

Business Plan

2024-28



HARROGATE
BUSINESS IMPROVEMENT DISTRICT



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Our vision

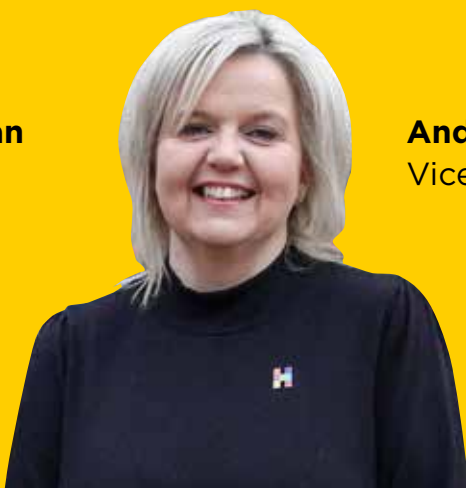
The past five years have been quite something! Too many Prime Ministers to mention, a global pandemic and quite a story throughout the first term of Harrogate BID.

There is no doubt that, since Harrogate BID found its feet, it has comprehensively delivered. Cleaner pavements, bold street art, footfall-increasing campaigns, street dressing, floral flair, match-funding grants, unique entertainment, collaborative networking, locked-in local spend, and much more. Harrogate BID is a vital part of taking our town forwards.

Now is the time for you to put your confidence in us again as you review this business plan and vote positively for another five-year term. We thank you, our members, for your support and look forward to working together to continue to make Harrogate thrive.



Matthew Chapman
BID Manager



Andrea Thornborrow
Vice Chair



Dan Siddle
BID Chair

The story so far



Ballot timeline 2023

OCT –
DEC

One-to-one business
engagement delivered
to each and every BID
member

JAN

Business plan
consultation opens

JAN –
MARCH

Sector and business
engagement continues

APRIL

Draft business plan
communicated

MAY

Business plan consultation
ends and official business
plan launched

1ST
JUNE

Ballot opens and
ballot papers issued

28TH
JUNE

Ballot closes

29TH
JUNE

Results announced

Your feedback 2024–28

Between October 2022 and March 2023 we conducted online surveys, BID surgeries, in-person visits, BID Clubs and sector receptions to understand your business needs for the next five years.

Here is what you said...

92%

of responses know of the BID and our support

84%

of businesses say they want a BID Street Ranger

95%

see the BID as a leader in improving vacant units

85%

of businesses would like the BID to drive and fund improvements to the Harrogate high street offer

68%

of people want the BID to fund street dressing and public realm improvements

93%

of businesses want the BID to support wider promotion of the town centre

88%

support for in-house footfall and spend increasing campaigns

80%

see the BID as the lead organisation for Christmas lights

66%

of people want the BID to support partners on delivering nationally recognised campaigns

82%

of responses want the BID to support and fund tackling anti-social behaviour

75%

of people see the BID as the glue that brings all organisations together

68%

want the BID to be their business voice in the short and long-term strategies

Through the consultation and your feedback, we have identified three key objectives that all include fundamental elements shaped by you, the Harrogate BID members.

These are:

Pride in our town

Street ranger

Tackling crime and anti-social behaviour

Deep cleans

Championing our floral heritage

Vacant units

Street dressing

A vibrant town

Christmas lights

Wider promotion of Harrogate town centre

Footfall and spend increasing campaigns

Unique experiences and animation

The Harrogate Welcome

Partnerships to showcase our town

Voice and vision

Collaboration

Understanding business needs

Long-term strategy

The Harrogate Voice

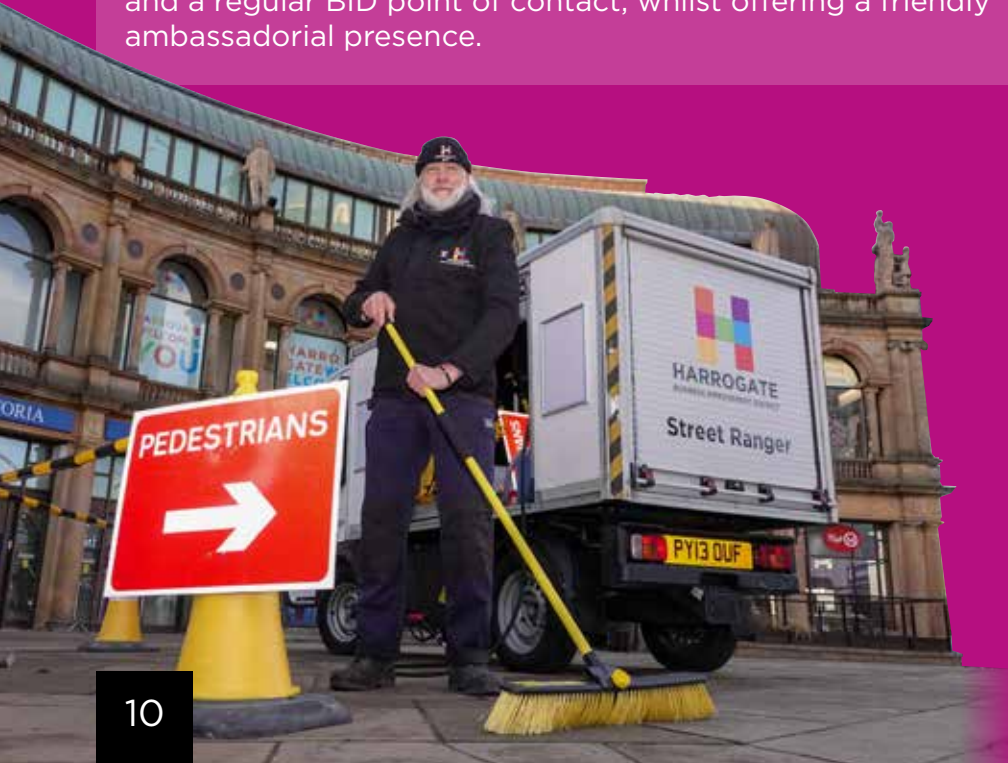
Sustainability

The Harrogate Offer

Objective: Pride in our town

We all want a clean, safe and attractive town centre. Our aim will be to ensure these elements are delivered by partners and the pride in our town shines through our additional projects to strengthen the environment for businesses, residents and visitors alike.

Street Ranger – Continuing our proactive and reactive team on the street. Rapidly responding to cleaning and maintenance issues, being the eyes and ears on our streets and a regular BID point of contact, whilst offering a friendly ambassadorial presence.



Tackling crime and anti-social behaviour – We will work closely with North Yorkshire Police, Harrogate Homeless Project and other partners to reduce the amount of ASB in our town centre. We will fund initiatives and campaigns to increase visibility whilst playing an active role in tackling specific crime reducing operations.



Deep cleans – Regular deep cleans ensuring our streets are presented at their original best. First impressions really do count and this is a proven way of delivering this. The BID will deliver cleans at key times of year, such as in the lead-up to Christmas and after major events like Bank Holidays.



Championing our floral heritage
– Harrogate is known as a floral destination and we want to develop this further through additional planters, hanging baskets and unique floral displays to ensure our town is top of the league. Harrogate has already won awards locally, regionally and nationally through BID campaigns.



Vacant units – The high street is changing and vacant units will continue to need to be utilised in an ever-shifting fashion. The BID will consistently engage with landlords and property owners to ensure our town has lots to offer and looks its best.



Street dressing – Harrogate is known for its unique welcome and we want to continue to support this through eye-catching public realm and targeted campaigns to stand our town above the rest. Bunting and festoon lighting are just two examples of how we could do this.



Objective: A vibrant town

This will include creating events and campaigns that promote our town in a multitude of ways, to ensure that visitors travel to Harrogate from far and wide and that residents love where they live that little bit more.

Christmas lights – In the business plan consultation you told us you want the BID to be the lead organisation when it comes to Christmas lights. The BID delivers each and every festive light in the town and we intend to build on this year on year.



Wider promotion of Harrogate town centre – In the business plan consultation you told us you want the BID to lead on wider promotion of the BID area. Whether digitally on people’s phones, in print in key publications, or physically in environments such as transport hubs, the BID will deliver on this and offer return on investment.



Footfall and spend increasing campaigns – We will continue to deliver events and campaigns that put Harrogate at the top of peoples choice year round and offer increased return on investment. These will be in-house celebrations or sponsored seed funds all with footfall and spend at the heart. From Lego to Fashion and Coronations to Halloween, the BID will ensure a hub of activity.

Unique experiences and animation – Successful places of the future will be unique and rejoice in an experiential atmosphere. The BID will continue to focus on campaigns that develop this ambience, including joyous entertainment, distinctive installations and an exciting energy.



Partnerships to showcase our town – It was clear in term one that when organisations work together the results speak for themselves. The BID will continue to lobby this togetherness locally, nationally and internationally to boost business and attract visitors.



The Harrogate welcome – Our town has been known for its warm, classy reception for centuries. The BID will fund an ambassadorial presence at key times of year to ensure people continue to visit over and over again and spread the word on our Harrogate welcome.



Objective: Voice and vision

Harrogate BID will act as the glue that brings everyone together, while not being afraid to raise our collective voice for the good of our town. We will work on your behalf to get your opinions heard and aspirations delivered.

Understanding business needs – Over recent years the economic climate has been turbulent. Harrogate BID recognises this and will continue to lead and be adaptable on business needs throughout our 5 year term. From looking to reduce operational costs to match funding key grants the BID will respond as necessary.

Long-term strategy – Harrogate is the jewel in Yorkshire’s crown and we need to be looking long term to ensure this remains in place for years to come. The BID will represent, lobby, promote and, alongside partners, form a long term vision for our town.

Collaboration – Evidence has shown that a partnered approach has the biggest impact in all areas, so collaboration will be essential in all we do. The BID will actively look to identify additional funding and opportunities to support our town and foster these partnerships.



The Harrogate offer – The future of town and city centres is mixed use. The BID recognises having a positive blend of national and independent businesses in retail, hospitality, professional services and leisure is key. The BID will act as a linchpin engaging and attracting that offer to ensure Harrogate is a superb place to shop, work, live and play.

Sustainability – As we all look to do our bit to support the reduction of carbon emissions, Harrogate BID will work with experts to design campaigns that make it easier for businesses, residents and visitors to do this too. From recycling to active travel campaigns and renewable energy to public transport, we will lead our town in a positive direction.

The Harrogate voice – With a once-in-a-generation local government reformation, our town will, for a short time at least, be left with little representation. The BID will consistently act for the business community to ensure our town gets what it deserves. The BID will continue to be that voice at a local, regional and national level.





Here’s what you said

“Regular cooperation with Harrogate BID **has allowed the Harrogate Neighbourhood Police Team to focus its efforts on the issues** that are raised by its membership.”

Sergeant Steve Dougall
Community Safety Hub, Harrogate Neighbourhood Policing Team, North Yorkshire Police

“**Harrogate BID has shown a real commitment towards tackling complex issues** surrounding homelessness and poverty in Harrogate. By working in partnership and providing funding for our day centre, Springboard, we have been able to develop and expand the services on offer which make a real and substantial difference to the lives of our clients and the local community. **The support Harrogate BID provides is vital** for HHP to deliver its objectives and outcomes.”

Thomas Richards
Fundraising Manager, Harrogate Homeless Project

“**The achievements of Harrogate BID have been felt all over our brilliant town**, in a well delivered first five-year business plan. The street cleaning and street art have cheered the town centre streets and getting businesses collaborating at a local level is brilliant and this is making a huge difference.

“Can you imagine Harrogate without the BID now? Almost all the towns and cities in our locality have a BID. The BID is working hard to support your business and making a positive impact on this town. We need to stay ahead of the curve. **I look forward to the next five years.**”

James White
Manager ,Victoria Shopping Centre

“The fantastic events and campaigns that the BID have organised **have helped bring life and energy back to Harrogate town centre** during a tough and challenging few years.

“I believe they will continue to go from strength to strength in encouraging Harrogate as a great destination to visit which benefits us as a town centre independent.”

Sophie Hartley
Founder, Sophie Likes

“Harrogate BID has provided the town with multiple fun and exciting events, whilst also providing support to both business and the communities. **Harrogate BID is a great asset!**”

Katy Lawson
Manager, Cooplands

“**It’s been great to see the momentum Harrogate BID has gained** over the last year with projects like Christmas, the floral trail, the Lego trail and more, having a good impact on footfall in the town. With more planned for 2023 and beyond, **having a BID is making a real difference to Harrogate.**”

Simon J Cotton
Managing Director, HRH Group

“**You can see and feel the impact of the Harrogate BID’s hard work to help keep Harrogate safe, fun and welcoming.** Its diverse range of events and initiatives gives residents and visitors more reasons to return to Harrogate time and time again. **It highlights what Harrogate has to offer, and work with the business community to deliver key objectives that matter** and that make a tangible difference to our town.’

Joanne Towler
Commercial Director, Harrogate Town Football Club

“Working alongside the Harrogate BID team has allowed Harrogate Flower Shows to engage many thousands of town residents and tourists in sharing the physical and mental benefits offered by plants and gardening.

“**The BID team has delivered this in an accessible, fun and inspiring way**, bringing pleasure to many and breathing new life into Harrogate’s ‘floral town’ reputation.”

Nick Smith
Director, The Harrogate Flower Show

“As part of the Harrogate Floral Summer of Celebration we agreed for Harrogate BID to use our location and we couldn’t have been more thrilled! **It created a real talking point and drew plenty of crowds!** It was a delight to see children fascinated with the display and the story behind it.

“We found that people were also choosing to sit and have their lunch on the wall where the display was, which again, was a first for us, which we happily welcomed. We were sorry to see the display go along with the friendly people it had attracted!”

Nikki Brown
Business Development Manager, Nichols Tyreman

“**What a breath of fresh air Harrogate BID is!** As President of Harrogate in Bloom with members of an average age of 70 plus, I was concerned as to how we could regain Harrogate’s reputation as the floral jewel in the crown of the North of England, following the Covid pandemic. Then I met the BID team who were full of enthusiasm and energy and invited them to join Harrogate in Bloom and then the town centre was transformed with the Harrogate Floral Summer of Celebration.

“**The town centre is cleaner and definitely more vibrant simply because of the BID** who are interested in the people who run the local businesses and go out of their way to make things happen. We are looking forward to working with Harrogate BID in the next term to put together a strong entry in RHS Britain in Bloom BID category”

Pam Grant
President, Harrogate In Bloom

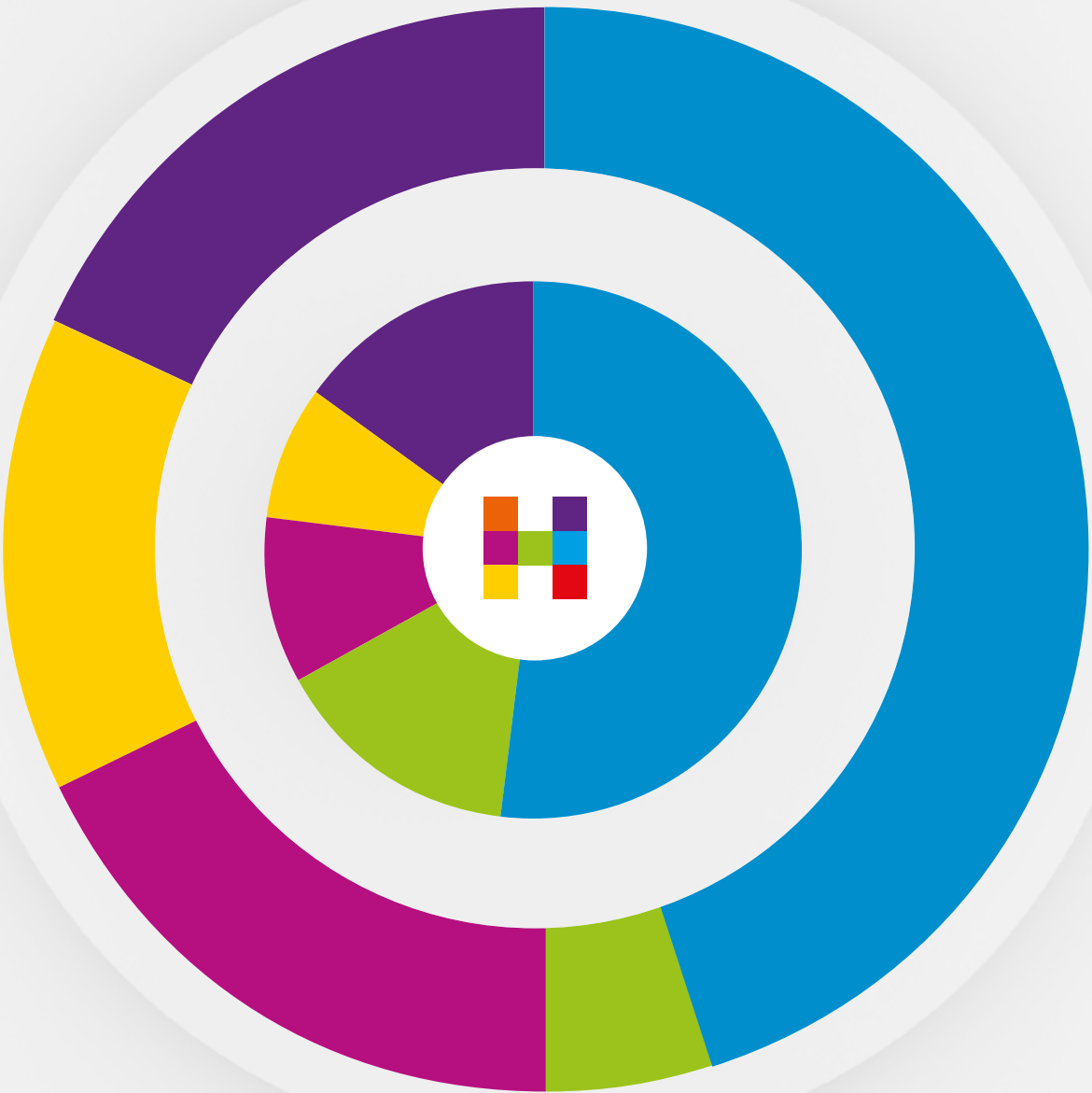
BID area

What constitutes the BID area?

The map shows the Harrogate BID area. If you are unsure whether you fall within it, the list of street names will help clarify this, which can be found on page 25 or on the BID website.

Streets:

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



Outer Circle

Numbers by hereditament:	
Retail	45%
Accommodation	5%
Professional services	18%
Other	14%
Hospitality	18%

Inner Circle

Numbers by levy:	
Retail	52%
Accommodation	15%
Professional services	10%
Other	8%
Hospitality	15%

*correct as of March 2023



What is a BID?

BIDs, or Business Improvement Districts, 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. A BID is a not for profit organisation, funded by businesses, to improve the area in which those businesses trade within through a voted upon business plan.

BIDs....

- Provide additional services to a defined area
- Are in over 330 locations in the UK
- Have five-year terms
- Are not for profit
- Are governed by a Business Plan and Operating Agreement
- Are managed and led through a group of volunteer Directors

How are we measured?

We are answerable to the businesses that pay the BID levy, and we are required to monitor and inform our members on our progress towards the objectives set out in this business plan.

Each month we send out a newsletter to our members, which is also uploaded to our website. We regularly issue news releases to the local and regional media, again uploaded to our website, and regularly communicate via our numerous social media channels.

Our people

Our day-to-day operation is led by our BID Manager, who reports to a Board of Directors. Apart from our public body representatives, our Directors, who are elected on an annual basis, represent a cross-section of town-centre businesses, including retail, hospitality and professional services. The full list of Directors is published on our website.



Why does Harrogate need a BID?

The majority of thriving town and city centres have a BID that contributes to the economic, cultural and growth of the town. There are over 330 in the UK – driving additional funding onto our high streets. Neighbouring locations like York, Leeds, Ripon, Skipton, Ilkley, Otley, Bradford and Northallerton all have BIDs driving investment into their town or city.

Harrogate BID works with central organisations such as the Association of Town Centre Management, BID Foundation and British BIDs to drive our sector forwards to ensure transparency, strong governance and real change.

As of 31 March 2023, Harrogate Borough Council ceased to exist, with all future services being run solely by the new North Yorkshire Council. Whilst fully supporting the new Local Authority and aiming to champion a strong working relationship, Harrogate BID, which is located in the heart of Harrogate town centre, will be the local voice, standing up for the town and ensuring it continues to be one of the most desirable places in the North of England for shopping, leisure and doing business.

And because we are based in the town centre, we are able to react quickly to issues raised by businesses and the public. Our Street Ranger is out and about five days a week ensuring Harrogate is looking at its best come rain or shine. Our Harrogate Hosts are another set of eyes and ears on the streets acting in an ambassadorial capacity. Through your support we are able to fund different initiatives and schemes, all with the combined aim of making Harrogate safe, clean and welcoming. These include additional floral displays, dressing empty shop units, providing street entertainment, funding Christmas lights, free parking and bus travel, deep cleaning streets and pavements, bunting, and supporting and creating a host of events to draw visitors into town. The list goes on!

This is why Harrogate BID is needed more than ever before and we ask you to please use your ballot paper to vote 'yes'.



What happens if you vote NO?

The harsh reality of a ‘no’ vote will be that, as of 31 December 2023, all Harrogate BID’s services will cease. This will mean:

- | | |
|---|---|
| <div><div>X</div><div>No Street Ranger</div></div> | <div><div>X</div><div>No Harrogate Gift Card</div></div> |
| <div><div>X</div><div>No Christmas lights</div></div> | <div><div>X</div><div>No ‘Sunday Freeway’ or targeted free parking</div></div> |
| <div><div>X</div><div>No deep cleaning of streets and pavements</div></div> | <div><div>X</div><div>No more street art</div></div> |
| <div><div>X</div><div>No match-funded grants</div></div> | <div><div>X</div><div>No additional floral baskets and planters</div></div> |
| <div><div>X</div><div>No street entertainment</div></div> | <div><div>X</div><div>No joined-up approach to tackling anti-social behaviour</div></div> |
| <div><div>X</div><div>No additional Christmas animations</div></div> | <div><div>X</div><div>No Harrogate Hosts</div></div> |
| <div><div>X</div><div>No footfall increase campaigns</div></div> | <div><div>X</div><div>No collaboration for the future of our town</div></div> |
| <div><div>X</div><div>No promoting Harrogate through town centre trails</div></div> | |

What happens if you vote YES?

The good news is that a 'yes' vote will allow us to continue our work for another five years.

Our focus will be on delivering the three key objectives outlined in this business plan, namely 'Pride in our Town', 'A Vibrant Town' and 'Voice and Vision', ensuring Harrogate remains the jewel in the Yorkshire Crown, and a town that continues to attract top high street names and fabulous independents, making it a must-visit destination for visitors from all over the UK.

For the last five years, Harrogate BID has been banging the drum for Harrogate town centre and the brilliant businesses located within the BID area.

We are proud of our achievements to date, we have made a difference, but it's not 'job done'. Far from it. We want to build on our successes, and a 'yes' vote will allow us to continue our journey, one that we know is bringing real benefits to Harrogate town centre.

Vote Yes!



Rules and where the levy will be spent

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 at 1.75% for the full term of the BID (five years) and will not be subject to inflation or alterations.

3. During the 5 year BID term the levy will be based on the rateable value as at the “chargeable date” being 1 January each year.

4. The BID levy will be applied to all businesses within the defined area with a rateable value of or exceeding £19,000, provided they are listed on the NonDomestic rates list as provided by Harrogate Borough Council for the ‘Chargeable Date’, set annually.

5. The following will be exempt from paying the levy: » Organisations with a rateable value below £19,000.

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

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

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

6. New businesses will be charged from the point of occupation based upon the rateable value at the time they enter the rating list. Where a rateable value falls below £19,000 the exemption will only apply from the next chargeable period.

7. Where the rateable value changes, including rating list revaluation, and results in a change to the BID levy amount, this will only come into effect from the next chargeable date (1 January) and no refunds of the BID levy will be made for previous years.

8. When a rateable value changes following a property assessment split or merger, or is removed or entered in rating list this will have no effect on the BID levy until the next chargeable date, 1 January.

9. If a business ratepayer occupies the premises for less than one year, the levy paid will be on a daily basis.
10. The BID levy is payable by the owner on unoccupied empty property.

11. 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.

12. 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.

13. The BID levy will not be affected by service charges paid to landlords.

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

15. 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.

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

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

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

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

20. 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.

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

22. 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

Year	One	Two	Three	Four	Five	Total
Income						
Levy	£484,830	£484,830	£484,830	£484,830	£484,830	£2,424,150
Additional income	£25,000	£25,000	£25,000	£25,000	£25,000	£125,000
Total income	£509,830	£509,830	£509,830	£509,830	£509,830	£2,549,150
Expenditure						
Pride in our town (32%)	£163,145	£163,145	£163,145	£163,145	£163,145	£815,725
A vibrant town (32%)	£163,145	£163,145	£163,145	£163,145	£163,145	£815,725
Voice and vision (21%)	£107,064	£107,064	£107,064	£107,064	£107,064	£535,320
Operational costs (12%)	£61,180	£61,180	£61,180	£61,180	£61,180	£305,900
Total expenditure	£494,534	£494,534	£494,534	£494,534	£494,534	£2,472,670
Contingency (3%)	£15,295	£15,295	£15,295	£15,295	£15,295	£76,475

Assuming a 95% collection rate

Meet the team

Harrogate BID Directors:

- Dan Siddle, The Crown Hotel, BID Chair
- Andrea Thornborrow, Primark, BID Vice Chair
- Karl Battersby, North Yorkshire Council
- Ruth Burke-Kennedy, Bettys & Taylors of Harrogate
- Sharon Canavar, Harrogate International Festivals
- Bokmun Chan, The Studley Hotel
- Russell Davidson, Laxford Ltd
- Sara Ferguson, Caffè Marconi
- Nick Hubbert, Hoopers
- Jim Mossman, Cold Bath Brewing
- Mark Robson, Marks and Spencer's
- Mike Patterson, Berwins Solicitors
- Lyndsay Snodgrass, Verity Frearson
- Wayne Topley, Cedar Court Hotel
- Trevor Watson, North Yorkshire Council

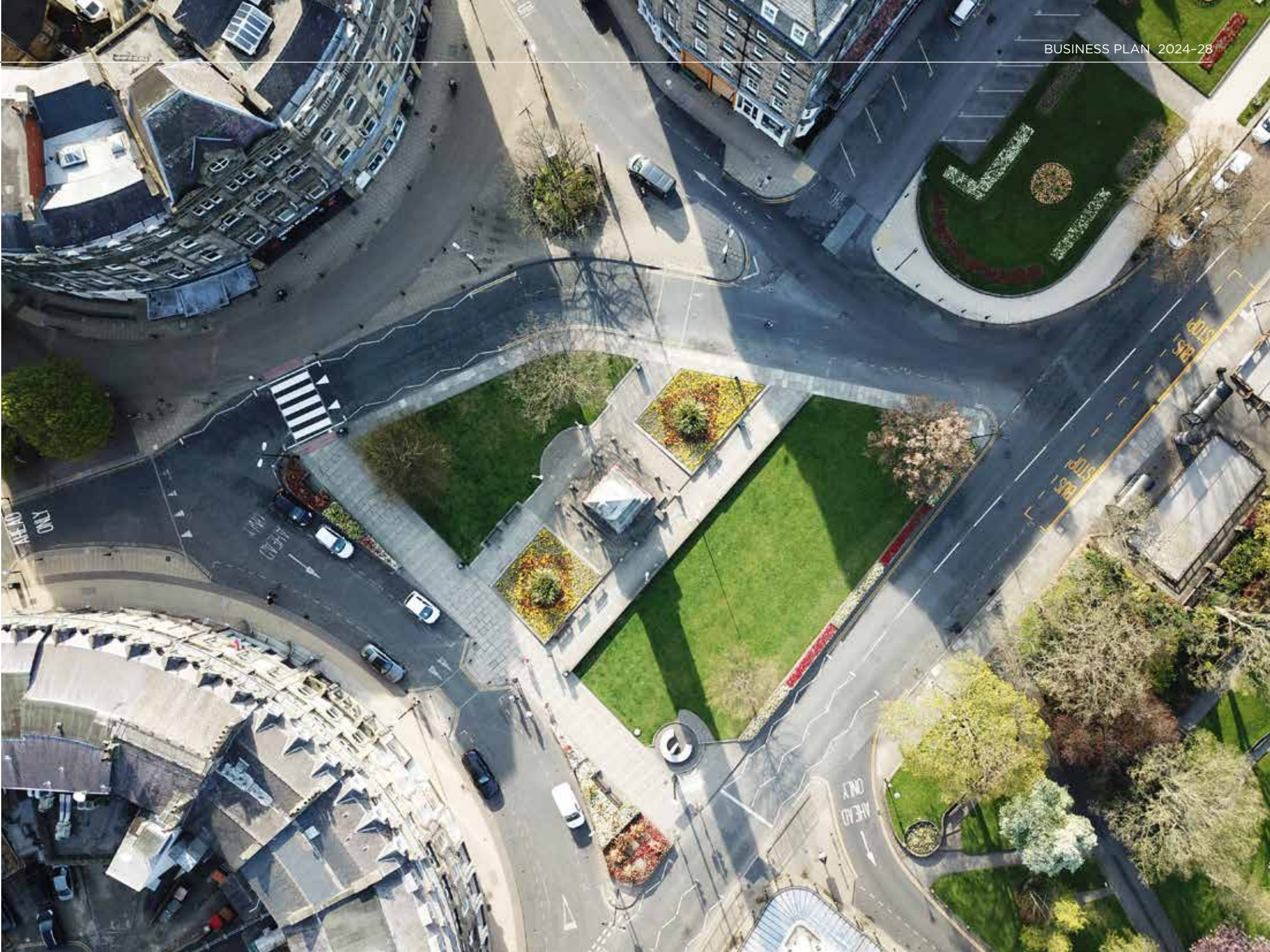
Co-opted board members:

- Richard Wheeldon Berwins Solicitors
- Lesley Wild Bettys & Taylors of Harrogate



Staff members:

- Matthew Chapman, BID Manager
- Bethany Allen, Marketing & Business Executive
- Chris Ashby, Street Ranger
- Jo Caswell, Project Lead





HARROGATE
BUSINESS IMPROVEMENT DISTRICT

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