

# BUSINESS PLAN

— TERM 2 —

31st October 2017 – 30th October 2022



### Contact details:

Andrew Spence – Manager  
Yvonne MacLean – Administrator

BID4Oban Ltd  
43 Stevenson Street  
Oban  
Argyll  
PA34 5NA

Tel: 01631 569915  
Email: [info@bid4oban.co.uk](mailto:info@bid4oban.co.uk)

**[www.bid4oban.co.uk](http://www.bid4oban.co.uk)**

# Contents

|  |       |
|--|-------|
| 1. A message from the Chair of BID4Oban              | 1     |
| 2. Aims and Objectives of BID4Oban                   | 2     |
| 3. What exactly is a BID?                            | 2     |
| 4. History of the BID movement                       | 3     |
| 5. Why should BID4Oban continue?                     | 4     |
| 6. What benefits would a BID offer?                  | 4     |
| 7. History of Bid4Oban                               | 5     |
| 8. How does Oban benefit from BID4Oban               | 5     |
| 9. Key Highlights BID4Oban 2013 – 2017               | 6     |
| 10. BID4Oban area and map                            | 7     |
| 11. Who will pay the Levy and how much will it cost? | 8     |
| 12. Levy payment and collection                      | 9     |
| 13. Making sure the BID adds value                   | 10    |
| 14. The BID ballot process                           | 11    |
| 15. Consultation process                             | 12    |
| 16. BID4Oban objectives                              | 13-16 |
| 17. BID4OBAN Business Proposal 2017 – 2022           | 16    |
| 18. BID4Oban budget and expenditure                  | 17    |
| 19. BID4Oban governance                              | 18    |
| 20. Management Performance Communication             | 19    |
| 19. Current Board of Directors                       | 20    |



## A message from the Chair Graeme Bass



I'm delighted to present this proposal. It outlines your priorities and gives a taste of how we can continue to improve and make Oban a stronger, prettier and more prosperous town by working together for the benefit and local businesses and the wider community.

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 BID4Oban is a great opportunity to continue work together and keep making Oban a great place to live, work and visit. The cost to our businesses is low and through BID4Oban we can access external assistance and funding not available to individual businesses or to local authorities.

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 ensuring BID4Oban continues, we can keep working together to increase footfall, stimulate investment and enhance the reputation of our town. The purpose of the BID4Oban is to support our businesses and our community, increase trade, improve our business environment and make Oban an altogether better place to live, work and of course play.

You can find more information on our website [www.bid4oban.co.uk](http://www.bid4oban.co.uk), or for more general or national information refer to [www.bids-scotland.com](http://www.bids-scotland.com).

You will have 6 weeks to cast your vote before the ballot closes at **5.00pm on 05/10/2017**. Ballot papers received after this date and time will be null and void.

I have been involved in business in Oban for several years and know a lot of the business people in the town. I would ask you all to vote YES so that we can continue working together for the benefit of the town and our local community.

\* reference to business or businesses refers to those properties that are liable to pay the non-domestic rate whether they pay rates or not.

# Aims and Objectives of BID4OBAN

The vision of BID4Oban is to create a vibrant and vital town centre, with a supportive and involved business community.

## What exactly is a BID?



### Our aim

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

### Our objectives

- To improve the economic opportunities for the businesses in the town
- To increase footfall, both local and visitor
- To make the BID “cost neutral” for each business
- To address the issues of individual sectors
- To improve businesses relationships with each other, the local authority and the community
- To market the town to a local, regional, national and international audience in conjunction with OLTA
- To give businesses a strong, unified voice
- To support local voluntary groups whose aims align with the BID
- To work closely with the local Tourist Association to increase awareness of the town outside the local area

A business improvement district (BID) is about businesses working together and investing collectively in local improvements in addition to those delivered by the statutory authorities, over an agreed period (normally 5 years). Stronger together than working alone.

A business improvement district is usually a partnership arrangement through which the local business community and the statutory authorities take forward projects which will benefit the local businesses and grow the local economy.

A BID is not a substitute for central or local government expenditure, but an additional investment to strengthen the local economy.

BIDs are developed, managed and paid for by the non-domestic sector (i.e. those liable to pay the non-domestic rate, whether they pay rates or not) by means of a compulsory Levy, which the eligible persons within the proposed BID area must vote in favour of before the BID can be established. **The ballot for the Oban BID will be open for 42 days from the 24 August to the 5 October 2017, the ballot day.**

Each eligible person liable to contribute to the BID will be able to vote on whether or not the BID goes ahead.

## History of the BID movement

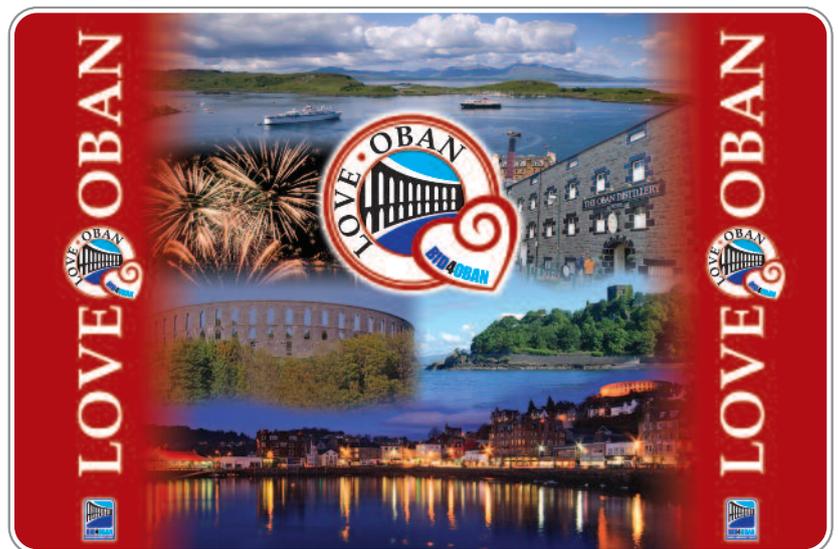
A BID can only proceed if:

- A minimum turnout (headcount) of 25% of businesses in the BID area vote by number and combined rateable value.
- Over 50% of those that vote must vote in favour of a BID
- Those that vote in favour represent over 50% of the total rateable value of the votes cast

BIDs first started in Canada over 40 years ago in a small town called Bloor West Village near Toronto. Businesses were struggling to cope with competition from a new out-of-town shopping centre, which resulted in many business insolvencies, empty shops and a neglected looking town centre. Businesses got together and devised a plan to revitalise the town and successfully lobbied for legislation for all businesses in the proposed BID area to pay a Levy.

The investment Levy was used to make physical improvements to the appearance of the town centre and to promote the town centre. The success of the Bloor West Village BID paved the way for future BIDs. Today there are over 1700 successful BIDs worldwide.

An additional measure of BIDs success is in the renewal process. Most BIDs run for a period of five years and approximately 99% of businesses vote in favour of continuing the BID when they come up for renewal. In Scotland all of the BIDs that have been to renewal ballot have been successful demonstrating that the 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. There are currently 38 fully operational BIDs in Scotland with a further 22 in development.



## Why should BID4Oban continue?

If we do nothing, then nothing will be done!



Oban has experienced significant changes over recent years. From the cutbacks in local authority budgets, to the increased traffic in the town due to RET, and the increased pressure that it is putting on the town's limited parking provision. In the last 5 years BID4Oban has worked tirelessly on behalf for the businesses in the town and the broader local community.

Traffic management and access issues are a problem for a lot of businesses. The continuing rise of energy costs, the new rateable values and are putting more pressure on businesses. Oban requires a coordinated response from all businesses to address these problems.

The retail sector in particular has suffered with the growth of online shopping; however we are fortunate that having a strong tourist trade has helped to mitigate some of this impact with vibrant, clean and attractive town and continue to lead and support events and activities that encourage. In order to keep those tourists and shoppers coming to Oban we have to a visitors to come in the quieter months in increasing numbers and so extend the season. In addition we have to work with and occasionally lobby the local authority to ensure that local strategies do not negatively impact on trade.

After consultations with businesses from a range of sectors throughout Oban, it became clear there was commonality in the problems that they had. There is a continued desire to see Oban prosper and a real appetite to embrace a new way forward and to change and make improvements.

There are lots of voluntary groups in the town, there is no shortage of community spirit and can do attitude. These groups can suffer from a lack of funds and dedicated staff time. BID4Oban is the opposite of this. It can help local groups to achieve more with staff resources and access to funding, and provide the adhesive that helps all types of local groups need to deliver better results both for their groups and to the benefit of the wider community.

There is a desire from a range of sectors to see the town improve its marketing activity. The BID will work directly with OLTA (Oban and Lorn Tourism Alliance), under a memorandum of understanding, with a defined budget to deliver key projects. BID4Oban will also work with local environment groups. This will help to improve the overall appearance of the town for the benefit of locals and visitors alike. We will improve the biodiversity of the town and assist the local authority to adopt greener environmental strategies that will be sustainable due to overall savings made.

The BID4Oban provides a unique opportunity for local businesses across all sectors to work together, invest collectively and undertake projects which can contribute positively to improving the economic viability of businesses in the town and securing investment in the town.

## History of BID4Oban

The concept of a BID in Oban was first discussed in 2008. A steering group was set up by likeminded business's that dedicated staff time and agreed that increased investment was required for the town to maintain its competitiveness and increase the number of visitors coming to the area. After work by the original steering group in 2012 a ballot was held and BID4Oban came into being. BID4Oban has operated for 5 years as a not for profit limited company with a dedicated and independent board of directors. The support of the Scottish Government and Argyll and Bute Council has been integral to the success of this project.

## How does Oban benefit from BID4Oban?

*All businesses in the town have the opportunity to benefit from the projects and services that the BID4Oban delivers.*

- Support for existing groups and organisations
- An improved customer perception of accessibility
- Improved customer knowledge of goods and services
- Increased marketing to local, regional, national and global customers
- Access to funding to reduce property improvement costs
- Cost reduction through professional negotiation on utility bills
- Cost reduction through collective investment and joint promotion
- An increased number of visitors
- A local voice for business opinions included in local policy and developments
- Better trained staff to improve customer service
- Increased networking opportunities
- Improved signage
- Increased use of technology to solve local problems BID4Oban WIFI
- Projects to increase shop diversity and lower vacant unit rates
- Information seminars to help with the problems that particularly affect SMEs
- An exclusive BID deal to appeal the 2017 rates re-evaluation
- Collective training programmes, reducing staff travel time and delivering savings



# Key Highlights BID4Oban 2013 – 2017



- BID4Oban Ambassadors interacted with 49,000 visitors
- 41 shop front improvement grants funded
- £20,027 spent on improvement grants
- 51 events supported financially at a cost of £92,460
- Numerous events supported by in kind support and advice
- Local business liaison during the implementation of the CHORD projects
- 700 hanging baskets and floral arrangements installed
- Christmas lights enhanced throughout Oban
- BID4Oban Wi-Fi installed in Little Bay area
- Town Diary and What's on updated throughout BID
- Fireworks Displays funded in November and Hogmanay
- Partnership marketing with OLTA to promote Oban
- Love Oban Vouchers launched – sales to date £32,000
- Love Oban brand created and established

## The BID area and the BID map

The proposed BID area is the entire town falling within the 30 mph speed limits. This starts at the entrance to the top of the town on A85 at the Bealach an Rìgh, to Ganavan along Esplanade, along Gallanach Road just past Glenmore Road, along Glencruitten Road past the golf course, along Glenshellach Road near the police houses, to the A816 exit to Lochgilphead on Soroba Road.



|                       |                         |                          |
|-----------------------|-------------------------|--------------------------|
| Airds Crescent        | Feochan Gardens         | Lynn Road                |
| Albany Street         | Fladda Road             | Market Street            |
| Albert Lane           | Gallanach Road          | McCall Terrace           |
| Albert Road           | Ganavan Road            | Mill Lane, Lochavullin   |
| Alexandra Road        | George Street           | Miller Road              |
| Angus Terrace         | Gibraltar Street        | Millpark Avenue          |
| Aray Gardens          | Glencruitten Court      | Millpark Place           |
| Ardconnel Road        | Glencruitten Drive      | Millpark Road            |
| Ardconnel Terrace     | Glencruitten Rise       | Morvern Hill             |
| Argyll Square         | Glencruitten Road       | Mossfield Avenue         |
| Argyll Street         | Glegallan Drive         | Mossfield Drive          |
| Balvicar Road         | Glegallan Road          | Mull Terrace             |
| Bayview Road          | Glenmore Road           | Nant Drive               |
| Ben Cruachan View     | Glenshellach Buisness   | Nelson Road              |
| Benvoullin Gardens    | Park Footpath           | North Pier               |
| Benvoullin Road       | Glenshellach Business   | Nursery Lane             |
| Breadalbane Lane      | Park Roads              | Orchy Gardens            |
| Breadalbane Street    | Glenshellach Industrial | Park Hotel Lane          |
| Burnside Place        | Estate Road             | Polvinster Gardens       |
| Campbell Crescent     | Glenshellach Road       | Polvinster Road          |
| Campbell Street       | Glenshellach Terrace    | Pulpit Drive             |
| Castle Road           | Grianach Gardens        | Pulpit Road              |
| Coe Gardens           | Haggarts Brae           | Pulpit Rock              |
| Colonsay Terrace      | (Footpath)              | Quarry Road              |
| Combie Street         | Hazeldean Crescent      | Rhuvaal Road             |
| Corelli Court         | High Street             | Rockfield Road           |
| Corran Brae           | Hill Street             | Rowan Road               |
| Corran Esplanade      | Hynish Crescent         | Scalpay Terrace          |
| Craigard Road         | Hyskeir Gardens         | Scarba Terrace           |
| Craighouse Avenue     | Iona Drive              | School Brae              |
| Cranraig-a-Mhinister  | Islay Road              | Shore Street             |
| Crannog Lane          | Jacob's Ladder          | Shuna Terrace            |
| Creag An Airm         | John Street             | Sinclair Drive           |
| Creag Bhan Village    | Jura Road               | Skerryvore Gardens       |
| No's 1-28             | Kerrera Terrace         | Soroba Hill Road         |
| Creag Bhan Village    | Knipoch Place           | Soroba Lane              |
| No's 29-60            | Laggan Road             | Soroba Road              |
| Creran Gardens        | Laurel Crescent         | Stafford Street          |
| Croft Avenue          | Laurel Road             | Star Brae                |
| Croft Road            | Lawe Road               | Station Road and         |
| Cruachan Crescent     | Lismore Crescent        | Queen's Park Place       |
| Dalintart Drive       | Lochavullin Drive       | Stevenson Street         |
| Dalriach Park Terrace | Lochavullin Road        | Taylor's Brae            |
| Dalriach Road         | Lochside Street         | The Greens, Glencruitten |
| Davaar Gardens        | Lonan Drive             | Tower View               |
| Deanery Brae          | Longsdale Crescent      | Tweeddale Street         |
| Drimvargie Road       | Longsdale Road          | Ulva Road                |
| Drummore Road (part)  | Longsdale Terrace       | Ure Gardens              |
| Duncraggan Road       | Lorn Avenue             | Villa Road               |
| Dunuaran Road         | Lunga Road              | William Street           |
| Esplanade             | Lynn Court              |                          |
| Etive Gardens         | Lynn Gardens            |                          |

## Who will pay the Levy and how much will it cost?

A BID Improvement Levy is an equitable and fair way of funding additional projects and services which the local authority is not required to provide. Improving your trading environment could be made possible through a successful BID generating some £145,430 per annum for business improvements.

- Improvement Levy payments will be made by those liable to pay non-domestic rates with a rateable valuation of £3,000 or above and will be made by the occupiers (as the eligible persons) only, with the exception of vacant premises when the property owner will be liable for the Levy payment.
- The Improvement Levy is not linked to what businesses actually pay in rates but is based on the rateable value of the property.

The following table shows the modest cost which your business would have to pay and would be based on the SSA Valuation Roll rateable valuation of your property on the ballot date.

| RV RANGE                   | ANNUAL LEVY PER BUSINESS | COST PER WEEK |
|----------------------------|--------------------------|---------------|
| <b>£3,000 – £8,399</b>     | <b>£150.00</b>           | <b>£2.90</b>  |
| <b>£8,400 – £13,399</b>    | <b>£250.00</b>           | <b>£4.23</b>  |
| <b>£13,400 – £39,999</b>   | <b>£380.00</b>           | <b>£7.30</b>  |
| <b>£40,000 – £65,999</b>   | <b>£530.00</b>           | <b>£10.20</b> |
| <b>£66,000 – £99,999</b>   | <b>£890.00</b>           | <b>£17.12</b> |
| <b>£100,000 – £179,999</b> | <b>£1030.00</b>          | <b>£19.80</b> |
| <b>£180,000 – £499,000</b> | <b>£2300.00</b>          | <b>£44.23</b> |
| <b>£500,000+</b>           | <b>£5000.00</b>          | <b>£96.15</b> |



The table has been developed based on calculating the average median value for all rateable properties in the area which is £9,900. We believe that £250 per year is a reasonable and affordable Levy charge for the 'average' business but have acknowledged that very low rateable values should pay below this rate. Broad 'uplifts' for bandings above this level have then been set to reflect the size of the business and have allowed for all multiple retailers to be included as Levy payers.

## Levy Payment

- The Levy must be paid in one payment for accounts of £150 per annum. Accounts over £150 per annum can be paid in one payment or in 10 instalments by direct debit. Payment must be made within 28 days from the date the Levy invoice is issued.
- The BID Board will decide whether or not to index-link (CPI) the Levy payment to take into account inflation but for calculation purposes in this business plan no increase has been allowed.
- If there is a change or several changes in the occupier of the property within the BID area, no rebate of under £150 will be given to any outgoing occupier since this would be uneconomic to administer. The property owner will then be responsible for paying the Levy until a new occupier is found.
- Any new commercial development or new business with a rateable valuation coming into the BID area during the 5-year term of the BID will be liable for the Investment Levy.
- If a property is empty on the date the Levy is issued, the property owner will be liable for the full Levy amount, which must be paid within 28 days.
- As charity shops and charitable hospitality providers will benefit from the BID in the same way as other retail/ accommodation outlets, there will be no exemption from paying the Levy.
- Council and government agencies will also pay the Levy.
- The only exceptions will be places of worship, non-retail charities and not-for-profit community organisations, educational and social care establishments, NHS and other emergency services.

## Who will collect the Levy?

Argyll and Bute Council will be appointed to issue businesses in the BID area with a separate Levy invoice under the heading Business Improvement District Levy. All income collected under the 'BID Levy' will be kept in a separate BID Revenue Account and passed to the BID Company to be used only for BID projects and services. **The BID Levy cannot be used as an additional source of revenue for the Council.**

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.

## Making sure the BID adds value

To ensure that all projects and services delivered by BID monies are additional to those delivered by Argyll and Bute Council, Police Scotland and Transport Scotland, there will be a Service Level Agreement between the BID and these bodies.



A Service Level Agreement is a baseline of information which details what the Council, the Police and Transport Scotland (which is responsible for the A85 trunk road running through the town) currently deliver. It also gives an assurance to the Levy payers that the current statutory level of service to the BID area will not be reduced after a successful ballot.

### The services already provided by Argyll and Bute Council:

- Street Furniture: benches, finger posts (directional signage), bins, bollards
- Planting and Grounds maintenance: seasonal planting, maintenance of grassed areas and ground maintenance plots
- Planning and Regulatory Services including Building and Trading Standards and Environmental Health
- Economic Development including business support, area regeneration and marketing / promotion.
- Strategic Transport including bus services and active travel routes.
- Waste removal: charged trade waste collection and disposal service
- Street Lighting: installation, management and maintenance
- Road and pavements maintenance: including repairs and winter road and footpath maintenance
- Car Parks: Council operated off-street car parking
- Public toilets
- Piers maintenance: maintenance of North Pier, Oban Times slip and Port Beag.

### Services already provided by Transport Scotland.

#### ALL relating to trunk road:

- street lighting on trunk road
- road, pavements and winter maintenance on trunk road
- grass cutting and weed control at side of trunk road
- gully cleaning to ensure free flow of storm water.

### The services already provided by Police Scotland:

- provision of dedicated town centre officers at peak times, to address particular issues or to cover specific events
- increasing town centre foot patrols over the busy festive period to ensure that crimes in Oban are prevented
- working closely with licensed premises to ensure that the town centre is a safe place to be at night.

The number of officers on duty at any time, varies dependent on recognised demands and initiatives but targeted action will always be taken to impact on the policing priorities identified by the community, including the BID, to ensure that officers are in the right place at the right time.

## The BID ballot process



- The BID ballot is a confidential postal ballot commissioned by the Returning Officer of Argyll and Bute Council on behalf of the Oban BID and in accordance with Scottish BID legislation.
- Prior to the ballot taking place, a 'Notice of Ballot' will be issued to all properties in the BID area.
- Voting papers will be issued to every eligible person located in the BID area and addressed to the person responsible for casting a vote for that property.
- Voting papers will be issued from Thursday 24th August 2017. The final date for all ballot papers to be returned is 5pm Thursday 5 October 2017.
- Voting papers are easy to complete, simply place a cross on either 'yes' or 'no' to the question 'Are you in favour of a BID?'. The ballot paper must be signed by the person eligible to vote and returned in the pre-paid envelope.
- For the ballot to be successful, there must be a minimum of 25% 'turnout' by number of eligible persons **and** by combined rateable value.
- Of those that vote, over 50% by number of ballots and 50% by combined rateable value must vote in favour of the BID.
- All eligible voters (i.e. those persons liable to pay non-domestic rates) will have one vote or where an eligible voter has more than one liable property (rateable subject), that individual shall be eligible to cast more than one vote and will also be required to pay the Levy for each of the properties they occupy. Where the property is vacant (i.e. with no tenant in place) then the property owner will receive the ballot paper as the eligible person.
- If a business has more than one rateable property it will receive a ballot paper for each property. **Each paper counts as one vote. It is important that every ballot paper received is completed and returned.**
- The ballot papers will be counted on Monday 9 October 2017 and the results announced within one week.
- If the ballot is successful, the BID will commence on 31 October 2017 and will run for a period of five years until the 30 October 2022.

## We asked your opinion

**BID legislation requires that before a ballot can take place, a minimum of 5% of the electorate must indicate that they are in favour of a BID.**

**The results of the consultations (both one to one and surveys) indicate that 119 eligible persons (30.5% of the total number, 70% of those interviewed) are in favour of the BID - in terms of the total rateable value of the BID area this equates to 24.5% to date.**

## You told us!

### Consultation Process

The BID consultation was undertaken with a broad cross section of businesses in the form of one-to-one interviews, a series of open meetings and several electronic communications.

169 eligible people (some with multiple units in the town) have been interviewed and surveyed on a 1 to 1 basis to date. These 169 represent 44% of those eligible to vote.

The overall aim of the consultation was to assess opinions on ways to enhance and improve the BID area and give more incentive to visit and invest in the town centre. The results of these surveys and consultations have been combined and form the basis of the Business Plan and BID Proposal

Businesses have received emails, telephone calls, newsletters, newspaper articles, one-to-one visits throughout the BID term and the consultation process to keep them informed of progress. The website [www.bid4oban.co.uk](http://www.bid4oban.co.uk) has been kept fully updated with information throughout the development of the BID The Board of Directors considered the response from the 1-to-1 consultations, surveys and public meetings as sufficient to decide on the projects and services proposed in the business plan.

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

1. Access and traffic management
2. Marketing and promotion
3. Clean and attractive
4. Business support
5. Training initiatives
6. Lobbying and a Business Voice

***From the surveys, it was determined that:***

**Businesses would like:**

1. A well promoted and vibrant town
2. To attract more visitors and see increased spend
3. A raised profile for the town by closer working with OLTA
4. Help resolve parking issues addressed within the BID area
5. To create a cleaner, greener and more attractive town centre
6. To extend the season with more events in the quieter months
7. A more diverse High Street to attract customers
8. Improved business support and advice

# BID4Oban Objectives

## Objective 1: Our Environment

| Project                               | Cost met from the Levy | Timing    | Measurement   | Benefit to Levy payer  |
|---------------------------------------|------------------------|-----------|---|--|
| Floral Enhancements up to 240 Baskets | £25,000                | 2018-2022 | Number of displays around town                        | Whole town solution improved ambiance.   |
| Additional Christmas Lights           | £31,275                | 2017-2021 | Number of lights installed                            | Supplements the lighting and provides an attractive festive environment for all.         |
| Business Frontage Improvement Grants  | £15,000                | 2017-2021 | Number of awards                                      | Properties improved, cost to the owner reduced. Encourages civic pride.                  |
| Beach Cleans                          | £0 <sup>1</sup>        | 2018-2022 | Multiple cleans per year, amount of rubbish collected | Business involvement through volunteers, enhanced environment for all.                   |
| Golden Broom Award                    | £0 <sup>1</sup>        | 2017-2022 | Number of awards, social media response               | Encourages civic pride by recognising those that look after their businesses appearance. |
| Bin Blitz                             | £0 <sup>1</sup>        | 2017-2022 | Number of bins cleaned                                | Smartens the town and makes it more attractive to all.                                   |
| Environmental Fund Improvement        | £10,000 <sup>2</sup>   | 2017-2022 | Number of awards                                      | Makes Oban a prettier and greener place.   |

<sup>1</sup> The cost is met from running costs with staff supporting volunteer efforts.

<sup>2</sup> Specifically to assist local groups apply for additional match funding for environmental projects and assist businesses to improve areas adjacent that would not be covered by business frontage scheme. These initiatives generally satisfy objectives a, d, and e.

In total this would see £81,275 targeted at improving the overall appearance of the town and encourage community groups to apply for additional money, for example the Tesco Bags of Help scheme.

# BID4Oban Objectives

## Objective 2: Lets shout about Oban

| Project                         | Cost met from BID Levy | Timing    | Measurement                                  | Benefit to Levy payer   |
|---------------------------------|------------------------|-----------|--|---|
| Fireworks (5/11)                | £15,750                | 2017-2021 | Attendance 3-4000                            | Increased footfall before, during and after the event.                              |
| Reindeer Parade/Winter Festival | £25,000                | 2017-2021 | Attendance 4000                              | Attracts people to the town for the weekend in shoulder months                      |
| Hogmanay Fireworks              | £14,750                | 2017-2021 | Attendance                                   | Typically attracts visitors for at least two nights and encourages locals to go out |
| Motor-fest (September)          | £7500                  | 2018-2022 | 2016 saw 100 vehicles attend                 | Adds bed nights, and increased footfall from both exhibitors and visitors           |
| Oban Live                       | £30,000 <sup>1</sup>   | 2018-2022 | Tickets sold                                 | Generates almost £1million for the economy, largest music event in Argyll           |
| Lorn Highland Games             | £6000 <sup>1</sup>     | 2018-2022 | Attendance figures                           | Generates interest before the Scottish School Holidays                              |
| New Events Fund                 | £50,000 <sup>1,2</sup> | 2017-2020 | Number of events created                     | Specifically to encourage footfall and activity out with the season                 |
| Argyllshire Gathering           | £0 <sup>1</sup>        | 2018-2022 | Increasing ticket sales                      | Encourages visitors to stay in the town mid-week                                    |
| Sea Kayak Race                  | £1000 <sup>1</sup>     | 2018-2022 | Attendance growth, through marketing support | Sea Kayakers will generally stay for 2 nights.                                      |

<sup>1</sup> In addition to financial assistance there is in kind support, this covered in the running costs of BID4Oban

<sup>2</sup> This is for both BID4Oban managed and assisted events, with the main objective of extending the season and encouraging locals to spend time in town

\* Typically the fireworks have attracted additional funding, this has not been allowed for. As you will note events typically meet a number of our core objectives normally but exclusively b, c, and d. This represents a commitment of £150,000 over the term

# BID4Oban Objectives

## Objective 3: Working together

| Project                               | Cost met from the Levy | Timing    | Measurement   | Benefit to Levy payer  |
|---------------------------------------|------------------------|-----------|---|--|
| OLTA (Oban and Lorn Tourism Alliance) | £50,000 <sup>1</sup>   | 2017-2022 | A series of KPI's agreed by both boards to ensure the continued funding | By supporting OLTA to promote Oban we achieve more together than we would separately.  |
| Town Centre Wifi                      | £15,000 <sup>2</sup>   | 2017-2022 | The number of times the serviced is used                                | Provides a service to both visitors and locals, being connected is now viewed as essential and Oban is poorly served by the mobile networks. |
| Employee Training                     | £1500 <sup>3</sup>     | 2017-2022 | Courses delivered, attendees on courses                                 | Saving money on travelling and subsistence in sending staff away.  |
| Information Sharing                   | £0 <sup>4</sup>        | 2017-2022 | Number of businesses using information shared                           | Highlighting legislation changes etc that may have been missed.  |
| Oban – Scotland's Adventure Coast     | £1000                  | 2017-2022 | Reaction on social media, attendance at events                          | A marketing vehicle to support and promote the number of adventure activities we already have. Increased footfall and bed nights.            |

- <sup>1</sup> This will be £10,000 paid at the start of the financial year based on delivery of a plan of measurable actions and outcomes
- <sup>2</sup> The infrastructure has been paid for, this is an allowance for data although it is anticipated that this will reduced by advertising revenue and data collection
- <sup>3</sup> The cost is low as this designed to be subsidised rather wholly funded, the savings will generated by hosting the courses locally with businesses working together
- <sup>4</sup> This will covered from the running costs, this has proven effective for example information regarding the right to appeal the rates increases and a BID negotiated discount for the appeal process

# BID4Oban Objectives

## Objective 4: Marketing locally

| Project                         | Cost met from the Levy | Timing      | Measurement   | Benefit to Levy payer   |
|---------------------------------|------------------------|-------------|---|---|
| Town Centre Ambassadors         | £67,500 <sup>1</sup>   | 2013 – 2017 | Number of visitor interactions                        | Enhance the welcome to the town.  |
| Loyalty Card Scheme             | £1250                  | 2013 – 2017 | Number of completed cards returned                    | Encourages people to spend locally.   |
| LoveOban Voucher Scheme         | £2125 <sup>2</sup>     | 2017-2022   | Number of vouchers sold                               | Typically leads to 40% up spend and encourages shopping locally.            |
| Social Media Business Spotlight | £0 <sup>3</sup>        | 2017-2022   | Number of likes and interactions through social media | Increased visibility locally, gives customers an insight into the business. |

- <sup>1</sup> Ambassador Services to cruise ship companies generates income that reduces the full cost to the BID, this has not been considered at this point
- <sup>2</sup> Voucher schemes typically have a percentage that is not redeemed, although this is effectively income for the BID, we have assumed 100% redemption for this exercise
- <sup>3</sup> There is a small time element that is covered by ambassador time and some running costs. These efforts are worth £70,875 over 5 years and are deliberately improving the marketing of the town and businesses directly in the town. In addition these activities fulfil the following objectives a,b,d,e and f.

# BID4Oban Business Proposal 2017 – 2022

A PDF copy of the full Whole Town Business Improvement District Business Proposal submitted to BID Scotland, Scottish Government and Argyll & Bute Council is available on request by contacting the BID4Oban Office. Details on back page of this plan.

Additional PDF copies of this business plan also available.



## BID budget income

| Income                               | Year 1   | Year 2   | Year 3   | Year 4   | Year 5   | TOTAL            |
|--------------------------------------|----------|----------|----------|----------|----------|------------------|
| Income from BID Levy                 | £145,430 | £145,430 | £145,430 | £145,430 | £145,430 | <b>£727,150</b>  |
| Argyll and Bute Council contribution | £20,000* | £20,000* | £20,000* | £20,000* | £20,000* | <b>£100,000*</b> |
| Income total                         | £165,430 | £165,430 | £165,430 | £165,430 | £165,430 | <b>£827,150</b>  |

\* Subject to committee approval by the council

### BID Company income over 5 years = £827,150

These figures do not reflect any additional income/sponsorship which the BID will rigorously seek to source from other funding bodies (for example, Events Scotland, Visit Scotland, European and lottery funding).

## BID budget expenditure

| Expenditure       | Year 1          | Year 2          | Year 3          | Year 4          | Year 5          | Total            |
|-------------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Events            | £30,000         | £30,000         | £30,000         | £30,000         | £30,000         | £150,000         |
| Environment       | £16,255         | £16,255         | £16,255         | £16,255         | £16,255         | £81,275          |
| Marketing Locally | £14,175         | £14,175         | £14,175         | £14,175         | £14,175         | £70,875          |
| Working Together  | £16,000         | £16,000         | £16,000         | £16,000         | £16,000         | £80,000          |
| Running Costs     | £65,000         | £65,000         | £65,000         | £65,000         | £65,000         | £325,000         |
| Contingency       | £4,000          | £4,000          | £4,000          | £4,000          | £4,000          | £20,000          |
| <b>TOTAL</b>      | <b>£145,430</b> | <b>£145,430</b> | <b>£145,430</b> | <b>£145,430</b> | <b>£145,430</b> | <b>£727,150*</b> |

\* The total figure does not include the £100k / annum currently awaiting committee approval

# Governance of the BID

The directors will be responsible for:

- The strategic direction of the BID
- Operating the Company in an efficient and transparent manner
- Financial management and prudence
- Oversight of the delivery of the projects and services in the BID Business Plan
- Making adaptations to the projects delivered, should new opportunities or changes in economic circumstances arise in the best interest of the business community
- Decision-making relating to grants programmes operated by the BID4Oban
- Monitoring performance and publishing the company's Annual Report.

## The BID company structure

Following a successful yes vote, the management and operation of the BID4Oban will continue to operate as a limited not for profit company which will operate until 31/10/22.

This Company will be managed by the Board of Directors. 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 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.

A Board of Directors will be established, consisting of up to 12 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 new Company Board, but limited to one eligible person from each eligible property. The new 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. Nominations of directors from outside of 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 of Directors will employ a full-time manager and a full-time administrator to ensure the efficient delivery of the projects and effective communications with the levy payers.

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 two representatives from Argyll and Bute Council. 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.

## Minimising risk

The Board will take all steps necessary to minimise any risk associated with the BID (financially or otherwise) by only using reputable contractors to deliver BID projects. The Board will also adopt best practice in governance and operational procedures whilst being open and transparent in its operations. The Company will undergo an evaluation of its activities at the half way point and at 4 years of its 5 year term to ensure that it is delivering all the projects and services as detailed in this plan.

# Management Performance Communication

## **BID Management and delivery**

**BID4Oban structure will be: BID Manager, Administrator and two town Ambassadors.**

***Roles and responsibilities of the BID team will be to:***

- Deliver the objectives of the Business Plan
- Act as a central coordinating bureau for events and festivals in the town
- Act as fundraiser for projects which contribute towards delivery of the BID's objectives
- Maintain direct communication with BID Levy payers and key partners
- Manage the finances of the BID
- Monitor compliance with Argyll and Bute Council's, Transport Scotland's and Police Scotland baseline service agreements
- Ensure compliance of the Operating Agreement between the Oban BID Company and Argyll and Bute Council

## **Monitoring BID performance**

***The BID Company will formally measure performance through the following Key Performance Indicators (KPIs):***

- Footfall research at key events funded by the BID
- Visitor / shopper satisfaction perception surveys
- Annual survey of BID Levy payers
- Sales performance research
- Vacancy rates
- Media coverage
- Crime Statistics

## **Communicating progress to Levy payers**

***Progress will be reported back on a regular basis to BID Levy payers through:***

- An Annual Review of progress and performance
- Annual Forum
- Publication of board meeting minutes
- Quarterly newsletters
- Regular website update
- Monthly e-bulletins and press releases

## Current Board of Directors



Graeme Bass



Antony Cave



Nicky Archibald



Chris Jay



Ian Clunie



Alex Needham



Gregor MacKinnon



Roddy McCuish



Fergus Murray



Elaine Robertson

### Board of Directors

Note that all the following business sectors are represented on the Board of Directors:

- Retail/ wholesale
- Hospitality, food and drink
- Professional services
- Distribution
- Leisure services
- Trade services

Oban and Lorn Area Committee of the Council has nominated Councillors Roderick McCuish and Elaine Robertson (substitute) to serve on the Board of Directors.



[www.bid4oban.co.uk](http://www.bid4oban.co.uk)