



HARROGATE
BUSINESS IMPROVEMENT DISTRICT

COMPETING FOR THE FUTURE
DRAFT SUMMARY PLAN

LET US KNOW WHAT YOU THINK

YOUR VOICE, YOUR CHOICE

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.

Like many of our towns and cities today Harrogate is at a crossroads. 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 plenty 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 TOWN CENTRE TO
STEP FORWARD.**

THE OPPORTUNITY

This is your opportunity to see Harrogate Town Centre realise its potential through a Business Improvement District (BID) with over £2.5million 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.

The projects set out on this page will only go ahead if businesses vote 'YES' to introduce a BID in Harrogate. This vote will be carried out independently of the BID organisers. You will receive a full copy of the BID Business Plan, followed by ballot papers, in October 2018.

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

1. Over 50% of businesses that vote must vote in favour of the BID.
2. 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, Royal Leamington Spa as well as nearby places such as Leeds, York, and Skipton.



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 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 the 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 the **technological innovations** to remain ahead of competition in user choice, experience and offer.





PROJECTS & SERVICES

This is your opportunity to invest over £2.5 million into Harrogate Town Centre over a 5 year period and lead the way to securing its future and making the changes 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.

**VOTE 'YES' TO
HARROGATE BID TO
SEE YOUR PRIORITIES
DELIVERED.**



1. MARKETING, PROMOTION AND EVENTS

OVER 5 YEARS: £1,300,000

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 independent quarter and promotion of the Harrogate brand as well as business marketing to attract investment. We will also aim to support existing events and festivals.
- The development of a comprehensive Harrogate BID website showcasing the offer of the Town Centre 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 provides a prime festive offer.

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**



2. ACCESS AND CAR PARKING

OVER 5 YEARS: £260,000

YOU SAID:

Customer experience of coming into town and moving around is putting them 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 or free 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.

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**

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 both the businesses and visitors. Their key focus will be on improving both perception and experience through enhancing the level of customer service and tourist information delivered by the Town Centre. 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.
- Work with partners to ensure that cleansing and maintenance standards are monitored and continue to improve. To investigate enhanced levels of cleaning at specific times and management of any 'hotspots'
- Work with partners to address issues around homelessness, begging 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 .
- Work with partners to ensure involvement in Town Centre emergency and contingency planning



4. BUSINESS PLUS

OVER 5 YEARS: £285,000

YOU SAID:

We need a body with the teeth to not only deliver operational benefits but to act as a strong voice for business in terms of strategic development of the town, policy making, transportation and other big issues that impact.

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 negotiating services such as trade waste, recycling, advertising and reducing energy costs by bulk 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.



WHAT ARE BUSINESSES SAYING?



"With a rapidly changing street scene, Harrogate needs to increase footfall and encourage people to stay longer and spend more money in our town. The Harrogate BID will raise money from the business community and will access money from other sources. The businesses will decide where and how the money will be spent together with the key stakeholders. We need to market Harrogate to increase the number of conferences, exhibitions and events in Harrogate".

John Fox, Chair, Harrogate BID

The background image shows a street in Harrogate. On the left, there are historic buildings with ornate facades. A large, vibrant flower basket filled with red, yellow, and purple flowers hangs from a black pole in the foreground on the right. In the background, a yellow car is parked on the street, and several people are walking. The text is overlaid on a white box in the upper right portion of the image.

5. EVENING & NIGHT-TIME ECONOMY

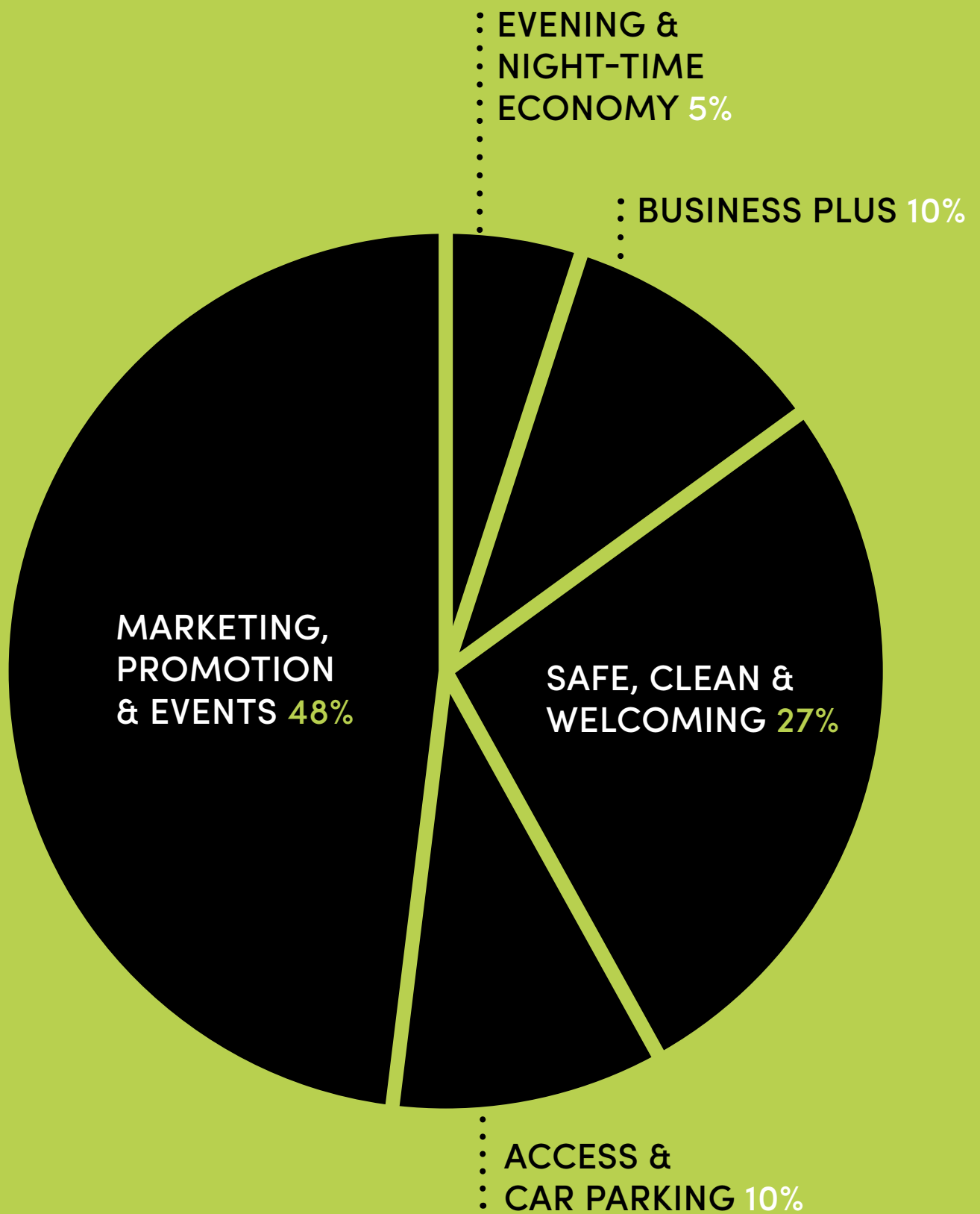
OVER 5 YEARS: £130,000

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 & Night 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 and a vital place



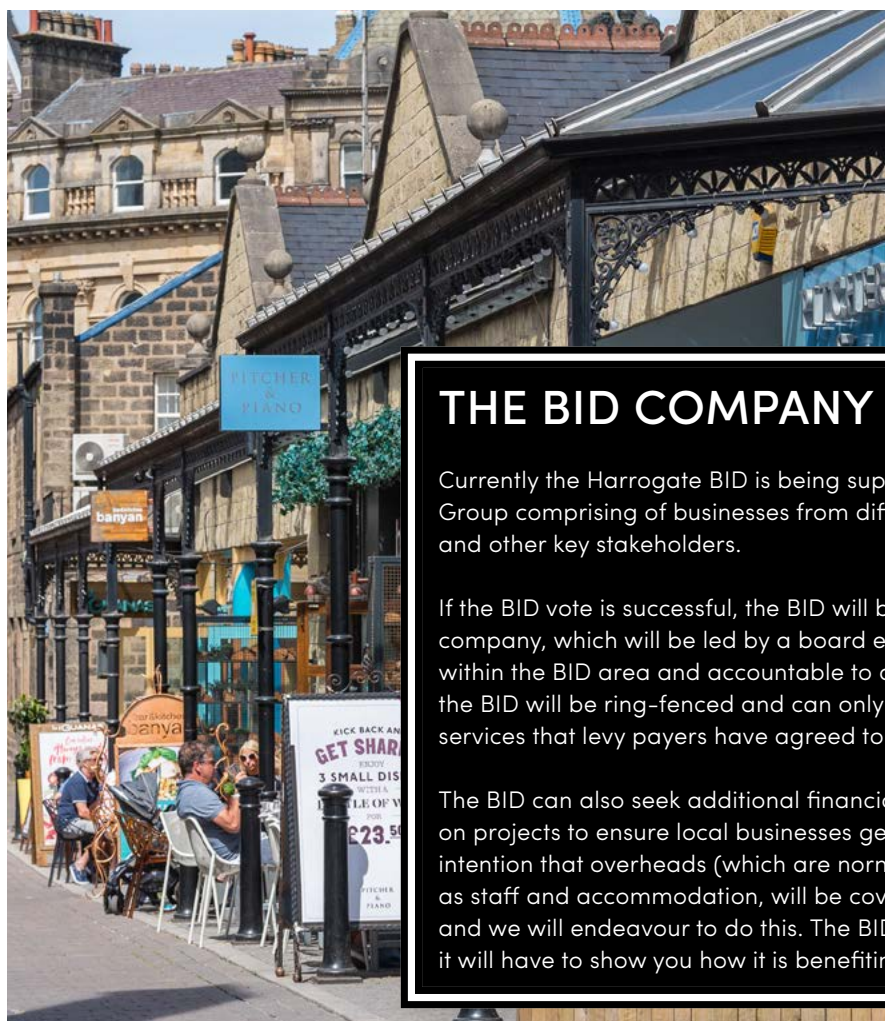
THE FUNDING

BIDs are funded by the businesses within the BID boundary. If businesses vote 'yes' for Harrogate BID, the levy will raise over £500,000 pa, for five years, to deliver improvements that will directly benefit you.

The expenditure profile is shown left.

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 below gives examples of how much the BID levy will be.

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



THE BID COMPANY

Currently the Harrogate BID is being supported and developed by a BID Task Group comprising of businesses from different sectors who would pay the levy and other key stakeholders.

If the BID vote is successful, the BID will be run by an independent, not-for-profit company, which will be led by a board elected by businesses paying the levy within the BID area and accountable to all levy payers. All of the funding for the BID will be ring-fenced and can only be spent on additional projects and services that levy payers have agreed to in the formal Business Plan.

The BID can also seek additional financial contributions and match-funding on projects to ensure local businesses get even better value for money. It is our intention that overheads (which are normally about 20% of total income) such as staff and accommodation, will be covered ideally by additional contributions and we will endeavour to do this. The BID will last for five years and in that time it will have to show you how it is benefiting your business and the Town Centre.



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, Jespers of Harrogate

FAQs

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, and also how they will implement these improvements and what it will cost them. BIDs are financed and controlled by the businesses within the selected area. A BID will deliver additional projects and services to 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 up 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 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, all the businesses that would pay the BID levy get 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.

Does this mean the Local Authority will stop delivering services?

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 benchmarked. This means the Local Authority has to continue to deliver that level of service for the period of the BID. 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.

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.



WHAT HAPPENS NEXT?

The timeline right gives you an idea of how the BID Development will progress.

What we want you to do now is look through this Draft Summary Business Plan and give us your feed back. We want your views and comments on whether the project and services we are proposing and the resources allocated are right. Is there anything we have missed or should be particularly concentrating on? Let us know as this will be considered as we prepare the final and much more detailed Full Business Plan.

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

JAN 2018

BID Feasibility
Study Completed

FEB 2018

BID Task
Group Formed

**MAR-JUN
2018**

Business
Consultation &
Engagement

JUL 2018

Draft Business Plan

AUG 2018

Full Business Plan

SEPT 2018

BID Campaign

NOV 2018

BID Ballot

EARLY 2019

BID Commences

This map provides a comprehensive view of Harrogate, North Yorkshire. The town is characterized by its grid-like street pattern and is surrounded by green spaces. The red outline delineates the central urban core, which includes the Harrogate Theatre, Victoria Shopping Centre, and the Harrogate International Centre. Major roads such as the A63 and A64 are clearly marked. The map also shows the location of several schools, including Harrogate Community Primary School and Harrogate International Centre, and hospitals, such as The Duchy Hospital. The surrounding areas include residential neighborhoods and green spaces like the Harrogate Golf Course and the Harrogate Racecourse.

To find out more about Harrogate BID contact:

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or visit

WWW.HARROGATEBID.CO.UK

Remember this will affect your business and your Town Centre. A BID in Harrogate would make a real difference in securing the future of the Town Centre and of your business.

YOUR VOICE, YOUR CHOICE