



City of Elgin BID Ltd
**RENEWAL
BALLOT**

**Business Plan
1st February 2015
31st January 2020**

Let's all EMBRACE ELGIN and put the VIBRANCY back into the CITY CENTRE

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1 FOREWORD

I am proud to be writing the foreword for the Phase 2, Elgin Business Improvement District Business Plan. Having been involved in the lead up to the creation of Elgin BID 5 years ago I am delighted with the amount of work that has been achieved to date. Elgin BID was established in November 2009 following a successful vote by local businesses, as an independent, not for profit, commercially run company, operating in line with Scottish Government regulations with an initial fixed term of five years.

In November 2014 we will be holding our Renewal Ballot, seeking approval from our business members for a further five year term.

We believe the scale of what has been achieved since 2009 through a series of structured, focussed and innovative projects has had a significant impact on the city's economy. To date they have led to investment in excess of £5 million allowing real and tangible accomplishments to have taken place.

The events programme has grown in size and during its lifetime has attracted an estimated 100,000 people into the city to have fun, use services and shop locally. These events continue to attract new audiences and have been recognised by Event Scotland, Scotland's Food & Drink and the Scottish Government for their high quality offer while promoting local businesses.



More recently our partnership success in obtaining grant funding for the Elgin Conservation Area Scheme (CARS) will provide investment of £3.3 million over a five year period, providing property owners and businesses with grants for essential repairs and improvements to Elgin's historic heartland.

The development of the Elgin Heritage Experience - Castle to Cathedral to Cashmere, was a project initiated by the BID Marketing Group, and will be an important new development during and beyond 2014. This project will convert the last 1000 years of the Elgin's people and history into an innovative and memorable visitor and community experience.

Why should I vote YES?

The BID offers you a unique opportunity to make a difference to your trading environment

While we are immensely proud of the work that has been done we understand that there is still much to do in order to deliver long term value to our members and provide the city with a strong competitive edge in a still uncertain economy. Moving forward, there is no doubt that the next five years will be challenging, however that is countered by the equally rewarding continuation of our existing and creation of new projects.

We have developed this business plan proposal as a result of the valuable and in-depth consultations undertaken with our business members, shoppers, the younger generation and stakeholders. Having identified the key themes and priorities highlighted during these consultations we are confident that these will allow us to continue our work and have further strategic impact on the city centre. Equally important they align with the Moray Economic Strategy allowing us to work in tandem, attract new ideas and investment, providing a unique opportunity to work for the businesses, enhance business profitability and move forward exciting proposals in partnership with the public sector.

Having watched Elgin BID develop over the past five years, I am convinced that this Business Plan represents an extremely valuable investment into the city centre's trading environment for all our business members whether they provide professional services, hospitality, retail, fitness, care, charity, education or leisure. We continue to invest in the city for the benefit of them all.

It is encouraging to see businesses working together and I urge you to carefully consider this Business Plan, and ensure that your company votes 'Yes' to the Elgin BID's second term. Your support as a local business is greatly needed to help drive this exciting development to move towards a vibrant economy that will translate into a great place to live, work and enjoy, providing a unique shopping experience and securing the future of Elgin's city centre. "Let's make Elgin a product to be proud of."

A 'YES' vote allow us to augment the in-depth work which has already been carried out within the BID area as well as enabling us to deliver a number of new exciting projects and initiatives over the coming five years.

David Urquhart
Chairperson

2 WHAT IS A BUSINESS IMPROVEMENT DISTRICT?

A Business Improvement District (BID) is a business led partnership, often working in partnership with Local Authorities, tasked with providing additional services and projects which will benefit the local economy within a defined area.

A BID is not a replacement for statutory services or investment by statutory authorities but an additional investment. Projects to improve the business environment can include themes such as;

- Access
- Transport
- Events/Activities
- Marketing/Promotion
- Environment
- Safety & Security
- Better facilities for shoppers and visitors

BIDs are developed and managed by the business sector with projects being partly funded through a compulsory levy, which can be calculated on the non-domestic rateable valuation. All tenants, and if applicable property owners, who will be asked to pay this contribution will be able to vote on whether a BID proposal will go ahead or not.

The voting on a BID is governed by legislation, with the proposal only being able to go ahead if there is a minimum turnout (the headcount) of 25% of eligible persons and of the rateable value with more than half of the businesses voting in favour; they must represent more than 50% of the rateable value of the businesses that vote. In Scotland the maximum duration of a BID is 5 years, after that it will have to secure another mandate.

The first BID was developed in Canada in the 1960's out of town centre management partnerships, with Scotland now having 21 established BIDs.



B Build your business

I Increase footfall

D Develop Opportunities

"Over the last five years, Elgin BID has brought focus to Elgin Town Centre as a retail and leisure destination. Locals and visitors have benefited from a greatly improved town centre appearance, frequent diverse markets and events, and the success of BID campaigns such as on car parking charges. For the past five years, and I hope for the next five, businesses in the town have a voice achieving results for their shared interests."

Paul Rollo, Director, Speyside Whisky Ltd.



3 WHY DOES ELGIN CONTINUE TO NEED A BID?

Elgin is the commercial and administrative capital of Moray and has a long and fascinating history as a market town with a well preserved medieval street plan.

Elgin city centre offers its visitors access to an exciting combination of both locally and nationally owned shops, coupled with high quality professional services and a comprehensive leisure, health, beauty and hospitality offer. This combination is delivered via superior customer service ensuring Elgin's positive reputation is maintained.

However, Elgin city is overshadowed by the major cities and retail outlets of Aberdeen and Inverness. Elgin BID will continue to contribute to halting further leakage of shoppers and visitors to neighbouring areas and enhance sustainable economic growth.

By supporting the Elgin BID Renewal and working together as a partnership to create a strong local voice, this will in return for a small investment, allow businesses to prioritise what improvements are needed and have a strong influence in driving forward the creation of a vibrant and exciting city centre for the future. The BID is your vehicle to continue to make change happen and build on what has been achieved to date.



4 WHAT BENEFITS WOULD A BID OFFER?

A BID will allow Elgin to strengthen its competitive edge, making way for a more sustainable future in a positive way.

Elgin BID will deliver a range of additional activities, providing an opportunity for businesses to showcase their services and maximise trade throughout the year.

The Elgin BID Vision

Elgin BID invited business members, shoppers and young people to take part in a series of consultations & surveys. The information gathered was used to guide us to develop our Vision and Key Actions for the next 5 years.

A thriving and busy city centre with a supportive and involved business community with;

- a strong and well marketed reputation as a destination with a joined up and diverse retail and tourism offer reflecting the strengths, heritage and other assets of the area
- a clean, well maintained and attractive appearance with adequate and accessible parking, well managed traffic and clear signage for all
- a diverse programme of well publicised cultural, community events and markets
- continuing developments including the Castle to Cathedral to Cashmere Experience and the Elgin Conservation Areas Scheme and other initiatives
- Elgin BID continuing to be a voice for the businesses within the BID area

5. ELGIN BID AREA



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6. CONSULTATION PROCESS

Overview

Since the formation of Elgin BID in 2009, the Board of Directors has taken great care to take into account, views, suggestions and concerns of our members and the wider community on an ongoing basis.

An extensive programme of business community consultation and involvement has been taking place over the past months. A range of surveys has been carried out relating to visitors, businesses and shoppers. The information collected has provided comparative data to the surveys carried out in 2008, and are outlined below.

Business surveys were carried out following the Elgin BID – City of Elgin Food & Drink Festival. The aim of this survey was to gain quantifiable and qualitative data about the impact Elgin BID had made for businesses as well as specific investigation on the impact of the Events programme.

Visitor surveys – conducted at Elgin BID Events – completed by members of the public attending the Elgin BID Festival of Events. The aim of this survey was to establish which features of the city visitors found most attractive and to which they wished to see improvements made.

“Elgin BID have supported me from the day I started my new business venture. Personally they have assisted my business in developing marketing strategies and giving me the opportunity to network with other successful business men and women. I believe Elgin Bid is essential to the success of Elgin's business future.”

Anna Rogers, Owner, Angharad Bridal.

Consultations

Consultation 1 – 19th March 2014

Business representatives were asked to review the themes which have driven activities of the current Elgin BID, in order to ascertain if they were still appropriate or if there were new themes which should be considered given the current economic climate. The businesses were then encouraged individually to rank the themes in order of importance. Following discussions it was clear that the businesses felt the existing themes identified as being of most importance were:

1. **Building a reputation and marketing Elgin as a vibrant destination**
2. **Tourism and entertainment**

The present BID boundary was reviewed with discussions on the possibility of widening the area. The views were that there would be a risk in diluting activities and that the BID boundary should change very little with a focus remaining firmly on concentrating on the city centre.

Sectors represented at the consultation included retail (national and local); legal; charitable, hospitality, utility, health care, youth related work, local authority and gaming

Consultation 2 – 19th May 2014

This consultation built upon the findings from the first consultation event. The businesses were asked to look at the two highest ranking themes and to explore further activities and key projects which should be included in the future plans. The outcomes are included in the proposed themes and projects.

Sectors represented at the consultation included: manufacturing, retail (national and local), charitable, tourism, hospitality, youth and property owners

Consultation 3 - Young People – 2nd June 2014

Young people from the Elgin area have been also separately asked their views and opinions on the existing business plan themes. Their identified priorities were:

- 1 **Community Involvement**
- 2 **Tourism & Entertainment**

In summary they would like to see additional activities included such as

Development of evening economy

Entertainment, café culture, music, late opening hours

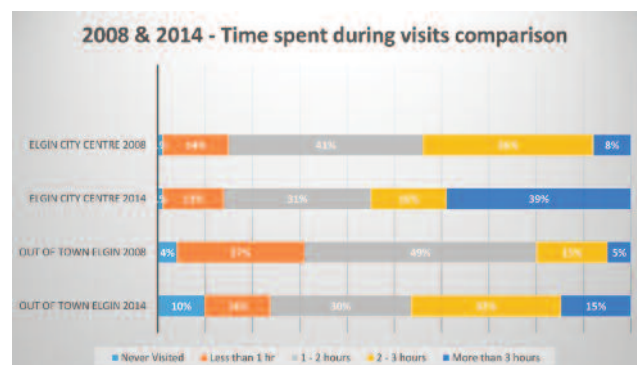
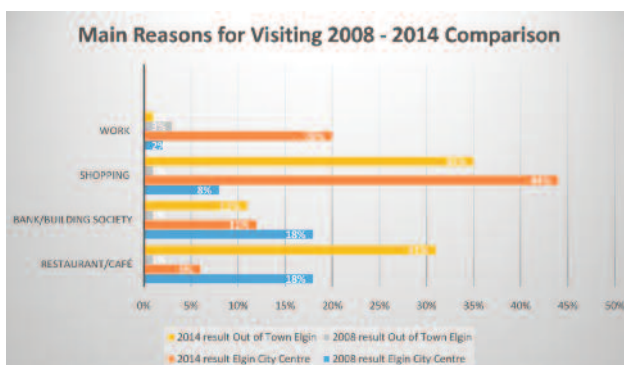
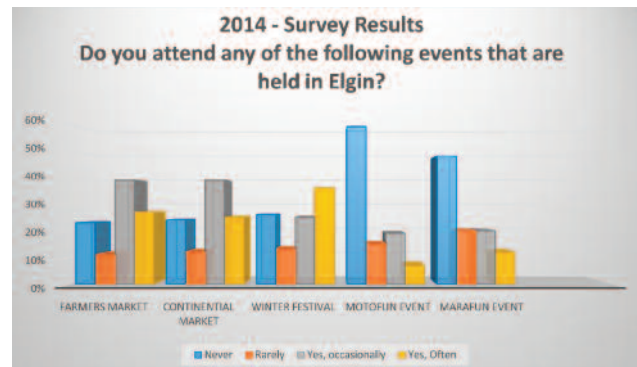
Youth Days - promoting activities, services

Pop Up Shops - to help new and developing businesses

Independent Shopper Survey

An independent shoppers survey was carried out in 2014 and provided comparative data to the survey completed in 2008. Two key points highlighted from the details collected and the comments made by those being interviewed were:-

- Elgin city centre has a strong and positive reputation for being family friendly and offering excellent customer service
- The retail shopping offer needs development and enhancement particularly in terms of the mix of shops currently available in the area in order to compete with Aberdeen and Inverness.



Full details of all consultations are available from the Elgin BID Manager.

The Database

There are over 400 businesses registered on the database. In addition to those who are notified about activity through the bulletin, approximately 50% have chosen to be more actively involved. The reasons are varied but include attending business consultations or training sessions, taking market stalls at the Festival of Events, accessing grants for business improvements, registering with the Online Retail Crime and Pub Partnership or requesting support from BID in resolving business difficulties.

Elgin BID is proud to support the Elgin and District Pipe Band which has represented us so well at our events and competitions across Scotland

Summary

The surveys, consultations and evaluations identified areas of improvements to attract more people.

- **More quality and variety of High Street & niche shops**
- **More events and family activities**
- **Stronger tourism offer**

Moray Chamber of Commerce have been delighted to work with Elgin Bid on many projects including sharing training events and general collaboration for the benefit of local businesses. Elgin BIDS is a member of the Moray Economic Partnership Tourism and Culture Group and have helped bring several issues of concern for the BID members to the table, as well as leading in provision of WorldHost Training. They have made, and continue to make, a major inroad into increasing footfall in the town centre by arranging a variety of new events.

Margery McLennan, Chair, Moray Economic Strategy Tourism and Culture Group

During Elgin BID's first term, the levy raised by the business members was approximately £600,000. This business investment has allowed Elgin BID to drive forward projects and activities which has resulted in more than £5 million investment in the city.

7. EXAMPLES OF OUR SUCCESS TO DATE

Since forming in 2009, Elgin BID has achieved a vast amount and has been instrumental in securing in excess of £5 million of investment in the city centre.

Projects include:

- Elgin BID brand '*Lets all Embrace Elgin and put the Vibrancy back into the City Centre*' is established with various communication channels developed
- Collaborative marketing at key times of the year through social media, radio and print
- Themed Festival of Events such as the Elgin BID Food & Drink Festival, family fun days and Christmas Light Switch On
- Engagement with businesses and community stakeholders such as the development of South Street – The Wedding Street business initiative , co-ordinating the "WorldHost" Destination training in Elgin on behalf of the Moray Economic Strategy and working with the Strategic Partnership for the Improvement of the City of Elgin (SPICE Group)
- Environmental improvements such as roof top shrubbery removal and retention of street planters
- Contributing to Street Pastors
- Elgin BID business awards delivered in partnership with the Northern Scot newspaper and voted for by members of the public
- Online Retail Crime and Pub Partnership schemes with Police Scotland
- Maximising the BID levy through close partnership working. For example, as a direct result of the development and formation of the BID Steering Group and subsequent business plan approval, allowed the Moray Council to attract £1.7 million investment from the Town Centre Regeneration Fund and ERDF for the city centre
- The Elgin BID initiated the development work for the Heritage Experience – Castle to Cathedral to Cashmere Partnership which led to the Conservation Area Appraisal, Management, Action and Interpretation Plan resulting so far in the development of the partnership's Elgin Conservation Area Scheme (CARS). This £3.3 million programme will over five years restore and enhance the built heritage of the town centre through grants, public realm and lighting works including increasing skills in traditional repair and maintenance methods (2 stone mason apprentices, seminars and training)
- The development of the Heritage Experience will present a memorable and exciting tourist offer which will further increase the footfall to the city centre and is planned to start later on this year
- Elgin BID has representation on the Moray Economic Strategy – Tourism and Culture and Development Groups, ensuring the voice of business is heard and its interests represented at this key strategic and decision making level
- Introduction of the "Best Bar None" scheme to the city
- Have been successful in receiving funding from the Common Good Fund, Homecoming Scotland, Innovation Challenge HIE and the Community Food Fund



8 WHAT WILL ELGIN BID DELIVER IN TERM 2?

Based on the research carried out the proposed activities, timescales and allocated budgets over the 5 years are outlined in the table below

Key: **A** High Achievability & Relevance
B Good Achievability & Relevance
C Moderate Achievability & Relevance

Themes & Projects	Timescale	Priority
Building a Reputation and Marketing Elgin as a Vibrant Destination Allocated levy income budget £183,971		
Elgin brand development recognising the areas strengths e.g. welcoming, high quality, culture and heritage and promoting through collective marketing	Immediate -ongoing	A
Improved and driven collective promotion of Elgin awareness raising and information e.g. press, social media, radio, dedicated website, newsletters	Immediate -ongoing	A
Coordinated up to date local information provision and signage including making best use of new technology e.g. a central interactive point, downloads, using empty shop windows	Immediate -ongoing	A
Group marketing such as "South Street the Wedding Street"	Immediate -ongoing	A
Tourism and Entertainment Allocated levy income budget £294,358		
Identify and develop tourist attractions as a collaborative project, such as the development of the Castle to Cathedral to Cashmere Heritage Experience which will offer a memorable and exciting tourist offer, to further increase the footfall to the city centre	Long Term – in progress	A
Promote the development of the early evening economy with expanding street café culture	Medium/Long Term	B
Elgin to enter a major civic competition(s)	Medium Term	C
Research the local and wider market for events and festivals; develop, co-ordinate and work with partners to manage a calendar of professional and community events which complement the Elgin city centre offer and provide opportunities to showcase local businesses	Long Term continuing	A
Improve the appearance and unlock derelict sites for commercial, community and outdoor developments	Long Term continuing	A
Continue to enhance the appearance through maintaining street planters. Work in partnership with Elgin Benevolent Trust to replace all the city centre Christmas lights with a new, exciting, environmentally friendly lighting scheme which will be an asset to Elgin and encourage visitors to spend longer in the city	Term continuing	A
Shopping Offer Allocated levy income budget £42,000		
Design an integrated city centre development plan to include research targeting additional quality specialist and independent retailers and quality food outlets linked to proactive marketing of vacant units in Elgin	Medium Term	C

Business Engagement Allocated levy income budget £31,150 A request for a grant of £55,000 from The Moray Council for all core cost is pending		
Further enhance visitor information in partnership with the Moray Tourism Group through web development and apps to compliment the information points offering "local information, local advice and local knowledge"	Immediate – in progress	A
The BID Business Awards Ceremony where customers acknowledge and nominate the high quality businesses that operate within the BID area	Immediate – in progress	A
Create space and opportunities for new business start up developments such as pop-up shops	Immediate	A
Continue to employ a BID manager to coordinate and support business activities	ongoing	A
Business to business cooperation e.g. joint marketing, to lobby or broker with landlords on unrealistic rents, vacancies etc	continuing	B
Cleanliness, Safety and Appearance Allocated levy income budget £157,691		
Continue to deliver the partnership's Elgin Conservation Area Scheme (CARS). This £3.3 million programme will over five years restore and enhance the built heritage of the town centre through grants, public realm and lighting works. This includes increasing skills in traditional repair and maintenance methods (2 apprentice stone masons, seminars and training)	Long Term – in progress	A
Encourage use of vacant premises above shops for residential use to improve appearance and activity	Medium to Long- term	B
Enhance statutory provision by providing additional cleaning to public areas, buildings and frontages including closes	Medium to Long- term	B
Continue existing work with Community Wardens, Street Pastors, Police deterrence, CCTV, e.g. Online Retail Crime and Pub Partnership which is an online system where businesses can share information and operate a collaborative support network	Ongoing - Long- term	B
"Best Bar None" initiative a national scheme which focuses on safety and customer care and offers each licensed venue the opportunity to prove it meets a standard of operation set in consultation with the government and alcohol industry	Ongoing - Long- term	B
Traffic Management & Access Allocated levy income budget £84,000		
Research and pilot reduction as alternative approaches to parking charges to improve parking turnover, address commuter parking and improve access to centre	Medium to Long- term	B
Improved and up to date signage for traffic and pedestrians	Medium term	A
Community Involvement Allocated levy income budget £23,500		
Continue full engagement with businesses and the community through initiatives such as Strategic Partnership for Improvement of the City of Elgin (SPICE)	Ongoing – Long term	B
Continue to develop links with schools, youth groups and college students by inviting them to get involved in the Festival of Events programme		
Continue to work with young people in the community to understand and respond to their needs and provide opportunities to contribute or to derive benefit through the BID e.g. youth days, pop up shops	Long term	A

9 FUNDING

Overview

The funding for the Elgin city centre BID will come from three main sources;

- The BID levy
- Public sector partners
- External funders for example European and National funding (Government, Lottery) and sponsors

More detail on this is provided in the following sections. At the moment it is only possible to estimate likely amounts from the first two of these sources as external funding will mainly be sought on a project by project basis. Whilst our track record of successful partnership working has maximised the present BID levy from Community Food Fund, Historic Scotland to Homecoming Scotland funding in excess of over £5 million investment into the city centre, however the estimated core annual budget for the Elgin BID is in the region of £221,000.

The budget is contained within this business plan and any variations within budgets will be reported to the City of Elgin BID Ltd. Board for agreement. The Board will agree on an annual basis how funds for subsequent years will be allocated. This will allow the Board to respond to opportunities as they arise assuring best value for budget allocation. This will be based on business feedback during the previous year and priorities for the coming year which allows the BID the flexibility to respond to changing business needs and requirements. Funding may be transferred between projects (due to projects being amended or postponed) as the needs of the business dictate on the authority and instruction of the BID Board without resorting to an alteration ballot.

At the start of each operational year the proposed budget is presented to the Board of Directors for approval. This budget is reconciled on a monthly basis to ensure good governance and financial management, at the end of the operational year, a full set of accounts are prepared and presented to the Board of Directors. They are then passed to an accredited independent auditor for review and approval. The Audited accounts are presented to the BID members at the Annual General Meeting each year, a summary of the accounts is published in the Annual Report which is displayed on the Elgin BID web page – www.elginbid.co.uk



The BID Levy

The proposed levy for the Elgin city centre BID would contribute approximately £166,000 to the BID budget.

The basis of this is an Elgin BID levy for the purposes of this plan to be calculated at 1.6% of the rateable value of non-domestic properties falling within the BID area. This figure was reached by the BID Board of Directors following discussions and the decision to stay in line with the existing levy, including RPI increases that have been implemented in our first term of office.

It is proposed to exempt lock-up garages, car parking, advertising stations, and the city substation from the BID levy. Zero Rated properties will also be exempt, in order to support their business owners as they develop their properties. As soon as these properties are liable for a Rateable Value they will be eligible to pay the levy at a rate of 1.6%. Charitable status or mandatory charitable relief will not apply to the BID levy, as all will benefit from an improved environment, and the projects and services.

A minimum levy of £60 is proposed as an entry level contribution payable for all non-domestic properties liable to pay the non-domestic rate within the Elgin BID area having a rateable value of up to £5,000. A maximum levy of £9,760 is proposed for non-domestic properties liable to pay the non-domestic rate having the rateable value of £610,000 and above.

The levy which is charged will be linked after the first year to the Consumer Price Index (CPI) on the 1st of December of each year. Any increase in the CPI at that date will result in a corresponding increase in the second year's BID levy or any revaluation of the non domestic rate during the term of the BID. The BID Board reserves the right not to implement the annual CPI increase in exceptional economic circumstances.

If a property is empty on the date of issue of the levy invoice the owner will be liable to pay the full levy amount. Any property which is currently exempt from its liability to pay non-domestic rates due to an award of rates relief will be liable to pay the full levy amount.

Any change to a property's ownership and/or occupancy during the year will result in an adjustment to the levy payable. The levy will be recalculated on the date on which liability for the payment of non-domestic rates was established or terminated. Any additional rateable property formed during the lifetime of the BID (for example new build developments) will be liable to pay a proportion of the levy based on the date on which liability for the payment of non-domestic rates was established.

How the levy will be collected

Following a successful 'YES' vote, invoices for the levy will be issued at the beginning of each calendar year with the following payment options:

- Properties with a levy fee of up to £100 – one annual instalment payable within one month of the date of the levy demand notice.
- All other levy payments can be paid in two instalments - one instalment payable within one month of the date of issue of the levy demand-notice and the second payable six months later.

Indicative levy contribution

Rateable value up to	£5000	£10,000	£25,000	£50,000	£200,000	£500,000	£2,000,000
Proposed annual levy	£60	£160	£400	£800	£3,200	£8,000	£9,760
Weekly cost	£1.15	£3.07	£7.69	£15.38	£61.54	£153.80	£187.69

"Setting up a business in a new area was never going to be easy. Elgin BID helped in so many ways. A friendly face always willing to offer help and advice. The opportunity to network, meet people and make new contacts was invaluable. Attending the events held throughout Elgin and on the Plainstones, has raised our profile so much which has without doubt increased our footfall enabling us to offer our services to more people in need of them."

Tracey Sellar, Manager,
Clan Cancer Support

“One of the key factors of success that we have identified as part of the Healthy High Street Campaign is the need for a strong team with a good sense of direction. We found that in the Elgin BID team, a body with a clear track record in delivering projects and events which resonate well locally. Your ongoing commitment to Elgin BID by voting in support will ensure that there continues to be a representative voice championing projects and issues relevant to City centre businesses.”

Pete Valance, Head of Region – Healthy High Streets Campaign, Business in the Community

Public Sector Partners

The Moray Council has agreed to contribute £55,000 per annum towards the operational cost and overheads, should the BID renewal ballot be successful, with a clear understanding that the BID Company will move towards self financing by the end of the next 5 year term.

This will allow every penny of the BID levy to be spent on improvement projects and marketing of Elgin city centre.

European, National and other Funding

The Elgin BID has been the driver for successful partnership funding applications for the Elgin Conservation Area Regeneration Scheme and the Heritage Experience. There is additional commitment to provide match funding for substantial grants from Historic Scotland, the Moray Council, Elgin Fund and from a wide range of other partners to improve the city centre environment awaiting approval. The Moray Council will continue to work with the BID company to maximise income from funding streams as they arise.

Sponsorship, donations and voluntary contributions will be sought in addition to investment from businesses out with the BID boundary. Additional funding from any of the above sources will allow the delivery of more services and enhancing the quality of the proposed activities. However, this has not been included in the financial details at this stage.

How the funding will be spent Estimated cost and expenditure

Themes & projects	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Building a Reputation and marketing Elgin as a Vibrant Destination	£35,000	£35,875	£36,772	£37,691	£38,633	£183,971
Tourism and Entertainment	£56,000	£57,400	£58,835	£60,306	£61,817	£294,358
Shopping Offer	£8,000	£8,200	£8,400	£8,600	£8,800	£42,000
Business Engagement	£6,000	£6,100	£6,200	£6,350	£6,500	£31,150
Safety and Appearance	£30,000	£30,750	£31,519	£32,307	£33,115	£157,691
Traffic Management and Access	£16,000	£16,400	£16,800	£17,200	£17,600	£84,000
Community involvement	£4,500	£4,600	£4,700	£4,800	£4,900	£23,500
Operational cost Staff cost, Administration, Auditing, Monitoring & Evaluation	£55,000	£56,375	£57,784	£59,229	£60,709	£289,097
Other & contingency	£10,500	£9,450	£8,394	£7,282	£6,160	£41,786
Total	£221,000	£225,150	£229,404	£233,765	£238,234	£1,147,553

* The levy will be Consumer Price Index linked at point of invoice every year to take account of inflation. For example in the above table a 2.5% increase in levy income has been calculated. A small percentage of non-recoverable levies have also been taken into account.

10 ELGIN BID MANAGEMENT & OPERATION

Following a successful 'YES' vote in the BID renewable ballot, the City of Elgin BID company will continue to be the legal entity and administrative arm of the BID from 1st February 2015. Copies of the Memorandum and Articles which provides the full details of governance are available on request.

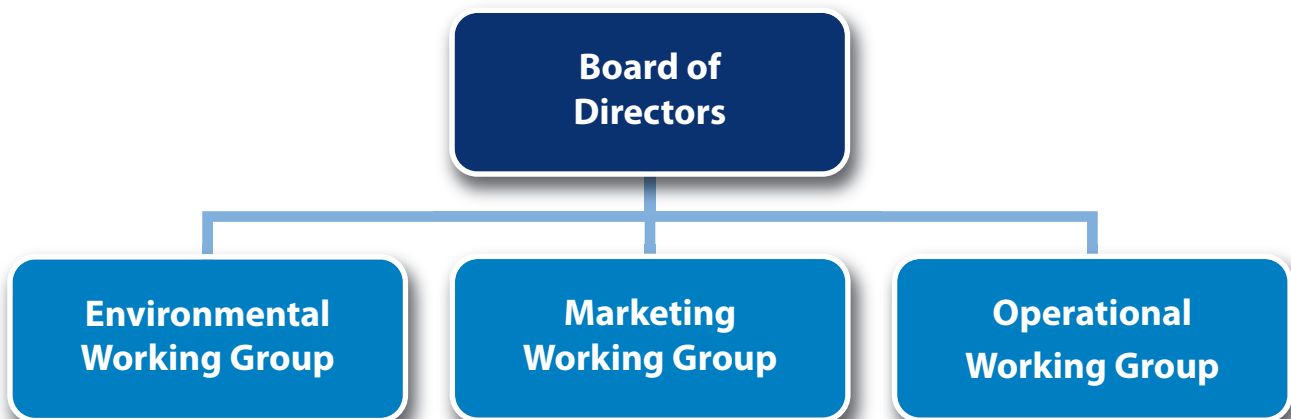
Board of Directors

Membership of the company is open to all BID levy payers and a Board of up to 14 directors (the positions will not be remunerated) is elected from this membership. A Chairperson is nominated from the elected directors. The Board has the power to co-opt additional members onto the Board should there still be vacant places following the election. It will be possible to nominate yourself for election. Should there be more nominations than places available, an election will be held.



The Moray Council has nomination rights to the Board in recognition of its role as a key representative partner (1 Board member and 1 observer). The Elgin Fund has similar rights reflecting their civic leadership role and charitable status (1 Board member). This situation applies to the Police Scotland and Moray College (1 Board member each).

In order to maintain strong working relationships and build on specific areas of knowledge and expertise, partner organisations will be invited from time to time to attend Board meetings as observers and advisors. These positions will be from organisations such as HIE, Visit Scotland, Community Council and charitable organisations. The Board of directors will meet no less than quarterly per year with the Marketing and Environmental working groups meeting approximately every 6 weeks with the Operation working group meeting as required. Individuals do not have to be directors to be members of the Environmental and Marketing working groups.



The BID company will continue to hold Annual General Meetings to which all members are invited. Directors are elected at this meeting and audited accounts are presented and agreed together with a report on past and projected BID activities.

The Board of Directors will continue to be supported by Elgin BID staff and advisors from the Moray Council, Economic Development team.

The Board of Directors will have the authority to adapt or alter the projects and services from year to year to reflect any change in economic circumstances or any new opportunities that may arise. This will be in the best interests of the businesses and without recourse to an alteration ballot. This will be done in consultation and following recommendation from the BID Working Groups.

Resources: The company will continue to employ staff including a BID manager with responsibility for delivering the projects and services detailed in this business plan. The manager and any other support staff are recruited by the Board and will report to and be directed by them. In addition, the manager is responsible for establishing an annual operating plan and activity programme including key performance indicators against which the success of both the BID and individual projects are monitored.

11 PERFORMANCE MONITORING

The Elgin BID company will continue to carefully monitor and review the performance of the BID against the business plan and the objectives and targets which it sets.

This is important in ensuring that both members and other partners are getting value for money and in helping to make adjustments, update and plan the future development of the approach. This activity will be overseen by the BID Board and will be a core task for the BID manager in order to ensure its objectivity will be validated through independent external audit.

Before the BID development very little data was available, since then through the list below we established clear baselines to monitor the progress and success of any investments

- regular town centre health checks since 2010
- Elgin BID evaluations resulted in:
 - events attracting an estimated 100,000 people to the city centre
 - St Giles Shopping Centre management report a substantial increase in footfall on the days Elgin BID host an event in the city centre
 - 55% of the businesses who completed the business survey following the 2013 food and drink festival stated that they had seen an increase in sales of 20% or more in comparison to normal Saturday trading

Three key components are used for monitoring;

- the preparation of an annual progress report based on the activities undertaken by the BID group
- the use of existing surveys either identifying elements which are relevant to the BID or arranging for additional questions to be added
- specific surveys or consultations commissioned or undertaken by the BID group or other stakeholders or partners.

Two key milestones are identified where specific monitoring is thought to be required.

Firstly, at the mid-point of the BID period it is proposed to conduct an independently facilitated business and shopper seminar to discuss progress and the factors contributing to this, which will inform a mid-point update of the approach. Secondly, business and shopper surveys will be conducted in the final year of the programme.

These surveys will include the relevant information data from the research which was conducted for this business plan. This will allow customer and business perceptions and behaviour to be measured on a common basis over time and, through the addition of specific questions the influence of the BID will be assessed. This research and analysis will then form the basis for planning for the next period of the BID.

12 RISK ASSESSMENT

The Elgin city centre BID company will continue to take steps to assess and minimise any risks whether financial or otherwise through its monitoring and evaluation systems.

A contingency budget has been set aside in the financial table as outlined in the business plan to cover any unforeseen circumstances.

A comprehensive independent business audit will be carried out on a yearly basis in order to ensure good governance of the company.



“The Elgin BID has real ambition and provides a key way of linking the town to its surrounding area in an endeavour in the town”

Prof. Hague, Chair of Built Environment at the University of Edinburgh (BEFS)

Small Town Studies – Elgin Towns Health

Over the years while Elgin BID has been in operation I have seen a huge improvement in the “working together” attitude of independent retailers in the town. This has, in my opinion, been a huge benefit to myself and other local small businesses. As a business of almost 20 years standing I feel that Elgin BID has brought a number of benefits to the town and I personally consider the BID levy a great investment.

Christine Fraser, Owner, Xanadu Ladies Fashions



**itions for Elgin and
g public and private**

nvironment Forum

th Check, September 2013

13 THE BALLOT

The vote will be a confidential postal vote conducted by the Electoral Reform Society and in line with Scottish Government BID legislation. Prior to the ballot papers being issued a "Notice of Ballot" will be sent to all eligible persons (the person liable to pay the non-domestic rate) in the BID area.

The Voting Process

Pre – Ballot

The BID must submit to the Chief Executive of the Moray Council, the Scottish Ministers and the Billing Body at least 98 days (22nd August 2014) in advance of the ballot date a copy of the BID Proposal and Business Plan. The Local Authority then has 28 days in which to veto or not the BID proposal. Providing the Local Authority does not exercise the right of veto, then at least 56 days (3rd October 2014) prior to the proposed ballot date the BID Board of Directors will request the Moray Council to hold the ballot.

Prior to the ballot taking place, a Notice of Ballot will be issued to non-domestic properties in the BID area. A full copy of the BID proposal will be made available to any person who is eligible to vote on the BID proposals. Prior to, or on the date the ballot papers are issued, the BID Proposer will provide all those eligible to vote in the proposed BID area with a detailed Business plan.

- Ballot papers will be issued to every business in the BID area 42 days (17th October 2014) before the final ballot date.
- Ballot papers, together with a copy of the Elgin BID Business Plan will be posted to the person responsible for casting a vote within their business. In the case of national companies the responsibility for voting may lie with head office.
- The BID ballot is a confidential postal ballot conducted by The Moray Council on behalf of the City of Elgin BID Ltd and in line with Scottish BID legislation.
- Where a property is vacant the voting papers will be sent to the property owner.
- Voting papers will be issued on the 16th October 2014.
- The final date for all ballot papers to be returned is 5pm on the Friday 28th November 2014. Ballot papers received after this time and date will be null and void.
- Voting papers will be easy to complete, businesses simply place a cross on either "Yes" or "No" to the question "are you in favour of a BID?" The ballot paper must then be signed by the person eligible to vote and returned in the pre-paid envelope.
- For the ballot to be successful, there must be a minimum of 25% "turn-out" (the headcount) by number of eligible persons and by combined rateable value.
- Of those that vote, over 50% by number and 50% by combined rateable value must vote in favour of the BID.
- All eligible persons (i.e. those persons liable to pay non domestic rates) will have one vote for each of the properties that they occupy. Where a person is liable to pay the non domestic rate for more than one property, that individual shall be eligible to cast more than one vote. However, they will also be required to pay the levy for each of the properties that they occupy. Each paper counts as one vote. It is important that every paper received is completed and returned.
- The announcement of the Ballot Result will take place on Tuesday 2nd December 2014.
- Following a successful ballot the City of Elgin BID Ltd will commence on 1st February 2015 and will run for a period of five years until the 31st January 2020.

14 KEY DATES (PROVISIONAL DATES)

Thursday 2nd October 2014

Publication notice of the ballot

Thursday 16th October 2014

Ballot papers to be issued

Friday 28th November 2014

Final day for voting papers to be received (before 5pm)

Tuesday 2nd December 2014

Announcement of ballot results

15 SUMMARY OF BASELINE INFORMATION – WHAT IS ALREADY BEING DELIVERED?

The public bodies are already providing a range of services to the city centre. To ensure that any investments by a BID is additional to existing services, a new Operating Agreement will be drawn up. Annual reviews and surveys of the services will be provided and their contribution to achieving Elgin's BID objectives will be assessed.

The projects and services a BID delivers are new or in addition to Council services.

They do not and cannot replace them.

Street furniture and signage

The Council provides and maintains street furniture and signage including:

- Provision, maintenance and cleansing of litter bins, seating, planters, signage and street lamps including banners.

Street lighting

The Council provides:

- Maintenance of street lights, signs and beacons
- Design and implementation of new lighting schemes
- Technical advice on street and exterior lighting
- Repairs to lighting faults

CCTV

There is 24/7 Police cover of key Elgin city centre locations.

Waste management

The Council provides a paid service:

- The collection of waste and recyclable materials from non-domestic ratepayers and businesses on a twice-weekly basis

Town centre ground maintenance

The Council is responsible for the horticultural and arboricultural design and maintenance of council owned sites including:

- Design and maintenance of grass plots, street trees and permanent planted areas
- Removal of ground level weeds

Community wardens

A Council resource to undertake enforcement action on environmental crimes, for example:

- Dog fouling
- Graffiti
- Fly posting
- Abandoned vehicles

Planning and Regulatory Functions

The Council is responsible for all aspects of planning including:

- Planning control
- Building control
- Transportation planning
- Policy and strategy
- Major developments
- Environmental sustainability

Street cleansing

The Council provides a regular programme of street cleansing including:

- Cleaning pavements and kerbside channels
- Emptying litter bins
- Street cleaning
- Litter picking
- Removal of fly tipped materials
- Removal of dog fouling
- Graffiti removal
- Ground maintenance
- Removal of abandoned vehicles

Licensing

The Council license

- taxis and private hire operators
- market operators and street traders
- public entertainment and miscellaneous events within the Elgin BID area.

Trading Standards

The Council makes provision for a fair and safe trading environment by providing the following services:

- Free advice to business on Trading Standards matters
- Free Consumer Advice
- Enforcing Trading Standards criminal legislation
- Preventing underage sales
- Provision of a Money Advice Service
- Weights and measures
- Product safety
- Green claims and excess

Public car parking

The Council is responsible for:

- Reviewing the suitability of on-street and off-street parking in partnership with the community and other partners
- reviewing the arrangements of off-street parking provision in conjunction with the Elgin traffic management project

Road maintenance

The Council is responsible for maintenance of the public road. Including:

- Co-ordinating works on public roads to minimise disruption and improve safety
- Carrying out road safety measures and repairs on public roads and footpaths
- Maintaining of road marking
- Repairing traffic lights
- Cleaning gullies on public roads and footpaths
- Carrying out safety inspections of public roads

Policing

Police Scotland provide:

- Local Policing Officers undertake a community role as part of their operational work with partner agencies, groups and businesses to address local issues
- A roads policing department based in Elgin
- School Liaison Officer (SLO'S) who attend Elgin schools and deliver sessions including youth ASB within city centres

Parking traffic enforcement

- The Council employs a team of car park attendants to enforce parking

"It's been a pleasure to work with David Urquhart, chair of Elgin BID. The combination of innovation, passion and attention to detail he brings is only a good thing for Elgin business and community in general and the town centre in particular."

Iain Scott, Entrepreneur

Board of Directors

David Urquhart (Chairperson) 12/05/10*
David Robertson (Vice Chair (Bijou)) 12/05/10*
Ian Urquhart (The Elgin Fund) 12/05/10*
Alistair Simpson (Ritsons) 12/05/10*
Neil Ross (Grigor and Young) 12/05/10*
James Gardiner (St Giles Shopping Centre) 12/05/10*
Inspector Ewan Strachan (Police Scotland) 19/11/13*
Councillor John Divers (The Moray Council) 12/06/12*
Mark Angus (Gordon & MacPhail) 12/05/10*
Jim Royan OBE (Royans of Elgin) 12/05/10*
Ian Widdowson (Beaver Travel) 12/05/10*
Frank Hughes (Moray College) Sept 2014*
James O'Conner (Boots) Sept 2014*
Faith Houlding (Scribbles) Sept 2014*
Councillor Graham Leadbitter
(The Moray Council - Observer)
Date of appointment to the Board of Directors*

Environmental Group

Mark Angus (Chairperson)
James Gardiner
Harry Gordon (Police Scotland)
Ian Urquhart
David Urquhart
Councillor John Divers
Councillor Graham Leadbitter (Observer)

Marketing Group

Ian Widdowson (Chairperson)
David Urquhart
Jim Royan,
Councillor John Divers
Stewart Halkett (Elgin Benevolent Trust)
Faith Houlding
David Robertson
Councillor Graham Leadbitter (Observer)

Operational Group

Alistair Simpson
Frank Hughes
Neil Ross
Councillor Graham Leadbitter (Observer)

A representative from the Moray Council's Economic Development & Finance Section acts as an adviser to the working groups.

I would like to thank the Board of Directors for giving up their time so freely to support the work that we do at Elgin BID.

David Urquhart, Chair of Elgin BID

Contact Details

For more information about the Business Improvement District, the business plan or the ballot please call Gill Neill, BID Manager on:

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Mobile: 07859292324

email gill.neill@elginbid.co.uk

www.elginbid.co.uk

www.facebook.com/elginbid



**Please Vote 'YES'
for ELGIN BID
and be part of a
brighter future for
Elgin city centre!**

