

**Argyll and Bute Council**  
**Comhairle Earra-Ghàidheal Agus Bhòid**

*Customer Services*  
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*29 November 2017*

**SUPPLEMENTARY PACK 1**

**ARGYLL AND BUTE COUNCIL - COUNCIL CHAMBER, KILMORY, LOCHGILPHEAD on THURSDAY, 30 NOVEMBER 2017 at 10:30 AM**

I enclose herewith **item 18 (Dunoon BID PA23 Ltd)** which was marked to follow on the Agenda for the above meeting.

Douglas Hendry  
Executive Director of Customer Services

**ITEM TO FOLLOW**

**18. DUNOON BID PA23 LTD T/A DUNOON PRESENTS - APPROVAL OF BUSINESS PLAN AND RE-BALLOT FOR 2ND TERM (Pages 3 - 38)**

Report by Executive Director of Development and Infrastructure Services

**Argyll and Bute Council**

Contact: Sandra Campbell Tel: 01546 604401

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**ARGYLL AND BUTE COUNCIL****COUNCIL****Development and Infrastructure****30<sup>th</sup> November 2017**

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**Dunoon Business Improvement District (PA23 BID Ltd t/a Dunoon Presents) –  
APPROVAL OF BUSINESS PLAN – AND RE-BALLOT FOR 2<sup>ND</sup> TERM**

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**1.0 EXECUTIVE SUMMARY**

- 1.1 The purpose of this report is to endorse the re-ballot, approve the business plan and approve a financial contribution of £20,140 per annum for the Dunoon Business Improvement District (PA23 BID Ltd t/a Dunoon Presents) Term Two 2018-2023. The re-ballot is due to take place over 42 days in 2018 from Thursday 18 January to Thursday 1 March ('the ballot day'). It will be a postal ballot and votes must be received by 5pm on the ballot day to be considered valid and included in the count. The financial contribution which is being sought is £20,140 per annum for PA23 BID Ltd t/a Dunoon Presents over the next five years providing the ballot is successful.
- 1.2 In the second term, the BID Zone intends to remain the same geographically and constitutes the area outlined within the business plan attached at Appendix 1.
- 1.3 A Business Plan prepared by PA23 BID Ltd t/a Dunoon Presents informs the Council and other levy payers with regard to the merits of continuing the Dunoon BID initiative which has been in operation for the last five years. The principle aim of the BID is to deliver projects and events that will improve the trading environment of the BID area to benefit businesses, their customers and visitors. The business plan sets out the main objectives, benefits and outcomes of the Dunoon BID that have been delivered over the last five years of operation. The plan then details the area covered by the bid, the levy rates, and who will pay and collect the levy rates. Following this the plan sets out the BID ballot process, what objectives will be taken forward over the next five years of operation, subject to a successful ballot, and the likely expenditure based on the finance available through the levy and other sources of external funding. Finally, the plan sets out the Governance of the BID and how it will be managed and monitored in terms of performance.
- 1.4 The PA23 BID Ltd t/a Dunoon Presents Business Plan is attached at

Appendix 1. The Business Plan represents the Dunoon Business community's proposals for the most effective utilisation of the BIDs levy, taking account of the last five years of activity, to support the continued revitalisation of Dunoon. Officers from Development and Infrastructure, Customer Services and Strategic Finance have supported the development of the Business Plan in terms of the provision of information and advice. It is proposed that the financial contribution of PA23 BID Ltd t/a Dunoon Presents will be £20,140 each year for the next five years inclusive of levy collection charges and levy contribution.

## **2.0 RECOMMENDATIONS**

- 2.1 That the Council agrees not to veto the ballot request , to approve the Dunoon BID Business Plan and to instruct the Returning Officer to conduct a renewal ballot over 42 days in 2018 from Thursday 18 January to Thursday 1 March ('the ballot day').
- 2.2 Authorise the Executive Director of Development and Infrastructure to cast the votes on behalf of the council in favour of continuing the BID, and;
- 2.3 That, subject to a successful ballot, over the five year duration of the Business Plan, the council through delegated authority to the Director of Development and Infrastructure will:
- 2.4 Provide a contribution of £20,140 per annum for the next 5 financial years to the PA23 BID Ltd t/a Dunoon Presents, representing a supplementary allocation of £100,700.
- 2.5 That, £6,500 (excluding VAT) per annum with charges increased annually by CPI based on the increase over the last 12 months from the base in July 2017 will be taken from the direct contribution via an invoice to PA23 BID Ltd t/a Dunoon Presents. The first increase will apply on 01 March 2018, and annually thereafter for the next 5 years of additional financial support to finance the cost of administering the annual levy collection, and:
- 2.6 That £13,640 per annum for the next five years in terms of the Council's contribution (based on property holdings) to the annual levy of £140k form part of the £20,140 per annum contribution.

**Dunoon Business Improvement District (PA23 BID Ltd t/a Dunoon Presents) –  
APPROVAL OF BUSINESS PLAN – AND RE-BALLOT FOR 2ND TERM**

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**3.0 INTRODUCTION**

3.1 The purpose of this report is to endorse the re-ballot, approve the business plan and approve a financial contribution of £100,700 from the Council for the Dunoon Business Improvement District (PA23 BID Ltd t/a Dunoon Presents) 2017 Term Two. The re-ballot is due to take place over 42 days in 2018 from Thursday 18 January to Thursday 1 March ('the ballot day'). It will be a postal ballot and votes must be received by 5pm on the ballot day to count. The financial contribution which is being sought is £20,140 per annum for PA23 BID Ltd t/a Dunoon Presents over the next five years providing the ballot is successful.

In the second term, the BID Zone intends to remain the same geographically and constitutes the area outlined within the business plan attached at Appendix 1.

3.2 PA23 BID Ltd t/a Dunoon Presents have prepared a Business Plan and are seeking a further financial contribution to the operation of the BID, the collection of the levy and to the levy itself as the council is owner of a number of buildings within the BID red line area which is identified in the Business Plan attached at Appendix 1. Within the plan the Dunoon BID Board have asked Argyll & Bute Council to consider an Added Voluntary Contribution of 15k per annum over and above any other costs such as those outlined above. The reason for this ask is that Dunoon remains one of the most economically fragile areas within Argyll and Bute and the BID Board would welcome this additional support from the Council as an indication of their ongoing commitment to economic recovery.

**4.0 RECOMMENDATIONS**

4.1 That the Council agrees not to veto the ballot request , to approve the Dunoon BID Business Plan and to instruct the Returning Officer to conduct a renewal ballot over 42 days in 2018 from Thursday 18 January to Thursday 1 March ('the ballot day').

4.2 Authorise the Executive Director of Development and Infrastructure to cast the votes on behalf of the council in favour of continuing the BID.

4.3 That, subject to a successful ballot, over the five year duration of the Business

Plan, the council through delegated authority to the Director of Development and Infrastructure will;

- 4.4 Provide a financial contribution of £20,140 per annum for the next 5 financial years.
- 4.5 That, £6,500 (excluding VAT) per annum with charges increased annually by CPI based on the increase over the last 12 months from the base in July 2017 will be taken from the direct contribution via an invoice to PA23 BID Ltd t/a Dunoon Presents . The first increase will apply on 01 March 2018, and annually thereafter for the next 5 years of additional financial support to finance the cost of administering the annual levy collection, and:
- 4.6 That £13,640 per annum for the next five years in terms of the Council's contribution (based on property holdings) to the annual levy of £140,000 form part of the £20,140 per annum contribution.

## **5.0 DETAIL**

### **5.1 PA23 BID Ltd t/a Dunoon Presents Business Plan**

- 5.2 The PA23 BID Ltd t/a Dunoon Presents (BID) has successfully completed its first five years of operation with a number of key objectives delivered for the benefit of the town of Dunoon. The Business Plan informs the Council and other levy payers with regard to the merits of continuing the Dunoon BID initiative. The principle aim of the BID is to deliver projects and events that will improve the trading environment of the BID area to benefit businesses operating in the town of Dunoon, their customers and the many visitors to the town. The Business Plan (appendix 1) sets out the main objectives, benefits and outcomes of the BID board that have been delivered over the last five years of operation. The plan then details the area covered by the bid, the levy rates and who will pay and collect the levy rates.
- 5.3 Following this the plan sets out the BID ballot process which will open for a 42 day period from the 15<sup>th</sup> January 2018 until the ballot day on the 1<sup>st</sup> March 2018 with the ballot papers being counted on Friday 2<sup>nd</sup> of March. The Plan details the objectives that will be taken forward over the next five years of operation subject to a successful ballot and the likely expenditure based on the finance available through the levy and other sources of external funding. Within the plan the Dunoon BID Board have asked Argyll & Bute Council to consider an Added Voluntary Contribution of 15k per annum over and above any other costs such as the levy collection cost and the levy payments for properties within the BID zone. The reason for this ask is that Dunoon remains one of the most economically fragile areas within Argyll and Bute and the BID Board would welcome this additional support from the Council as part of their ongoing economic development activities in the area.. Finally, the plan sets out the Governance of the BID and how it will be managed and monitored in terms of performance.

- 5.4 Dunoon and wider Cowal still continues to suffer from an economy that has contracted and also has a diminishing and ageing population. Continuation of the Dunoon BID has the potential to proactively contribute to addressing some of these issues making use of resources raised by local businesses. The BID in the first term has primarily been an events based programme of activity seeking to draw on a new and so far largely untapped (for Dunoon) market through a combination of Community, Sporting and Music/Cultural events.
- 5.5 It has been recognised that there have been challenges during the first term of Dunoon Presents. The business base has identified the need for more events which will drive greater footfall into the town and the Board fully recognise this. As a result the second term business strategy will seek to add on more cultural and musical events with just that aim.
- 5.6 That said Dunoon Presents delivered tangible economic returns for the town in its first 5 years of operation and these are quantified in direct local economic benefit as being just under £1m to date. Detailed economic impact estimates indicate that the town's economy will benefit to the sum of some £3.7m from a second term, 2018-2023.
- 5.7 **PA23 BID Process**
- 5.8 The BID has worked with a number of different partners across the private and public sectors, including the council, to implement a series of sporting and cultural events such as national mountain-biking events, Enduro and cross country challenges. The success of the BID and positive feedback from consultation with levy payers undertaken this year has enabled the BID Board to recommend undertaking a second ballot to allow this work to continue through the payment of the levy system and allow the town to continue to prosper and take full advantage of a growing tourism market and reputation.
- 5.9 For the BID to continue the ballot has to demonstrate a minimum 25% turnout and of those that vote that over 50% by number and 50% by combined rateable value must vote in favour of the bid. It is intended that the results of the ballot will be counted on the 2nd of March and the results published within one week of this date. If successful, the Term Two BID will commence again on 9<sup>th</sup> March 2018 and will run for a period of five years until the 1<sup>st</sup> March 2023.
- 5.10 **Council Commitment and Finances**
- 5.11 The Council has committed Officer and local elected Member time to the BID over the last five years. In addition £15k per annum has been contributed through a financial grant funded through CHORD, costs associated with collecting the levy and the contribution to the levy itself. The Council will also assist the Dunoon BID with sourcing external funding opportunities and will offer representation on the BID Board. The council has also prepared a baseline services agreement as part of the BID process. It is proposed that

this level be £20,140 for the next five year period inclusive of collection costs and levy payments. Local CHORD funding is fully committed and if funding is approved a supplementary allocation will need to be made in the revenue account as it is not possible to accommodate this within existing budgets. It is anticipated that the total income to the BID over the next five years will be £140,000 per annum including the council contribution with this money being spent on BID objectives and running costs as identified above in paragraph 4.2 and in more detail in the Business Plan. If the BID is not successful the income to the town, including the council contribution, will not be forthcoming.

## 6.0 CONCLUSION

6.1 The Dunoon BID has been successful over the last five years of operation with a significant number of events carried out that are in addition to statutory and non-statutory council services. The BID Board following consultation with levy payers has decided to ballot for a second term of five years and have prepared a new Business Plan that identifies their objectives for the next five years. If successful this will allow the work to continue in relation to the improvement and promotion of Dunoon adding to the work undertaken by the council and a range of other partners drawn from across the sectors. This report recommends that the Council cast its votes in favour of the continuation of the BID, to endorse the re-ballot and approve the implementation of the Business Plan attached as Appendix 1 and further recommends that the council continues to support the PA23 BID Ltd t/a Dunoon Presents with a financial contribution of £100,700 over the next five years that will assist the BID with running costs, inclusive of the collection of the levy and the contribution to the levy general fund as detailed in paragraph 3.1.

## 7.0 IMPLICATIONS

7.1 Policy	Supports the delivery of the SOA and EDAP.
7.2 Financial	Commits the council to continue support for the Dunoon BID for five years at £20k per annum
7.3 Legal	Facilitation of ballot
7.4 HR	Staff are currently supporting the Dunoon BID with ongoing funding applications
7.5 Equalities	None.
7.6 Risk	None
7.7 Customer Service	None.



**Executive Director of Development & Infrastructure, Pippa Milne**  
**Policy Lead, Councillor Aileen Morton**  
23<sup>rd</sup> October 2017

**For further information contact:**

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**APPENDIX 1: PA23 BID Ltd t/a Dunoon Presents Business Plan**

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**DUNOON**  
presents...

# **BID Renewal Plan 2018-2023**

- ✓ **Your Town**
- ✓ **Your Future**
- ✓ **Your Decision**

November 2017

**Contents**

1. Foreword
2. About Dunoon BID
3. Dunoon Presents - Our pledge to you
4. What the BID aims to do
5. BID projects
6. What the BID will do
7. The proposed BID area (and why)?
8. The proposed levy rate (and why)?
9. Exemptions (and why)?
10. The length of the BID term (and why)?
11. When will the BID start?
12. The ballot timetable
13. Voting arrangements
14. What will I get for my money?
15. How will the money be allocated (weighting of projects)?
16. The BID at a glance
17. Who controls my money and do I get a say?
18. Consultation
19. What are the key activities/measures of success?
20. Project summary
21. How will I know if the BID promise has been kept (Key Performance Indicators)?
22. Contact Dunoon Presents

## 1. Foreword

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

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

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

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

By getting involved in the BID, we can work together to increase footfall, stimulate investment and enhance the reputation of our town. The purpose of the Dunoon Presents BID is to support our businesses, increase trade and improve our business environment.

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

Ballot papers will be distributed by post no later than 18/01/2018. You will have 6 weeks to cast your vote before the ballot closes at **5pm on 01/03/2018**. Ballot papers received after this date and time will be null and void.

I have been involved in business in Dunoon for many years and know a lot of the business people in the town. Dunoon is on the up; I ask you all to vote YES so that we can continue to work together to improve trade and put Dunoon back on the map as a welcoming town and an exciting place in which businesses, residents and visitors thrive.

Euan Macdonald  
Chair, Dunoon Presents

## 2. About Dunoon BID

- BIDs have a maximum life of five years before renewal.
- Dunoon BID commenced on 15 April 2013 and ends on 14 April 2018.
- Dunoon BID is a company, PA23 BID Limited, using the trading/brand name Dunoon Presents.
- To continue the work of Dunoon Presents, the BID proposals must be renewed and put to the ballot.
- All existing Levy Payers were consulted on the renewal proposals together with the occupiers of any premises falling within the proposed renewal BID Zone. The six-week consultation began on 20 September 2017.
- If accepted at the ballot the renewal proposals will last for a further five years commencing on 15 April 2018 and ending on 14 April 2023.
- Dunoon Presents is a non-profit organisation established as a company limited by guarantee (so there are no shareholders - just members). The board comprises non-executive directors who give freely of their time and receive no payment. The directors do not claim expenses.
- Dunoon Presents employs a full-time manager to deliver the work of the BID on behalf of all Levy Payers.
- All Levy Payers are invited to become a member of Dunoon Presents.
- In the second BID term, Dunoon Presents will hold quarterly meetings to report on the BID Finances and the progress made in the year. All Levy Payers will be invited to attend.
- New directors will be recruited within three months of a successful renewal ballot
- The BID does not replace local authority services but provides for additional support to sustain and grow the Dunoon economy.
- The BID Levy is collected by Argyll and Bute Council on behalf of all Levy payers. The Council cannot spend the money but passes all funds to Dunoon Presents to manage on behalf of the businesses.
- As part of the Operating Agreement with Argyll and Bute Council levy payers will be able to elect to pay the annual levy over four instalments at no additional charge.
- Each business liable to pay the Levy will be entitled to vote in the ballot. The result of the ballot determines whether the renewal proposals will go ahead.
- For the BID to continue, at least 25% of businesses must vote in the ballot, and must represent at least 25% of the total Rateable Value. The ballot has two further tests; 50% of the votes must be cast in favour and the combined Rateable Value of those votes must be greater than the combined Rateable Value of the votes against.

- The national BID regulations stipulate that the ballot must be conducted by the Local Authority or its agent. Argyll and Bute Council will hold the ballot on behalf of all businesses. It is a secret ballot so neither the BID Company nor any other party will know the identity of voters or how individual votes were cast.
- We aim to hold the ballot over 42 days in 2018 from Thursday 18 January to Thursday 1 March ('the ballot day'). It will be a postal ballot and votes must be received by 5pm on the ballot day to count.
- There is a FAQs section within the business pages on the Dunoon Presents website:  
[www.dunoonpresents.co.uk/members/faqs/](http://www.dunoonpresents.co.uk/members/faqs/)

### 3. Dunoon Presents

#### Our pledge to you

**“To make Dunoon a destination of choice in the West of Scotland for people to visit and to enable local businesses to thrive.”**

**Dunoon Presents’ mission is to build an identity that goes beyond its shoreline. To showcase our beautiful area and to be an economic success through events and outdoor pursuits.**

#### Supporting Local Business

- To **grow footfall** through improved promotion and marketing of a diverse series of events.
- To **increase the economic revenues** of all business in the levy area by attracting more and higher spend visitors to Dunoon.
- To **improve the perception of Dunoon** as a location of choice that will help to improve the long-term trading environment to the benefit of businesses, their customers and suppliers.

#### Why the BID Needs to Continue

It’s a no-brainer. The BID has levered over £1million into the Dunoon economy in the last five years. In 2016 an interim review conducted in consultation with all levy payers refocused the work of Dunoon Presents and the output of the BID to reinforce this success.

It’s a winning formula that will see a further £3.7million of growth in the Dunoon economy over the next five years; providing the BID continues.

***The Dunoon Community Project*** (enabling the community to buy Corlarach Forest and run cable cars to the summit) will, if it comes about, bring about the most significant investment in the area since the US base closed in 1992. It would not have started without the BID. This shows that the BID can be a catalyst for change, innovation, and imaginative thinking. Dunoon Presents can work hand-in-hand with the (entirely separate) ***Dunoon Community Project*** so that each helps the other.

Dunoon is on the up! With your support through the BID, the economy will continue to grow and the reputation of Dunoon as a thriving town with enviable natural resources, and thrilling community, cultural and sporting events, will grow too.



## 4. What the BID Aims to do

Responding to the feedback received in 2016 and the views of businesses gleaned from the open meeting of 20 September 2017, the many consultation surveys since returned, and the follow-up open meeting of 25 October, Dunoon Presents has identified the following as priorities for Dunoon businesses and the BID over the next five years.

The BID will set out to do three things:

### 1. **Grow Footfall**

Dunoon Presents has grown to become a recognised brand synonymous with high quality events. At renewal, the BID will build on this firm foundation generating ever increasing visitor numbers to the benefit of local trade and your bottom line.

The connection between Dunoon's Sporting, Music, Cultural and Community events and local business involvement is well understood. With the involvement of businesses through the second term BID, Dunoon Presents will continue to drive footfall, increasing dwell-time and visitor spend. Working in partnership with you, we will ensure that the involvement of business Levy Payers, critical to the success of Dunoon as a thriving event hub, is underlined.

### 2. **Increase Economic Revenue**

Attracting ever greater visitor numbers to the BID Zone and improving length of stay will have a positive impact on business revenue; directly through increased spend in hotels, restaurants and shops and indirectly to their local suppliers. Delivering high quality events both to the local community and targeted 'communities of interest' (i.e. Mountain Bike Enthusiasts, Music Lovers, Festival Goers etc.) brings much needed disposable income to the town and increased opportunity for trade.

### 3. **Improve the Perception of Dunoon**

At the outset in 2012, available research highlighted an impression that there was nothing to do in the local area. Targeted marketing and promotion of an events focused programme has created a paradigm shift – and is a real catalyst for change. The Community, Sporting, Music and Cultural events already undertaken by Dunoon Presents on your behalf, and future activities, will create the right conditions for business growth and confirm Dunoon as an exciting place to live in, to visit and to return to.

## 5. BID Projects

### **Businesses have told us that the BID must concentrate efforts to provide:**

- Improved Communication with Levy Payers
- An effective Marketing, PR and social media presence
- A series of high quality, imaginative and high-octane events to target local communities and communities of interest throughout Scotland and beyond
- Recognition of the role which the business community plays in the economic success of Dunoon and the business support for Dunoon Presents
- Confirmation of Dunoon as a welcoming, high quality visitor destination and one which people wish to return to time and again
- Monitoring of economic performance of the BID Zone and of all Dunoon Presents events
- Increased collaborative and partnership working with other organisations including other successful BID Towns and the newly created Dunoon Community Partnership for example
- External funding from e.g. the Leader programme (application already in train)

Under these three strategic aims Dunoon Presents will seek to develop productive partnerships wherever possible. Working partnerships are already in place with Argyll and Bute CHORD project, Argyll and the Isles Tourism Cooperative, Wild about Argyll, Visit Scotland and the Cowal Marketing Group among others. The BID will work with existing and emerging partner organisations, particularly those whose strategic aims are in line with the aims of the BID. Under this proposal we will reaffirm our work with other partners including Cowal Highland Gathering and the Burgh Hall and strengthen links with the newly emerging Dunoon Community Project.

### **Improved communication with levy payers:**

Dedicating more time to communicate Dunoon Presents' activities to the levy payers through four annual meetings, one-to-one meetings and sectoral meetings. These meetings will facilitate two-way conversations between the BID Company and local businesses. At the annual meetings, the Board will provide details of the future event programme, post-event cost benefit analysis and additional funds generated. The one-to-one and sectoral meetings will act as further opportunities to share information between the BID Company and levy payers and vice versa.

## **An effective marketing, PR and social media presence:**

subject to the formation of suitable collaborative arrangements with external bodies, and the successful raising of additional external funding, Dunoon Presents will implement the following three points arising from the Consultation process:

- Prioritising the development of an encompassing marketing strategy for the next five years including a revamp of the existing website and social media presence. As part of the website revamp levy payers will be able to place direct links to their own company's website. Our social media presence will actively market all events taking place within the BID zone and consideration will be given to paid Facebook postings.
- The marketing strategy will reach out to areas outside the BID Zone area to encourage more event participation and greater visitor numbers. Closer to home, information will be targeted to the local community. The marketing strategy will include the development of campaign materials for businesses to download from the website - detailing the future events programme and improved physical signage within the BID Zone.
- The BID Company will generate and maintain an accurate database of levy payers' contact details in order that regular communications can be made by messenger and emails and through social media. Greater use of the local media will also be used to ensure that levy payers and the local community are kept fully informed.

The improved communication will enhance the initial planning, organisation and delivery of all BID output including the proposed events.

## **Sharing ideas in collaboration:**

Dunoon Presents will develop stronger relations and lines of communication with other successful BID Towns to share information and best practice with a view to maximising the positive impact of Dunoon Presents on the local community.

## High quality marketing and events

- Growing the reputation of Dunoon as a centre for high-octane, outward looking, participation sports events. This is our 'unique selling proposition' and one which is catching on fast. Running, Mountain Biking and Triathlon events attract athletes from the west coast, central belt and beyond. Competitors and visitors to these events provide by far the biggest annual spend. Participation and spectator events such as the Argyll Rally bring another exciting dimension to the town.
- Providing additional support to cultural and artistic events with a regional and national audience, pulling in big names to support initiatives like the Dunoon Book Festival and the Revival Music Weekender. While Dunoon Presents and business funding will secure the future of these existing events the refurbished Burgh Hall will present new opportunities for events to be held or expanded. Businesses have told us that music festivals and events can be a strong driver for the local economy.
- Working with local businesses to underpin and deliver a series of improved annual community events to draw people into the new BID Zone. The BID will continue to deliver existing events including Dunoon Dazzles to launch the critical retail Christmas trading period and Sunset Ceremony to open the annual Cowal Games. The newly refurbished Queen's Hall due to open in time for the Mod in October 2018 presents even more opportunity.
- Implementing professional, credible marketing outreach, working with external event companies to deliver compelling campaigns to attract new visitor audiences from within selected 'communities of interest'. Bringing visitors from a wider catchment and with higher disposable income.
- Reporting in the regional and national press, special interest, tourism and travel media to put Dunoon on the map. Good stories sell and bring visitors to sample the Dunoon experience for themselves.
- Optimising the reach of social media, translating into visitor numbers and supporting businesses within the BID Zone through greater levels of sales.

Following a successful renewal ballot, one of the first tasks of Dunoon Presents will be to critically assess the previous events to ensure that they can continue to deliver a positive economic impact.

Feedback indicated a strong preference to better utilise the Dunoon Stadium and the new Burgh Hall and Queen's Hall, through the development of a major music festival. Various themes were suggested, e.g. '80s music, traditional Scottish music, jazz and rock. Moreover, these events should ideally be multi-day to encourage more bed nights. The availability of new indoor facilities makes it practical to extend the events programme over the entire year.

Suggestions also indicated a preference that current events should be developed to be multi-faceted, so that a sporting event during the day should be extended to include an evening event to encourage stay-overs and increased visitor spend.

## **6. What the BID will do;**

Businesses have told us that increasing economic activity and visitor numbers is the critical priority.

Dunoon Presents will seek to support sporting, music, cultural and community events with regional appeal. The aim is to attract a fresh new audience and demographic profile - more visitors with more disposable income. Dunoon Presents will act as an enabler and may offer match funds to new, professionally run events meeting the BID criteria, pulling people into Dunoon from beyond the immediate area with measurable benefit to the retail and service economy. The new BID is open to additional events, which cannot be foreseen - musical events are to be investigated as possibilities, in particular.

Dunoon Presents will deliver a series of community events to draw local people into town more often. The BID will continue to develop the town's Christmas offering including the street market, fairground and musical attractions.

Dunoon Presents will support cultural events with regional and national appeal - anything that will increase the vibrancy and appeal of our town and bring potential customers to your trading area. Dunoon Presents will support delivery of The Revival Weekend, Book Festival and other themed festivals and community events. These new events will add to those which already exist. The objective is to build on Dunoon's success and attract new audiences, The European Water-Skiing Championships could be held at Sandbank for example.

Dunoon Presents will seek to generate maximum PR in regional terms and via special interest titles creating regular news features about Dunoon and its sporting, cultural and community events. Marketing campaigns will set out to welcome and encourage more event participants and visitors to Dunoon.

Maximising the Dunoon presence on social media, Dunoon Presents will work to integrate social media platforms with event and business activities, boosting our reach and making Dunoon and its businesses more accessible. Targeted marketing will focus on communities of interest to generate new business and bring increasing numbers to sporting, music, cultural and community events.

**7. The proposed BID Zone (and why)?**

The BID Area includes the major shopping and commercial streets within the town – all those included in the first BID term.

The BID area encompasses approximately 400 properties - we believe that through the BID, businesses in Dunoon are stronger together.

The BID Zone proposed reflects the main business and commercial area; all businesses were asked to contribute their ideas to the plan prior to the voting decision.

The following streets were 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.

It is proposed to include the following principal streets:

Albert Crescent	Brooklyn Place	Cromlech Road	Gladstone
Alexander Street	Broomfield Drive	Cromwell Street	Avenue
Alexandra Parade	Broughallan	Deercroft	Glebe Avenue
Alexandra Place	Gardens	Dhailing Avenue	Glebe,
Alexandra Terrace	Broughallan Park	Dhailing Court	The Glebe View
Alfred Street	Broxwood Place	Dhailing Park	Cottages
Allan Terrace	Bullwood Road	Dhailing Road	Glenallan
Ardenslate	(Part)	Dixon Avenue	Glenmorag
Crescent	Cammesreinach	Dixon Crescent	Avenue
Ardenslate Road	Brae	Dixon Park	Glenmorag
Ardmhor	Cammesreinach	Dixon Place	Crescent
Ardtully Brae	Crescent	Douglas Cottages	Gordon Street
Argyll Road	Carolina Lane	Dunclutha Lane	Gorsecroft
Argyll Street	Castle Street	Eaglecroft	Greenbank Lane
Argyll Terrace	Cedar Grove	Eccles Road	Hafton Court
Arthur Terrace	Cedarcroft	Edward Street	Hamilton Street
Ash Gardens	Charles Gardens	Edward Place	Hanover Street
Ashcraig	Charles Lane	Elizabeth Avenue	Heathercroft
Ash Croft	Cherryhill	Erichtbank Drive	High Road (Part)
Auchamore Road	Church Square	Eton Avenue	Highland Avenue
Avenue, The	Church Street	Fairhaven	Hill Street
Beechcroft	Clyde Street	Ferguslie Place	Hillfoot Street
Belmont Lane	(Dunoon)	Ferguslie Street	Hunter Street
Bencorrum Brae	Clyde Street	Ferry Brae	Hunter’s Grove
Bishop’s Glen	(Kirn)	Ferry Road	James Street
Brae	Coach Houses	Finbracken	Jane Street
Bogleha Road	Cowal Avenue	Fir Brae	Jaycroft
Brae Cottages	Cowal Place	Fircroft	Jessie Place
(Sandbank)	Crawford Lane	Fountain Quay	John Street
Brandon Street	Crochan Road	George Street	Johnson Terrace
	Cromlech Grove		Kilbride Avenue

Kilbride Road	Mary Street	Rankin's Brae	Stewart Street
Kimberley Terrace	Massan View	Regent Terrace	Tom-A-Mhoid Road
King Street	Miller Court	Renfield Brae	Union Lane
Kirk Brae	Milton Avenue	Robert's Terrace	Union Street
Kirk Street	Milton Road	Robertson terrace	Valrose Terrace
Kirn Brae	Minard Place	Rockhill Terrace	Victoria Crescent
Kirn Court	Moir Place	Ros Mhor Gardens	Victoria Gardens
Kirn Gardens	Moir Street	Royal Crescent	Victoria Parade
Ladysmith Terrace	Mount Carmel	St. Andrews Square	Victoria Park
Lebanon Place	Murrayfield	Salisbury Terrace	Victoria Road (Dunoon)
Leven Place	Nelson Street	Sanda Gardens	Victoria Road (Hunter's Quay)
Lilyoak	Nile street	Sandbank Road	Victoria Square
Limecroft	Oakfield Place	Sanderson Drive	Victoria Terrace
Lochan Avenue	Oxford Lane	Sandhaven	Wallace Court
Lorimer Terrace	Park Avenue	School Brae	Waverley House
McArthur Street	Park Road	The Sheiling,	Wellington Street
McCall Terrace	Pier Esplanade	Shore Road	West Street
MacDonald Avenue	Pier Road	Shuna Gardens	William Street
Manse Avenue	Pilot Street	Skye Court	Willow Quay
Marine Parade	Port Riddell	Sommerville Place	Windsor Lane
Marlborough Lane	Primrose Terrace	Spence Court	Woodfield Terrace
Marshall Court	Prospect Avenue	Stanley Terrace	Woodford Grove
	Prospect Terrace		
	Queen Street		
	Queen's Road		
	Queen's Terrace		

The BID Map



THERE ARE CIRCA 400 PROPERTIES LOCATED IN THE BID AREA.



## 8. The proposed levy rate (and why)?

### BID Levy

Businesses have told us that operating costs are a major issue in the current climate. For the BID proposal to gain acceptance, costs must be kept to a minimum with no nasty surprises over the BID term.

These proposals are based on that understanding – the cost to businesses will be calculated for each Rateable Value Band at the commencement of the five-year term using the 2017 rating list. The cost to each property will be determined at the commencement of the BID term.

**The BID Levy will not increase – it is to be a fixed annual charge for the five-year term.**

As part of the Operating Agreement with Argyll and Bute Council levy payers will be able to elect to pay the annual levy over four quarterly payments at no additional charge.

During the BID term new properties, splits and mergers will have their levy calculated on the Rateable Value at the point of entering the rating list current at the time.

### The Proposed Levy by Rateable Value

Band	From	To	Annual Cost	Daily Cost
A	£1,000	£9,999	£220	60p
B	£10,000	£15,999	£358	98p
C	£16,000	£23,999	£523	£1.43
D	£24,000	£39,999	£655	£1.79
E	£40,000	£48,999	£875	£2.40
F	£49,000	£63,999	£1095	£3.00
G	£64,000	£110,999	£1645	£4.53
H	£111,000	Upwards	£2195	£6.01

During the next five-year BID term, Dunoon Presents will:

- Actively seek to leverage additional funds from external sources, for example Argyll and Bute Council, BIG Lottery, Trusts and other grant funding organisations.
- Actively approach and market the BIDs project to other local (Dunoon, Cowal and Argyll) businesses outside the BID Zone to obtain Additional Voluntary Contributions.
- Where appropriate produce event merchandising and event publications.
- Seek external corporate sponsorship for appropriate events.

## **9. Exemptions (and why)?**

It is proposed that businesses with a Rateable Value of £999 or less on the 2017 rating list will be exempt from the BID levy. Known as the levy threshold, this exemption is made to support the smallest of businesses within the BID Zone and reflects the current sentiment from the Scottish Government.

In addition to properties with a Rateable Value of £999 or less in the 2017 Rating List, further exemptions are proposed: places of worship, non-retail charitable organisations, Hospital, Ambulance, Fire, Coastguard, Courthouse, Police Station, Job Centre, Careers Office, voluntary clubs, the Museum, and educational and social care establishments will be exempt from the levy.

A further concession under this proposal is that all properties designated as stores (where no trade takes place) included in the first BID term, will be exempt from the levy at all Bands.

The properties which fall into this list of exclusions will not have a vote in the ballot.

Businesses outside the BID Zone, or otherwise exempt from the BID Levy, can choose to make Additional Voluntary Contributions. AVC's from businesses will be determined by their Rateable values and will be paid on an annualised basis. These businesses will thereafter be entitled to benefit from being members of Dunoon Presents.

Any business making an AVC will require to at least match the Levy threshold of £220 prior to becoming a member of the company.

There will be no limit on Additional Voluntary Contributions from individuals.

Membership benefits include access to Company information and log-in to the business section of the Dunoon Presents website. On becoming Members, suppliers of goods and services may be given consideration to trade with Dunoon Presents.

## **Enforcement**

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

Argyll and Bute Council will collect the levy on behalf of the BID, as this will be an efficient, safe and cost-effective method of collection. Argyll and Bute 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 Argyll and Bute Council nor can it be used by the Council as an additional source of income.

## **10. The length of the BID term (and why)?**

The BID can be for a minimum of one year or a maximum of five years. This is known as the BID term.

It is proposed that, as per most BIDs in Scotland, the term will be five years.

This five-year term allows the BID to prove its worth and creates sustainable funding to plan and bring forward great event projects which can grow each year, attract commercial sponsorship and support profitable trade for businesses within the BID Zone.

Five years is a long time and the plans will be kept flexible to meet changing needs and cater for the unexpected. For instance, mountain-biking and motor rally events were not envisaged in the 2012 Business Plan Proposal but emerged as strong candidates for support during the first five-year term.

## **11. When will the BID start?**

The five-year BID term will commence on the 15th April 2018 and will end on the 14th April 2023.

All eligible businesses and other organisations liable for non-domestic rate will receive ballot papers in January 2018.

Businesses will be asked to vote on their acceptance of the plans in a postal ballot. To count in the ballot, postal ballot papers must be received by 5pm on 01 March 2018. Any ballot papers arriving after that time will be null and void.

You will have six weeks from the notice of ballot to make your decision and return your voting paper(s).

Once accepted at ballot the BID will commence on the 15 April 2018. At this point businesses will be asked to pay the first-year instalment of the annual BID levy determined by the relevant BID Rateable Value Band.

Dunoon Presents will use the BID levy collected on behalf of businesses by Argyll and Bute Council to deliver the services agreed with businesses under the BID business plan.

**12. The Ballot Timetable**

Ballot Papers	Businesses receive ballot papers six weeks in advance of ballot day	18 January 2018
Ballot Day	Only ballot papers received by Argyll and Bute Council by 5pm on this date are counted	01 March 2018
Ballot result	The ballot result is published as soon as possible after the close of ballot	On or before 9 March 2018
BID commences	The BID commences on issuing the first-year levy demand notices to levy payers	15 April 2018

**13. Voting Arrangements**

The BID regulations stipulate that the BID ballot must be conducted by the billing authority. This means that Argyll and Bute Council will hold the ballot on behalf of Dunoon Presents.

Argyll and Bute Council will send out the ballot papers to all voter contacts to meet the ballot timetable.

Full details of the voting and levy arrangements will be available online prior to the postal ballot [www.dunoonpresents.co.uk/members/documents](http://www.dunoonpresents.co.uk/members/documents); or can be requested by email [colin@dunoonpresents.co.uk](mailto:colin@dunoonpresents.co.uk), or by writing to the BID Manager, Colin Moulson at the address at the end of this document.

## 14. What will I get for my money?

A great return on your collective investment.

By contributing to the levy calculated by Rateable Value you will be joining with approximately 400 other businesses in Dunoon to fund the BID plan.

It is calculated that there are circa 400 eligible properties located within the BID area (this figure may change as businesses move, expand or close). The BID levy income is calculated to be approximately £120,000 per annum with prudent estimation for doubtful debt. Current Scottish collection rates for the BID levy are reported to be standing at 95%. With this in mind, a prudent 'contingency' is made for any bad debt.

An Additional Voluntary Contribution (AVC), subject to an outcomes agreement with the BID Company, is sought from Argyll and Bute Council, which supported Dunoon Presents in the first BID term with an additional £15,000 per annum. These additional contributions are paid on top of the levy due on properties where the Council is the liable party for the BID levy.

There are discussions between Dunoon Presents and Argyll and Bute Council to continue the additional funding for all five years of the new BID term, subject to budgetary process and submission of satisfactory evidence of the BID's performance and impacts and outcomes. Applications for additional grant funding from the Council for specific projects would also be considered based on their merit.

Existing Services - Dunoon Presents will reaffirm a Baseline Agreement of services that Argyll and Bute Council will maintain during the term of the BID. None of the BID activities or BID Levy will replace what Argyll and Bute Council is already doing. All activities outlined in this document are created by the BID and do not replace what is already provided through business rates.

The BID 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 your projects as they develop. Funds will be sought from but not restricted to Visit Scotland, LEADER, The BIG Lottery and other grant awarding bodies/Trusts. It is our ambition to leverage an additional 40p for every £1 raised through the Levy. All moneys raised will be applied to the work of the BID.

As the BID progresses, more income will be attracted and this will be invested in improving the town for the benefit of the businesses and local community. For example, the BID will seek to lever support towards the community effort to provide Christmas lights as funds allow.

**15. How will the money be allocated (weighting of projects)?**

The BID is themed to provide co-ordinated effort for the marketing and promotion of Dunoon and the delivery of impactful high-octane events which will grow footfall, increase economic revenues and improve perceptions of the area.

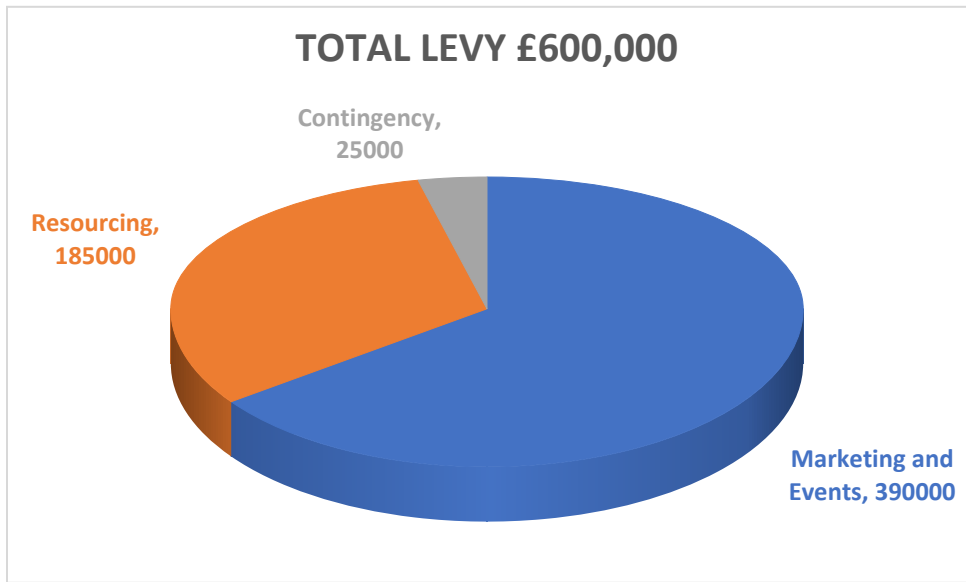
The BID will have some costs and we want to be up-front about that. The contribution from the levy to the cost of administration will be fixed for the BID Term. Any increase to admin costs will be met through income generated from third parties or trading income. Remember it will take significant administration to deliver a wide and varied event programme.

Looking forward the intention will be to continue to minimise the BID's administrative costs to ensure that the maximum amount that can be spent on marketing Dunoon and the events programme. Furthermore, and for the same reason, it is hoped that the amount currently allocated for bad debts can be reduced by working closely with Argyll and Bute Council's finance department.

Regular meetings with the Council's finance department will be scheduled to ensure that the BID receives value for money and controls the cost of collection. This in turn, will improve the management of funds and guarantee that any oversights or issues regarding levy collection can be efficiently communicated to the Council.

In addition, the local authority will charge for collection of the levy at a rate constituting one of the lowest collection charges of any BID and well below national average.

Taking the views expressed by businesses so far, here is how the money breaks down:



## 16. The BID at a glance

<b>BID Business Plan 2018 - 2023</b>					
<b>Income</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Levy*	120000	120000	120000	120000	120000
<b>Total Income**</b>	<b>120000</b>	<b>120000</b>	<b>120000</b>	<b>120000</b>	<b>120000</b>
<b>Expenditure</b>					
Marketing & PR Campaigns	12000	12000	12000	12000	12000
Sporting, Cultural and Community Events	66000	66000	66000	66000	66000
Key Performance Indicators	1000	1000	1000	1000	1000
Administration	36000	36000	36000	36000	36000
Total Expenditure	115000	115000	115000	115000	115000
Surplus/Deficit	5000	5000	5000	5000	5000
<b>Total Costs</b>	<b>120000</b>	<b>120000</b>	<b>120000</b>	<b>120000</b>	<b>120000</b>
* Levy less a prudent deduction of 5% for doubtful debt					
** The BID will seek to leverage additional funds from external sources including Argyll and Bute Council, BIG Lottery, Trusts and other bodies during the five-year BID term					

Once the BID is operational, any variations within budgets will be reported to the BID Board of Directors.

The Board will agree on an annual basis how funds for subsequent years will be allocated. This will be based on business feedback during the previous year and your priorities for the coming year, which allows the BID the flexibility to respond to changing business needs and requirements.

Argyll and Bute Council will collect the levy payments on behalf of the BID, and will retain these funds in a separate account until Dunoon Presents calls the funds down. The Dunoon Presents 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.

## 17. Who controls my money and do I get a say?

The BID levy is collected by Argyll and Bute Council on behalf of Dunoon Presents.

The levy is collected by the council; then every penny collected is passed to Dunoon Presents' control to allocate under the BID.

In other words, the council cannot keep the money; it belongs to businesses and is entrusted to the BID.

Dunoon Presents is the trading name of PA23 BID Limited, a not-for-profit company limited by guarantee, run by a management Board on behalf of its BID members. Every business eligible to contribute to the BID Levy is invited to become a member of the Company for which there is no additional fee. Organisations making a voluntary contribution to the BID may also become a member.

Following a successful yes vote, the management and operation of the second-term BID will be undertaken by Dunoon Presents which will operate the second term BID from 15/04/2018.

Dunoon Presents' Board of Directors will manage the new arrangements. Current Board directors will step down (but may stand for reappointment) and new directors will be appointed no longer than three months after the ballot date. The Company will operate in an open and transparent way, answerable to the businesses in the area. The Board of Directors will ensure that a Code of Conduct (including a Register of Interests and Management and Governance protocols) will be created and agreed as policy by the Directors. There will be a detailed set of protocols (the Operating Agreement) which will cover the management of the BID Company and billing, collection and transfer of the levy.

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

The Board will be representative of the businesses and stakeholders in the area. The Chair, Vice Chair and Treasurer will be elected from the directors of the Board. The Board will include a representative from Argyll and Bute Council. There will also be a non-voting member from Police Scotland. Other non-voting members or local groups may be co-opted onto the Board at the Board's discretion.

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



**18. Consultation**

One-to-one consultations were carried out with 150 eligible persons representing 38% of those eligible to vote.

Hard copy paper surveys were delivered to all 400 businesses in the BID Zone with 28% responding.

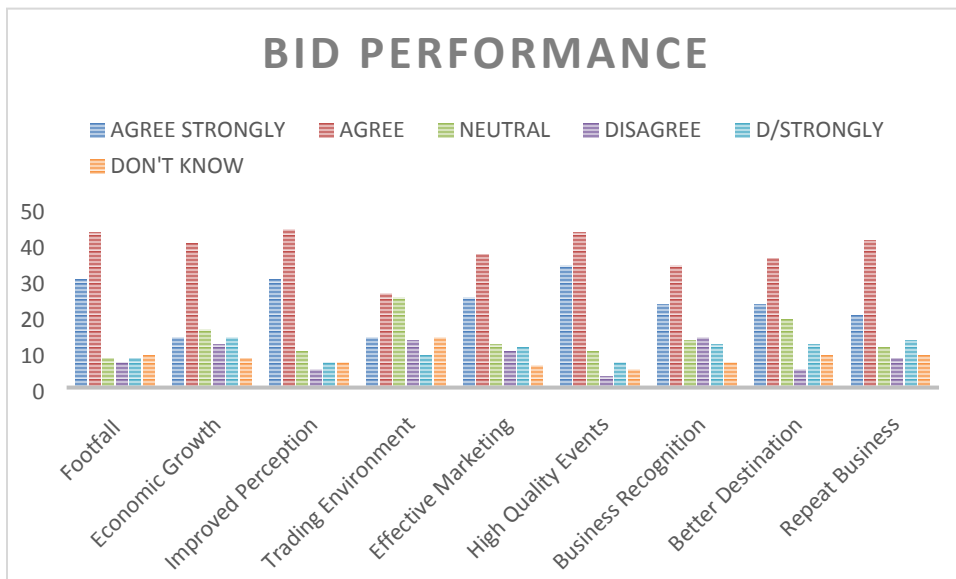
The surveys were mailed to the property within the proposed BID Zone on 21/09/2017. The purpose of the surveys was to consult with the businesses in the BID area and determine opinion on the performance of the BID during the first five-year term, future priorities and the duration and costs for the second BID term.

Dunoon Presents as proposers considered the response from the one-to-one consultations, surveys and public meetings as sufficient to decide on the projects and services proposed in this BID Renewal Plan.

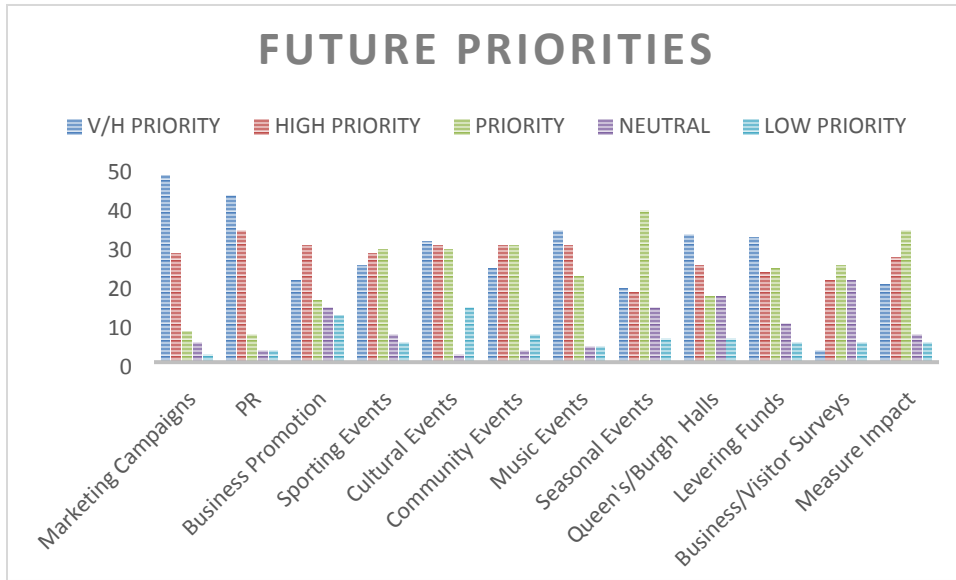
**Survey Findings**

During Sept-Nov 2017 Dunoon Presents sought the opinion of Businesses and other Levy Payers about the performance of the BID in the first five years and the improvements to be delivered in the second term. Surveys were distributed by post and published online. Consultation meetings attracted over 100 business representatives and further one-to-one discussions took place. 111 Businesses responded to the survey and told us what must continue, what should change and what the BID should cost.

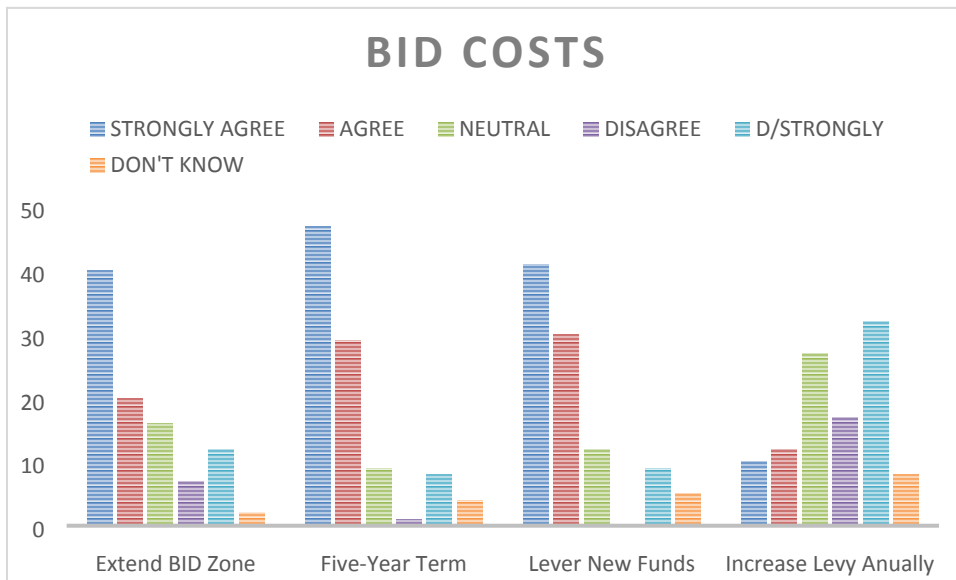
**Strengths** – Above all, businesses told us that perceptions had improved under the BID. Footfall was sustained and there was growth in the Dunoon economy. Dunoon was perceived as a destination leading to repeat business; however, while high-quality events were delivered there was some way to go to improve the trading environment.



**Priorities** – Looking to the next five years the BID must focus on marketing and promotion to increase the profile of Dunoon and welcome visitors. There is appetite to see events grow, building on the work undertaken during the last five years and with particular focus on Music events. Whilst seasonal events remain an important element of the town, more emphasis was placed on Cultural and Sporting events together with business promotion. Gathering Key Performance Indicators is given priority over annual business and visitor surveys.



**Costs** – Businesses agree, the BID should be delivered over the maximum five-year term. The Levy should be fixed for the five years and the BID should use the Levy to lever new funds whenever possible.



## 19. What are the key activities/measures of success?

Working with our partners in the public and private sector, the BID will plan to develop a welcoming and vibrant Dunoon – a place to return to time-and-again.

The BID will support major event activities which have local, regional and national appeal to draw people to Dunoon and which impact positively on the local economy.

The BID will commission professional, effective public relations and work to create positive column inches in local and regional press and within specialist titles aimed at relevant 'communities of interest' i.e. Running, Mountain Biking and Motoring titles. It will confirm Dunoon as a thriving town – a great place to live, visit and to return to.

The BID will produce marketing activities; online, through social media and in print to support the generation of new footfall and retain visitor loyalty.

The BID will celebrate sporting events, music, culture and community events to surprise and delight local people and visitors; creating a positive atmosphere, convivial to increased levels of business.

## 20. Project Summary

Here is a list of what the BID will deliver, investing approximately £0.6million (£600,000) of BID levy to the Dunoon economy over five years.

1. Marketing campaigns to welcome more visitors to Dunoon
2. Increased profile of Dunoon through local and regional publications, specialist titles and social media
3. Promotion of your business through social media and event marketing
4. Increase footfall through sporting, cultural and community events with local, regional and wider appeal
5. Numerous new music events to draw visitors and increase overnight stays
6. Further development of Dunoon Dazzles and Christmas lights, Sunset Ceremony and associated activity to boost seasonal appeal
7. Expansion of events based activity into Dunoon Stadium and newly refurbished facilities at Queen's Hall and Burgh Hall
8. Leverage of additional funds to plough back into the BID from AVC's, sponsorship, advertising and other sources including charitable trusts, lottery and other external funding bodies
9. Visitor analysis and collation of key performance indicators

**21. How will I know if the BID promise has been kept (Key Performance Indicators)?**

Dunoon Presents will monitor how the BID Zone is performing in terms of visitor numbers and compile other secondary indicators including ferry passenger numbers, car parking and hotel bed vacancy rates.

Dunoon Presents will ask businesses and the public for regular feedback. At least once a year there will be a formal feedback process, following which there will be appropriate adjustments to service delivery as required.

Dunoon Presents will meet with levy payers through four annual meetings, one-to-one meetings and sectoral meetings. These meetings will facilitate two-way conversations between the BID Company and local businesses.

Dunoon Presents will publish an account of income and expenditure annually and make this information available to all levy payers so you can see how the funds are being collected and expensed.

As Levy payers, businesses will be able to compare actual expenditure against budget and delivery of projects against those detailed within the final BID business plan.

Dunoon Presents will strive to keep costs low and outputs high. The company will always remember it is your money we are spending and that we are accountable to you.

**22. Contact Dunoon Presents:**

**The BID Board**

Euan Macdonald, Stewart & Bennett – BID Board Chairman

Gordon Ross, Western Ferries Ltd – Vice Chairman

Jean Wilson, The Beauty Box

Liz Donovan, MacClures Bar

Iain Cairns, Argyll Financial Services - Treasurer

Yolanda Shoemake, Chouxmakes Cakes

Bobby Good, West Coast Motors

Jim Anderson, Argyll and Bute Council

Helen Dick, Benmore Cafe and Shop

Paul Robertson, Representing Police Scotland

Keith Campbell, Hunter's Quay Holiday Village

**For Further Information please contact;**

**The BID Manager, Colin Moulson - T: 01369 704311 M: 07834 564415 E: colin@pa23.org.uk**

54-56 Hillfoot Street, Dunoon PA23 7DT

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