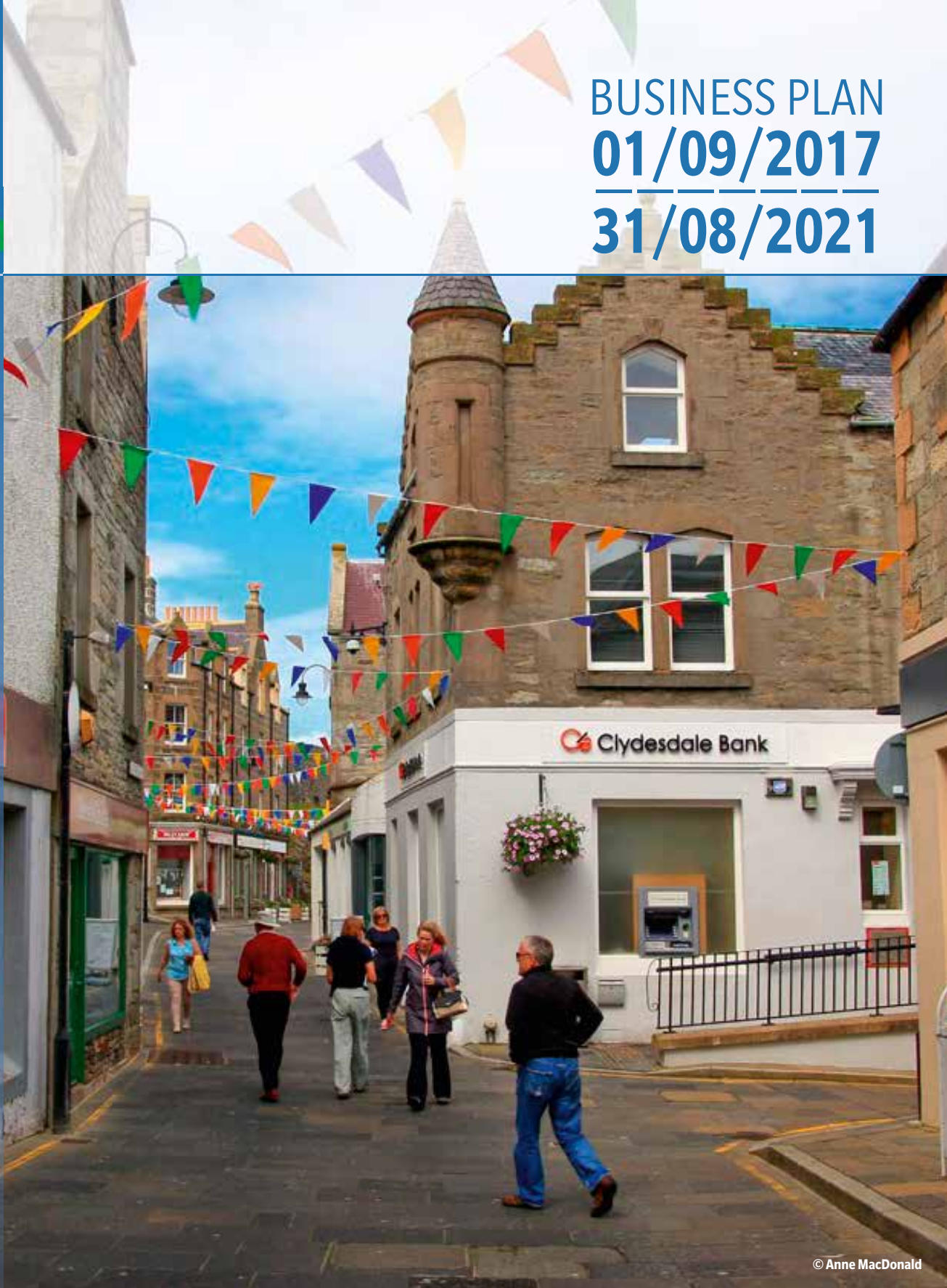


LIVING
LERWICK
LIMITED

BUSINESS PLAN
01/09/2017
31/08/2021



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The first BID term has been a huge learning curve for all involved in Living Lerwick. A very small number of people started with big ideas. This coincided with major cut backs and huge changes within the Council. We have learned a lot about how the government, council, external funding and BIDs legislation work including which departments and people to approach for help and support.

The Community Empowerment Act has very recently come into force, which means we can become a “statutory consultee” enabling us to be a much more influential group with issues affecting us and our needs.

With the changes coming from the shrinking budgets, traffic calming, the school moving and changing policies we are all looking at challenging times for all our varied businesses. NOW is the time we must be working together, not only to keep what we have but to strive to improve it. Working together gives us the best chance at improving and enlivening our historic town centre.

The Board of Directors is determined to build on what we have brought to the area so far. The events, promotions, decorations, business support and representation will continue and be strengthened further by the experience gained to date. BID status will also allow us to benefit from the increased ‘localism’ of Government policy. Only recognised organisations will be able to receive funds arising from such policies and other external funds which can be invested for the benefit of all local businesses.

We have provided more information about Living Lerwick on the Living Lerwick website at www.livinglerwick.co.uk but should you have any queries please contact any of the directors. The ballot papers will be sent out on 13th July 2017. You will then have 6 weeks to cast your vote before the ballot closes on the 24th August 2017. Following a successful ballot, a meeting will be held to elect a new Board of Directors and the new Living Lerwick BID will start activities from 1st September 2017.

I would encourage you to vote YES so that we can build on what has been done so far and keep the vital status of Business Improvement District for Lerwick town centre.

VOTE YES

Gary Bain
LHD Ltd
Living Lerwick BID Chair



BIDs (Business Improvement Districts) are driving Town Centre regeneration and recovery nationwide. Most Scottish towns will become a BID over the next few years and reap the benefits of being a member of an organisation whose sole purpose is to make local businesses more profitable.

Living Lerwick Ltd has organised events including the Winter Festival Christmas light switch-on parades, Shopping Weeks, Fair Isle Festivals, Easter Holiday Hunt, Tattie Jarl competition, best tattie soup competition, best Christmas window displays and all the spot the ... competitions.

We have brought back a large Christmas tree to the Market Cross, provided all the Christmas lights, new seating, floral displays and bunting. Along with promoting the town centre and its businesses, Living Lerwick has created a heritage trail around the area, which encourages people to find out more about the history of the town centre and stay longer.

Behind the scenes, Living Lerwick has ensured where possible that members opinions are heard by those with responsibility for areas which affect businesses. Over £160,000 of additional external funds have been attracted. All of this money has been spent on improving Lerwick town centre as a place to trade from.

Lerwick town centre needs this effort to continue, to build on what we have achieved so far and to give ourselves the best possible protection from the tough times ahead. For a few pounds a week, loose change on a daily basis, the benefits and improvements will continue to grow.

**IF WE DO NOTHING,
NOTHING WILL
BE DONE FOR US.**



Lerwick town centre a better place to do business.

OBJECTIVES OF LIVING LERWICK

The BID Business Proposal has five key objectives (based on consultation):

- 1 More Footfall:** To increase the footfall in the town centre through large and small events.
- 2 More Marketing:** To increase promotion of Lerwick town centre and particularly its businesses.
- 3 More Informed Decision Making on Access:** To lobby local and national government for a workable solution to parking control so that our customers can access our premises easily.
- 4 More Attractive:** To provide more seating, an annual flower scheme and Christmas lights and work with others towards physical improvements, making Lerwick town centre a nicer place to be.
- 5 More Business Support:** To provide more business information, networking opportunities, training opportunities, advocacy on issues facing businesses and encourage inter-business working.



WHAT IS A BUSINESS IMPROVEMENT DISTRICT (BID)?

A Business Improvement District (BID) is a geographically defined area, where businesses come together and agree to invest collectively in projects and services that the businesses believe will improve their trading environment. BID projects are new and additional projects and services; they do not replace services that are already provided by Shetland Islands Council and other statutory bodies.

BIDs are developed, managed and paid for by the non-domestic sector by means of a compulsory levy, which the eligible persons in the proposed BID area must vote in favour of before the BID can be established. Each eligible person liable to pay the BID levy will be able to vote on whether the BID goes ahead.

BIDs were first started in Bloor West Village, Toronto, Canada in 1970, by the Town's business community. The Town's businesses were increasingly under pressure from the new shopping centres that were being developed on the outskirts of the Town, diverting shoppers away from the traditional Town centre out to the new shopping malls. As a result, some businesses were forced to cease trading and the Town started to look tired and neglected.

To stop the haemorrhage of deserting shoppers, local businesses fought back to revitalise the Town. They successfully lobbied for legislation for all the businesses in the proposed BID area to pay a levy. The levy money was used to improve the physical appearance of the Town, and then promote the Town centre as a vibrant, attractive and safe place to work, shop and live. The strategy paid off, as shoppers started to return to the Town centre in large numbers.

The success of the Bloor West Village BID paved the way for future BIDs, not only in Toronto; but spreading throughout Canada, and the USA. Today there are over 1,700 successful BIDs worldwide.

An additional measure of BIDs success is in the renewal process. In Scotland, all of the BIDs that have been to renewal ballot (12) have been successful demonstrating that the businesses value the projects and services delivered by the BIDs. BIDs can support regeneration, grow local economies, create local employment and create a cleaner, safer trading environment. A key element to their success is that the local businesses take ownership and responsibility for their trading environment, identifying the projects necessary to resolve common problems and issues, and overseeing their implementation, whilst also contributing to the future direction of the town and its future development.

BID legislation was passed in Scotland in 2006 with the Scottish Government funding 6 pilot projects in March 2006. The Scottish Government fully supports the development of BIDs in Scotland.

As at September 2016 there are 36 fully operational BIDs in Scotland, including our BID, with a further 24 in development.

BIDs are THE way to encourage re-generation of Scotland's towns and to create beneficial partnerships between the public, private and third sectors.



“Working together is essential for our town centre to thrive.”

The concept is growing rapidly and BIDs are expected to double in number over the next few years. Towns which do not have BID status will miss out by going against the direction of Government policy to empower ‘local’ organisations to take control of decisions which most affect them.

In addition, the Scottish Government’s Town Centre Action Plan and Community Empowerment Bill are opening new opportunities for local groups, such as BIDs, to be involved in the future direction and development of their town centres and to help deliver projects identified in the Scottish Government’s Town Centre Action Plan which will benefit local businesses.



WHAT WE FOUND IN 2011

Before developing the business plan for the first term of the Living Lerwick BID, we surveyed businesses to find out what they would like a BID to do for the area. Business priorities were:

- 1** To make the town centre more vibrant, friendly, and welcoming = Small Town, Big Heart
- 2** To make it easier for customers to come to the town centre = Park and Ride
- 3** To improve the look and feel and create a more attractive business environment = Improve What We Have
- 4** To act for the common good of the businesses = Give a Little – Gain A Lot
- 5** To help to identify and resolve safety issues = Let’s Keep it Safe

WHAT LIVING LERWICK DID FROM 2012-2017

Events which have brought community connectedness, increased vibrancy, increased footfall and a friendly welcoming atmosphere to the town centre include: Winter Festival Christmas light switch-on parades, Fair Isle Festivals, Shopping Weeks, Spot the ... Competitions, Easter Holiday Hunt, Tattie Jarl competition, Best tattie soup competition, themed window displays and Best Christmas Window display competitions. The Let's Go Lerwick and Mini Viking walking trails we did in partnership with SIC Sports and Leisure also encouraged people to get out and be active around town.

Promotion of the town centre and its businesses has supported the achievement of increased community connectedness, increased vibrancy, increased footfall and a friendly welcoming atmosphere to the town centre. This has been done through radio interviews, advertising in the local media and the Living Lerwick website with its member's directory. Social media has also been used with the sharing of member Facebook posts giving members increased visibility and interaction with the public.

The area is also being promoted through the 'Discover Living Lerwick' smartphone app, which is a heritage trail leading visitors and locals throughout the area, whilst informing them of the history and culture of Lerwick town centre. A website for schools with more information has also been created. As well as encouraging the older generations to recount their memories and feel an important part of the community, this project has put it in accessible formats for the young people of Shetland to learn about our history and culture.



WorldHost customer care training was provided free to all members who took up the offer and Lerwick town centre is now the most northerly WorldHost Destination. This was designed to improve the friendly and welcoming aspect for customers.

PARK AND BIDE

We want to make it easier for people to come to the town centre but during the first term of the BID, due to centralised decisions made on parking by Police Scotland and the Scottish Government, parking has become much more of an issue. Living Lerwick has been consulted by the SIC Roads department and has put forward member's opinions on the situation. We are now in communication with the Federation of Small Businesses and Scottish Government ministers to address the issue. A Scottish Government consultation was circulated to members and the Islands Bill will seek to 'island-proof' any legislation passed by the Scottish Parliament.

IMPROVE WHAT WE HAVE

To improve the look and feel and create a more attractive business environment, Living Lerwick has provided LED Christmas lights every year, large Christmas trees at the cross, small Christmas trees, annual gutter cleaning, planters, seating, more than 600 floral displays and bunting throughout the town.



GIVE A LITTLE - GAIN A LOT

Living Lerwick has acted for the common good of businesses by providing a cost reduction scheme (telecoms, energy, water, merchant services), representing members with the authorities, providing WorldHost customer service training and circulating information on other available training. More than 2,500 hours have been donated by directors and members of the community to support Living Lerwick. An extra £0.43 in cash has been drawn in for every £1.00 levy invested by members.

LET'S KEEP IT SAFE

Living Lerwick has built up a good relationship with local police and helps to identify and resolve safety issues by listening to its members and taking their concerns to the police.



ADDITIONAL FUNDING

Living Lerwick Ltd has secured £161,568 of additional cash funding. In-kind contributions from Shetland Islands Council amount to over £50,000 and directors and members of the community have volunteered over 2,500 hours

Throughout the course of its life to date, Living Lerwick Ltd has searched for external funding to add to the revenue collected through the BID levy. By targeting external sources of funding, we have been able to achieve more. Funding has been used to finance many of the projects previously mentioned. The amount raised through external funding demonstrates the support available for towns motivated to work together to solve common problems. As the government focus continues to shift more towards constituted local groups having more control of their own environment, the number of funds a BID can apply to is expected to increase.

SIC Core funding grant	£99,890
Lerwick Community Council	£11,230
Celebrate – Lottery	£8,575
Awards 4 All – Lottery	£9,873
Sharing Heritage – Lottery	£10,000
World Host	£4,000
Community Development Fund	£9,000
European Mobility Week	£9,000
	£161,568



ENSURING THE BID ADDS VALUE FOR THE FUTURE

To ensure the projects and services delivered by Living Lerwick Ltd are above and beyond those already provided by Shetland Islands Council and Police Scotland, there will be a Service Level Agreement between Living Lerwick Ltd and Shetland Islands Council and Police Scotland.

A baseline of services has been established which identifies what Shetland Islands Council and Police Scotland deliver. This is to clarify the responsibilities of Shetland Islands Council and Police Scotland. This ensures the projects and services delivered by Living Lerwick Ltd are in addition to what is already provided. It provides an assurance to BID businesses that the current statutory level of service to the Living Lerwick area will not be reduced after a successful ballot.

Shetland Islands Council provides the following statutory services within the BID area:-

- Community Safety – Anti-social behaviour and noise nuisance complaints, Environmental protection/public health, Food safety & Health & safety, Trading standards, Licensing
- Cleaning – Street Cleaning, Refuse Collection
- Traffic - Traffic Management, Pedestrian orders, Traffic Lights, Traffic signage, Street occupation
- Planning – Planning applications and major developments, access issues (heritage), Building warrants
- Policy & Strategies - Policy and strategy development, conservation including listed building consent

Shetland Islands Council provides the following complementary services within the BID area:-

- Cleaning – Recycling, ground maintenance, public convenience
- Infrastructure – Street furniture, lighting, drainage, structures, road pavement/lane maintenance, winter maintenance, amenity signage, neighbourhood support workers, public health promotions
- Transport – Bus service provision, taxi rank on pier, Lerwick to Bressay ferry, dial-a-ride service to Tingwall airport
- Safety – CCTV provision, Shetland Community Safety and Resilience Board

The services provided by Police Scotland are:

- 24/7 Policing response
- Dedicated policing during Peak Times
- Enhanced policing levels during special events (subject to the intended purpose of the event)
- Operation and control of the Town centre CCTV system
- Liaison with partner agencies and other groups
- Crime Prevention - advice

The service provided by Lerwick Port Authority are:

- Management, maintenance and regulation of the Port, providing services to commercial and pleasure vessels such as berthing and pilotage
- Berthing for visiting yachts and cruise ship tenders
- “Meet & Greet” welcome ashore pavilion on Victoria Pier as part of the “Meet & Greet” services provided to visiting cruise ships
- Pay & display car parking at Victoria Pier
- Amenity improvements in the area
- Hosting events such as annual yacht races, local and other sailing events
- Waterside seating including the seats at the south Esplanade walkway.

“Parking and transport are essential to making the town a success but media driven events and businesses promoting themselves will bring customers in.”

CONSULTATION WITH BUSINESSES

To find out what the businesses in the area thought of the projects Living Lerwick provide and what they would want a future BID term to do, Living Lerwick asked them all.

In January 2017, Living Lerwick directors tested the renewal questionnaire with a few businesses. Based on feedback received, amendments were made and the questionnaire was emailed or posted (where there was no email address on record) to all businesses within the area with information on what Living Lerwick had provided up to that point.

Businesses were then allocated to specific directors, who contacted their allocated businesses by phone, letter, email and where possible by visit. This resulted in an increased response rate and a deeper insight into what specific businesses need.

This was followed up with a final email or postal request for response to all businesses who had not yet responded.

The conclusions from this consultation exercise form the basis of the Business Proposal and Business Plan. The top three priorities for businesses in the area are in order of importance: parking, events and increased promotion. Parking is a key advocacy focus for the future and the events and promotion work currently undertaken will be built upon and increased.



WHY LERWICK TOWN CENTRE STILL NEEDS A BID

Lerwick Town Centre is in a better position than most town centres throughout the UK due to its very high percentage of independent traders and its island location. However, like traditional High Streets and Town Centres throughout the UK, it has been in slow decline for the past 30 years. The Toll Clock Shopping Centre arrived, the two supermarkets (which now sell everything) have moved to the outskirts of town and nearly every local resident has access to a car.

This is compounded by people working more than ever, which has dramatically changed consumer shopping habits and encouraged locals towards the convenience of a one-stop-shop at the supermarket and buying things online.

The relatively buoyant economy in Shetland recently has also meant an increase in the number of consumers who go on big shopping trips to city centres as a mini holiday. The city experience and multiple retail chains providing choice, price points, efficiencies of scale and sophistication that small independents can't, is a big draw for some.

Further threats to the Town Centre which have recently arisen are the Anderson High School move to the outskirts of town, the new 20 mph zone with traffic calming measures covering every access to the town centre, the lack of parking enforcement and the decrease in investment in the physical fabric of the town centre from the local authority.

“We want the benefit of the support from Living Lerwick, winter festival, themed window displays, in-shop competitions, etc. Keep it up!”



Living Lerwick exists to promote use of the town centre businesses by locals and visitors alike. Consumers need to see that the town centre and its businesses are an integral part of our community and that their actions are key to supporting that community. For this reason, many of the projects Living Lerwick have worked on aim to connect our community to the town centre businesses.

The first five years of Living Lerwick have gone some way to increasing the feeling of community in the town centre but a town centre cannot be regenerated in five years. There is still much more to be done in showing the community that where they shop, get their hair done, buy houses, eat out, socialise and generally spend their money will impact on jobs, the economy, leisure and ultimately what is available in Shetland.

To achieve that, Living Lerwick must attract more footfall, do more marketing, make Lerwick town centre more attractive, provide more business support and do everything it can to ensure those in control are more informed when making decisions on access to the area. These are Living Lerwick's objectives. Living Lerwick Ltd is the only organisation whose sole purpose is to improve things for Lerwick Town Centre businesses.

WHAT NEW BID STATUS WILL DO FOR LERWICK TOWN CENTRE IN YEAR 1

In year one, Living Lerwick will provide projects to achieve more footfall, more marketing of businesses in the area, more informed decision making on access, a more attractive town centre and more business support.

A NO VOTE MEANS ...

- No Shopping Week, Winter Festival and surrounding events and competitions, drawing people to the area
- No Christmas lights
- No Large Christmas tree at the cross
- No Small Christmas trees
- No Gutter cleaning
- No Summer flower scheme (flowers, bunting and street furniture including additional seating)
- No Representation
- No Promotion of available parking and access
- No external funding
- No volunteer hours
- No WorldHost training or destination status for Lerwick town centre
- No Information on training available circulated to membership
- No Promotion of businesses
- No Heritage trail with mobile phone app designed to attract tourists to the area



OBJECTIVE ONE – MORE FOOTFALL

Projects	Actions	Timescale	Measurement	Benefits
Full day Winter Festival Switch-on Parade	Organise Switch-on Parade and encourage businesses to provide added attraction on Parade Day	2017 – 2021	Number of people attending, business surveys	Increased footfall, improved public perception of businesses, promotion of business offerings, increased sales
Santa's Grotto	Partner with RNLI to produce a Santa's Grotto	2017 – 2021	Number of bairns attending	Increased footfall, improved public perception of businesses
Shopping Week	Organise Shopping Week and encourage businesses to provide tours, demonstrations, offers and other added attractions	2017 – 2021	Number of attractions available to customers, business surveys	Increased footfall, improved public perception of businesses, promotion of business offerings, increased sales
Holiday competitions: Christmas, Easter, Summer, October	Create regular competitions for bairns drawing attention to businesses times	2017 – 2021	Number of entries, business surveys	Increased footfall, improved public perception of businesses
Special Day packaged promotions: Valentines, Mother's Day, Father's Day	Encourage businesses to work together to provide packaged deals at specific	2017 – 2021	Number of packaged promotions, business surveys	Increased trade and promotion for night-time economy businesses
Events run by businesses	Encourage businesses to provide their own small events and assist in promoting them	2017 – 2021	Number of small events, business surveys	Increased footfall, improved public perception of businesses
Heritage Trail	Add more detail to heritage trail app to include all business premises	2017 – 2021	Number of premises added to app	Increased footfall, improved public perception of businesses, increased pride in our town centre
Girls Day Out	Work with businesses to organise a special day for females to spend in the town centre shopping, eating, drinking and using services	2018 – 2021	Number of attractions for customers, business surveys	Increased footfall, improved public perception of businesses, promotion of business offerings, increased sales
Market stalls	Lobby SIC on market stall fees, create monthly markets if financial neutrality can be achieved, offer market stalls on rental to member businesses	2018 – 2021	Monthly markets achieved, rental income received	Increased footfall, increased income for use on other projects

OBJECTIVE TWO – MORE MARKETING

Projects	Actions	Timescale	Measurement	Benefits
Buy local campaign – 63p more into local economy when spend £1 in small business – link Small Biz Saturday	Create a Buy Local campaign using local media, website and social media accounts. Provide campaign graphics to all members for their own use	2017 – 2021	Media activity, website statistics, social media metrics, business surveys	Increased footfall, increased trade, improved public perception of businesses
Website directory promotion	Use local media and social media to promote website directory of businesses in town centre	2017 – 2021	Website statistics	Increased footfall, improved public knowledge of town centre businesses, increased business promotion
Improved Facebook coverage	Increase the number of people following the Living Lerwick Facebook page	2017 – 2021	Increase in number of Facebook likes	Increased promotional reach, improved public perception of businesses, increased footfall
Share Facebook posts	Share member business posts on Living Lerwick Facebook page	2017 – 2021	Number of member post shares	Increased footfall, increased trade, improved public perception of businesses
Add business promotion feature to heritage app	Add module to smartphone app which businesses can use for promotions	2018	Number of business promotions on app	Increased footfall, increased trade, increased business promotion
Bi-monthly blog giving news from town centre on website featuring new/interesting content from businesses	Gather information from member businesses and write town centre blog for website	2017 – 2018	Bi-monthly blog on Living Lerwick website	Increased knowledge and public perception of businesses, promotion of member businesses
Local media campaigns surrounding events	Promote all events locally	2017 – 2018	Number of event features in local media	Increased footfall, increased trade, improved public perception of businesses
Promoting vacant properties	Add section to website featuring vacant properties and share on social media	2017 – 2018	Vacant property page on website, time properties are vacant	Quicker occupation of vacant properties



OBJECTIVE THREE – MORE INFORMED DECISIONS ON ACCESS

Projects	Actions	Timescale	Measurement	Benefits
Lobby local and national government on Decriminalised parking enforcement	Keep up the pressure on local and national government to legislate for a realistic solution for small towns	2017 – 2018	Communications with local and national government	Short-term parking available to customers throughout area
Distribute consultations from SIC Roads department	Email/post consultations from SIC Roads to all members	2017 – 2021	Consultations circulated	Businesses opinions taken into account in decisions that matter to businesses
Inform SIC Roads department of issues facing members and seek solutions	Meet with SIC Roads regarding consultation results and discuss possibilities	2017 – 2021	Meetings with SIC Roads	Businesses opinions taken into account in decisions that matter to businesses



OBJECTIVE FOUR – MORE ATTRACTIVE

Projects	Actions	Timescale	Measurement	Benefits
Christmas lights	Provide Christmas lights including a rolling replacement programme	2017 – 2021	Over 1000 Christmas lights per year provided	A more attractive trading environment helps public perception of the area
Summer scheme	Provide flowers and bunting throughout the area	2017 – 2021	Over 140 floral displays per year provided	A more attractive trading environment helps public perception of the area
Street furniture	Provide more seating for customers to enjoy the town centre	2017 – 2021	Increase in number of seats provided	Increased footfall, length of time customers stay in the area, increased number of residents using local facilities
Data for large funding application	Assist SIC Planning in their consultations on the local plan and town centre health check	2017 – 2018	Provision of town centre health check data required for funding applications	Data available to progress grants for property improvements
Grants for property improvements	Investigate funding opportunities and develop project to provide property improvement grants and, apply for funding	2018 – 2021	Funding applications submitted, grants distributed	Grants towards improving business properties, a more attractive trading environment improves public perception of the area
Street slabs	Encourage re-laying of slabs by SIC and endeavour to influence the timing to fit in with quiet times	2018	Communications with SIC, timing of slab re-laying	More attractive area, less disruption for customers and businesses
Public art	Enhancement of the area through art, light and sound, drawing on our indigenous industries for inspiration. This will follow on from our heritage trail and open the door to a continuing project. This will be done in partnership with Shetland Arts	2017 – 2021	Number of pieces of art placed in the area, statistics from smartphone app for heritage trail	A more attractive trading environment helps public perception of the area, increased footfall, increased civic pride in the town centre
Low carbon lighting	Work with the SIC to find funding to provide a low carbon and more attractive solution to lighting the town centre	2017 – 2021	Joint funding applications made	Safer and more attractive place to do business, whilst using less electricity
Wi-fi throughout area to attract young and support heritage app	Investigate funding opportunities and develop project to provide free wi-fi throughout the area	2017 – 2021	Funding applications made, whether free wi-fi is achieved	Increased footfall, tourists can download heritage app and investigate history of each business premises

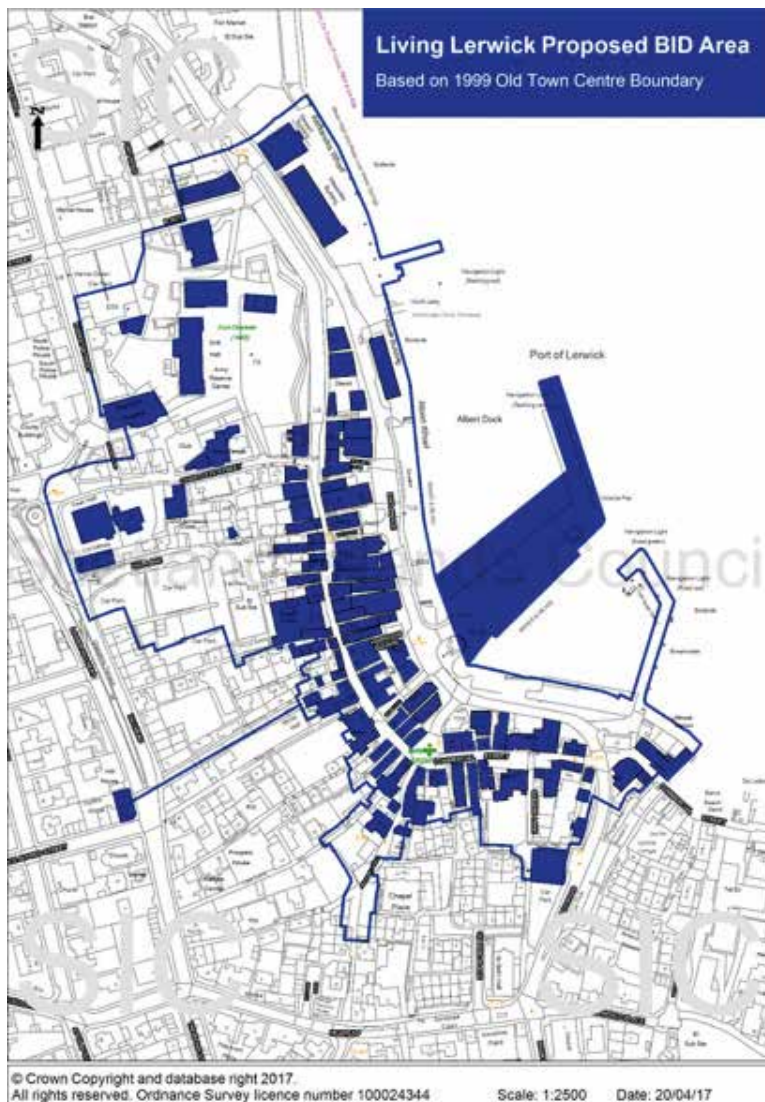
OBJECTIVE FIVE – MORE BUSINESS SUPPORT

“A BID is the fairest way to pay for events, flowers, Christmas lights and the other projects our customers want.”

Projects	Actions	Timescale	Measurement	Benefits
Voice representing members with SIC	Research members' opinions and put them forward where it matters	2017 – 2021	Research undertaken and meetings with SIC	Member business opinions taken into consideration by SIC councillors and staff when making decisions affecting the town centre
Face-to-face communications	Businesses allocated to directors, who will speak to members face-to-face as and when needed and be available for their members to contact	2017 – 2021	Director/member meetings or conversations	Increased business involvement with a single point of contact at board level for each business
Business focussed information for members	Gather a wide range of business information and produce a bi-monthly report for members	2017 – 2021	Six bulletins sent per year, business surveys	Saving time by gaining local business environment knowledge from reading one bi-monthly bulletin
Networking opportunities	Organise quarterly business forums for planning events and sharing information	2017-2021	Number of forums	Increased involvement, taking the lead and sharing information
Lobbying for cheaper rates	Give members information on how to appeal, write to the relevant authorities	2017 – 2018	All members informed on how to appeal rates, letters written	Possible reduction in rates
Support on how to maximise business peak-season	Providing information on cruise passengers for each ship, forum where businesses can share tips with each other	2017 – 2021	Number of emails sent, number of businesses attending forums	Increased customer knowledge, opportunities to learn from each other
Training for businesses	Circulate information on training available, assess training needs and organise bespoke training where necessary	2017 – 2021	Number of courses, number of trainees attending courses	Increased knowledge where required for owners and staff
Encourage inter-business working	Research which businesses are interested in working with others and bring them together to plan what they can do	2017 – 2021	Number of inter-business relationships formed, number of packaged offerings from more than one business	Increased revenue, improved relationship with other businesses

LIVING LERWICK BID AREA AND MAP

The area within the blue line below represents the proposed Living Lerwick BID area. If a non-domestic property falls within this area and the renewal ballot is successful, it will be liable for the BID levy.



The BID team estimates this area represents 143 non-domestic properties eligible to vote. Following a successful renewal ballot, all non-domestic properties in this area will be liable to pay the BID levy.

A BID levy is an equitable and fair way of funding additional projects and services, which the local authority are not required to provide from 01/09/2017 to 31/08/2021. It has been agreed by the Living Lerwick Directors that the levy rate will continue to be a fee structure based on rateable value of the property at the time of the ballot (24th August 2017) and throughout the 4-year term of the BID. The BID improvement levy will be paid by the occupier (the eligible person i.e. the person liable to pay the non domestic rate) however, the property owner will be liable to pay the levy for a vacant or empty property from the day the property becomes vacant until a new occupier is found.

All non-domestic properties that are listed on the Scottish Assessors Valuation Roll within the Living Lerwick BID area will be liable to pay the levy. The levy must be paid either in one payment within 28 days from the date of the levy invoice or in 10 instalments by arrangement with the billing body (Shetland Islands Council).

Any new non-domestic development, sub division of existing properties or merging of properties or new business coming into the area during the 4 year term of the Living Lerwick BID will be automatically liable for the BID levy.

There are 143 non-domestic properties in the BID area which will generate a BID levy income of £71,050 per annum and a total of £284,200 over the next 4 years.

“A BID gives ownership of the town’s future to the businesses that depend on that future.”

LEVY EXCLUSIONS

Following consultation, the Board of Directors have decided that the following sectors will be exempt from paying the levy: Storage units, garages, non-retail charities, places of worship, private car parks, toll free car parks, self-catering units and membership organisations.

ENFORCEMENT

In the event of any non-payment of the BID improvement levy, it will be strongly pursued by Shetland Islands Council (as the billing body) using statutory recovery powers to ensure complete fairness to all the businesses that have paid. SIC will be entitled to charge an additional fee to meet any additional costs incurred in the recovery of the levy.

COLLECTION OF THE LEVY

Shetland Islands Council will collect the improvement levy on behalf of the BID, as this will be an efficient, safe and cost effective method of collection. Shetland Islands Council will lodge the levy within the BID Revenue Account. The BID levy can only be drawn down by the Board of Directors of the BID to allow the delivery of the business plan.

The BID Account and levy funds cannot be accessed by Shetlands Islands Council nor can it be used by Shetland Islands Council as an additional source of income.



WHAT WILL LIVING LERWICK BID COST YOU?

Each eligible person (of an eligible property) falling within the Living Lerwick BID area is charged an amount based on the non-domestic rateable value of their property. In the Living Lerwick BID area, the charge will be from £200 to £850 per year.

The following table details how much the levy is by rateable value band, based on the non-domestic rateable valuation of the property. You can find the rateable value of your property through the Scottish Assessors Association (saa.gov.uk).

Rateable Value	Daily Levy	Weekly Levy	Monthly payment *	Annual Levy	No. of Businesses
£0 - £2,500	£0.55	£3.85	£20	£200	9
£2,501 - £5,000	£0.82	£5.77	£30	£300	28
£5,001 - £7,500	£1.10	£7.69	£40	£400	30
£7,501 - £10,000	£1.37	£9.62	£50	£500	29
£10,001 - £15,000	£1.64	£11.54	£60	£600	17
£15,001 - £20,000	£1.92	£13.46	£70	£700	9
£20,001 +	£2.32	£16.35	£85	£850	21

* You can pay your levy over 10 months by direct debit

At the lowest end of the range, the daily price of your levy is 55p a day. At the highest end, the daily price is £2.32 per day (around the price of a cup of coffee).

Your levy is not related to non-domestic rates (business rates) and is a separate levy agreed by the businesses to bring about improvements to the town centre through projects and services that are in addition to the statutory services delivered by SIC. The funds collected will be held in a separate account called the BID Revenue Account to which SIC have no access. Your levy cannot be used by SIC as an additional funding source.



“Nobody else is working to improve the town centre. Our livelihoods depend on it, so we need to have a BID and use it to take control.”

The Renewal Ballot.

- Ballot papers will be issued with pre-paid return envelopes to every eligible voter within the proposed Living Lerwick BID area on 13th July 2017.
- All eligible voters (i.e. persons liable to pay non-domestic rates) will have one vote. Where a person is liable for the non-domestic rates for more than one property, that individual shall be eligible to cast more than one vote however they will be required to pay the levy for each of the properties they are eligible for.
- Where a non-domestic property within the proposed BID area is vacant, the ballot papers will be sent to the property owner.
- The BID ballot is a confidential postal ballot conducted by Shetland Islands Council on behalf of Living Lerwick BID and in line with BIDs legislation in Scotland.
- The final date for all ballot papers to be returned will be 5pm on the 24th August 2017. Ballot papers received after this time and date will be null and void.
- Ballot papers will be easy to complete, requiring a simple cross to be placed on either “yes” or “no” to the question “Are you in favour of the BID?” The ballot paper must then be signed by the eligible voter and returned in the pre-paid envelope.
- For the ballot to be successful, there must be a minimum of 25% turn-out by the number of eligible voters (the headcount) 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.
- The ballot papers will be counted on 25th August 2017 and the results announced within one week.
- Following a successful renewal ballot, the BID will commence on 1st September 2017 and will run for a period of four years until the 31st August 2021.

RENEWAL BALLOT TIMELINE

Action	Days before ballot	Date
Request to hold ballot sent in writing to Shetland Islands Council	98	18/05/17
Shetland Islands Council decide whether to veto or not	70	15/6/17
Ballot holder to issue ballot papers	42	13/7/17
Deadline for application to appoint proxy	10	14/8/17
Replacing lost ballot papers	7 working days	15/8/17
Last day to cancel proxy	Before 5pm	19/8/17
Last chance to vote	Before 5pm	24/8/17
Votes counted	ASAP	25/8/17
Declaration of the results	Within 1 week	1/9/17

MANAGEMENT OF LIVING LERWICK

Following a successful yes vote, the management and operation of the BID will be transferred to Living Lerwick Ltd.

Living Lerwick Ltd has a fully constituted Board of Directors, consisting of up to 15 directors. Every eligible person that pays the levy will have the opportunity to nominate themselves or someone else from within the BID area to be elected onto the Board. Living Lerwick Ltd is run by the businesses for the businesses. This Board will be responsible for all decisions relating to staff, contracts and other activities generated by Living Lerwick.

Living Lerwick Ltd will operate in a transparent way, answerable to the businesses in the area. There will be a detailed set of protocols which will cover the management of Living Lerwick and billing, collection and transfer of the levy.

The Board will be representative of the businesses and stakeholders in the area. The Chair and Vice Chair will be elected from the business members of the Board. The Board will include two representatives from Shetland Islands Council. There will also be a non-voting member from Northern Constabulary. Other non-voting members may be co-opted onto the Board at the Board's discretion.

Living Lerwick Ltd Board will have the ability 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.

The Memorandum and Articles of Association that govern Living Lerwick Ltd and annual accounts will be made available on the Living Lerwick website at www.livinglerwick.co.uk

MEASURING THE SUCCESS OF THE BID

Throughout the lifetime of the BID, all work on the BID projects will be monitored to ensure the projects proposed in the BID Business Plan achieve a high level of impact, and are progressing to the satisfaction of the businesses that voted for the BID.

The BID Board of Directors will monitor and oversee the efficient delivery of the BID projects.

The BID will undergo an independent evaluation of its activities at the half way point and towards the end of the second term to ensure it is delivering all the projects and services as detailed in the proposal.

PROPOSED INCOME AND EXPENDITURE

GENERATED LEVY INCOME

The Levy income generated for the second term of the BID will be £71,050 annually, which is £284,200 over the four-year term.

Due to the recent cutbacks, Shetland Islands Council has not committed to guarantee £20,000 core funding for the second BID term. The Board of Directors are confident that the experience and expertise gained over the previous BID period will mean that the objectives are still achievable without guaranteed core funding.

An outline budget for this income is provided below. These figures do not include any additional finance which could be attracted to the BID from external sources. The BID objectives are set out to ensure that the funds will be invested in the local area, local businesses, their employees, customers and clients.

Income	Year 1	Year 2	Year 3	Year 4	TOTAL
BID Levy	71,050	71,050	71,050	71,050	284,200
SIC Management support					–
Grants, sponsorship, trading	–	–	–		–
Income Total	71,050	71,050	71,050	71,050	284,200

Expenditure	Year 1	Year 2	Year 3	Year 4	TOTAL
More Footfall	10,000	10,000	10,000	10,840	40,840
More Marketing	14,500	13,500	12,500	14,596	55,096
More Access	1,000	1,000	1,000	1,000	4,000
More Attractive	21,564	22,664	19,864	20,728	84,820
More Business Support	1,975	1,875	1,875	1,875	7,600
Management/operations	14,708	14,708	14,708	14,708	58,832
Mid-term review			3,800		3,800
Renewal	3,750	3,750	3,750	3,750	15,000
Contingency	3,553	3,553	3,553	3,553	14,212
TOTAL	71,050	71,050	71,050	71,050	284,200

ADDITIONAL INCOME SOURCES

Living Lerwick has a proven track record of successful funding applications. With this experience, the Board of Directors are confident that additional financial resource will be generated through external funding applications each year for the period 2017-2021. In addition to the budget outlined, it is strongly anticipated that with successful applications, Living Lerwick will be able to provide more.

LIVING LERWICK CURRENT MANAGEMENT COMMITTEE



GARY BAIN
(Chair)
LHD Ltd.



STEVE MATHIESON
(Vice Chair)
Visit Scotland



BEN MULLAY
The Camera
Centre



STEWART JAMIESON
Harry's Department
Store



JOE CHRISTIE
LHD Marine
Supplies



FRANCES RICHARDSON
KGQ
Hotels

**VOTE YES
TO BUILD ON THE
GOOD WORK ALREADY DONE
VOTE NO AND LOSE IT ALL!**

CONTACT US

We want to ensure all businesses are aware of what Living Lerwick is and its purpose. If you would like to discuss Living Lerwick Ltd or any of the details in this document, please do not hesitate to contact any of our directors or the BID management team:

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