

Cheltenham BID 2026-2031

Business Plan



Welcoming • Promoting • Connecting • Thriving



Our story

“We’ve made real progress, but we’re only just beginning. A **YES** vote means we can keep building on what we’ve started, delivering more value for businesses and helping Cheltenham become the best it can be.”

Fran Inman

Chief Executive
Cheltenham BID

Let's make Cheltenham thrive in the next 5 years

A message from Alex Rose, Our Chairman

At Cheltenham BID, we’re committed to working alongside you, to celebrate our town, champion the business community, and drive meaningful change.

Over the past 10 years, we’ve achieved a great deal together. Now, we’re ready to build on that momentum and take Cheltenham to the next level. With strong partnerships already in place, and a proven reputation as a trusted and influential voice for local businesses, we’re in the perfect position to deliver even more.

We will be focusing on four key themes:

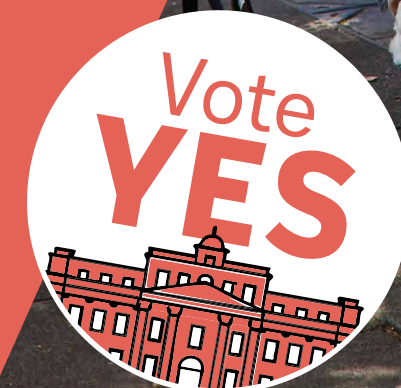
Welcoming, ensuring the town is safe and clean.

Connecting, bringing businesses together to influence positive change. **Promoting**, making sure businesses feel seen, supported, and celebrated. **Thriving**, investing in people and supporting growth.

Through these promises, we will position Cheltenham as the place to be for residents, visitors, and investors

VOTE YES in the October ballot

We believe in the strength of businesses working together to address shared challenges and embrace new opportunities. We’re passionate about Cheltenham and excited to continue working with you to deliver our shared vision for a vibrant, welcoming, and successful town.





Our Timeline

2016

BID was established

- Following a successful ballot, Cheltenham businesses voted to create a Business Improvement District. Focusing on improving the town centre experience, increasing footfall, and supporting business growth.

2017–2020

Highlights

- Delivered seasonal events (e.g. Christmas lights switch-on, street entertainment).
- Supported businesses during the Covid-19 pandemic with guidance, grants, and campaigns.
- Introduced town gift card scheme to encourage local spending.

2021

Ballot renewal

- Businesses voted “YES” to a second BID term.
- Focus shifted to post-pandemic recovery, increased promotion, and town centre regeneration.
- BID expanded the zone, which supports more than 800 businesses and £2.8million worth of investment in the town centre.

2022–2024

- Marketing and PR efforts to boost town profile.
- Continued investment in events and seasonal campaigns.
- Partnerships with local authorities, police, and communities.
- Supported safety and accessibility improvements in the town.
- New CEO, Fran Inman joined Cheltenham BID.

2025 onwards

- Engaging and building relationships with businesses, to shape the next five-year plan.
- New team – Cait, James, Harry, Martyn and Kelly join Fran Inman to support with business engagement, marketing and events.
- Renewal ballot in October 2025.

What is a BID?

A **Business Improvement District (BID)** is a powerful partnership of local businesses joining forces to make a positive difference to their area. Funded and driven by those businesses, a BID delivers projects and services that go above and beyond what the public sector provides.

A BID is formed following a vote and lasts **five years**. During this time, every business within the BID area contributes through a levy – ensuring a fair, shared investment in the area's success.

There are now more than **340** BIDs across the UK – including here in Cheltenham, as well as in Gloucester, Bristol, Bath, Worcester, Hereford, and Salisbury – all working to boost business, attract visitors, and create places people love.

Our Consultation:

We carried out an extensive consultation process between **March and August 2025** to inform this business plan.

A dedicated ballot page was created on our website, featuring the full consultation document, which was also delivered to all businesses via email and to all extension businesses by letter.

Cheltenham BID acts as the united voice for business in the town, representing levy payers at the council, stakeholders, and policy meetings to ensure their interests are heard and protected.

By holding public bodies and key stakeholders accountable, the BID champions the needs of its members and ensures their concerns are addressed. As the only organisation that consistently speaks on behalf of all Cheltenham businesses, the BID provides a powerful, collective voice that strengthens the town's business community.

A BID is by business, for business. Local businesses in a defined area come together, pool a levy, and invest it to improve trade, save money, and enhance the customer experience.

Engagement was further supported through multiple business events, drop-ins, and one-to-one meetings held between **April and August**.

Information was included in our **April and May** monthly e-newsletters, as well as a ballot special edition of the quarterly newsletter in **May**.

In addition, we shared regular updates and stories across Facebook, Instagram, LinkedIn, and secured coverage in local media from **April to July**.

Our BID Team



Fran Inman,
Chief Executive



Caitlin Harvey,
Marketing Manager



James Hugill,
Projects Manager



Hannah Ward,
Events Manager



Martyn Gliddon,
Business Engagement
Manager



Kelly Richardson,
Business Engagement
Consultant



Harry Forgham,
Engagement Assistant



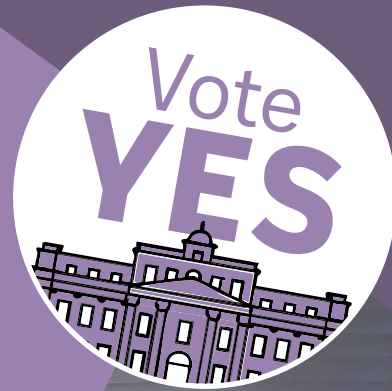
Chris Brooks,
Finance & Admin





Our promises

Welcoming



Cheltenham BID is focused on making the town centre cleaner, safer and more welcoming for everyone who lives, works, and visits here.

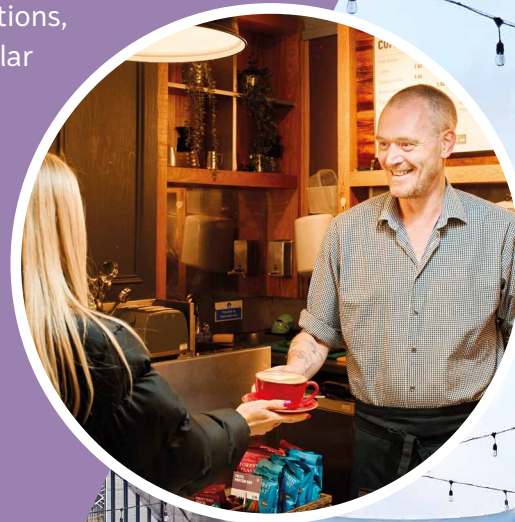
By delivering high-impact initiatives and creative projects, we want to boost footfall and strengthen Cheltenham's position as a vibrant destination.

From seasonal highlights like the **Christmas lights switch-on** and the **Ice Rink**, to supporting the town's **festivals** that drive trade for businesses and tourism.

The **Colourful Cheltenham campaign** adds character and charm through floral installations, mosaics and art on utility boxes, while regular clean-ups and graffiti removal grants keep the town looking its best.

Safety is also a key focus, with BID support contributing to Cheltenham's **Purple Flag** status, recognising the town as a thriving and secure place to enjoy both in the day and at night.

Ongoing projects that enhance the look, feel, and vibrancy of the town, making it more attractive for customers to visit and spend time here, like **The Big Screen** – this project aims to install a large outdoor screen in Cheltenham's Brewery Quarter and a local park to create a vibrant, community-focused space for public screenings. By showcasing major sports events and festive films, the initiative will increase footfall, boost dwell time, and enhance Cheltenham's town centre experience.



Get in touch cheltenhambid.co.uk



Our promises

Promoting



We are committed to raising the profile of local businesses, making sure they are seen, supported, and celebrated.

By funding **Marketing Cheltenham**, the town's official destination marketing body, we help position Cheltenham as a must-visit destination.

On a practical level, businesses benefit from free PR opportunities through the BID team, discounted promotional packages on the **Visit Cheltenham** website, and tailored support to showcase awards, achievements and milestones.

Collaboration is central to this work, and we encourage businesses to share their community activity and engage with wider campaigns through social media.

Cheltenham BID has been a strong voice for the town on social media, focusing on **Instagram** and **Facebook**, where we now have **5k Instagram** followers and **4.6k Facebook** followers and **2.3k LinkedIn** followers.

Together, these initiatives strengthen Cheltenham's reputation while giving individual businesses the tools and visibility they need to thrive.

SOCIAL MEDIA DATA

August 2024–July 2025

LinkedIn:

- 89k Impressions
- 2.2k Reactions

Facebook:

- 146k Reach
- 3k Interactions

Instagram:

- 24k Reach
- 2k Interactions



Our promises

Connecting

As a BID we bring businesses together, giving them a stronger, collective voice and the chance to influence positive change in the town centre.

By representing members' interests in local decision-making, the BID ensures businesses are heard where it matters most.

We hold regular **networking events** create opportunities to connect, share ideas and collaborate, while member feedback directly shapes our priorities and future projects. This will be separated throughout the year into **retail, hospitality and corporate**.

Businesses also benefit from regular updates through the BID **e-newsletter**, keeping them informed about town centre news, opportunities and upcoming activity.

We're offering a **BID Membership Card** to our businesses to help them get more from our town centre. The BID Membership Card is an exclusive benefit for staff working in levy-paying businesses.



CHELtenham BID WEBSITE DATA

August 2024–July 2025

- 19,763 Sessions
- 14,177 Active users



Our 2025 Partnered Project – Lions at Large

The Lions at Large project proved to be a roaring success for Cheltenham across the summer.

Over **71,000** sculptures were collected across the trail, while **630** visitors scanned our exclusive **Cheltenham BID Lion QR code** and **503** people registered to win a BID gift card.

Most importantly, the project helped drive a remarkable **31%** increase in footfall, showcasing the power of creative initiative to bring people into the town.



Our promises

Thriving

Cheltenham BID is here to help businesses thrive by reducing costs, supporting growth and investing in people.

Like **discounted staff parking** in key town centre locations, we want to ease everyday pressures for your business and employers.

You can also benefit from **free and subsidised training courses** covering everything from first aid and fire safety to digital skills like Excel and marketing, helping teams build confidence and capability.

The **Cheltenham Gift Card** offers another way to drive local spending, encouraging customers to shop, eat and experience more within the town.

The Big Tidy Up brings together volunteers from local businesses and community groups to tackle street waste. It's a direct response to business concerns about cleanliness, showing we're listening and taking visible, positive action.

Cheltenham BID is committed to supporting a more **sustainable town centre** helping businesses cut costs, reduce waste, and meet the growing demand from visitors/residents for greener and cleaner.



The BID Ballot

The ballot to renew Cheltenham BID will be held in line with the Business Improvement Districts (England) Regulations 2004, by Cheltenham Borough Council who is legally nominated as the impartial ballot holder.

The formal Notice of Ballot to BID voters will be issued by post on **18th September 2025**.

This will be issued to the nominated named voter. Where no named voter is identified, it will be addressed to the local manager at the local hereditament address. This stage is an opportunity for businesses to confirm a nominated named voter if it hasn't already been submitted.

Ballot papers will be issued by post on **2nd October 2025**.

Businesses occupying more than one hereditament (premises with a rateable value) are entitled to multiple votes and will be sent multiple ballot papers. All ballot papers should be completed and returned; these are not duplicates.

Businesses should return completed ballot papers by **5pm** on **30th October 2025**.

Please note, ballot papers should be posted in advance of the deadline date to allow for delivery time. No papers received after the **5pm** deadline can be counted. The ballot result will be declared by Cheltenham Borough Council's Returning Officer on **31st October 2025**.

If a majority of businesses vote in favour of the BID's renewal, Cheltenham BID's third term will formally start on **1st April 2026**.

If the ballot is unsuccessful, Cheltenham BID will cease to exist on **31st March 2026**. Under such circumstances, all projects and activities funded by the BID will terminate. There is no replacement organisation that will deliver these services.

Ballot timeline

18th September 2025

Notice of Ballot issued

2nd October 2025

Ballot papers issued

30th October 2025

Completed ballots returned by 5pm

31st October 2025

Ballot result announcement

1st April 2026

If successful, the BID's third term formally begins

“

“The BID has been hugely valuable for Flight Club Cheltenham, giving us insight into town plans, a voice in shaping what benefits the area, and opportunities to raise our profile. Their networking events and training days have helped us build strong connections and supported our staff's development.”

Brooke, Flight Club Cheltenham



BID Levy

The BID levy rate will be charged at 1.3%, (or 1.04% for tenants within service-charge centres), of the rateable value as of 1st March 2026 based on the 2023 rating list.

All new hereditaments entering the rating list after this date will be charged on the prevailing values for the date entered on the list.

The levy will be charged annually in advance starting on 1st April 2026. In the event of a change of occupation, refunds will be given based on the residual for that chargeable year, and the new occupier will be charged from the point of occupation for the remainder of that chargeable year. No other refunds will be provided.

For each subsequent chargeable year, the levy will be charged as of 1st April based on the 2023 rating list values.

The BID levy may increase by an annual inflationary factor of up to 0.02% (e.g. the levy may increase to 1.32% from year 2, 1.35% from year 3 and so on). It will be at the Board's discretion whether to apply the inflation factor each year.

The BID levy will be applied to all businesses within the defined area with a rateable value of £15,000 and above, provided they are listed on the National Non-Domestic rates list as provided by Cheltenham Borough Council.

Businesses who meet the criteria outlined above and who are located on the streets listed in the business plan will be included in the BID and therefore will be legally required to pay the BID levy.

Non-retail charities with no trading income, arm or facilities, not-for-profit subscription and volunteer-based organisations will be charged at 1%.



Vacant properties will be liable to pay the BID levy with no void exemption. The registered business ratepayer, who may be the property owner, will be liable to pay the levy and in this event will be entitled to vote in the BID ballot.

Collection and enforcement regulations will be in line with the Operating Agreement, and the BID Company Board will be responsible for any necessary debt write-off.

Cheltenham Borough Council, or their appointed agent, are the only authorised bodies able to collect the BID levy on behalf of the BID company.

VAT will not be charged on the BID levy.

The term of the BID will be five years from 1st April 2026 to 31st March 2031.

Management, Governance and Transparency of the BID

Cheltenham BID operates as a company limited by guarantee and has a voluntary Board of Directors, all of whom are BID levy paying businesses.

The Board takes responsibility for the strategic and financial management of the BID. It is the responsibility of the Board of Directors to ensure good management of the BID.

The Board meets on a quarterly basis (as a minimum), to review strategy and consider recommendations from the staff team, and to agree any decisions on behalf of the BID company.

The composition of the Board reflects the area, size and sector breakdown of the BID levy paying businesses across the town, including both national and independent business representation.

The BID company produces a set of annual accounts which is available to all BID levy paying businesses.

The BID will enter into updated legal agreements with Cheltenham Borough Council.

- **Baseline agreement** – this agreement sets out the minimum service standards to be delivered by Cheltenham Borough Council
- **Operating agreement** – this agreement is between the BID and Cheltenham Borough Council which defines the contractual arrangements for the collection and enforcement of the BID levy collection. This will be carried out by Cheltenham Borough Council on behalf of the BID under the parameters set out in the BID legislation.



BID Area

When the Cheltenham BID was first established, a boundary was set out mapping the businesses of the BID. Since then, this boundary has expanded upon and has just grown again. The businesses within the new zone will vote within ballot and if successful, will become businesses of the Cheltenham BID.

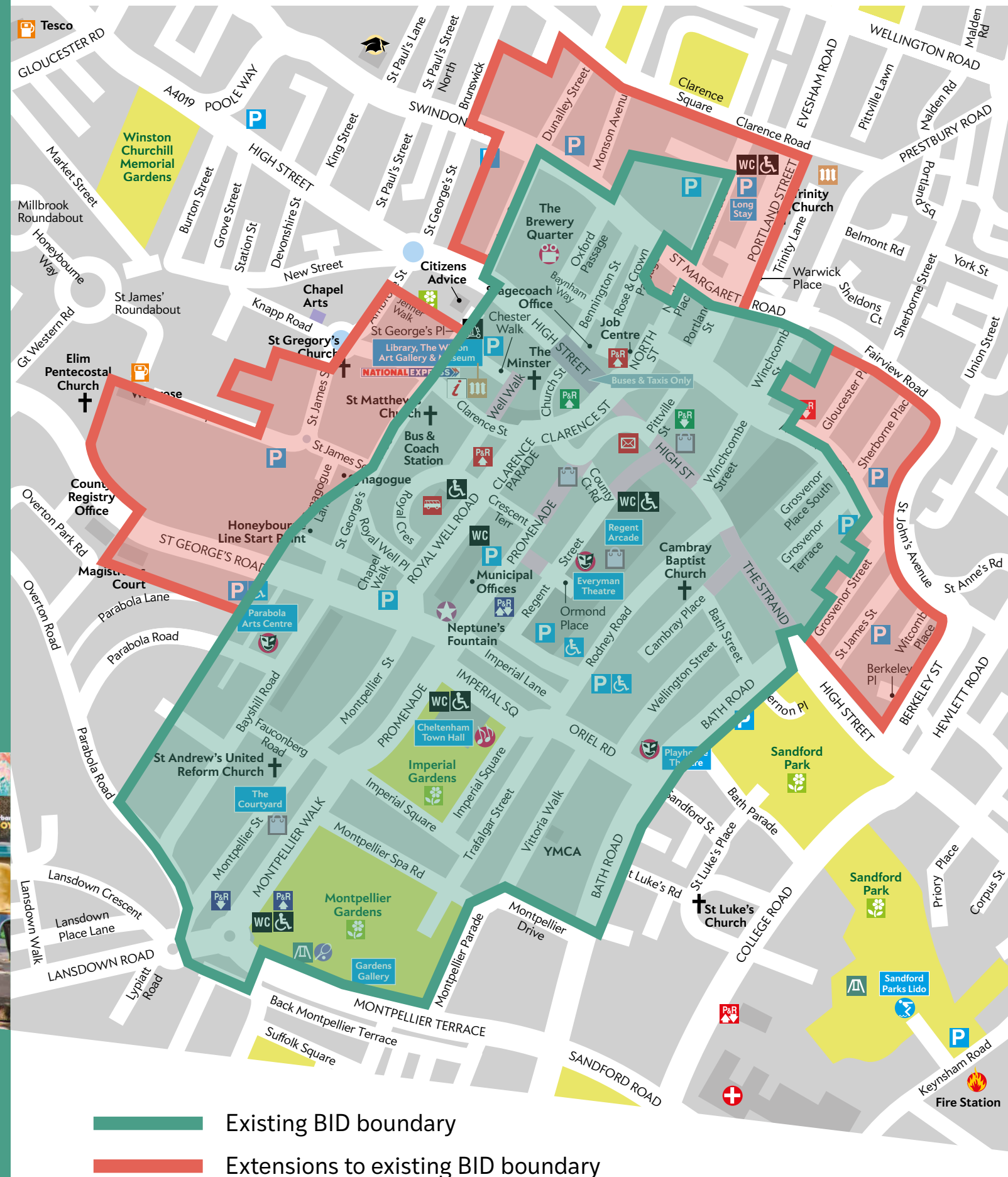
- Albion Place
- Albion Street
- Albion Walk
- Ambrose St (east side)
- Bath Road
- Bath Street
- Baynham Way
- Bayshill Lane
- Bayshill Road
- Bayshill Villas Lane
- Bennington Street
- Berkeley Place (west side)
- Berkeley St (west side)
- Cambray Place
- Chapel Walk
- Chester Walk
- Church Street
- Clarence Parade
- Clarence Road (pt)
- Clarence Square (south only)
- Clarence Street
- County Court Road
- Crescent Place
- Crescent Terrace
- Dunalley Street
- Fairview Road (south side/pt)
- Fauconberg Road
- Grosvenor Place South
- Grosvenor Street
- Grosvenor Terrace
- Henrietta St (east side)
- Highbury Lane
- High Street (Henrietta St to The Strand)
- High Street (The Strand to Berkeley St – north side)
- Imperial Circus
- Imperial Lane
- Imperial Square
- Jenner Walk
- Jessop Avenue
- Monson Avenue (pt)
- Montpellier Avenue
- Montpellier Courtyard
- Montpellier Gardens
- Montpellier Parade (pt)
- Montpellier Spa Road
- Montpellier Street
- Montpellier Terrace
- Montpellier Walk (south side/pt)
- North Place (pt)
- North Street
- Northfield Passage
- Northfield Terrace
- Oriel Road
- Ormond Place
- Ormond Terrace
- Oxford Passage
- Parabola Close
- Parabola Lane
- Parabola Road
- Pittville Street
- Portland St (east side)
- Post Office Lane
- Promenade
- Queens Circus
- Regent Arcade
- Regent Street
- Rodney Road
- Rose & Crown Passage
- Royal Crescent
- Royal Parade
- Royal Parade Mews
- Royal Well Lane
- Royal Well Road
- Sherborne Place
- St Georges Place
- St Georges Road (pt)
- St Pauls Road (pt)
- St James Square
- St James Street
- St Johns Avenue (south/west side)
- St Margarets Road (pt)
- Swindon Road (pt)
- Synagogue Lane
- The Brewery Quarter
- The Quadrangle
- The Strand
- Trafalgar Street
- Vittoria Walk
- Well Walk
- Wellington Street
- Winchcombe Street
- Witcombe Place
- Wolseley Terrace



“

At John Lewis we've really benefited from Cheltenham BID's work. Their events and activities, like the Around Town music performances and Lions at Large trail, have helped drive footfall to our end of town. Networking events, training, and community engagement align strongly with our values, while their commitment to tackling issues like anti-social behaviour and homelessness benefits us all. I joined as a Non-Executive Director to be a proactive voice for local businesses, as I believe working together creates quicker results to ensure Cheltenham remains a vibrant, safe and inspiring place to live, work and visit.”

Claire, John Lewis



- Existing BID boundary
- Extensions to existing BID boundary

The BID Levy and Budget

The table below shows the anticipated budget for Cheltenham BID’s third term.

INCOME						
	Year 1 2026-2027	Year 2 2027-2028	Year 3 2028-2029	Year 4 2029-2030	Year 5 2030-2031	Total
BID Levy	626,950	628,204	629,460	630,719	631,980	3,147,313
Other Contributions	47,000	47,000	47,000	47,000	47,000	235,000
Total Income	673,950	675,204	676,460	677,719	678,980	3,382,313

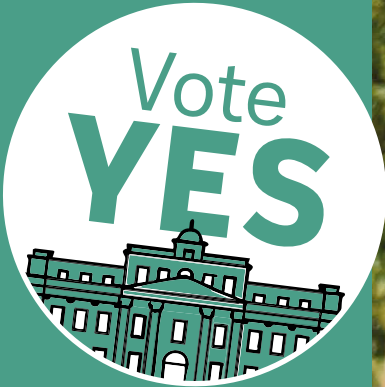
EXPENDITURE							
	Year 1 2026-2027	Year 2 2027-2028	Year 3 2028-2029	Year 4 2029-2030	Year 5 2030-2031	Total	%
Welcoming	131,083	131,327	131,571	131,816	132,062	657,860	19.45
Promoting	137,823	138,079	138,336	138,594	138,851	691,683	20.45
Connecting	144,562	144,831	145,101	145,371	145,641	725,506	21.45
Thriving	71,776	71,909	72,043	72,177	72,311	360,216	10.65
Management & Overheads	134,790	135,041	135,292	135,544	135,796	676,463	20.00
BID Levy Collection	20,218	20,256	20,294	20,332	20,369	101,469	3.00
Contingency	33,697	33,760	33,823	33,886	33,949	169,116	5.00
Total Expenditure	673,949	675,203	676,460	677,720	678,979	3,382,313	100.00



“It was a pleasure catching up with BID to hear more about the plans being developed and the difference we can make for the town. I look forward to collaborating with you post-ballot.”
Gemma Wilson,
Store manager

What a Yes VOTE means:

- We can invest in a vibrant town centre and thriving local businesses
- Together we can grow, improve and succeed
- More events, more footfall, and more opportunities for Cheltenham
- Cleaner, safer, more welcoming town
- A stronger voice which brings bigger opportunities



A YES vote = investment, influence and growth for Cheltenham

What a No VOTE means?

- Less support for businesses
- No dedicated team driving improvements in our town centre
- We lose funding for street improvements, safety initiatives, and the events that bring people into our town
- All BID investment stops in March 2026 with no dedicated funding for the town
- No town updates
- Events and promotions end
- Only council statutory services remain: no extras
- No Christmas lights or campaign
- No BID in Bloom
- No additional planters
- No BID gift card
- No additional grants
- No collective voice – businesses left to challenge individually
- No professional photography
- Lost opportunities for marketing collaborations

A NO vote = no BID, no extras and no united business voice

One town, one vision. **Vote YES!**



2nd – 30th October



CHELTHENHAM
Business Improvement District

Get in touch

Please contact us on **01242 571123** or info@cheltenhambid.co.uk

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