



Living Lerwick Limited

Business Plan

2026–2031



Foreword

I'm delighted to present this proposal. It outlines the Business Improvement District (BID) member business' priorities and gives a taste of how we can improve and make Lerwick Town Centre better by working together.

A BID is where businesses in a defined area vote to invest collectively in local improvements over and above those provided by statutory authorities. It is a partnership arrangement where the local business community and the statutory authorities work together on projects that will benefit the local economy and local businesses.

Supporting the Living Lerwick BID is a great opportunity to work together and make the changes we all want. The cost to individual businesses is lower when shared and through the Living Lerwick BID we can maintain access to external assistance and funding not available to individual businesses.

All of the proposed improvements were ideas from member businesses which came out in our surveys and consultations. Every business in the area has had the opportunity to let us know what their priorities are.

Supporting the Living Lerwick BID means we can preserve what we have already put in place and work together to increase footfall, stimulate investment and enhance the reputation of Lerwick Town Centre. The purpose of the Living Lerwick BID is to support our businesses, increase trade and improve our business environment.

You can find more information on our website livinglerwick.co.uk, or for more general or national information refer to <https://improvementdistricts.scot/>

For the renewal process, a notice of ballot will be sent to all eligible persons at least 42 days before the day of ballot, followed by the ballot papers on 09/07/2026. You will have 6 weeks to cast your vote before the ballot closes at **5pm on 20/08/2026**.

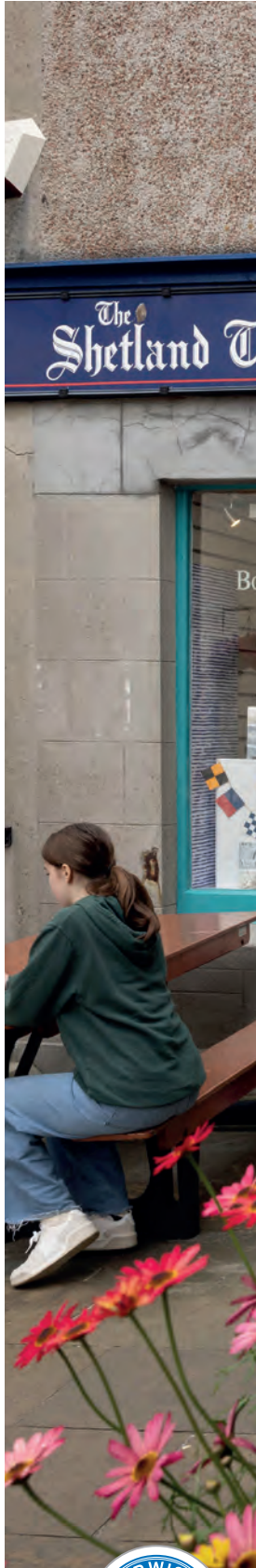


I have worked in Lerwick Town Centre for many years and have ongoing interaction with many of the businesses in the town. I would ask you all to vote YES so that we can work together to make Lerwick Town Centre better.

Positive Thinking for Lerwick Town Centre!

Steve Mathieson

Chair – Living Lerwick Board of Directors
179 Commercial Street, Lerwick



Executive Summary

A BID is an organisation dedicated to making town centres, and local businesses more successful and improving the area they operate in. With 36 BIDs in Scotland today, the model is proven to work and continues to receive support at renewal from existing BID businesses.

In the three Terms since 2012 the Lerwick town centre BID has secured £397,833 of external funding towards projects and activities for the area, in addition to the levy contributions from members. (T1 £160,000; T2 £163,735; T3 £74,098) This has allowed the team to provide regular town centre trails; Christmas lights and activities; summer flowers and additional seating; a local loyalty card scheme; an art trail with pieces by internationally renowned artists; extensive buy-local campaigns and additional marketing; dedicated business support and guidance during the extraordinary changes brought about by Covid-19; Business Awards and ShopSafe initiatives; maintenance programmes and ongoing support to businesses.

Living Lerwick have actively engaged with member businesses over the past 5 years, providing support and listening to what businesses need and want. Consultation with members has shown a need for a Lerwick BID and the work it can continue to do to make Lerwick town centre better.

Lerwick town centre needs a representative agency to continue to build on the work that's been done and support businesses to overcome the challenges faced in the coming years. For as little as £0.66p per day, a BID can work on your behalf to deliver projects, activities and support to help our town centre thrive and make it a better place to live, work and do business.

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A better kept town centre is beneficial to all as it means folk are more likely to visit and enjoy spending time there. We are a bit of an anomaly of the street but we appreciate all the work, helps us too

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Mission Statement

Together, let's make Lerwick Town Centre better.

Aims and Objectives of the Lerwick Town Centre BID

The principle aim of the Living Lerwick BID is to deliver projects and services that will improve the trading environment of the BID area to benefit businesses, their customers and visitors.

The key objectives of the BID are to:

- 1 PROMOTE** Lerwick town centre and the goods and services provided by businesses through online and localised marketing activities.
- 2 PROVIDE AND MAINTAIN** seasonal decoration and enhancements to improve the visual environment of the town centre, providing a welcoming and safe environment.
- 3 INCREASE THE FOOTFALL** in the town centre through large and small events, utilising external project funding to subsidise levy income.
- 4 ACTIVELY ENGAGE** with the local authority and other agencies on town centre matters, parking and access issues and maintain good working relationships.
- 5 MANAGE** the administrative requirements of delivering BID services and supporting member businesses.



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 or not the BID goes ahead.

The first BID was established in 1970 in Bloor West Village, Toronto, Canada by the district's business community when development on the outskirts of the town threatened the survival of the town centre.

Local businesses fought back to revitalise the town; successfully lobbying 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 and the rest of the world. Today there are well over 1,800 successful BIDs worldwide.

An additional measure of BID success is reflected in the renewal process. Most BIDs operate for a five-year term, with the vast majority continuing into consecutive terms when they come forward for renewal. In Scotland, to date, **28 operational BIDs have successfully renewed their mandate for second or subsequent BID terms, equating to 53 successful renewal ballots**, demonstrating that businesses continue to value the projects and services delivered through the BID model.

BIDs can support regeneration, grow local economies, create local employment and create cleaner, safer trading environments. A key element of their success is that local businesses take ownership of their trading environment, identifying the projects necessary to address common issues, overseeing delivery, and contributing to the future direction and development of their area.

BID legislation was introduced in Scotland in 2006, with the Scottish Government supporting the first six pilot projects that year. The Scottish Government continues to support the development of BIDs across Scotland.

As of 1 May 2026, there are 36 fully operational BIDs in Scotland, with a further 8 in development.

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I think the marketing initiatives have been excellent - good, consistent branding, a mix of different types of media and different waxes of engaging with the public.

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Living Lerwick Activity 2021 – 2026

The activities carried out by Living Lerwick since 2021 have been aimed at increasing awareness of Lerwick town centre goods and services and bringing more footfall to the area. Improving the visual appeal of the area has also been a focus, along with endeavouring to find solutions to the parking and access concerns. The following is a brief sample of some of the activity:

MORE ATTRACTIVE

The visual enhancements throughout the town centre remain an important and significant part of the activity carried out by the BID team. Bunting and flowers were installed every summer, with changes to contractors for installation and provision this term. The council's parklet area at Harrison Square was also incorporated into the BID flower scheme.

Festive lighting was reviewed and a new system of installation implemented in 2024, with the addition of lamp post lighting along the Esplanade. Gutter cleaning continued when contractors were available and additional resources were secured through council funding for maintenance and painting of shop fronts and public areas prior to the Tall Ships Event in 2023.

MORE BUSINESS SUPPORT

There has been an average of 600 one-to-one contacts with members each year, in addition to regular newsletter and information bulletins issued by email, including weekly cruise ship updates in summer and, when required, covid updates and support.

Welcome packs have been issued to all new businesses with marketing and business support offered. Member views are sought through consultation on important issues affecting the area, such as the Lanes Masterplan, parking and anti-social behaviour. A Shop Safe App was introduced to enable cross business support and information sharing.

In 2026 the Business Awards scheme was launched to great success.

MORE FOOTFALL

Increasing footfall to the area remained a priority and initiatives such as the Spend at da Street loyalty scheme and seasonal themed family trails continued to be popular and engaged with well by businesses and customers. Encouragement and information was given to members to engage with local events through window displays and additional linked events and activities in the area.

The annual Christmas parade and grotto attracted large numbers as did the Peerie Hairst Spree, Jubilee street party and Tall Ships event which BID members engaged with well. The first Doggy Day out event was popular and externally arranged events such as the Pride Parade were well attended.

MORE INFORMED DECISIONS ON ACCESS

Access issues remain focussed on parking and annual flagstone maintenance closing Commercial Street. The team continued to liaise with the local authority on both these issues, identifying the best possible compromise.

Member consultation was carried out and fed back to the council in regard to the proposals to remove large numbers of parking spaces from the lanes area in favour of housing. A survey of the current usage of the car park provided evidence that it is already beyond capacity at peak times.

MORE MARKETING

With external funding, promotional films were created including three Christmas promotions for buy local; three films focussing on local businesses and the accessibility of the town centre by young local filmmakers and a Scotland Loves Local film telling the story of Lerwick as a trading town from its origins.

Other marketing campaigns and tools included printed local information maps, food and drink maps, annual Christmas gift guide and regular daily updates and sharing on social media. The website continued to be maintained and updated, receiving good visitor numbers.

How the BID Adds Value for the Town Centre

We want to make sure that the BID offers the best value for levy payers, and the town centre. We do this by providing services and activities that are above and beyond that provided by the local authority and other statutory agencies. The BID organisation is able to apply for funding not available to local authorities or individual businesses.

From 2021 – 2026, Living Lerwick was able to lever in £74,098 of external funding to the town centre up to August 2025 – this equates to an extra £0.26p for every £1.00 of levy fees billed in the same period.

The projects that were able to take place because of this additional funding have, and will continue, to make a positive difference to Lerwick town centre.

BASELINE SERVICES

A baseline of services has been established which identifies what Shetland Islands Council, Police Scotland, Lerwick Port Authority, Highlands & Islands Enterprise and VisitScotland deliver. This is to clarify the responsibilities of each agency and ensure that the projects and services delivered by Living Lerwick are in addition to what is already provided. An operating agreement is in place between Living Lerwick and Shetland Islands Council containing this baseline provision, so BID businesses can be assured that the current level of statutory services will not be reduced after a successful ballot.

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

- **Roads Services** – street lighting management and maintenance; traffic signs, street furniture and road markings; road asset management; road safety; traffic management
- **Transport Planning** – public bus services
- **Waste Management** – waste and recycling; street cleansing; public toilets
- **Planning Services** – development plans and heritage; listing buildings and conservation; building standards; marine planning; outdoor access
- **Environmental Health** – workplace health and safety; food law; public health and housing, private water supplies and port health; environmental protection; anti-social behaviour management; animal health and welfare
- **Trading Standards**
- **Library service**
- **Community Planning and Development**

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

- **Transport** – adult social care bus service provision, taxi rank on pier, Lerwick to Bressay ferry, dial-a-ride service to Tingwall airport
- **Business Support and Promotional Services** – Promotional services, Business Gateway, economic development grant scheme, business start-up scheme

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)

The services provided by Lerwick Port Authority are:

- Electric vehicle charging points
- “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, with accessible parking bays
- Business parking areas
- Floating pontoon berthing for visiting yachts and cruise ship tenders
- Seawall waterside seating and waste reception facilities
- Wooden deck for launching sailing club boats
- Hosting events such as annual yacht races, local and other sailing events
- Management, maintenance and regulation of the Port, providing services to commercial and pleasure vessels such as berthing and pilotage
- Amenity improvements in the area

The Services provided by Highlands and Islands Enterprise are:

- Enterprise Development services

The Services provided by VisitScotland are:

- Tourism development and growth
- Business support and advice
- Strategic partnerships
- Tourism insights and research
- Infrastructure projects



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We are stronger
collectively than
individually

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Why does Lerwick Town Centre continue to need a BID?

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It is very good to have an umbrella organisation coordinating activities that benefit businesses on the Street

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Historically, Lerwick town centre was in a better position than many town centres throughout the UK due to its very high percentage of independent traders and its island location, making the shop local message a practical necessity. However, like others throughout the UK, it has been in slow decline for the past 30+ years. Consumer shopping habits have changed significantly in the past 20 years with the trend towards many local people now favouring the convenience of buying online – a habit which suits busier lifestyles and inevitably offers wider choice. Shopping trips to Aberdeen have long been commonplace for Shetlander's too.

National chain stores and online retailers have significantly higher buying power and marketing budgets, meaning small independent businesses must work harder to compete. While the presence of a BID can't assist directly with the cost of goods or staff, it can provide support with finding cheaper utility providers, collective and individual marketing campaigns targeted at local audiences and ensuring the physical trading environment is appealing and welcoming for customers.

In terms of economic development in Shetland, there is currently no local authority strategy or plan covering this. The last Economic Development strategy concluded in 2022. The current strategic plans in place are the Shetland Partnership Plan, published in 2018 and the Council's Corporate Plan which was published in 2021. Both commendable documents but neither with any remit or consideration for economic development or business support considering the impacts of Brexit and Covid in regard to the cost of living, skills gaps and staffing shortages.

With Council elections due to take place in 2027 and the planned development of a new local authority Community Wealth Building Plan, having a BID organisation to consult with members and feed in collective views and priorities to this process will be vital.

Lerwick is still awaiting the significant investment and development of housing in the proximity of the town centre. The SIC Knab Masterplan was adopted in June 2019 and while demolition has started on site (in 2021) no further progress has been made on building. New housing developments at the Staney Hill will also contribute substantially to the town's population and needs to be considered in town centre and access planning. Having a BID manager to monitor any progress on these developments will ensure businesses are kept informed of economic and social impacts that this may have on the town centre.

With local and national strategic planning becoming more and more focused on town centres, and the importance of their success to create thriving and vibrant communities, it has never been more important to ensure town centre businesses have the ability to work together. Living Lerwick provides the platform to do just that, and to ensure all appropriate agencies are brought together to initiate positive change through social, economic, logistical and environmental improvements.

The BID provides a unique opportunity for local businesses across all sectors to work together, invest collectively and undertake projects which can contribute positively to improving the economic viability of businesses in the town and securing investment in the town.

Consultation with Businesses

The overall aim of the consultation in early 2026 was to assess business opinions on what Living Lerwick has already done; identify ways to enhance and improve the BID area; and determine what additional projects and services the businesses would like delivered to give more incentive to visit and invest in the town centre.

Questionnaires were sent to all 148 current BID members by hand delivered hard copies, posted questionnaires and emailed links to enable members to complete the questionnaire online. Reminders and follow up visits were also made to encourage and support the completion of the questionnaire.

Of the surveys issued 46, or 31% were returned.

The results of these surveys and consultations have been combined and form the basis of the Business Plan and BID Proposal.

Overall, the most important areas the BID could improve on were ranked by the businesses in order of importance as:

1. **Promotion and marketing**
2. **Enhanced environmental improvements and event delivery**
3. **Increased footfall**
4. **Parking management and Council engagement**
5. **Revision of the BID boundary**

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They do a great job and are a support crutch for all businesses new and old

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From the surveys it was determined that **businesses would like:**

- ✓ Promotion of goods and services through Buy Local campaigns and town centre marketing on online platforms
- ✓ More focus on promotion of service based businesses who do not rely on casual footfall
- ✓ Ongoing provision and maintenance of the online business directory
- ✓ To attract more footfall from visitors and locals by making the town centre a recognised destination
- ✓ To see practical solutions to parking and pedestrianisation concerns within the town centre, and active engagement to prevent removal of parking spaces
- ✓ Engagement with the local authority and representation of member views as a collective and in particular in relation to local development plans
- ✓ Delivery of events and activities to draw footfall, including family friendly trails
- ✓ To create a more attractive and vibrant town centre with the addition of seasonal decoration in summer and winter months
- ✓ Loyalty schemes and increased spend
- ✓ Continuation of the Business Awards initiative
- ✓ Promotion of vacant properties and jobs available in the area

The businesses were given a final opportunity to comment on the proposed projects and services, as detailed in the Next Steps document sent on 30th March to all members, so these could be included in the Business Plan.

What a Renewed BID will do for Lerwick Town Centre?

A detailed action plan has been produced based on the feedback from BID area businesses setting out what they want to see delivered for the town centre and based on achievable levy income.

These projects and activities are themed by five key objectives and set out how Living Lerwick will:

- 1 PROMOTE** Lerwick town centre and the goods and services provided by businesses through online and localised marketing activities.
- 2 PROVIDE AND MAINTAIN** seasonal decoration and enhancements to improve the visual environment of the town centre, providing a welcoming and safe environment.
- 3 INCREASE THE FOOTFALL** in the town centre through large and small events, utilising external project funding to subsidise levy income.
- 4 ACTIVELY ENGAGE** with the local authority and other agencies on town centre matters, parking and access issues and maintain good working relationships.
- 5 MANAGE** the administrative requirements of delivering BID services and supporting member businesses.

“

The flowers, bunting and Christmas lights have been really lovely

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“

You would be a big loss to the local economy

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Objective One

Marketing and Promotion

Action	Activity	Timescale	Measurement	Outcomes / Benefits
Promote Lerwick town centre and the goods and services provided by businesses	Ongoing promotion of Buy Local message using 'Think Local First' and other appropriate branding	2026-2031	• Number and reach of campaigns	• Reduced negative perceptions of town centre • Increased footfall and local spend • Increased awareness of goods and services
	Specific advertising campaigns around key dates such as Christmas	2026-2031	• Number and reach of campaigns	
	Research and develop content highlighting the economic, social and environmental benefits	2026-2031	• Number and reach of campaigns	
Advertise specific sectors and activities	Create promotional resources focussed on specific sectors	2026-2031	• Resources created	• Increased awareness of goods and services • Increased sales
	Promote offers or group activity by members	2026-2031	• Number of collective offers	
	Highlight services available for those not dependent on casual footfall	2026-2031	• Blogs, posts or content created for this sector	
Maintain online Member directory	Ongoing updates to online member directory	2026-2031	• Number of properties updated each year	• Increased awareness of goods and services • Easily accessible public directory • All businesses have an online presence
Promote the town centre as a destination	Work with transport and tourism agencies to ensure marketing to visitor audience	2026-2031	• Agencies engaged	• Increased footfall • Increased dwell times and business engagement • Increased awareness
	Identify and install appropriate signage or marketing out-with town centre utilising external funding	2026-2031	• Additional signage created or promotion resources applied	
Develop digital content	Share member posts and create original content for Facebook and Instagram – monitor developments in other social media platforms	2026-2031	• Number of shares • Number of original posts and reach • New platforms used	• Increased awareness of goods and services • Increased sales for businesses • Increased dwell time in town centre • Improved and increased direct customer interaction • Additional investment in Lerwick town centre
	Develop digital resources and activities to enhance visitor experience within the town centre where external funding is available	2026-2031	• Additional tools developed and used • Interaction statistics • Funding secured	
	Produce video content for online sharing to promote business sectors and campaigns where external funding is available	2026-2031	• Number of videos produced • Reach of videos	

Objective Two

Environmental Improvements

Action	Activity	Timescale	Measurement	Outcomes / Benefits
Provide and maintain seasonal decoration and enhancements	Manage summer scheme with bunting and annual flower installations	2026-2031	• Quantity of flowers and bunting installed	• More attractive town centre • Increased footfall and dwell time • Improved public perception • Improved safety • Additional investment in the town centre
	Install and maintain Christmas lights, town centre tree and additional features throughout BID area as resources are available	2026-2031	• Lighting purchased and installed • Additional enhancements added	
	Extend basic lighting scheme through winter months	2026-2031	• Extended time winter lights are provided	
	Identify suitable visual improvements to the area and source funding to implement	2026-2031	• Improvements made • Funding received	
Provide additional outdoor seating and signage	Additional temporary seating in the summer	2026-2031	• Quantity of seating added	• Increased dwell time • Increased capacity for food & drink businesses • Increased awareness of facilities • Better visitor experience
	Identify areas where additional information or directional signage would be useful and source funding / permission to address this	2026-2031	• Types and quantity of signage	
Liaise with SIC on upgrades and maintenance	Follow up discussions for implementation of local carbon lighting in keeping with area architecture	2026-2031	• Discussions with SIC Roads	• Welcoming, safe and clean town centre • Improved public perception • Reduced loss of business • Improvement to public safety • Reduced business complaints
	Negotiate appropriate timing of road works or paving slab replacement to minimise disruption to businesses	2026-2031	• Discussions with SIC Roads • Feedback from businesses	
	Liaise with SIC to implement additional signage during periods of road closure and disruption	2026-2031	• Discussions with SIC Roads • Feedback from businesses	
	Monitor cleanliness of lanes and report maintenance issues to relevant SIC service	2026-2031	• Reports passed to maintenance team	
Research and apply for large scale funding for property improvements	Gather data and investigate large scale property and infrastructure improvement grants where staff time is available	2026-2031	• Data gathered • Applications made • Funding received	• Visual and safety improvements • Significant investment in town centre infrastructure
	Identify funding sources available for individual property improvement grants	2026-2031	• Funding received • Properties improved	• Visual and safety improvements • Improved public perception
	Develop capital improvement projects eligible for future Town Centre Capital Grant Funds where staff time is available	2026-2031	• Funding received • Projects implemented • Projects developed	• Capital investment in town centre • Improved facilities • Funding opportunities fully utilised

Objective Three

Increase Footfall through Events and Activities

Action	Activity	Timescale	Measurement	Outcomes / Benefits
Develop activity to present Commercial Street as a destination	Partner with night time economy and Food & Drink businesses to offer customer experiences and increase business capacity	2026-2031	- Activities developed and promoted in partnership - Business and customer feedback - Footfall figures at peak times	- Increased footfall - More business engagement - Increased capacity for businesses - Increased customer dwell time - Increased awareness of businesses - Increased profit for businesses
	Develop digital interactive content to engage visitors, shoppers and encourage repeat and extended visits to the town centre	2026-2031	- Content developed - Engagement statistics	
Deliver events and activities	Trail competitions held to coincide with holidays or events	2026-2031	- Number of trails - Number of participants	- More footfall - Increased visibility of businesses and products - Increased sales for businesses - Improved public perception of town centre as a destination
	Summer programme of events including activities delivered by or within business premises where external funding can be secured	2026-2031	- Number of events - Businesses and - Customer engagement	
	Christmas focussed activities including parade, Santa's grotto and other appropriate events where external funding can be secured	2026-2031	- Events delivered - Public engagement - Footfall counts	
	Encourage events and activities delivered by businesses, individually or in partnership	2026-2031	- Number of business ink-ups - Number of events - Footfall counts	
Manage town centre Loyalty schemes	Monthly 'Spend at da Street' draws funded by Living Lerwick, enhanced by extended Christmas draw with prizes donated by businesses	2021-2026	- Completed cards in each monthly draw - Number of businesses taking part	- Increased spend in local economy - Additional options for shared business benefit

“

I think the marketing initiatives have been excellent - good, consistent branding, a mix of different types of media and different ways of engaging with the public.

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Objective Four

Inter Agency Engagement

Action	Activity	Timescale	Measurement	Outcomes / Benefits
Engage with SIC and other agencies on town centre planning issues	Monitor planning and licensing applications for the area, providing official comment as required	2026-2031	• Number of comments submitted	• Good working relationships with third parties aid economic and social stability of the town centre • Member views are taken into account in development plans and concerns addressed • Businesses are able to plan strategic or economic changes based on knowledge of wider plans, resulting in improved profitability and better service delivery.
	Engage with SIC and Lerwick Community Council in development of Local Place Plans	2026-2031	• Number of meetings, calls or emails recorded	
	Seek member feedback on town centre planning issues and feed back to SIC	2026-2031	• Number of engagements	
	Review and feed into town centre health check and other area review exercises	2026-2031	• Number of actions followed up	
Engage with SIC Roads Service on management of public highway maintenance	Negotiate appropriate timing of road works or paving slab replacement to minimise disruption to businesses	2026-2031	• Discussions with SIC Roads • Feedback from businesses	• Minimised impact on businesses • Increased footfall • Additional signage encourages increased spend by visitors • Increased awareness of businesses and services
	Liaise with SIC to implement additional signage during periods of road closure and disruption	2026-2031	• Discussions with SIC Roads • Feedback from businesses	
Monitor decriminalised parking enforcement and actively promote responsible parking	Liaise with SIC and Police Scotland on any plans to progress this	2026-2031	• Discussions with SIC and Police Scotland • Consultation with members • Marketing campaigns to raise awareness of parking issues	• Improvement in responsible attitude to parking • Increased customer access to businesses • Safer shopping environment • Increased awareness of parking facilities
Develop working relationships with external agencies	Direct engagement with agencies and groups with an interest or operations which fall within the town centre area or affect member businesses Monitor planning applications Watching brief on local media reports Engagement with HIE and Business Gateway	2026-2031	• Number of agencies engaged with • Number of formal partnership working arrangements	• Improved awareness of funding or business opportunities • Marketing support through partnership working • Improved resilience • Improved public perception from increased understanding of shared challenges

Objective Four

Inter Agency Engagement

Action	Activity	Timescale	Measurement	Outcomes / Benefits
Liaise with appropriate agencies on upgrading CCTV	Support and assist third parties where possible to upgrade CCTV systems	2026-2031	- Cameras installed - Funding secured	- CCTV system utilised by authorities - Improved public safety - Improved public perception of area
Contribute to the development of SIC Community Wealth Building Plan	Discuss strategy planning timetable and BID input with SIC Consult members and provide relevant feedback and information to SIC to inform Plan development	2026-2028	- Meetings with SIC - Member consultations - Data / views incorporated into final plan	- Business concerns and priorities are acknowledged and incorporated into SIC strategic planning - Improved economic stability in Shetland - Increased employment, quality of life and services available.
Maintain transparent communication with SIC Roads Service	Pro-active discussions with SIC Roads staff to improve town centre access options	2026-2031	- Number of meetings with SIC Roads - Changes and solutions achieved	- Increased member awareness of communications - Pro-active rather than re-active solutions to improve town centre access
	Provide updates to members regarding discussion with SIC Roads service	2026-2031	Updates issued	

Objective Five

Administration and Support

Action	Activity	Timescale	Measurement	Outcomes / Benefits
Deliver BID services in line with legislation and business plan objectives	Engage with members and the public to deliver services and support	2026-2031	- Published economic statistics - Number of member businesses - Number of parking spaces retained - Member feedback - Number and value of visual enhancements - Levy collection rates	- Improved economic trading environment - Increased footfall - Increased number of trading businesses - Improved public perception of area - Improved access and parking - More attractive town centre - Increased service provision

Living Lerwick BID Area and Map

The area within the blue line represents the revised proposed Living Lerwick BID area for term four.

The area was chosen to be included in the BID area as consultations with businesses in this area highlighted several common issues of concern that could be addressed by a BID. The number of properties in the proposed BID area is reduced from the Term three membership following consultation and member feedback.

PRIMARY ZONE-

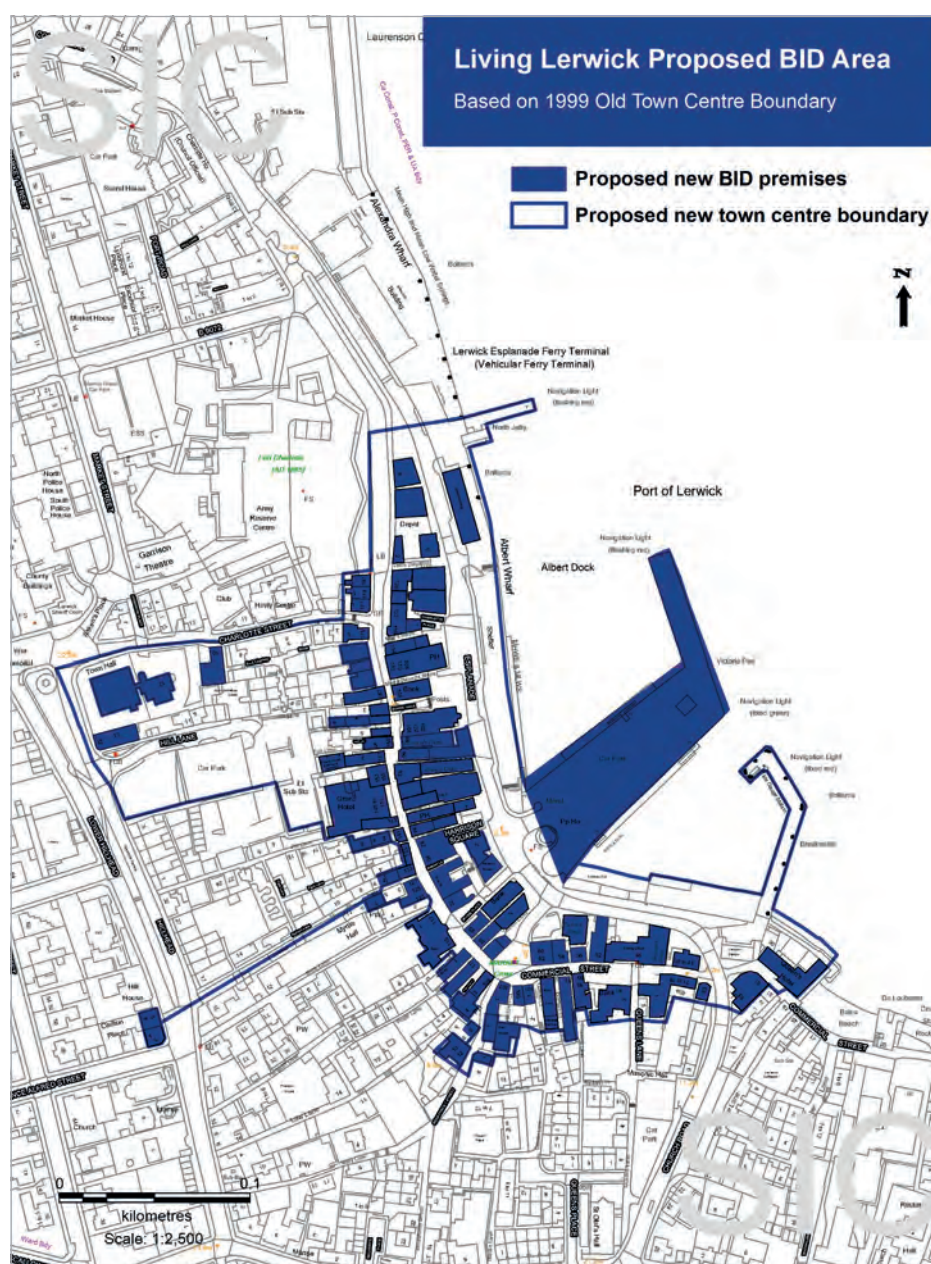
- The Esplanade
- Burns Lane
- Charlotte Place
- Charlotte Street
- Commercial Street
- Fox Lane
- Gardie Court
- Hangcliff Lane
- Hill Lane
- Hillhead
- Mounthooly Street
- Pirate Lane
- Pitt Lane
- Queens Lane
- Reform Lane

There are 116 eligible properties in the revised BID area. This is subject to change as some properties currently within the Harbour Undertakings may be added back on the Non Domestic Rates role as separate properties. Following a successful renewal ballot, any property which is designated as a non-domestic property in this area will be liable to pay the BID levy. Should a property within the boundary area not currently marked as having a NDR value change use and become such during the term, this property will become liable for levy fees.

“

*Thank you
for the great work*

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Scale: 1:2500 Date: 16/04/2026

Management of the BID

Following a successful yes vote, the management and operation of the BID will be carried out by Living Lerwick Ltd (SC428645) which will operate from the start of the third term on 01/09/2026.

This Company will continue to be managed by the Board of Directors operating 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 the BID Company and billing, collection and transfer of the levy.

A Board of Directors will consist of up to 15 directors of which there are currently 7 in office. An active campaign will be launched after the successful ballot to recruit additional Directors to the Board. 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 Living Lerwick Board, but limited to one eligible person from each eligible property.

Nominations of Directors, representatives or advisers from outside the BID, who **do not** pay the levy and who **may or may not** represent those making voluntary or other financial contributions toward the BID, will be strictly at the discretion of the Board of Directors.

The Company will continue to be run by the businesses for the businesses. This Board will be responsible for all decisions relating to staff, contracts, the delivery of the approved business plan and other activities generated by the BID.

The Board will be representative of the businesses and stakeholders in the area. The Chair and Vice Chair will be elected from the Directors of the Board. Two elected members from Shetland Islands Council will be invited to join the board in an observer role. Other non-voting members or local groups may be co-opted onto the Board at the Board's discretion.

The BID Company Board 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.

An annual report and annual accounts will be published on the Living Lerwick website every year.

The People

BID MANAGER

For the new term, if successful, a recruitment exercise will be carried out to identify and engage a new BID Manager, who will remain accountable to the BID Board of Directors.

BID BOARD OF DIRECTORS

The BID Board of Directors is made up of representatives from a cross-section of the business community in the area. The Board of Directors provides direction to the development of the BID and BID development staff.



CHAIR

Steve Mathieson
Visit Scotland



BOARD OF DIRECTORS

David Coe
Ninian



Louise Grains
Jamiesons of Shetland



Dee Henderson
Loose Ends



Edna Irvine
Smith & Robertson



Michael Laurensen
Cee&Jays



Ben Mullay
The Camera Centre

Measuring Success and Monitoring 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.

To ensure openness and transparency in the management of the BID company, progress towards objectives will be communicated by one to one business engagement, business briefings, social media engagement, newsletters (digital and hard copy for those with no access to IT), press releases, and business forums etc.

Additionally, the following information is to be displayed on the Living Lerwick BID website:

- The current BID Business Plan
- The BID Ballot results
- Contact details for the BID Manager
- The names of BID Board members and either the name of their business, or the sector they represent
- BID Board Governance structure with reference to how decisions are agreed and actioned
- The methods levy payers can provide feedback to the BID e.g. AGM or other channels
- Copy of the most recent annual report



“We appreciate all the support that is offered.”



Living Lerwick BID Levy

A BID levy is an equitable and fair way of funding additional projects and services, which the local authority and other statutory bodies are not required to provide. It has been agreed by the BID Board of Directors that the levy rate will be a fee structure based on the rateable value of the property on the day of the ballot 20/08/2026, throughout the 5-year term of the BID.

The BID levy will be paid by the occupier (the eligible person liable to pay the non-domestic rate), however, the property owner will be liable to pay the levy where a property is vacant on the day the levy invoice is issued and for all the period thereafter when the property is vacant.

All eligible occupiers (of eligible properties) that are listed on the Local Assessors Valuation Roll on the ballot date 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 commercial development, sub division of existing properties or merging of properties or new business with a non-domestic rateable valuation coming into the area during the 5-year term of the town business improvement district will be liable for the BID Levy.

There are approximately 116 commercial properties in the proposed revised BID area which will generate a BID investment levy income of £69,240 in year one and an estimated total levy income of £367,606 over 5 years, with applied inflationary increases each year.

LEVY EXCLUSIONS

The BID Board of Directors decided that there is no benefit from being part of the BID to the following categories of property and therefore are exempt from paying the levy: Non-retail charity, places of worship, member associations, self-catering properties, storage units, garages, private car parks and toll-free car parks.

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 the recovery powers available to the Council to ensure complete fairness to all the businesses that have paid. This is covered by The Planning etc. (Scotland) Act 2006 (Business Improvement Districts Levy) Order 2007 No 772. Shetland Islands Council will be entitled to charge an additional fee to the levy amount to meet any additional costs incurred in the recovery of the levy.

COLLECTION OF THE LEVY

Shetland Islands Council will collect the investment levy on behalf of the BID, and 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 Revenue Account and levy cannot be accessed by Shetland Islands Council, nor can it be used by the Council as an additional source of income.

Cost of a Living Lerwick BID

All eligible occupiers (of eligible properties) that are listed on the Local Assessors Valuation Roll on the ballot date will be liable to pay the levy. In the Living Lerwick BID area, the charge will be from £240 - £1,020 per year.

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

The levy payments are not linked to what businesses actually pay in rates but are based on the rateable value of the property and are a separate levy paid to bring about improvements to the town centre through projects and services.

Rateable Value	Each Week	Each Month (10 months)	Annual Levy	No of Businesses	Total
1 to 2,500	£4.62	£24	£240	6	£1,440
2,501 to 5,000	£6.92	£36	£360	22	£7,920
5,001 to 7,500	£9.23	£48	£480	29	£13,920
7,501 to 10,000	£11.54	£60	£600	19	£11,400
10,001 to 15,000	£13.85	£72	£720	16	£11,520
15,001 to 20,000	£16.15	£84	£840	8	£6,720
20,001 +	£19.62	£102	£1,020	16	£16,320
				116	£69,240

BID Finances

A maximum of £1,020, or less than £20 per week is believed to be affordable for the businesses at the higher end of the banding. This is the first increase in levy since the inception of the BID in 2012.

It is calculated that there are circa 116 eligible properties located within the proposed revised BID area (this figure may change as businesses move, expand or close). The BID levy income is calculated to be approximately £69,240 per annum (year one). The average collection rate for the Living Lerwick BID levy is 82%. With this in mind, an amount has been set aside in the budget under 'contingency' to allow for any bad debt without this affecting the planned project expenditure. Additional funds received will be used to enhance project delivery as detailed in the business plan.

Shetland Islands Council will, in addition to paying their levy for eligible properties, consider an application for additional funding during term four, subject to budgetary process and submission of satisfactory evidence of the BID's performance and impacts and outcomes. An application for £5,000 per year towards BID management and administration costs will be submitted prior to the end of term three. Applications for additional funding from the Council for specific projects would also be considered based on their merit.

The improvement levy will make it easier to obtain other sources of funding for specific projects and these opportunities will be pursued. The BID aims to attract other investment, sponsorship and trading income to increase the amount available to spend on projects as they develop. Funds will be sought from but not restricted to, Scottish Government, Lottery Community funds, and Lerwick Community Council.

As the BID progresses, more income will be attracted and this will be invested in improving the town centre for the benefit of the businesses and local community.

Once term four of the BID is operational, any variations within budgets will be reported to the BID Board of Directors and the Board will agree on an annual basis how funds for subsequent years will be allocated.

Shetland Islands Council will collect the levy payments on behalf of the BID, and will retain these funds in a separate account.

Lerwick BID Projected Income and Expenditure

Income	Year 1	Year 2	Year 3	Year 4	Year 5	Total
BID Levy	69,240	71,317	73,457	75,661	77,931	367,606
SIC Management support	5,000	5,000	5,000	5,000	5,000	25,000
Grants, sponsorship, trading	–	–	–	–	–	–
Income Total	74,240	75,317	78,457	80,661	82,931	392,606

Expenditure	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Events and Activities	5,200	5,356	5,517	5,683	5,853	27,609
Promotion and Marketing	5,878	6,054	6,236	6,423	6,616	31,207
Improved Environment	33,982	35,001	36,051	37,133	38,247	180,414
Management Operations	16,327	16,817	17,322	17,842	18,377	86,685
Handover	2,300	–	–	–	–	2,300
Mid Term Review	–	–	2,300	–	–	2,300
Renewal Allowance	–	2,200	–	2,200	2,200	6,600
Contingency	10,386	10,698	11,019	11,350	11,691	55,144
Total	74,073	76,126	78,445	80,631	82,984	392,259

The table above is based on a 3% inflationary increase each year.

“

I think the Living Lerwick team have done a great job, and wish you all the best for the upcoming renewal process.

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Having traded on Commercial Street for over 20 years, we can see a very positive increase in customers opinions of Lerwick Town centre with the current Bid team. We feel that the initiatives they are using are creating more footfall and helping businesses connect with customers.

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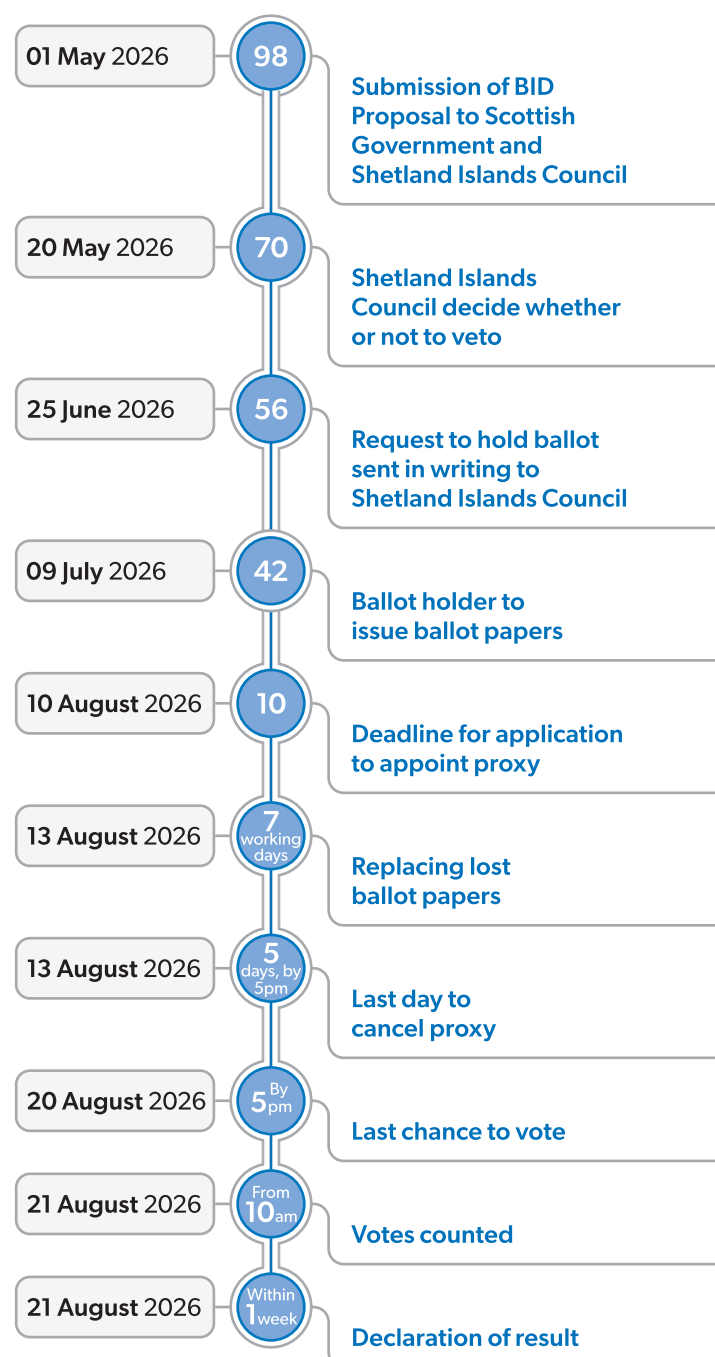


The Renewal Ballot - Voting Process

At least 42 days prior to the ballot taking place, a 'Notice of Ballot' will be issued to all non-domestic properties in the BID area.

- Ballot papers will be issued with pre-paid return envelopes to every eligible voter within the proposed Living Lerwick BID area by 9th July 2026.
- 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 20th August 2026. 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 renewing the Business Improvement District arrangements (for the following areas,) for a further period of 5 years, until 31 August 2031?" 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 (the headcount) by the number of eligible voters and by combined rateable value of non-domestic properties eligible to vote.
- Of those that vote, over 50% by number of ballots and 50% by combined rateable value must vote in favour of the BID.
- The ballot papers will be counted on 21st August 2026 and the results announced within one week.
- Following a successful renewal ballot, the BID will commence on 1st September 2026 and will run for a period of five years until the 31st August 2031.

Timeline





“

I think Living Lerwick has done a very good job, particularly given generally tight budgets and other constraints.

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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 included in this Business Plan, please contact one of our directors or the BID Manager.

Current contact details are on the website at www.livinglerwick.co.uk/about