



# ***A BRIGHTER FUTURE FOR TOURISM IN MORAY SPEYSIDE***

**Tourism Business Improvement  
District Business Plan**

1 April 2020 - 31 March 2025

[www.morayspeysidetbid.com](http://www.morayspeysidetbid.com)

**MORAY** **SPEYSIDE**  
**TOURISM**

“**Business**” or variations of the word “**business**” are used throughout this document. The word “**business**” in this context **refers to 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 ([www.saa.gov.uk](http://www.saa.gov.uk)) with a non-domestic rateable value, many of whom may be a charitable organisation, public sector organisation, social enterprise or community group who may not consider themselves to be a business.

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# WELCOME

Since 2014, Moray Speyside Tourism have promoted our region to visitors from around the world, supported local tourism businesses and represented the Moray Speyside tourism industry at national and international level. We have led Moray's representation at trade shows, many for the first time, built relationships with the travel trade, brought journalists, bloggers and influencers to experience our region, delivered training courses and networking events and helped Moray Speyside to be among the first regions in Scotland to gain World Host Destination Status.

As a result of these efforts, and those of many others, Moray Speyside is now one of the fastest-growing destinations in the UK. The last few years have seen annual visitor numbers grow by more than 100,000 to almost 800,000. Tourism now contributes just short of £130 million per year to the Moray Speyside economy. Tourism in our region is in the best state in living memory.

For that reason, I believe that now is the time to build on the achievements of recent years and work together to secure the future of tourism in Moray Speyside by the introduction of a Tourism Business Improvement District, or Tourism BID.

**“ Moray Speyside is now one of the fastest-growing destinations in the UK and tourism in our region is in the best state in living memory. ”**

The model being proposed is the right way to ensure continued growth of the area's tourism industry; it will empower local tourism businesses, put the local tourism industry at the heart of the decision-making process, remove reliance on public sector funding and take our region's tourism industry to the next level.

Following an extensive period of consultation with tourism businesses, stakeholders and partners we have produced a business plan which details a blueprint to deliver a brighter future for tourism in Moray Speyside through the introduction of a secure, accountable and dynamic Tourism BID.

By voting YES to the Tourism BID during the 6-week ballot period from 4th December 2019, you will be writing 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.

My Steering Group and I look forward to joining you on the next stage of the journey towards the brighter future which is outlined in this business plan.



**Laurie Piper**  
Operations Manager,  
Moray Speyside Tourism



## WHAT EXACTLY IS A BUSINESS IMPROVEMENT DISTRICT (BID) AND HOW WILL IT BENEFIT YOUR BUSINESS?

BIDs were invented in Canada in the 1970s. The concept has proved popular worldwide and first arrived in Scotland in 2006, where there are now 35 BIDs in existence.

The UK's first tourism-specific BID, Visit Inverness Loch Ness, has recently been renewed for a second 5-year term, having delivered outstanding results for their area over its first 5-year term, including securing £2 million funding for international marketing through a partnership with VisitBritain. Find out more about the success of the Inverness Tourism BID at [www.visitinvernesslochness.com](http://www.visitinvernesslochness.com).

A Business Improvement District (or in our case, a Tourism Business Improvement District) is an industry 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 determine if businesses wish to continue for a further five years.

**“ The strength of the Tourism BID concept is in its simplicity. ”**

By pooling and sharing resources, local businesses, working with a range of partners, take a leading role in improving local economic conditions through the delivery of an agreed package of investment and initiatives over and beyond those delivered by local and national government.

All the money raised from the Tourism BID levy is ring-fenced for the delivery of projects outlined in the business plan agreed by local tourism businesses. Moray Speyside Tourism's current annual budget is just £83,000. A successful vote for the Tourism BID will double that amount, and crucially, will also enable the Tourism BID to leverage significant extra funding, currently not available to us, or indeed, to you as local tourism businesses.

As well as having the financial resources to deliver a vibrant and exciting business plan, the Tourism BID company will lobby Moray Council and government on behalf of tourism businesses and work collaboratively with tourism organisations near and far, for the benefit of Moray Speyside's tourism industry.

The Moray Speyside Tourism BID is about local tourism businesses of all shapes and types working together to build on Moray Speyside's growing international reputation in a mutually supportive way.

**Greame Ambrose**  
CEO Visit Inverness  
Loch Ness Tourism BID



**The Moray Speyside Tourism BID is about local tourism businesses of all shapes and types working together**



### Accountable

To its members,  
the tourism industry



### Credible

Industry run and governed



### Financially Secure

Free from reliance  
on public funding



### Focused

Priorities determined  
by its members



### Independent

Free of government  
or council



### Qualified

Staffed by tourism and  
marketing experts



### Measurable

Clearly defined outcomes

**“ Establishing a Tourism BID in Moray Speyside will deliver a sustainable organisation which can aid longer-term planning and continue the great work we have seen in recent years by Moray Speyside Tourism. Tourism is a key growth sector for Moray Speyside and investment in a tourism-focused organisation will allow the industry to continue to develop and thrive, providing jobs and sustaining communities. ”**

**Jo Robinson**  
*VisitScotland  
 Regional Director*



## WHY DOES MORAY SPEYSIDE NEED A TOURISM BID?

Put simply, because our region deserves it.

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

Yet there is so much more to our region for visitors to discover and so much potential in our tourism industry yet to be unleashed that we need to make sure there is an organisation here in Moray Speyside dedicated to promoting our region.

Neighbouring regions and other destinations around the world have invested in tourism for the long-term and compete fiercely to attract visitors to their areas.

Moray Speyside Tourism is the current Destination Marketing Organisation (DMO) for Moray. Since 2014, we 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.

The annual value of tourism to Moray has grown by more than £30 million, reaching almost £130 million in 2018.

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

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's funding expires at the end of 2019. If the Tourism BID campaign is unsuccessful, the progress made in recent years will cease and our region will become one of the few in the UK without a Destination Marketing Organisation. There will be no tourism development function in Moray, your business will have no voice at a national level and there will be no advocate for the local tourism industry.

All of the good work carried out since 2014 will have been in vain.

To ensure that the progress made under Moray Speyside Tourism can continue and our tourism industry can be confident for the future, the Tourism Business Improvement District will deliver a financially sustainable, independent and accountable future, free from dependence upon public funding which will give local businesses control over tourism and marketing of our area for the long-term.

A 'YES' vote for the Tourism BID is a vote for a brighter future where Moray Speyside will gain its rightful place as world-class visitor destination many for years to come.

Our coastline is officially recognised by National Geographic as one of the most beautiful on the planet.

**There is so much more to our region for visitors to discover**







## HOW DO WE KNOW WHAT YOU WANT?

To ensure that the Tourism BID plans address the issues facing tourism businesses like yours, an initial survey was carried out between November 2018 and January 2019.

To ensure that the Tourism BID plans address the issues facing tourism businesses like yours, an initial survey was carried out between November 2018 and January 2019. More than 130 responses were received from the electronic survey, a further 44 people took part in focus groups and 12 'in-depth interviews' were also conducted. The survey was managed by an independent and respected market research company with experience in the tourism industry.

The initial survey confirmed not only that there was sufficient support for us to begin developing the Tourism Business Improvement District proposals, it also established key priority areas for tourism development in Moray Speyside:

### Tourism Businesses told us...

 That Marketing the visitor offer was the key priority	 They wanted an organisation to provide support for Events and Festivals	 They wanted a collective tourism voice and advocacy
 They wanted an organisation which would help deliver a better visitor experience	 They wanted help and advice on extending the visitor season and improving the night-time economy	 They wanted training, advice and support to help deal with digital and online challenges and opportunities

With this insight in hand, a further, more detailed online and paper survey was made available for completion online, was posted by Royal Mail to more than 340 eligible tourism businesses across the Moray Speyside area and was presented at engagement events across the region.

Over the past months we have hosted open meetings and drop-in sessions, held joint events with key stakeholders and given briefings to councillors and community organisations, all aimed at refining and focusing the Tourism BID proposals to make sure they address your concerns.

We are confident that the blueprint outlined in the following pages represents a clear indication of the ways in which the Tourism BID will address the issues raised by you, the tourism industry, both during our consultation and in the years that Moray Speyside Tourism has been working on your behalf.

#### Consultation comments:

*We asked if there was 'One Big Thing' that the Tourism BID could do...*

- 1 *"Maintain Moray Speyside as a 'year-round' destination of choice."*
- 2 *"Improve awareness of Moray as a destination and encourage visitors to stay for longer."*
- 3 *"Get everyone involved in Moray/ Speyside tourism to see the benefit of working together to create a world class tourism destination."*
- 4 *"Represent the sector to raise the region's profile with large scale funders & government to drive volume across the whole of Moray."*
- 5 *"The consolidation of local marketing and promotional activities led through a single, effective DMO."*
- 6 *"Digital support and training"*
- 7 *"Promoting the area as a destination that offers so many different things for so many different people."*
- 8 *"A tag-line or slogan that says something relevant and real about Moray Speyside and a website that is easy to navigate, inspiring and relevant to the customer."*

## WHAT WILL THE TOURISM BUSINESS IMPROVEMENT DISTRICT DO?

Following a successful ballot, the Tourism BID will focus its activities on three priority areas, each of which will inform a detailed, measurable and fully costed annual workstream.

### MARKETING MORAY SPEYSIDE NATIONALLY AND INTERNATIONALLY

*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 investment than ever before dedicated to marketing and promotion of our region.*






The Tourism BID will establish a new, vibrant and engaging brand which will convey the ambition and aspirations of our region's tourism industry as well as Moray Speyside's unique assets.

The Tourism BID's consumer marketing activities will leverage these assets to drive forward targeted marketing and PR campaigns which promote our region to visitors from the rest of Scotland, the UK and across the world. Using themes such as dark skies, the northern lights, golf and short breaks, focusing on emerging markets such as China and India and leveraging the fact that we are Malt Whisky Country, the Tourism BID will make sure that everyone knows Moray Speyside is open for business and offers visitors a rewarding, authentic visitor experience.

The Tourism BID will represent our region at key UK and overseas trade shows, expos and business development events, showcasing Moray Speyside to the worldwide travel trade, enabling Moray Speyside's tourism businesses to access this valuable market and making sure that travel trade buyers throughout the world make Moray Speyside their destination of choice.

The Tourism BID will ensure that Moray Speyside's profile is maintained and developed in a relevant way to key markets across the world by organising and delivering regular, themed familiarisation trips for the travel trade, the global media, social media influencers and online leaders.

The Tourism BID won't try to replicate the work of the big online players with a flashy new website. The existing Moray Speyside destination website will be gradually developed to provide more functionality to benefit local tourism operators and deeper, more engaging content for consumers aimed at driving bookings to local providers.

-  **Travel Trade Activity**
-  **Uk And Overseas Shows And Expos**
-  **Familiarisation Trips**
-  **Business Development Missions**
-  **Consumer Marketing**
-  **Bloggers & Press Trips**
-  **Targeted Consumer Campaigns In Growth Markets**

#### Consultation comments:

- 1 *"Marketing must be addressed to all levels and not focussed on large, already known brands or business. Small, bespoke, individual businesses need specific help to attract their target customers."*
- 2 *"Marketing is the only way forward - Moray has to promote what is unique in the area"*



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MORAY SPEYSIDE TOURISM

IMPROVING THE VISITOR EXPERIENCE - FROM INSPIRATION TO ARRIVAL AND BEYOND

Visitors look for experiences, not holidays. From the way people book to the places they stay and their expectations whilst they're here, it's all about delivering a great experience for visitors to Moray Speyside.

The Tourism BID will work with you to improve the experience of visitors to the area. We will make sure that visitors can access up-to-date, accurate information about the region and its incredible assets - not just while they are here, but from moment they consider Moray Speyside as the start of their next adventure.

The Tourism BID will develop and introduce a consumer-facing Moray Speyside App; a one-stop digital destination guide with booking functionality and comprehensive information covering everything from the region's history, heritage and culture to its outdoor activities and world-class coastline. The app will be available for global download and completely free.

The Tourism BID will adopt a 'digital first' approach to most of its work, but it will recognise that not every area of Moray Speyside has access to good mobile signal and that not every visitor is 'logged on' to the world wide web. To that end, an annual visitor guide and an A3 sized tear-off map will be developed and distributed widely throughout the region.

A network of local Tourism Ambassadors will ensure they will never be far from a friendly face and some local knowledge.

The Tourism BID recognises that events draw visitors and drive footfall to communities. It will actively support new, existing and emerging events and activities which aim to extend the visitor season and aid in positioning Moray Speyside as a year-round destination. Over the lifetime of the Tourism BID we will work with partners to leverage additional funding for an annual region-wide Moray Winter Festival.

The Tourism BID will work with you to grow the value of specialist tourism to your business in a sustainable way, working to attract conferences and seminars to the region and to grow the year-round value of business tourism.

- Improved Visitor Information Online And On The Ground
- Annual Visitor Guide & Tear-Off Map
- Creation Of A Moray Speyside Ambassador Network
- Delivery Of A Moray Speyside Visitor App
- Support For Events & Festivals Including an Online 'Clash Calendar'
- Annual Moray Winter Festival
- Business Events & Conferences

Consultation comments:

- "A new website/app would act as a fantastic year-round digital guide."
- "An App would be a very positive way forward"
- "Community events should be whole-heartedly encouraged as they bring in visitors to Moray"

Visitors don't see administrative boundaries; they don't care who empties the bins. The Tourism BID will actively engage with neighbouring regions to ensure its activities are, wherever possible, coordinated and complementary.

## SUPPORTING YOUR BUSINESS - PROTECTING OUR TOURISM INDUSTRY

With an ever-changing tourism landscape, Brexit, Business Rates, the potential Transient Visitor Levy and continually decreasing public sector budgets there has never been a time when our region's tourism industry has needed a strong, unified voice more than now.

The Tourism BID will work to support tourism businesses across the region. It will ensure that Moray Speyside's tourism businesses have a strong, unified voice - representing our industry with local, regional and national agencies, fighting for you and your business interests and lobbying for improvements to infrastructure and visitor services, such as signage, transport links and public toilet & waste disposal provision.

The Tourism BID will help to create a stronger and more resilient local tourism industry, delivering a comprehensive programme of tailored support and advice including regular digital and online training, masterclasses and workshops and a 'travel trade ready' initiative. An annual conference and regular networking events will ensure that every business has the opportunity to be part of the Tourism BID and to have its voice heard.

The Tourism BID will build on the region's World Host destination status, working with tourism businesses to introduce a unique, tailored Moray Speyside customer service standard focused on delivering customer excellence for visitors, reducing staff turnover and increasing profitability.

The Tourism BID will leverage additional funding from a range of sources, including VisitScotland Growth Fund, to maximise investment in our region's tourism industry.

The Tourism BID will introduce local tourism networks to ensure every part of Moray Speyside feels the benefit of the Tourism BID and every tourism business has direct access to specialist advice and support.



**Lobbying for service and infrastructure improvements**



**Representing your interests with key agencies**



**Creation of a Moray Speyside customer service standard**



**Support for businesses working with Online Travel Agents and Travel Trade**



**Local tourism networks**

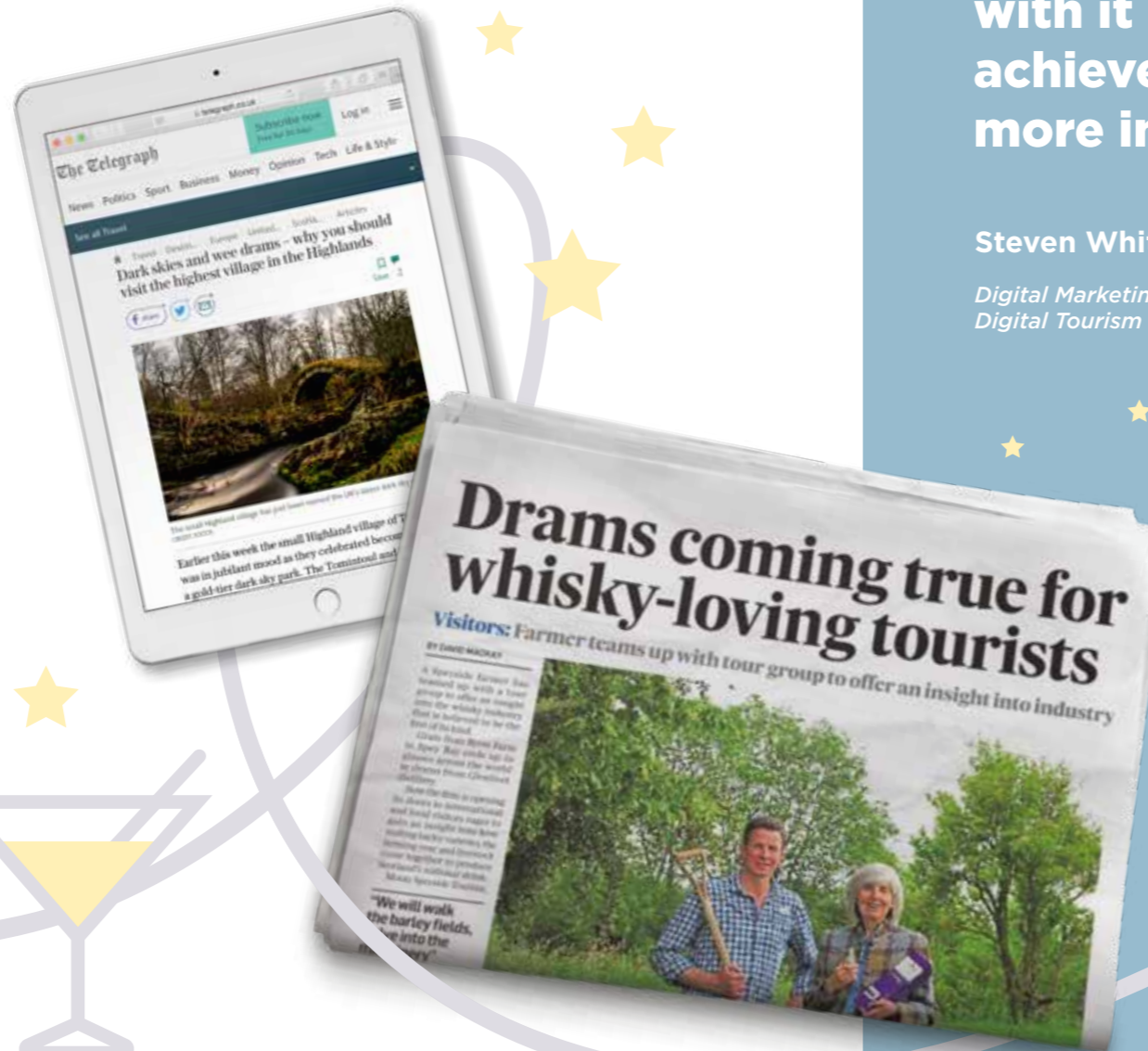
**“ I have been running the Digital Tourism Scotland programme for the last 5 years and have worked with every DMO in Scotland, I can honestly say that Moray Speyside Tourism stands out as the most active, most exciting and best organised of them all and considering the modest budget they are working with it makes their achievements all the more impressive ”**

Steven Whitelaw

Digital Marketing Expert &  
Digital Tourism Scotland Trainer

### Consultation comments:

- 1 *“We need one “mouthpiece” to express the views of the many. The assurance that all voices will be heard and represented is essential.”*
- 2 *“The BID should focus on higher level strategic initiatives & campaigns to drive footfall, focused on the honeypot elements via an attract and disperse type model for once people are in destination.”*



# MORAY SPEYSIDE TOURISM

## A PROVEN TRACK RECORD

Here's just a flavour of some of the work that we do....

The past years have seen Moray Speyside Tourism leading representation for our region at events such as VisitScotland Expo, the only travel show dedicated to Scotland - growing the number of stands from 3 in 2016 to 12 in 2018 and putting our region up front and centre of Scottish tourism, where it deserves to be.

Working in partnership with UKinbound, the trade association for inbound tour operators, Moray Speyside Tourism put together the first ever organised travel trade familiarisation trip to our region in 2017 which saw more than 20 buyers from some of Europe's most respected travel companies experience our region for the very first time.

**“ In 2018 Moray Speyside represented our region overseas for the very first time at two of Europe's largest travel shows. ”**

In 2018 Moray Speyside represented our region overseas for the very first time at two of Europe's largest travel shows, World Travel Market and ITB Berlin where delegates were introduced to Moray Speyside with the assistance of specially themed itineraries and fresh, engaging video content.

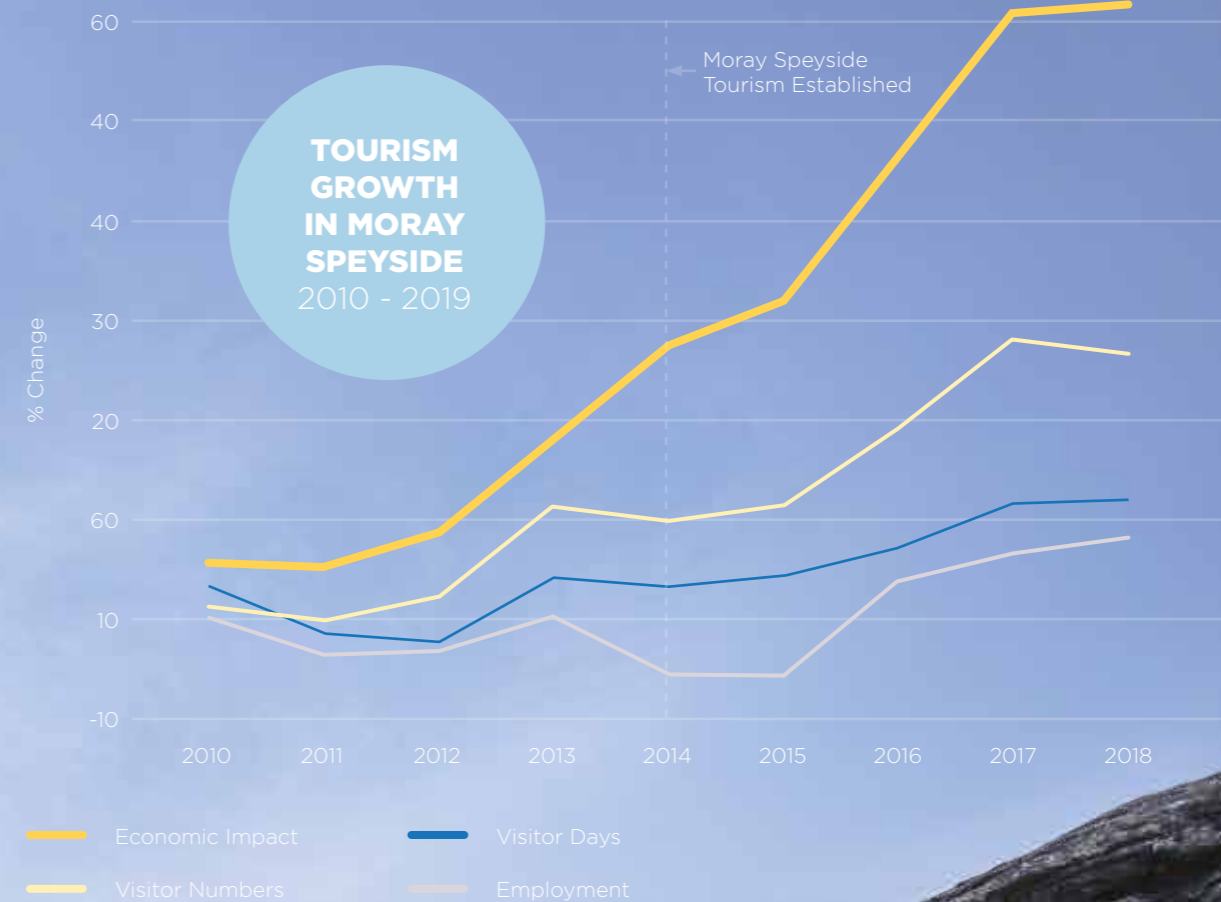
Moray Speyside Tourism's partnership with DYW Moray has seen us work with VisitScotland to create new course materials for pupils studying National 5 Travel & Tourism. This collaboration has since been held up as an example of best-practise and is soon to be rolled out in other areas of Scotland.

Moray Speyside Tourism led the region-wide initiative which saw our Moray Speyside achieve WorldHost Destination status in recognition of good customer service in 2018. We have been delivering a programme of digital support and training called Digital Tourism Scotland since 2016 - helping more than 100 businesses to tackle a wide range of digital challenges.

**“ Moray Speyside Tourism led the region-wide initiative which saw our Moray Speyside achieve WorldHost Destination status in recognition of good customer service in 2018. ”**

We've hosted more than 30 bloggers and social media influencers, organised trips for dozens of journalists, welcomed Chinese and German government delegations, hosted the Japanese Ambassador and Japan's most significant travel companies, secured more than £1,000,000 of press and media coverage for the region, achieved a temporary reprieve to avoid closure of the region's public toilets and supported local initiatives, funding applications and more - all seeking to strengthen our region's tourism industry.

We've done all of this, and much more besides, with just two staff and an annual budget of around £80,000... just think what the future could look like with the Tourism BID in place.



[www.morayspeyside.co.uk](http://www.morayspeyside.co.uk)



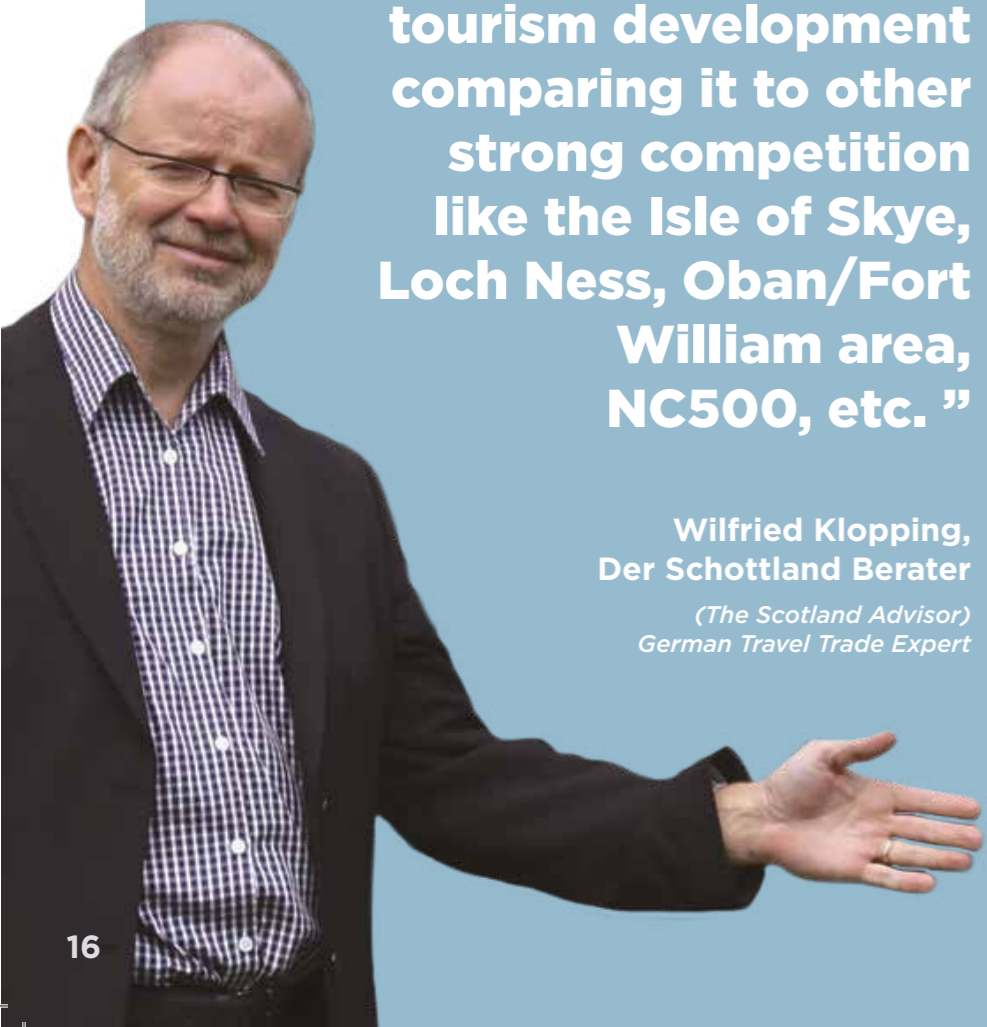


“ To me MST have successfully put Moray Speyside on the map of tourism within just 15 months. This is mainly due to their vast expertise of the area, profound experience within the tourism industry and almost unlimited commitment.



However, there is still a long way to go to establish Moray Speyside as a strong region for tourism development comparing it to other strong competition like the Isle of Skye, Loch Ness, Oban/Fort William area, NC500, etc. ”

**Wilfried Klopping,**  
Der Schottland Berater  
*(The Scotland Advisor)*  
*German Travel Trade Expert*



**Activity & Outdoor Centres**



**Bed & Breakfasts**



**Caravan and Camping Parks**



**Breweries & Distilleries with visitor centres**



**Golf Courses**



**Guest Houses**



**Historic Buildings & Ancient Monuments**



**Holiday Parks**



**Hotels & Exclusive Use Venues**



**Museums**



**Self-Catering Accommodation**



**Serviced Apartments**



**Tourist Shops**



**Visitor Centres / Visitor Attractions**



**Youth Hostels / Hostels & Bunkhouses**

## WHO WILL PAY AND WHAT WILL IT COST?

The operational area of the proposed Moray Speyside Tourism BID reflects the area currently covered by Moray Speyside Tourism - the region's existing destination management organisation.

This refers to Moray Council wards of Elgin, Forres, Findhorn & Kinloss, Dyke Landward, Finnerne, Burghead & Cummington, Hopeman & Covesea, Lossiemouth, Heldon & Laich, Innes, Buckie & District, Findochty & District, Portknockie, Cullen & Deskford, Lennox, Keith, Strathisla, Speyside, Dufftown & District and Glenlivet.

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.

## WHO'S IN?

The Moray Speyside Tourism BID Steering Group have established that as at 1st September 2019 there were 378 eligible businesses within the proposed Tourism BID area.

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:

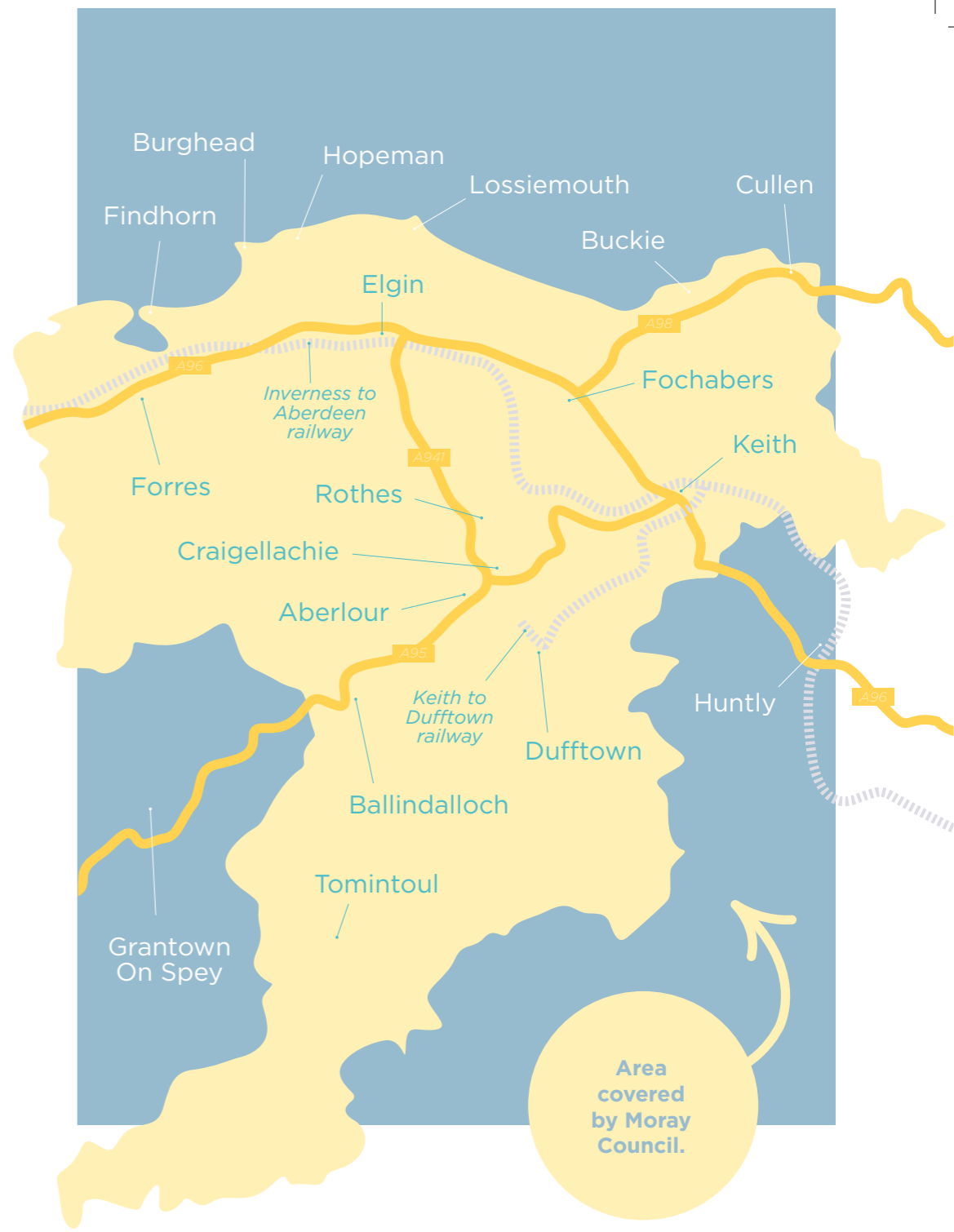
- The business operates in one of the sectors listed to the left.
- The business premises are in Moray Speyside, the designated geographical area covered by the proposed Tourism BID.
- The business has a non-domestic rateable value of £2,000 or above.
- The business is eligible to pay non-domestic rates, 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 pay an 'opt-in' fee no less than the minimum levy rate.

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



## 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.

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 Tourism 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

### 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, details of which are given in the BID Business Plan.

The BID Steering Group decided that 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 will not be included in the Tourism BID but can opt-in if they wish.

Businesses within the existing Embrace Elgin town centre BID will not be included in the Tourism BID.

## THE LEVY TABLE

In deciding the proposed levy scale, the Moray Speyside Tourism BID Steering Group investigated the levy arrangements for every other Scottish Business Improvement District in operation including the nearby Inverness Tourism BID and took into account feedback from businesses received during the consultation process that a 'banded' scale of charges was their preference.

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	£1460	£4

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.

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- 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 the appropriate minimal annual levy
- The levy provides, with some additional income, the amount required to deliver the business plan

### 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.

### 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.

## HOW WILL THE MORAY SPEYSIDE TOURISM BID OPERATE?

### 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).

### 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:

**Shona Donnelly**  
Moray Speyside Tourism

**Fraser Edgar**  
Marketing Professional & Angel Investor

**Brian Ford**  
Historic Environment Scotland

**Lynn Fyvie**  
Ardvorlich Guest House

**Oliver Lyon**  
Speyside Gardens Caravan Park

**Sarah Medcraf**  
Moray Chamber of Commerce

**Stevie Milne**  
Moray Speyside Golf Ambassador

**Stephanie Murray**  
Dowans and Archiestown 1881 Hotels

**Steve Oliver**  
Dufftown 2000 / former CBP Board Member

**Laurie Piper**  
Moray Speyside Tourism

**Gill Reid**  
Speyside Cooperaage

**Alastair Ross**  
The Sunninghill Hotel

**Kevin Smith**  
Craigellachie Hotel

**Jacqui Taylor**  
Moray College UHI

**Joanna Taylor**  
Forres Events & Rafford Consulting

**Linda Mellis**  
Director - Spirit of Speyside Whisky Festival

### 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).

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 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 required.

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

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.

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

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 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.

### 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 and individual workstreams.

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



## Financial Management

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 BID company 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.

## TOURISM BID FINANCES

### 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 also be sought from but not restricted to VisitScotland, LEADER or its successors, Windfarm Community Benefit Funds and others.

### Moray Speyside Tourism BID Projected Income and Expenditure

Income	2020	2021	2022	2023	2024	Total
Income from 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
<b>Total Income</b>	<b>£184,778</b>	<b>£204,273</b>	<b>£209,115</b>	<b>£214,107</b>	<b>£203,769</b>	<b>£1,016,042</b>
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
<b>Total Expenditure</b>	<b>£184,626</b>	<b>£203,319</b>	<b>£207,385</b>	<b>£211,533</b>	<b>£200,763</b>	<b>£1,015,876</b>

\*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 is 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.

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.

## HOW DO WE GET THERE?

### 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.

### The Ballot

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.

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.

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.

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.

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 ballot papers will be counted on 16th January 2020 and the results announced by Moray Council within one week.

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.

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.

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.

## WHAT IF THERE IS NO TOURISM BID?

There will be no promotion of our region to visitors, locally, nationally or overseas



There will be no tourism development organisation in our region

There will be no organisation working to leverage additional funding to improve conditions for tourism businesses in Moray Speyside

Moray Speyside's tourism industry will have no representation at local, regional or national level

There will be no specialist support, training or advice offered to tourism and visitor businesses in our region

There will be no organisation to support events and festivals in our region

There is no plan B

**“ The work done so far, so tirelessly and enthusiastically delivered at many events has really made a difference, and I don't believe that we are the only operator in our space which has now embraced the promotion of Moray Speyside as a direct result. ”**

**David Lyne**  
Managing Director  
Barton Hill Travel & Armchair DM

[www.morayspeysidethebid.com](http://www.morayspeysidethebid.com)

**VOTE YES**

for  
**#ABRIGHTER FUTURE**



# **VOTE YES FROM 4<sup>TH</sup> DECEMBER**

*for*

**#ABRIGHTERFUTURE**

**#BACKTHEBID**

**For more information  
please visit**

[www.morayspeysidetbid.com](http://www.morayspeysidetbid.com)

Moray Speyside Tourism Stakeholders and Partners

