

THE BID  
**FOUNDATION**

**Best Practice in  
Business Improvement Districts**



**Edited and Produced by The BID Foundation**

## Introduction

The best practice case studies in this booklet have been gathered together following the many conversations we at The BID Foundation have had with members over the early part of 2019.

These case studies demonstrate the growing confidence of BIDs in the UK, with innovations in service design, project management, local economic development and governance. More than this, these examples show how BIDs are getting to grips with the requirements of their place, eschewing off-the-shelf BID products and services, for approaches which, address specific issues their levy payers are facing.

Places like Salisbury and Norwich are benefiting directly from this approach, and local economies are the stronger for it. This is reflected in ballot results - BIDs that show innovation are rewarded at the ballot box with high turnouts and high levels of support.

This is by no means an exhaustive list and we are grateful for any examples BIDs have to share, enabling us to update the compendium regularly. We intend to disseminate it nationally, raising the profile of BIDs with businesses, government policymakers, town halls and LEPs. This is one of the core objectives of The BID Foundation.

The booklet will be launched at The BID Foundation's Annual Showcase and Review, with a selection of presentations from the BIDs featured within.

The BID Foundation operates with the support of the Institute of Place Management (IPM) based at Manchester Metropolitan University. IPM is the international, professional body, that supports people committed to developing, managing and making better places.



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## Aberdeen Inspired - NUART FESTIVAL ABERDEEN

**Area and BID facts:** The City of Aberdeen has a population of around 220,000 with a diverse business economy heavily influenced by the oil and gas sector, which has in recent years suffered due to the global down-turn. Traditional industries such as agriculture and fishing still feature prominently in the City and its environs, while the City Centre itself comprises a broad mix of the office, retail and hospitality sectors.

Aberdeen City Centre has seen a rise in its vacancy rates and in October 2018 the figures provided by the firm Springboard for ground floor units was 10.3%, with Scottish and UK averages equating to 11.1% and 10.1%, respectively. In terms of independent units however, Aberdeen's figure of 53.5% far exceeded the Scottish and UK averages (20.3% and 35.4%, respectively).

Aberdeen Inspired entered its second term in 2016. The operating budget is based around income generated from BID levy, additional voluntary levy contributions, grants from the local authority for events such as the annual winter festival. It also benefits through profits generated from events such as Aberdeen Comedy Festival, and finally contributions from the local authority toward the salaries of two full time staff, City Centre and Evening and Night Time Economy Managers. In 2018/19 this equated to £1,622,900.

Aside from the two Managers named in the previous paragraph, there is a Chief Executive, alongside a further 7 managers. After the last revaluation the hereditaments falling within the BID increased from 686 to over 900.



**Description of project:** Following indications from businesses that the expansion of the cultural offer in the City should be a key priority of the BID, the first Nuart Aberdeen festival in 2017 comprised of exhibitions, events, performances, interventions, walks, workshops, debates, talks and film screenings on street art by the world's leading practitioners. This model was developed further in 2018 and will continue to be built upon in 2019 and 2020.

Nuart has made a real impact on the City's economy and has been delivered through an innovative partnership that sees Aberdeen Inspired join forces with Aberdeen City Council and Nuproductions, curators of the Nuart Festival in Stavanger. The result is a truly collaborative partnership that will see the festival return up to April 2020 and showcase art at the heart of a multi-faceted and sectoral partnership. Now approaching its third year, the festival is the first of its kind in the City, leaving an extensive semi-permanent legacy of world class art works in place for the City to embrace through free public and private walking tours, positive PR and other business engagement and events.

In total Nuart Aberdeen has developed over 40 various partnerships, predominantly with local businesses worth approximately £250,000 per annum, demonstrating a £1,000,000 investment in street art in the City Centre up to April 2020. In doing so it has supported multiple local and international businesses. Of the total partnerships, 24 are with local companies, while the others include businesses across the UK and internationally. The annual festival being developed is leading to a significant tourism attraction for the City, for the region and, as Scotland's only curated street art festival, for the country.

Nuart Aberdeen is effectively fully funded and made almost completely free to access and enjoy. Street art, by its definition, is completely democratic and free for all to experience, interpret and enjoy. The festival programme, which is almost exclusively free for all, ensures that people of all backgrounds can engage as fully with the festival and its legacy as anyone else. Weekly guided walking tours continue to take place and are free to all while other private tours continue to be arranged for school groups, after school clubs and other interest groups.

**Advice to other BIDs considering a similar project:** Collaborative working and development of a sustainable element to Nuart Aberdeen were fundamental to the festival's success. As well as working on joint marketing of the Nuart Aberdeen festival with partners such as Wideroe, Aberdeen International Airport and FlyBe, Aberdeen Inspired worked in partnership with Visit Aberdeenshire to attract lifestyle and street art journalists and bloggers to the City for the festival. As part of this, Visit Aberdeenshire agreed to cover the costs associated with one prominent blogger's time in Aberdeen.

**Evaluation:** Extensive evaluation of the programme was commissioned, covering effect on local economy, public perception, business perception, and PR benefits. Impacts were universally positive with detailed data available from the BID.

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## angel.london – AGE FRIENDLY ANGEL

**Area and BID facts:** Angel, part of the London Borough of Islington is a city centre location with some of the richest and poorest wards in the country. Upper Street is a key retail and food district in London with a long-standing reputation for night time economy in particular. The BID has 600 hereditaments across a range of sectors, a total budget of £950k and 3 full time operational staff.

**Description of project:** The catalyst for the project was the run-up to major infrastructural changes to Islington Town Centre in 2007. The CEO had a personal interest in the experience of older people in retail centres, including how design can exclude and contribute to social isolation.

The project was launched in partnership with Islington Council, Cubitt Artists, Barnardo's and the Claremont Project with support from residents and businesses, focusing on involving people in inclusive public realm and on age and disability in particular. An economic argument was made which demonstrated – well ahead of more recent work defining the economic power of the 'purple pound' – that the ageing population and disabled community represented largely untapped markets.

Based on World Health Organisation's clearly defined definitions of age-friendly environments, the project worked with Age Concern and Cubit Artists to engage older people in conversations about what they needed from a trip to the town centre to feed into the Council's town centre strategy. angel.london also commissioned Barnardo's to run field visits with autistic people to see how they felt about public realm – noise, seating, toilets, the negotiation of pedestrian crossings.



angel.london made age-friendly policies central to service-planning, public realm design, and communications, adding a fourth pillar to the cleaner, greener, safer programme – the ‘stronger’ element of angel.london’s work focuses on building an inclusive economy in Angel, encouraging policy makers to consider how this can be created at all levels of decision-making.

Businesses were engaged – and reacted enthusiastically, running offers for older people, from free cinema screenings, to massages at Kiehl’s to free breakfast in Browns. The Sadler’s Wells Theatre commenced it’s now famous programme ‘Company of Elders’, which encouraged older people to learn dance techniques for health and wellbeing and the Claremont Project ran a skills swap initiative between older and younger people.

Another formal link-up with Age Concern aimed at decreasing social isolation among older people involved the BID hosting the annual age-friendly awards ceremony and publishing an events calendar specifically aimed at older people.

Funding was secured to support physical initiatives and events, including a symbolic project, which saw lighter front doors installed at the Claremont Centre, which raised awareness of age-friendly design and angel.london tourist information kiosk raising funds for an annual pensioners picnic in partnership with the Islington Pensioners Forum. The CEO participated in a marketing campaign for the Centre for Ageing Better, which is an organisation based at the Angel ([www.ageing-better.com](http://www.ageing-better.com)).

Much of this work has both had an impact on, and been reflected by changes to the way Islington is now used. With a reputation for late night revelry, which has been a challenge to combat, Angel is now reputed more for pre-theatre dining, culture and shopping, with a much greater demographic spread experiencing the town centre after dark. Unusually, the Islington Pensioners Forum supported the BID in its attempts to prevent a Late Night Levy from being introduced, arguing that the BID was already creating a night time economy in which they felt welcome to participate.

**Advice to other BIDs considering a similar project:** Key to the success of a project which has such wide-ranging and strategic aims is collaboration. The programme required the cooperation of agencies at all levels including local charities, businesses, service users, residents and the local authority. The audit phase was also important, enabling the BID to articulate the problems facing those people excluded from experiencing the town centre.

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## Bath BID – SMART CITY DATA

**Area and BID facts:** Bath is a city of around 90,000 population, attracting approximately 5,000,000 visitors each year. Known for its Roman Baths and Georgian architecture, Bath is unique among UNESCO World Heritage sites for achieving World Heritage status based on six historical and cultural attributes, more than any other in the world. For this reason, Bath is among the UK's most popular tourist destinations, but is also renowned for its burgeoning engineering and tech sectors, two universities and strong shopping offer.

Bath BID entered its second term in 2015 and has 655 levy payers and an annual operating budget of approx. £700,000. Its priorities include reducing business costs, managing the public realm and the night time economy, and delivering large and successful events.

**Description of project:** The Smart City Data project led by the BID uses new technology to collect data on movement and spend patterns in Bath. The initiative has been developed in response to requests from the Bath BID levy payers who seek a fuller understanding of the profile of visitors in the city.

The original brief was developed by Bath BID working with a team of key city organisation including B&NES Council, Bath Rugby, Visit Bath, SouthGate shopping centre and the Counter Terrorism Unit within Avon & Somerset Constabulary.



Information is collected on behalf of the project by Movement Strategies; their platform provides access to a range of datasets to inform city centre decision making. This information supplements the footfall and sales data that the BID sources from Springboard.

Aggregated data is provided identifying how the city is being used by visitors, residents, students and workers, which will help individual business planning as well as reporting the ROI of events and campaigns.

Trend information is helpful in planning marketing campaigns for Bath BID who will use the information to understand the city's performance and support Bath to be resilient in the face of a changing high street environment. The first data, for Q1: Jan-Mar 2019, shows the following:

- 17% of visitors are over 65 years
- Approximately £450m was spent in-store in the city centre postcodes
- Food & retail categories accounted for 75% of spend
- Residents living with 10km of the city centre accounted for 40% of the footfall and 59% of spend in the city
- City Centre residents spent £420m online
- Social media sentiment towards Bath was overwhelmingly positive at 97%

**Advice to other BIDs considering a similar project:** It is important not to underestimate the time involved in getting the brief right. When dealing with technical experts, there is a requirement to learn a lot in a short space of time – however, the job of the BID should be to focus on the desired outcome to achieve expectations.

Communication with levy payers is also vital. Data is not useful until it becomes insight. The robustness of the insights are very much dependent on the quality of the data, so do seek clarification on sample size, bias and granularity when assessing a data set. Bath BID has invested in a specialist member of staff who will be working with us on data visualisation and communication, making sure that levy payers are in a position to use the outputs usefully.

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## Brixton BID – ‘BRIXTON MEANS BRIXTON’ CAMPAIGN

**Area and BID facts:** Brixton is a vibrant district of South London, known among other things for its afro-Caribbean connections, its indoor and outdoor markets and a strong independent retail offer. The Brixton BID successfully renewed in October 2018 and its programme focuses on four key areas of delivery: Enhanced Environment, Safer Day and Night, Better Business and Distinctive Destination. The BID has 514 levy payers, an annual budget of £450k, and five staff.

**Description of project:** Lambeth is the most remain-leaning borough in the country, with 78.6% voting remain. Levy payers reported being negatively affected by Brexit and cited concerns relating to the recruitment of EU nationals as a key issue and the overall uncertainty around doing business (purchasing supplies, food, clothing etc).

The BID’s campaign aimed to use current affairs and PR to boost the profile of the area and also raise awareness of the BID’s work as a champion for the neighbourhood.

The project consisted of 32 banners, affixed to lamp columns in the Brixton BID area, featuring four messages linking the Brixton business community with ‘buzz words’ utilising the Brexit rhetoric. This was associated with a Twitter and Instagram campaign to improve the reach of the banners beyond the local catchment.



The campaign takes as a starting point the notion that Brixton is different to other places – a neighbourhood with a strong sense of belonging. It draws attention to Brixton’s cosmopolitan spirit, demonstrating that ‘Brixton is open’ and inclusive.

The four messages are:

1. Brixton means Brixton. Brixton is like nowhere else. There is a Brixton for everyone.
2. Visit our single markets. Brixton has world famous indoor and outdoor markets.
3. Strong and stable local economy. Brixton is the birthplace of many incredible businesses.
4. Remain in Brixton. Brixton offers something to do, day and night.

The entire campaign - its design, artworking and delivery were conceived in-house, costing the BID only £4,500 for the banners production and installation.

The BID Board were also commended for their courage in signing the campaign off. The BID team were concerned about the campaign being perceived by the Board as inappropriate but as many Board members and local businesses have European connections (employees, products etc.) the Board unanimously voted in favour of running it.

**Advice to other BIDs considering a similar project:** This example illustrates the benefit of BIDs taking the role of area champion, despite the perception that there may be negative outcomes. In fact, the campaign has been received positively with unexpected links formed and relationships with levy payers strengthened.

**Evaluation:** The main method of evaluation has been Twitter figures, with the campaign messages retweeted hundreds of times, illustrating a much greater degree of reach and interaction than other BID campaigns.

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## FOR Cardiff - CITY OF ARCADES CAMPAIGN

**Area and BID facts:** Cardiff is the capital city of Wales and plays host to world class events such as the Champions League Final. Cardiff developed rapidly in the 19th century as a result of the export of coal, however as a result of deindustrialisation in the late 20th century the city's economy stagnated and much of the city's cultural heritage was lost. Investment in Cardiff's regeneration began in the late 1980s and the city has developed rapidly, however, the new Cardiff has struggled to find its USP in a competitive commercial and tourism market.

FOR Cardiff entered its first term in 2017. It has 766 levy payers across a range of sectors including office sector and retail and has an annual operating budget of £1.4 million. The BID's programme covers the key project areas of vibrant, welcoming and influential.

**Description of project:** High streets across the UK are facing challenging times with increasing numbers of shoppers choosing to shop online, or in out-of-town outlets. Cardiff has struggled to identify its USP and city-wide campaign activity has relayed mixed messages. FOR Cardiff aimed to address this by using one of the city's best assets to attract new and returning visitors.



Pleidleisiwch droston ni ar gyfer 10 Uchaf Dinas yr Arcéd.

[dinasyrcared.com](http://dinasyrcared.com)

#dinasyrcared

Cyflwynwyd gan **AM BYTH**



Cardiff's seven historic arcades are a link to historical Cardiff, but remain economically successful and known for independent local traders. FOR Cardiff aimed to create a bilingual (English and Welsh language) campaign which would raise their profile and rebrand Cardiff as the City of Arcades. FOR Cardiff sought the most interesting stories and people behind the businesses in the Arcades to help establish an authentic new narrative for the city based on its inhabitants.

Research for the campaign included understanding journey times from nearby cities such as Bristol and Bath, for use in campaign messaging, using FOR Cardiff Rangers to gather feedback from businesses and assessing the success of similar campaigns across the UK, such as Social Saturday.

Planning included partnership meetings with independent groups and members of FOR Cardiff to hone messages and outcomes. This identified the need for a two-phased approach; first to encourage Cardiff shoppers who were already aware of the arcades to generate interest in the campaign and a second phase; reaching further afield to encourage new visitors and customers.

FOR Cardiff also asked residents to vote for their favorite store, cafe or hotel that can be found within the 800m of arcades, of which 10,000 members of the public chose to take part. The most popular businesses were then included in a Top 10 City of Arcades list and featured in the advertising of the second phase of the campaign, when it was rolled out in Bath, Bristol and Cardiff in late 2018.

**Advice to other BIDs considering a similar project:** The campaign was successful due to the use of grass roots testimonials and both positive and negative perceptions in campaign design. FOR Cardiff analysed visitor and local reactions to the Arcades, and by encouraging locals to vote for their favourite independent the BID engendered a sense of ownership in the campaign, and by extension, Cardiff itself.

**Evaluation:** A thorough evaluation of the campaign was completed following phases 1 and 2, which included analysis of both quantitative and qualitative data. This has helped formulate further plans for 2019 and the creation of 'The City of Arcades' day and a potentially international partnership with a similar arcades location such as Milan, Italy.

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## Colmore BID - COLMORE SQUARE PUBLIC REALM

**Area and BID facts:** Colmore BID is one of five BIDs in Birmingham City Centre and contains the majority of the professional services firms in the City Centre. About 98% of levy payers are in some form of professional or commercial services (property, law, accounting etc.) with the remainder mostly from the food and hospitality sector.

The BID delivers the business plan through six working groups drawn from the board and co-opted volunteers from the business community and public sector stakeholders. The groups are: Business Matters (the voice of business and communicating being business led); Accessible and Connected (transport and air quality); Outstanding Places (public realm and place-making); Place Marketing; Community Building; Safe and Sound (security, ASB, homelessness and safety); Leisure and Hospitality.

**Description of Project:** This was the second public realm project and the first run independently by the BID with no direct public sector support. The site had been part of a huge gyratory junction in the 1970s and converted to a pedestrian walkway in the late 20th Century, but little attention had been given to aesthetics or place-making. The BID devised a scheme that made good use of solid fundamentals (e.g. existing lamp columns and paving were retained and refurbished) and improved the attractiveness of the space and its capacity to encourage dwell. The project included extensive landscaping and a pocket park with stone chess tables. The final element of the project is underway at present: the installation of a digital art screen at the western end of the Square. The BID will be able to exhibit continually changing photographic and video art installations, inviting guest curators and artists, with none of the infrastructure costs involved in previous successful open-air exhibitions.

The initial works cost of the public realm scheme was around £330,000. The digital art screen will cost around £90,000. The BID procured project management support competitively from within the BID.

This project was completed on time and under budget. Working with tacit, but not direct, support of the local authority (and with active resistance from certain levels of the Council) made delivery a tough task. Working with the local authority on more recent public realm work is easier, but takes longer.

**Advice to other BIDs considering a similar project:** Don't try to do this without either the capacity within your team or the facility to procure consistent technical and project management support. Experience of working in local government helps, permitting the navigation of the seemingly arcane processes and jargon used. A project that costs the equivalent of half a year's gross levy is a big business risk for a small organisation like a BID. Quantify that risk as best you can beforehand and then see if you can mitigate it. Get the irrevocable support of your local authority and then hold them to it.



**Evaluation:** Public realm projects are hard to evaluate definitively but the film we made at the launch includes interviews from nearby businesses who were very positive. Colmore BID's two successive ballot results in the high 90's reflect levy payers' satisfaction that the BID spends time and money working to make Colmore "an outstanding place full of outstanding places".

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## **Derby Cathedral Quarter and St Peters Quarter BIDs - PARTNERSHIP, ENGAGEMENT AND ENFORCEMENT PROGRAMME (PEEP)**

**Area and BID facts:** Derby Cathedral Quarter BID was established in 2007 with the first BID term commencing on 1st March 2008. The Cathedral Quarter has become known as the historical and cultural area of the city of Derby and the BID heavily promotes the lifestyle aspect. It is also home to the vast majority of the city's evening economy venues and has a high proportion of independent businesses, many of whom cater to the premium end of the market. It has 596 levy payers and an annual operating budget of £265,000.

St Peters Quarter BID was established in 2010 with the first BID term commencing on 1st April 2011. St Peters Quarter is home to the 'traditional' high street and has a mix of national and independent businesses. It is also home to the city's bus station and has the busiest city centre streets in Derby. Geographically, it is the area which connects the Intu centre to the south with the Cathedral Quarter in the north. St Peters Quarter BID has 201 levy payers and an operating budget of £170,000.

**Description of project:** The Partnership Engagement and Enforcement Programme (PEEP) is a daily, virtual tasking group that directs partnership resources from a range of agencies within the city centre to tackle visible, on-street problematic substance misuse and anti-social behaviour.

The issues that brought about the formation of PEEP were becoming increasingly evident on the streets of the city centre. This resulted in the following:

- An increase in reports to the BID Rangers and in interactions with partner agencies to address issues
- An increase in complaints from businesses and members of the public
- Increased negative media coverage
- A growth in negative perceptions of the city centre

The BID's attended a Police and Crime Commissioner seminar regarding anti-social behaviour, violence and vulnerability. This resulted in the setting up of a 'City Centre Summit' where key stakeholders come together on a regular basis to discuss ways in which issues relating to the above can be addressed. PEEP was established as a result of these meetings.

The resources that are deployed aim to proactively encourage and motivate individuals to engage with substance misuse treatment (where appropriate) and wider support services, such as the provision of housing. For those who choose not to engage and who behave anti-socially in the city centre, appropriate criminal justice interventions are sought to curb these criminal behaviours.

The programme specifically focuses on a target group who are individuals aged 18 or over and who are identified by professionals as posing a risk of harm to themselves or others through their on-street activity.

As part of its activities, the programme regularly engages with individuals who may be homeless as a result of problematic substance misuse and other causational factors.

PEEP is led by the Public Health department of Derby City Council in conjunction with a large range of partner agencies, including Cathedral Quarter and St Peters Quarter BID's.



**Advice to other BIDs considering a similar project:** The success of PEEP is down to true partnership working and having the 'buy in' of each stakeholder. Partners must play an active role in the programme and use their specialist knowledge to help inform the process. Communication between all parties is crucial with so many partner agencies involved, and this is the only way to ensure that crucial information and details are not overlooked.

**Evaluation:** PEEP has improved communication across key stakeholders and, as well as having an impact in terms of addressing crime and anti-social behaviour, has resulted in greater efficiency, less duplication, and a more structured approach to dealing with issues.

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## LeedsBID – AMBITION:LEEDS

**Area and BID facts:** One of the fastest growing cities in the UK, Leeds has the second largest concentration of financial and professional services jobs providing employment to over 124,000 people and a population of over 750,000. The city's train station is the busiest in the North of England catering for over 31m passengers a year and 400,000 per working day.

Recognised as the UK's most important legal centre outside of London boasting over 180 law firms, it also has over 200 accountancy firms as well as major presence from the Bank of England. The city has also become a retail powerhouse, now ranked third in the UK for its overall retail offer with over 1,000 shops in a wide array of outlets.

The BID has 986 hereditaments and an operating budget of £2.5m, making it one of the largest BIDs in the country. Core themes are 'The Leeds Welcome', 'The Leeds Experience' and 'The Leeds Business Voice'.

**Description of project:** Ambition:LEEDS is a joint project between LeedsBID, Leeds City Council and LandSec, in direct response to demand from the retail and hospitality sector who are seeking to both upskill staff and to attract skilled recruits to join their workforce.



51% of the businesses in Leeds are in the retail or hospitality sector. Growth of the sector has been challenging with the lack of available staff to fill positions. Drawing on the example of a training programme developed with the opening of the Meadowhall Centre in the 1990's, the BID championed the academy to promote opportunities in the sector.

The academy is located in the heart of the city's retail hub with bespoke training delivered by some of the region's most respected education partners including Leeds City College and Leeds Beckett University.

Opened in October 2018, Ambition:Leeds provides an opportunity for business and potential employees to access education, skills and training to help them on the path to a successful career, and for employers who are looking for high calibre candidates with hands-on experience.

Employers pay the BID to deliver specific training courses for staff and candidates, as well as accessing some courses for free. The centre also hosts LeedsBoost, which is a bespoke digital training course.

Ambition:Leeds is employer-led, this is key in being nimble and meeting direct needs of business.

Partners include the Council's Employment and Skills Team, The Princes Trust, Job Centre Plus, Local employment charities and local schools are also involved.

**Advice to other BIDs considering a similar project:** As with any new BID initiative, it is important not to underestimate the time it takes to 'sell' the service to levy payers, regardless of how well the offer meets their needs. It is also important to identify the objectives of the project early on and ensure you meet the needs of the levy payers.

**Evaluation:** 353 businesses have been through this programme meeting the needs of 1,000 employees in a 12 months period. Training is delivered by a Google Trainer teaching digital skills at various levels.

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## Liverpool BID Company – LIVERPOOL FOOD AND DRINK WEEK

**Area and BID facts:** Liverpool BID Company works on behalf of 1,500 BID levy payers in Liverpool across two BIDs, a Retail and Leisure BID and a Commercial District BID. It has an operating budget of £1.5m and 10 staff.

**Description of project:** Food and drink are particularly prominent in Liverpool, with a key shift in the high street towards leisure and experience-based businesses. With tens of thousands of employees in the area, a key focus of the BID is to encourage dwell time and spend in the evening economy.

The BID ran Liverpool’s first restaurant week in 2014, but changed the focus of the event to leisure and hospitality, aligning with another successful BID campaign, independents week. The project is campaigns based, with three streams:

- A week long campaign spotlighting different venues, from coffee shops to restaurants and masterclasses.
- Placemaking, involving events in focused neighbourhoods in Liverpool to celebrate and showcase each area
- The Chefs Awards, operated by key partner Hospitality Association Liverpool. Winners are those who make a demonstrable contribution to the industry. The winners are presented with a specially-commissioned chef’s jacket. The awards are currently focused around different cuisines but will be expanded in 2019 to include baristas and mixologists.

FRIDAY 31.05 12–7PM  
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CASTLE ST.



foodanddrinkweek.co.uk

In recent years there has been a move towards the educational and experiential, with panel events on the future of the industry, coupled with consumer focus.

The budget is good value for levy payers costing just £12,000 with venues for events provided free and match funding sought from local organisations including the Liverpool Hospitality Association. The BID is seeking a sponsor for 2020 to enable further expansion.

**Advice to other BIDs considering a similar project:** Consultation with businesses is key. The BID has reshaped campaigns based on those businesses that had not participated before as well as those who had. It is important to make participation easy for businesses.

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## Manchester BID - CONSUMER EVENTS, MARKETING AND PR

**Area and BID facts:** Greater Manchester is the UK's second largest conurbation with a population of over 2.5m. It is the second most visited city in England by domestic visitors, and the third most visited UK destination by international visitors. It has 100,000 students and a vibrant multi sector economy including finance, property, retail, hospitality and public sector. Developments worth £3bn are in the pipeline, demonstrating the pull of Manchester which is seen as the home of the northern powerhouse.

Manchester BID is a consortium of over 400 leading retailers and restaurants, spanning Manchester's retail and leisure area. Set up in 2013 and now in its second term, Manchester BID's focus is to support Manchester's city growth by bringing together members and public-sector partners to make the city centre vibrant, interesting and attractive. The BID is managed by CityCo, the city centre management company for Manchester and Salford.

**Description of project:** The original BID business plan set out to deliver two new public events a year, staged in the heart of Manchester's retail district, with the aim of animating the streets in 'dip retail periods' to attract new and returning customers.

The event strategy began with a new event: 'Dig the City' – a July festival that evolved from an 'urban gardening' theme (including celebrity TV ambassadors Monty Don and Diarmuid Gavin), to a broader 'summer garden' festival that incorporated floral street dressing with live music and family entertainment. To promote the event, the BID delivered a series of multi-channel campaigns, commissioned quality illustrative artwork to sell the festival and worked with two specialist PR agencies on public and B2B stories.

The second event saw the BID partner with the city's annual Chinese New Year celebrations, bringing a contemporary cultural programme to the district alongside the traditional events and Dragon Parade hosted by Manchester's Chinese community.

The BID marketing team took over Manchester's promotional campaign for Chinese New Year to help broaden the audience and scale up visitor numbers; commissioning new campaign artwork by a leading Mancunian/Chinese artist, establishing media partnerships and hiring a specialist PR agency.

Since the original two, Manchester BID's programme has grown to six successful public events per year, partnering with the city's shopping centre Manchester Arndale on student shopping 'socials', hosting a VIP street party 'The King Street Festival' to support the area's premium retail brands – and launching our new flagship festival: 'Halloween in the City'.

Now in its third year, Halloween in Manchester is attracting national attention for its city-wide, innovative, and fun content - delivered and coordinated by the BID. Last year this meant hosting a series of giant inflatable 'monsters' on the rooftops of Manchester buildings.



**Advice to other BIDs considering a similar project:**

- Establish productive marketing, PR and event partnerships with key agencies, suppliers and stakeholders: seeking contra deals, media deals and effective cross-promotional opportunities
- Work closely with event production teams to ensure unique, inventive, PR-able and social-buzz highlights as part of festival programmes – to grab attention
- Work with specialist PR agencies who know audiences, target media landscape and can advise on ‘money shot’ imagery, angles and stories
- Book a press agency photographer if you have an exceptional piece of content or story, to buy-in the expertise that can increase the chance of national placement
- Create brand toolkits so events partners and participants can help to spread the word in a joined-up way.

**Evaluation:** Manchester BID uses several measures to monitor event and PR success, including footfall uplifts monitored by 4 central cameras, retail sales uplifts, PR advertising value, social media engagement and reach, and surveys.

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## Manor Royal BID - DIGITAL ADVERTISING SIGN PROJECT

**Area and BID facts:** Manor Royal BID is Located in Crawley, West Sussex on the edge of Gatwick Airport, which is currently lobbying for an additional runway, leading to considerable political attention. The BID currently has 526 levy payers with a budget £530,000. The BID area consists of 9 metre square foot of commercial space across 800 commercial properties.

**Description of project:** Four digital advertising screens have been installed at strategic locations across the BID area to help promote local trade, build a stronger business community and communicate important BID and community messages.

The rationale for the project was to extend the reach of the BID to as many of the 30,000 people that work on Manor Royal as possible and to complement other BID communication channels. Before the project, the only advertising opportunities available to the BID were at bus stops, which were not cost effective. By installing the screens the BID has been able to extend the benefit of advertising to companies in Manor Royal to benefit from the 24 million annual vehicle movements and those that walk and cycle to and through the area.



Companies located in the BID area benefit from preferential rates regardless of whether they are a levy payer. Companies from outside the area pay more.

The project went live in April and the initial take up has been positive with all the available advertising slots being taken by Manor Royal companies or stakeholders. Planning and highways issues proved challenging as did land leases, council agreements, licences and consents. The biggest issue was working with power companies to supply electricity to the structures. The project took approximately two years from conception to installation. After a competitive process the BID appointed a local contractor to work with who also manage and maintain the screens on behalf of the BID.

**Advice to other BIDs considering a similar project:** Connection points are key factors as well as visibility and safety. The cost of the project was £167,000, which was shared revenue and capital funding with the County Council.

- Manufacturing and software have been straightforward elements of the project.
- Gaining consents has been challenging and early engagement with the local authorities and power companies is essential.
- Selling advertising space is the key task and third party needs to be taken on to run that element, but need to understand the brief.
- When planning a project of this kind it is also important to consider implications in terms of electricity costs, maintenance and cleaning, business rates and insurance.

**Evaluation:** There are several indicators that have allowed the BID to evaluate the project, including the screen time available and sold, plus the income received for selling the advertising space.

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## Norwich BID – SHARING ECONOMY CITY

**Area and BID facts:** Identified by think-tank Centre for Cities as one of the five ‘fast growth cities’ in England, Norwich is increasingly recognised for its strong economy, quality of life and vibrancy. Norwich experiences a monthly footfall of over 1.8 million and a retail catchment of 790,000 within 60 minutes, 129,000 employees in the Norwich area and 21,000 students sees Norwich regularly voted as one of the Top 10 best places to live.

Established in November 2012 Norwich BID has proved itself as an inventive and progressive organisation. Norwich BID enhances and promotes the local environment for its businesses, employees, customers and the community. Since 2012 the Norwich BID have funded a number of projects such as the Christmas lights, Europe’s first Tunnel of Light, free city centre Wi-Fi, the welcoming City Hosts, Head Out and Not Home free summer entertainment. Norwich BID is now the proud home of the city destination marketing organisation VisitNorwich. The BID has 740 hereditaments, an operating budget of £1.1m and 16 staff.

**Description of project:** Sharing economies are contributing to what is often called the ‘third industrial revolution’ through a tech-based collaborative consumption model. Typically, shared economy systems democratise the exchange of goods and services by allowing that exchange via a peer-to-peer network, often with no or a comparatively reduced cost to the user. Examples of sharing economy businesses include Uber, Air BnB and eBay.



In Norwich, the 'Sharing City' programme was sparked following conversations with Flibl – a marketing and communications agency working in the city, which has been responsible for raising the profile of the sharing economy, and which was already showcasing Norwich as particularly progressive in the sharing economy sector.

Flibl introduced the BID to the work of the Amsterdam-based Sharing Cities Alliance, which is building a global network of cities, accredited by the Alliance as developing sharing and platform-based solutions to urban challenges. Norwich is the first UK city to go through accreditation, with the BID as delegated operations organisation under accountable body Norwich Council. Other cities include Washington, New York, Barcelona and Seoul. Norwich is now accredited and sharing best practice with other cities within the network.

An audit undertaken by the BID uncovered many examples of sharing economy businesses in the city, suggesting that a critical mass had developed to make the Sharing Cities Alliance Accreditation feasible. The presence of the University of East Anglia (UEA) and Norwich University of the Arts (NUA) have also created spin-off businesses – including Flibl, which focus on this new economic approach.

The objective of the project was for Norwich to take its place at the vanguard of this movement. Norwich BID sees itself as part of the 'maverick city', pushing concepts and technology for positive social and economic benefit. According to the BID's executive team, this can mean supporting innovative and ground-breaking initiatives, which may pay off in the longer term. Crucially, it requires the BID to plan over longer periods than the five-year term.

The project involved minimal expense - the BID underwrote conferences which launched the shared economy in Norwich. Most of the venues etc. were donated for free. £8,000 in first year to be assessed by alliance and then banded membership reducing to £1,500.

**Advice to other BIDs considering a similar project:** Norwich BID would recommend looking around at your city and auditing sharing economy network that may already be in existence in the city. May be smaller businesses below the radar are a natural starting point. This is a good way to start collaboration. BIDs are catalysts for sharing and collaborating and are in many ways the ultimate shared economy business.

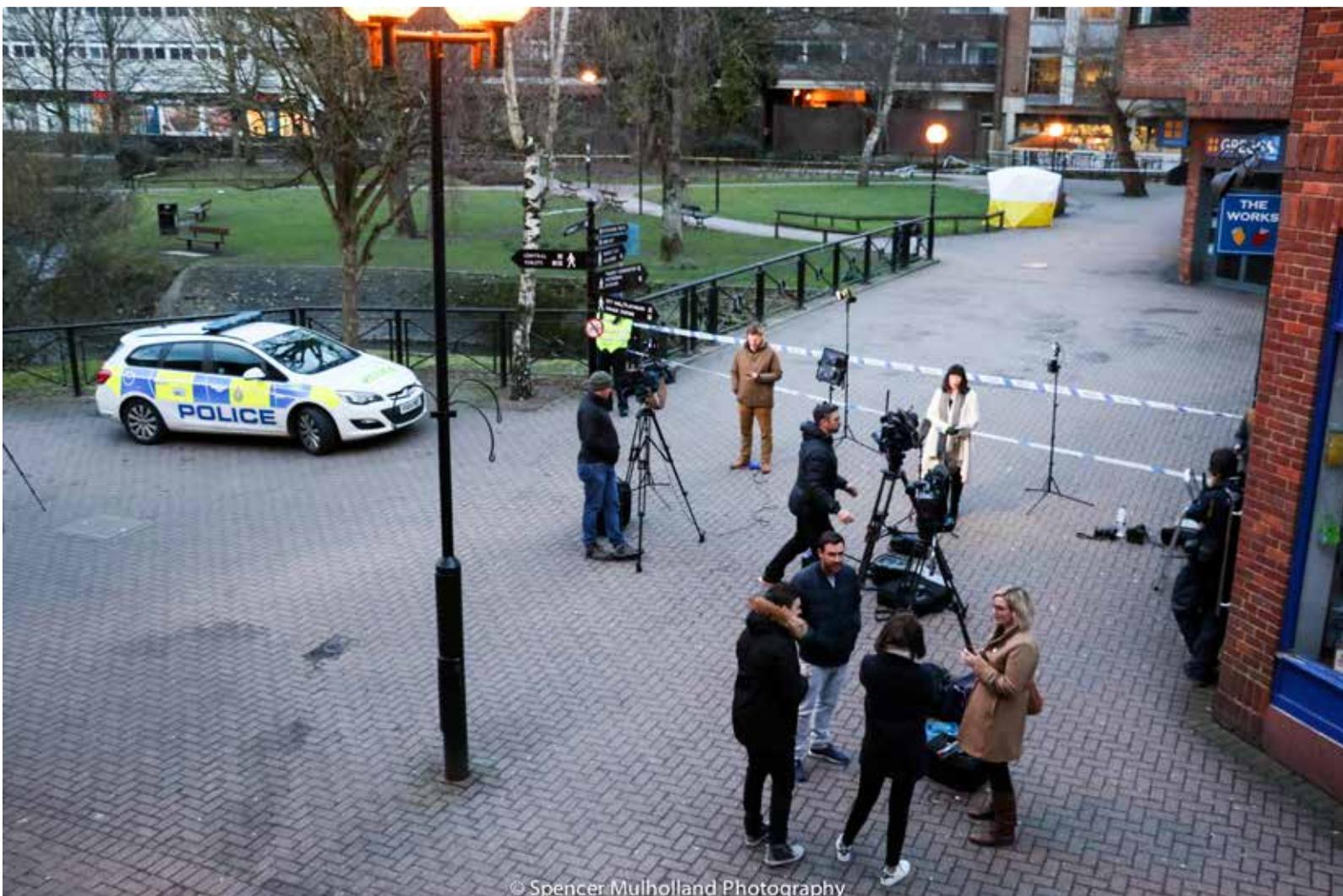
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## Salisbury BID - BUSINESS INTERRUPTION RESPONSE FOLLOWING NOVICHOK INCIDENT

**Area and BID facts:** Salisbury is a Medieval city established over 800 years ago, 8 miles south of Stonehenge with a population of around 50,000. Key industries are tourism and retail servicing the local community, with a wealth of independent shops. There are 500 BID members, and Salisbury BID entered its second term in April 2019. The BID's annual budget is £360,000 and has a team of 6.

**Description of project:** Following the Novichok attacks in the city of Salisbury on 4th March 2018, the BID took a leading role in supporting businesses, particularly in an area known as the Maltings, one of the city's main shopping districts. In the several days it took to establish that the incident was a nerve agent attack, with rumour and false reporting rife, the BID focused on information dissemination to businesses – passing on verified public health and emergency services messages, with news changing by the hour.

Media attention impacted on the city in a number of ways, including the positive effect of large numbers of media personnel supporting hotels and restaurants. News media perpetuated the sense however that the entire city centre was closed to visitors, impacting larger numbers of businesses than were necessary, and counteracting the BID's attempts to disseminate positive messages.



The second incident a couple of months later involving the poisoning of two local residents changed the local view about the level of risk, damaging confidence further and leading to second decrease in footfall. With footfall down by 12% year on year, counters were essential in evidencing the problem, and backing up insurance and emergency compensation claims.

To address the longer-term effects of the incident, the city established a number of working groups at local level – communications, economic and health and wellbeing with the BID acting as the voice for businesses. The BID also ran marketing campaigns to promote businesses in collaboration with the County-wide Destination Management Organisation and local press, achieving greater reach due to the national scrutiny on the city.

With national trends affecting the high street, and the residual effects of the attack, recovery has been slow but consistent. Salisbury has a new focus on redeveloping the town centre economy, including developing a Future High Street Fund application, regenerating shopping areas and increasing collaboration.

**Advice to other BIDs considering a similar project:** Business interruption events become more likely in the future, with flooding a particular risk. In many bases, BIDs will take a role as a front-line organisation in the recovery effort. A key lesson is to establish what the BIDs role is in a business interruption situation. Salisbury quickly established themselves as the conduit for information and as the main voice for businesses.

**Evaluation:** The renewal ballot result is used as evidence that the BID was successful in delivering the services the levy payers needed in the time after the Novichok incidents – Salisbury achieved one of the highest turnout for a renewal ballot at 66% and 90% Yes votes by number. The BID had initially planned to go out to ballot in Autumn, but the ballot was delayed due to the incidents.

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## Shrewsbury BID – BIG TOWN PLAN

**Area and BID facts:** Shrewsbury is a popular tourism destination and regional retail centre serving a wide geographical area. Known for independent retailers, the town has performed well economically.

Having just entered its second term, the BID is committed to helping Shrewsbury to diversify economically, including through the creation of workspace and commercial uses. Profile, experience, and community are the three core objectives. The BID has 499 levy payers and an annual levy income £315,000 plus £100,000 from the Big Town Plan. It employs 3 staff.

**Description of project:** Following a number of attempts to develop strategy for Shrewsbury, a change in political leadership has ensured that decisions about the town centre are now made in partnership with a range of stakeholders. The Big Town Plan process has enabled the development of a collective vision for the town to influence its future, covering a detailed masterplan, investment prospectus and work towards a supplementary planning document to guide development, among other strategies. The aim of the Big Town Plan is to present a blueprint for economic and physical development that all stakeholders can sign up to, and that is developed through extensive consultation with the townspeople.

Shropshire Council, Shrewsbury Town Council and the BID were equal partners in developing the vision, and consensus was developed over a couple of years. The process of developing the vision included running workshops and discussions in a vacant unit in the centre of town which also acted as a visible and transparent headquarters for operations. The Plan focused on four themes – Creating Place for Enterprise, Nurturing Natural Shrewsbury, Vitality, Life & Mix, and Rethinking Movement. £500,000 has been secured over the next three years to deliver the plan. The link between the plan making process and the resource to deliver it has engendered a strong sense of ownership which a wide range of people, from individual citizens to the Council have the responsibility to deliver.

The project has also led to a good relationship with the Marches LEP, which has funded some of the Big Town Plan's projects. The LEP is now being guided by the BID on local economic development issues.

**Advice to other BIDs considering a similar project:** Given previous efforts to develop a joint strategy, the project suffered initial scepticism and the main hurdle was convincing those that had been present in positions of power in the town for some time. Wide-ranging consultation with a commitment to delivering the results also proved to be key in developing the sense of buy in. This enabled Shrewsbury to avoid the more formal and lengthy neighbourhood planning process.

The alignment of partners willing to collaborate together, even when there are differences of opinion and approach, has ensured the project's success. It is also important for partners to recognise their strengths and weaknesses including in resource terms and trusting each other to lead in the right places.



**Evaluation:** The main indicators of evaluation is the amount of engagement received during consultation with over 2,500 visitor and 5,000 comments received at the pop-up shop.

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