



British BIDs

Annual Conference Report 2009

Positioning BIDs for a Prosperous Future

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Foreword



This year's Annual Conference & Dinner has been an important milestone in the urban landscape.

After almost five years of Business Improvement Districts in Britain, the **concept has clearly demonstrated its value**. With 88 BIDs, of which eight have successfully renewed their mandate for a second term, businesses are manifestly seeing the benefits. The concept is well established and well respected, and considerable impact has been evidenced and is demonstrated through this report.

In addition, the **launch of the Nationwide BID Survey 2009** at the conference showed a substantial evidence base for the rapidly growing BID industry and confirmed the value that BIDs are providing on the ground to commercial areas.

British BIDs, **the national membership organisation for the BID industry**, has a rapidly growing membership after only three years since establishment and is leading the way on positioning BIDs for a prosperous future.

Key initiatives from Bb include: an industry **Accreditation** scheme and **Impact Standard**; a new range of **Training Modules** focusing on Renewal and Developing BIDs amongst others; the continuation of a variety of **events**; the launch of a new **Marketing Forum**; together with a new and **enhanced website**.

Read on to find out the details from the conference this year...

Dr Julie Grail, Chief Executive



Plenary: The Strategic Pieces

Dermot Finch, Centre for Cities

We heard about the **green shoots of recovery** from Dermot but were warned it was likely to be **slow and protracted**. Medium sized towns and cities are most at risk over the next few years, with places such as Hull, Ipswich and Swindon being cited.

[Click here for Dermot Finch PowerPoint](#)

Mark McVicar, Cushman & Wakefield LLP

Mark reported that capital values are beginning to rise but there is a fear of a **'double dip'** in the recession. With so much changing, Mark told us, *'A month is proving to be a long time in property at the moment'*. Retail spend overall is down by about 5% but some are inevitably benefitting from the recession and from competitors closing. Iceland were quoted as saying, *'What recession? We are not taking part'*. Looking forward Mark warned of the impact of **lack of debt available for development**. As a result he predicted a contraction on the high street with the gap widening between primary, secondary and tertiary. He spoke about **Tax Incremental Financing (TIFs)** being a possible rescue package for the development industry.

[Click here for Mark McVicar PowerPoint](#)

Cllr Derek Osbourne, Leader of Royal Borough of Kingston upon Thames

We were reminded of the importance of a **relationship being based on trust as a pre-cursor to a BID** by Derek. He spoke of the long history of partnership in Kingston and the fact they had reached a stage where they had the ability to have arguments without walking away. Speaking about winning the recent renewal ballot in Kingston, Derek reported that maturity of partnership in Kingston has enabled them to **no longer treat the BID as a political issue**. They now get the notion that the BID can take over Council services because *'the BID does it better'*.

Plenary: The Innovative Edge



David Rumble, Bywaters

We heard from David that there is now clearly an **economic justification for recycling**.

Ten years ago it cost £5/ton to dispose of commercial waste, that cost is now between £80 and £100/ton. Part of this increase is down to the **rapidly increasing Landfill tax**, which is currently £40/ton and it is rising annually by £8/ton until it reaches £72/ton.

We also heard about the Duty of Care Regulations that govern the waste industry and put responsibilities on the waste producer.

Importantly to BIDs, there is a **clear opportunity to coordinate waste activity through a BID** thereby mitigating at least part, if not all, of the cost of the BID levy to businesses.

[Click here for David Rumble PowerPoint](#)





Workshops: The Technical Edge

Company Management & Governance

Belinda Powell, Zurich; Nicole Tumiaty, Nabarro; Penny Alexander, British BIDs

Belinda spoke of the importance of pensions was presented given the changing obligations on employers as a result of impending legislation in 2012. **Contributory pensions will become compulsory for all** and employers will need to be prepared for this.

The legalities related to the governance of BIDs was presented by Nicole including the **legal responsibilities of Directors**, managing conflicts of interest and providing relevant training for Directors.

[Click here for Belinda Powell PowerPoint](#)

[Click here for Nicole Tumiaty PowerPoint](#)

Cost-effective Marketing and Communications

Jace Tyrrell, New West End Company; Paul Clement, British BIDs

BIDs were reminded of the importance of brand management, with a recognition that **consumer-facing and stakeholder-facing brands are not necessarily the same**. The **benefits of online marketing** were discussed with an appreciation that although it can be harder and take longer to get established it is considerably more cost-effective in the longer term. The **extra income opportunities afforded by sponsorship** were also presented.

Winning the Renewal Ballot

Tim Smith, Reading UK CIC; Kay Buxton, Paddington BID; Dr Julie Grail, British BIDs

The workload associated with a renewal ballot was clearly documented alongside the observation that the perception of business is **'renewal by default'**. This is a cause for concern for BIDs and a reminder that **complacency at the ballot box is a serious concern**. A technical question regarding **setting the levy rate** for the second term evoked a debate on whether to build in the previous inflationary component from the first term. [Click here for Tim Smith PowerPoint](#)

[Click here for Kay Buxton PowerPoint](#)



Plenary: The Learning Curve

Richard Guiney, Dublin BID

We heard from Ireland's first BID, which is a very large BID both by number of businesses (2,000) and geographical spread. Richard demonstrated **significant delivery against their original business plan** and in particular highlighted areas of success that were '*cheap as chips*' to deliver but of great benefit to the business community. More importantly though during such a deep recession for Ireland, Richard proposed that '*nice but not essential is no longer appropriate*'. Whilst the market corrects itself it is critical that the BID stays relevant to drive genuine business value.

[Click here for Richard Guiney PowerPoint](#)

Tass Mavrogordato, InHolborn BID

A truly innovative presentation was given by Tass focusing on ideas that provide cost-savings and '*closed loop solutions*' for BIDs acknowledging that **value for money is critical** to the continuation of successful BIDs. A wide variety of initiatives are being set up to enable businesses to benefit from **joint procurement in aspects such as electricity, taxis and couriers**. Considerable savings have already been evidenced through this approach with as much as 50% reductions on taxis and 25% on electricity.

[Click here for Tass Mavrogordato PowerPoint](#)

Mike Punter, Lancing BID

The commitment to a BID in Lancing comes from the basis that the majority of businesses are freeholders of their property and therefore have a longer term perspective on the area. Mike spoke of the **practical solutions** that the BID is delivering based on a **joined up approach to self-help**. Amongst the coordinated activity includes a recycling service that mitigates the cost of the BID levy together with a variety of **inter park trading** such as a new 'local' service being provided by one of the stationery businesses on the estate.

[Click here for Mike Punter PowerPoint](#)



Bb Awards



Andy Godfrey, Alliance Boots Plc

The ceremony for the Bb Accreditations was held during the Annual Dinner and the awards were presented by Andy Godfrey.

Bb Accreditation was awarded to:

Ipswich Central BID

Heart of London Business Alliance

New West End Company

Paddington BID

Team London Bridge

Better Bankside

Bb Impact Standard was awarded to:

Plymouth BID











Dinner 2009







Plenary: Nationwide BID Survey



Prof Jim Berry, University of Ulster; Andy Godfrey, Alliance Boots Plc; Dr Julie Grail, British BIDs

This plenary session presented the findings from the third nationwide survey of BIDs in Britain. The survey has been carried out by a **joint research team comprising Alliance Boots, British BIDs and the University of Ulster**. The research has been supported by a variety of organisations with an interest in BIDs including the **British Retail Consortium; the Inter Bank Rating Forum; the British Urban Regeneration Association; the Confederation of British Industry; the Federation of Small Businesses; and the British Property Federation**.

Jim presented on the **procedural aspects** of the survey identifying the need for a comprehensive nationwide perspective on BIDs to provide an in-depth assessment of BIDs across the UK/Ireland; to benchmark performance on annual basis; to raise pertinent issues which BIDs face; and to facilitate key stakeholders in decision making. The research team received a response from 68 out of 87 BIDs (**response of 78%**) and the intention is to maximise the response rate going forward.

Andy spoke from a **business perspective** and highlighted issues including: the **levy rate** (59% of non-industrial BIDs have a levy rate of 1%); the majority of BIDs demonstrate some degree of **voluntary contribution from their shopping centre owner**; there is a **multi-faceted approach to set-up funding** and in particular the examples in Scotland, East Midlands and London should be commended; it is essential that BIDs continue to look for **innovative ways of securing additional funding**; there is variable practice concerning the **annual collection charge and some are proving unacceptably high**; and development of **cash-saving initiatives** in BIDs is going to prove increasingly important.

Julie raised a number of points within a **policy context** including: **formal challenges** to the BID process appear to be few and far between but evidence suggests challenges are more prevalent when turnout is low; **variation procedures** do exist in many BIDs with the management board holding ultimate responsibility but some BIDs are still failing to put appropriate measures in place; some examples of **non-compliance to baseline agreements** were witnessed within the survey and it was found this stemmed from a lack of transparency and responsibility in drawing up the agreement; and finally the findings from the £50,000 RV threshold test within the research suggests that the introduction of **Business Rate Supplement in areas without a BID offset could have a significant negative effect**.

[Click here for Survey PowerPoint](#)



Masterclasses: The BID Puzzle

Developing a BID, Paul Clement, British BIDs

The final checklist for this session included series of things to check at the Feasibility, Development and Campaign stage. These included: checking that there clear benefits for business from a BID; ensuring support of the local authority; checking if the BID proposal makes sense; ensuring finances are in place and the budgeting complete; checking agreements are in place with the council; ensuring resources in place for a tough campaign; checking if the BID meet external guidelines; and having a strategy to counter the “no” arguments. In addition to this there was a checklist in case the BID ballot fails which included: review the proposal and campaign; re-assess the need; and consider a re-ballot

Ballot Canvassing, Dr Julie Grail, British BIDs

The final checklist for this session included: put the right canvassing team together; produce a BID manifesto; ensure your database is set up to record exit poll data; understand the ballot holder policy on ballot returns; and use support for positive campaigning.

Local Authority Practices, Penny Alexander, British BIDs

The final checklist for this session included: establish high level contact and request key officer contact; ensure clarity on the interpretation of regulations; ensure clarity on the ballot practices; and ensure proper legal agreements are in place pre-BID commencement.

Legal Agreements, Devika Gopal Agge, British BIDs

The final checklist for this session included a checklist for the Baseline Agreement (BA) and for the Operating Agreement (OA). The checklist for the BA included: checking that key services have been baselined; the benchmark criteria are set out clearly; the important benchmarks are measurable; agreeing to the process and reporting of enforcement between the BID and the local authority; and checking that the provisions in the Agreement don't conflict with the requirements set out in the Regulations. The checklist for the OA included: setting up the process and reporting of enforcement and recovery of bad debt between the BID and the local authority ratings team; setting up a suitable group to monitor, review and enforce the financial and service activities of the BID; ensuring an appropriate levy collection system has been incorporated into the existing business rates system; agreeing to the frequency of billing with the LA; and sorting out the issue of VAT.



The Impact of Business Rate Supplement on BIDs

Dr Julie Grail, British BIDs

The Business Rate Supplement Bill received Royal Assent in July this year enabling upper tier authorities to raise a 2% levy on ratepayers from April 2010. Regulations will be out for consultation from the Autumn.

From the Nationwide BID Survey 2009 (68 BIDs), the £50,000 rateable value threshold test showed that 38.63% of hereditaments in BIDs > £50,000 RV and that 68.51% of rateable value in BIDs > £50,000 RV. This suggests that there is a significant correlation between the businesses paying the BID levy and those who will be charged through a BRS scheme. Inevitably this will put pressure on BIDs to really evidence their value as a ballot hurdle is still required as opposed to the non-ballot route for BRS (unless more than 1/3 of the project is to be funded by the BRS).

A positive amendment carried through to the Act has been the ability to make arrangements for a mandatory owner levy in BID areas, this would be called a BRS-BID levy and could only be implemented in areas where a BRS and a BID exists. Details of how this BRS-BID levy will work in practice will be set out in Regulations. This owner levy will enable BIDs to demonstrate to their occupiers (their existing levy payers) that guaranteed match funding can be secured together with the possibility of offsetting some of the cost to occupiers by covering that cost instead in the owner levy.

[Click here for BRS Impact PowerPoint](#)

Biographical Notes



Dr Julie Grail, Chief Executive, British BIDs

Dr Julie Grail is the Chief Executive and Co-founder of British BIDs, the national membership organisation for the BID industry. British BIDs is a collaborative venture between Partnership Solutions and the British Urban Regeneration Association.

Dr Grail is also the Director of Partnership Solutions, an urban management and regeneration consultancy, which specialises in partnership development, capacity building, business engagement, and the development and review of Business Improvement Districts (BIDs). Current clients include Northampton, Nottingham, Milton Keynes, Heart of London and Essential Edinburgh.

Julie has been instrumental in supporting the development and evolution of BIDs across the country, most recently in supporting Government with the Business Rate Supplement legislation in relation to her BIDs experience and in securing the amendment to include a provision for a property owner levy in BIDs.

She has a first degree in Land Management from De Montfort University and a PhD, focusing on urban governance in UK cities, from the University of Sheffield. She has a broad range of experience in BIDs emanating from her leadership of The Circle Initiative and the LDA London BIDs programme and numerous direct consultancy contracts with developing and formal BIDs and she regularly presents on BIDs to a wide variety of audiences.

Dame Judith Mayhew Jonas, Chair, New West End Company

Judith Mayhew Jonas is Chairman of The New West End Company and The Independent Schools Council. She is Joint Chair of the London New York Dialogue and a Vice President of London First.

She was a City lawyer and former political Leader of the City of London Corporation. She was Deputy Chairman of the LDA, City and Business Adviser to the Mayor of London and chaired the Private Investment Commission.

She has just completed five years as Chairman of The Royal Opera House and has been a trustee of several museums. She is currently a Trustee of The Imperial War Museum.

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Dermot Finch, Chief Executive, Centre for Cities

Dermot has led the Centre for Cities since 2005. The Centre is an independent research and policy institute, committed to helping UK cities improve their economic performance.

Previously, Dermot was a senior policy adviser at HM Treasury (1994-2005), including 3 years at the British Embassy in Washington DC (2001-04) and 2 years as a private secretary in both of Ken Clarke and Gordon Brown's ministerial teams (1996-97). His range of Treasury policy responsibilities included financial services, the euro, productivity, enterprise and cities.

Dermot is from Clitheroe, Lancashire, and studied at Liverpool University (1986-89) and Queen's University, Belfast (1989-91).

Mark McVicar, Head of Development Consulting Group, Cushman & wakefield LLP

Mark specialises in town and city centre retail and mixed use development and urban regeneration. He acts for both the Private and Public Sector, including developers, funding Institutions, landowners and Local Authorities.

Mark provides clients with in-depth support throughout the development process, ranging from strategic delivery advice to bespoke transaction negotiations on their behalf.

Mark is a graduate of Manchester University. He joined Healey & Baker in 1990 and was promoted to Partner in 1999 and promoted to Head of Development in 2009, where he sits on the Consulting Group board. He was awarded the Cushman & Wakefield Healey & Baker Professional of the Year Award 2003.



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Clr Derek Osbourne, Leader, Royal Borough of Kingston upon Thames

Derek worked for twelve years in local government in human relations for the London Boroughs of Lambeth and Camden. He was elected to the Royal Borough of Kingston in 1986 and served as Deputy Leader of the Council from 1994–1997 and led on the implementation of neighbourhood committees and community engagement. During this time RBK also established the first Town centre Manager.

He has subsequently been Leader of the Council from 1997 – 8 and 2003 to date. He has led on the development of local strategic partnerships including relationships with the business community.

He has been fully supportive of the BID process since it first appeared as a thought in the Government's mind and supported a trip to America to investigate the model despite the inevitable political accusation of "junketing on the rates". He also kept the BID application alive by approving additional finance when the legislation was held up.

Kingston Town Centre became the first BID in the country and has recently won the BID2 ballot with a swing to the Yes campaign. Derek sits on the board of Kingstonfirst.

David Rumble, Projects Manager, Bywaters

David Rumble has worked at Bywaters for five years in the role of Projects Manager. As well as managing key internal projects, such as the relocation of three Bywaters' sites from the Olympic Park, David manages key stakeholder relationships, particularly with local authorities.

David has been instrumental in setting up Bywaters' Materials Recovery Facility (MRF). He is in ongoing discussions over major waste management contracts with various disposal and unitary authorities. As well as bringing in new business for the MRF, David investigates new waste management technologies and is constantly trying to identify ways in which Bywaters can further reduce the amount of waste that is sent to landfill.

David has represented Bywaters at many industry events and served on several different committees including the Associate Parliamentary Sustainable Resource Group. He acts as spokesperson to the media and is Bywaters' chief tour guide when visitors come and see the MRF.

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Penny Alexander, Senior Associate, British BIDs

Penny Alexander is a Senior Associate of British BIDs and Partnership Solutions and specialises in all aspects of partnership development and implementation, particularly in relation to Business Improvement Districts. Penny is currently working with the Victoria Partnership on their BID campaign and advising Hammersmith London on their BID renewal. Recent clients include Paddington BID, London Riverside BID, Rustington Industrial Estate and Croydon Town Centre BID.

Previously, she was Chief Executive of The Holborn Partnership BID, which she led from a small, informal association to a highly respected and advanced BID. During her time at Holborn, Penny instigated and implemented a wide range of partnership schemes and services, many of which were ground-breaking initiatives such as the first privately facilitated Anti-Social Behaviour Order, the first UK BID Transport Management Association and one of the first privately funded, UK street warden schemes.

Belinda Powell, Client Relationship Manager, Zurich

Belinda joined Zurich in 2001, and has worked in the Relationship Management section throughout her time with Zurich.

Belinda's role includes the promotion of defined contribution pensions to large 'Blue Chip' corporate clients, and maintaining relationship with EBCs; attending beauty parades, reporting to Trustee boards/governance committees; managing client communications, member enrolment presentations; and working as the key contact for her client list. More specifically she is responsible for ensuring that the service levels agreed with the client are communicated to the wider business, working closely with the operational teams (new business & servicing, claims & controls, account management, sales and development)

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Nicole Tumiati, Associate, Nabarro LLP

Nicole Tumiati is an Associate in the corporate department at Nabarro LLP. Nicole has been advising on corporate and other commercial matters for seven years.

Nicole is qualified as a solicitor in England and Wales and as a barrister and solicitor in Victoria, Australia and has been practising in England since January 2007. She specialises in advisory work for clients including public and private companies, partnerships, statutory bodies and not-for-profit organisations from a wide range of industries and sectors including financial and professional services, retail, wholesale and manufacturing, health, hospitality and property development.

Nicole regularly advises on recent developments in corporate governance and best practice for all sectors and has assisted with a broad variety of transactions including general business structuring, private and public mergers and acquisitions, schemes of arrangements and corporate group reorganisations.

Paul Clement, Associate, British BIDs and Executive Director, Ipswich Central BID

Paul Clement is an Associate with British BIDs and Partnership Solutions and specialises in BIDs, project management, marketing and communications. He is also the Executive Director of Ipswich Central, which became the first fully accredited BID in the UK.

Paul has extensive experience in the management and review of BIDs, including leading the Accreditation programme and developing the new Impact Standard for British BIDs.

He is also a Director of the insurance call centre, Call Connection, a successful company which now has over 320 staff.

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Jace Tyrell, Head of Communications, New West End Company

Jace was appointed Head of Communications of New West End Company (NWECC) in 2005. His initial challenge was to support the Chief Executive to develop the Company into a sustainable business through formal status as a Business Improvement District (BID). This was successfully achieved in March 2005.

Jace has project managed the communications strategy for the initial BID election and BID renewal campaign alongside an ongoing corporate, public affairs and consumer campaign. Under his management, NWECC has successfully organised three traffic-free events and Oxford Street Lights 'switch-ons' attracting in total over 1.5 million visitors. In addition he has generated positive UK and international media coverage worth over £22m.

A graduate in Journalism, Public Relations and Business Marketing, Jace has a strong background in property development communications, destination marketing and public affairs. He spent the earlier years of his career with South Bank Corporation in Brisbane, Australia and Sydney 2000 Olympics.

Tim Smith, Executive Director, Reading UK CIC

Tim has led the evolution of Reading's long-standing town centre partnership to a business-led economic development company that acts as a delivery partner for Reading's Local Strategic Partnership and is leading the collaboration (on economic development) across a functional economic area known as the 'Reading Diamond'.

In partnership with a local property consultant he co-authors the annual Reading Development & Investment Reviews and delivers the Reading Property Conference. Tim was a member of the government's Sounding Board on Business & Town Centre Partnerships and directed the small team that secured a 'yes' vote in the February 2009 (Reading) BID renewal ballot.

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Richard Guiney, Chief Executive, Dublin City BID

Richard Guiney is the Chief Executive of the Dublin City BID (DBID) which was established in 2008 and serves over 2,000 businesses in Dublin's city centre in an area that is 2.5km long and 1.5km wide.

DBID works to maintain Dublin's status as one of Europe's premier choices for shoppers, tourists and business leaders alike. Its services include street improvements, events and making the city greener, cleaner and safer for all. Prior to joining DBID, Richard served the business community with Chambers Ireland where he was Director of Corporate Services.

Richard, an accountant and professional tax advisor by profession, is a proud Dubliner, and is passionate about the city that he serves.

Kay Buxton, Chief Executive, Paddington Waterside Partnership

Kay Buxton is Chief Executive of Paddington Waterside Partnership, a development-driven partnership involving 14 different development schemes, across 80 acres.

The Partnership's flagship projects include Paddington First, a recruitment centre which has found work for over 5,500 people; Time for Paddington, promoting employee volunteering and corporate community involvement; and Paddington BID, which in October 2008 achieved a resounding YES to renew for a further four year term.

Kay trained in town planning and urban policy and has worked in the public, private and voluntary sectors across London. Kay joined Paddington in 1998 and became the Partnership's Chief Executive in 2002.

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Tass Mavrogordato, Chief Executive, InHolbornBID

Tass Mavrogordato has been Chief Executive of Inholborn BID since March 2007. Innovative projects relating to business sustainability have been created and delivered as a result of strategic planning, resource investment, and team building.

Tass has previous experience of successfully managing business turn-around, partnership building, and fundraising across the private, public and charity sector mostly within the cultural industries. Posts include, Director of Business Development for the UK Crafts Council, entailing seeing through a programme of change management.

Michael Punter, Chair, Lancing BID and Managing Director Parafix Holdings Ltd

Michael is the Managing Director of Parafix holdings, which is the largest Adhesive Tape Converter in the UK and Hungary. The firm has annual sales of £10million, and employs close to a hundred people. Under Michael's strong strategic leadership, the firm has established a track record of improving shareholder value.

Michael is highly effective at focussing teams on meeting objectives and inspiring a desire to win.

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Prof Jim Berry, Professor, University of Ulster

Jim is Professor in Urban Planning and Property Development in the School of the Built Environment at the University of Ulster. As a Chartered Town Planner and Chartered Surveyor he is actively involved in research at local, national and international levels into the dynamics of urban development, the financial aspects of development appraisal; the financing of urban regeneration and the mechanisms to facilitate business engagement in economic regeneration.

Professor Berry is one of the founding members and Board member of the University of Ulster Real Estate Initiative which brings together leading developers, investors and financiers across the island of Ireland to promote cutting edge property-related research that informs policy and practice agendas. He is also a founding member and Executive Board member of the International Centre for Local and Regional Development (ICLRD) which is a North-South research partnership established to expand the contribution that spatial planning, regeneration and economic development can make to peace and reconciliation on the island of Ireland.

Professor Berry is an Editorial Board member of the Journal of Property Research, Executive Editorial Board member of the Journal of European Real Estate Research and Editorial Board member of the Journal of Town and City Management. He has recently been appointed as an Executive Board member of the European Real Estate Society

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Andy Godfrey, Public Policy Manager, Alliance Boots Plc.

Andy Godfrey began his retail career in store operations, initially with Marks and Spencer and later for Boots the Chemists.

During the past decade, as Public Policy Manager for the Boots Group he has actively supported the development of effective private/public sector partnerships in towns and cities across the UK. Boots were founder members of the Association of Town Centre Management, and it remains the company's ambition to contribute to effective partnerships wherever they are making a genuine difference to the vitality and viability of trading centres.

Andy is a Board member of a number of organisations including the Association of Town Centre Management (ATCM), Action Against Business Crime (AABC), and London's Camden Town Unlimited BID. Other responsibilities include Chairman of the Local Taxation and BID Policy Advisory Group's at the British Retail Consortium, and a Visiting Researcher at Ulster University.

Devika Gopal Agge, Associate, British BIDs

Devika Gopal Agge is an Associate with British BIDs and Partnership Solutions and specialises in all aspects of partnership development and implementation. Devika is currently working with Nottingham to investigate the setting up of a retail BID. Recent clients include North London Ltd, Newcastle BID and Reading BID.

Devika has a broad range of experience in BIDs internationally and is a leading academic commentator. She has worked as an independent researcher in the United States where she authored various academic publications on International BIDs, in many cases joint authored with Assistant Professor Lorlene Hoyt of the Massachusetts Institute of Technology (MIT).

Prior to this, she worked as a consultant with India's largest infrastructure consulting firm IL&FS where she structured projects on a Public Private Partnership basis. Devika has a Master of Economics from Bombay University and a Master in City Planning from MIT.



Future Bb Events:

Bb Marketing Forum, 14th January 2010, London

British BIDs is launching its new nationwide marketing forum for BIDs. Each forum will focus on a current topic of relevance to the industry and will also enable BIDs to exchange marketing ideas.

Strictly for Bb members only. Aimed at Marketing Officers/Managers in BIDs.

For more information:

e: contact@britishbids.info

w: www.britishbids.info