditament to which regulations made under section 64(3)(b) of the 1988 Act apply.
- “renewal ballot” means a ballot under section 54(2) of the 2003 Act.

Appendix 2 – Streets included in the BID Area listed alphabetically

Street Name	Crown House	Princess Street
Akroyd Place	Crown Street	Rawson Street
Albion Street	Deal Street	Russell Street
Alexandra Street	Discovery Road	School Street
Alfred Street East	Dispensary Walk	Shakespeare Street
Back Ferguson Street	Ferguson Street	Silver Street
Back Lord Street	Foundry Street	Smithy Street
Back Victoria Street	Fountain Street	South Parade
Bank Bottom	Gaol Lane	Southgate
Barum Top	George Square	Square
Bath Street	George Street	Square Road
Berry Lane	Gibbet Street	St James Road
Berwick Street	Great Albion Street	St James Street
Black Swan Passage	Hall Street	St Johns Lane
Blackledge	Harrison Road	Stead Street
Blackwall	Hopwood Lane	Sunderland Street
Borough Market	Horton Street	Swine Market
Bowling Dyke	John Street	The Market Arcade
Boyne Street	King Cross Street	THE OLD ARCADE
Broad Street	King Edward Street	Thomas Street
Broad Street Plaza	King Street	TRINITY PLACE
Bull Close Lane	Lily Lane	Trinity Road
Bull Green	Lister Lane	Trinity Street
Burdock Way	Lister Street	Union Street
Cadney Croft	Lord Street	Union Street South
Carlton Place	Lower Cross Street	Upper George Yard
Carlton Street	Lower Kirkgate	Upper Kirkgate
Carlton Terrace	Market Arcade	Victoria Street
Carrier Street	Market Street	Wade Street
Causeway	Mount Street	Wards End
Central Street	Mulcture Hall Road	Waterhouse Street
Chapeltown	New Road	Well Lane
Charles Street	North Bridge	Wesley Court
Charlestown Road	North Bridge Street	Westgate
Cheapside	North Parade	Westgate Arcade
Church Street	Northgate	Winding Road
Clare Road	Old Cock Yard	Woolshops
Clare Street	Old Lane	
Coleridge Street	Old Market	
Commercial Street	Orange Street	
Corn Market	Paradise Street	
Cow Green	Pellon Lane	
Cripplegate	Piece Hall	
Cross Hills	Portland Place	
Cross Street	Powell Street	
Crossley Street	Prescott Street	

The BID area includes any and all of the smaller business areas, courtyards and parks located off these roads that are located within the boundary of the defined BID area as per the shaded area on the map shown in Section 5 in this Business Plan, even if they are not listed in the table. It will also include any roads yet to be constructed and named and any new development sites created within the shaded area of the map shown in Section 5 in this BID Proposal and Business Plan.

Acknowledgements

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Calderdale Metropolitan Borough Council
Marketing Halifax
Partnerships for Better Business Ltd

Further information

For more information about the BID or to discuss any aspect of this business plan please contact Lauren Barber on 01422 360035 or Angela Whiley on 01422 392234 or email info@halifaxbid.co.uk or go to www.halifaxbid.co.uk