

CARDIFF BUSINESS IMPROVEMENT DISTRICT

REPORT OF DIRECTOR OF ECONOMIC DEVELOPMENT

AGENDA ITEM: 3

PORTFOLIO: LEADER (ECONOMIC DEVELOPMENT AND PARTNERSHIPS)

Reason for this Report

1. To update Cabinet on the development of Cardiff Business Improvement District proposals in Cardiff.
2. To agree a position with regard to a Service Level Agreement for the City Centre Management Team.
3. To agree to advance of funding to support initial activities of the BID.
4. To agree nominations for BID Board.

Background

5. The Cardiff Business Improvement District report, taken to Cabinet on 15th May 2016 resolved to:

“Delegate authority to the Director of Economic Development, in consultation with the Leader of the Council, the Chief Executive, the Section 151 Officer and the Monitoring Officer to conclude a Service Level Agreement with relation to City Centre Management and to bring any agreement to Cabinet for approval.”

Give delegated authority to the Section 151 Officer in consultation with the Leader of the Council, the Chief Executive, the Director of Economic Development and the Monitoring Officer to negotiate an advance to the BID company should the ballot be successful, and on the basis that any advance would be repaid through levy collection and paid within the current financial year and so that any proposed payment would be brought to a future Cabinet meeting for approval.”

City Centre Management

6. Cardiff city centre is the commercial, retail and visitor heart of the Cardiff city-region and plays a vital role in the life and economy of South Wales. The city centre has also seen an increase in residents living in the area in recent years and is now home to around 10,000 people. The management and promotion of the city centre is critical to the city's economic performance. A Business Improvement District (BID) is a mechanism that has been recognised as being successful in bringing local businesses and other stakeholders together with the aim of improving their trading environment and enhancing their profitability.
7. In the Cabinet Report of 29 January 2014 it was identified that pressure on resources suggests that a new approach is required to maximise the effectiveness of city centre management. It was proposed that bringing together the current partnership groups as well as other stakeholders would help to maximise the efficiency of the overall city centre management functions and deliver more for the collective resources of all partners.
8. The Business Improvement District provides an opportunity to bring together key stakeholders in the city centre to maximise efficiency of decision making. In light of this it is proposed that the current City Centre Management arrangements are aligned with the proposed BID.
9. In ensuring alignment of resources it is proposed that a Service Level Agreement is developed between Cardiff Council and the Business Improvement District whereby the BID management is able to utilise the resources of the City Centre Management team on the basis that current levels of service provision within the city centre are maintained.
10. Such an approach would provide significant benefits both strategically and operationally. One of the key strategic aspects is the ability to align resources within the city centre. This does not just refer to the potential £1.5m annually a BID levy could provide for the BID, but also, through the BID governance mechanism, how all partners within the city centre operate. It is important to note that this does not mean the Council looking to understand how the BID can support its priorities, rather how all partners can collaborate to achieve mutually beneficial goals.
11. The approach will also provide a basis for resident engagement in the BID through the City Centre Management team that can represent wider resident interests across the city centre.
12. There are also key operational benefits, arising from the potential to reduce duplication, but also other areas such as procurement where collaboration can drive down costs for business, the BID and the local authority. Clearly any Council involvement would be subject to appropriate procurement guidelines.
13. Under the proposed approach staff employed in City Centre Management would remain employed by the City of Cardiff Council.

Direct line management of City Centre Management staff would remain with the City of Cardiff Council, as would budgets and assets.

14. Day to day activities however would see the City Centre Manager work with alongside the BID Manager in allocating resources to tackle issues within the city centre.
15. Strategically there would be a commitment to maintain current levels of services provision of the City Centre Management Team, unless otherwise agreed with the BID Board. Such an approach would mean that the BID Board would be able to influence how the City Centre Management Team allocates its overall resources, whilst overall control would remain with the City of Cardiff Council. It is proposed that the resource responsibility with the City of Cardiff Council from this perspective would lie with the Head of Economic Development.
16. The flexibility to change resource allocation would also allow the BID Board to work with the City of Cardiff Council to ensure that the impact of current resources is maximised. This approach is also predicated on the basis that the BID Board will also have an advisory role for the Council in terms of its activities within the city centre.
17. It is also critical to note that the BID cannot be used to replace Council services. Rather, it should be considered a means of supporting improvement in the city centre through a partnership based approach.
18. This arrangement would be reviewed after the first year of operation.
19. This approach is typical of other areas where City Centre Management roles are heavily integrated with the appropriate Business Improvement District.
20. The approach, in developing a based partnership to support improvement in the city centre, would also support the Council's Co-operative Council aspiration, and brings together stakeholders to help manage and improve the city centre environment.
21. A draft Service Level Agreement is attached as Appendix A. This has been developed with MOSAIC who led the development of the BID proposal in Cardiff city centre. Given that a BID would only become a legal entity if a successful vote is achieved a final Service Level Agreement would need to be completed should a formal BID company be established.
22. Activities included within the BID Business Plan where greater collaboration with the City Centre Management Team would yield improved outcomes include:
 - Funding a dedicated cleansing and waste team to deal directly with business concerns; carry out tactical cleaning of frontages, doorways and hot spots that can quickly and efficiently target problem areas over and above those currently provided by the Council; and

responding to business call outs and report/liaise with the City of Cardiff Council.

- Work with the City of Cardiff Council to ensure their cleansing and collection schedules support the needs of the city centre businesses.
- Support a team of uniformed BID-branded Cardiff Ambassadors. This team will provide a warm welcome to the BID area and provide information for visitors and businesses.
- Investment in the management of the evening and night time economy, and strengthen business participation with crime reduction partnerships and support new or improved business crime management initiatives.
- Provide additional planting and lighting initiatives and help install floral displays to achieve a more attractive 'softer' environment across the whole of the BID area.
- Work with Cardiff Business Safe to continue to grow the existing RadioNet Scheme.
- Invest in city centre entertainment and provide additional funds to support existing events that boost business and establish new events in current quiet periods.
- Work with the Principality Stadium, Stadium Events Group, Cardiff Council and tourism partners to ensure businesses have an open and positive input to the bidding, planning and management phases of major events held across the city centre. The BID would help coordinate a cross sector business group to discuss securing major events and commitments towards value for money, timing, frequency, impact and promotion.
- Work in conjunction with other partners to build on and add value to the Christmas season in Cardiff city centre.
- Forge closer links between businesses, universities and colleges to build a greater understanding of how to create an exciting and appealing offer, to manage issues as they arise, and hopefully encourage more students to choose Cardiff and stay here once qualified.
- Work with businesses to establish a strong and viable evening economy that encourages people of all ages to stay in the city after work, or to visit the city more regularly in the evening.
- Working with the Council, transport and parking operators, the BID will seek to make it easier to access and to navigate around the city centre.
- Promote information about routes into the city.
- Support cyclists through improved secure facilities.
- Work with partners responsible for the place marketing and management of Cardiff and support a strategy to widen Cardiff's appeal to help promote to a wider audience beyond the immediate catchment area and into national and international markets. Key targets would be business tourism and conferences.
- Provide a collective voice for over 700 businesses and several sectors, and will communicate and negotiate with other key representative groups.

- Undertake research in to the key issues that affect businesses and to help influence city decision-making.
 - Lobby the City of Cardiff Council and other regional agencies on behalf of BID businesses.
 - Provide a focus point for strengthening business networks, communications, incubating new ideas and collaboration between all city centre businesses regardless of sector.
 - Work with local authorities and economic development agencies to assist them with attracting local, national and international investors.
23. In addition to the references within the Summary Business Plan, the final BID Business Plan reinforced the commitment to supporting the Night Time Economy, including a specific commitment that:
- “The BID will work closely with the Police and Cardiff Council to design the programme of investment for the evening and night time economy, this will include support for the creation of dedicated additional police resource to maintain and improve the safety of the City centre.”*
24. In support of these arrangements it is proposed that The Cabinet Member for Skills, Safety and Engagement will task officers with developing an appropriate action plan for the Night Time Economy that will inform the programme for investment agreed for the BID agreed between the City of Cardiff Council and the Police.
25. The BID has already committed to will “Invest in managing the evening and night time economy, and strengthening business participation with crime reduction partnerships to a level equal or greater than the amount a Late Night Levy would have raised from the city centre” on the basis that a Late Night Levy is not introduced for city centre premises.
26. Such an approach is seen as prudent. There are currently seven levies in place across England, but there have been a significantly higher number of councils who have considered and rejected the introduction of a late night levy. These include cities similar in size and nature to Cardiff, such as Bristol, Leeds and most recently, Liverpool who, following an intensive consultation, rejected the need for a levy.
27. These Councils have determined that a BID scheme would provide a more targeted spending of funds and develop a more inclusive approach toward managing the night time economy. One of the Councils that adopted the levy, Cheltenham, has stated that should their current BID proposal be approved, they will scrap the levy. The levy in Cheltenham has raised £77,000 of an estimated £200,000 (39% of the estimate).
28. It is also proposed to invite the Chair of the BID to attend Cardiff Public Services Board meetings to ensure that firm links with the private sector are maintained and improved upon in this regard, and to ensure future clarity.
29. More detail is available within the Business Plan attached as Appendix B.

BID Support

30. The City of Cardiff Council will be the organisation responsible for collecting the BID levy and subsequently will incur costs to administer the collection. The Council will charge the BID to cover the costs of these activities.
31. In order that the BID company can begin delivering projects it is proposed that a sum will be provided in advance of future payment of the Levy on the basis that this sum will be taken from future collections of the levy. This will enable the BID to begin delivering projects and services should the ballot be successful.
32. In the event that the ballot secures a decision to proceed, a non-profit BID company is to be established to oversee the delivery of the BID. The company will be fully resourced from the levy that it places on the BID area. The proposal indicates that the BID could generate around £1.5 million per annum based on a levy of 1%.
33. The business plan allocates over 83% of the first year's levy to deliver project activities and initiatives, 14% has been earmarked to meet the BID company's operating costs, with the balance (just under 3%) set aside to cover contingencies. The sums allocated to each heading may need to be flexed as part of the process to fine tune the business plan i.e. once the final rating list is agreed and BID levy rules have been determined.
34. In order that the BID company can deliver projects as set out in the BID Business Plan the BID director has requested that the Council agrees to provide the BID company with up front funding to ensure that the BID projects can start being delivered effectively from the earliest stage. As set out in paragraph 30 the Council will collect the BID levy payments and will transfer the amount collected to the BID company. It is intended that the Council will recover the amount provided to the BID company as an advanced payment by retaining the equivalent amount from the BID levy payments collected.
35. It is proposed that the Council would support in principal the advance payment to support activities subject to appropriate due diligence and following discussion with the BID Board should this be established.

Board Nomination

36. At the Cabinet Meeting of Thursday, 19th May, 2016 it was resolved that should a yes vote be achieved, the Director of Economic Development be nominated as the Council representative to the board of the BID company.
37. However a review of BID Boards of other UK cities highlighted the need for elected member representation. In many cases the Leader or lead Cabinet Member for economic development is often provided with a place on the board, albeit with the restriction that local Government can have a maximum of 20% of the total votes available on the board.

38. It is therefore proposed that the Council would nominate the Leader of the Council in addition to the Director of Economic Development for places on the board of the BID. The BID Business Plan current allocates two places for public sector representation, in line with guidance that the BID Board established reflects a broad reflection of the city centre's businesses and organisations.

Reason for Recommendations

39. To propose a Service Level Agreement for the City Centre Management Team.
40. To establish the Council's position the support to be provided to the Business Improvement District.
41. To agree nominations for BID Board.

Financial Implications

42. The draft Service Level Agreement attached Appendix A reflects the 2016/17 resources relating to the City Centre Management Team. Whilst the gross expenditure budgets total to £261,540, 98.8% of this amount (£258,500) is directly funded by income generated externally. The remaining 1.2% (£3,040) forms part of the Council's base budget.
43. The amounts referred to above are inclusive of the 2016/17 budget proposals put forward in respect of the City Centre Management Team. These include the need to generate an additional £45,000 of income (from street food events) and to identify an alternative delivery model in respect of the taxi marshalling service to meet savings totalling £122,000.
44. As outlined in the report, the responsibility for City Centre Management staff and budgets will be retained by the council under the direction of the Head of Economic Development. Any changes to the activities and/or levels of services currently planned for 2016/17 will need to be through a consensual agreement with the Council and be contained within existing resources. Given the significant reliance on externally generated income any agreement to deviate resources will need to consider the impact on the team's ability to generate the require levels of income to balance its budget.
45. The BID levy as collected by the Council, remains the property of the Council and is ring-fenced for the specific purpose of the BID. Therefore, once the details relating to the BID company have been finalised (including the business plan and financial management arrangements), the Council will need to undertake a final review and satisfy itself that all the necessary arrangements are in place. The review will need to ensure that the governance structure is appropriate and robust accounting and reporting arrangements are in operation. The final business plan will need to demonstrate that income, expenditure and cashflow projections are in-line with the proposal and that VAT, taxation matters and audit requirements have all been factored in, as appropriate.

46. The level of any 'advance' that the Council may agree to will be assessed once the final business plan has been reviewed and the financial management arrangements are clearly understood. Central to the Council's decision will be the need to understand the cashflow implications associated with the early stages of the BID Company's incorporation and set-up. Any advance will be limited to the period prior to bid levy bills being raised and paid over to the BID Company, details of which will be set-out in the Operating Agreement that Council will enter into with BID Company. Any advance paid may be off-set against the Council's BID levy liability in respect of those Council hereditaments falling within the approved scheme.

Legal Implications

47. The establishment of a Business Improvement District is to be conducted in accordance with the Business Improvement Districts (Wales) Regulations 2005

RECOMMENDATIONS

The Cabinet is recommended to:

- a) Delegate authority to the Director of Economic Development, in consultation with the Leader of the Council, the Chief Executive, the Section 151 Officer and the Monitoring Officer to conclude a Service Level Agreement with relation to City Centre Management on the basis of the draft agreement set out in Appendix A.
- b) Give delegated authority to the Section 151 Officer in consultation with the Leader of the Council, the Chief Executive, the Director of Economic Development and the Monitoring Officer to approve an advance to the BID company on the basis that any advance would be repaid through levy collection and paid within the current financial year and based on the principles established in this report.
- c) Nominate the Leader of the Council in addition to the Director of Economic Development as BID Board Members.

NEIL HANRATTY

Director
21 July 2016

The following appendices are attached:

Appendix A: City Centre Management SLA
Appendix B: BID Board Representation
Appendix C: BID Business Plan

City Centre Management Draft Service Level Agreement

The Business Improvement District provides an opportunity to bring together key stakeholders in the city centre to maximise efficiency of decision making and to co-ordinate delivery. In light of this it is proposed that the current City Centre Management arrangements are aligned with the BID company. In ensuring alignment of resources it is proposed that a Service Level Agreement is developed between Cardiff Council and the Business Improvement District whereby the BID management is able to utilise the resources of the City Centre Management team on the basis that current levels of service provision within the Council are maintained. Under such an approach staff employed in City Centre Management team would remain employed by the City of Cardiff Council. This arrangement would be reviewed after the first year of operation.

Current Service Provision

The Directorate Budget for 2016/17 established the budget for City Centre Management as £261,540. Of this £86,000 of which is allocated to employee expenditure. The service is financed from externally generated income and a small Council contribution.

Current Level of Service Provision

Number of Staff & Equipment	Monday to Friday 1x City Centre Manager 1x City Centre Administrator 3x Buggies 1x Mobility Driver	Saturday & Sunday 1x Mobilty Drivers 7x Taxi Ambassadors (PT)
Specification	City Centre Management are responsible for both the day & night time economies, including: <ul style="list-style-type: none"> • Revenue Generation via Activity Sites & Street Dressing • Environmental Management • Traffic Management • Security • EVAC • Partnership Working – Retailers / Businessess / Stadium / Police / Private and Public Sector 	
Boundary Area	The City Centre boundary is East side – Newport Road / West to the River Taff (Stadium) North – City Hall / South – Callaghan Square	

Service Provision

The current level of service provision will be maintained, met by income from the City Centre Management Team. The Economic Development Directorate will commit to

its current allocation of funding, whilst also setting income targets for the City Centre Management Team within the scope of retaining current levels of service provision.

Changes to Service Provision

Should there be a requirement, agreed by both the Head of Economic Development and the BID Board, changes can be made to the current level of service provision in order to ensure appropriate allocation of resources. This means that the overall allocation of resources between the strands of work identified in the table above can be altered through a consensual agreement between the City of Cardiff Council and the Cardiff Business Improvement District.

Governance

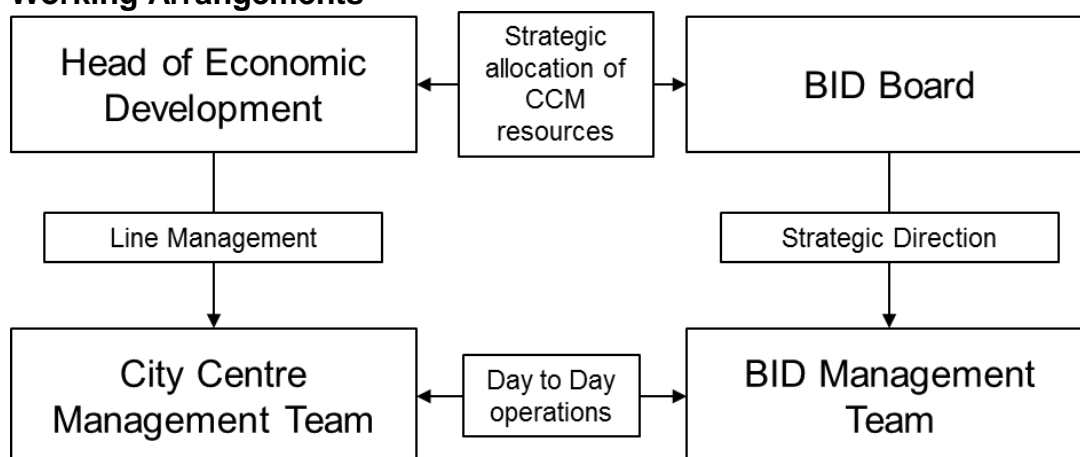
The Head of Economic Development will remain the manager of the City Centre Management Team, and line manager of the City Centre Manager. Day-to-day activities however will see the City Centre Manager work collaboratively with the BID Management Team in identifying and addressing City Centre operational issues. This will include allocation of resources in relation to:

- Street dressing
- Environmental management
- Traffic management
- Security

This means that for day to day operational issues resources can be adjusted according to the needs of the Business Improvement District. Any changes to the overall levels of service provision however would require the joint agreement of the Head of Economic Development and the BID Board.

The aim of this arrangement is to ensure that the operational work of the City Centre Management Team is aligned with that of the BID Management Team.

Working Arrangements



Operational Issues

In order to facilitate complementarity of the City Centre Management team and the BID Management team will be co-located and the City Centre Manager will report to the BID Director on a day to day basis.

Period of Agreement

The SLA will be review on an annual basis, and will conclude at the end of the BID term.

Reporting

The Head of Economic Development will attend BID Board Meetings in an observer status to reflect Line Management responsibilities with respect to the City Centre Management Team.

Obligations

The City Centre Management Team will be expected to deliver their obligations as established in the baseline report unless otherwise agreed with the BID Board.

In establishing the SLA the BID will be expected to deliver against its Business Plan unless otherwise agreed otherwise by the Director of Economic Development.

BID Board Council Representation

Core Cities

Birmingham – Westside BID includes two directors who are councillors.

Bristol – Broadmead BID includes a council project manager.

Leeds – One Cabinet Member who is a board member.

Liverpool – Two Cabinet Members and one officer represents the two BID companies.

Manchester – The Heart of MCR BID is run by CityCo. The board of CityCo includes as directors two Manchester City Cabinet Members, one Salford City Cabinet Members and Two Manchester City officers.

Newcastle – the BID here is managed by NE1, which includes a two city councillors plus the chief executive on the board as Non-Executive Directors.

Nottingham – Business Led Board.

Sheffield – The board includes Deputy Leader & Cabinet Member for Business, Skills & Development, Sheffield City Council; and Director of Business Strategy and Regulation, Sheffield City Council).

Selected Wales BIDs

Swansea – BID Board includes two Cabinet Members.

Merthyr Tydfil – BID Board includes Cabinet Member.

EVEN BETTER TO VISIT, MEET, STUDY, WORK AND INVEST.



BUSINESS
IMPROVEMENT
DISTRICT
ARDAL GWELLA BUSNES

Vote **YES** to secure five years of new investment in Cardiff City Centre. ▶

2016-2021

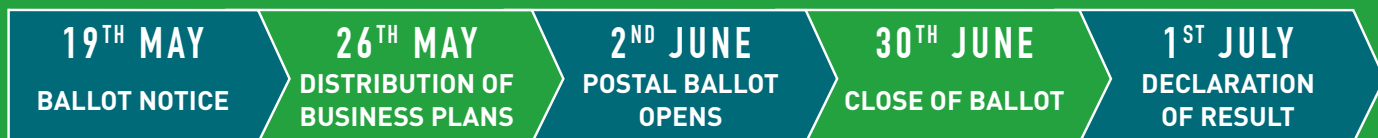
BUSINESS PLAN

WELCOMING

VIBRANT

INFLUENTIAL

LOOK OUT FOR YOUR BALLOT PAPER AND **VOTE YES** FOR CARDIFF BID



The BID Postal Ballot will take place between 2nd June and 30th June 2016. Your signed ballot must reach Electoral Reform Services by 5pm on 30th June.

Electoral Reform Services are the independent ballot organisers. Businesses occupying more than one eligible property will be sent more than one ballot paper - one ballot paper per property. Please use all your votes. Don't waste them.

The ballot will be carried out via post. Voting by proxy is available.

If you lose your ballot paper replacements can be issued. Please get in touch with The Cardiff BID team immediately you realise you need a replacement.

MEET THE CARDIFF BID TASK GROUP

The Task Group is a representative group of businesses that volunteered to work towards preparing the business plan and the ballot.



Simon Phillips
Marks & Spencer
& Task Group
Chair



Marie Fagan
Hilton Hotel/
Cardiff Hoteliers
Association &
Task Group Vice
Chair



Cliff Vanstone
John Lewis



Natasha Williams
S.A. Brain



Nick Newman
Brewhouse/
Cardiff Licensees
Forum



Bruno Nunes
Peppermint Bar/
Independent
Business



Phil Sheeran
Motorpoint Arena



Steven Salamon
Wally's Deli/
Independent
Business



Richard White
Boots



Stephen Widnall
Rightacres
Property Co Ltd



Ken Poole
City of Cardiff
Council



Paul Williams
City Centre
Manager



Nigel Griffiths
Chief Inspector
South Wales
Police



Stephen Madeley
St David's Dewi
Sant



Andrew Phillips
Savills /Castle
Quarter



Neil Wicks
National Museum
Cardiff

WHY VOTE YES?

From the Task Group Chair

I am delighted to be able to introduce this Business Plan for the Cardiff Business Improvement District (BID). The Plan is the result of extensive engagement and consultation with Cardiff businesses. A Task Team made up of local business representatives has been working hard, using the business feedback, to create objectives, projects, budgets and potential governance structures for a Cardiff BID. The time is right for a Business Improvement District in Cardiff city centre and we hope you take the time to read through the plan and support the ideas it includes. Cardiff is one of the last remaining UK cities without a BID and whilst our city centre is performing well, our competitors are adopting BID's to become more organised and are investing significantly in making their city centres great places to visit, meet, study, work and invest. Surely that is a vision that benefits the Capital City?



The BID is a great way to develop and manage the environment in which we all operate, providing business leadership for an area and acting as a stimulus for visible improvements, but importantly it also provides a united voice of influence and opinion.

The Cardiff BID will provide the opportunity for us to self-fund projects, for the benefit of all businesses in the area through tackling specific local issues and thereby enhancing the overall experience for visitors, shoppers and workers alike.

Businesses have said the BID should focus on encouraging people to visit more often, stay longer and invest more in the city centre. We hope you agree, and will join us by voting **YES** for Cardiff BID.

SIMON PHILLIPS
Marks & Spencer

**A CARDIFF BID COULD MEAN £7.5 MILLION
BEING RAISED BY BUSINESSES AND IS...**



INVESTED BY YOU

MANAGED BY YOU

BENEFITTING YOU

Cardiff BID will focus on making the city centre more Welcoming, Vibrant and giving you more Influence on how it's managed and improved.

Cardiff BID is about all city centre businesses including Retail, Office, Leisure, Professional Services, Culture, Education and Tourism.

By working together the Cardiff BID will make it a better place to visit, meet, study, work and invest.

**A BID TO FOCUS ON ENCOURAGING PEOPLE TO
VISIT MORE OFTEN, STAY LONGER AND INVEST
MORE IN THE CITY CENTRE.**

WHAT IS A BUSINESS IMPROVEMENT DISTRICT (BID)?

A BID is a **business-led initiative** supported by government legislation, which gives local business the power to get together, decide what improvements they want to make in their city centre, how they will manage these and what it will cost them. BIDs have the power to raise and spend funds locally, with the sole aim of improving their trading environment.

BIDs have a maximum term of 5 years, which gives them a good length of time for businesses to feel the benefit of the services and projects delivered by the BID. BIDs deliver services and projects that are always in addition to those provided by the public agencies including Cardiff Council and the Police.

BIDs are usually run by not for profit companies and are **controlled by the businesses that fund them**. They are run as a private sector organisation with a business mind-set.

A BID can only be formed following extensive consultation with businesses. The ideas from the consultation are included in a business plan. A postal ballot is then carried out giving each eligible business the opportunity to **vote for the implementation of the BID Business Plan**. Since the legislation was introduced in the UK in 2004 nearly 200 BIDs have been formed, in locations including Belfast, Birmingham, Bristol, Leeds, Liverpool, Nottingham, Sheffield, Edinburgh and over 50 in London.



NATASHA WILLIAMS
S.A. Brain

“ Cardiff embracing the BID would be a great step forward in securing a collective responsibility for improving our fantastic city.”

VOTE
✓ YES

▶ BIDs operate for 5 years. Throughout the term they **are accountable to their levy-paying businesses** and must demonstrate how they make a difference. After 5 years, a re-ballot must be held to enable the BID to continue.

In order for a BID to be established, a ballot of all eligible businesses in the BID area is held. For the ballot to be successful, conditions must be met:

1. Over 50% of businesses that vote, must vote in favour of the BID.
2. Of the businesses that vote, those voting yes must represent a greater total rateable value than those who vote no.

The **BID levy will be mandatory** for all liable businesses in the BID area regardless of whether they chose to vote. If the BID is established, it will not be possible for a business to 'opt out'.

▶ UK experience shows how after 5 years, nine out of ten BIDs continue following a second vote, usually with a higher turnout and a stronger mandate. This demonstrates the power of BIDs and how they are regarded by the businesses that fund them.

AM I ELIGIBLE TO VOTE?



All businesses with a rateable value of £25,000 or more are eligible to vote in the ballot. Exempt businesses below this level are not eligible to vote but may opt to make a voluntary contribution and receive the same benefits.

WHY DOES CARDIFF NEED A BID?

Cardiff city centre is compact, vibrant, cosmopolitan, and great value for money. Cardiff is also one of the UK's fastest growing cities, with a rising population, new development and investment. It has been named as one of the best shopping destinations in the UK, hosts' brilliant major events that draw people from all over the UK and abroad, and is already one of the most liveable capital cities in Europe. So why does Cardiff city centre need a BID?

The city centre is performing well but if Cardiff aspires to continue to be amongst the best it needs to improve and become an even better place for all people to visit, meet, study, work and invest. A key part of making this happen is a "Yes" vote for Cardiff BID.

Cardiff continues to be rejuvenated; with major new developments, infrastructure and investment, yet public sector cuts and reduced spending are an ongoing challenge, one faced by every UK city. A BID is a key piece in the jigsaw, which opens the door for all business sectors (retail, leisure, office, entertainment, culture) to work together with the public sector to create a meaningful resource and have a greater say in making change happen – to make the best of what we have already and invest in improvements.

Cardiff is one of the few remaining UK cities not to have established a BID, and our neighbours and competitors are already benefiting from businesses taking that leap to invest in their own future and are now reaping the rewards.

■ ■ **Cardiff has a long tradition of excellent independent businesses and the Cardiff BID is playing a key role in supporting this. The Cardiff independents fund will enable us to showcase exactly what it is that makes our businesses unique and allows Cardiff as a city to shout about the variety and quality of its independent offer. The high proportion of high quality independents in Cardiff makes it an exceptional city. The Cardiff BID is committed to recognizing, celebrating and supporting our vital contribution to the local economy. "**

STEVE BARKER
Coffee Barker

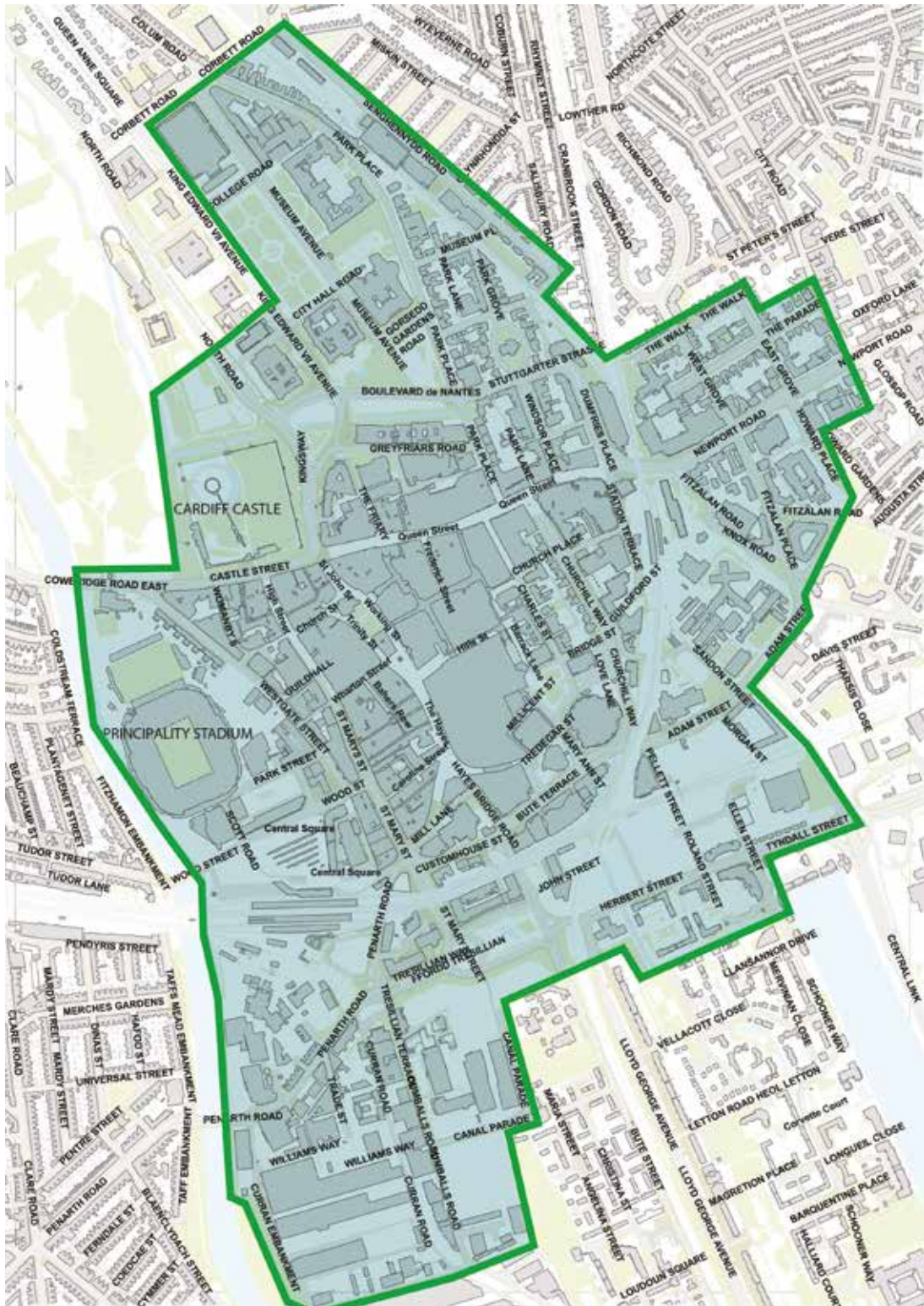


VOTE
✓ **YES**

CARDIFF BID AREA

Cardiff has developed with several distinctive business zones all within close proximity to the centre of the city. The BID area has been carefully chosen to include all of these established and developing zones, and the key business sectors reliant on the city centre for

commerce, infrastructure and profile. The BID funds will only be invested in projects that benefit the businesses within this area, in line with statutory regulations.



CARDIFF BID AREA

The following streets are located within the BID operating area:

Adam Street	Ellen Street	Moira Terrace	Stuttgarter Strasse
Bakers Row	Fitzalan Place	Morgan Arcade	The Friary
Barrack Lane	Fitzalan Road	Morgan Street	The Hayes
Boulevard de Nantes	Frederick Street	Museum Place	The Parade
Bridge Street	Garth Street	Newport Road (between Dumfries Place & junction with City Road & Glossop Road)	The Walk
Bridge Street Arcade	Golate		Town Walk
Brigantine Place	Gorsedd Garden Road		Town Wall
Bute Terrace	Grand Arcade	Newport Road Lane	Town Wall South
Callaghan Square	Great Western Lane	North Road (between Dukes Street & junction with City Hall Road)	Trade Street
Canal Parade	Greyfriars Place		Trade Street Lane
Caroline Street	Greyfriars Road	Old Arcade	Tredegar Street
Castle Arcade	Guildford Crescent	Park Grove	Tresillian Terrace
Castle Street	Guildford Street	Park Lane	Tresillian Way
Cathays Park	Guildhall Place	Park Place	Trinity Street
Cathedral Walk	Hansen Street	Park Street	Tyndall Street
Central Square	Harlech Court	Pellett Street	Union Street
Charles Street	Havelock Street	Penarth Road (between Tresillian Way & Curran Embankment)	Victoria Place
Church Place	Hayes Arcade		Wesley Lane
Church Street	Hayes Bridge Road	Quay Street	West Canal Wharf
Churchill Way	Hayes Place	Queen Street	West Grove
City Hall Road	Herbert Street	Rosemary Street	Westgate Street
College Road	High Street	Royal Arcade	Wharton Place
Crawshay Street	High Street Arcade	Sandon Street	Wharton Street
Crockherbtown Lane	Hills Street	Saunders Road	Williams Way
Curran Embankment	Howard Place	Scott Road	Windsor Lane
Curran Road	John Street	Senghennydd Road	Windsor Place
Custom House Street	Jones Court	St Andrews Crescent	Womanby Street
David Street	King Edward V11 Avenue	St Andrew's Lane	Wood Street
Duke Street	Kingsway	St Andrews Place	Working Street
Duke Street Arcade	Knox Road	St Davids Way	Wyndham Arcade
Dumballs Road (between Tresillian Way & junction with Curran Road)	Little Frederick Street	St Davids Dewi Sant	
Dumfries Place	Lloyd George Avenue	St John Square	
East Grove	Love Lane	St John Street	
Edward Street	Mary Ann Street	St Mary Street	
	Mill Lane	Station Terrace	
	Millicent Street		

A BUSINESS PLAN WRITTEN BY BUSINESSES LIKE YOU

For the past 12 months, the Cardiff BID Team has listened to your views on a BID for Cardiff City centre. The consultation process has included:

- surveys,
- business workshops and
- face-to-face meetings.

Individual and group meetings with City centre businesses, public agencies and stakeholders at local and national headquarters have shaped the development of this Business Plan. As a result of this engagement hundreds of businesses have had their say and have told us what they want for the City.

CONSULTATION OVER THE PAST 12 MONTHS HAS BEEN EXTENSIVE, INCLUDING:

1

A city centre business survey distributed to 1,000 businesses

2

Formation of a BID Task Group – representative of the BID study area both by sector and geographically (see Cardiff BID Task Group)

3

Consultation with the Public Agencies who currently provide services within the city centre

4

Programme of workshops – to allow businesses to engage with the process in more depth

5

One-to-one business meetings

6

Presentations to the sector groups such as the Cardiff Hoteliers Association and Licensees Forum

7

Launch of draft Business Plan including coverage online, TV and radio

8

Draft business plan delivered to all eligible businesses

9

Open business meetings to discuss the draft Business Plan

WHAT WE PLAN TO DO

It is important that the BID projects reflect the ideas and address the needs of the businesses who are investing into it. Our consultation to date has found that businesses across all sectors share many similar priorities and needs.

▶ **OVER THE NEXT 5 YEARS, BUSINESSES HAVE SAID THAT THEY WOULD WANT A BID TO FOCUS ON ENCOURAGING PEOPLE TO VISIT MORE OFTEN, STAY LONGER AND INVEST MORE IN THE CITY CENTRE.**

You have told us that the BID needs to spend its first term **building credibility and making a visible difference**. This means improving the quality and consistency of the city centre experience for all our businesses, visitors, employees, students and investors. **Once we have achieved our goals we will actively seek recognition for what we have accomplished through accolades and national awards**. Businesses want to be more involved in shaping the decisions that affect them most and to work together to genuinely influence the way the city centre is managed.

Cardiff BID is about all the city centre businesses including Retail, Office, Leisure, Professional Services, Culture, Education and Tourism. By working together the Cardiff BID will make it a better place to visit, meet, study, work and invest.

▶ **IN SUMMARY, BUSINESSES HAVE SAID IN THE FIRST 5 YEARS THEY WANT THE CITY CENTRE TO BECOME MORE:**

WELCOMING

Providing a Capital welcome that is cleaner, safer and greener

VIBRANT

That is lively, entertaining and easier to know about and to get to

INFLUENTIAL

Business working better together, reacting quickly, with resources, whilst helping to reduce costs



easyGym is supporting the Cardiff BID to help promote a diverse retail and leisure experience, and provide more reasons for the city centre workers, students and visitors to spend time here during the day and evening. Investing significant sums in making the centre more welcoming and vibrant will benefit our businesses and the BID will help us to strengthen our networks with other businesses, to grow and evolve as new opportunities develop.”

ANDREW PHILLIPS
easyGym



VOTE
✓ **YES**

Cardiff Licensees Forum urge its member to **vote YES**, this is not just because we think it is the right thing to do for our city centre but also because it is right for our businesses. A YES vote will mean exemption from a Late Night Levy for our businesses should it be introduced at some future date”

NICK NEWMAN
Brewhouse/Cardiff
Licensees Forum



VOTE
✓ **YES**

WELCOMING

£3M OVER 5 YEARS

BUSINESSES SAID...

We need to get the basics right and to improve standards and the presentation of the city centre, making it look good, feel safer and better managed. You want quality public realm and cleaner streets, enforcement of anti-social and unlicensed activity and investment to ensure customers can enjoy the night time economy without fears about safety and anti social behaviour.

CARDIFF BID WILL...

CLEANER

- Fund a dedicated **cleansing and waste team** to deal directly with business concerns; carry out tactical cleaning of frontages, doorways and hot spots that can quickly and efficiently target problem areas over and above those currently provided by the Council; and responding to business call outs and report/liaise with Cardiff Council.
- Work with Cardiff Council to ensure their cleansing and collection schedules supports the needs of the city centre businesses e.g. 'morning after', following major events, timely waste collections. Also, to work to provide information and advice to businesses on the presentation of waste.

SAFER

- Support a team of uniformed BID-branded **Cardiff Ambassadors** dedicated to ensuring the city centre is a safe, secure, managed environment. This team will provide a warm welcome to the BID area, be a hub of information for visitors and businesses, and become the face of our city centre.
- The BID is committed to investing in the management of the evening and night time economy, and to strengthening business participation with crime reduction partnerships and supporting any new or improved business crime management initiatives. The BID will work closely with the Police and Cardiff Council to design the programme of **investment for the evening and night time economy**, this will include support for the creation of dedicated additional police resource to maintain and improve the safety of the City centre.

- Add value to existing night time economy schemes, for example the **Street Pastors and Taxi Marshalls**, where they continue to provide valuable on street support for the city's night-time visitors. That means even more residents; students, visitors and employees will be able to benefit from the reassurance of using the city centre at night.
- The BID will seek to work with Cardiff Business Safe to continue to grow the existing **RadioNet Scheme**, a valuable tool linked with CCTV which shares information on incidents of crime and anti-social behaviour and potential offenders. The BID will look at linking the proposed Ambassadors and its 700 business members with the scheme, as well as seeking to reduce the cost to businesses, increase coverage and its effectiveness.
- Work with agencies around the reduction and improved management of the homeless community and strategies to **manage street begging and drinking**, both of which are highly visible on the streets.

GREENER

- Provide and tend to **additional planting and lighting** initiatives and help install floral displays to achieve a more attractive 'softer' environment across the whole of the BID area.
- Work with property owners and local authorities to urge for the improved presentation of the **key arrival points/gateways** and to be proactive in removing the clutter and distractions that currently exist.



HOW WE WILL WORK WITH THE LATE NIGHT LEVY?

The late night levy is a local authority power to raise a financial contribution from late-opening (after midnight) alcohol suppliers towards policing the night-time economy. This is separate from the BID, with Cardiff Council & the Police considering introducing a city wide Late Night Levy in the near future.

- If there is a successful YES vote, agreement has already been secured for a licensee's exemption from a future Late Night Levy. The exemption applies to all licensees located within the BID area and paying the BID levy. At the same time the BID will invest in managing the evening and night time economy, and strengthening business participation with

crime reduction partnerships to a level equal or greater than the amount a Late Night Levy would have raised from the city centre.

- For those licensed businesses that fall below the proposed £25,000 BID threshold, you are able to take out voluntary membership of the BID (see The BID Levy, page 18), and in return the BID is committed to paying, on your behalf, any future Late Night Levy. This is to ensure that all BID licensees are competing on an equal footing and encourage the growth of small independent licensees.

“ I am very supportive of the Cardiff Business Improvement District - bringing together retailers and other city centre businesses, to have a direct say in how their money is spent, will help bring focus and additional activity to our City.”

CLIFF VANSTONE
John Lewis



VIBRANT

£4M OVER 5 YEARS

BUSINESSES SAID...

Cardiff has a great profile across the UK and globally as a city of attractions, big brand and independent shopping, international sport, culture and entertainment. There are also 1.6 million people living within an hours travel to the city centre and a footfall of some 40 million a year. You want the BID to focus on improving the city centre experience, whether for residents, students, employees and visitors. This means **making it easier to travel into and out of the city centre, capturing people more frequently and keeping them here for longer.** This would mean making the city centre busier and vibrant, both day and night, and all year-round.

CARDIFF BID WILL...

ENTERTAIN

- Invest in a city centre entertainment – to draw people into and around the whole BID area week in week out. Smaller, **more focused and more frequent street entertainment** will familiarise visitors with the entire city centre, and create a positive, welcoming atmosphere.

EVENTS

- We know the city is celebrated for its major events that enhance both the reputations of Cardiff and Wales. We will establish which events drive business growth with an objective of enhancing the events calendar to drive an even greater return for all sectors. This will include: **providing additional funds to support existing events that evidently boost business and establish new events in current quiet periods** which will increase footfall and spend e.g. fashion, food, culture, music, film and so on, e.g. Vogue's Fashion Night Out in Heart of Manchester BID.
- We will work with the Principality Stadium (former Millenium Stadium), Stadium Events Group, Cardiff Council and tourism partners to ensure **businesses have an open and positive input to the bidding, planning and management phases of major events held across the centre.** The BID would help coordinate a cross sector business group to discuss securing major events and commitments towards value for money, timing, frequency, impact and promotion.
- **Christmas campaign** -working in conjunction with other partners to build on and add value to the Christmas season in Cardiff city centre. The BID will ensure Christmas kicks off with a bang and is a world class and memorable experience.

INDEPENDENT

- **Independent businesses and the historic arcades are a crucial and distinctive feature of Cardiff's retail and leisure offer.** The BID is committed to celebrating and supporting their vital contribution to the charm, character and diversity of the City centre– this means there really is something for everyone.

The BID will **ring-fence over £500,000 exclusively for supporting independent businesses** and form a new independent business group to recommend how this fund is spent each year. In addition the proposed investment in entertainment, events and marketing will include bespoke independent aspects to each campaign. Ideas include promoting the combined attraction and unique character of all the historic arcades, a map of all independent stores, special promotions weeks, rewards and loyalty schemes supporting local independent shopping.

- Many of the smaller independent traders fall below the £25,000 rateable value threshold and will not automatically contribute to the BID. However, exempt businesses can become voluntary members and make an annual £250 contribution which will boost the ring-fenced pot and so directly benefit from the funding available and the independent initiatives that are delivered.

STUDENTS

- There are 75,000 students within the catchment of the City centre, and with new developments taking place, the number of students living in the centre continues to grows. The BID will forge closer links between businesses, universities and colleges to build a greater understanding of how to **create an exciting and appealing offer**, to manage issues as they arise, and hopefully encourage more students to choose Cardiff and stay here once qualified.

CITY CENTRE WORKERS

- Many office sector businesses have told us how important a vibrant, safe and accessible city centre is to the recruitment and retention of their workforce. The same has been said about encouraging clients and suppliers to visit and spend more time in Cardiff. **The BID would ensure that the Cardiff city centre experience is good for their employees and good for promoting their own business.**

AFTER WORK & EVENING ECONOMY

- Successful cities have often established diverse retail and leisure experiences that appeal to employees and visitors in the evening. The BID will work with businesses to **establish a strong and viable evening economy** that encourages people of all ages to stay in the city after work, or to visit the city more regularly in the evening.

PUBLICISE IT!

- If we are putting on entertainment, running events, have special promotions or know about the great things our partners are doing, **the BID will have a solid communications strategy and make sure all 700 levy paying businesses know about it so you can also tell your customers and employees.** We will liaise with the shopping centres and other agencies who are already marketing themselves and Cardiff – in order to **avoid duplication and to improve the coordination of information.**
- We will develop effective website and digital platforms and excellent media relations to spread the word.

EFFORTLESS

- Working with the Council, transport and parking operators, the BID will seek to **make it easier to access and to navigate around the city centre.** The BID will promote information about routes into the city, car parking availability/locations/cost, navigating the city centre, opening hours, best times to visit the city, and so on. Lack of clarity around these issues can prevent people from visiting the city particular during peak periods and major events.
- We will **support cyclists through improved secure facilities.**
- We will review existing information signage to reflect the changing appearance and behaviours of city centre users and invest in this **so that the whole business community feels that it is cohesive, consistent and easier for all people to use.**

IDENTITY & RECOGNITION

- The BID will establish an **instantly recognisable identity**, so visitors know they are within a managed area and can expect a high quality, lively, diverse and memorable experience provided by the BID.
- We will **actively seek national recognition for what we have achieved** in making the city centre more welcoming and vibrant through national awards.
- The BID would work with partners responsible for the place marketing and management of Cardiff and support a strategy to widen Cardiff's appeal - to help promote to a wider audience beyond the immediate catchment area and into national and international markets. Key targets would be business tourism and conferences.



“Focussing resources and strategy will enable us to be far more effective, helping Cardiff city centre to be an attractive, vibrant and thriving trading centre into the future.”

STEPHEN WIDNALL
Rightacres





“ We fully support Cardiff BID, it will enable all retailers, both national and independent, to work together to provide a better experience for residents and visitors. The independent sector in Cardiff is creative, talented and hard-working and has been vital to Cardiff’s growth for over a century, and the BID will inject important new funding to ensure this continues.”

STEVE SALAMON
Wally's Deli



INFLUENTIAL

£500K OVER 5 YEARS

BUSINESSES SAID...

The business community needs to work more collectively, binding all the key sectors together around mutual priorities. You also want an independent business voice that is heard on the bigger issues and with the resources and clout to get things done and help you perform effectively.

The Cardiff business environment is clearly on the move and the BID will represent your interest wherever it can. For example, there are important discussions taking place around new investment, transport infrastructure and Council resources, the Cardiff Capital Region, City Deal and Enterprise Zone.

CARDIFF BID WILL...

INFORM & REPRESENT

- Cardiff BID will provide a **collective voice for over 700 businesses** and several sectors, and will communicate and negotiate with other key representative groups.
- The BID has a **commitment to regularly communicate progress** with businesses through quarterly newsletters and annual reports.
- We will have independent resources and the financial capacity to **influence and inform key decisions** that are vital to the city centre and keep you informed of key issues that matter to you.
- The BID will also be able to undertake its own **independent research** in to the key issues that affect businesses and to help influence city decision-making.
- Lobby Cardiff Council and other regional agencies on behalf of BID businesses. We will have **regular meetings with senior Political leaders and Council Officers**, providing access to robustly represent the views of the BID community.

COLLABORATE

- **Superfast Broadband** - To upgrade the quality of city centre broadband for small businesses, the BID will work in partnership with BT to invest in targeted superfast broadband improvements. This could include fibre optic improvements for individual streets and arcades, and investigating and communicating with BT the benefits of new technology to drive business investment in a smarter city centre. The BID will support new pilot initiatives that create lower cost and high bandwidth connectivity for smaller businesses.
- **City Centre Car Parking** - The BID will work in partnership with car parking operators to develop initiatives to lower prices and encourage visitors to stay longer. New initiatives will work alongside projects to make the centre more welcoming and vibrant therefore helping drive footfall/flow and spend.
- **Education & Training Opportunities** - Local colleges and universities offer businesses the opportunity to benefit from training, research and academic opportunities. Working in partnership, the BID will help strengthen ties between education and business, including the promotion and delivery of affordable and flexible apprentice schemes and internships, tailored training and business clinics.
- We will provide a **focus point for strengthening business networks, communications, incubating new ideas** and collaboration between all city centre businesses regardless of sector.
- We will work with local authorities and economic development agencies to assist them with **attracting local, national and international investors**.



ALWEN WILLIAMS
Director Wales/
Cyfarwyddwraig Cymru
BT Group

“ BT will work in partnership with the BID to invest in targeted superfast broadband improvements for individual streets and arcades. This is a great example of how the BID can help drive business investment in a smarter city centre.”

VOTE
✓ YES

INFLUENTIAL

£500K OVER 5 YEARS

CUT BUSINESS COSTS- IMPROVE PERFORMANCE

- We will use our collective buying power to **negotiate discounts on business costs** such as waste collection, energy, insurance, legal fees etc.
- The BID will inform you of any new economic initiatives with business finance or grants to support your growth. For example the Digital Cardiff project that offered grants to upgrade to super-fast broadband.



HOW WILL I BENEFIT AND IS THIS FAIR?



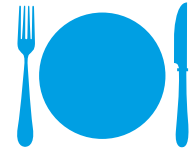
I AM AN OFFICE BASED BUSINESS OR NON-RETAILER

- A better-quality, more prestigious, and vibrant environment for your business, clients and staff.
- Safer streets, and well managed day and evening location.
- Better broadband coverage.
- Reduced costs through collective purchasing of services such as advertising, waste collection, insurance, confidential shredding etc.
- Perks for staff i.e. special promotions, events leisure initiatives.
- Better access and parking for staff and clients.
- Networking opportunities , better links with education and training.
- Working together and using each other's services.
- An influential business voice speaking up for you on the strategic issues.



I AM IN RETAIL, LEISURE OR ENTERTAINMENT

- Professionally managed, safer, cleaner and greener customer destination.
- Saving you money with a collective buying scheme (e.g. energy, insurances, merchant card charges, trade waste). For many these savings will cover your annual levy payment.
- Increased footfall & encourage customers to stay longer.
- Working to make it easier and less costly to park.
- More events that work better for businesses.
- Improved signage and information encouraging the flow of customers through the whole centre.
- Access to training.
- An influential business led body that tells you what's going on and represents you.



I AM IN HOSPITALITY CAFÉ, RESTAURANT, ACCOMMODATION OR PUB

- A better-quality, more prestigious, and vibrant environment for your business, clients and staff.
- Safer streets, and well managed day and evening location.
- Better broadband coverage.
- Reduced costs through collective purchasing of services such as advertising, waste collection, insurance, confidential shredding etc.
- Perks for staff i.e. special promotions, events leisure initiatives.
- Better access and parking for staff and clients.
- Networking opportunities , better links with education and training.
- Working together and using each other's services.
- An influential business voice speaking up for you on the strategic issues.

HOW WILL I BENEFIT AND IS THIS FAIR?

AND WHAT IF I VOTE "NO"

- We would lose the opportunity for over £7.5m private sector investment - we've tried to keep the levy low to only tackle the most important business concerns.
- Without investment, the conditions in which businesses are trying to trade in Cardiff are less likely to adapt and respond quickly enough. At the same time our competitors get stronger by forming their own BIDs.
- There will be no business voice, representing all business sectors, and with the resources to lever influence and make change happen

AM I ELIGIBLE TO VOTE?

All eligible businesses with a rateable of £25,000 or over will be able to vote (see BID Levy Rules section for those exempt from paying).

ISN'T THIS WHAT I PAY MY BUSINESS RATES FOR?

No. Business rates are collected by Cardiff Council and then re-distributed at a national level. The Council spends the allocated funding on services that are both statutory and discretionary. Businesses have very little say on what these services are.

BIDs are different. The money is collected locally, ring-fenced and controlled and managed by you. It can then only be spent on projects you have agreed to within the BID area. The BID levy does not pay for anything covered in your business rates. You know exactly how much you pay and you know exactly what it is being spent on.

AREN'T BIDS JUST A WAY OF LOCAL AUTHORITIES SAVING MONEY?

No. Baseline services provisions must be set out by all public bodies providing statutory services. Legally, a BID can only deliver over and above these existing services and part of the BID's role will be to make sure local public agencies are delivering against these statements. Statements have been established for:

- Car parking and enforcement
- Highway maintenance
- Street lighting and furniture
- City Centre Management
- Seasonal floral decorations, parks and recreational spaces
- Tourism
- Police
- Community Safety
- CCTV
- Street Trading and Enforcement

These are available on the BID website cardiffbid.com

Cardiff Council and other public bodies will also be levy payers and the BID will work with them and seek further match-funding for projects to generate additional income.. Businesses see BIDs as a way of enhancing and improving issues that wouldn't otherwise be dealt with, which is why more and more locations are adopting the model.

HOW WILL I KNOW IF THE BID IS DELIVERING THE CONTENTS OF THIS PLAN?

The BID will focus its resources on delivering the five objectives outlined in this plan. The BID will communicate its activity regularly and will be able to report on a variety of different performance indicators, as outlined on page 22. Ultimately, the business plan is binding and any significant or substantial change on what is set out here would need to be put to a vote of the levy payers.

ISN'T THIS A BAD TIME TO BE ASKING BUSINESSES FOR MONEY?

Not at all, it's a good time to be planning ahead. We know we have a great city centre, with top quality businesses and a special leisure, cultural and heritage offer. You have told us there is a huge amount of potential to be realised, so we want that potential to be met. The BID is a vehicle by which we can make this happen. BIDs aim to drive investment to increase sales and improve your trading environment and save businesses money. Businesses know how to deliver this best, which is why BIDs have an ever-growing track record of improving trading environments and bringing more customers into an area.

WHY ARE BUSINESSES WITH A RATEABLE VALUE BELOW £25,000 EXEMPT AND WHY ARE THE SHOPPING CENTRE AND ARCADE TENANTS GETTING A DISCOUNT OF UP TO THE MAXIMUM 0.3% ?

The overhead cost in order to provide a tangible service and high quality projects would exceed what the smallest businesses would pay. Exempt businesses are not eligible to vote but may opt to make a voluntary contribution and receive the same benefits. (See below)

About a third of the value of the projects identified in the Business Plan are already provided to Shopping Centre and Arcade tenants through their service charge hence the discount. Different centres and arcades provide different levels of services and this is why the amount of discount will vary between different managed estates.

WHAT OTHER LOCATIONS ARE DOING THIS?

There are many examples of BIDs and their businesses gaining from voting 'yes' to a BID. Swansea, Newport and Bristol are nearby examples and Birmingham, Manchester, Liverpool, Nottingham, Sheffield, Belfast, Edinburgh and London are a few who have benefited from BIDs being set up for their cities.

THE BID LEVY

Cardiff BID will be financed through an annual levy of 1% of the rateable value of your premises. The levy will apply to all business rate payers with a rateable value of £25,000 or more. Eligible levy paying businesses located in shopping centres and arcades will pay a BID levy of between 0.7% and 1%. This takes the payment of their existing service charges into account.

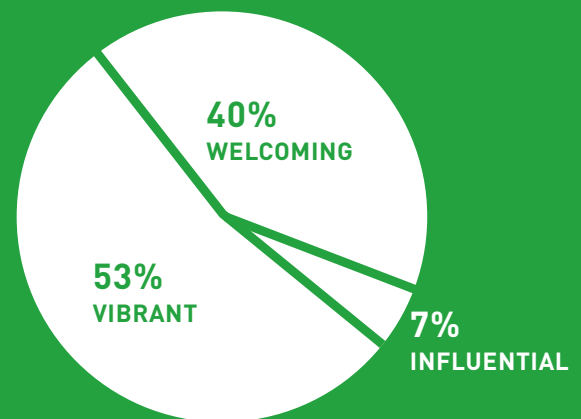
Over the 5 year term, the BID will therefore result in an investment of over £7.5 million into business in Cardiff City Centre. The annual levy is an investment. In return for your investment, your business benefits from additional projects and services. The BID company will be accountable for every £1 it receives or generates.

**TYPICALLY, FOR EVERY £1 INVESTED,
BUSINESSES CAN EXPECT TO SEE A £3 RETURN.**

EXAMPLE BID LEVY

RATEABLE VALUE	MAXIMUM ANNUAL LEVY	MAXIMUM DAILY EQUIVALENT
£25,000	£250	£1.20
£50,000	£500	£2.40
£75,000	£750	£3.60
£100,000	£1,000	£4.80
£200,000	£2,000	£9.60
£300,000	£3,000	£14.40
£750,000	£7,500	£36.00
£1,000,000	£10,000	£48.00
£2,000,000	£20,000	£96.00

TOTAL BUDGET £1.5M PER ANNUM



15-20% of the income will be spent on overheads and management of the BID. BIDs normally expect to generate between 15-20% additional income from other sources to help offset its overheads.

▶ Your BID levy is tax deductible.

VOLUNTARY MEMBERSHIP AND ADDITIONAL INCOME

The BID will also run a voluntary membership scheme for smaller businesses in the BID area with a rateable value of less than £25,000, and those in sectors outside Retail, Leisure, Culture, Tourism, Office and Commercial to make a voluntary investment which entitles them to all the projects and services outlined in the Business Plan as well as full rights in the governance and management of the BID Company.

This will enable them to invest and share in the benefits of the BID. A board position can be allocated for voluntary contributors who are members of the BID Company. The BID can also seek additional income, grants and project match funding to deliver further value for money. In addition, the BID potentially has the power to run commercial services or other income generating activities.

CARDIFF BID BUDGET AND INCOME 2016-2021

Item	2016/17	2017/18	2018/19	2019/20	2020/21	5 Year Totals
INCOME						
BID Levy	£1,460,170	£1,460,170	£1,460,170	£1,460,170	£1,460,170	£7,300,850
Additional Income	£265,000	£265,000	£265,000	£265,000	£265,000	£1,325,000
Total Income	£1,725,170	£1,725,170	£1,725,170	£1,725,170	£1,725,170	£8,625,850
EXPENDITURE: PROJECTS & SERVICES						
Welcoming	£665,000	£665,000	£665,000	£665,000	£665,000	£3,325,000
Vibrant	£726,670	£726,670	£726,670	£726,670	£726,670	£3,633,350
Influential	£85,000	£85,000	£85,000	£85,000	£85,000	£425,000
Staff	£140,000	£140,000	£140,000	£140,000	£140,000	£700,000
Training	£1,500	£1,500	£1,500	£1,500	£1,500	£7,500
Office and IT Support	£25,000	£25,000	£25,000	£25,000	£25,000	£125,000
Insurance	£2,500	£2,500	£2,500	£2,500	£2,500	£12,500
Levy Collection Costs	£37,500	£37,500	£37,500	£37,500	£37,500	£187,500
Professional Fees	£1,600	£1,600	£1,600	£1,600	£1,600	£8,000
Bank Charges	£400	£400	£400	£400	£400	£2,000
Contingency	£40,000	£40,000	£40,000	£40,000	£40,000	£200,000
TOTAL EXPENDITURE	£1,725,170	£1,725,170	£1,725,170	£1,725,170	£1,725,170	£8,625,850
Surplus/Deficit	0	0	0	0	0	

1. Up to £250,000 pa expenditure will be spent on evening and night time economy safety and management initiatives
2. Additional income from City Centre Management refers to existing staff and resources and is not direct income for the BID

All of the funding for the BID will be ring-fenced and can only be spent on additional projects and services that businesses have agreed to in this Business Plan. The BID Company decides on the apportionment of its management and overhead costs. In the Cardiff BID management and overhead costs will be under 20% of total income.

As an independent, private company, the BID can also seek additional financial contributions and match-funding on projects. Experience from other BIDs suggest that on average a BID can lever in additional resources of around 20%. This ensures local businesses can get even better value for money and that we can invest in exciting opportunities for Cardiff City Centre.



TOM MORGAN

Bar 44

- “ The Cardiff BID aims to improve the city centre experience for visitors and businesses and support a wide range of initiatives to create a pleasant, safe and accessible environment. The income that is generated from the levy will be used by the traders in the City Centre to its best advantage. We can have a say in how to make Cardiff a better place.”

**VOTE
✓ YES**

THE BID RULES EXPLAINED

The BID legislation regulates BID ballots and the framework under which BIDs must operate. Key points are:

BID CREATION AND THE BID BALLOT

- Each business ratepayer that would be liable for the BID levy will have one vote for each of their eligible properties, provided they are listed on the Non-Domestic Rates list as provided by Cardiff Council on 28th April 2016.
- None of the costs incurred through the development of the BID and before the formal ballot will be paid for by the BID levy.

THE BID LEVY AND WHO CONTRIBUTES

- 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.
- The BID levy will be applied to all businesses within the defined area with a rateable value of or exceeding £25,000, provided they are listed on the Non-Domestic rates list as provided by Cardiff Council. The following will be exempt from paying the levy:
 - » **Organisations with a Rateable Value of below £25,000.**
 - » **Non-retail charities with no trading income, arm or facilities and are entirely volunteer based.**
 - » **Non-Profits with an entirely subscription and volunteer-based set up.**
 - » **Businesses that fall in the following sectors, industrial, manufacturing, storage, and workshop**
 - » New businesses will be charged from the point of occupation based upon the rateable value at the time they enter the rating list.
 - » If a business ratepayer occupies the premises for less than one year, the levy paid will be on a daily basis.
 - » Vacant properties, or those undergoing refurbishment or being demolished will be liable to pay the BID levy by the property owner or registered business ratepayer.
 - » 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.
 - » The BID Levy will not be affected by service charges paid to landlords.

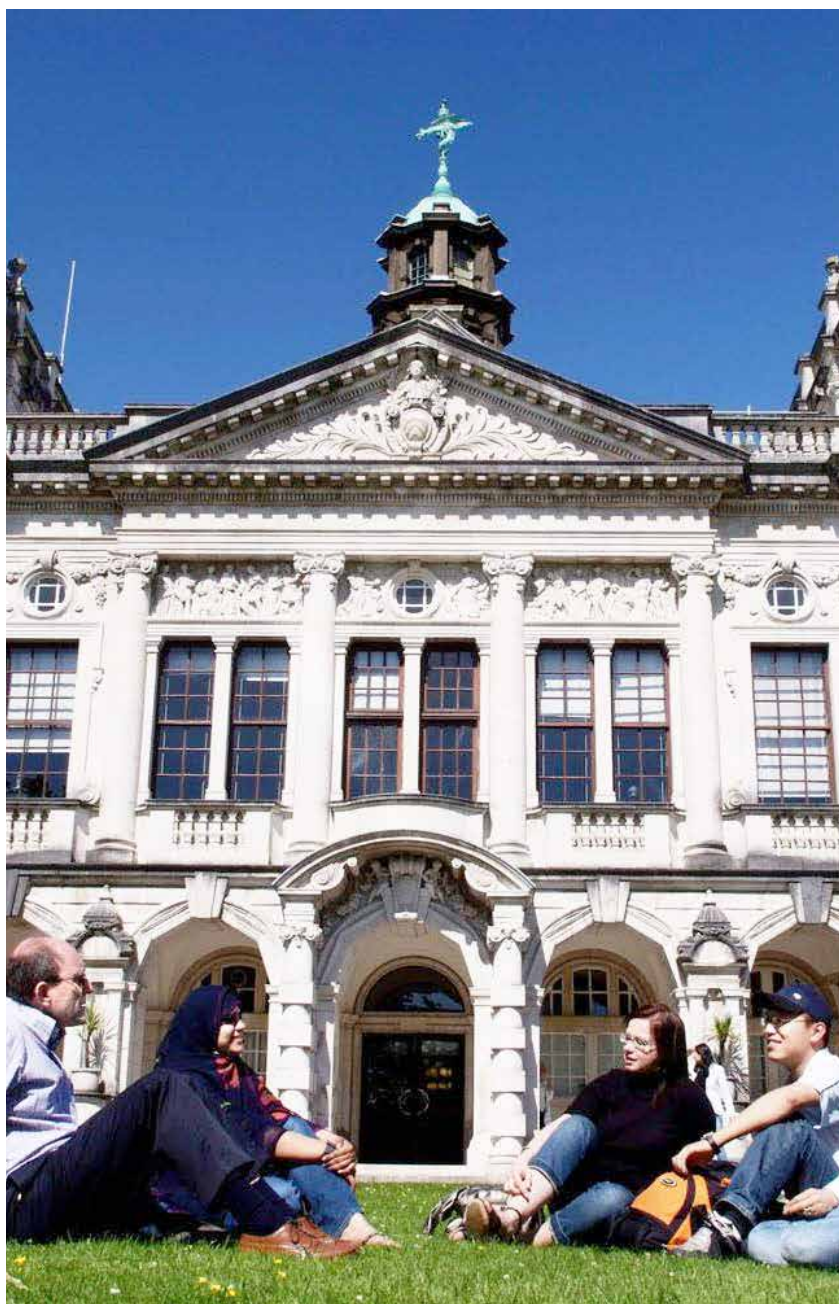
- » VAT will not be charged on the BID levy.
- » Eligible ratepayers within a shopping centre or arcade and paying a service charge will receive a **discount of up to a maximum 0.3%. This will dependent on the management providing a service charge schedule for the BID to assess the actual level of discount. If no satisfactory service level schedule is provided then the full levy rate will apply in those centres and arcades.**
- » The levy amount or boundary area cannot be increased without a full alteration ballot. However if the BID Company wishes to decrease the levy amount 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.

BID OPERATIONS AND MANAGEMENT.

- The Billing Body is authorised to collect the BID levy on behalf of the BID Company.
- 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.
- The BID funding will be kept in a separate BID Revenue Account and transferred to the BID Company.
- BID projects, costs and timescales may be altered by the BID Board of Directors, provided they remain in line with the overall BID objectives.
- The BID Board of Directors will meet at least six times a year. Every levy paying business will be eligible to be a member of the BID Company. Company members can vote at annual general meetings.
- The BID Company will produce a set of annual accounts made available to all company members.
- BID staff will be appointed, will be based in the City Centre and will work with the appropriate agencies to deliver the programme of projects.
- 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 St Davids Partnership fully support the proposal for a Cardiff BID, it will be good for the city centre and all business sectors.”

STEPHEN MADELEY
St David's Dewi Sant



BID GOVERNANCE AND MANAGEMENT

A new independent, non-for-profit company, limited by guarantee, will be established to govern the BID and will be known as Cardiff Business Improvement District Limited.

This organisation will have a board of directors, 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.

The Board will serve voluntarily (without payment) and will be composed to reflect the make-up of the town's businesses and organisations. Cardiff BID will have the following board composition:

Accommodation	1
Banks & Services	1
Education	1
Entertainment/Leisure	1
Food & Drink (including Licensees)	2
Office/Professional Services	2
Independent Retail	2
National Retail	2
Public Sector	2
Property/Investor/Voluntary Contributor	1
TOTAL	15

To ensure continuity, the BID Task Group will serve as the Cardiff BID Board in year one, and thereafter an annual election will be held where any levy paying business will be eligible to stand for BID board director.

As a levy payer, you will have a stake in the BID company. You will control what the BID funds are spent on and you can hold the BID company accountable throughout the duration of the five years. The BID company will not be able to make a profit – any surplus must be spent on projects and services agreed by you and the Board of Directors.

BID's are lean organisations, and the Cardiff BID will keep its overheads as low as possible and amounting to no more than 20% of its total income, whilst also employ a dedicated, full-time staff resource to ensure the projects outlined in this business plan are delivered effectively and efficiently. The BID is likely to employ a BID Director, Operations Manager and an administrative support position. The BID Director will be the main liaison point between the BID Board of Directors and the businesses. They will be responsible for:

- Being the main contact point between levy payers and the board
- Delivery and management of the BID Business Plan
- Seeking additional financial contributions towards the BID company

If successful at vote, Cardiff's BID's term will commence in Autumn 2016. It will run for five years and then be required to seek renewal through a new ballot.



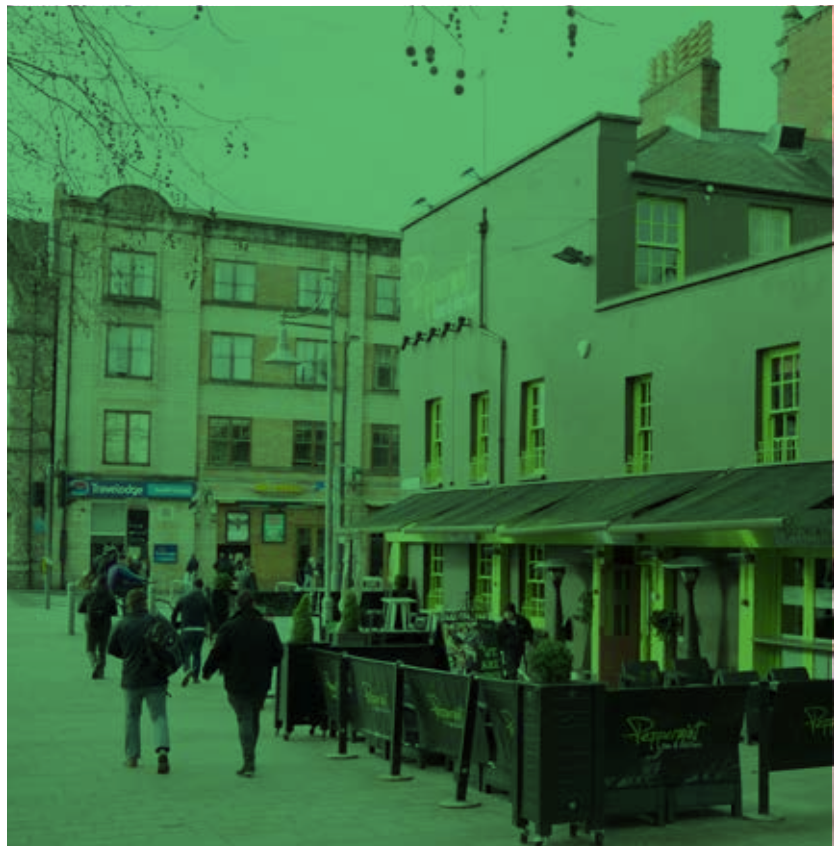
“A BID in Cardiff is an opportunity for the city to thrive. Businesses will be able to collectively invest in the market in which they trade and in doing so ensure the environment is attractive as possible to existing, potential and future customers.”

ANDREW PHILLIPS
Savills

VOTE
✓ **YES**

“ Put simply, the BID will work for all city centre businesses and we will have the opportunity to sit at the table of all the key decision making forums of our city thus aiding the representation of ourselves far better than anything else has ever in the past.”

BRUNO NUNES
Peppermint Bar



MEASURING PERFORMANCE AND REPORTING BACK

We believe true accountability comes from asking those levy payers who help create and fund the BID to tell us on a yearly basis how they feel the BID Team and Board Members have delivered versus the annual business plan.

Cardiff BID will need to show it is delivering against its objectives and for your business. 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:

PERFORMANCE DATA

- Footfall figures
- Occupancy rates
- Car parking data
- Crime data
- New Business Activity

ANNUAL SURVEYS

- Business feedback
- Consumer feedback

VALUE FOR MONEY AND PROFILE MEASUREMENTS

- Media coverage
- Website and social media visits and interaction
- Service take up rates and cost saving initiatives calculated
- Business feedback
- Consumer feedback



These activities will be carried out at appropriate regular intervals and will be reported back to you via:

1. Direct Communications (for example: e-bulletins, letters and face-to-face meetings)
2. Group Forums and Briefings
3. Annual Meetings
4. Annual Reports



“ For Amgueddfa Cymru - National Museum Wales, and specifically National Museum Cardiff, the BID is a key opportunity to strengthen the role and profile of our World class cultural offer, to build new audience and increase visitors to the City. It will also help strengthen our ties with other tourism businesses. But its not just visitors that will benefit. A more welcoming, vibrant and safer city centre will be good for our staff as well.”

NEIL WICKS
National Museum Cardiff

VOTE
✓ YES

SOME OF OUR SUPPORTERS



- ▶ Remember, the BID Ballot will take place from 2nd June 2016 and you have until 5pm on 30th June 2016 to vote.

VOTE

✓ YES

CARDIFFBID.COM

If you have any questions or for more information contact:

OWEN DAVIES BID DEVELOPMENT MANAGER
TEL 07809 594524 EMAIL owen@themosaicpartnership.co.uk

PETER DAY SENIOR PROJECT MANAGER
TEL 07712 839767 EMAIL peter@themosaicpartnership.co.uk

MO ASWAT PROJECT DIRECTOR
TEL 07789 792454 EMAIL mo@themosaicpartnership.co.uk