



BUSINESS  
IMPROVEMENT  
DISTRICT  
ARDAL GWELLA BUSNES

2016-2021

SUMMARY BUSINESS PLAN

CARDIFFBID.COM

A Cardiff BID could mean £7.5 million being raised by businesses and...

INVESTED BY YOU  
MANAGED BY YOU  
BENEFITTING YOU

## INTRODUCTION

FROM THE TASK GROUP CHAIR

I am delighted to be able to introduce this draft Summary Business Plan for 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 offer further and final feedback on 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 so far have said the BID should focus on encouraging people to visit more often, stay longer and invest more in the city centre. We want to hear even more views from businesses and hope the ideas in this draft plan will prompt greater discussion leading towards a ballot of businesses and a convincing YES vote in June 2016.

SIMON PHILLIPS  
Marks & Spencer



## 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. BID's 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. BID's 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 BID's have been formed, in locations including Belfast, Birmingham, Bristol, Leeds, Liverpool, Nottingham, Sheffield, Edinburgh and over 50 in London.





## 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 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.

## WHAT'S HAPPENED SO FAR?

CONSULTATION OVER THE PAST 6 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

**This DRAFT SUMMARY BUSINESS PLAN brings all of the above together represents the next stage in our consultation with businesses; we hope the content of this document will trigger even more interest and discussion.**

“ 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

## MEET THE CARDIFF BID TASK GROUP

The Task Group was formed by 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



**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  
Partnership



**Andrew Phillips**  
Savills / Castle  
Quarter

The Task Group also includes: Richard White, Boots

## 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.

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

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

NATASHA WILLIAMS  
S.A. Brain

## 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

“ 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



# 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**.
- 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.

### 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.

- The BID will secure a **Late Night Levy exemption** for licensees located within the city centre BID area
- Licensed businesses that fall below the proposed £25,000 rateable value BID threshold and decide to take out voluntary membership of the BID (see below - How are BID's funded? page 18), the BID is committed to paying any future Late Night Levy. This is to ensure that all BID businesses are competing on an equal footing and encourage the growth of small independent licensees.

### 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.



# 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 Millennium 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 £100,000 per year exclusively for supporting independent businesses** priorities for example marketing, 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.

### STUDENTS

- There are 75,000 students within the catchment of city centre, and with new developments taking place, the number of students living in the centre continues to grow. 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.**





Cardiff is such a fantastic city and embracing Cardiff BID will provide Independent businesses like mine, with an excellent opportunity to promote and enhance what we already have. Put simply, the BID will work for all city centre businesses and 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

### 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 people to use.**

### IDENTITY & RECOGNITION

- The BID would 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 Exciting 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.

“ Cardiff does partnership very well - we are much stronger as one and by working together we can reduce our costs and help the city centre to flourish.”

**MARIE FAGAN**  
Hilton Hotel



# 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

- 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**.

### 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.

“ 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



## HOW ARE BIDs FUNDED?

BIDs are funded by the businesses within the BID area. If these businesses vote yes for the BID this will raise over **£1.5M PER YEAR FOR FIVE YEARS, EQUATING TO £7.5 MILLION** to deliver the improvements that will directly benefit your business and the city.

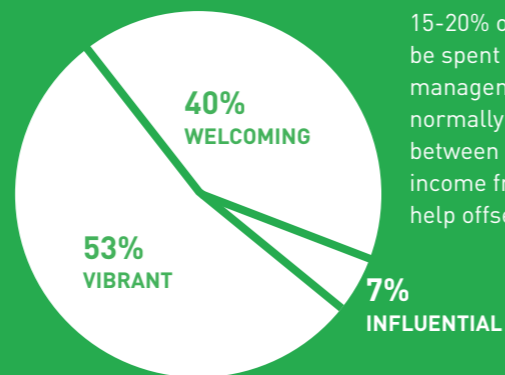
If the BID vote is successful, all eligible businesses will pay a levy of circa 1% of the rateable value of the business. Smaller businesses with a rateable value of less than £25,000 will be exempt from paying the levy. Below the table gives an example of

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

how much the BID levy will be. The BID levy is an investment and typically for every **£1 INVESTED, BUSINESSES CAN EXPECT TO SEE A £3 RETURN.**

It is possible for businesses that are exempt such as those below £25,000 in rateable value 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.

## 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.

## CARDIFF BID AREA

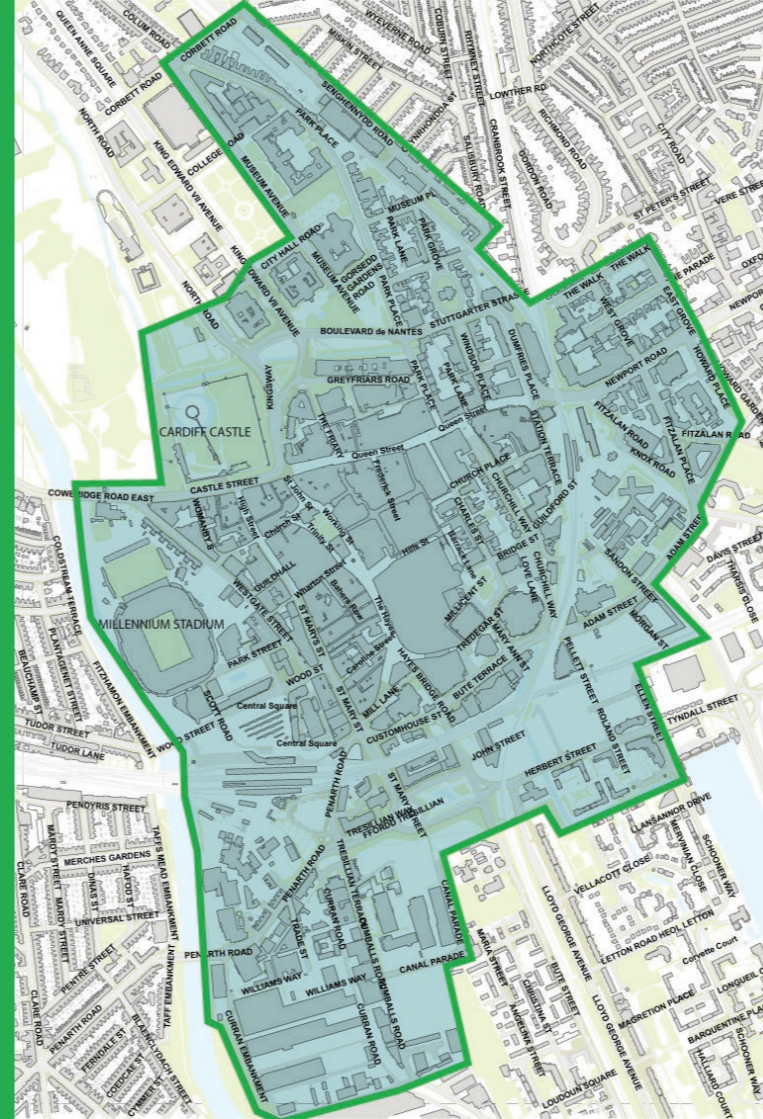
Cardiff has developed with several distinctive business zones all within close proximity to the centre of the city. The draft BID area has been carefully chosen to include all of these established and developing zones, and the key business sectors reliant on the city centre for commerce, infrastructure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

## HOW WOULD A CARDIFF BID BE MANAGED AND CONTROLLED?

To deliver the improvements in the city centre an independent, not-for-profit company will be set up. The BID company will be led by a voluntary board elected by businesses paying the BID levy and directly accountable to all levy payers. **BIDs are normally lean and efficient organisations and there will be a BID Director and up to two support staff.**

Funding raised by the levy can only be spent within the BID area on delivering the services and projects that are set out in the formal Business Plan. The BID can last for a maximum of 5 years before going to vote again.

Throughout the 5 year term the BID company will have to demonstrate to levy payers how the BID is benefiting the city centre and the businesses within it. The BID can raise additional money and seek match funding on projects to ensure that businesses get even better value for money. **A BID will keep its overheads as low as possible** with professional paid staff and operating costs like amounting to no more than 20% of its total income, this will be clearly set out in the final BID Business Plan.



## THE BALLOT

BIDs are democratically elected in that for a BID to be established a ballot of all eligible businesses in the BID area must be held - a ballot for the Cardiff BID is planned to take place in June 2016. Over 50% of businesses that vote, must vote Yes. For the BID to go ahead those business that voted Yes must represent a greater total of rateable value than those that voted No. The BID can operate for a maximum of five years before going to vote again. Businesses cannot 'opt out'; **if the BID gets a majority YES vote, everyone contributes and everyone benefits.**

## YOUR QUESTIONS ANSWERED...

### IS THIS A WAY FOR THE COUNCIL TO SAVE MONEY?

**Definitely Not.** Cardiff BID will be an independent, private, not-for-profit company. The BID will be formed for and monitored by, the levy-paying businesses, and will operate solely to deliver the projects contained within the Cardiff BID Business Plan – that's why it is so important to get the business plan right! All projects and services delivered by the BID will be new, or in addition to Council services. Legally, a BID can only deliver over and above existing services and part of the BID's role will be to ensure local public agencies are delivering against the baseline statements they have already provided to the BID team.

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

**No.** Rates are a property tax used to fund both local and national services. They are collected by Cardiff Council on behalf of the Government. The BID Levy is an investment, it will go to a separate bank account and be spent entirely on fulfilling the objectives of

the BID Business Plan—so 100% of the money will be spent on improving the BID area in Cardiff.

### HOW MUCH WILL THIS COST ME?

The levy is based upon **1% of the rateable value** of each eligible property for businesses with a rateable value exceeding £25,000. The total annual budget will be in the region of £1.5 million, all of which will be directly invested in projects to improve the BID area.

### WHY SHOULD I VOTE YES?

If you vote YES in June 2016 you can expect to see a better promoted, maintained and managed city, and more support, including reduced costs, for your business. The BID will only go ahead if the majority of those who vote, both by number of businesses and by total rateable value, say YES.

### WHAT HAPPENS IF I VOTE NO?

Cardiff is one of just a few major cities left across the UK without a BID. If you vote no to a Cardiff BID you are effectively saying no to additional sustainable funding to support our city centre whilst our competitors are increasing their spending. Without this investment we will lose the opportunity to improve the city centre– we will lose the opportunity to make a difference!

### If you have any questions or for more information contact:

**OWEN DAVIES** BID DEVELOPMENT MANAGER  
TEL 07809 594524 EMAIL [owen@themosaicpartnership.co.uk](mailto:owen@themosaicpartnership.co.uk)

**PETER DAY** SENIOR PROJECT MANAGER  
TEL 07712 839767 EMAIL [peter@themosaicpartnership.co.uk](mailto:peter@themosaicpartnership.co.uk)

**MO ASWAT** PROJECT DIRECTOR  
TEL 07789 792454 EMAIL [mo@themosaicpartnership.co.uk](mailto:mo@themosaicpartnership.co.uk)