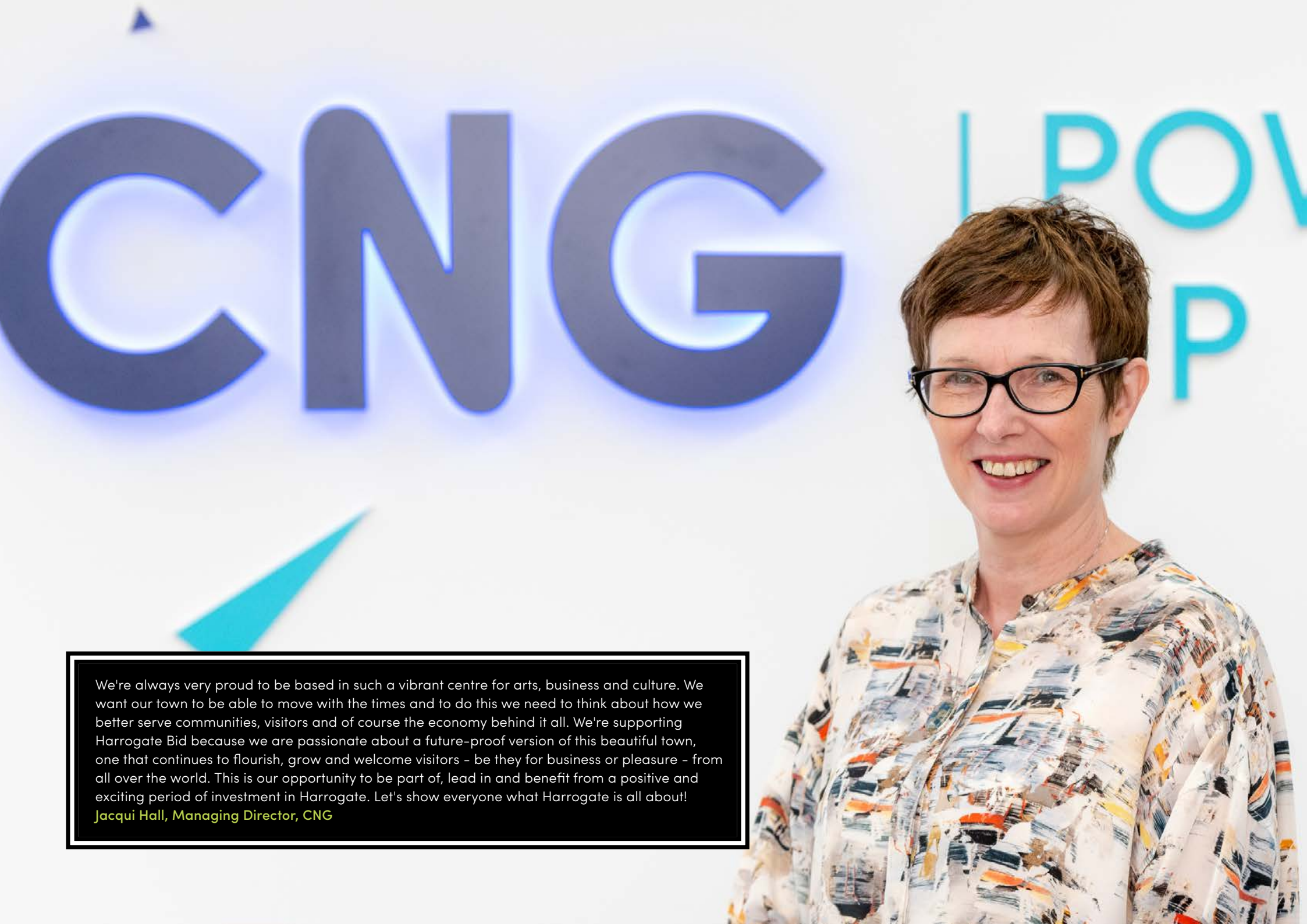




HARROGATE
BUSINESS IMPROVEMENT DISTRICT

COMPETING FOR THE FUTURE
BUSINESS PLAN 2019 – 2024



We're always very proud to be based in such a vibrant centre for arts, business and culture. We want our town to be able to move with the times and to do this we need to think about how we better serve communities, visitors and of course the economy behind it all. We're supporting Harrogate Bid because we are passionate about a future-proof version of this beautiful town, one that continues to flourish, grow and welcome visitors - be they for business or pleasure - from all over the world. This is our opportunity to be part of, lead in and benefit from a positive and exciting period of investment in Harrogate. Let's show everyone what Harrogate is all about!

Jacqui Hall, Managing Director, CNG

CONTENTS

Introduction	5
Your BID in Summary	6
Why Vote Yes for Harrogate BID?	8
The BID Area	13
The Process So Far	14
What Is Next?	15
The Projects	16
BID Levy	22
BID Income Expenditure	25
BID Governance and Management	26
Measuring Results	27
BID Rules and Ballot	28
Your BID Team	30



INTRODUCTION

Harrogate is a unique and vibrant destination. It must be nurtured to ensure that it remains one where the public realm, its assets, attractions and offer are not only some of the best locally but also on the national scene.

In an increasingly competitive world, this relies on bold and intelligent thinking, finding new ways of tackling entrenched issues and coming up with exciting and agile plans to refresh and invigorate. Our plans must be achievable and demonstrate value, but this does not mean they should do so at the expense of inspiration and innovation.

Harrogate has many organisations and individuals that work tirelessly and often unseen to ensure it retains its reputation not only as a prime centre in Yorkshire but much further afield. The opportunity provided by a Business Improvement District (BID) is a major step change in how we do this. We know what is great about the place and about how to create and deliver a plan which will encourage and stimulate this. It will however require confidence, boldness and attitudes based on partners sharing values and ambitions.

We will work closely with you to ensure businesses are squarely in the frame at the highest level, leading and shaping what happens here and how it is managed.

Harrogate cannot afford to stand still. It needs to refresh but achieving that will present challenges. Individuals and organisations will need to play an active role in the transformation that needs to occur. Public agencies, investors, businesses and many partnerships have achieved much, but with the formalisation of this support we can achieve so much more. We can embrace the opportunity for greater input, influence, control and self-determination.

This business plan is designed to deliver plans we share for a place that is proud of its heritage but also working towards a modern, vibrant, connected and high quality location able to meet the challenges and benefit from the undoubted opportunities that lie ahead. Your support for this process will amplify what we can achieve, as businesses and stakeholders, the quality of what we do and offer and the awareness we desire.

It is time for businesses in Harrogate to step forward. I urge you to get behind this BID. Without this, these projects cannot happen.

John Fox
Chair, Harrogate BID



YOUR BID IN SUMMARY

8 SECTORS

£3 MILLION OVER 5 YEARS
TO BE INVESTED IN YOUR AREA

FIVE KEY PROJECT AREAS:

1. MARKETING, PROMOTIONS & EVENTS
2. ACCESS & CAR PARKING
3. SAFE, CLEAN & WELCOMING
4. BUSINESS PLUS
5. EVENING & NIGHT-TIME ECONOMY

OVER £600,000
PER YEAR RAISED

OVER 50 STREETS

440+ BUSINESSES

£36.7M TOTAL RATEABLE VALUE
OF HARROGATE BID BUSINESSES

WHAT ARE BIDS?

BIDs are an arrangement whereby businesses come together and decide which improvements they feel could be made in their town or city centre, how they will implement these improvements and what it will cost them. BIDs are financed and controlled by the businesses within the selected area. BIDs will deliver additional projects and services over and above those already provided by public bodies.

WHY DO BUSINESSES SUPPORT BIDS?

A BID is a mechanism which allows businesses to raise a sum of money to manage and deliver projects that they have identified and believe will improve their trading environment, ultimately increasing trade for those businesses who are paying for the improvements.

WHO PAYS FOR A BID?

Once projects and services have been agreed by businesses, along with how they are going to be delivered and managed, they are costed and set out in a detailed business plan. The cost to each business is worked out on a pro rata basis. 'This is called the 'BID LEVY'. An independent and formal vote then takes place on the agreed projects and services and if the majority vote is YES then ALL eligible businesses within the BID area HAVE to pay. The BID levy is normally paid by the occupiers of a property. In addition, BIDs can draw in other voluntary funding, grants and 'in kind' contributions to supplement the BID levy.

HOW DOES AN AREA BECOME A BID?

Normally a 'BID Task Group' is set up which is responsible for putting together a detailed business plan setting out the projects it aims to deliver on behalf of the businesses in the BID area. This is based on a detailed consultation process with businesses. The business plan will include the projects, cost, delivery guarantees, performance indicators and the management structure. A confidential postal vote is held with all the businesses that would pay the BID levy getting a vote. To become a BID a majority of those that vote must be in favour by number and rateable value. A successful BID then has a mandate for a maximum of 5 years after which the BID would need to seek a re-ballot.

HOW IS A BID MONITORED?

Like any good business plan, specific key performance indicators (KPIs) are set and performance is monitored against the KPIs by the BID board. The BID Company is answerable to the businesses that pay the BID levy, and will be required to monitor and inform its members on its progress towards the agreed KPIs.

BUSINESS IMPROVEMENT DISTRICTS EXPLAINED

DOES THIS MEAN THE LOCAL AUTHORITY WILL STOP DELIVERING SERVICES?

No. BID money can only be used to carry out projects/services ADDITIONAL to those that public services have to provide. Prior to the BID business plan being produced, the current services being delivered by all public agencies including the Local Authority and Police are set out in Baseline Statements. Baseline Statements for the following areas are available for the Harrogate BID:

- Cleansing & Maintenance
- Car Parking
- Convention Centre
- Festivals & Events
- Highways
- Museum & Arts
- Planting & Landscaping
- Policing
- Tourism
- Turkish Baths

This means the Local Authority continues to deliver that level of service. The BID company can agree to provide additional resources to deliver a higher level of service over and above the benchmarked level if this is what businesses have identified.

THE OPPORTUNITY

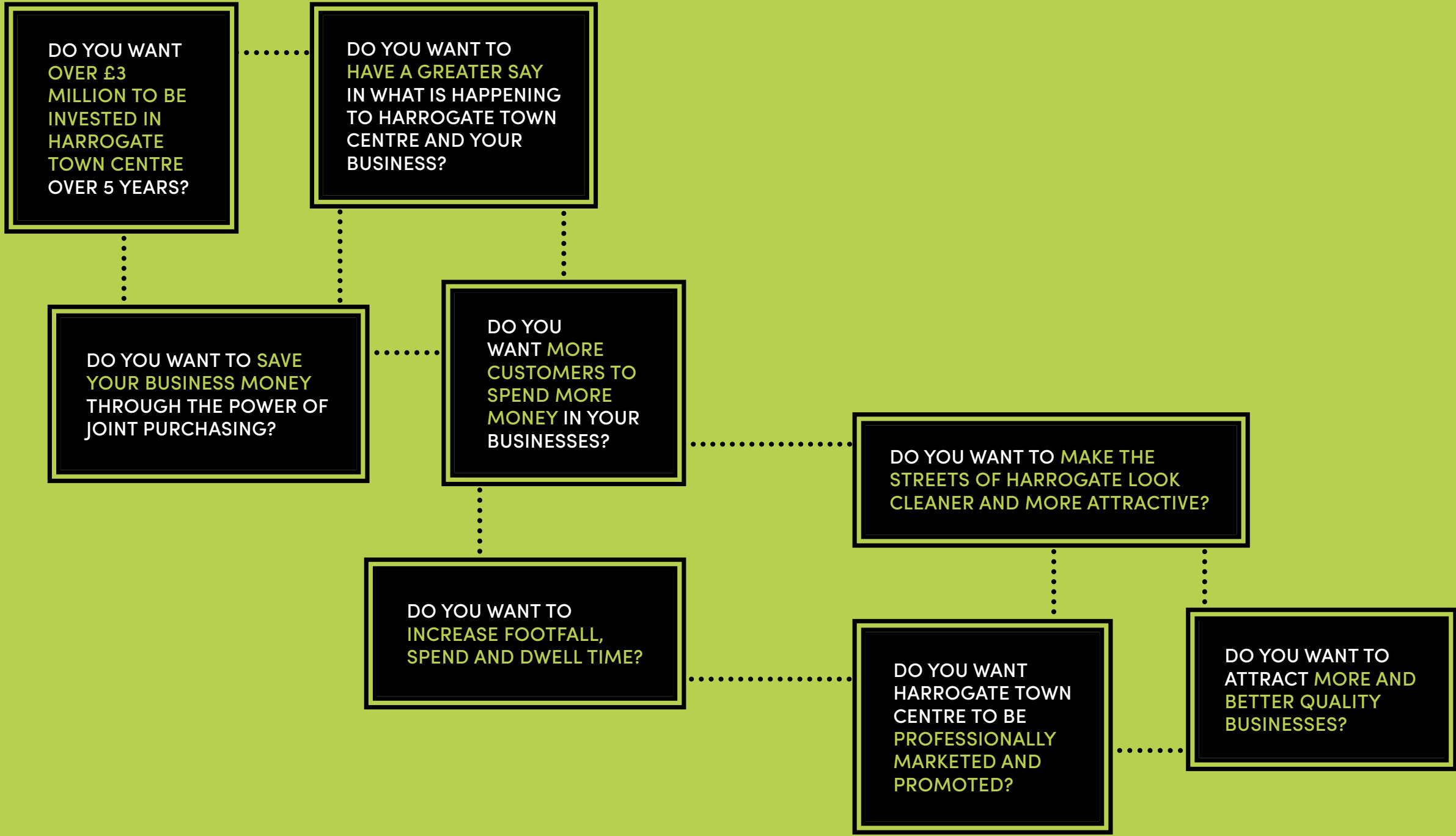
This is your opportunity to see Harrogate town centre realise its potential through a Business Improvement District (BID) with over £3 million of investment over 5 years to shape the future of the town.

Over the past few months, businesses in Harrogate town centre have been telling the BID Team how they would like to see it improved. Open business meetings, surveys, one-to-one discussions and presentations have formed a detailed consultation process about the BID's priorities. This document sets out what Harrogate town centre businesses have said they would like a BID to deliver.

For a BID to be introduced, the vote must meet two conditions:

- Over 50% of businesses that vote must vote in favour of the BID.
- The businesses that vote yes must represent a greater total rateable value than those that vote no.

Over 300 BIDs have been set up in the UK already, all investing in their local priorities. This includes towns and cities, similar to Harrogate, such as Bath and Royal Leamington Spa as well as nearby places such as Leeds, York, and Skipton.



WHAT ARE BUSINESSES SAYING?



"H2K of Harrogate are supporting the BID process as we believe in building a town that works together for the good of its people, bringing prosperous opportunities for future generations, both in the centre and the surrounding district. Let's keep Harrogate a town to be proud of".
Hazel Barry, Managing Director, H2K

THIS IS YOUR CHANCE TO MAKE THAT HAPPEN.

VOTE YES FOR THE HARROGATE BID AND IT WILL ENSURE YOUR PRIORITY PROJECTS ARE DELIVERED.

WHAT ARE BUSINESSES SAYING?



"We already know Harrogate is a great place to live, work and shop, but we need to keep abreast of the challenges which the high street faces in the years to come and by having a collaborative focus from a BID, members can stay ahead of the curve instead of behind. We are surrounded by very successful BIDs, so why shouldn't Harrogate have one, as after all it is truly a fantastic Victorian Spa Town".

**James White, Centre Manager,
Victoria Shopping Centre**



COMPETING FOR THE FUTURE

We know town centres are facing unprecedented commercial pressures. Online and out of town competition, demands on accessibility, business taxation and a squeeze on spending and investment are dramatically changing the way town centres need to operate and promote themselves.

Harrogate in many ways has weathered past storms and remained prosperous and a desirable place to do business, but it is increasingly clear that the challenges facing both the town centre as a whole and those for individual businesses, small and large, are mounting. There is already major investment planned by partners such as the Station Gateway and redevelopment of the Convention Centre. Other projects under consideration include the development of an ambitious annual events programme and a more effective approach to destination marketing.

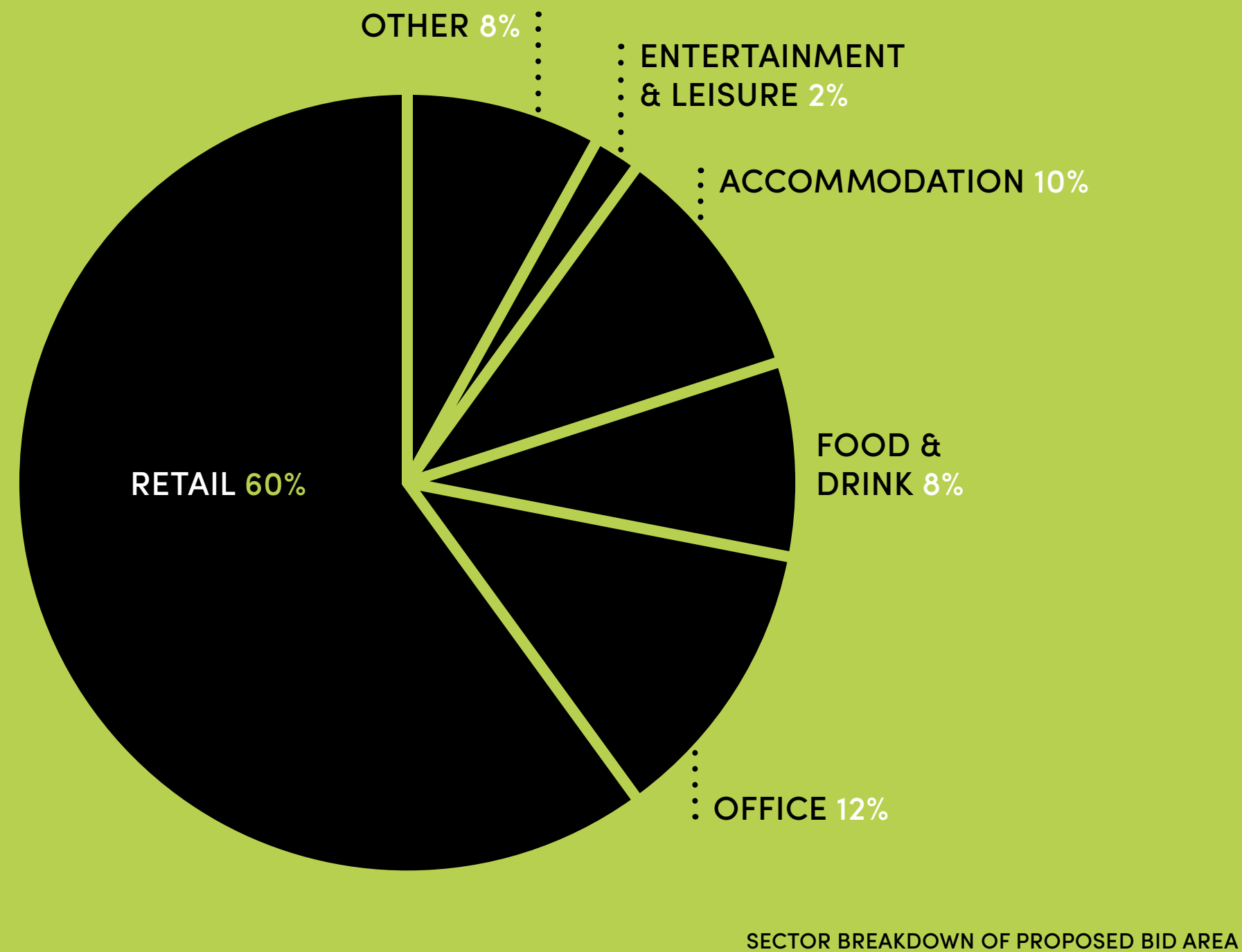
Every town centre's character emerges from the interaction of tangible and intangible elements. Some centres rely more on their heritage and physical assets to create a sense of place, others must rely more on their economic and/or cultural offer to drive the character. To create a successful town centre, a balance between all these interests, physical, economic, social and cultural, must be found.

Harrogate BID will be a business body that will ensure the town is responding to these challenges. It will ensure Harrogate is recognised and celebrated as an attractive destination, standing out locally, regionally and nationally. The BID is your chance to shape Harrogate's agenda and collectively act on the potential you say needs to be realised in the town.

HARROGATE BID'S CENTRAL OBJECTIVES WILL BE:

- Maintaining and developing a diverse and interesting offer whilst providing a quality environment, where people can access the town centre easily and efficiently.
- Increasing footfall, spend and dwell time in the town centre by enhancing Harrogate's profile as a destination both for people to use and others to visit as well as businesses to work and invest in.
- Embracing its invaluable heritage and position, and combining it with technological innovations to remain ahead of competition in user choice, experience and offer.

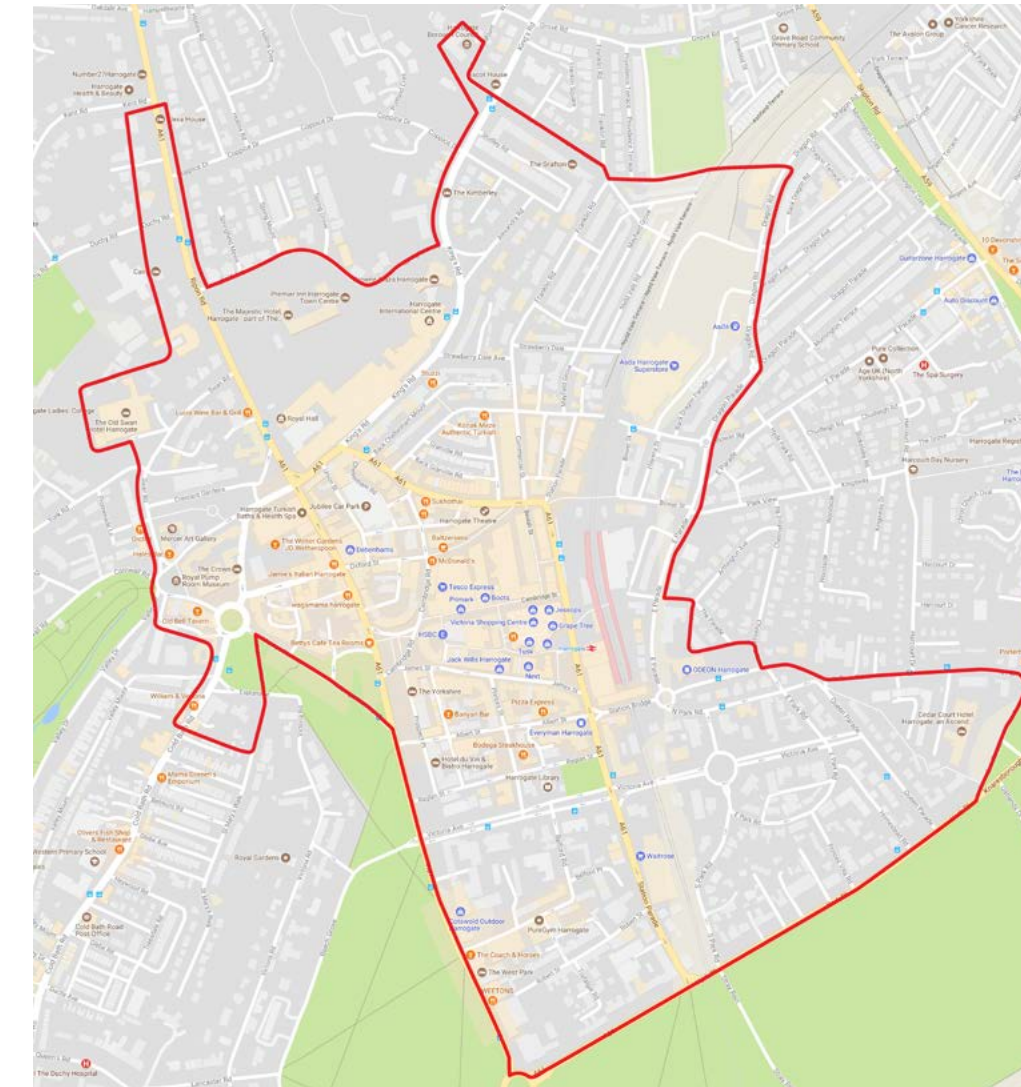




SECTOR BREAKDOWN OF PROPOSED BID AREA

THE HARROGATE BID AREA

The map below shows the area that will contribute and benefit from the projects laid out in this business plan. If you are unsure whether you will pay the BID levy, please contact a member of the BID Team.



THE STREETS INCLUDED ARE LISTED BELOW:

Albert Street	James Street	Queensway
Beulah Street	John Street	Raglan Street
Bower Road	Kings Road	Ripon Road
Cambridge Crescent	Market Place	Royal Parade
Cambridge Road	Montpellier Gardens	Springfield Avenue
Cheltenham Crescent	Montpellier Parade	Station Avenue
Cheltenham Mount	Montpellier Road	Station Bridge
Cheltenham Parade	Montpellier Street	Station Parade
Cold Bath Road	Mount Parade	Station Square
Commercial Street	North Park Road	Studley Road
Crescent Road	Oxford Street	Swan Road
Crown Place	Park Parade	The Ginnel
Dragon Parade	Park View	Tower Street
Dragon Road	Parliament Street	Union Street
East Parade	Princes Square	Victoria Avenue
East Park Road	Princes Street	Victoria Shopping Centre
Haywra Crescent	Prospect Crescent	West Park
Haywra Street	Prospect Place	York Place

THE PROCESS SO FAR

Over recent months the BID Team and Task Group have been talking with businesses in Harrogate town centre to understand how the town centre can be developed in order to address business concerns, interests and priorities. This valuable information has been collected through a number of channels:

MAY 2017

Incorporation of Harrogate BID Limited to raise funds and support the process

NOVEMBER 2017

Harrogate BID Ltd commissions feasibility study to look at development of a BID

JANUARY 2018

Fifteen strong business-led Harrogate BID Task Group formed to drive development of BID along with champions and key stakeholders

FEBRUARY 2018

Harrogate BID website, factsheet and survey developed and distributed to all BID area businesses

MARCH & APRIL 2018

Face-to-face visits/contact with all 440+ BID area businesses by the BID Team & Task Group

Meetings with key stakeholders & public agencies

Presentations to business groups, such as the Harrogate District Chamber of Commerce and the Federation of Small Businesses

MAY 2018

Six business workshops held

JUNE 2018

Newsletter distributed to all 440+ BID area businesses

JULY 2018

Business planning workshop with BID Task Group

AUGUST 2018

Draft summary business plan produced and distributed to all 440+ BID area businesses

SEPTEMBER 2018

Second round of face-to-face visits

Final business plan produced and launched.

WHAT ARE BUSINESSES SAYING?



"As a resident of Harrogate for over 25 years, I can honestly say that it is a fantastic place to live and work, but we need to strive constantly to improve the town's offering. The BID is an ideal tool to enable us do this. By taking matters into our own hands, we can improve Harrogate's attractiveness to residents, visitors and the employees of those businesses already here and help bring new businesses to the town. I am excited about what a BID can do for businesses, through our Business Plus project, which is designed to reduce business costs and drive business growth in the town centre."

Richard Wheeldon, Consultant, Berwins Solicitors

WHAT'S NEXT?

Businesses within the BID area will receive a ballot paper by post. The vote to establish a BID for Harrogate is then formally open. From this date businesses can complete and return their ballot papers to Electoral Reform Services (ERS), the agents acting on behalf of Harrogate Borough Council's Returning Officer. The Harrogate BID ballot closes at 5pm on 08 November 2018. Ballot papers need to be returned to ERS. Any ballot paper received after 5pm will not be valid or counted.

The Harrogate BID postal ballot will be carried out independently by Electoral Reform Services (ERS).

26 SEPTEMBER

Official Launch and Distribution of Business Plan

27 SEPTEMBER

Notification of Ballot

11 OCTOBER

Postal Ballot Opens

08 NOVEMBER

Postal Ballot Closes

09 NOVEMBER

Formal Declaration of Ballot Result

PROJECTS & SERVICES

This is your opportunity to invest over £3 million into Harrogate town centre over a 5 year period and lead the way to securing its future and making the changes you and other pro-active businesses want to see. Through a BID, we can respond to the challenges facing the town centre and seize the opportunity to ensure Harrogate is a well marketed destination and a great place to visit, work and live.



1. MARKETING, PROMOTIONS & EVENTS

OVER 5 YEARS: £1,150,000

YOU SAID:

The town needs footfall, we need to reinvigorate our profile and promote the town centre not only to visitors but also to local people. We need new, creative, and engaging ways of putting Harrogate on the map locally, regionally and nationally.

THE HARROGATE BID CAN DELIVER:

- Planned and professionally managed marketing and promotion campaigns, focused on increasing footfall and highlighting Harrogate's excellent offer of independents, retail, leisure, hospitality and commercial businesses. These will use a variety of platforms and will be aimed at both the local catchment and visitors. Campaigns are likely to be based around trading seasons, highlighting the high quality of independent and national retailers, promotion of the Harrogate brand and business marketing to attract inward investment. We will also aim to support some existing events and festivals.
- The development of a comprehensive Harrogate BID website showcasing the town centre offer to customers, based around experiences, and as a means of communication and engagement with businesses.
- Christmas is one of the most important trading periods for a town centre. We will support and work with the Harrogate at Christmas Group and the Christmas Market to ensure that Harrogate offers a prime festive offer and look.

INCREASING SPEND

2. ACCESS & CAR PARKING

OVER 5 YEARS: £250,000

YOU SAID:

Customer experience of coming into town and moving around is putting people off. We need incentives to bring people here and encourage them to spend more time to experience what's on offer.

THE HARROGATE BID CAN DELIVER:

- The introduction of tactical car parking and public transport incentives/promotions to attract people into the town centre.
- Support and work with partners to investigate the application of technological innovations such as 'Smart Parking' to ensure ease of access into Harrogate, and for on street and off street parking in the town centre.
- To investigate the use of this technology to allow customers to take advantage of user based, discounted car parking.
- Support to the introduction of technology to allow us to understand in greater detail how many people are coming into town both daily and for specific promotions and events, and how they move around

SHOPPER
CAR PARKING
INCENTIVES

3. SAFE, CLEAN & WELCOMING

OVER 5 YEARS: £750,000

YOU SAID:

We want our town centre to continue to look great and for people to be at ease and enjoy themselves.

THE HARROGATE BID CAN DELIVER:

- Town Hosts, as the public face of the BID, will be responsible for engaging with businesses and visitors. Their key focus will be on improving perception and experience through enhancing the level of customer service and tourist information. At the core of their role will be improving liaison and co-ordination between the businesses, users and relevant organisations responsible for the management of the town centre. Broader tasks will include helping reduce business crime and also monitoring the street scene and contracts.
- Working with partners to ensure that cleansing and maintenance standards are monitored and continue to improve. Enhanced levels of cleaning at specific times and management of any 'hotspots'.
- Working with partners to address issues around homelessness, begging, chuggers, buskers and general anti-social behaviour in the town centre.
- Support and work to provide an aesthetic 'Welcome to Harrogate' through elements such as floral displays, lighting, banners and bunting.
- Working with partners to ensure involvement in town centre emergency and contingency planning



WHAT ARE BUSINESSES SAYING?

"Crowne Plaza is supporting the Harrogate BID as it brings together all the various business sectors to promote Harrogate. We all need to work together to attract more business and leisure tourists to our town, to encourage them to stay a little longer and spend more. The Harrogate BID will attract or organise more events in our town".

James Thomlinson, Manager,
Crowne Plaza, Harrogate

LOOKING BETTER

4. BUSINESS PLUS

OVER 5 YEARS: £250,000

YOU SAID:

We need a body with power to deliver operational benefits and to act as a strong voice for business in terms of strategic development of the town, policy making, transportation and other big issues.

- THE HARROGATE BID CAN DELIVER:**
- An active, strong, lobby and advocacy group. Collaborating with partners and championing your interests, it will take a lead in driving the direction of the town in the way you want to see it realised. As an example, we are already working on a co-ordinated study to investigate a possible reduction in business rates for targeted streets in the town centre.
 - We will develop and use our IQ Group (Independent Quarter) to pursue investment, policies and specifically advocating for their needs. This may include the provision of incentives to attract new business such as a business incubation and development centre. This would also support and help expansion of existing businesses, for example with rental negotiations and assistance with premises and regulatory functions.
 - Reduced business costs through centrally negotiated services such as trade waste, recycling, advertising and reducing energy costs by group buying.
 - Incentive programmes to reward employees and users, such as a Harrogate Gift or Reward Card to ensure people come back time and time again.



REDUCING YOUR BUSINESS COSTS

5. EVENING & NIGHT-TIME ECONOMY

OVER 5 YEARS: £150,000

YOU SAID:

Harrogate has a fabulous offer but we need to manage this to ensure it remains high quality, attractive, diverse, enjoyable and safe.

- THE HARROGATE BID CAN DELIVER:**
- Management of the profile and quality of our night-time economy
 - Work towards obtaining nationally recognised status for our evening and night-time economy through programmes such as 'Purple Flag'. This includes ensuring high standards in the following areas:
 - » Wellbeing – that a location is welcoming, clean and safe
 - » Movement – a secure pattern of arrival, circulation and departure
 - » Diversity – a vibrant choice and rich mix of entertainment and activity
 - » Place – a stimulating destination

BID LEVY

WHAT WILL YOU PAY?

BIDs are funded by the eligible businesses included in the BID area – defined on page 13.

Businesses pay an annual amount, collected once a year. This income is then used year-by-year over the 5 year lifetime of the BID to carry out the projects defined in this business plan.

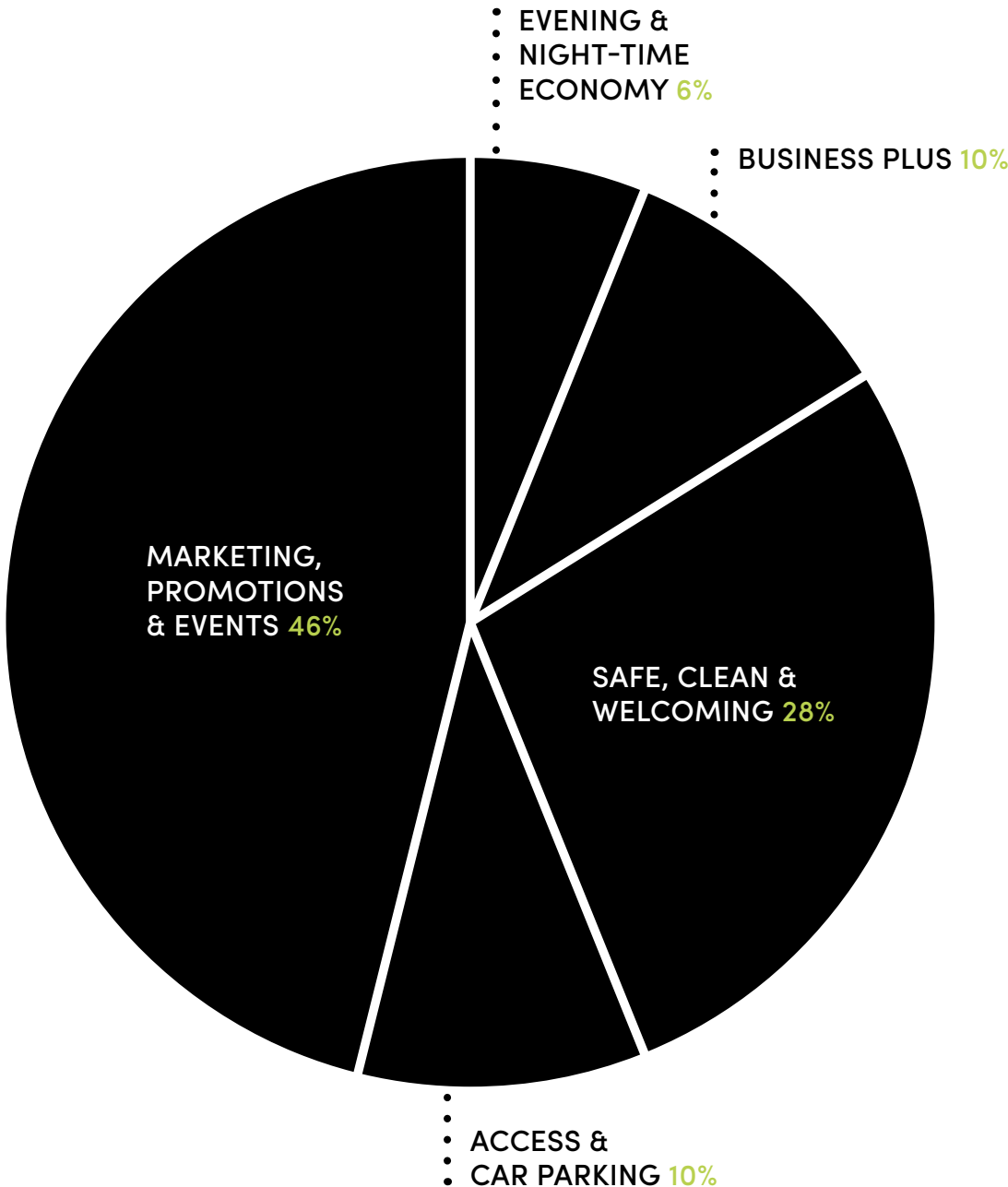
BIDs are funded by the businesses within the BID boundary. If businesses vote ‘yes’ for Harrogate BID, it will raise over £600,000 pa, for five years, to deliver improvements that will directly benefit you.

The expenditure profile is shown right:

If the BID vote is successful, all eligible businesses will pay a levy of 1.5% of the rateable value of the business. Small businesses, with a rateable value of less than £20,000, will be exempt from paying. The table opposite gives examples of how much the BID levy will be.



*The above expenditure profile includes 20% for staffing & overheads



Rateable Value	Maximum Annual Levy	Maximum Daily Equivalent Cost
Below £20,000	Will be formally exempt from paying the BID Levy but are not excluded and can join Harrogate BID and enjoy the benefits by making a voluntary contribution	
£20,000	£300	82p
£50,000	£750	£2.05
£100,000	£1,500	£4.10
£200,000	£3,000	£8.21

ADDITIONAL INCOME

BIDs across the UK on average generate 20% in additional income through their lifetime. Harrogate BID will endeavour to do this through sponsorship, grant funding and other income generating activities.

It is expected that this form of income will generate an additional £110,000 per annum to be invested back into the projects outlined in this plan.

VOLUNTARY MEMBERSHIP

A voluntary investment can be made by businesses that are exempt such as those that have a rateable value under £20,000 and those outside the BID area. This will entitle them to all the projects and services outlined in this business plan as well as full rights as members in the management and governance of the BID company.

WHY WE SUPPORT THE BID



"Business Improvement Districts have been very successful throughout the United Kingdom. Harrogate's BID gives local businesses the ability to collectively decide and fund very specific activities that will generate the best possible conditions to promote their business and attract customers and visitors to the town centre. It is a great way for our town centre business people to take control of their destiny and grow Harrogate's reputation as an outstanding town in the United Kingdom."
Graham Swift, Deputy Leader, Cabinet Member Resources, Enterprise, Economic Development, Harrogate Borough Council



WHAT ARE BUSINESSES SAYING?



"I will be supporting the BID process, as I need to have my say to ensure that the right issues are addressed to protect our lovely town. So, be it parking charges, business rates, town centre environment, chuggers and buskers or anti-social behaviour or anything else, I'll be having my say. Harrogate's unique character is ebbing away and local businesses need to know that unless they take note, engage, speak, get behind the BID process and vote, then we will lose more control and may well end up doing nothing at all or financing schemes we don't agree with. It is essential that we all understand that apathy is now not an option".

Peter Jesper, Managing Director, Jaspers of Harrogate

BID INCOME & EXPENDITURE FORECAST / 2019 - 2024

	2019/20	2020/21	2021/22	2022/23	2023/24	5 Year Totals
INCOME						
BID Levy	£550,000	£550,000	£550,000	£550,000	£550,000	£2,750,000
Additional Income	£110,000	£110,000	£110,000	£110,000	£110,000	£550,000
Total Income	£660,000	£660,000	£660,000	£660,000	£660,000	£3,300,000
EXPENDITURE						
Projects and Services						
Marketing, Promotions & Events	£230,000	£230,000	£230,000	£230,000	£230,000	£1,150,000
Access & Car Parking	£50,000	£50,000	£50,000	£50,000	£50,000	£250,000
Safe, Clean, & Welcoming	£150,000	£150,000	£150,000	£150,000	£150,000	£750,000
Business Plus	£50,000	£50,000	£50,000	£50,000	£50,000	£250,000
Evening & Night-time Economy	£30,000	£30,000	£30,000	£30,000	£30,000	£150,000
Staff	£100,000	£100,000	£100,000	£100,000	£100,000	£500,000
Training	£1,500	£1,500	£1,500	£1,500	£1,500	£7,500
Office and IT Support	£10,000	£10,000	£10,000	£10,000	£10,000	£50,000
Insurance	£1,500	£1,500	£1,500	£1,500	£1,500	£7,500
Levy Collection Costs	£15,000	£15,000	£15,000	£15,000	£15,000	£75,000
Professional Fees	£1,000	£1,000	£1,000	£1,000	£1,000	£5,000
Bank Charges	£200	£200	£200	£200	£200	£1,000
Contingency	£20,000	£20,000	£20,000	£20,000	£20,000	£100,000
Total Expenditure	£659,200	£659,200	£659,200	£659,200	£659,200	£3,296,000
Surplus/Deficit	£800	£800	£800	£800	£800	£4,000

*The budget is subject to annual review based on the evaluation of project results.

WHAT ARE BUSINESSES SAYING?



"What we now need is a body to act as a strong voice for the business community and ensure that the money raised from the BID will be used on additional projects to enhance our town and drive new business. The BID will also look at reducing business costs through centrally negotiating services such as trade waste, recycling and reducing energy costs by bulk buying. It is important that we join together to vote YES in November so that we can benefit from over £2.5 million in investment over 5 years and shape the future of our town."

Sandra Doherty, CEO Harrogate District Chamber and owner of Alexa House

BID GOVERNANCE AND MANAGEMENT

If the BID ballot is successful, an independent, not-for-profit company, limited by guarantee, will govern the BID. This will be an evolution of the current Harrogate BID Ltd entailing a change in the articles of association to reflect the BID structure area.

The board will have up to 15 directors made up of representatives of levy paying businesses. Additional non-levy paying members may be co-opted, as required. The board will serve voluntarily (without payment) and will be composed to reflect the make-up of the BID area in business sectoral terms.

The board of directors will be directly accountable to BID levy payers for:

- Effective delivery of the projects and services as set out in the BID business plan.
- Upholding and promoting the BID’s vision and objectives.

Board elections will be held where any levy paying business or equivalent financial contributor will be eligible to stand as a BID board director.

Nominated representatives from Harrogate Borough Council, North Yorkshire County Council and North Yorkshire Police will also be present at board meetings.

All levy payers will have a stake in the BID company. They will control what the BID funds are spent on and can hold the BID company accountable throughout the duration of the five years. The BID company will not be able to make a profit and any surplus must be spent on projects and services agreed by levy payers and the board of directors.

In Year 1, the BID Task Group who have been involved with the development of the BID will form the interim board to allow for continuity as much as is possible.

Elections will then take place to establish the board from year 2 onwards. Any levy payer or voluntary contributor can stand to be elected onto the board during this process.

REMEMBER THE HARROGATE BID IS DEVELOPED, MANAGED AND CONTROLLED BY YOU, THE BUSINESSES

MEASURING RESULTS

Harrogate BID and its board will keep levy payers up to date on all the projects that the BID will implement over the 5 year term in a variety of ways. It will demonstrate that it is delivering against its objectives. The board will set the key performance indicators (KPIs) and criteria upon which to measure the BID’s performance. Examples of the criteria the BID will use include:

- | | |
|--------------------------|-------------------------------------|
| • Footfall figures | • New business activity |
| • Visitor numbers | • Annual surveys |
| • Rental levels | • Business feedback |
| • Attraction numbers | • Consumer feedback |
| • Business mix | • Monitor spend figures |
| • Car parking usage | • Media coverage |
| • Public transport usage | • Website/social media interactions |

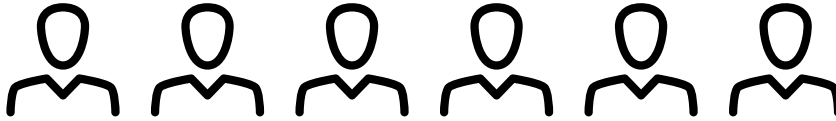
This performance measurement will be carried out at regular intervals and the results will be reported back to levy payers through the following channels:

1. **Annual meetings**
2. **Group liaison forums and briefings**
3. **Direct communications**
(for example: e-bulletins, newsletters and face-to-face meetings)

Board positions are laid out below (15 total):



INDEPENDENT RETAILERS AND NATIONAL RETAILERS



OFFICE & COMMERCIAL, ACCOMMODATION AND PUBLIC AGENCIES



FOOD & DRINK, ENTERTAINMENT & LEISURE AND VOLUNTARY CONTRIBUTORS

BID LEVY & BALLOT RULES

1. The BID Regulations of 2004, approved by the Government, sets out a regulatory framework within which BIDs have to operate, including the way in which the levy is charged and collected, and how the ballot is conducted.

2. The BID levy rate will be fixed for the full term of the BID (five years) and will not be subject to inflation or alterations.

3. The BID levy will be applied to all businesses within the defined area with a rateable value of or exceeding £20,000, provided they are listed on the Non-Domestic rates list as provided by Harrogate Borough Council for the 'Chargeable Date', set annually.

4. The following will be exempt from paying the levy:

» Organisations with a rateable value below £20,000.

» Non-retail charities with no trading income, arm or facilities and are entirely volunteer based.

» Non-profit making organisations with an entirely subscription and volunteer-based set up.

» Businesses that fall in the following sectors - industrial, manufacturing, storage, and workshop.

5. New businesses will be charged from the point of occupation based upon the rateable value at the time they enter the rating list.

6. If a business ratepayer occupies the premises for less than one year, the levy paid will be on a daily basis.

7. The property owner or the registered business ratepayer of vacant properties, those undergoing refurbishment or being demolished will be liable to pay the BID levy.

8. The BID levy will not be affected by the small business rate relief scheme, exemptions, reliefs or discount periods in the non-domestic rate regulations prevailing at the time.
9. The BID levy will not be affected by service charges paid to landlords.

10. VAT will not be charged on the BID levy.

11. The levy rate or boundary area cannot be increased without a full alteration ballot. However if the BID company wishes to decrease the levy rate during the period, it will do so through a consultation, which will, as a minimum, require it to write to all existing BID levy payers. If more than 25% object in writing then this course of action will not proceed.

12. The billing body is authorised to collect the BID levy on behalf of the BID company.

13. Collection and enforcement regulations will be in line with those applied to non-domestic business rates, with the BID company board of directors responsible for any debt write-off.

14. The BID funding will be kept in a separate BID revenue account by Harrogate Borough Council and transferred to the BID company.

15. BID projects, costs and timescales may be altered by the BID board of directors, provided they remain in line with the overall BID objectives.

16. The BID board of directors will meet at least six times a year. Every levy paying business and equivalent financial contributor will be eligible to be a member of the BID company. Company members can vote at annual meetings.

17. The BID company will produce a set of annual accounts made available to all company members.

18. The BID will last for five years. At the end of the five years, a ballot must be held if businesses wish the BID to continue.

THE POSTAL BALLOT

- All eligible businesses have the opportunity to vote.
- The ballot will be conducted through an independent, confidential postal vote by Electoral Reform Services, on behalf of Harrogate Borough Council, which is the responsible body as determined by the BID Regulations of 2004.
- Each eligible business ratepayer will have one vote in respect of each hereditament within the BID area, provided they are listed on the National Non Domestic Rates List for the defined area as provided by Harrogate Borough Council.
- A proxy vote is available and details will be sent out by Electoral Reform Services.
- Ballot papers will be sent out to the appropriate person/organisation on 11 October 2018 to be returned no later than 5pm on 08 November 2018.
- For the BID to go ahead, two conditions must be met:
 - » More than 50% of businesses that vote must vote in favour.
 - » The businesses that vote 'YES' must represent more than 50% of the total rateable value of all votes cast.

The results of the ballot will be declared on 09 November 2018.

Under the BID Regulations of 2004, if the BID is approved at ballot by businesses, all those eligible, regardless of how or if they voted, will be legally obliged to pay the annual levy amount.

YOUR BID TEAM

The Harrogate BID has been guided to this point by a Task Group, of local business people, champions and Stakeholders who are passionate about the future success the town centre: They are:

TASK GROUP

ANDREA THORNBORROW Primark	KATY SQUIRE Bettys Cafe Tea Rooms
ANDY NICKALLS TK MAXX	MARTIN GERRARD Barclays Bank
DAVID RITSON Old Swan Hotel	MIKE BRIGGS Lithgow Perkins
DAWN BRIGGS Marks & Spencer	PETER JESPER Jespers
JACQUI HALL CNG	RICHARD WHEELDON Berwins
JAMES WHITE Victoria Shopping Centre	SANDRA DOHERTY Alexa House
JOHN FOX BID Chair/Harrogate at Christmas	SHARON CANAVAR Harrogate International Festivals
JOHN NELSON Coach & Horses	SIMON KENT Harrogate Convention Centre

KEY STAKEHOLDERS

ALEX HORNBY Public Transport/Transdev
DAVID BOWE North Yorkshire County Council/Corporate Director Business & Environmental Services
DUNCAN LIDDLE Leeds Bradford Airport
INSP PENNY TAYLOR North Yorkshire Police
JEAN MACQUARRIE Harrogate Advertiser
JOHN BYWATER Observer/Former Chair of Leeds BID
MICHAEL CONSTANTINE Harrogate Borough Council
MIKE PROCTER Vice Chair/Harrogate District Chamber
SARAH BARRY Stray FM
SUZANNE KNOWLES Federation of Small Businesses/Jake Anthony Ltd

All images used in this plan are by Mike Whorley Photography

To find out more about Harrogate BID contact:

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Project Director

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or visit

WWW.HARROGATEBID.CO.UK

Remember this will affect your business and your town centre. A BID in Harrogate will make a real difference by securing over £3m of investment for the future of the town centre and of your business.

YOUR VOICE, YOUR CHOICE