



MORAY SPEYSIDE
TOURISM BUSINESS IMPROVEMENT DISTRICT

BUSINESS PROPOSAL

Term 1st April 2020 – 31st March 2025

www.morayspeysidetbid.com

Contents

| Section | Content | Page(s) |
|---------|---|---------|
| | <u>BID Proposal - Compliance with Legislation</u> | 1 –6 |
| 1.0 | Foreword by Moray Speyside Tourism BID Steering Group Chair | 7 |
| 2.0 | Executive Summary | 8 |
| 2.1 | Mission Statement of the Moray Speyside Tourism BID | 8 |
| 2.2 | Aims and objectives of the Moray Speyside Tourism BID | 8 |
| 2.3 | Key Findings | 8 |
| 3.0 | Introduction | 9 |
| 3.1 | What is a Business Improvement District (BID)? | 9 |
| 3.2 | Background to BIDs | 9 |
| 4.0 | Moray Speyside’s Position | 10 |
| 4.1 | Why does Moray Speyside need a Tourism BID? | 10 |
| 4.2 | The History Tourism BIDs | 11 |
| 4.3 | How will Moray Speyside benefit from a Tourism BID | 11 |
| 4.4 | Local Authority Support | 12 |
| 5.0 | The Moray Speyside Tourism BID Area | 12 |
| 5.1 | The Moray Speyside Tourism BID Map and Wards | 13 |
| 6.0 | Moray Speyside Tourism BID Management | 14 |
| 6.1 | Moray Speyside Tourism BID Development Staff | 14 |
| 6.2 | Moray Speyside Tourism BID Development Steering Group | 14 |
| 6.3 | Management of the Moray Speyside Tourism BID | 14-15 |
| 7.0 | The Consultation Process | 16 |
| 7.1 | Introduction | 16 |
| 7.2 | Business Survey | 17 |
| 7.3 | The Key Findings | 17 |
| 8.0 | Proposed Activities | 17-18 |
| 9.0 | The Moray Speyside Tourism BID Levy | 19 |
| 9.1 | Who will pay the levy | 19 |
| 9.2 | Exclusions | 20 |
| 9.3 | The Levy table | 20 |
| 9.4 | Collection of the Moray Speyside Tourism BID levy | 21 |
| 9.5 | Enforcement | 21 |
| 10.0 | The Voting Process | 22 |
| 10.1 | Pre-Ballot | 22 |
| 10.2 | The Ballot | 22 |
| 10.3 | Moray Speyside Tourism BID Timetable | 22-25 |
| 11.0 | Public Sector Involvement | 25 |
| 11.1 | Baseline Services | 25 |
| 12.0 | Measuring Success | 26 |
| 12.1 | Measuring the Success of the Moray Speyside Tourism BID | 26 |

| Section | Content | Page(s) |
|----------------|---|----------------|
| 12.2 | Marketing Communications and Social Media | 26 |
| 13.0 | Finances | 28 |
| 13.1 | Estimated Income and Expenditure | 28 |
| 13.2 | Financial Management Arrangements | 28 |
| 13.3 | Moray Speyside Tourism BID Projected Income and Expenditure | 29 |
| 14.0 | Contact information | 29 |
| Appendix 1 | Support for the Moray Speyside Tourism BID | 30 |
| Appendix 2 | Details of the Moray Speyside Tourism BID Consultation | 31-32 |
| Appendix 2A | Details of Initial Business Survey | 33-53 |
| Appendix 2B | Copy of Stage 2 Business Survey | 54-61 |
| Appendix 2C | Examples of Promotional Material and Media Coverage | 62-70 |
| Appendix 2D | Example of Direct Mail letter | 71-72 |
| Appendix 2E | Record of Attendance at Events | 73 - 75 |
| Appendix 2F | Record of Consultations | 76-80 |
| Appendix 3 | Moray Speyside Tourism BID Business Plan | 81 - 105 |
| Appendix 4 | Database of Properties and Persons Eligible to Vote | 106 |
| Appendix 5 | Instruction to Hold a Ballot (56-day notification letter) | 107 |
| Appendix 6 | Baseline Services | 108-136 |
| Appendix 7 | Steering Group Support | 137 |
| Appendix 8 | Copy of Ballot Funding Letter – Moray Speyside Tourism | 138 |
| Appendix 9 | Moray Speyside Tourism BID Steering Group Minutes - Signing Off and Agreement to the BID Area, BID Levy, Exemptions to the BID Levy, BID Business Plan and BID Proposal | 139-146 |

BID Proposal Compliance with Legislation

In accordance with Business Improvement District (Scotland) legislation we, the Moray Speyside Tourism BID, as the BID Proposer, acknowledge that we must submit to Moray Council and Scottish Ministers the following in respect of BID Proposals, Renewal Proposals and Alteration Proposals:

1.0 A document which demonstrates a cross section of at least 5% of the electorate, within the Tourism BID area supports the Moray Speyside Tourism BID Proposals.

Please refer to Appendix 1 (Support for the BID) and Section 7.2 Business Survey on page 17 of this Proposal. Following initial consultation and surveys of the businesses our canvassing confirmed that 5.53% (19) by number and 38.92% by rateable value were in favour of the BID.

The information has been gathered in several ways in order to maximise opportunities for engagement, including one to one meetings, surveys and consultation discussions with Moray Speyside Tourism staff and the Moray Speyside Tourism BID Steering Group.

2.0 Summary of the consultation the Moray Speyside Tourism BID has undertaken with those eligible to vote.

The Moray Speyside Tourism BID Steering Group oversaw the process of consultation with the businesses. The consultation took the form of hard copy surveys, meetings and events, letters, telephone calls, e-newsletters, e-mails, local newspaper reports, website, social media and one to one consultation.

Please refer to Appendix 2 (Details of Consultation) and Section 7.0 The Consultation Process on page 16 of this Proposal for a summary of the consultation.

3.0 The Proposed Moray Speyside Tourism BID Business Plan

A copy of the Moray Speyside Tourism BID Business Plan which will be issued to all the BID electorate is provided with this Proposal document – Please refer to Appendix 3 (Tourism BID Business Plan).

4.0 The Financial Arrangements of the Moray Speyside Tourism BID body.

Please refer to Section 13.2 Financial Management Arrangements on page 28 of this Proposal.

5.0 The Arrangements for periodically providing the Local Authority and billing body with information on the finances of the Moray Speyside Tourism BID body (i.e. after a successful ballot)

The Moray Speyside Tourism BID finances will form an integral part of a quarterly report issued to the Moray Speyside Tourism BID Board of Directors. Moray Council will be provided with a financial update annually. An annual audit of the Moray Speyside Tourism BID finances will also take place through an independent Auditor.

6.0 The names and addresses of all those eligible to vote and a description (address) of each relevant property.

Please refer to Appendix 4 (Database of Properties and Persons).

7.0 A notice in writing requesting that the Local Authority hold the ballot.

In accordance with legislation, the attached 56-day letter (Request to Hold a Ballot) (Appendix 5) will be issued to Moray Council by the Chair or nominated representative of the Moray Speyside Tourism BID Steering Group no later than 20th November 2019.

8.0 Provide the Local Authority and billing body with such information as they shall reasonably require satisfying themselves that the BID Proposer or, as the case may be, the BID body has sufficient funds to meet the costs of the BID ballot.

The Moray Speyside Tourism BID has the required funds to meet the costs of the BID ballot and has confirmed this to the Local Authority.

9.0 A statement of the works or services to be provided, the name of the person or body responsible for the implementation (delivery) of these works and services and the status of such person/s; both on and after the date the BID Proposals come into effect.

Please refer to Appendix 3 (Moray Speyside Tourism BID Business Plan) for the proposed works and services.

Following a successful ballot outcome, the Moray Speyside Tourism BID Company (a company limited by guarantee) will oversee and direct the delivery of all the projects and services. Directors will be elected by the eligible persons, limited to one eligible person from each eligible property.

The Chief Executive Officer will be responsible on a day-to-day basis for implementing the Moray Speyside Tourism BID projects and will be accountable to the Directors. For full details please refer to section 6.3 Management of the BID on pages 14-15 of this Proposal.

10.0 A statement of existing baseline services provided by the Local Authority, Police and other agencies.

Please refer to Appendix 6 (Baseline Services).

11.0 A precise description of the geographical area of the Moray Speyside Tourism BID, including a map which defines exactly the boundaries of the BID area.

Please refer to Section 5.1 The Moray Speyside Tourism BID Map and Settlements on page 13 of this Proposal for a map and list of wards in the Tourism BID area.

12.0 A statement providing details of any additional financial contributions, or additional actions for the purpose of enabling the projects specified in the BID Proposals, i.e. where a BID project is expected to cost £X and the proposed levy raises a smaller amount £Y then the BID Proposals must state how that funding gap £X - £Y s to be met and by whom.

The activities specified in the Moray Speyside Tourism BID Proposal (Please refer to Section 13.3 Moray Speyside Tourism BID Projected Income and Expenditure on page 29) have been identified and the levy calculated and apportioned to deliver the activities as defined on pages 17-18 of this Proposal, without the requirement for additional contributions in years two to five. It is expected that the BID will attract additional funding from other sources, however this has not been allowed for at this stage.

13.0 A statement of which aspects of the Moray Speyside Tourism BID Proposals and or Business Plan may be altered without the need for an alteration ballot to be undertaken.

The Moray Speyside Tourism BID Company Board of Directors will have the authority to adapt or alter the projects and services from year to year to reflect any change in economic circumstances or any new opportunities that may arise. This will be in the best interests of the levy payers and without recourse to an alteration ballot.

Please refer to section 6.3 Management of the BID on pages 14-15 of this Proposal for the statement.

14.0 A statement of the proposed start and end dates of the BID Arrangements and the term of the BID. The BID arrangements must commence no later than a year after the date of the statement.

Following a successful ballot on 15th January 2020 the Moray Speyside Tourism BID will commence its activities on 1st April 2020. As the Moray Speyside Tourism BID will be for a term of five years, it will cease its activities on 31st March 2025.

15.0 The Moray Speyside BID Proposals shall specify the apportionment of BID levy in respect of relevant properties and who will be liable to pay the levy: - proprietors, tenants, occupiers or if appropriate a specific business sector or sectors or businesses who will participate. It is advisable to include caps, thresholds, or other arrangements reflecting local circumstances or ability to pay.

The Moray Speyside Tourism BID levy will be paid by the occupier (the eligible person liable to pay the non-domestic rate).

Please refer to Section 9 The BID Levy on page 19 of this Proposal for full details of the BID Levy.

16.0 Confirmation that the levy is to be calculated as a % of the RV or how the charge was arrived at.

It has been agreed by the Moray Speyside Tourism BID Steering Group (please refer to the meeting minutes dated 1st March and 3rd May 2019 (Appendix 9)) that the levy rate will be a fee structure based on the rateable value of the property on the day of the ballot 15th January 2020 and throughout the 5-year term of the BID. Please refer to Section 9 The BID Levy on 19 of this Proposal for full details of how the charge was arrived at and details of the BID Levy.

17.0 Confirmation that the % levy or fee is to be calculated on the RV of the property on the date of the ballot or, if not, another date that is the date, which will be used to calculate the levy or fee over the term of the BID.

The fee structure is based on the rateable value of the property on the day of the ballot 15th January 2020

Please Refer to Section 9 The BID Levy on page 19 of this Proposal for full details of the BID Levy.

18.0 The apportionment of the levy between proprietors, tenants and occupiers – providing the BID is including tenants and proprietors in its proposals.

The BID Proposal does not include proprietors (property owners). The occupier (the eligible person liable to pay the non-domestic rate) will be liable for the payment of the levy.

Please Refer to Section 9 The BID Levy on page 19 of this Proposal for full details of the BID Levy.

19.0 A statement as to how the steering group arrived at who will pay the levy, the percentage levy and how the levy will be split between proprietors, tenants and occupiers.

The BID Steering Group set the levy fee; the area included in the BID and voted on who will pay the levy. A copy of the minutes of the meeting of 1st March 2019 at which this was decided are attached as Appendix 9. The geographic boundary is based on the Moray Council administrative area. The levy amount is based on the amount required to carry out the projects in the business plan and discussions with businesses on what they believe is reasonable. The levy will be paid by the occupier (the eligible person liable to pay the non-domestic rate).

The decision to adopt the levy table and BID area was taken with the agreement of all the members of the Steering Group. Please refer to Appendix 9 (Steering Group Minutes) and Appendix 7 (Steering Group Agreement.)

Please also refer to Section 9 The BID levy on page 19 of this Proposal for full details of the BID Levy.

20.0 Whether any future re-assessment of RV of the property by the Rates Assessor will or will not be considered in the calculation of the levy

It has been agreed by the Moray Speyside Tourism BID Steering Group that the levy fee, calculated on the Rateable Value of the properties in the BID area on the day of the ballot will not change, other than for inflationary rises, during the 5-year term of the BID or change should there be a revaluation of the properties during the term of the BID.

21.0 A statement on why groups or individual businesses are exempt or receive a levy discount

Please refer to Section 9.2 Exclusions on page 20 of this Proposal for full details of all exemptions to the levy. The Moray Speyside Tourism BID Steering Group agreed (please refer to Appendix 7 Steering Group Agreement and Steering Group Minutes Appendix 9) that the properties exempted would not benefit fully from the BID projects and services.

22.0 A statement on whether the levy will be index linked.

The BID levy will be index linked and tied to the Retail Prices Index on the date of the issue of the levy invoices.

23.0 A statement on whether any of the costs incurred in developing the BID Proposals, holding of the ballot or implementing the BID arrangements are to be recovered through the BID levy.

None of the above costs will be recovered through the BID levy.

24.0 The constitution of the BID Company to be formed and its legal status. A statement on who will administer the BID, details regarding the BID board and the BID body and those who drew up BID Proposals and Business Plan.

Please refer to section 6.3 Management of the BID on pages 14-15 of this proposal for details on how the future BID Company will be formed and administered.

The Moray Speyside Tourism BID Company will be a not for profit company i.e. a Private Company Limited by Guarantee and Not Having a Share Capital and will be administered by the Board of Directors who will be elected from the eligible persons (those liable to pay the levy).

The activities will be delivered by the BID team, recruited by the Board of Directors. For full details please refer to Section 6.3 Management of the BID on pages 14-15 of this Proposal document.

Laurie Piper prepared the Moray Speyside Tourism BID Proposals and Business Plan in consultation with and with support from the Moray Speyside Tourism BID Steering Group.

25.0 The methodology for BID levy payers to nominate themselves or others to the BID Board of Directors and the proposed make-up of the BID Board.

Every eligible person that pays the levy will have the opportunity to nominate themselves or someone else to be elected onto the new Board, up to a maximum of 12 Directors.

Directors will be limited to one eligible person per eligible property. The Board of Directors will have the right to co-opt a maximum of 3 further Directors onto the board whose skills and experience will assist the Board in delivery of the Moray Speyside Tourism BID activities.

Please refer to section 6.3 Management of the BID on page 19 of this Proposal for details on how levy payers can participate on the future Moray Speyside Tourism BID Company Board of Directors.

26.0 A statement on how the BID Proposals will be publicised prior to the ballot.

The BID Proposer will send a copy of the BID Business Plan to all persons eligible to vote on the BID Proposals. Should any eligible person require a copy of the BID Proposal, one will be provided on request on request. The Business Plan will also feature prominently on the Moray Speyside Tourism BID website at: www.morayspeysidetbid.com

NB “Business” or variations of the word “business” are used throughout this document. The word “business” in this context refers to property owners or tenants and occupiers of properties who are liable to pay the non-domestic rate (NDR), whether they pay business rates or not. This includes all properties listed on the Scottish Assessors Association Portal (<https://www.saa.gov.uk/>) with a non-domestic rateable value, many of whom may be a charitable organisation, public sector organization, social enterprise or community group who may not consider themselves to be a business.

1.0 Foreword by BID Steering Group Chair

I'm delighted to present this proposal. It outlines your priorities and gives a taste of how we can improve and make Moray Speyside better by working together.

A Tourism BID is where tourism businesses in a defined area vote to invest collectively in initiatives which will benefit not only their own businesses but the wider region.

The purpose of the Moray Speyside Tourism BID is to support the region's tourism businesses, increase visitor numbers and grow the volume and value of tourism to the Moray Speyside economy.

Supporting Moray Speyside Tourism BID is a great opportunity to work together and make the changes we all want. The cost to our businesses is low and through the Moray Speyside Tourism BID we can access external assistance and funding not available to individual businesses.

All the proposed initiatives are based on suggestions and ideas which came out of our initial consultations, surveys and business engagements. Every tourism business in the area has had the opportunity to let us know what their priorities are.

By supporting the Moray Speyside Tourism BID, we can work together to increase visitor numbers, stimulate investment and secure the future of tourism in our region.

You can find more information on our website www.morayspeysidetbid.com or for more general or national information refer to www.improvementdistricts.scot

A notice of ballot will be sent to all eligible persons on the 4th December along with the ballot papers. Eligible voters will have 6 weeks to cast their vote before the ballot closes at **5pm on 15th January 2020**. Ballot papers received after this date and time will be null and void.

By voting YES to the Tourism BID, you can help write a new chapter for tourism in Moray Speyside – one that will enable the area to thrive as a world-class tourism destination for years to come and which will secure the future tourism in our incredible region.

Laurie Piper
Operations Manager
Moray Speyside Tourism

NB "Business" or variations of the word "business" are used throughout this document. The word "business" in this context refers to property owners or tenants and occupiers of properties who are liable to pay the non-domestic rate (NDR), whether they pay business rates or not. This includes all properties listed on the Scottish Assessors Association Portal (<https://www.saa.gov.uk/>) with a non-domestic rateable value, many of whom may be a charitable organisation, public sector organization, social enterprise or community group who may not consider themselves to be a business.

2.0 Executive Summary

2.1 Mission Statement of the Moray Speyside Tourism BID

Moray Speyside's tourism businesses will work together as one destination to ensure a strong and sustainable future for tourism in the area, raising the quality of the visitor experience and growing the value of tourism to the Moray Speyside economy.

2.2 Aims and Objectives of the Moray Speyside Tourism BID

The aims of the Moray Speyside Tourism BID are to:

Market Moray Speyside nationally and internationally

Marketing of Moray Speyside as a destination to both consumers and the travel trade is crucial. Competition amongst areas is fierce and without the Tourism BID, there will be no organisation dedicated to promoting our region to visitors. The combined resource of the Tourism BID will see more activity than ever before directed towards marketing and promotion of the region.

Improve the visitor experience - from inspiration to arrival and beyond

The Tourism BID will work to improve the experience of visitors to the area in a range of ways including the introduction of an annual visitor guide, development of a destination 'App', provision of funding and support for events and festivals and the introduction of a region-wide Moray Winter Festival aimed at attracting visitors out with the main tourist season.

Support your tourism business & our tourism industry

The Tourism BID will work to support your tourism business – building a stronger industry with a comprehensive programme of business support, digital training and advice. The Tourism BID will ensure that Moray Speyside's tourism businesses have a strong, unified voice – representing our industry with local, regional and national agencies and fighting for you and your business interests and lobbying for service and infrastructure improvements.

2.3 Key Findings

The Moray Speyside Tourism BID Steering Group has undertaken considerable research to discover what the tourism businesses of Moray Speyside would like a Tourism BID to deliver. The research established the need for a Tourism BID and confirms that the following key aspects have been completed to deliver a successful ballot and a successful BID:

- Local need for a Tourism BID is strongly identified.
- The Tourism BID area is logical and clearly defined.
- Support of the Local Authority at both officer and political level.
- Support of Historic Environment Scotland.
- The BID levy is sufficient to deliver the projects in the business plan.

3.0 Introduction

3.1 What is a Tourism Business Improvement District (BID)?

A Tourism Business Improvement District (BID) is a geographically defined area, where tourism businesses come together and agree to invest collectively in projects and initiatives that the businesses believe will improve their trading environment. Tourism BID projects do not replace services that may be provided by Moray Council and other statutory bodies.

Tourism BIDs are developed, managed and paid for by tourism businesses by means of a compulsory levy if the Tourism BID is approved. (See section 10.2 for detail of the Tourism BID ballot process)

3.2 Background to BIDs

BIDs were invented in Canada in the 1970s. The BID concept has proved popular and there are now more than 130 BIDs in place across the UK and Ireland.

BID legislation was passed in Scotland in 2006 with the Scottish Government funding 6 pilot projects. The Scottish Government fully supports the development of BIDs in Scotland and as at 1st September 2019 there are 35 fully operational BIDs in Scotland with further BIDs in development including the Moray Speyside Tourism BID. The UK's first tourism-specific BID, Visit Inverness Loch Ness, has recently been renewed for a second 5-year term.

A Business Improvement District is a private sector led initiative that sees businesses within a defined geographical area invest in the delivery of a five-year business plan. Once that period is over, there is a renewal ballot to see if businesses would like to continue for a further five years.

The strength of the BID lies in its simplicity. By pooling and sharing resources, local businesses, working with private, public and third-sector partners, take a leading role in improving local economic conditions through the delivery of an agreed package of investment and initiatives over and beyond what is delivered by local and national government.

All money raised is ring-fenced for the delivery of projects detailed within a business plan agreed by local tourism businesses. In our case, the Tourism BID is about local tourism businesses of all shapes and sizes working together to build on Moray Speyside's growing reputation.

As well as having the financial resources to deliver a vibrant and exciting business plan, the Moray Speyside Tourism BID Company will be able to leverage additional funding from a range of sources, lobby Moray Council and government on behalf of tourism businesses and work collaboratively with tourism organisations for the benefit of Moray Speyside's tourism industry.

4.0 Moray Speyside's Position

4.1 Why does Moray Speyside need a Tourism BID?

Moray Speyside is home to some of the world's most famous brands. Our coastline is one of the most beautiful in the world and is officially recognised by National Geographic as such. With bottlenose dolphins, crystal clear flowing rivers, remote upland landscapes and of course, Speyside's rich and fertile barley fields, Moray Speyside offers visitors a unique experience of the very best of Scotland.

Tourism in our region is now in the best state in living memory

- The annual value of tourism to Moray has grown by more than £30 million over the past 6 years, reaching almost £130 million in 2018.
- Annual visitor numbers have increased by more than 100,000 with visitor spend and average occupancy also at their highest-ever levels.
- Tourism now employs more people in Moray than ever before.

Despite this success, the future of tourism in Moray is uncertain.

Moray Speyside Tourism (MST) is the Destination Marketing Organisation (DMO) for Moray. Since 2014, MST have worked to grow the volume and value of tourism to the local economy – promoting Moray to visitors from around the world, supporting local tourism businesses and organisations and representing the region's tourism industry at national and international level.

Moray Speyside Tourism's funding expires at the end of this year, leaving our region with no tourism marketing agency, our tourism businesses with no support and our tourism industry with nobody fighting its corner.

To ensure that the work undertaken by Moray Speyside Tourism since 2014 can continue, a new blueprint for tourism in the region is being proposed through the introduction of a region-wide Tourism Business Improvement District (or Tourism BID).

If the Tourism Business Improvement District Campaign is not successful, it will leave Moray Speyside as the only Scottish region without a destination marketing organisation, with no tourism development function, no voice at a national level and no advocate for the local tourism industry.

Competition from neighbouring areas in Scotland and other countries is fierce and tourism in the area will not continue to grow at the same rate as other areas if it is not actively promoted and invested in.

A Tourism Business Improvement District will deliver a financially sustainable, independent and accountable future, free from dependence upon public funding and will give local businesses control over tourism development and marketing of our area.

The Moray Speyside Tourism BID provides a unique opportunity for tourism businesses across Moray Speyside to work together, invest collectively and undertake projects which will contribute positively to improving the economic viability of tourism in the region.

4.2 The History of Tourism BIDs

Over the past few years, the popularity of BIDs in the UK has grown at a phenomenal rate. In the UK and Ireland there are currently 270 BIDs. In Scotland there are 35 established BIDs with numerous others being developed. The Tourism BID for Moray Speyside would be only the second Tourism BID in Scotland - therefore our region continues to lead the way in what is possible if tourism businesses come together in a spirit of collaboration to drive improvements in the destination which will benefit their businesses.

4.3 How will Moray Speyside benefit from a BID?

Tourism in Moray Speyside will benefit greatly from the projects and services that the Tourism BID will deliver. With a Tourism BID, there will be:

- More and better marketing of our region to potential visitors
- An improved visitor experience, from inspiration to arrival and beyond
- Support, advice and advocacy for tourism businesses in the region

4.4 Local Authority Support

A Tourism BID is a business-led initiative which contributes to the wider economic aspirations of the public sector and the local community. It is essential to have the support of the local authority and access to its expertise throughout the development of the Tourism BID.

Moray Council have been supportive of the development of the Tourism BID with support given by one council officer.

A crucial element of the Tourism BID is to establish a Baseline Service Agreement (an agreement on which services are already provided to the area by Moray Council), to ensure any project or service provided by the Tourism BID is additional to the statutory services the local authority already provides.

Moray Council shall (under section 41 of the Representation of The People Act 1983 and The Business Improvement Districts (Scotland) Regulations 2007) undertake and manage the postal ballot.

5.0 The BID Area

The Tourism BID will operate within the geographical area covered by Moray Council **excluding** the area already included in the existing ‘Embrace Elgin’ city centre Business Improvement District.

For clarity, the Elgin BID area incorporates the following streets: -

| | |
|--------------------------|-------------------------|
| Academy Street (Part) | Batchen Street |
| Blackfriars Road | Boroughbriggs Rd (Part) |
| Commerce Street | Cooper Park (Part) |
| Culbard Street | Cumming Street (Part) |
| Francis Place | Gordon Street |
| Greyfriars Street (Part) | Hall Place |
| Harrow Inn Close | Hay Street (Part) |
| High Street | Lossie Wynd |
| Lossie Wynd North | Masonic Close |
| Mayne Road (Part) | Moray Street |
| Moss Street (Part) | North College St (Part) |
| North Guildry Street | North Port |
| North Street | Northfield Terrace |
| South College St (Part) | South Street (Part) |
| Thunderton Place | Trinity Place (Part) |
| Trinity Road | |

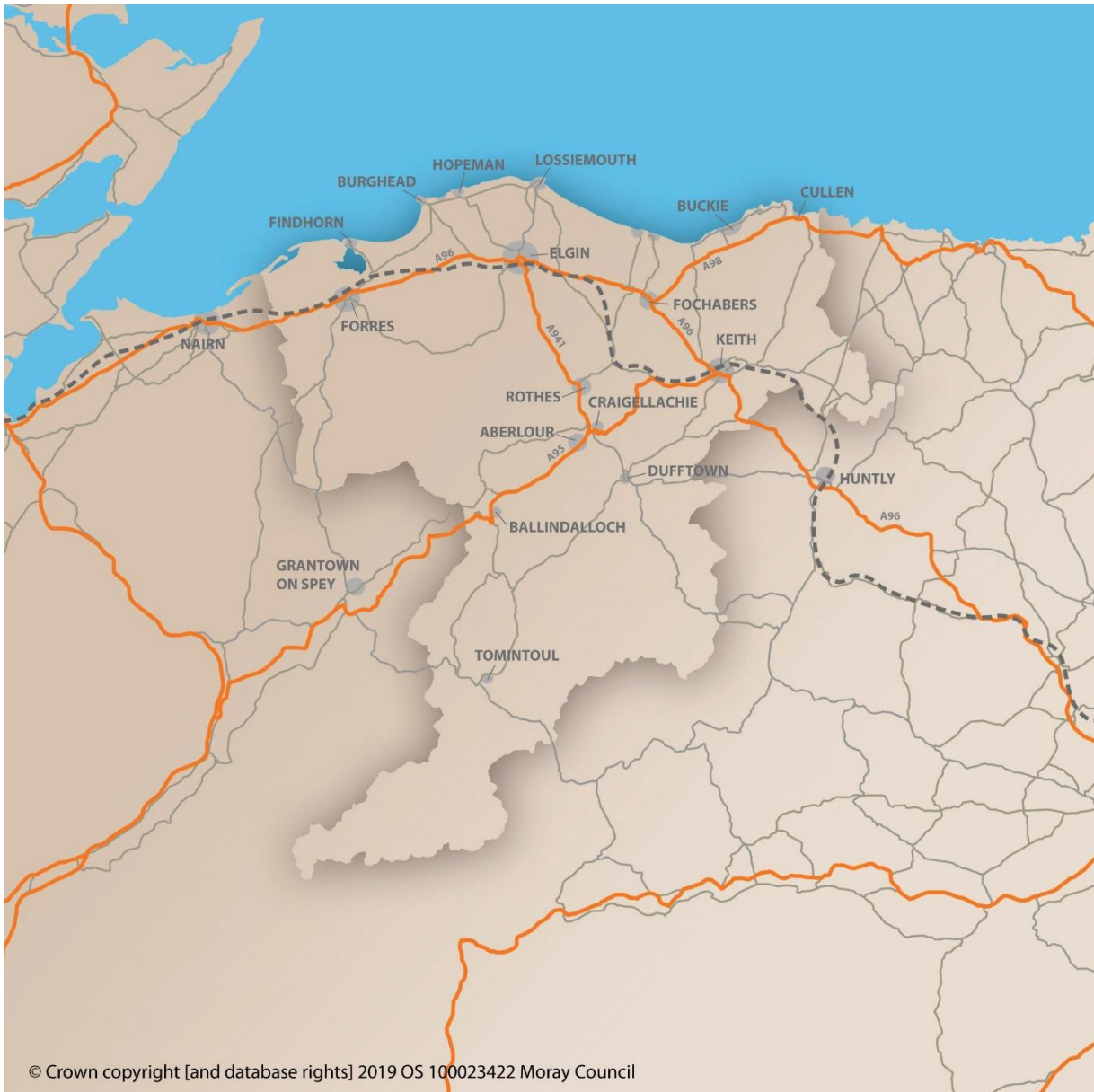
The Moray Speyside Tourism BID Steering Group have established that as at 1st September 2019 there were 378 eligible properties within the proposed Tourism BID area. The person responsible for the non-domestic rates on these properties (even if the business is in receipt of Small Business Rates Relief) will be entitled to vote in the Tourism BID ballot, which will open on the 4th of December for 6 weeks.

Following a successful ballot all eligible businesses within the BID area will be required to pay the annual Moray Speyside Tourism BID Levy.

5.1 The Moray Speyside Tourism BID Map and Area

The operational area of the Moray Speyside Tourism BID was chosen to reflect the region of Moray. This refers to Moray Council wards of Elgin, Forres, Findhorn & Kinloss, Dyke Landward, Finderne, Burghead & Cummington, Hopeman & Covesea, Lossiemouth, Heldon & Laich, Innes, Buckie & District, Findochty & District, Portknockie, Cullen & Deskford, Lennox, Keith, Strathisla, Speyside, Dufftown & District and Glenlivet.

These wards reflect the operational area currently covered by Moray Speyside Tourism - the region's existing destination management organisation.



There are 378 eligible tourism businesses located in the Moray Speyside Tourism BID area as at 1st September 2019

6.0 Moray Speyside Tourism BID Management

6.1 Moray Speyside Tourism BID Development Staff

The Project Manager for the development of the Moray Speyside Tourism BID is Laurie Piper, Operations Manager of Moray Speyside Tourism, the region’s current destination marketing organisation (DMO), who is accountable to the BID Steering Group.

6.2 Moray Speyside Tourism BID Steering Group

The Moray Speyside Tourism BID Steering Group, which directs the development of the Moray Speyside Tourism BID is made up of a cross-section of the area’s business community.

Ultimately all key decisions relating to the developing BID have been taken by the BID Steering Group, who are as follows:

| Name | Company | Name | Sector |
|------------------|------------------------------------|---------------|------------------------------------|
| Shona Donnelly | Moray Speyside Tourism | Fraser Edgar | Baylake Investments |
| Brian Ford | Historic Environment Scotland | Lynn Fyvie | Ardvorlich Guest House |
| Oliver Lyon | Speyside Gardens Caravan Site | Sarah Medcraf | Moray Chamber of Commerce |
| Linda Mellis | Spirit of Speyside Whisky Festival | Stevie Milne | Moray Speyside Golf Ambassador |
| Stephanie Murray | The Dowans & Archiestown Hotels | Steve Oliver | Dufftown 2000 |
| Laurie Piper | Moray Speyside Tourism | Gill Reid | The Speyside Cooperage |
| Alastair Ross | The Sunninghill Hotel | Kevin Smith | The Craigellachie Hotel |
| Jacqui Taylor | UHI Moray College | Joanna Taylor | Forres Events & Rafford Consulting |

6.3 Management of the Moray Speyside Tourism BID

Following a successful ballot, the management and operation of the BID will be transferred to a limited company, which will operate from 1st April 2020.

The Moray Speyside Tourism BID Company will be a not for profit company i.e. a Private Company Limited by Guarantee and Not Having a Share Capital and will be administered by the Board of Directors who will be elected from the eligible persons (those liable to pay the levy).

The Company will operate in an open and transparent way, answerable to the levy payers. The Board of Directors will ensure that a Code of Conduct (including a Register of Interests) and Management and Governance will be created and agreed as policy by the Directors. There will be a detailed set of protocols (the Operating Agreement) to be agreed with Moray Council, which will cover, as well as other items, the billing, collection and transfer of the levy to the Moray Speyside Tourism BID Company.

The Moray Speyside Tourism BID Company will be run by the businesses for the businesses.

A Board of Directors will be established.

Every eligible person that pays the levy, who becomes a member of the Moray Speyside Tourism BID Company will have the opportunity to nominate themselves or someone else to be elected to the Company Board (limited to one eligible person from each eligible business) up to a maximum of 12 Directors. A maximum of 3 additional Directors may be co-opted to the Board at the Board's discretion to provide additional support and expertise as may be required.

The Chair and Vice Chair will be elected from the Directors of the Board.

The Board will oversee all decisions relating to staff, contracts, the delivery of the approved business plan and other activities undertaken by the Moray Speyside Tourism BID.

The Board of Directors will recruit 1 Chief Executive, 1 Operations & Marketing Manager and an administrative assistant, to ensure the efficient delivery of the projects and effective communications with the levy payers.

The Moray Speyside Tourism 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 levy payers and without recourse to an alteration ballot.

7.0 The Consultation Process

7.1 Introduction

The Tourism BID campaign was officially launched at the Moray Speyside Tourism Annual Conference on Friday 9th November 2018.

An initial Tourism BID consultation was undertaken with 138 businesses in the form of an online survey, 4 focus groups and a series of one-to-one interviews. The initial survey generated 138 responses, of which 85% indicated support for the further development of Tourism BID proposals.

This initial survey informed the development of a further questionnaire which was sent by post to 343 individual tourism businesses in the Moray Speyside area, made available for completion online in addition to being presented and discussed at a series of engagement events across the region.

The overall aim of the consultation was to assess business opinion on ways to enhance and improve the Tourism BID area. The results of these surveys and consultations have been combined and form the basis of the Tourism BID Business Plan and Tourism BID Proposal

Tourism businesses have received letters, emails, telephone calls and one-to-one visits throughout the Tourism BID development process to keep them informed of progress as well as regular press and media coverage. The Tourism BID website at www.morayspeysidetbid.com has been kept fully updated with information throughout the development of the BID. Full details of the consultation are shown at Appendix 2.

9 business engagement events were held across Moray Speyside in July 2019. There were a further 3 drop-in meetings and an awareness event held in partnership with the Association of Scotland's Self-Caterers during August. Representatives of the Moray Speyside Tourism BID Steering Group attended each of these events.

Following feedback received during the consultation and engagement process, the steering group published an outline business plan document which was posted to all eligible businesses along with a copy of the business questionnaire.

All eligible businesses will be invited to attend, free of charge, the 2019 Moray Speyside Tourism Annual Conference which will take place on Friday 8th November at Elgin Town Hall.

As the ballot date approaches it is planned to visit as many eligible businesses as possible to discuss the proposed projects and services that the businesses overall have indicated they would like the BID to deliver, in addition to holding more open events.

Full details of the consultation process are contained in Appendix 2

7.2 Business Survey

An initial survey was undertaken with businesses in the form of an online survey, 4 focus groups and a series of one-to-one interviews. The initial survey generated 138 responses which indicated key areas of development for detailed Tourism BID proposals. This became the basis for a further questionnaire which was sent to 343 individual eligible tourism businesses in the Moray Speyside area and which was made available for completion online as well as being presented at engagement events across the region.

1-to-1 consultations were carried out with 111 eligible persons representing 32.55% of those unique individuals eligible to vote. Hard copy versions of the further questionnaire were delivered to 343 eligible businesses in the region. The questionnaires were posted by recorded delivery to self-catering businesses and by regular post to other business types. The purpose of the questionnaires and surveys were to consult with the businesses in the BID area and determine their issues and concerns.

The Steering Group considered the response from the 1-to-1 consultations, questionnaires, meetings and surveys as sufficient to decide on the projects and services proposed in the business plan.

BID legislation requires that before a ballot can take place, a minimum of 5% of the electorate must indicate that they are in favour of a BID. The results of the consultations (one-to-one, questionnaires and surveys) indicate that following initial consultation and surveys of the businesses our canvassing confirmed that 5.53% (19) by number and 38.92% by rateable value were in favour of the BID.

Please refer to Appendix 1 (Support for the BID) where a list of eligible persons indicating a positive response in consultations and the survey is provided.

7.3 The Key Findings

The initial survey of tourism businesses took place between November 2018 and January 2019 and was carried out by STR, a respected market research company who have considerable experience in tourism research.

The Tourism Businesses told us:

- That Marketing the destination was the key priority for the Tourism BID
- They wanted an organisation which would help deliver a better visitor experience
- They wanted a collective tourism voice and advocate, to protect their interests and fight their corner
- They wanted help and advice to extend the visitor season and improve the night-time economy
- They wanted an organisation to provide support for Events and Festivals
- They wanted training, advice and guidance to help them better deal with digital and online challenges and opportunities

8.0 Proposed Activities

The proposed activities will be progressed over the five-year period of the Tourism BID. Some activities will be provided on an annual basis while others are one-offs. The timeframe for delivering the activities will be decided by the Board of Directors within the agreed budget.

The projected costs are estimates only. The actual cost of the activities will depend on a variety of factors and will not be definitive until competitive tenders have been obtained where necessary.

The activities and services will be based on the following themes: Marketing, Improving the Visitor Experience, Business Support.

Marketing

Marketing of Moray Speyside as a destination to both consumers and the travel trade is crucial. The combined resource of the Tourism BID will see more activity than ever before directed towards marketing and promotion of the region across a series of themed campaigns, including, but not limited to areas such as UK Short Breaks, Accessible Tourism, Dark Skies and Northern Lights. These

activities will be deployed in various ways, including attendance at UK and overseas trade shows and exhibitions, familiarisation trips for journalists and bloggers and business development missions in key markets.

Improving the Visitor Experience

The Tourism BID will work to improve the experience of visitors to the area in a range of ways including the introduction of an annual visitor guide, development of a destination 'App', provision of funding and support for events and festivals, the introduction of a region-wide Moray Winter Festival, aimed at attracting visitors outwith the main tourist season.

Business Support

The Tourism BID will work to support tourism businesses. It will build a stronger and more resilient tourism industry with a comprehensive programme of business support, digital training and advice, the introduction of a tailored Moray Speyside customer service standard and formation of hyper-local tourism networks to ensure every part of Moray Speyside feels the benefit of the Tourism BID.

The Tourism BID will ensure that Moray Speyside's tourism businesses have a strong, unified voice – representing our industry with local, regional and national agencies, fighting for local tourism business' interests and lobbying for service and infrastructure improvements.

We believe that the best way to achieve lasting and sustainable change, and best value for money, is by working in partnership. Where appropriate we will work strategically with VisitScotland, Highlands and Islands Enterprise, Visit Inverness Loch Ness, Embrace Elgin City Centre BID, Cairngorms Business Partnership and other stakeholders.

9.0 The Moray Speyside Tourism BID Levy

9.1 Who will pay the levy?

A Tourism BID levy is an equitable and fair way of funding tourism projects and initiatives which the local authority and other statutory bodies do not and are not required to provide.

There are 378 eligible tourism businesses in the Moray Speyside Tourism BID area whose levy payments will generate approximately £151,000 per annum (net) and an estimated total levy income of £785,000 (net) over 5 years.

Tourism businesses have been defined as those businesses falling within the classifications outlined by VisitScotland's Quality Assurance Scheme (whether or not the business has signed up to that programme). This definition was chosen as an independent, third party selection criteria for the inclusion of businesses in the Tourism BID zone.

There are four criteria that determine if a business is included in the scope of the Tourism BID:

- The business operates in one of the following sectors:

| | |
|--|-------------------------------------|
| Activity & Outdoor Centre | Guest House |
| Bed & Breakfast Accommodation | Heritage Centre |
| Bowling Alley | Holiday Complex |
| Brewery / Distillery with visitor centre or shop | Hostel |
| Bunkhouse | Hotel |
| Caravan Park | Information Centre |
| Caravan Site | Inn or Restaurant with rooms |
| Caravan and Camping Site | Museum / Gallery |
| Castle and Visitor Centre | Self-catering Accommodation |
| Castle | Serviced Apartments |
| Chalets | Tourist Shop |
| Exclusive Use Venue | Visitor Centre / Visitor Attraction |
| Golf Course, Golf Club and Clubhouse | Youth Hostel |

- The business premises are in Moray Speyside, the designated geographical area covered by the proposed Tourism BID.
- The business has a non-domestic rateable value of £2,000 or above.
- The business is eligible to pay non-domestic rates, as detailed on Moray Council Valuation Roll by the local Assessor (even if exempt).

Retail businesses are only included in the Tourism BID if Quality Assured by VisitScotland as a 'tourist shop' through their Quality Assurance scheme.

Food and Drink businesses (cafés, pubs, takeaways, restaurants) are only included if quality assured by VisitScotland as a 'visitor attraction' through their Quality Assurance scheme.

Other tourism businesses, such as activity and tour businesses without premises, or below the RV threshold but who would still like to participate in the Tourism BID, will be able to 'opt-in' paying the appropriate minimum annual levy.

Non-tourism businesses can also opt -in as supporters as part of their wider corporate social responsibility commitments.

It has been agreed by the Moray Speyside Tourism BID Steering Group that the levy rate will be based on the rateable value (RV) of the property on the day of the ballot, and which rateable value will remain unchanged 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 rates)
- There will be no increase in the levy amount throughout the term of the BID or as a result of a non-domestic rateable revaluation occurring during the BID term other than for inflationary rises
- All eligible occupiers (of eligible properties) i.e. the eligible person liable to pay the non-domestic rate, as listed on the Local Assessors Valuation Roll on the ballot date will be liable to pay the levy
- The levy payments are not linked to what businesses actually pay in rates but are based on the rateable value of the property
- The levy must be paid either in one or two instalments, each of which is due within 28 days of invoice
- Any new, eligible tourism business starting within, or coming into the Tourism BID area during the 5-year term of the Tourism Business Improvement District will be liable for the Tourism BID Levy.
- The Moray Speyside Tourism BID Steering Group has agreed that the levy would be applied to properties with a rateable value of £2,000 and above. 4 band levels have been applied with a maximum banding at £100,000 and above
- The Moray Speyside Tourism BID Steering Group has also decided to index-link the Moray Speyside Tourism BID Levy to the Retail Price Index (RPI) in order to take account of inflation

9.2 Exclusions

The BID Steering Group decided to exclude premises that have a rateable value of under £2,000. These premises can pay a voluntary levy and become an “opt-in member” should they wish.

The BID Steering Group decided that the following categories of property are exempt from paying the levy:

- Tourism businesses run or operated solely by volunteers, i.e. that have no paid staff, whether or not they charge an entrance or service fee

9.3 The Levy Table

| BAND | RATEABLE VALUE | ANNUAL LEVY | COST PER DAY |
|------|--------------------|-------------|--------------|
| 1 | £2,000 - £4,999 | £273.75 | 75p |
| 2 | £5,000 - £14,999 | £365 | £1 |
| 3 | £15,000 - £99,999 | £730 | £2 |
| 4 | £100,000 AND ABOVE | £1,460 | £4 |

In deciding the proposed levy scale, the Moray Speyside Tourism BID Steering Group looked at levy arrangements for every other Scottish Business Improvement District, including the nearby Inverness

Tourism BID, and took into account feedback from businesses during the early stages of consultation that a 'banded' scale of charges was their preference.

- The levy provides, with some additional income, the amount required to deliver the business plan.
- A banded system was chosen as it represents a simple and easy way for businesses to understand their levy payment, provides for ease of collection and represents a fair and reasonable methodology.
- A minimum payment of £273.75 per annum is affordable for the smallest businesses
- A maximum of £1,460 is affordable for the businesses at the higher end of the banding.
- Whilst the Moray Speyside Tourism BID is focused squarely on tourism and visitor businesses, any business can 'opt-in' to the Tourism BID, subject to approval by the Board of Directors, paying no less than the minimum annual levy payment

9.4 Collection of the BID Levy

Moray Council will collect the levy on behalf of the Moray Speyside Tourism BID. Moray Council will lodge the levy within a Revenue Account on behalf of the Moray Speyside Tourism BID.

The BID Revenue Account and levy cannot be accessed by Moray Council nor can it be used by the Council as an additional source of income.

9.5 Enforcement

In the event of any non-payment of the Moray Speyside Tourism BID levy, Moray Council (as the billing body) will strongly pursue non-payment using recovery powers available to them to ensure complete fairness to all the businesses that have paid.

Moray 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.

10.0 The Voting Process

10.1 Pre-Ballot

The BID Proposer must submit the Moray Speyside Tourism BID Proposals to the Local Authority, the Scottish Ministers and the billing body at least 98 days in advance of the ballot date and of their intention to put the BID Proposals to ballot. The Local Authority then has 28 days in which to veto or not the Moray Speyside Tourism BID Proposals.

A 'Notice of Ballot' will be issued at least 42 days before the day of ballot.

10.2 The Ballot

- Ballot papers will be posted to the eligible person responsible for casting a vote within their business 42 days before the ballot day. In the case of national companies, the responsibility for voting may lie with head office.
- Prior to or on the date the ballot papers are issued the Moray Speyside Tourism BID Proposer will provide to all those eligible to vote in the ballot, a copy of the BID Business Plan.
- The Moray Speyside Tourism BID ballot is a confidential postal ballot conducted by Moray Council on behalf of the Moray Speyside Tourism BID, in accordance with Scottish BID legislation.
- In Moray Speyside Tourism BID's case, voting papers will be issued on 4th December 2019.
- The last date for all ballot papers to be returned is 5pm on 15th January 2020. Papers received after this date and time will be deemed null and void.
- Voting papers are easy to complete, simply place a cross on either "yes" or "no" to the question "are you in favour of the Moray Speyside Tourism BID?" The ballot paper must then be signed by the person eligible to vote and returned in the pre-paid envelope.
- For the ballot to be successful there must be a minimum turnout of 25% (the headcount) by number of eligible persons and by combined rateable value; and of those who vote, the majority must vote in favour by number and combined rateable value.
- All eligible persons (i.e. those persons liable to pay non-domestic rates) will have one vote or where a person is liable for 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 that they occupy.
- The ballot papers will be counted on 15th January 2020 and the results announced by Moray Council within one week.
- Following a successful ballot, the BID will commence on 1st April 2020 and will run for a period of five years until the 31st March 2025

10.3 The Moray Speyside Tourism BID Timetable

Please see below for the BID Timetable

Moray Speyside Tourism Business Improvement District – Business Proposal

| Item | B-n | Procedure | Time | Date | Comments |
|------|-------|---|--|------------|----------|
| 1 | B-154 | Last day for notice of intention to put BID proposals to ballot. | Regulation 4 At least 154 days before ballot | 14/08/19 | |
| 2 | B-126 | BID Review | BID project should be reviewed, and agreement reached as to whether a positive ballot is achievable or not. If a positive ballot is not achievable, then the BID should not go to ballot. | 11/09/19 | |
| 3 | B-98 | Last day for the submission of the BID proposal to the local authority and Scottish Ministers. | Regulation 5 (2) (a) (i) At least 98 days* before the day of the ballot in accordance with regulation 4. | 09/10/2019 | |
| 4 | B- 70 | Local authority to confirm that it is or is not vetoing the BID proposals. | Regulation 14 (1) For the purposes of section 42(2) of the 2006 Act, the prescribed period is 70 days prior to the day of the ballot. | 06/11/2019 | |
| 5 | B-56 | 98 days after item 1 the BID Proposer requests local authority to instruct ballot holder to hold ballot. | Regulation 5 (2) (a) (ii) and (b) The request to hold a ballot should be at least 56 days* before the ballot date. | 20/11/2019 | |
| 6 | B-56 | The local authority instructs the ballot holder to hold BID ballot. | Regulation 6 | 20/11/2019 | |
| | B-42 | Ballot holder puts in place arrangements to hold BID ballot. | Regulation 8 | 04/12/2019 | |
| 7 | B-42 | Issue of ballot papers. Spoilt ballot papers. Publication of notice of ballot (by ballot holder). | Schedule 2, para. 3 42 days before ballot date. Schedule 2, para. 11 Spoilt ballot papers may be replaced at any time from the issue of ballot papers. Schedule 2, paras. 2(c) and 3 - at least 42 days after but no more than 90 days after, the date on which the ballot holder published the notice required by paragraph 3(a). | 04/12/2019 | |

Moray Speyside Tourism Business Improvement District – Business Proposal

| Item | B-n | Procedure | Time | Date | Comments |
|------|------|--|---|------------|----------|
| 8 | B-42 | Last day for postponing the day of the ballot by up to 15 days. | Schedule 2, para. 2 (2) - No later than 42 days before the day of the ballot, the ballot holder may postpone the day of the ballot by up to 15 working days. | 04/12/2019 | |
| 9 | B-10 | Last day for the appointment of a proxy. | Schedule 2, para. 5(5) An application to appoint a proxy shall be refused for the purposes of a particular ballot if the ballot holder receives it after 5 p.m. on the tenth day before the day of the ballot. | 05/01/2020 | |
| 10 | B-7 | First day for the request for issue of replacement of LOST ballot paper. | Schedule 2, para. 12 Where a voter has not received their ballot paper by the seventh working day before the day of the ballot, that voter may apply (whether or not in person) to the ballot holder for a replacement ballot paper. | 06/01/2020 | |
| 11 | B-5 | LAST day for cancellation of proxy | Schedule 2, para. 5 (10) A notice under sub- paragraph (9) by a person entitled to vote cancelling a proxy's appointment shall be disregarded for the purposes of a ballot if the ballot holder receives it after 5 p.m. on the fifth day before the date of the poll at that election. | 10/01/2020 | BY 5PM |
| 12 | B | Ballot Day | Schedule 2, para. 2 At least 42 days after but no more than 90 days after, the date on which the ballot holder published the notice required by paragraph 3(a). (See Item 7). | 15/01/2020 | |
| 13 | B+1 | The Count | Schedule 2, paras. 14-16 As soon as practicable after the day of the ballot, the ballot holder shall make arrangements for counting the votes cast on such of the ballot papers as have been duly returned (in accordance with paragraph 13) and record the number counted. | ASAP | |

| Item | B-n | Procedure | Time | Date | Comments |
|------|----------------|------------------------|--|-------------------|----------|
| 14 | B+1 B+8 | Declaration of results | <p>Schedule 2, Para 17 (2) The ballot holder, having made the certification under subparagraph (1) Shall:</p> <p>(a) forthwith make a declaration of the matters so certified; and</p> <p>(b) Give public notice of the matters so certified as soon as practicable and within 7 days after the counting of the votes.</p> | By: 22/01/2020 | |

11.0 Public Sector BID Involvement

11.1 Baseline Services

A baseline service agreement ensures the Moray Speyside Tourism BID does not use the levy money to duplicate any services provided by public agencies. The services directly delivered by the Tourism BID must be additional to the statutory services and an effective and efficient use of the levy funds.

The Baseline Service Level Agreements (SLAs) give an assurance to business owners that the levy payment will be used for additional projects which they voted for in the Moray Speyside Tourism BID ballot. Additionally, baseline agreements avoid the risk that public agencies including Moray Council will reduce its statutory level of service to the Moray Speyside Tourism BID area following a successful ballot. SLAs have been provided by all relevant agencies (Please see Appendix 6).

No SLA has been requested from BEAR (Transport) Scotland, as none of the activities to be undertaken by the Moray Speyside Tourism BID involve or relate to work undertaken by BEAR Scotland. Moray Council are the liaison between BEAR and VisitScotland regarding tourism signposting.

No SLA has been sought from Police Scotland at this point, however, Police Scotland have indicated the following:

- There is no change to the Policing plan for Speyside
- Police Scotland fully support BID outcomes based upon areas where Police Scotland have influence and legal obligations
- Police Scotland fully support BID outcomes with use of Community Based officers and have dedicated patrols as per point 2
- Police Scotland will fully engage with BID during planning, implementation and review
- Police Scotland will fully engage with BID and CPP joint outcomes.

To this end, a coordinated and strategic engagement with Police Scotland will take place following a successful Tourism BID ballot.

For a full and detailed list of services provided in the Moray Speyside Tourism BID area by Moray Council, see Appendix 6.

12.0 Measuring Success

12.1 Measuring the Success of the BID

Throughout the lifetime of the Moray Speyside Tourism BID, all projects and activities will be monitored to ensure they are progressing in accordance with the published Moray Speyside Tourism BID Business Plan.

The Moray Speyside Tourism BID Company's Board of Directors will monitor and oversee the efficient delivery of the BID projects.

The Moray Speyside Tourism BID will undergo an independent evaluation of its activities at the halfway point in its first term and towards the end of its second term.

The Moray Speyside Tourism BID will undergo Assessment and Accreditation Interim Review (AAIR) for Scottish BID Companies.

The Assessment and Accreditation Interim Review is recommended by Scotland's Improvement Districts (SIDs) as good practice and is included as one of the good practice elements of any Scottish BID Proposal and BID Business Plan. The AAIR is a bespoke review which recognises and accords with the Scottish BIDs legislation and the public and private sector environment in Scotland which:

- gives confidence to businesses and the Board of Directors that the practices of the BID Company are robust and accord with good practice and
- supplies an audit trail to support any future evaluation of the BID Company.

In developing the Interim Review, consultation was undertaken with,

- key stakeholders and organisations
- key UK national businesses
- the Scottish Retail Consortium

and reviewed existing assessment and accreditation frameworks, including existing documents used to assess BID Proposals in the UK, to identify key lessons.

12.2 Marketing, Communications and Social Media

To ensure openness and transparency in the management of the Moray Speyside Tourism BID Company following a successful ballot, the Steering Group have agreed that communication with levy payers should include, but not be limited to: one-to-one business engagement, business briefings, social media engagement, newsletters for those businesses, press releases, networking events etc.

The following information will be displayed on the appropriate website: -

- The current Moray Speyside Tourism BID business plan.
- The annual accounts of the Tourism BID Company
- The Moray Speyside Tourism BID ballot result.
- The contact details for the Moray Speyside Tourism BID CEO and other staff members.
- The names of the Moray Speyside Tourism BID Company's Board of Directors and either the name of their business or the sector they represent.
- Moray Speyside Tourism BID governance structure with specific reference to how decisions are agreed and actioned.
- Details of Moray Speyside Tourism BID Director Meetings, the agenda and minutes - abridged where necessary
- The methods by which levy payers can provide feedback to the Moray Speyside Tourism BID e.g. AGM and/or other regular meetings.
- An annual report detailing the Moray Speyside Tourism BID's projects and initiatives delivered including the cost of each, the Moray Speyside Tourism BID achievements and the value the Moray Speyside Tourism BID provides to levy payers

13.0 Finances

13.1 Estimated Income and Expenditure

As at 1st September 2019, there were 378 eligible properties located within the Moray Speyside Tourism BID area (this figure will vary as businesses move, expand or close). The BID levy income is calculated to be £151,000 (net) per annum.

Current Scottish collection rates for the BID levy are reported to be standing at 95%. With this in mind, an amount has been set aside in the budget under ‘contingency’ to allow for any bad debt.

The Moray Speyside Tourism BID will seek to secure additional funding for specific projects. It will also attract other investment, sponsorship and generate trading income to increase the amount available to spend on projects as they develop.

Funds will be sought from other sources, including but not restricted to Visit Scotland, LEADER or its successors, Windfarm Community Benefit Funds, private companies, trusts, foundations and others.

13.2 Financial Management Arrangements

The Moray Speyside Tourism BID Company’s Board of Directors will agree on an annual basis how the funds will be spent for the coming year, based on the published Business Plan.

The Moray Speyside Tourism BID Company’s Board of Directors will have the authority to adapt or alter the projects and services to reflect any change in economic or other circumstances or any new opportunities that may arise. Any such changes will be in the best interests of the businesses and without recourse to an alteration ballot.

The Moray Speyside Tourism BID Company’s Board of Directors will appoint accountants and auditors and will adopt an authorisation and expenditure process to ensure that the financial management of the Moray Speyside Tourism BID Company is fully auditable, open and transparent.

Budgets will be reconciled on a monthly basis to ensure good governance and financial management. At the end of the operational year a full set of accounts will be prepared and presented to the Board of Directors. Accounts will then be passed to an accredited independent auditor for review and approval.

The audited accounts will be presented to the Tourism BID members at the Annual General Meeting and a summary of the accounts will be published in the Annual Report which will be published on the Moray Speyside Tourism BID web page.

Moray Council will collect the levy payments on behalf of the Moray Speyside Tourism and will transfer the levies collected to the Moray Speyside Tourism BID Company. The Moray Speyside Tourism BID Board will manage the levy funds once remitted by the Council.

In the event of any non-payment of the Moray Speyside Tourism BID levy, it will be strongly pursued by Moray Council (as the billing body) using the recovery powers available to them to ensure complete fairness to all the businesses that have paid.

Moray Council will be entitled to charge the Tourism BID Company an additional fee to meet any additional costs incurred in the recovery of the levy.

13.3 Moray Speyside Tourism BID Projected Income and Expenditure

| Income | 2020 | 2021 | 2022 | 2023 | 2024 | Total |
|----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-------------------|
| Income from Tourism BID Levy | £151,028 | £154,048 | £157,129 | £160,272 | £163,477 | £785,953 |
| Opt-in Memberships* | £10,000 | £11,000 | £11,550 | £12,128 | £12,249 | £56,926 |
| Income from Commercial Activity* | £23,750 | £24,225 | £25,436 | £26,708 | £28,043 | £128,163 |
| VisitScotland Growth Fund ** | £0 | £15,000 | £15,000 | £15,000 | £0 | £45,000 |
| Other Grants / Funding *** | £0 | £0 | £0 | £0 | £0 | £0 |
| Total Income | £184,778 | £204,273 | £209,115 | £214,107 | £203,769 | £1,016,042 |

| Expenditure | 2020 | 2021 | 2022 | 2023 | 2024 | Total |
|----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-------------------|
| Destination Marketing | £64,238 | £80,523 | £82,133 | £83,776 | £70,451 | £381,120 |
| Improving the Visitor Experience | £65,444 | £66,753 | £68,088 | £69,450 | £70,839 | £340,574 |
| Supporting Your Business | £48,738 | £49,713 | £50,707 | £51,721 | £52,755 | £253,634 |
| Overheads | £6,206 | £6,330 | £6,457 | £6,586 | £6,718 | £32,298 |
| BID Renewal Campaign | | | | | £8,250 | £8,250 |
| Total Expenditure | £184,626 | £203,319 | £207,385 | £211,533 | £200,763 | £1,015,876 |

(*Opt-in Membership and Income from Commercial Activity is currently not secured or committed by others. Therefore, in the event any or all of this funding is not realised then the scope of some of the projects outlined will be adjusted correspondingly, to ensure that they remain within budget).

**Subject to application to VisitScotland and not in years 1 or 5 – if an application if not made or is not successful, projects outlined will be adjusted correspondingly, to ensure that they remain within budget)

***Subject to application & not in years 1 or 5)

14.0 Contact Information

If you would like more information please visit our website at www.morayspeysidetbid.com or contact Laurie Piper by telephone, email or make an appointment.

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