

The means: to change places for the better.

WHAT IS 'IN STORE' FOR NEWPORT?

Considering the potential for a Business Improvement District

A Scoping Study

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1. Introduction

The primary purpose of this report is to inform a future vision for Newport City Centre and to explore the potential for a Business Improvement District (BID).

A core of local businesses in Newport have recognised the opportunities presented by developing a BID and expressed a desire to further explore its potential. With support from Newport Unlimited and the City Council, a Steering Group has been established who wish to better understand business sentiments within the City Centre as a precursor to determining the feasibility of the BID mechanism within the local context.

Following a series of meetings, the Steering Group, with the assistance of Newport Unlimited, appointed *The means* to undertake a scoping study to:

- Gather views from the business community & understand key issues in more depth
- Explore case and material factors surrounding the vitality and viability of the City Centre
- Find out if businesses were supportive of the concept & if there is an appetite for forming a BID

As part of this preliminary study, *The means* undertook a form of quantitative and qualitative assessment to gain an understanding of the current trading conditions through a survey of the centre's businesses, assessing the level of confidence and optimism about the future, and pinpointing what traders see as the key issues. This was supplemented by a Symposium, organised to engage with and hear further views from local businesses and test initial research findings.

Outcomes from the primary research include:

- A prospective vision for the area
- Key themes that a BID programme could be built around
- Business support for a prospective BID and its potential themes
- Exposure of key business concerns
- Opportunities for a prospective BID to add value

This report summarises key findings from the stakeholder engagement, provides preliminary spatial scoping assessment and presents an outline financial model to assist in respect of developing a BID in Newport City Centre.

2. Background

In reviewing the current 'condition' of the City Centre it is quickly apparent that it is experiencing a difficult period and suffering from similar problems to other urban centres across the UK. Key issues include:

- difficulties besetting the national economy
- competition from Cwmbran, Cardiff and Bristol as retail destinations
- on-line and out-of-town options
- disruption from environmental enhancement works
- the likely impacts of the Friars Walk development

This commission is largely attitudinally based. Its focus is on gathering businesses' views as to what the issues impacting on the centre are, and what businesses thought of potential BID programme elements as a remedy for some of the challenges being faced. Hence, other than examining the non-domestic ratings data in respect of the potential levy income, we have not conducted desk research into, for example, city centre performance.

The survey was constructed in the following manner.

- The boundary of the study area was agreed through a walk around the entirety of the area with members of the steering group
- A sample number of 67 businesses were visited at their place of work
- The sample sought to visit businesses in different parts of the city centre (see map at Appendix B)
- The sample sought to include different sectors – bars, cafes, shops, banks financial services and so on
- The sample sought to include independent and multiple businesses
- The sample sought to interview businesses on the high street, in the market and in the shopping centre
- Meetings were not pre-arranged and were conducted on a "walk-in" basis
- No quotas were applied. If a target business wasn't able to be interviewed then the "next available" was
- A form of questionnaire that we have used at several other locations was discussed with steering group members and amended in response to their comments

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3. Understanding the views of local businesses

A sample survey of 67 businesses was conducted between 24th May and 11th June 2013 across Newport City Centre to:

- Gain an understanding of current trading conditions
- Assess levels of confidence and optimism
- Uncover key issues for traders
- Highlight priorities for a potential BID
- Gauge support for a BID in principle

Interviews were structured around a standard form of questionnaire (see Appendix A) to provide an opportunity to collect opinion, views and baseline data. The survey was designed to determine key service issues, level of support for the principle of a BID and to identify opportunities to build relationships.

Graphs illustrating the nature and type of businesses interviewed can be found at Appendix B, along with further survey results at Appendix C.



a. Business performance & optimism

The survey uncovered a mixed picture with regards to the recent performance of businesses in the City Centre and their plans for the near future. On a positive note over a third of businesses reported that trade was improving, although the same number said that business had deteriorated.

How does this translate into confidence levels for the next 12 months?

- It doesn't appear that there will be much growth:
 - 78% said they planned to stay the same
 - 16% stated that they hoped to expand

- Even though more than a third of businesses reported that trade had declined:
 - a smaller amount, 6%, reported that they would leave the centre, and
 - just 1% planned to contract in the next 12 months

Figure 1: Business performance

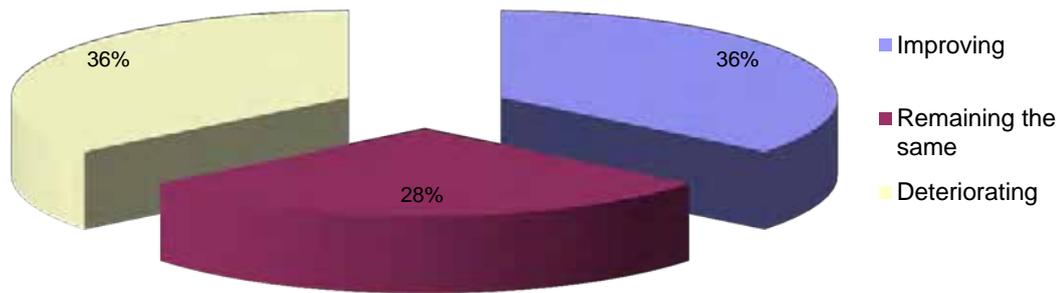
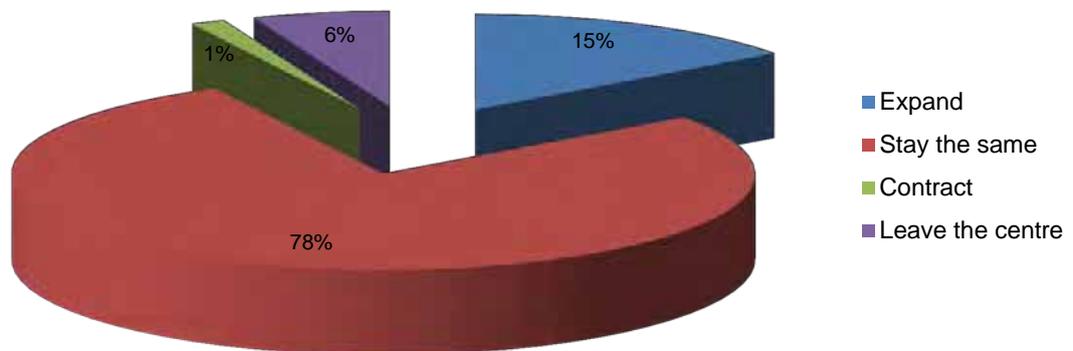


Figure 2: Plans for the next 12 months



b. Key issues for businesses

A main aim of the survey was to gain a better understanding of the key issues affecting businesses in the City Centre and to gather views on what traders thought the solutions may be.

It is immediately obvious from the findings that four key issues stand out:

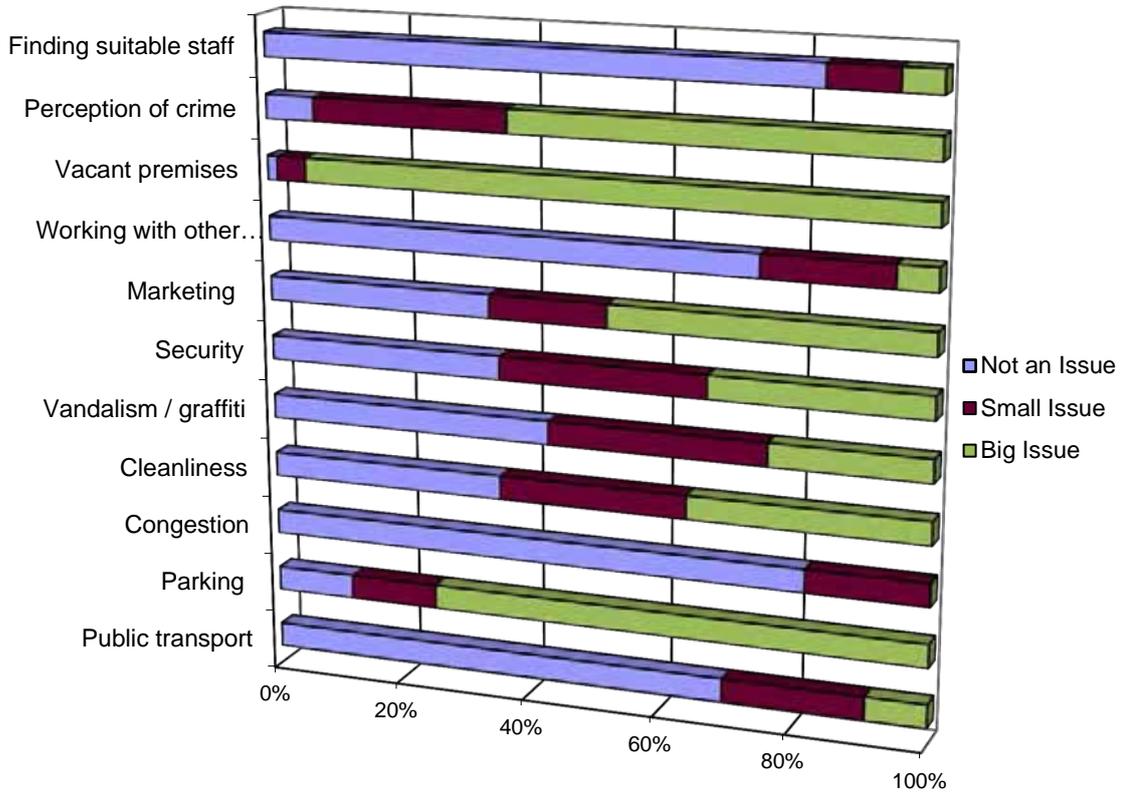
- Vacant premises
- Parking
- Perception of crime, and
- Marketing



Interestingly, the issue of cleansing received a mixed response, with 36% of businesses stating that it was a big issue and the same percentage reporting that it was not a concern. Similar results were found in relation to security. It was beyond the scope of this study to identify the causes for this disparity. It would be a useful subject of further research to determine whether this was due to spatial considerations i.e, parts of the city cleaner and/or safer than others, or merely down to perceptions.

- Other issues identified included:
 - road layout,
 - chewing gum and
 - delays with the Friars Walk development

Figure 3: How much of an issue do you consider the following to be?



c. Measure to improve the trading environment

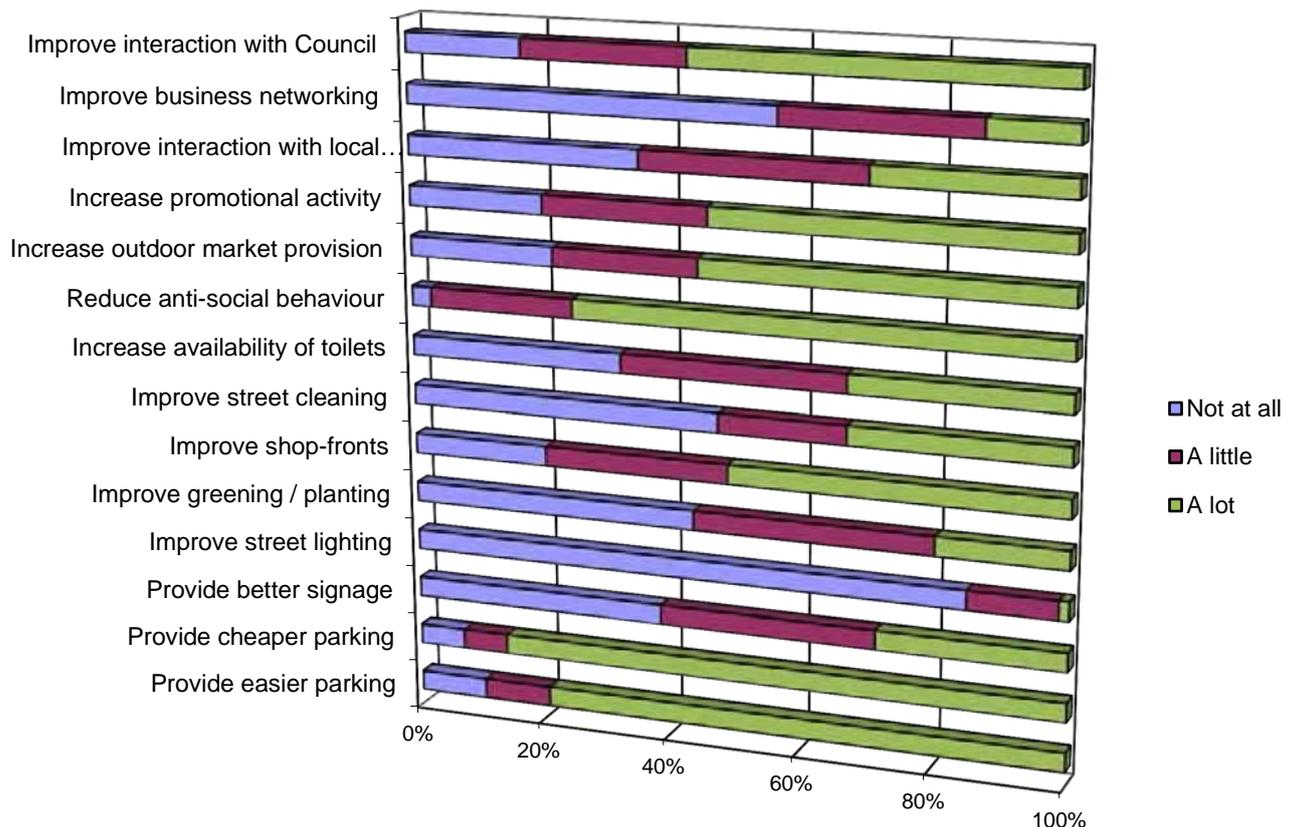
When asked what could be done to improve trading conditions, responses focussed upon 5 key areas:

- Parking – both cost & ease
- Reducing anti-social behaviour
- Interaction with the council
- Marketing & events
- Improvements to shop fronts

Cleaning again received a mixed response, as did improving interaction with the local community and increasing the availability of public toilets.

- Other measure identified included:
 - enticing new businesses,
 - celebrating Newport’s uniqueness and organising specialist events,
 - improving road layout,
 - entice and assist independent stores,
 - reduce business rates and
 - increase number of traditional shop fronts

Figure 4: What could be done to improve the centre?



d. Areas that a potential BID should focus on

Businesses were asked about the key issues a BID should focus on if one was created in Newport City Centre with an indicative budget of £300,000 p.a.. Four priority areas received significant support:

- Enticing new businesses
- Reducing anti-social behaviour
- Parking – both location & cost
- Promotional activities & events

Figure 5: What would be the most useful things to target and spend this money on?



When analysing this feedback, in association with key issues and measures to improve trading conditions, it became evident that a BID programme for Newport could be developed around four key themes:

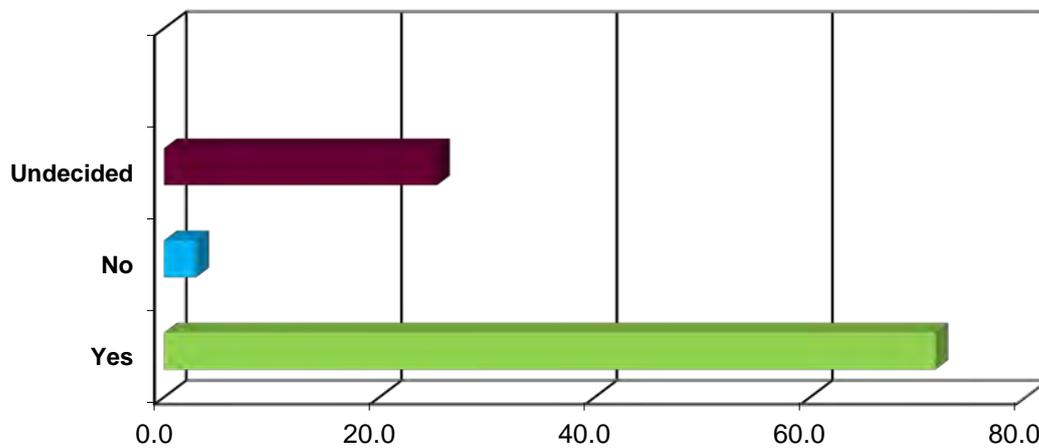
- *Safety* (Reducing anti-social behaviour and perception of crime)
- *Connectivity & Accessibility* (Parking)
- *Strategy & Advocacy* (Interaction with the council, tackling vacant premises / enticing new businesses & improvements to shop fronts)
- *Marketing & Events* (Promotional activities and City Centre events)

e. Support for a Business Improvement District (BID)

Following an explanation of the BID concept, businesses were asked whether, in principle, they felt that the model was a good idea. Responses to the question demonstrates significant enthusiasm for a BID in the City Centre with over 70% saying that they felt it was a good idea.

It is notable, however, that a quarter of respondents remained undecided about the concept of a BID and many noted that they required further information. As with any prospective BID, a targeted information campaign would need to be undertaken to educate voters and gain support for the concept.

Figure 6: In principle do you think that BIDs are a good idea?



4. What is 'in store' for Newport? A symposium for city centre businesses

A symposium for local businesses and other stakeholders was held on the evening of 27th June 2013 at a City Centre location. The event provided an opportunity to pool thinking around what the main issues for businesses in Newport City Centre were, what was currently being done, what else could be done to improve the viability & vitality of the centre and what role a BID might play. The symposium was also used to test initial conclusions with a view to developing a shared vision for the centre.

All City Centre businesses were sent an invitation in advance of the event and a background paper was produced to assist and inform discussions.



The symposium began with feedback from the survey, a brief overview of BIDs and examples of what they are achieving in respect of the similar issues that businesses in Newport had highlighted. The discussions which followed were very positive and indicated that the proposed four themes were supported by attendees and could form the basis of a BID programme for Newport City Centre. It was apparent that those in attendance were keen to progress with proposals for a BID and were eager to receive further detail on potential funding from the Welsh Government to assist in moving towards the campaign stage.

Building upon the issues identified during the survey of businesses four key themes formed the basis of discussions at the event, held at Breeze Bar on Cambrian Road:

- **Safety**
- **Connectivity and accessibility**
- **Marketing & events**
- **City centre strategy & advocacy**

The evening event was attended by 43 business and stakeholder representatives who were welcomed by speeches from Cllr Ken Critchley (Cabinet Member, Newport City Council) and Alan Edwards (Chair, Newport BID Steering Group).

Attendees were invited to join groups to discuss one of the themes in more detail; considering whether they could form a BID programme for the area:

- Group A: Safety
- Group B: Connectivity & Accessibility.
- Group C: Marketing & Events
- Group D: City Centre Strategy & Advocacy.
- Group E: Marketing & Events
- Group F: City Centre Strategy & Advocacy

Following a lively and constructive group discussion session, a member from each group provided feedback to all attendees to highlight key areas they had identified:

Figure 7: Key points from Symposium group discussions

Group	Key feedback from discussion
Group A: Safety	<ul style="list-style-type: none"> ▪ Tackling street drinking & homelessness ▪ Co-ordination of services ▪ Street wardens & Taxi marshals ▪ CCTV operation
Group B: Connectivity & Accessibility	<ul style="list-style-type: none"> ▪ Improve access to parking to support all businesses ▪ Free shuttle bus from car parks to different ends of town ▪ Small car park – 20-30 spaces ▪ Park & ride service ▪ On street parking in High Street ▪ Discounted parking – refund of parking charges for customers from retailers
Group C: Marketing & Events	<ul style="list-style-type: none"> ▪ Develop street markets through the week ▪ Empty shops project ▪ Building on creativity in the city ▪ Develop Wales fashion awards / week ▪ Everyone should have the Masterplan for Newport – Newport Unlimited document ▪ Sell ‘brand Newport’ – learn from developers and promote ‘future Newport’ ▪ Loyalty card / Newport app
Group D: City Centre Strategy & Advocacy	<ul style="list-style-type: none"> ▪ Strategy to regain Newport’s soul ▪ Manage conflict between night and day time economy ▪ Market Newport to consumers <ul style="list-style-type: none"> ○ Tackle voids ○ Attract more independents ○ Respond to Council regarding planning
Group E: Marketing & Events	<ul style="list-style-type: none"> ▪ Tackle negativity & change perceptions – major PR campaign ▪ Develop new logo for Newport ▪ Promote Newport’s uniqueness – regain Newport’s individuality and vibrancy ▪ Develop events to attract different audiences – e.g. families ▪ Capitalize on opportunities to welcome away fans – football ▪ Empty shops project – artwork on front of shops

<p>Group F: City Centre Strategy & Advocacy</p>	<ul style="list-style-type: none"> ▪ Develop a smaller identifiable centre/footprint within a centre ▪ Address development mix in centre (offices, residential as well as retail) ▪ Relationship with council based on more transparency and honesty ▪ Return buzz of times gone by - need to be distinctive to Cardiff/Bristol ▪ Bring green space back into the centre – area around Emlyn Walk, remove barriers ▪ Concerted attempt to introduce living above shops ▪ Work with University to spin out cultural and arts business incubation ▪ Manage impression of empty shops
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Feedback from each group was positive and constructive and a range of suggestions were produced around potential activities and services. The chart above demonstrates the range of ideas generated by each group and suggestions should be taken in to consideration when developing a potential BID programme or introducing pilot projects as part of a BID campaign.

Key issues and common themes included:

- Tackling negativity about Newport & promote its individuality – Strategy & PR campaign
- Address the issue of empty shops – attract new businesses & introduce meanwhile projects
- Utilize the creative sector & develop distinctive cultural events
- Improve parking locations & introduce parking promotions
- Tackle anti-social behaviour & improve co-ordination of initiatives/services

5. Financial modelling

Determining the scope and nature of the BID programme ultimately relies upon the income that a BID can generate. For the majority of BIDs in the UK, a BID levy provides the main source of funding. The levy usually takes the form of a percentage multiplier of the rateable value of commercial premises (hereditament) within the BID area.

Setting the charge is an important decision and should involve consideration of a number of variables, including:–

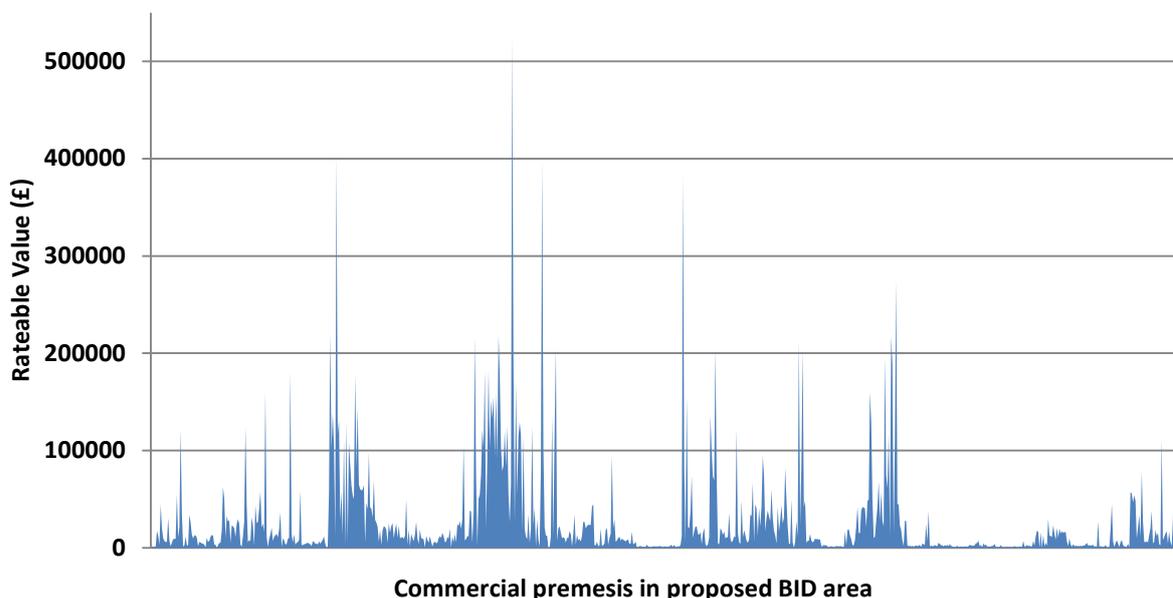
- the levy rate and how it is applied - to date most BIDS have decided on a percentage of rateable value
- whether to introduce a rateable value threshold below which properties are exempt
- whether to introduce a cap i.e. place a limit on the maximum a single occupier will pay regardless of the size of the rateable value
- the decision as whether to introduce concessions e.g. those that apply in the consideration of mandatory and concessionary relief from National Non Domestic Rates such as applies to charities

As a starting point, before a detailed feasibility study, we provide below outline levy income projections based on a range of multipliers. The table provides summary financial data for the proposed BID area, whilst the graph illustrates the range of rateable values for commercial premises within the same geographic area.

Figure 8: Potential levy outturns (projections)

Levy Rate	1.00%	1.25%	1.50%	1.75%	2%
Projected Outturn p.a.	£223,090	£278,862	£334,634	£390,407	£446,179

Figure 9: Range of Rateable Values in potential BID area



Ballots in different parts of the country have been campaigned on a range of rates. In Wales, Swansea has a levy rate of 1%, whilst Merthyr Tydfil opted for a rate of 1.35%. The majority of BIDs in the UK opt of a 1% levy charge, although those with lower rateable values or number of hereditaments often opt for a higher charge.

6. Recommendations & conclusions

Our survey work highlighted a number of key areas of concern amongst businesses, namely: vacant premises; parking; perception of crime; and marketing. Businesses considered a number of things that could be done to help improve the centre, including: provide cheaper parking; provide easier parking; improve interaction with the Council; reduce anti-social behaviour; increase outdoor market provision; and increase promotional activity.

These have informed a number of objectives in achieving a prospective vision for the area – focussing on four thematic areas:

- Safety
- Connectivity and accessibility
- Marketing & events
- City centre strategy & advocacy

The initial conclusions originating from the business engagement were tested at the Symposium and gained business support. The Symposium illustrated the prospect and willingness to build interest and capacity amongst local businesses for collective, collaborative actions. Hence, we believe that our preliminary work has identified an opportunity for a prospective BID to add value and that the four thematic areas could form the basis of emerging BID proposals for the City Centre.

An important factor in the viability of a BID is determining the resource implications in responding to the issues identified and the requirements for delivering proposed services / and comparing these to the likely income. Our preliminary spatial scoping exercise illustrates that the area within the proposed BID boundary could generate between £223,000 and £334,000 BID Levy income per annum based on a BID Levy multiplier of 1-1.5%. This does not account for any matched funding that the prospective BID is able to achieve from any other external sources.

The means maintains a model of the average British BID based on the performance of every BID throughout the UK on a range of factors. The average levy income of a British BID is in excess of £400,000. However the figure is skewed higher by a relatively small number of very large BIDs with income in excess of £1 million.

For comparison purposes the two BIDs in Wales at Swansea and Merthyr Tydfil have the respective annual levy incomes of £495,000 and £120,000.

Should the concept of a BID be progressed then the modelling of income and the resource requirements of running different levels of service should be considered in detail at the development / feasibility study stage.

Newport City Centre Stakeholder Engagement

Business Survey – The means on behalf of Newport Chamber of Trade

9. How much would the following improve the centre?
- | | A. A lot | B. A little | C. Not at all |
|---|--------------------------|--------------------------|--------------------------|
| a. Provide easier parking | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Provide cheaper parking | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Provide better signage | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Improve street lighting | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d. Improve greening / planting | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| e. Improve shop-fronts | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| f. Improve street cleaning | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| g. Increase availability of toilets | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| h. Reduce anti-social behaviour | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| L. Increase outdoor market provision | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| j. Increase promotional activity | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| k. Improve interaction with local community | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| l. Improve business networking | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| iii. Improve interaction with Council | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

ii. Other _____

Comments:

10. Are you active in local business bodies (e.g. Business Club, Chamber of Trade)?

- a. Yes b. No If yes, which: _____

Explanation of BID concept ...

Swansea BID has an annual budget of around £500k, whilst Merthyr Tydfil has an annual budget of around £200k. Assuming that Newport has an annual budget in the region of £300k.....

11. ...what would be the most useful things to target and spend this money on?

- a. - _____
b. - _____
c. - _____

Comments:

12. In principle, do you think BIDs are a good idea?

- a. Yes b. No c. Undecided

Comments:

13. Would you attend a BID consultative event & would you be interested in serving on a BID board?

- a. Yes b. Maybe c. No

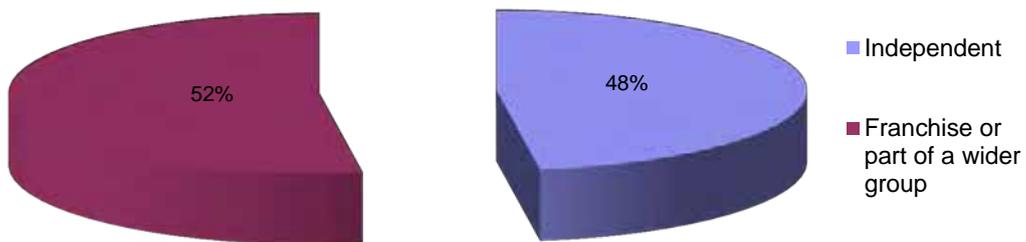
Additional comments:

Appendix C: Newport City Centre Sample Survey Outcomes

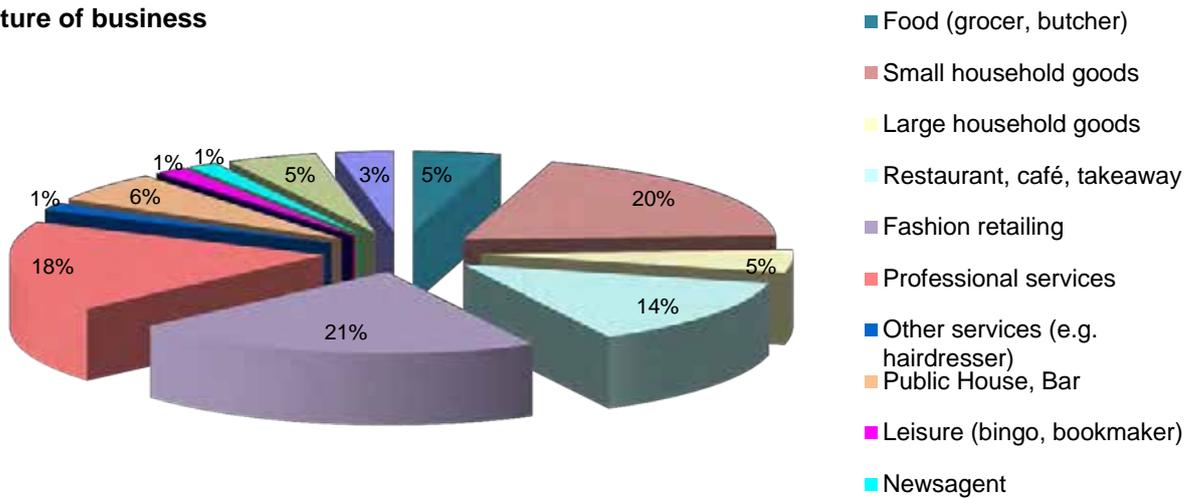
The charts below show the outcome of responses from 67 businesses surveyed in Newport City Centre between 24th May and 11th June 2013.

a. Business type & nature

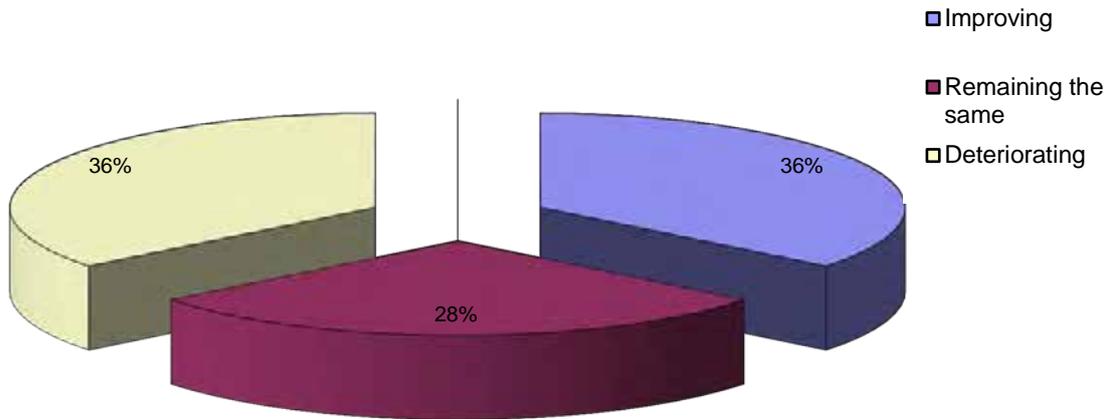
Business type



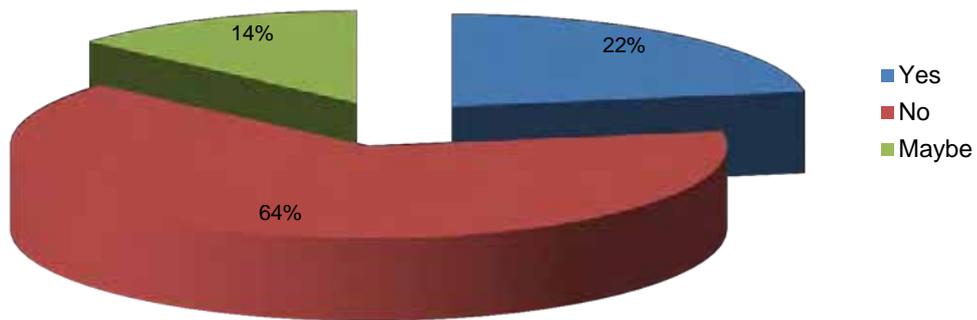
Nature of business



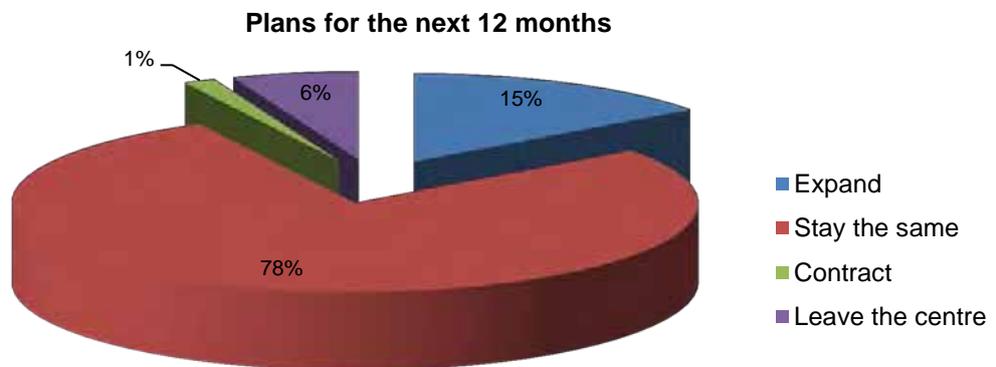
b. How is your business performing?



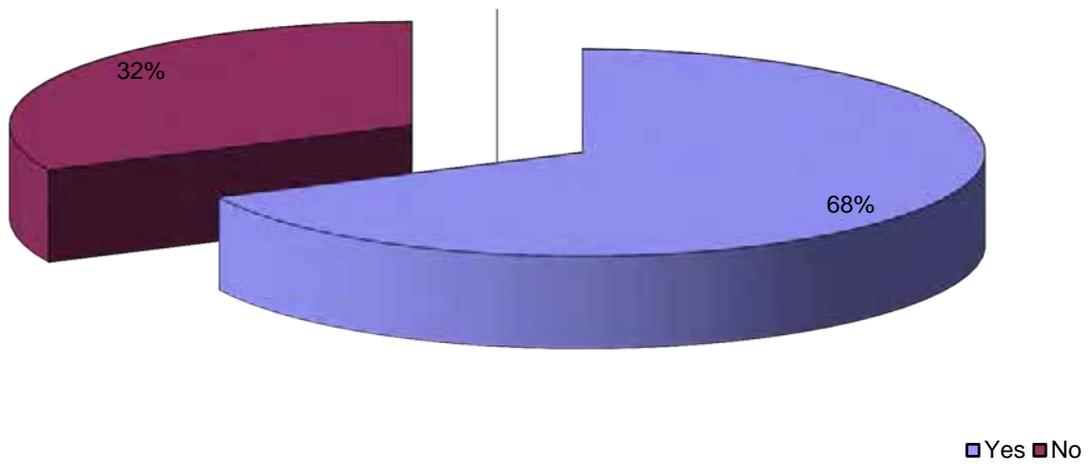
c. Do you have plans to recruit more personnel?



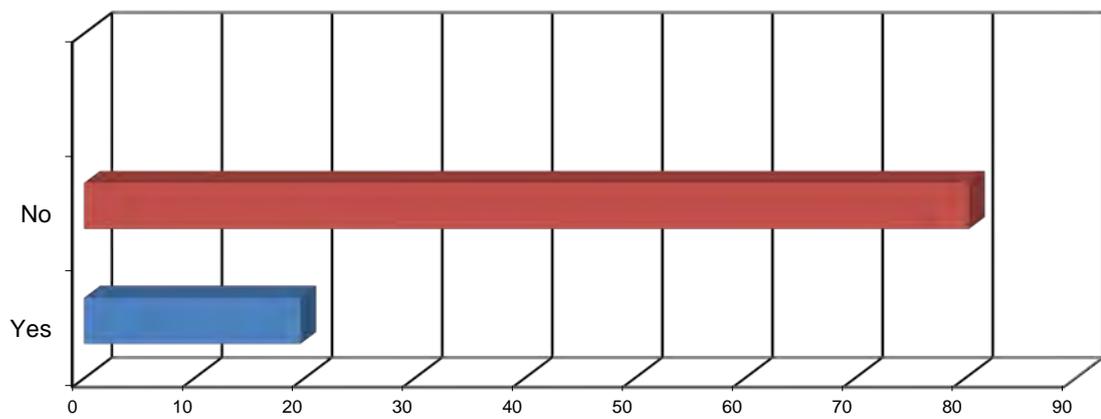
d. What are your plans for the next 12 months?



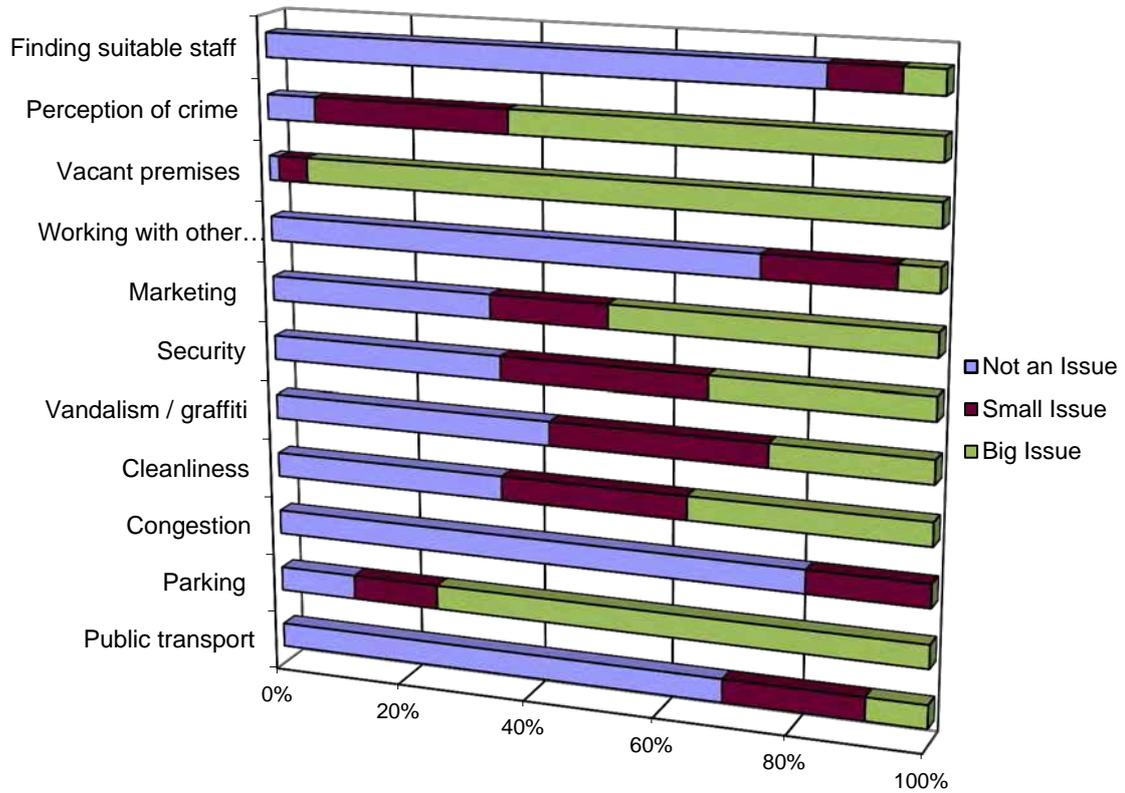
e. Have you undertaken any staff training during the last 12 months?



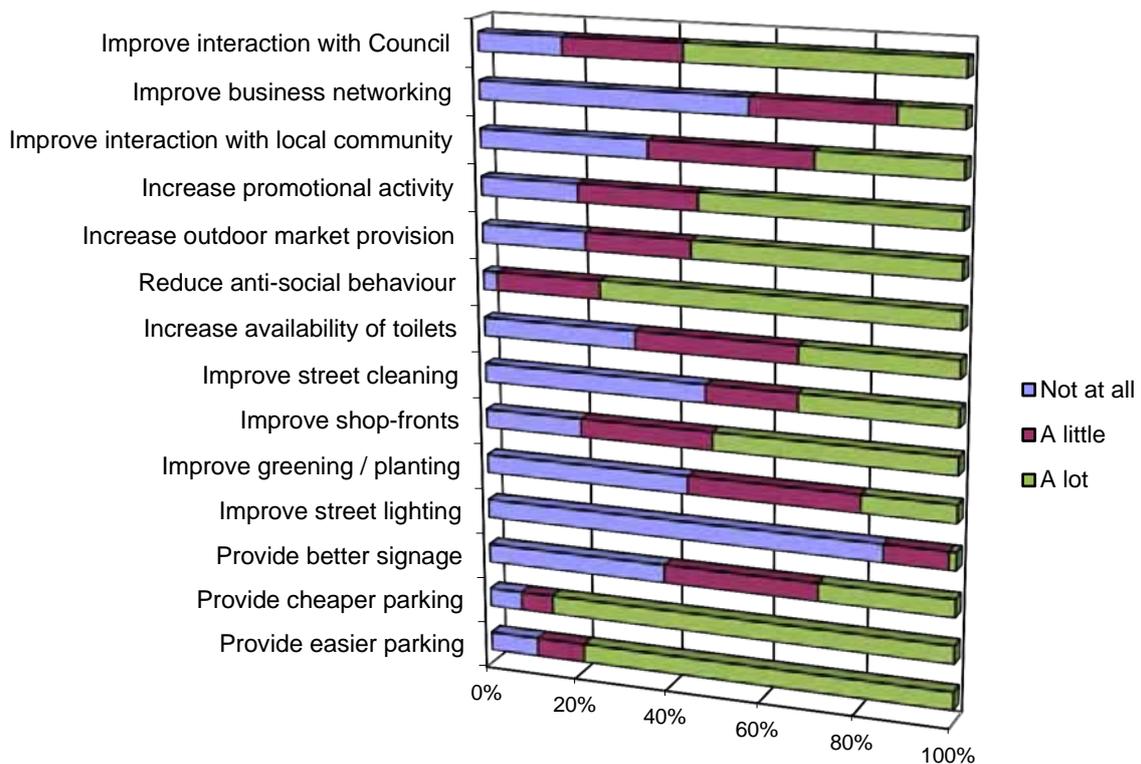
f. Would you be interested in receiving information about staff training provision in the area?



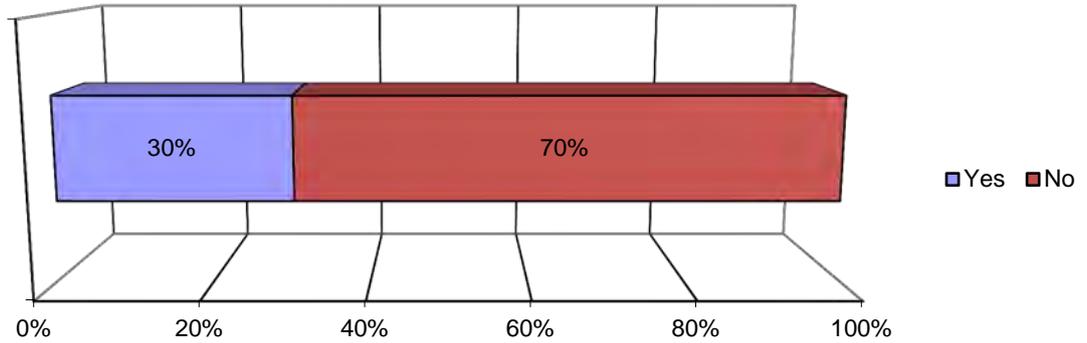
g. How much of an issue is the following?



h. How much would the following improve the centre?



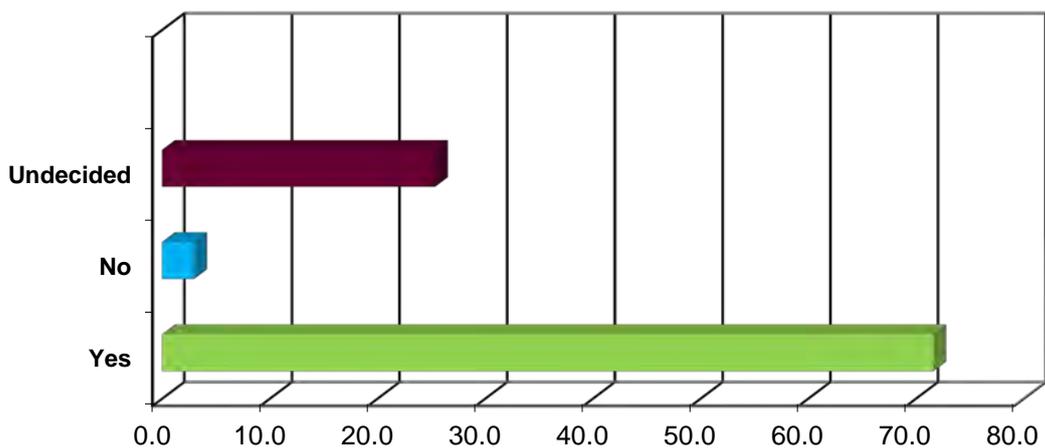
i. Are you active in local business bodies (e.g. Business Club, Chamber of Trade)?



j. What would be the most useful things (for a BID in Newport) to target and spend money on?



k. In principle, do you think BIDs are a good idea?



Appendix D: Symposium background paper

1. Introduction

This paper is being circulated in advance of the 'Symposium event' on the 27th June 2013. The event is designed to provide the opportunity to pool thinking about what are the main issues for businesses in Newport City Centre, what is currently being done, what else can be done to improve the vitality and viability of the centre and the role that a BID might play.

These background notes arise from the consultation that we have undertaken with a sample of city centre businesses between 24th May and 11th June 2013 and are aimed at stimulating thinking beforehand, that will aid discussion on the evening. If, for whatever reason, you are unable to make the event we would be very happy to receive a written response, or feel free to contact us by phone to discuss any issues you may wish to raise.

In reviewing the current 'condition' of the city centre it is quickly apparent that it is experiencing a difficult period and suffering from similar problems to other urban centres across the UK. Key issues include:

- difficulties besetting the national economy
- competition from Cwmbran, Cardiff and Bristol as retail destinations
- on-line and out-of-town options
- disruption from environmental enhancement works
- the likely impacts of the Friars Walk development

To achieve a viable and bright future a clear and shared view of what the city centre could become is required. Then a sense of direction and strong identity can be established.

On a positive note our research suggests that businesses are keen to get involved and actively support an area improvement initiative such as a BID - there were plenty of suggestions of what might be done.

The symposium provides an opportunity to discuss some of the issues experienced in the city centre and what role a BID could play in establishing it, again, as the destination of choice for residents, workers and visitors. The focus of such an approach would need to consider economic, environmental and social factors.

Our preliminary research indicates that a BID programme for Newport City Centre could be formed around the following 4 key objectives:-

- **Safety**
- **Connectivity and accessibility**
- **Marketing & events**
- **City centre strategy & advocacy**

The symposium will address:

- whether these are the key areas; if so,
- how should they be prioritised and where should the emphases be placed; and
- what else needs to be included.

The outcome will inform the next phase in exploring the potential for a BID in Newport City Centre.

2. Could a BID help Newport City Centre?

A Business Improvement District (BID) is a legally and geographically defined business led partnership for area improvement and service delivery, funded by the levy-paying businesses within that agreed boundary. It is managed and operated by a BID Company – a non-profit company run by and for the benefit of its members.

BIDs depend to a far greater extent than other development processes on achieving buy-in from local interests. Ultimately whether a BID is established or not will depend completely on businesses exercising their vote in a secret ballot. If they are not convinced of its worth a BID will not proceed.

Success will depend on identifying, recruiting and convincing local advocates. Businesses feeling the pinch must see clear value for money in the BID proposition. Equally they should only have to pay what they can afford. So the BID business plan is not just about what programme is required but also what programme is affordable. In addition, BIDs must appear lean to member businesses from the outset, finding ways to minimise overhead and maximise investment in services.

Further information on what BIDs are and how they are increasing in number appears in the next section. Here we address how we could assess whether a BID is right for Newport.

To answer this question there are a number of considerations

- Sustainability - Is the revenue generated from the BID levy in proportion to (or in excess of) the revenue required to provide services to the area in question?
- Viability - Can the levy be set at a reasonable level and still generate adequate funds for the BID?
- Marketability - What is the likelihood of winning a BID ballot?
- Do-ability - Can BID services complement (or 'join up' with) existing services in such a way as to make a significant difference to the centre?
- Social Responsibility – Are there advantages in businesses engaging in social/educational programmes in the communities in which they are located.

Finally and most importantly do the businesses themselves have the appetite and interest to pursue BID development?

The purpose of this background paper is to provoke debate at the 'Symposium event', where we set out our understanding of what a BID would address in the context of Newport City Centre, including feedback on the preliminary research from the consultees we have interviewed to date.

3. What are BIDs and why are they formed

Over the past eight years there has been steep growth in the number of BIDs across the UK. Much of this growth has taken place in England and Scotland, with Wales and Northern Ireland lagging behind.

BIDs are winning support from businesses on the basis that they can improve performance at a number of levels. Whereas BIDs share some common features the model is flexible enough to suit the specific needs of different locations. BIDs must develop programmes that best reflect the needs and aspirations of businesses and the local community.

The genesis of Business Improvement Districts (BIDs) is usually associated with North America, with the first sightings in Canada. The model has since spread to other English-speaking countries, such as South Africa, Ireland and the UK. There is growing interest in mainland Europe – with Germany and the Netherlands in the vanguard.

However the adoption of BIDs in the UK should be seen in the wider history of town centre management. For over twenty years there has been significant and widespread interest in different approaches to town centre management. BIDs form part of this growth, while offering a distinct and different approach.

Despite important variations between countries and states, categorisation as a BID implies a specific set of characteristics:

- BIDs are established through a ballot of those who will be expected to pay the levy;
- BID plans authorise management organisations to carry out a prescribed range of projects and service. A board of directors oversees the work and is principally composed of private sector people often with some government and resident representation;
- BID plans typically are authorised for a maximum of five years and may be renewed at the end of the BID term;
- BIDs proposals are authorised by local governments based on local plans reflecting the priorities of those who will be sharing the expenses
- Most employ a professional person or a small staff for day to day operations and to help businesses.

The most significant feature of the BID model for the UK is in the way that it generates reliable revenue.

Appendix F: Symposium comments form

NEWPORT CITY CENTRE SYMPOSIUM – PROGRAMME AND COMMENTS FORM

Programme

Welcome and introductions - Peter Williams, *The means*

Words of Welcome - Councillor Ken Critchley

A BID for Newport? - Alan Edwards Chair, Newport BID Steering Group & Chamber of Trade

Results from survey of Newport City Centre businesses - Tom Evans *The means*

Group discussion around key themes

Group feedback

Response to discussions and feedback

Concluding remarks

Comments

Do you think that a BID for Newport should be explored further?

Yes

No

Comments:

What priorities should it establish?

Comments:

Did you find this event.....

very useful

useful

not useful

Would you like to be kept informed?

Please include name, organisation, telephone number & e-mail address

Appendix G: List of consultees

The Survey

Name	Organisation
Neil Steer	3 Store
Gail Thomas	Acorn
Mike Turner	AD Turner & Sons
Peter Meek	AG Meek
Nigel Merrett	Arnolds
Susan Priest	Assets Jewellery
Susan Pumford	B&M
Angelo Attorre	Bar Piazza
Andrew Price	Barclays
Pauline Moallard	BHS
Barbara Siwy	BMS Newsagent
Militza Bhaic	Body Shop
Gemma Ramsey	Boots
Ven	Boswell's Café
Paul Cotton	Brew
Tina Reglar	Café Nero
Chris Bowman	Cash Generator
Nick Aston & Ceri Thomas	Chessmen
Clive Mortimer	Clive Mortimer Goldsmith
Matthew Tennant	Coral
Richard Crook	Crook & Blight
Alysa Freeman	Crystal
Diba Mehrabi	Ganesha
John Pisani	Greyhound & Breeze
Jo Perrott	Halifax
Zep Bellavia	Harding Evans
Farhan Hussain	Hello Hello
Peter Morris	Hi Fi Western Ltd
Gareth Abbott	HMV
Alex Pisani	J. P. Stores
Alun Jones	Java Coffee House
Scott Jeffries	Jeffries Jewellers
John Dunlop	John's Meat Market
Sophie Hounsell	Karma Lounge
Dean Beddis	Kriminal Records
Kimberley Heath	Leisuretime
Paul Thomas	Lloyds Bank
Louise Powell	McDonalds
Debbie James	Nationwide Building Society
Marie Harris	New Look
Joe Stevenson	Newport Camera Centre
Mrs Jones	Optic Shop
Richard Jackson	Pen & Wig
Trisha Windsor	Post Office
Chris Turnbull	Poundland
Sam Overington	Primark
Laura Palmer	Principality
Rachel Edgerton	River Island
Simone Murphy-Edwards	Select
Margaret Taylor	Shapes

Jane Christie	Shaw Trust
Mrs Blanchard	Shoe Zone
Diane Daniel	St David Foundation
Alison Morgan	St David's Hospice
John Kerr	Strawberry Water Junk
Leanne Jenkins	Subway
Simon Thorrington	Superdrug
Samantha Watkins	Taste Buds
Jan Kristnsson	Taste of Sweden
Gavin Price	Tesco
Jade Evans	Thomas Cook
Asif Ashraf	Top Image
Steve Reynolds	Toy Army
Rob	Wardrobe
Huw Southall	Wetherspoon
Sally Ford	Wildings
Duncan Smith	Wilkinson

The Symposium

Names	Organisation
P. Georgiou	A.C.M. Ltd
Mike Turner	A.D. Turner
Nigel Merrett	Arnold Electrical
Mark Edwards	Assets Jewellery
Sue Priest	Assets Jewellery
Gemma Ramsey	Boots
John Pisani	Breeze
Paul Cotton	Brew
Steve Gerrish	Brew
Paul Hawkins	Diverse Music
Sue Williams	Elbow Room
P. Matthews	Georgiou Hair
L. Georgiou	Georgiou Hair
Paul Halliday	Green Earth IT
B. Dawson	Gwent Police
Chris Watts	Gwent Police
Catherine Gwilliam	Jacklyn Dawson
David Whittaker	Jacklyn Dawson
Kevin Tovey	Jeffries the Jewellers
Michael Hune	Jones Lang LaSalle
Andrew Carragon	Langtons/The Churchhouse
Alston Badham	McDonalds
William Graham	National Assembly for Wales
Louise Powell	Newport City Council
Cllr Ken Critchley	Newport City Council
Cllr Miqdad Al-Nuaimi	Newport City Council
Sally Evans	Newport City Council

Cllr Kate Thomas	Newport City Council
Paul Tarling	Newport Unlimited
Cliff Hacker	Nuthouse Hair Design
Bob Bevan	One Newport
Richard Jackson	Pen & Wig
Hayley Meacham	Pinnacle
John Clements	Roger James Clement & Partners
Lee Savage	SDG
Margaret Taylor	Shapes Hair
Will Bain	South Wales Argus
J. Williams	Specsavers
Gino Rabiotti	The Potters
Nathan Williams	Tom Toya Lewis (JD Wetherspoon)
Manzour Ahmed	Top Image
Alan Edwards	Vacara's
Rhys Meredith	



The means: to change places for the better.

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