

Rochdale
Town Centre



BID



Photo: ©Dan Root

BID Proposal and Business Plan

Rochdale Business Improvement District
2019-2024

www.rochdalebid.co.uk

Table of Contents

	Page No
1. Foreword	1
2. Executive Summary	3
3. What is a Business Improvement District	6
4. Rochdale BID	9
5. Where will the Rochdale BID operate	11
6. Services provided by the Public Bodies	12
7. The Research and Consultation Process	15
8. The BID's response	21
9. Vision and Objectives	22
10. Organisation, Resources and Delivery	26
11. Rochdale Budget and Finances	28
12. BID Levy Criteria for the Rochdale BID	31
13. Risk Analysis	34
14. Final thoughts	36
Appendices	
Appendix 1 - Definitions	37
Appendix 2 – Streets included	38
Acknowledgements	

Rochdale Business Improvement District (BID) Proposal and Business Plan 2019 – 2024

1. Foreword

Message from the Chair of the Rochdale BID Steering Group

I am proud to be writing the introduction to this Proposal and Business Plan for the Rochdale Business Improvement District (BID). Over the last 18 months we have been working hard conducting surveys, consultations, workshops and studying successful BIDs across the UK. Based on this work we have identified a set of initiatives that we believe will make a real difference to the success and prosperity of the Rochdale business community.

One of the biggest challenges Rochdale has to overcome is the negative perception by many who have never even visited the town and from those who live in the town. Rochdale has undergone and is seeing tremendous positive change, particularly in its public realm, its roads and its infra-structure. However Rochdale relies upon its people and its businesses to make it attractive and welcoming to all.

Businesses in Rochdale's town centre are not alone in facing challenges of declining footfall and economic uncertainty, the pressures from changing lifestyles, increased mobility, aggressive competitors, greater customer choice and internet shopping. However it will only be those town centres which are able to offer a great experience and good quality customer service which are going to thrive in the future.

Rochdale has great attributes and the recent investment in opening up the river and the creation of a new transport hub, bringing bus travel and trams together have started to give Rochdale a breath of new life and a sense of real opportunity. Rochdale has a fantastic cultural heritage but the retail sector has fallen behind. However, new businesses are starting to invest and the development of the Riverside Shopping and Leisure centre will improve the experience even further.

This BID Business Plan has been created by a volunteer working group of business people like you with a wide range of business experience, representing your interests. They have given their time freely because they believe in the future of Rochdale and are willing to play their part in helping to shape it. This plan sets out projects and initiatives which will support businesses and complement the programme of investment in the town centre and which, we believe, will make a positive difference to your business.

Our cumulative investment will provide a business-driven focus to ensure essential improvements to Rochdale town centre, a means of promoting the offer and changing those negative perceptions. This investment will also set standards in the town centre which reflect our own aspirations as businesses, with a budget, over the five-year BID lifetime of over £1.5 million.

This is a realistic plan with realistic targets at a realistic cost. It is a chance for us to come together and lead the way in which the town presents itself and is perceived. Let's not allow this unique opportunity to slip away. We urge you to look carefully at the proposal and to give it your full support at the formal BID vote in October.

Lorenzo O'Reilly

Chair of Rochdale BID Steering Group and Director of the Town Centre Management Company

Current BID Development Board and Steering Group Members

The Rochdale's Town Centre Management Company's Board has been acting as the BID Development Board and Steering Group guiding the development of this BID and is 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 Development Board and Steering Group are as follows:

Name	Position	Business Name
Lorenzo O'Reilly (Chair)	Manager	Exchange Shopping Centre
Tony Cocker	Director	AJ Cocker Associates
Peter Taylor	Managing Partner	AST Hampsons
Michael Webster	Manager	Boots
Asif Ali	Owner	Burford Brookes
Marjorie Thompson	Owner	Chantilly
Henry Yau	Owner	Cockadoodlemoo
Richard Gottfried	Marketing Manager	Hopwood Hall College
Derek O'Toole	Principal	Hopwood Hall College
Chris Riley	Manager	JD Wetherspoons
Caryn Davenport	Regional Manager	JD Wetherspoons
Andy King	Chief Executive	Link4Life
Darren Grice	Head of Culture, Health & Participation	Link4Life
Rick Phelan	Store Leader	O2
Emma Forbes	Manager	Markets Team
Jane Gardiner	Manager	River Island
Roger Hussey	Manager	Santander
Colin Meredith	Owner	Style Magazine
Ben Boothman	Owner	The Flying Horse
Janet Crabtree	Assistant Store Manager	Vision Express
Mark Foxley	Manager	Wheatsheaf Shopping Centre
Darren Callaghan	Inspector	Greater Manchester Police
Jonathan Hindle	Senior Project Officer	Rochdale Development Agency
Paul Ambrose	TCM Manager	Rochdale Town Centre Management

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 rateable 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 Rochdale town centre to manage the business improvement district business plan.

The benefits of the Rochdale Business Improvement District

After a deep recession, the economic uncertainty of 'Brexit' and the dynamic change of the retail world impacting on all town and city centres, 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 authority, the Rochdale Development Agency, the Hopwood and Sixth Form Colleges, Link 4 Life, the Local Enterprise Partnership and the police, to meet the businesses' needs.

Rochdale is only twelve miles from Manchester city centre, located at the edge of beautiful countryside of hills, moorlands and rivers. Rochdale's location is largely responsible for its pioneering industrial pedigree although its industrial past has created problems as well as a rich heritage. It is within easy reach of three major motorways and with the recent investment in a transport hub which bring together tram and bus services it is well connected.

Historically, Rochdale has been a proud and important town but perhaps over time has lost some of its sense of identity. Although more broadly the town has a developing advanced manufacturing sector with nationally and globally recognised brands and businesses, the perception of the town is poor. Recent investment in the infra-structure and public realm has started to generate real hope and aspiration for the future seeing new businesses arriving in the town centre creating an appeal to a wider audience.

The research and consultation with businesses undertaken in preparing this plan reflects the clearly stated view that Rochdale 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 Rochdale'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.

In addition to receiving the broad benefits that BID offers your business in terms of driving local business investment and growth, you will gain direct access to collective promotional campaigns and have the opportunity to link into social and digital media activities. You will have access to collective business security initiatives, the opportunity to participate in seminars and workshops offering business support and advice, invitations to regular BID networking events to develop greater local business community collaboration and much more.

As a business who pays into the BID this is an investment. The aim of the BID is to deliver as much value back in benefits, if not more, than the money you pay in.

The Area

The Rochdale Business Improvement District geographical boundary follows the A58 St Marys Gate in the north to the junction of St Johns Street in the east where it runs down to the bridge over the River Roch. At this point the boundary follows the river to the junction of River Street and Water Street before moving south to the junction of Milnrow Road and Drake Street and then west along School Lane, Church Stile and Sparrow Hill. It then moves west to take in the Sixth Form and Hopwood Colleges before returning to St Marys Gate in the north west.

The Rochdale BID Area has been selected to cover the commercial core of the town centre and include both the Sixth form and Hopwood Colleges which consider themselves to be very much part of the town centre life and community. The aim of the BID Area is to bring the Rochdale business community together to act with one voice with an open policy to encourage dialogue and involvement from other businesses and organisations which may not be in the area but have a direct stake in the town centre.

The Vision

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

‘To create a safe, vibrant and attractive town centre that has a sense of identity, which is family orientated and welcoming to all’.

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 create a vibrant town centre which has a strong sense of identity and a positive awareness locally, regionally and nationally.

2. Safe, Secure and Accessible

To create a safe, secure and accessible town centre for visitors, residents and people working in the town centre to explore.

3. Smart and Attractive

To maintain and develop an attractive environment for visitors, residents and people working in the town centre to enjoy.

4. A great business, leisure and cultural offer

To encourage the growth, development and investment of businesses and organisations which support the development of Rochdale's identity.

Costs and funding

The budgeted income over the five-year period of the BID is approximately £1.5 million. The yearly income will be made up of some £260,000 from the levy revenues and a sum averaging around £25,000 from voluntary, private and public-sector contributions.

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 300 BIDs have been proposed and approved by business communities in England and Wales. These include Alton, Stockport, Chester, Manchester city centre, Halifax, Leeds, Birmingham and many London boroughs.

There are more than 120 BID areas which have been operating for more than five years and have gone through a renewal ballot and more than 30 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 Rochdale 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 Rochdale BID Company, the BID body for the BID area. The objectives and aspirations of the Rochdale 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 issued by HCLG.

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

The vote

To succeed the ballot has to pass two tests: A simple majority vote of those who vote must register a 'YES' and the aggregate rateable value of those who vote 'YES' must be greater than that of those that vote 'NO'. 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 £12,000 will be excluded from the vote and levy.

The Ballot Holder for the Business Improvement District vote is the Rochdale Borough Council's 'CEO', Steve Rumbelow. Scrutinising and administration of the ballot will be undertaken by ERS. Details of voting procedures and how you can confirm persons entitled to vote can be found by contacting Rochdale Borough Council's Electoral Services on Tel 01706 924818 or by e-mail elections@rochdale.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. This is explained in more detail in Section 11.

The levy

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

This levy arrangement will generate around £1.5 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 £150,000 over the life of the BID. This will be used to fund the projects identified in this Business Plan

Duration and commencement date of BID Arrangements

Subject to the successful ballot in October 2018 our proposal is for the Arrangements for the Rochdale Business Improvement District Proposal and Business Plan to operate for five years and to commence, on the 1st April 2019. After five years, in 2024, it can be extended or renewed – but only after being subject to a renewal ballot.

Timescales

Action	Day and Date	
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	25 May 2018
BID Proposer requests Billing Authority to instruct Ballot Holder to hold a Ballot (BID proposals need to be completed)	Target Date:	
	Fri	24 August 2018
	Latest Date:	
	Thu	20 September 2018
BID Proposer mail out copies of the BID Prospectus to potential levy payers	Thu	06 September 2018
Billing Authority formally requests Ballot Holder to hold ballot	Target Date:	
	Wed	05 September 2018
	Latest Date:	
	Thu	20 September 2018

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)	Target Date:	
	Thu	13 September 2018
	Latest Date:	
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	Thu	20 September 2018
	Target Date:	
	Thu	13 September 2018
	Latest Date:	
	Thu	20 September 2018
	Thu	04 October 2018
Ballot Holder Issues ballot papers (at least 28 days before Ballot Day)	Mon	22 October 2018
Last day to appoint a proxy (tenth day before Ballot Day)	Fri	26 October 2018
Replacement of lost and spoilt ballot papers (from the fourth working day before the Ballot Day)	Thu	01 November 2018
Ballot Day (up to 5pm)	Fri	02 November 2018
Count and announcement of result		

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

Having started to recover from a deep recession from 2008 to 2013, the national economy of pre 'Brexit' is facing uncertain 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.

As of 2015, roughly 80 percent of UK internet users did online shopping, the highest online shopping penetration rate in Europe. In 2018 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.

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 Rochdale town centre which makes people want to come to the town to shop as well as simply clicking and buying online.

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 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 completely hidden from view and although limited within the commercial core of the town centre, it is an essential part of the local economy of Rochdale. This sector provides Rochdale 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.

The role of heritage and culture in town and city centres are also growing as important sources of economic prosperity and growth with heritage alone contributing around 2% of GVA to the UK economy.

The Rochdale Core Strategy adopted by the Rochdale Borough Council in 2016 identified that the local economy has under performed in comparison to Greater Manchester and the rest of the north-west with low levels of employment and high levels of unemployment. Among the commitments the Core Strategy makes it identified:

- Raising aspirations of local residents and in particular young people so that they want to live and work in Rochdale;
- Celebrating and protecting local character and distinctiveness and, where character and image is poor, creating new character
- Delivering a new, vibrant Rochdale town centre with a much improved retail and leisure offer;

The Rochdale Development Agency in their Business Plan 2016-2019 identified factors critical to the successful delivery of economic and urban regeneration in Rochdale. These included close and collaborative working with others and fostering constructive public/private partnership working on major regeneration and development projects.

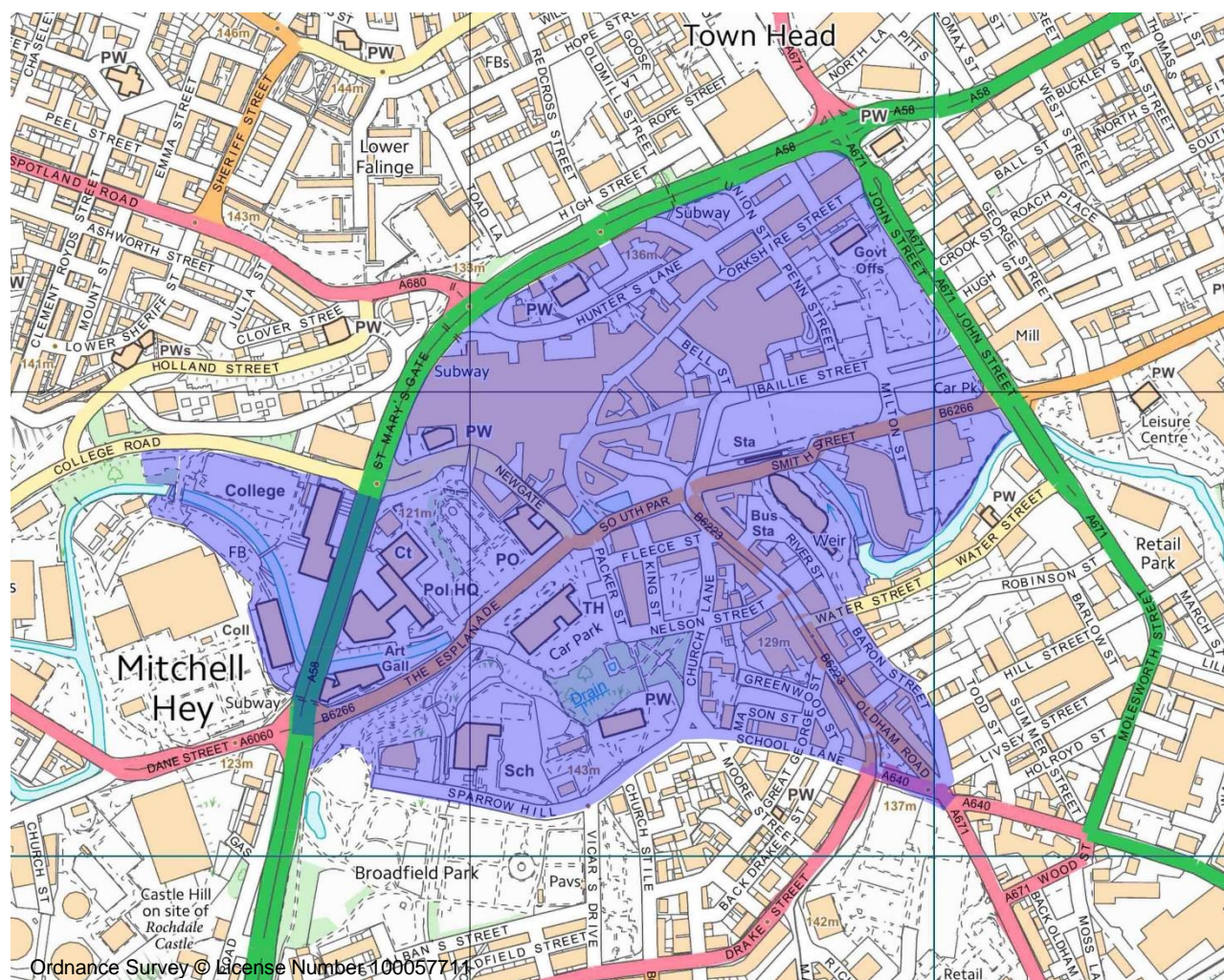
In the Greater Manchester Police's plan for police services in Greater Manchester 'Standing Together – 2018' they make the commitment to continuously engage with businesses and develop a consistent, place-based response to dealing with and preventing anti-social behaviour and crime.

The extensive surveys, interviews and workshops undertaken to develop this BID Proposal identified a clear desire expressed by businesses from across Rochdale to work more closely together and with others to raise the town's profile and improve the appeal to visitors, skilled people and business investors. This collective and focused approach would serve to improve the trading and operating environment and allow existing businesses to flourish and grow and attract new business investment.

Rochdale is within easy reach of large audiences and business markets but does not currently fully tap into the great potential of its own assets by working together as a cohesive business community and promoting their collective strength.

Taking onboard all of the above, this Business Plan has identified opportunities and taken account of the needs and challenges faced by all business sectors across the BID area. By working together and with others through a Business Improvement District there is huge potential to make Rochdale a great place to visit, live, work and grow a business.

5. Where will the Rochdale BID operate?



The shaded area represents the full extent of the Rochdale Business Improvement District.

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 £12,000 or greater. Thus banks, building societies, car parks, council facilities, the college, restaurants, clubs and pubs, estate agents, leisure operators, charities, 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.

The BID Area includes any smaller business areas located off these roads or streets that are located within the boundary of the BID Area defined by the shaded area illustrated on the map and any other road or street, even if they are not listed in Appendix 2 and will include any new road or street which is developed or created during the life of the BID which is within the BID Area.

6. Services provided by the Public Bodies

Council's Support for the Rochdale BID

Rochdale Borough Council fully supports the Rochdale 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 Rochdale BID area. Thus, in line with BID legislation, BID services within the Rochdale 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 Rochdale Borough outside the BID area.

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

- A Memorandum of Understanding and Operating Agreement which defines the working relationship between the council and Rochdale BID Company and sets out the council's operational support to the BID on a number of specific issues
- A set of Baseline Agreements, 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 Rochdale'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 Rochdale 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 Rochdale.

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 and its associated organisation Rochdale Development Agency delivers a wide range of services either directly or indirectly specifically for businesses, these include:

- Commercial Properties and Council land use
- Planning and Building Control
- Business start up advice and signposting
- Licensing
- Commercial Waste and recycling
- Business Rates
- Tendering for council business

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:

- Festive lighting
- Town Centre Compliance (includes Environmental Health and licensing)
- Environmental Management (including fountains and statutes)
- Highway Maintenance/Parking
- Community Safety (including Wardens)
- Town Centre Management
- Transport for Greater Manchester
- Economy (includes Rochdale Development Agency)

The process of creating the baseline agreements 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 Rochdale 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 Rochdale businesses and transferring the levy sums direct to the Rochdale BID Company. The council will pay the gross levy sums to the Rochdale BID Company within 30 days of collecting it.
- Nominate 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 Rochdale town centre 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 Rochdale BID Company. This will be carried out as follows:

- The council monitors performance of key services through the council's Business 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 Rochdale BID Company.

- There will be annual reviews of each of the specific services for which a Baseline Statement is shown above. This will be led by the Rochdale Borough Council that will discuss with the Rochdale BID how the service commitments have been actually delivered during the period, and if necessary update the service levels to reflect the services each will be provided in the following year. These reviews will be scheduled to best effect for the Rochdale Council and Rochdale BID Company's yearly budgeting cycles.

Police's Support for the Rochdale BID

In full support of the BID, the Greater Manchester Police Constabulary responsible for covering Rochdale town centre will draw up a Baseline Statement on the specific services they are responsible for. This document will 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. It also covers how the services will be measured. The police attach importance to the incorporation of value for money principles and measures within its Baseline Statement.

There will be an annual review of the services identified within the Baseline Statement. This will be led by the Police who will discuss with the Rochdale BID how the service commitments have been actually delivered during the period, and if necessary update the service levels to reflect the services each will be provided in the following year. This will be scheduled to best effect for the Police's and Rochdale 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 as well as an appreciation of the perceptions of those who visit and also work in the area.

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

- All potential levy paying businesses in the proposed BID area were mailed survey forms and asked to complete them seeking their opinions on a variety of issues.
- All potential levy paying businesses were included in mail shots and publicity including BID newsletters and frequently asked questions and e-bulletins where e-mail addresses were available.
- Town Centre Manager available for drop-ins for any business to come along and discuss the BID and contribute their thoughts and ideas to the development.
- 63% of all businesses which meet the levy criteria, had a personal visit to discuss the BID.
- 32% of all businesses which meet the levy criteria 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 five 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 three 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 Town Centre Partnership's BID website.
- Press releases in the local newspaper promoting all the events and providing feedback and opportunities for businesses to contact the BID development team.
- Active participation and decision making by the business representatives from the Rochdale 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

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

Fig 1: Profile of Surveys from across different sizes of business

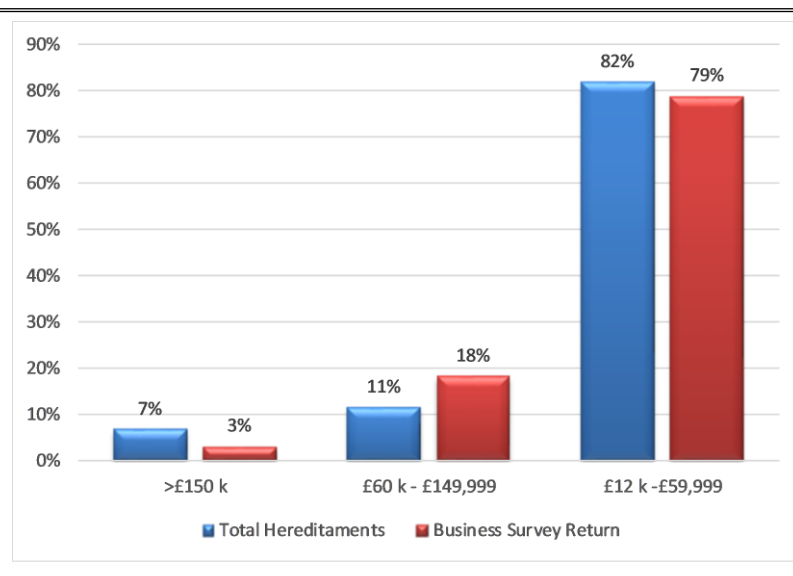
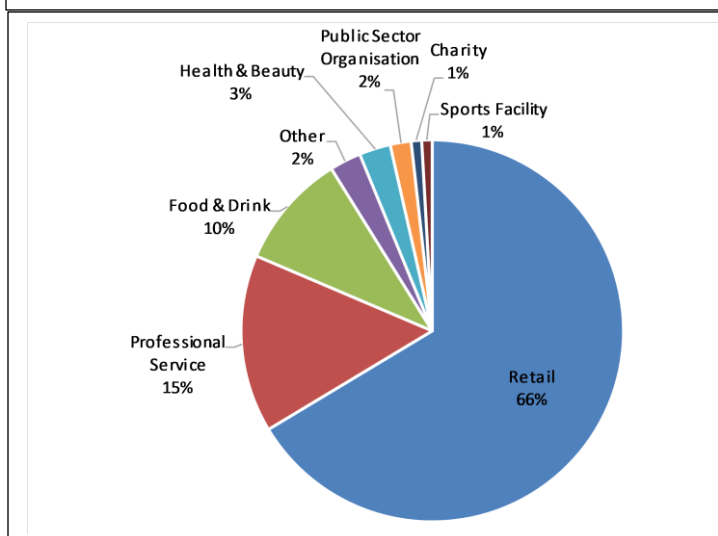
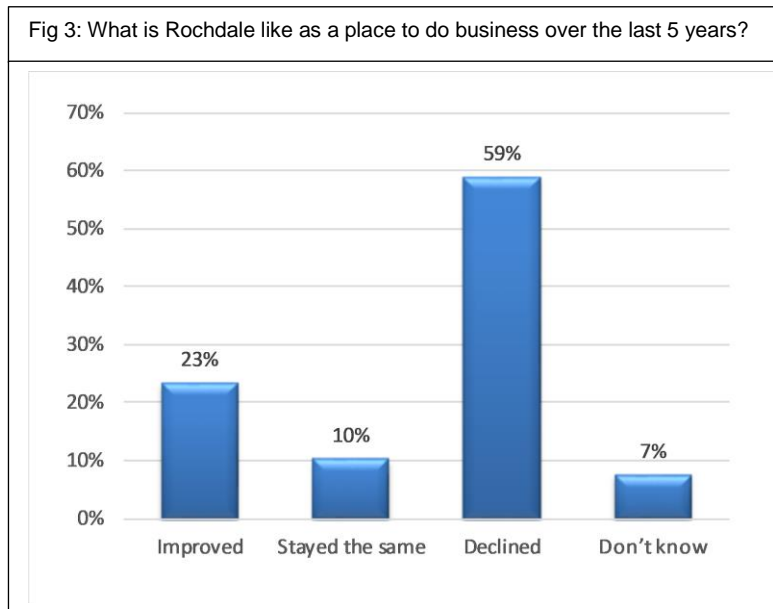


Fig 2: Profile of Surveys from across different business sectors



Is business good in Rochdale?

The view about whether or not Rochdale has been a good place to do business over the last five years was consistent across the BID Area in that 59% of businesses said that Rochdale town centre had declined over the last five years.



When assessing the future confidence of businesses going forward, 46% anticipate growth with 35% remaining the same. However the growth does not necessarily translate into extra jobs with only 27% anticipating increasing numbers of staff either moderately or significantly.

Fig 4: Key changes anticipated by businesses over the next 5 years.

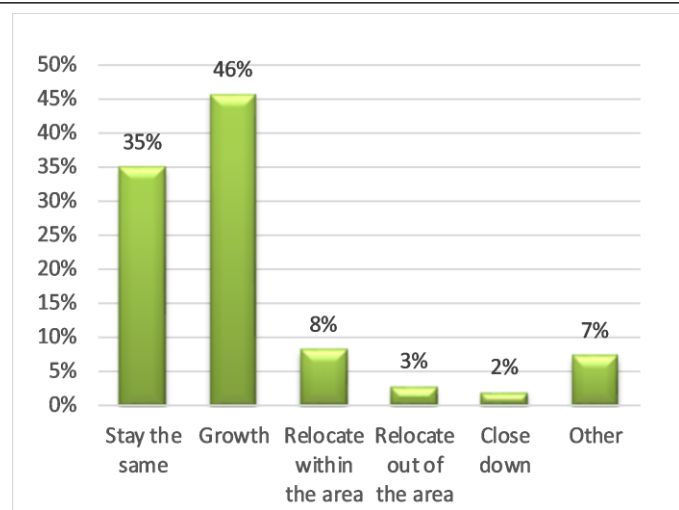
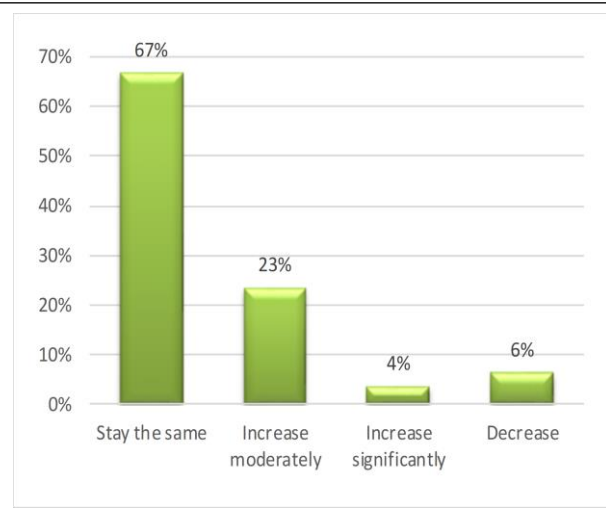


Fig 5: Staff changes anticipated over the next 5 years.



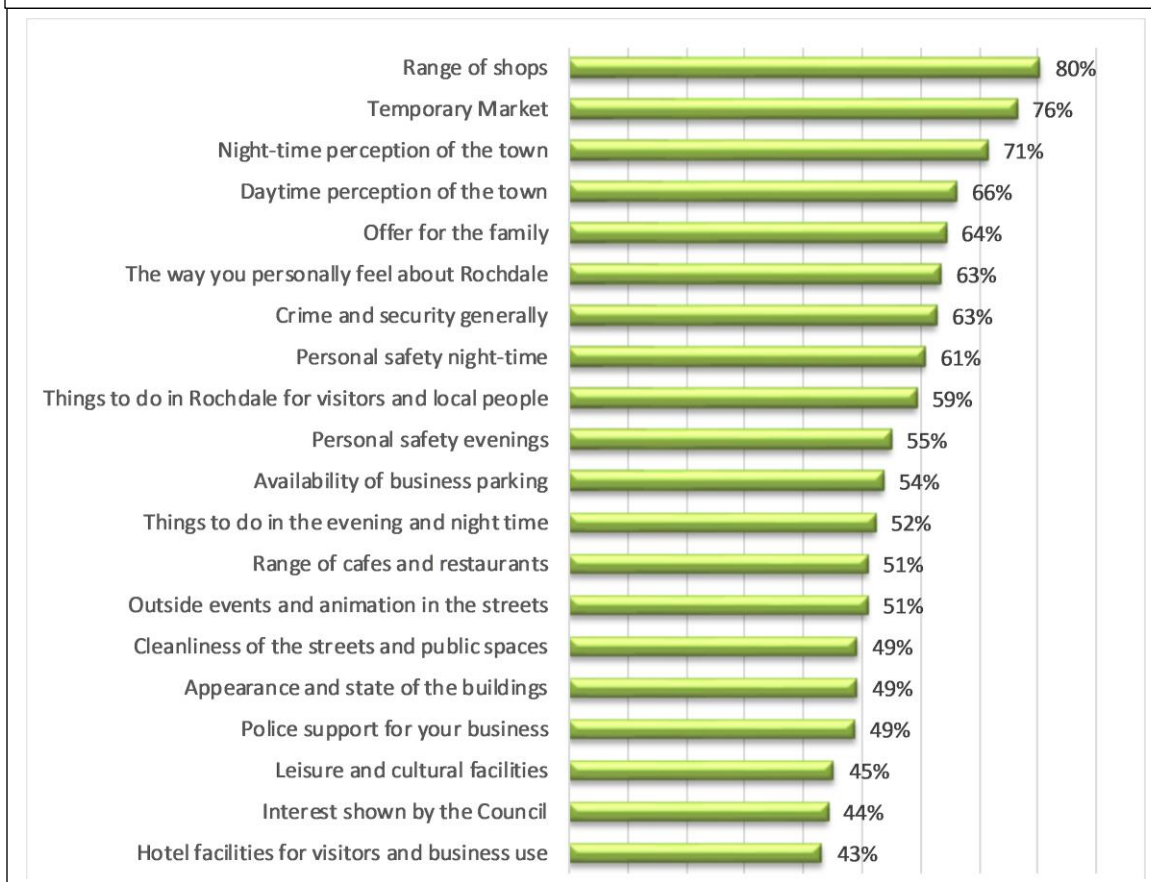
The perception of Rochdale – a key issue

'The way you personally feel about Rochdale' and the perception of Rochdale were two of the most important issues to business as well as being two of the worst issues. The night-time and daytime perception of the town ranked as the third and fourth worst issues for businesses, with 71% ranking night-time perception as poor or very poor and 66% of businesses ranking the daytime perception of the town as poor or very poor.

There is obviously a lot to be done to address this poor perception both in terms of addressing issues on the ground but also highlighting the positive attributes of Rochdale. In fact 'Developing the town's identity and branding to attract more visitors' came out as the most important initiative, ranked by 80% of businesses as being something which would benefit their business.

The initiatives of 'Marketing campaigns for retailers and leisure / hospitality venues' and having a 'Dedicated web site and social media to target more customers / clients' both appear in the top ten initiatives to benefit businesses with them being ranked by 72% and 66% respectively.

Fig 6: Top twenty issues ranked by businesses as poor or very poor.



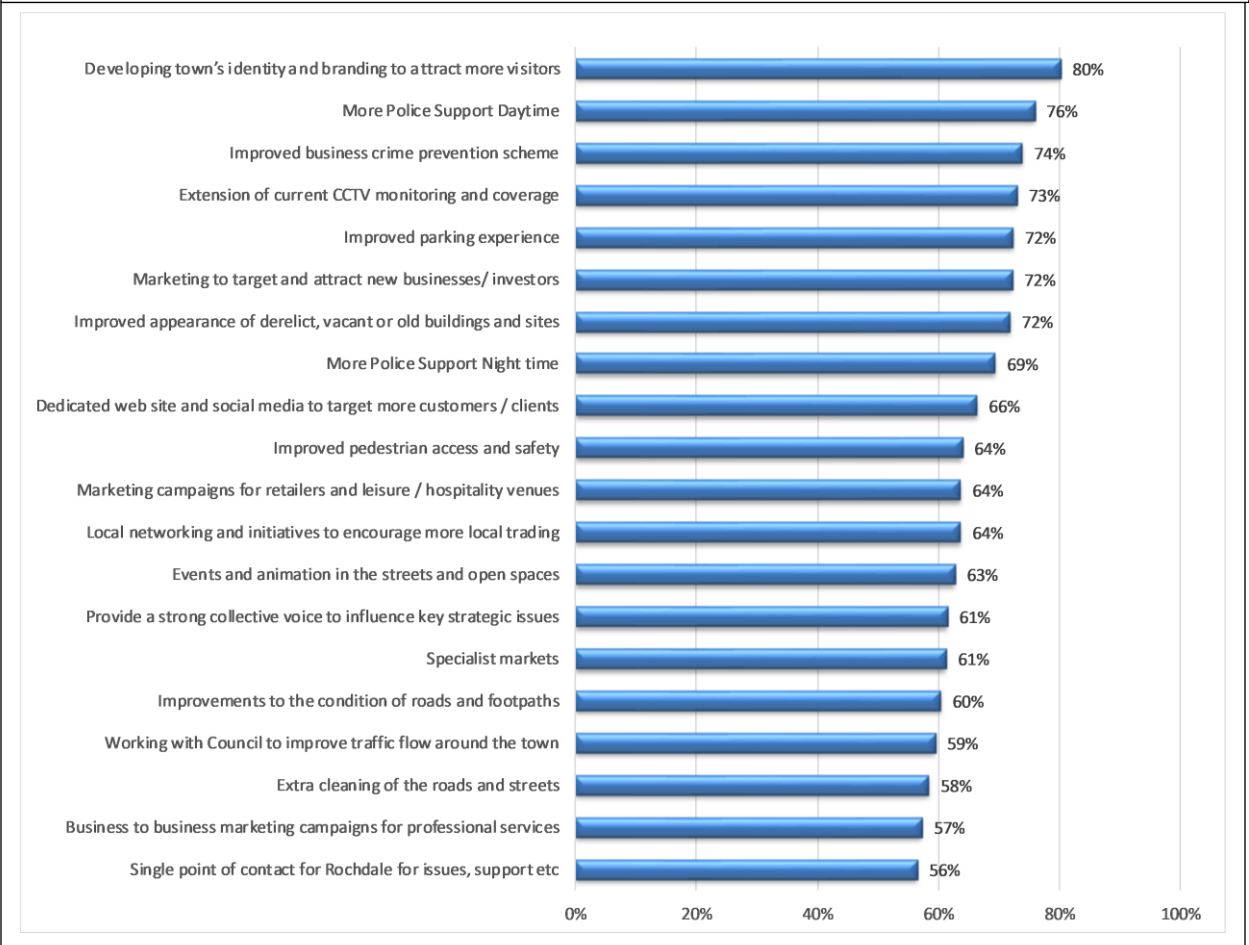
Businesses also considered that things to do in the town for visitors and local people, together with things to do in the evening and events and animation generally were all ranked in the top twenty as being poor or very poor and issues which need to be addressed.

Crime and safety

Personal safety both evening and night time and crime and security generally all appear in the top ten issues as poor or very poor. This was also one the key factors which affected the way in which people feel about Rochdale even during the day. Perceptions of the town are also shaped adversely during the day by anti-social behaviour, shop theft and the openness of drug dealing in the street. Crime and safety was also the second most important issue discussed in the workshops after commercial attractiveness. This applied in particular to anti-social-behaviour, but also applied to shop theft where business managers from national branches said that Rochdale was the worst store they have worked in for shop theft.

When considering the most beneficial initiatives for business five out of the top ten, all related to crime and safety with more Police support during the daytime being ranked as the second most important initiative by 76% of the businesses. The third and fourth most beneficial initiatives also related to crime with an improved business crime prevention scheme and an extension of current CCTV monitoring and coverage being regarded as beneficial to many, ranked by 74% and 73% of businesses respectively.

Fig 6: Top twenty initiatives ranked by businesses as being beneficial



The town and its commercial attractiveness.

The overall perception of the town centre, discussed above, is affected by many things and besides the crime and safety issues the other key issue was the range of shops, which was the top of the list for poor or very poor aspects of the town centre. 80% of businesses considered the range of shops to be poor or very poor. To some extent this will be addressed by the new Riverside Development but there was a feeling that the range and diversity was limited and as a consequence, the town was losing out to places like Bury.

There were some aspects to the way in which the town looked, which came out well including the floral and greenery of the town however there were factors which impacted upon the overall appearance including derelict and vacant premises. 'Improved appearance of derelict, vacant or old buildings and sites' and 'Marketing to target and attract new businesses/ investors' came into the top ten initiatives beneficial to businesses.

When businesses were asked an open question for two suggestions which would help benefit their business, addressing the commercial attractiveness of the town was considered the most important issue. Commercial attractiveness and the lack of range of shops was the top issue discussed at the workshops.

8. The BID's response

Following our extensive research four key project areas of the Rochdale 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 clearly evident from the comments and feedback that Rochdale is currently exposed to the changing dynamics of the way in which people use towns and city centres in terms of its limited retail, leisure and evening economy offer. It also suffers from a very negative perception and lacks a sense of pride and self-worth. However, in many respects it is well placed as a compact town centre to take advantage of the desire for a 'great experience' if it can raise the profile of its new riverside, attractive public realm and its heritage, create a greater sense of animation and in turn develop its business offer. In fact Rochdale has many advantages over other competing town centres if it can address the issues identified by businesses.

Rochdale's new 'Riverside' development will help to address the retail and leisure offer and there are already indications that the investment in opening up of the river has attracted new bars and restaurants. The Heritage Action Zone funding and the plans for the refurbishment of the town hall and surrounding area all offer Rochdale some exciting opportunities to capitalise on its strengths and create a distinctive family friendly destination.

The BID could act as a catalyst for businesses and organisations to come together and play a key role in this 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 'creating a town which is safe, vibrant and attractive and has a sense of identity, which is family orientated and welcoming to all.

All businesses and organisations stand to benefit from these additional projects and activities which have been identified by businesses across Rochdale 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 2019 and will continue for a total of 5 years.

The Vision

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

‘To create a safe, vibrant and attractive town centre that has a sense of identity, which is family orientated and welcoming to all’.

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 create a vibrant town centre which has a strong sense of identity and a positive awareness locally, regionally and nationally.

2. Safe, Secure and Accessible

To create a safe, secure and accessible town centre for visitors, residents and people working in the town centre to explore.

3. Smart and Attractive

To maintain and develop an attractive environment for visitors, residents and people working in the town centre to enjoy.

4. A great business, leisure and cultural offer

To encourage the growth, development and investment of businesses and organisations which support the development of Rochdale’s identity.

Objectives, Activities and Results

Objective 1: Lively and well promoted

To create a vibrant town centre which has a strong sense of identity and a positive awareness locally, regionally and nationally.

Amount the BID will spend:

An initial budget of £36,000 p.a, increasing to £47,000 by year 5 – a total of £222,000 over five years.

Activities

- a. Work with all stakeholders to define, develop and promote the identity of Rochdale town centre which reflects its strengths, characteristics and heritage and creates a sense of pride by its businesses and local population.
- b. 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 Rochdale as a great place to be entertained.

- c. Develop the use of digital and social media channels, traditional marketing and PR which informs and increases awareness of Rochdale 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.
- d. Develop promotional campaigns and schemes which encourage regular use of the town centre's businesses which captures market intelligence, develops marketing capability for the businesses and the BID and attracts more customers and clients.
- e. Design and coordinate campaigns across all business sectors relevant to their target markets, highlighting their strengths and taking advantage of new trading and business opportunities.
- f. Promote and develop customer service excellence through award schemes which profile businesses and individuals and celebrates, recognises and promotes a great shopping, eating, drinking and cultural experience in Rochdale town centre
- g. Develop and implement effective communications between businesses and between businesses and the BID to promote awareness of: different issues which may affect trading conditions or their immediate environment or opportunities for their benefit.
- h. 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.

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 Rochdale 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 Rochdale in their own marketing and promotion.
- Numbers of businesses and public regularly engaged and involved in a loyalty scheme

Objective 2: Safe, Secure and Accessible

To create a safe, secure and accessible town centre for visitors, residents and people working in the town centre to explore.

Amount the BID will spend:

An initial budget of £67,000 p.a, increasing to £88,000 by year 5 – a total of £418,000 over five years.

Activities

- a. Uniformed day time Hosts 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. Tackle anti-social behaviour, street drinking, begging and crime issues which impact upon the visitor experience and businesses, by developing the existing business crime prevention scheme by working with partners and organisations in the town centre including voluntary organisations, the Police and CCTV.
- 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 Rochdale 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 pedestrian flow to all parts of the town centre, its businesses and its attractions, to encourage people to explore and make use of the town as a whole and all it has to offer.

Measures and Results:

- Increased numbers of cars using car parks and street parking in Rochdale town centre
- Improved perception of the 'parking experience' in Rochdale 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 3: Smart and Attractive

To maintain and develop an attractive environment for visitors, residents and people working in the town centre to enjoy.

Amount the BID will spend:

An initial budget of £37,000 p.a, increasing to £48,000 by year 5 – a total of £228,000 over five years.

Activities

- a. Enhance where possible the appearance and vibrancy of the streets and open spaces by targeted and additional cleaning, additional floral displays, public art and festive and creative lighting in a way which complements and develops the heritage and characteristics of the Rochdale BID area.
- b. Support the development and implementation of initiatives which improve and protect the public realm and the buildings of the town and which complement and develop the characteristics of Rochdale town centre.
- c. 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.

- d. 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 its heritage and characteristics.

Measures and Results:

- Footfall to the town centre which is stronger than national high street trends
- Increased numbers of people visiting Rochdale from the catchment area and beyond
- Improved perception of attractiveness of the town centre measured through surveys of visitors and those who work in the town centre

Objective 4: A great business, leisure and cultural offer

To encourage the growth, development and investment of businesses and organisations which support the development of Rochdale's identity.

Amount the BID will spend:

An initial budget of £20,000 p.a, increasing to £26,000 by year 5 – a total of £124,000 over five years.

Activities

- a. 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.
- b. Work with others to develop a retail, leisure and cultural 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 businesses and investors in line with recommendations from a retail, leisure and cultural framework for the town centre.
- 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. Work with other organisations to monitor footfall, commercial performance, parking statistics, customer perceptions and other key measures across the Rochdale BID area and provide regular reports and performance updates for businesses.

Measures and Results:

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

10. Organisation, Resources and Delivery

The preparation of this plan has been managed by the Rochdale's Town Centre Management Company's Board which has been acting as the BID Development Board and Steering Group. It has been made up of a cross section of businesses and organisations from across Rochdale town centre together with representatives from Rochdale Borough Council.

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.

There will be a Board responsible for the governance of the BID Company and for creating a management structure which will aim to encourage continuous business involvement in determining priorities and shaping and evolving activities within the terms of this BID Proposal and Business Plan. All businesses will be encouraged to be actively involved in the BID and associated working groups to represent the levy payers.

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 Rochdale 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.

The Board will provide a consistent, collective and effective voice for the businesses in Rochdale town centre.

All roles on the Board 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. 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 Rochdale BID's financial accounts and governance arrangements 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. Rochdale Budget and Finances

“An uncertain 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 Rochdale 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.”

Peter Taylor
Member of the Rochdale BID Steering Group
Managing Partner of AST Hampsons

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 - £11,999	Zero	Zero	Zero	Zero
£12,000	1.75%	£210	£4.04	£0.58
£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

Rochdale BID 5 year Budget: 2019 – 2024

	Year 1	Year 2	Year 3	Year 4	Year 5	Total	% to total
Income							
BID levy revenue (Note 1)	£ 195,780	£ 256,250	£ 261,374	£ 266,602	£ 271,934	£ 1,251,940	91%
Other Income (Note 2)	£ 20,000	£ 25,500	£ 26,010	£ 26,530	£ 27,061	£ 125,101	9%
Total Income	£ 215,780	£ 281,750	£ 287,384	£ 293,132	£ 298,995	£ 1,377,041	100%
Expenditure							
Objective 1 – Lively and well promoted	£ 35,233	£ 45,456	£ 45,817	£ 46,185	£ 46,561	£ 219,251	16%
Objective 2 - Safe, Secure and Accessible	£ 63,275	£ 81,636	£ 82,284	£ 82,945	£ 83,620	£ 393,760	29%
Objective 3 - Smart and Attractive	£ 35,373	£ 45,637	£ 46,000	£ 46,369	£ 46,746	£ 220,125	16%
Objective 4 - A great business, leisure and cultural offer	£ 19,529	£ 25,196	£ 25,396	£ 25,600	£ 25,809	£ 121,531	9%
Central Management Costs, Administration, Office (Note 3)	£ 46,480	£ 60,690	£ 61,904	£ 63,142	£ 64,405	£ 296,620	22%
Levy Collection costs	£ 6,078	£ 7,936	£ 8,094	£ 8,256	£ 8,421	£ 38,785	3%
Contingency (Note 4)	£ 9,813	£ 12,812	£ 13,069	£ 13,330	£ 13,597	£ 62,621	5%
Total Expenditure	£ 215,780	£ 279,363	£ 282,563	£ 285,828	£ 289,158	£ 1,352,692	100%
Accrual for Renewal (Note 5)	£ -	£ 2,387	£ 4,821	£ 7,304	£ 9,837	£ 24,348	

Notes:

Year 2 Revenue assumes inclusion of the Riverside Development

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 the Rochdale 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 £125,000 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 and between financial years 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 Rochdale during its five year life, the various working groups 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 Rochdale 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 Rochdale BID.

The Rochdale 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, Rochdale Borough Council. The Rochdale BID Company will invoice the Billing Authority, Rochdale 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 4th October 2018, with the close of ballot at 5pm on 1st November 2018. 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 2019, 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 2017 rateable value shown on Rochdale Borough Council's (the billing authority's) NNDR billing system as at 6th September 2018 for each defined business within the scope of the BID, with the exception of those premises with a rateable value of less than £12,000 on the billing authority's NNDR billing system as at 6th September 2018.
 - b. Ratepayers with a rateable value of less than £12,000 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.
5. The levy will be due from businesses or individuals who are liable to pay business rates, including un-occupied properties 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 for occupied or un-occupied 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), Rochdale 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 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.
9. 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 provided that; the relevant business applies for the refund in writing to the Rochdale Borough Council as the Billing Authority and the new ratepayer will be charged on a pro-rata basis.
10. Any changes which come into effect from the 6th September 2018 or during the life of the BID will be handled as follows:
 - a. New premises, or properties which were not on the rate valuation list at the 6th September 2018 but become subject to rates in the BID area or new streets raised in the BID area since that date will be expected to pay a BID Levy based on the % criteria for that year, in relation to its new/current rateable value with effect from the date at which it becomes subject to a business rates charge.
 - b. Where property is split, two or more BID levies should be charged at the appropriate levy rate % of the new/current rateable values of the revised premises from the effective date of the split valuation.
 - c. Where premises are merged the BID Levy should be charged at the appropriate levy rate % of the new/current rateable value of the merged property from the effective date of the merged 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 or is valued at zero rateable value or if a property is deleted from the rating list, revised bills or credits will be issued. 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. 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 other than for the criteria listed above.
11. No other relief will be given to any class of non-domestic ratepayer, unless it is a hereditament:
 - a. which is included in the Schedule of monuments compiled under section 1 of the Ancient Monuments and Archaeological Areas Act 1979(b).
 - b. 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).
 - c. 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;

- d. 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.
 - e. 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).
 - f. 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.
 - g. where it is a building registered for religious worship
 - h. where it is a hostel or organisation which provides a place of refuge, rehabilitation or support and guidance for victims of domestic abuse.
 - i. where it is a property which is mainly or wholly used as a Food Bank.
 - j. where the property is wholly or mainly used as a museum and where the main function of the organisation is to promote, curate and display the culture and heritage of Rochdale and where the rates are paid by an organisation which is a registered charity.
- in which case the hereditament will be exempt.
12. 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 its use is covered by any of the other exemptions listed in Section 12 of this BID Proposal and Business Plan (this section).
13. The levy will be due from businesses or individuals who are liable to pay business rates, from any hereditaments on any roads which have not yet been constructed or named at the time of the ballot and any new hereditaments built or created within the shaded area of the map shown in section 5 in this Proposal and Business Plan which fall within the levy criteria of section 12, from the 6th September 2018 at any time during the life of the BID but which are not specifically identified on the map in section 5, with effect from the date at which their rateable value takes effect.
14. 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 as specified above.
15. Businesses with a rateable value of less than £12,000 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.
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 Rochdale, 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 twelve 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 Business Improvement Districts in Greater Manchester; Stockport and Altrincham, besides Manchester city itself. Further afield Leeds, Halifax, Wakefield and Sheffield have BIDs and even smaller places such as Otley.

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, cultural organisations, the Borough Council, the Rochdale Development Agency 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 Rochdale

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 discernible 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 Rochdale Borough Council 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 Rochdale. 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 Rochdale does not get left behind but takes advantage of its unique position in terms of its attractive environment, its cultural heritage and the strength of its people through their passion for the town.

This plan provides us with a clear direction for a new exciting era in Rochdale. 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".

Lorenzo O'Reilly

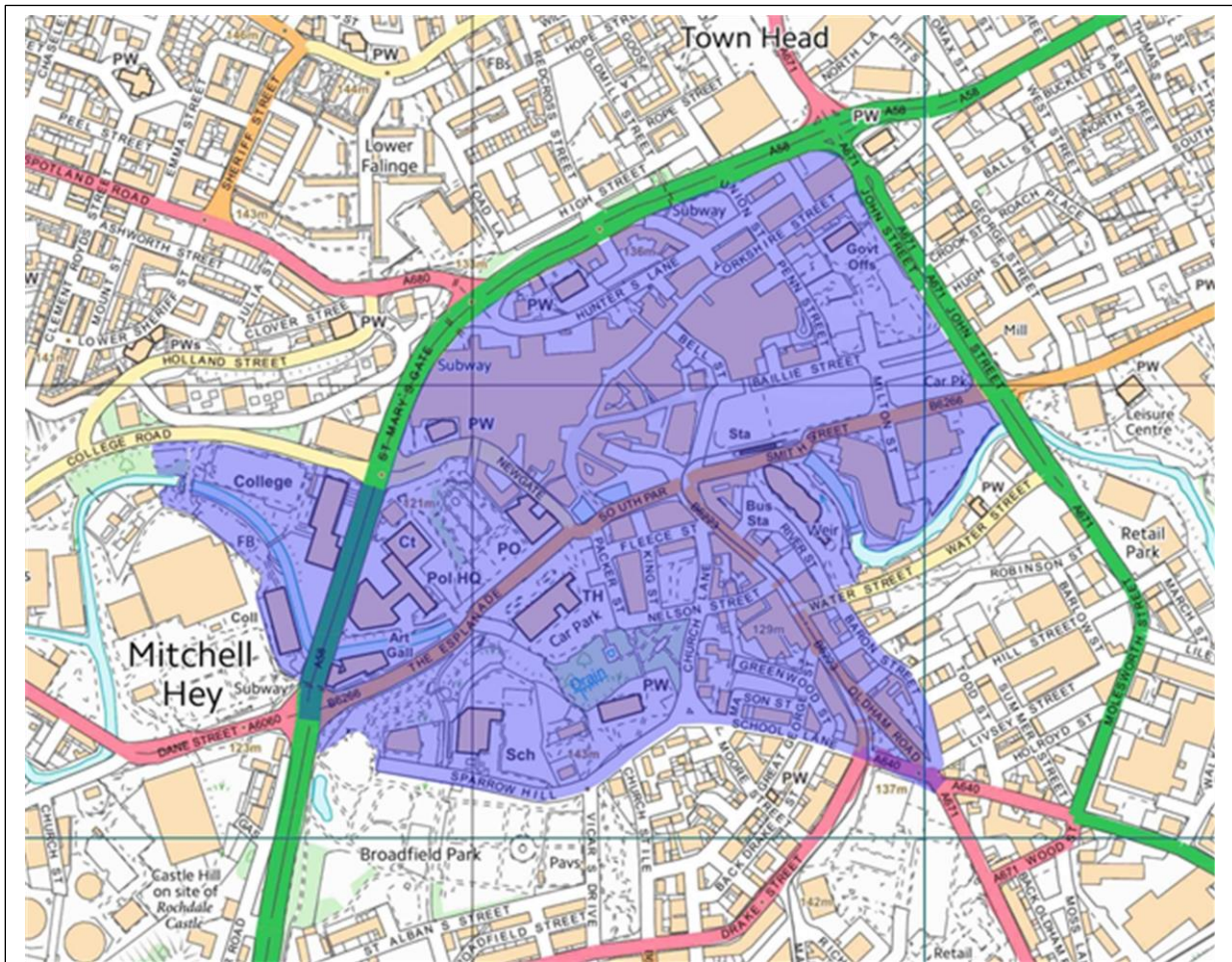
Chair of Rochdale Steering Group and Director of the Town Centre Management Company
Exchange Shopping Centre Manager

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.
- “BID” means Business Improvement District.
- 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 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 ‘Rochdale 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 ‘Rochdale Town Centre Management Company’s 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.
- “BID Levy” means a charge imposed on the non-domestic ratepayers, or a class of such ratepayers in the district

Appendix 2 – Map and Streets included in the BID Area listed alphabetically



Ordnance Survey copyright © license number 100057711

The BID area includes any road or street and all small 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 Proposal and Business Plan, even if they are not listed in the tables in schedule 2.

Street List

Baillie Street	Packer Street
Butts Avenue	Penn Street
Cheetham Street	River Street
Church Lane	School Lane (North side only)
College Road (Shaded area only)	Smith Street
Drake Street (from Smith Street/ South Parade Junction down to School Lane/ Milnrow Road Junction)	South Parade
Eastgate Street	Sparrow Hill (North side only)
Faulkner Street	St Marys Gate (Shaded area only)
Fleece Street	The Butts
Howard Place	The Esplanade
Hunters Lane	The Holme
King Street	The Market
Lord Square	The Walk
Market Arcade	The Wheatsheaf Centre
Market Place	Toad Lane (South of St Mary's Gate)
Market Way	Town Hall Square
Nelson Street	Town Meadows
Newgate	Union Street (From St Mary's Gate to Yorkshire Street)
Oldham Road (From junction with Drake Street to A67/A640 junction)	Yorkshire Street (From South Parade to John Street)

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 proposal and Business Plan and any building, land or property, which exists within the shaded area, which falls within the levy criteria of section 12, but which is not specifically identified on the map in section 5.

Acknowledgements

The Rochdale BID Steering Group would like to acknowledge the support of the following in preparing this Business Plan:

Rochdale Borough Council
Rochdale Development Agency
Greater Manchester Police Force
Link4Life
Hopwood College
Rochdale Sixth Form College
Partnerships for Better Business Ltd

Further information

For more information about the BID or to discuss any aspect of this business plan please contact Paul Ambrose by e mailing paul@rochdaletcm.co.uk or enquiries@rochdalebid.co.uk Tel: 01706 926677 or go to www.rochdalebid.co.uk

Rochdale
Town Centre



BID

www.rochdalebid.co.uk