



# **BUSINESS PLAN**

**2021-2026**

# FOREWORD



**STEVE MATHIESON**  
Visit Scotland  
Living Lerwick  
BID Chairman



The second BID term has seen good working relationships developed with the BID team, Directors, members and the local authority. This will help bring additional improvements and potential funding in term 3, as we can achieve more if we all work together.

The Impact of Covid-19 will no doubt continue for some time to come in terms of customer and business behaviour and economic recovery. We are committed to continuing to support all businesses through the recovery phase.

The Scottish Government's Town Centre Action Plan Review in 2020 has made it clear in its recommendations that thriving town centres are vital to local economies and communities. Advocating for the strengthening of town centres in National Planning Frameworks and the focus on 20-minute neighbourhoods in Place Planning are all indications that town centres need to be a priority for Government and local authorities.

In addition to a push for reviewing taxation and charges for town centre businesses, the provision of town centre capital projects funding is also set to continue. Having a BID will enable us to access this and other funding for large scale improvement projects.

You can find more information about Living Lerwick on our website [www.livinglerwick.co.uk](http://www.livinglerwick.co.uk), or for more general or national information refer to [www.bids-scotland.com](http://www.bids-scotland.com).

A notice of ballot will be sent to all eligible voters at least 42 days before the ballot date, followed by the ballot papers on the 8th July 2021. You will have 6 weeks to cast your vote before the ballot closes at **5pm on 19th August 2021**. Following a successful ballot, a meeting will be held to elect a new Board of Directors and the new Living Lerwick BID will begin activities from 1st September 2021.

I would encourage you to vote YES so that we can continue to build on the work we have done to this point, and keep the beneficial status of Business Improvement District for Lerwick town centre.

## VOTE YES

# OUR MISSION:

*“Together, let's make  
Lerwick town centre better”*

## MAIN OBJECTIVES

The BID Business Proposal has five key objectives, determined from consultation with member businesses:

- 1 MORE FOOTFALL:**  
To increase the footfall in the town centre through large and small events and establishing the area as a destination in its own right.
- 2 MORE MARKETING:**  
To promote Lerwick town centre and the goods and services provided by businesses.
- 3 INCREASED ACCESS OPTIONS:**  
To seek practical solutions to parking and pedestrianisation concerns in the town centre, and encourage active travel.
- 4 MORE ATTRACTIVE:**  
To provide more seating, an annual flower scheme and Christmas lights and work with others towards physical improvements, making Lerwick town centre a nicer place to be.
- 5 MORE BUSINESS SUPPORT:**  
To provide business support to existing and new businesses, lobby for reduced rates and charges, direct communication and information provision.





## WHAT IS A BUSINESS IMPROVEMENT DISTRICT?

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

BIDs are developed, managed and paid for by the non-domestic sector by means of a compulsory levy, which the eligible persons in the proposed BID area must vote in favour of before the BID can be established. Each eligible person liable to pay the BID levy will be able to vote on whether or not the BID goes ahead.

The first BID was established 50 years ago in Bloor West Village, Toronto, Canada by the town's business community.

This paved the way for future BIDs throughout the world. Today there are well over 1,800 successful BIDs worldwide.

A measure of BIDs success is in the renewal process. Most BIDs run for a period of five years and the vast majority continue, for consecutive terms, when they come up for renewal. In Scotland, since 2008, there are 20 BIDs in their second or third BID terms equating to 28 successful renewal ballots, demonstrating that businesses value the projects and services delivered by the BIDs.

BIDs can support regeneration, grow local economies, create local employment and create a cleaner, safer trading environment. A key element to their success is that the local businesses take ownership and responsibility for their trading environment, identifying the projects necessary to resolve common problems and issues, and overseeing their implementation, whilst also contributing to the future direction of the town and its future development.

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

As at February 2021 there are 37 Operational BIDs in Scotland with approximately 30 in the development stage.

# EXECUTIVE SUMMARY

The Scottish Government's Town Centre Review Group made a number of recommendations in 2020 which strengthen the positioning of town centres in national planning frameworks and encourage lower charges and more investment in these areas. A BID is an organisation dedicated to making town centres, and local businesses more successful and improving the area they operate in, making the BID objectives and the Government group's recommendations aligned.

Since September 2017 the BID has secured £160,000 of external funding towards projects and activities for the area, in addition to the levy contributions from members. This has allowed the team to provide regular town centre trails; Christmas lights and activities; summer flowers and additional seating; a local loyalty card scheme; an art trail with pieces by internationally renowned artists; extensive buy-local campaigns and additional marketing; and dedicated business support and guidance during the extraordinary changes brought about by Covid-19.

Living Lerwick have actively engaged with member businesses over the past 4 years, providing support and listening to what businesses need and want. Consultation with members has shown a need for a Lerwick BID and the work it can continue do to make Lerwick town centre better.

Lerwick town centre needs a representative agency to continue to build on the work that's been done and support businesses to overcome the challenges faced in the coming years. For as little as £0.55p per day, a BID can work on your behalf to deliver projects, activities and support to help our town centre thrive and make it a better place to live, work and do business.





# LIVING LERWICK ACTIVITY: 2017-2021

The activities carried out by Living Lerwick since 2017 have been aimed at increasing awareness of Lerwick town centre goods and services and bringing more footfall to the area. Improving the visual appeal of the area has also been a focus, along with endeavouring to find solutions to the parking and access concerns. The following is a brief sample of some of the activity:

## MORE FOOTFALL

Large scale events such as the annual Christmas Parade have continued to attract high levels of footfall, as have Shopping Weeks and the first street party held in 2018. Regular trails and competitions have proved very popular with businesses and customers. The Spend at da Street loyalty scheme is now used by over 40 businesses and monthly draws encourage customers to shop locally.

## MORE MARKETING

Local print, radio and online media resources have been well used alongside our own social media channels to promote events and a strong Buy-Local message. The launch of Living Lerwick's own 'Think Local First' brand has underpinned the marketing campaigns, including the safety and distancing messaging when re-opening after the first Covid lockdown. Lerwick town centre welcomed the arrival of its first official mascot - Maunsie da Market Cross. Designed by local cartoonist, Stephen Gordon, Maunsie was brought to life in 2020 and will be used in marketing campaigns and events going forward. Online and on-street business listings have been developed and maintained to provide an informative and useful tool for locals, visitors and other businesses to find and access goods and services.

“**THE LIGHTING, BUNTING AND FLOWERS ARE ABSOLUTELY BRILLIANT AND ADD SOMETHING VERY SPECIAL TO THE TOWN CENTRE. WELL WORTH THE INVESTMENT.**”

“**THE ACTIVITIES HAVE HELPED BRING BUSINESSES TOGETHER, ATTRACT MORE SHOPPERS AND BROUGHT MORE OF A FEEL-GOOD FACTOR TO THE STREET.**”

## MORE INFORMED DECISIONS ON ACCESS

Consultation was carried out on behalf of the Local Authority regarding changes to the vehicle access times on Commercial Street, and discussions identified suitable compromises on location, timing and mitigation measures to reduce the impact on businesses of necessary road works.

## MORE ATTRACTIVE

The annual summer bunting and flower schemes have continued with over 900metres of bunting and over 100 individual planters and baskets provided each year. Winter lighting has been reinforced and a new Christmas tree supplier was identified in 2020, resulting in a very favourable response from businesses and the public! Significant funding was secured from the Scottish Government's Town Centre Capital Grant fund to establish a town centre Art Trail. Four sculptures and two murals will be installed in 2021 and will attract visitors from around the world as the artists are internationally recognised.

## MORE BUSINESS SUPPORT

Providing support to businesses became the main priority in 2020 after the outbreak of Covid-19. Businesses were provided with immediate, clear and concise information updates which were relevant to their own circumstances and ensured they could quickly access funding support and advice on ever-changing regulations. During re-opening, safety supplies such as hand sanitiser and branded social distancing posters and floor stickers were sourced and distributed. Prior to that, face to face visits had been prioritised and welcomed by businesses.





# HOW THE BID ADDS VALUE FOR THE TOWN CENTRE

We want to make sure that the BID offers the best value for levy payers, and the town centre. We do this by providing services and activities that are above and beyond that provided by the local authority and other statutory agencies.

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



“THE NEED FOR AN UMBRELLA ORGANISATION LIKE LIVING LERWICK HAS REALLY BEEN HIGHLIGHTED DURING THE CURRENT PANDEMIC AND WE’LL NEED THAT STRUCTURE TO REMAIN IN PLACE DURING THE RECOVERY AS WE’RE ALL IN THIS TOGETHER.”

## SHETLAND ISLANDS COUNCIL PROVIDES THE FOLLOWING STATUTORY SERVICES WITHIN THE BID AREA:

- **CLEANING:** Street Cleaning, Refuse Collection
- **TRAFFIC MANAGEMENT:** pedestrianisation orders; Traffic Lights, Traffic Signage and Street Occupation
- **COMMUNITY SAFETY:** Anti-social behaviour and noise nuisance complaints; Environmental protection/public health; Food safety, Health & safety, Trading standards; and Licensing
- **PLANNING:** Planning applications and major developments, access issues (heritage), Building warrants
- **POLICY AND STRATEGIES:** Policy and strategy development, conservation including listed building consent

## SHETLAND ISLANDS COUNCIL PROVIDES THE FOLLOWING COMPLEMENTARY SERVICES WITHIN THE BID AREA:

- **CLEANING:** Recycling, ground maintenance, public convenience
- **INFRASTRUCTURE:** Street furniture, lighting, drainage, structures, road pavement/lane maintenance, winter maintenance, amenity signage, neighbourhood support workers, public health promotions
- **TRANSPORT:** Bus service provision, taxi rank on pier, Lerwick to Bressay ferry, dial-a-ride service to Tingwall airport
- **SAFETY:** Shetland Community Safety and Resilience Board
- **BUSINESS SUPPORT AND PROMOTIONAL SERVICES:** Promotional services, Business Gateway, Economic Policy

## THE SERVICES PROVIDED BY POLICE SCOTLAND:

- 24/7 Policing response
- Dedicated policing during peak times
- Enhanced policing levels during special events (subject to the intended purpose of the event)
- Liaison with partner agencies and other groups
- Crime Prevention - advice

## THE SERVICES PROVIDED BY LERWICK PORT AUTHORITY:

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

“I THINK IT IS IMPORTANT TO MAKE THE STREET A PLACE WHERE PEOPLE WANT TO GO, HANG OUT, MEET THEIR FRIENDS, HAVE A CHAT, NO MATTER WHAT AGE THEY ARE AND I THINK HAVING ADDITIONAL OUTDOOR SEATING WILL BE GREAT FOR THIS.”



## WHY LERWICK TOWN CENTRE STILL NEEDS A BID

Prior to the establishment of the BID, Lerwick town centre was in a better position than many town centres throughout the UK due to its very high percentage of independent traders and its island location. However, like others throughout the UK, it has been negatively impacted in the past 10-20 years with the trend towards many local people now favouring the convenience of a one-stop-shop at the supermarket or buying things online.

During the Covid Lockdown in summer 2020, news reports highlighted that Shetland had more parcel deliveries from internet shopping than the centre of London. The convenience of online shopping is not something we can deny, but we need to make sure we offer a desirable physical shopping experience in the town centre to attract customers.

Significant changes are required and expected in the nearby area over the next few years. The most significant of which is the SIC Knab Masterplan setting out the plans for housing and community development on the site of the old Anderson High School. This will see 120-140 new homes and a range of community use spaces with immediate access to the town centre, bringing added demand for goods and services.

We need to embrace the 20-minute neighbourhood principle, making sure that people's everyday needs are within easy safe walking distance of their homes. It is important that a BID organisation is continued to ensure a collaborative approach to planning for and meeting the needs of all those living in our town, and the rest of Shetland.

With known reductions in the working age population, skills gaps and impacts on employment and trade issues following Brexit, it is important to plan for future challenges. With local and national strategic planning becoming more focussed on town centres, and the importance of their success to create thriving and vibrant communities, it has never been more important to ensure town centre businesses have the ability to work together.

Living Lerwick exists to promote use of the town centre businesses by locals and visitors alike. Consumers need to see that the town centre and its businesses are an integral part of our community and that their own actions are key to supporting that community. The last four years of Living Lerwick has resulted in some improvement of perception of the town centre. However, it is recognised that the long gradual decline cannot be immediately reversed. There is still work to do in helping the community realise that where they shop, eat out, get their hair done, engage with service businesses and generally spend their money will impact on jobs, the economy, leisure and ultimately; quality of life in Shetland. Over the next five years, Living Lerwick can build on what has been done to date, support town centre growth, attract investment and skills development, and increase community connection.

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



## CONSULTATION WITH BUSINESSES

The overall aim of the consultation in early 2021 was to assess business opinions on what Living Lerwick has already done; identify ways to enhance and improve the BID area; and determine what additional projects and services the businesses would like delivered to give more incentive to visit and invest in the town centre.

A small number of businesses trialled the questionnaire before it was sent to all BID members in February 2021. Due to Covid restrictions this was primarily done by e-mail and post, though follow up phone calls, emails and visits where appropriate were also carried out by directors and the project team.

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

From the surveys it was determined that businesses would like:

- Promotion of goods and services through Buy Local campaigns and town centre marketing
- To attract more footfall from visitors and locals by making the town centre a recognised Destination
- To see practical solutions to parking and pedestrianisation concerns within the town centre
- Regular delivery of events and activities to draw footfall
- To create a more attractive and vibrant town centre, and improve public perception of the area
- Support for existing and new businesses through direct communication, lobbying for cheaper rates and charges and information provision
- Loyalty schemes and increased spend

Due to Covid restrictions, online events were held to launch the renewal ballot on 23rd February 2021 and to present the Next Steps document on 1st April 2021. All members were invited and encouraged to give feedback.



# WHAT A RENEWED BID WILL DO FOR LERWICK TOWN CENTRE

A detailed action plan has been produced based on the feedback from BID area businesses setting out what they want to see continue, or develop in the town centre. These projects and activities are themed by the five key objectives and set out how Living Lerwick will:

- Increase the footfall in the town centre through large and small events and establishing the area as a destination in its own right.
- Promote Lerwick town centre and the goods and services provided by businesses.
- Seek practical solutions to parking and pedestrianisation concerns in the town centre, and encourage active travel.
- Provide more seating, an annual flower scheme and Christmas lights and work with others towards physical improvements, making Lerwick town centre a nicer place to be.
- Provide business support to existing and new businesses, lobby for reduced rates and charges, direct communication and information provision.

## NO BID RENEWAL MEANS:

- No Buy-Local marketing campaigns
- No ongoing promotion of town centre goods and services
- No Christmas lights or big tree at the Market Cross
- No summer bunting, flowers or additional outdoor seating
- No gutter cleaning
- No trails and competitions through the year
- No Christmas parade or other festive activities in the town centre
- No summer events and activities
- No Spend at da Street loyalty scheme
- No information updates specific to local sectors
- No access to external funding for improvements
- No representation on Business Resilience and other forums
- No updates on cruise visits and tour times/numbers
- No central business and product directory
- No collaboration to improve trade and business perception
- No agency to facilitate common communication with SIC services



## OBJECTIVE 1: MORE FOOTFALL

ACTION	ACTIVITY	TIMESCALE	MEASUREMENT	OUTCOMES / BENEFITS
Develop activity to present Commercial Street as a destination	Partner with night time economy and Food & Drink businesses to offer customer experiences and increase business capacity	2021-2026	Activities developed and promoted in partnership Business and customer feedback. Footfall figures at peak times	Increased footfall More business engagement
	Develop digital interactive content to engage visitors, shoppers and encourage repeat and extended visits to the town centre	2021-2026	Content developed Engagement statistics	Increased capacity for businesses Increased customer dwell time
	Investigate potential for Food and Drink or Music Festival events involving businesses	2021-2026	Events delivered Businesses taking part Customers engaged Business and public feedback	Increased awareness of businesses Increased profit for businesses
Deliver events and activities	Trail competitions held to coincide with holidays or events	2021-2026	Number of trails Number of participants	More footfall Increased visibility of businesses and products
	Summer programme of events including activities delivered by or within business premises	2021-2026	Number of events Businesses and Customer engagement	Increased sales for businesses
	Christmas focussed activities including parade, Santa's grotto and other appropriate events	2021-2026	Events delivered Public engagement Footfall counts	Improved public perception of town centre as a destination
	Encourage events and activities delivered by businesses, individually or in partnership	2021-2026	Number of business link-ups Number of events Footfall counts	
	Engage with street performers or artists to encourage year round entertainment provision	2021-2026	Number of performers Footfall counts	
Manage town centre Loyalty schemes	Monthly 'Spend at da Street' draws funded by Living Lerwick, enhanced by extended Christmas draw with prizes donated by businesses	2021-2026	Completed cards in each monthly draw Number of businesses taking part	Increased spend in local economy Additional options for shared business benefit
	Investigate costs and implementation of town centre gift card scheme	2021-2022	Scheme implemented Value of cards purchased	

**TOWNS AND TOWN CENTRES ARE FOR THE WELLBEING OF PEOPLE, PLANET AND THE ECONOMY.** *Scottish Government Town Centre Review Group vision*

## OBJECTIVE 2: MORE MARKETING

ACTION	ACTIVITY	TIMESCALE	MEASUREMENT	OUTCOMES / BENEFITS
Promote Lerwick town centre	Ongoing promotion of Buy Local message using 'Think Local First' and other appropriate branding	2021-2026	Number and reach of campaigns	Reduced negative perceptions of town centre Increased footfall and local spend
	Specific advertising campaigns around key dates such as Christmas	2021-2026	Number and reach of campaigns	Increased awareness of goods and services
	Research and develop content highlighting the economic, social and environmental benefits	2021-2026	Number and reach of campaigns	
Advertise specific sectors and activities	Create promotional resources focussed on specific sectors	2021-2026	Resources created	Increased awareness of goods and services Increased sales
	Promote offers or group activity by members	2021-2026	Number of collective offers	
Maintain Member directory	Annual updates to public window map	2021-2026	Number of properties updated each year	Increased awareness of goods and services
	Ongoing updates to online member directory	2021-2026	Number of properties updated each year	Easily accessible public directory All businesses have an online presence
Promote the town centre as a destination	Work with transport and tourism agencies to ensure marketing to visitor audience	2021-2026	Agencies engaged	Increased footfall Increased dwell times and business engagement
	Identify and install appropriate signage or marketing out-with town centre	2021-2026	Additional signage created or promotion resources applied	Increased awareness
Promote community safety	Highlight social distancing and hygiene measures	2021-2023	Information published	Increased customer confidence
Develop digital content	Share member posts and create original content for Facebook and Instagram – monitor developments in other social media platforms	2021-2026	Number of shares Number of original posts and reach New platforms used	Increased awareness of goods and services Increased sales for businesses
	Develop digital resources and activities to enhance visitor experience within the town centre	2021-2026	Additional tools developed and used Interaction statistics	Increased dwell time in town centre Improved and increased direct customer interaction
	Produce video content for online sharing to promote business sectors and campaigns	2021-2026	Number of videos produced Reach of videos	

## OBJECTIVE 3: INCREASED ACCESS OPTIONS

ACTION	ACTIVITY	TIMESCALE	MEASUREMENT	OUTCOMES / BENEFITS
Investigate solutions to parking and pedestrianisation concerns	Investigate alternative or additional parking options, including Parent and child parking with SIC Roads Service	2021-2026	Number of meetings with SIC Roads	Improvement in responsible attitude to parking Increased customer access to businesses
	Re-introduce parking disc scheme – on a voluntary basis	2021-2022	Scheme launched Discs issued	Safer shopping environment Increased awareness of parking facilities
	Consider compromise options for Pedestrianisation	2021-2023	Options proposed Consultations carried out	
	Publish and promote information on parking areas and time limits	2021-2026	Information updates issued	
Maintain transparent communication with SIC Roads Service	Pro-active discussions with SIC Roads staff to improve town centre access options	2021-2026	Number of meetings with SIC Roads Changes and solutions achieved	Increased member awareness of communications
	Provide updates to members regarding discussion with SIC Roads service	2021-2026	Updates issued	Pro-active rather than re-active solutions to improve town centre access
Investigate alternatives to speed bumps	Research alternative traffic management solutions and costs	2021-2023	Solutions identified Funding sourced	Improved public perception of town centre Environmental and vehicle maintenance benefits
Implement bicycle charging points	Apply for funding and install bicycle charging points	2021/22	Funding awarded Charging points installed	Facility for use by businesses, staff and public Reduction in car use
Enhance pick up and drop off points	Establish pick up and drop off points for shoppers, tour operators and other traffic	2021/22	Location identified Feedback from user groups	Increased footfall Safe and established point for all short stop traffic
	Add town centre as a drop off point for Community minibus	2021/22	Scheduled stops added to bus timetable	Easy access to town for elderly or disabled customers

**“OUR AMBITION 2021-26 IS BASED ON A VISION OF WORKING TOGETHER TO CREATE A POSITIVE, CONFIDENT, AND SUSTAINABLE FUTURE FOR SHETLAND. A SHETLAND WHERE THE COMMUNITY'S OPPORTUNITIES ATTRACT PEOPLE OF ALL AGES TO LIVE, WORK, STUDY AND INVEST IN OUR ISLANDS.**

*Shetland Islands Council Corporate Plan*



## OBJECTIVE 4: MORE ATTRACTIVE

ACTION	ACTIVITY	TIMESCALE	MEASUREMENT	OUTCOMES / BENEFITS
Enhance town centre visual amenities	Manage summer scheme with bunting and annual flower installations	2021-2026	Quantity of flowers and bunting installed	More attractive town centre Increased footfall and dwell time
	Install and maintain Christmas lights and additional features throughout BID area	2021-2026	Lighting purchased and installed	Improved public perception Legacy installations
	Extend basic lighting scheme through winter months	2021-2026	Additional areas with lighting installed	
	Identify suitable visual improvements to the area and source funding to implement	2021-2026	Improvements made Funding received	
Provide additional outdoor seating and signage	Additional temporary seating in the summer	2021-2026	Quantity of seating added	Increased dwell time Increased capacity for food & drink businesses
	Identify areas where additional information or directional signage would be useful	2021-2026	Types and quantity of signage	Increased awareness of facilities
Investigate options for outdoor covered areas	Identify any realistic options for temporary or permanent covered space and seek funding	2021-2023	Covered areas established	Increased footfall and dwell time
Liaise with SIC on upgrades and maintenance	Follow up discussions for implementation of local carbon lighting in keeping with area architecture	2021-2022	Discussions with SIC Roads Installation of lighting	Welcoming, safe and clean town centre Improved public perception
	Negotiate appropriate timing of road works or paving slab replacement to minimise disruption to businesses	2021-2026	Discussions with SIC Roads Feedback from businesses	Reduced loss of business Improvement to public safety
	Monitor cleanliness of lanes and report maintenance issues to relevant SIC service	2021-2026	Reports passed to maintenance team	
Research and apply for large scale funding for property improvements	Gather data and investigate large scale property and infrastructure improvement grants	2021-2026	Data gathered Applications made Funding received	Visual and safety improvements Significant investment in town centre infrastructure
	Identify funding sources available for individual property improvement grants	2021-2026	Funding received Properties improved	Improved public perception Capital investment in town centre
	Develop capital improvement projects eligible for future Town Centre Capital Grant Funds	2021-2026	Funding received Projects implemented Projects developed	Improved facilities
Liaise with appropriate agencies on upgrading CCTV	Support and assist where possible to upgrade CCTV systems	2021/23	Cameras upgraded	CCTV system utilised by authorities Improved public perception of safety

## OBJECTIVE 5: MORE BUSINESS SUPPORT

ACTION	ACTIVITY	TIMESCALE	MEASUREMENT	OUTCOMES / BENEFITS
Provide regular and relevant support to businesses	Email or postal updates sent	2021-2026	Number of updates sent	Members are well informed
	Face to face or individual direct communications	2021-2026	Number of visits, calls or emails recorded	Good working relationship and increased engagement with businesses and BID team
	Provide information on relevant training opportunities	2021-2026	Number of training courses recommended	Improvements to services based on real customer feedback
	Represent member views to SIC	2021-2026	Number of referrals and subsequent action	
	Seek public feedback on town centre opinion and requirements	2021-2026	Number of engagements Number of actions followed up	
Lobby for reduced rates and charges	Identify and share ways to maximise business opportunities	2021-2026	Number of schemes, campaigns or suggestions shared	
	Lobby for reduced business rates	2021-2026	Contacts with agencies	Decreased costs for businesses
Support for new businesses to open	Lobby for reduced refuse collection fees	2021-2023	Contacts with SIC Service	
	Promote vacant properties on website and provide assistance directing enquiries	2021-2026	Number of properties advertised on site	Fewer long term vacancies Increased variety of goods and services
Support business sectors in recovery from Covid-19	25% discount on first 12 months levy to all new businesses opening in BID area	2021-2026	Number of discounts applied	
	Monitor and clarify changes in guidance, grant funding available and support recovery through delivery of BID business plan	2021-2026	Covid Resilience funding received Covid specific updates issued	Minimise loss of businesses Members fully aware of applicable guidance for operating safely
Co-ordinate sharing or subsidised charges	Encourage group purchasing or negotiate discounts, including utility bill savings	2021-2026	Schemes established Savings made	Reduced costs for businesses Partnership working

**“ SHETLAND IS A PLACE WHERE EVERYONE IS ABLE TO THRIVE; LIVING WELL IN STRONG, RESILIENT COMMUNITIES; AND WHERE PEOPLE AND COMMUNITIES ARE ABLE TO HELP PLAN AND DELIVER SOLUTIONS TO FUTURE CHALLENGES. ”**

*Shetland's Partnership Plan 2018-2028 vision*



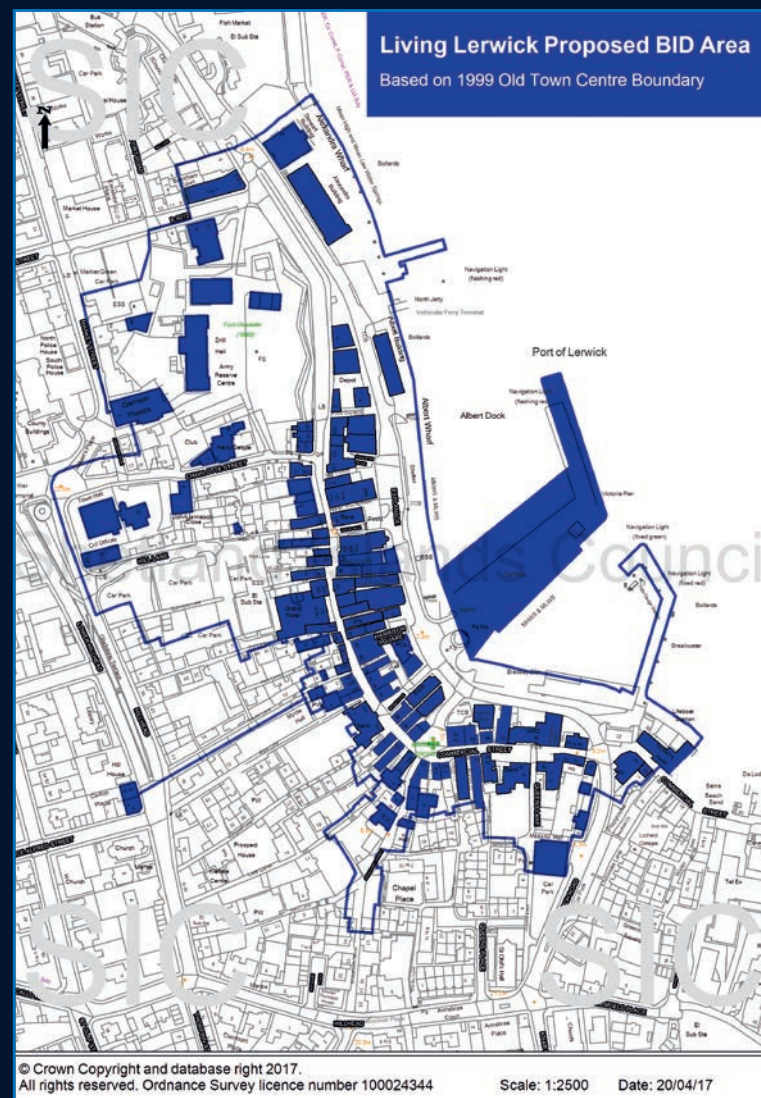
# LIVING LERWICK: BID AREA MAP

The area within the blue line represents the proposed Living Lerwick BID area.

The area was chosen to be included in the BID area as consultations with businesses in this area highlighted several common issues of concern that could be addressed by a BID.

## PRIMARY ZONE:

- The Esplanade
- Bank Lane
- Burns Lane
- Charlotte Place
- Charlotte Street
- Church Road
- Commercial Road
- Commercial Street
- Fort Charlotte
- Fox Lane
- Gardie Court
- Hangcliff Lane
- Harbour Street
- Hill Lane
- Hillhead
- Market Street
- Mounthooly Street
- Pirate Lane
- Pitt Lane
- Queens Lane
- Reform Lane



There are 139 eligible properties in the area. This is subject to change as some properties currently within the Harbour Undertakings may be added back on the Non Domestic Rates role as separate properties. Following a successful renewal ballot, any property which is designated as a non-domestic property in this area will be liable to pay the BID levy.

## BID MANAGEMENT

Following a successful yes vote, the management and operation of the BID will be carried out by Living Lerwick Ltd (SC428645) which will operate from the start of the third term on the first of September 2021.

This Company will continue to be managed by the Board of Directors operating in a transparent way, answerable to the businesses in the area. There will be a detailed set of protocols which will cover the management of the BID Company and billing, collection and transfer of the levy.

A Board of Directors will consist of up to 15 directors. Every eligible person that pays the levy will have the opportunity to nominate themselves or someone else from within the BID area to be elected onto the Living Lerwick Board, but limited to one eligible person from each eligible property.

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

The Board will be representative of the businesses and stakeholders in the area. The Chair and Vice Chair will be elected from the Directors of the Board. The Board will include two elected members from Shetland Islands Council in an observer role.

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

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

## THE PEOPLE

The Project Manager for the BID is Emma Miller of Réalta Events Management. She is accountable to the BID Board of Directors, who are the following business owners and representatives:





# LIVING LERWICK BID LEVY

A BID levy is an equitable and fair way of funding additional projects and services, which the local authority and other statutory bodies are not required to provide. It has been agreed by the BID Board of Directors that the levy rate will be a fee structure based on the rateable value of the property on the day of the ballot 19/08/2021, throughout the 5-year term of the BID.

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

All eligible occupiers (of eligible properties) i.e. the eligible person liable to pay the non-domestic rate that are listed on the Local Assessors Valuation Roll on the ballot date will be liable to pay the levy. The levy must be paid either in one payment within 28 days from the date of the levy invoice or in 10 instalments by arrangement with the billing body. (Shetland Islands Council)

Any new commercial development, sub division of existing properties or merging of properties or new business with a non-domestic rateable valuation coming into the area during the 5 year term of the town business improvement district will be liable for the BID Improvement Levy.

There are 139 commercial properties in the BID area which will generate a BID investment levy income of approximately £69,700 per annum and an estimated total levy income of £348,500 over 5 years.

## LEVY DISCOUNT

A 25% discount will be applied to the levy payable by any new businesses opening within the BID area for the first year of operation. (after 1st September 2021) This discount will apply to new businesses only, and will not be applicable to those which relocate from one BID property to another. (unless still within the first year of operation within the BID area) This applies only for the first 12 months and will not be applied thereafter.

## LEVY EXCLUSIONS

The BID Board of Directors decided that there is no benefit from being part of the BID to the following categories of property and therefore are exempt from paying the levy: Non-Retail Charity, Places of Worship, Member Associations, Self-catering properties, storage units, garages, private car parks and toll-free car parks.

## ENFORCEMENT

In the event of any non-payment of the BID improvement levy, it will be strongly pursued by Shetland Islands Council (as the billing body) using the recovery powers available to the Council to ensure complete fairness to all

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

## COLLECTION OF THE LEVY

Shetland Islands Council will collect the investment levy on behalf of the BID, as this will be an efficient, safe and cost effective method of collection. Shetland Islands Council will lodge the levy within a BID Revenue Account. The BID levy can only be drawn down by the Board of Directors of the BID to allow the delivery of the business plan. The BID Revenue Account and levy cannot be accessed by Shetland Islands Council nor can it be used by the Council as an additional source of income.



# COST OF A LIVING LERWICK BID

All eligible occupiers (of eligible properties) that are listed on the Local Assessors Valuation Roll on the ballot date will be liable to pay the levy. In the Living Lerwick BID area, the charge will be from £200 - £850 per year.

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

RATEABLE VALUE	DAILY LEVY	WEEKLY LEVY	MONTHLY PAYMENT	ANNUAL LEVY	NO. OF BUSINESSES
1 to 2,500	£0.55	£3.85	£20	£200	6
2,501 to 5,000	£0.82	£5.77	£30	£300	30
5,001 to 7,500	£1.10	£7.69	£40	£400	28
7,501 to 10,000	£1.37	£9.62	£50	£500	27
10,001 to 15,000	£1.64	£11.54	£60	£600	18
15,001 to 20,000	£1.92	£13.46	£70	£700	10
20,001 +	£2.32	£16.35	£85	£850	20

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

A minimum payment of £200 (£0.55p per day) is believed to be affordable for the smallest businesses. At the highest end, the daily price is £2.32 per day (less than the price of a cup of coffee) This has not increased since 2012.





# BID FINANCES AND FUNDING

There are 139 eligible properties located within the BID area (this figure may change as businesses move, expand or close). The BID levy income is therefore calculated to be approximately £69,700 per annum, and £348,500 over the five-year term.

Shetland Islands Council has verbally agreed to pay £5,000 per year towards management costs for the BID. Applications for additional funding from the Council for specific projects would also be considered based on their merit.

The improvement levy will make it easier to obtain other sources of funding for specific projects and these opportunities will be pursued. The BID aims to attract other investment, sponsorship and trading income to increase the amount available to spend on projects as they develop.

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

Shetland Islands Council will collect the levy payments on behalf of the BID, and will retain these funds in a separate account until the BID Board calls these funds down. The BID Board will manage the levy funds that are collected by the Council. This arrangement will ensure that projects are delivered and any financial liabilities of the BID are transparent.



## PROJECTED INCOME + EXPENDITURE

INCOME	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
BID Levy	69,700	69,700	69,700	69,700	69,700	348,500
SIC Management support	5,000	5,000	5,000	5,000	5,000	25,000
Grants, sponsorship, trading	-	-	-	-	-	-
<b>TOTAL</b>	<b>74,700</b>	<b>74,700</b>	<b>74,700</b>	<b>74,700</b>	<b>74,700</b>	<b>373,500</b>

EXPENDITURE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
More Footfall	13,280	12,980	12,455	12,705	12,705	64,125
More Marketing	13,225	13,294	13,225	13,444	13,525	66,713
Improved Access Options	1,500	600	350	350	350	3,150
More Attractive	19,775	19,900	20,210	20,610	20,510	101,005
More Business Support	3,725	3,475	3,475	3,525	3,025	17,225
Management/operations	15,475	15,949	16,014	16,122	16,142	79,702
Mid-term review	0	500	1,500	0	0	2,000
Renewal Allowance	2,000	2,000	2,000	2,000	3,000	11,000
Contingency	5,716	5,716	5,716	5,716	5,716	28,580
<b>TOTAL</b>	<b>74,696</b>	<b>74,414</b>	<b>74,945</b>	<b>74,472</b>	<b>74,973</b>	<b>373,500</b>

## ADDITIONAL FUNDING

Applying for additional funding brought in £163,735.00 of external funding to the town centre - this equates to an extra £0.63p for every £1.00 of levy paid in the same period.

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

SOURCE	AMOUNT
SIC Core Grant Funding	£20,000
Lerwick Community Council	£6,398
Heritage Lottery Fund	£2,500
Community Development Fund	£3,732
Scottish Government Town Centre Capital Grant Fund	£90,782
Covid Resilience Funding	£36,513
Scotland Loves Local Funding	£3,810
<b>TOTAL</b>	<b>£163,735</b>



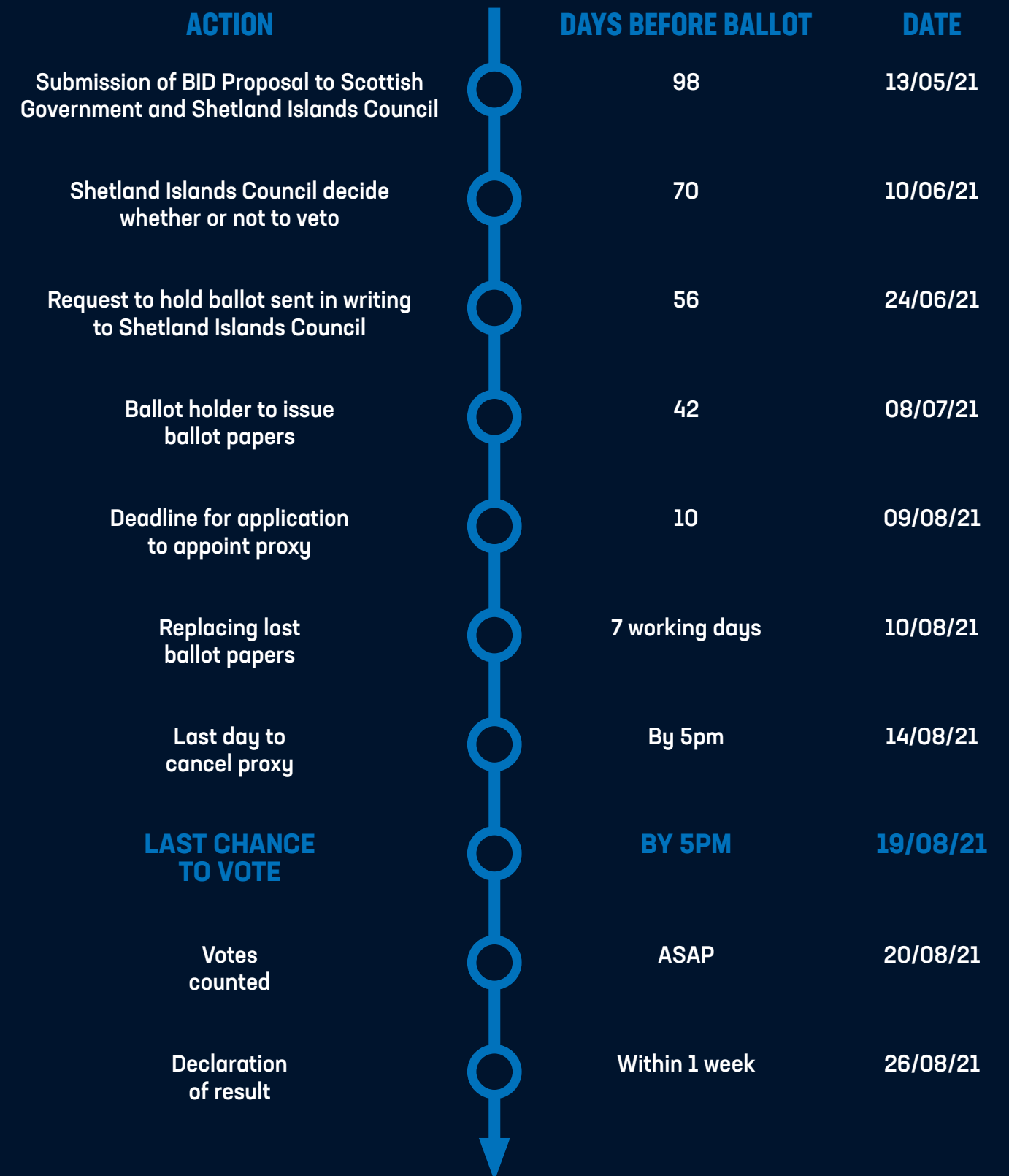
# THE RENEWAL BALLOT

## VOTING PROCESS

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

- Ballot papers will be issued with pre-paid return envelopes to every eligible voter within the proposed Living Lerwick BID area by 8th July 2021.
- All eligible voters (i.e. persons liable to pay non-domestic rates) will have one vote. Where a person is liable for the non-domestic rates for more than one property, that individual shall be eligible to cast more than one vote however they will be required to pay the levy for each of the properties they are eligible for.
- Where a non-domestic property within the proposed BID area is vacant, the ballot papers will be sent to the property owner.
- The BID ballot is a confidential postal ballot conducted by Shetland Islands Council on behalf of Living Lerwick BID and in line with BID's legislation in Scotland.
- The final date for all ballot papers to be returned will be 5pm on the 19th August 2021. Ballot papers received after this time and date will be null and void.
- Ballot papers will be easy to complete, requiring a simple cross to be placed on either "yes" or "no" to the question "Are you in favour of the BID?" The ballot paper must then be signed by the eligible voter and returned in the pre-paid envelope.
- For the ballot to be successful, there must be a minimum of 25% turn-out (the headcount) by the number of eligible voters and by combined rateable value of non-domestic properties eligible to vote.
- Of those that vote, over 50% by number of ballots and 50% by combined rateable value must vote in favour of the BID.
- The ballot papers will be counted on 20th August 2021 and the results announced within one week.
- Following a successful renewal ballot, the BID will commence on 1st September 2021 and will run for a period of five years until the 31st August 2026.

## TIMELINE





“ I THINK THE BUY LOCAL CAMPAIGN HAS BEEN WELL RECEIVED – AND THE VIDEOS THAT HAVE BEEN PRODUCED ARE FANTASTIC FOR RAISING AWARENESS OF THE DIFFERENT TYPES OF SERVICES AVAILABLE AT THE STREET. PARTICULARLY APPRECIATE FLOWERS, BUNTING AND LIGHTS. THE CHRISTMAS TREE THIS YEAR WAS AWESOME :)

“ WE HAVE SEEN BENEFITS WITH THE SPEND AT THE STREET AND PARENTS FOLLOWING CHILDREN DOING COMPETITIONS WHO HAVE NEVER BEEN IN THE SHOP BEFORE HAVE SEEN WHAT WE HAVE TO OFFER.



## MEASURING SUCCESS AND MONITORING THE BID

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

The BID will undergo an evaluation and or Assessment and Accreditation Interim Review (AAIR) of its activities at the halfway point and towards the end of the third term.

The Assessment and Accreditation Interim Review is recommended by BIDs Scotland as good practice and is included as one of the good practice elements of any Scottish BID Proposal and BID Business Plan.

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

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

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



# JUST SOME OF THE THINGS WE DO ON BEHALF OF OUR MEMBERS...

**MANAGE A LOCAL CUSTOMER LOYALTY SCHEME AND BUY-LOCAL CAMPAIGNS**

**CO-ORDINATE SEASONAL TOWN CENTRE FLOWER AND LIGHTING SCHEMES**

**PROVIDE ONE TO ONE BUSINESS SUPPORT SERVICES**

**LIAISE WITH THE LOCAL AUTHORITY AND OTHER AGENCIES ON IMPORTANT ISSUES**



**CO-ORDINATE EVENTS AND ACTIVITIES TO INCREASE FOOTFALL**

**PROVIDE REGULAR UPDATES ON BUSINESS FUNDING AVAILABILITY AND OPERATING GUIDANCE**

**SHARE AND CREATE SOCIAL MEDIA AND OTHER ONLINE CONTENT**

**APPLY FOR EXTERNAL FUNDING TO IMPROVE THE TOWN CENTRE**

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## CONTACT US

We want to ensure all businesses are aware of what Living Lerwick is and it's purpose. If you would like to discuss Living Lerwick Ltd, or any of the details included in this Business Plan, please contact one of our directors or the BID Manager.

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Photographs by: Ben Mullay, John Coutts, Emma Miller, Dave Donaldson & VisitScotland. Illustrations by: Helen Laurenson (Variorum)

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