

# Business Plan

2023-2028





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# 1.

## Introduction



**DUNCAN MCLEAN**  
Chair  
Kirkwall BID



... new  
enterprises  
launched,  
old ones  
reborn ...

Fifteen years ago, Kirkwall town centre was in trouble. The number of vacant shops was growing. Several much-loved, long-established businesses had closed their doors. Prominent buildings were in bad condition, becoming weed-sprouting eyesores. Worst of all, footfall was declining, as the public increasingly did their shopping at out-of-centre supermarkets and enjoyed themselves at the leisure centre and the bowling alley, also out of town. To cap it all, internet shopping was starting to take off.

In the face of such multiple challenges, a number of Kirkwall businesses got together on a voluntary basis to start organising events and promoting a positive image of the town centre. Kirkwall Town Centre Businesses (KTCB) worked hard for several years and initiated some popular events. But it became clear that relying on a small number of volunteers to promote hundreds of businesses, with no regular income, was not good enough.

Then someone suggested Kirkwall should consider setting up a BID. The general response was, 'A what?' A Business Improvement District turned out to be a way for towns to establish a structured organisation to support their business area in the ways it most needed. It would be funded by a well-regulated system based on the business rates, with very small payments required of small businesses.

After a lengthy consultation and discussion period, involving every business then operating in the town centre, Kirkwall BID was finally launched in March 2013.

BID has not single-handedly transformed the fortunes of the town in its first two five-year terms. But it has contributed significantly, along with Orkney Islands Council and Kirkwall Townscape Heritage Initiative, amongst others. The boom in Orkney's popularity as a tourist destination has helped. And, finally, the brave and imaginative efforts of business owners large and small has seen new enterprises launched, old ones reborn, and abandoned buildings renewed. Businesses have made the most of opportunities offered by increased tourism, while continuing to look after their all-important local customers.

As well as investing time and money into their own businesses, people have invested time and effort into volunteering for BID, whether as board members, event organisers, or participants in its various events and promotions. Have these been successful? It's no exaggeration to say that events like the Victorian Carousel, the Ice Rink, and Costa del Kirkwall will be talked about for years to come. More to the point, each of them brought many thousands of potential customers to the high street, ready for businesses to sell their goods and services to. It's hard to imagine Kirkwall now without these tremendously popular attractions. It's also hard to imagine the town in winter without its bright and cheery light canopies and wraps.

Less cheery have been the two years of pandemic, which for a time threatened the prosperity and even existence of just about every business in Kirkwall. BID staff and board members threw themselves into supporting its members in every way it could think of – first by not asking for any levy payments for the first six months of 2020 (the only BID in Scotland to make this gesture) and then lobbying tirelessly for extra support, financial and otherwise, for its members.

2022 feels like a transition year for BID, and Kirkwall. We're out of the worst of the pandemic, though its effects are still being felt, not least in the staff shortages many of us are experiencing. And BID is launching itself whole-heartedly again into a full programme of events and promotions. This winter should be brighter than any for several years!

But the biggest transition is the one in January 2023, when you, the BID members, get to vote on whether BID should exist for another five years. My tenure as Chair will end in March 2023, so I can speak from the point of view of a business-owner. I'll be looking for all possible support to build on the regeneration of the town centre since BID was established, and to recover fully from the hard times of the pandemic. For me, not having BID around to help with that is unthinkable. I look forward to more crowded event days, more online promotion, more lobbying of the council, more enhancements to the town centre.

**I hope you agree, and will vote YES for another five years of BID in January.**

Duncan McLean  
Chair, Kirkwall BID



# 2.

## Kirkwall BID: mission, aims and objectives

"We will work with businesses, voluntary groups, and statutory bodies to create an attractive, accessible, and vibrant town centre where businesses can thrive, while safeguarding the unique character and culture of Kirkwall."

The mission of the Kirkwall Business Improvement District

### The Kirkwall BID aims to:

- Enhance Kirkwall town centre for the benefit of all.
- Promote Kirkwall town centre and the businesses in the BID area.
- Support BID businesses and strengthen the community.

### The objectives of the BID are:

- To make Kirkwall town centre **welcoming, attractive and accessible** to all.
- To **increase footfall** in the BID area through events and promotional campaigns.
- To make effective use of **digital technologies** to promote Kirkwall and engage people of all ages.
- To provide a **strong and effective voice** for businesses in the BID area.
- To facilitate individual sectors **working together** in pursuit of the BID aims.
- To work with BID members, voluntary groups, and others to support a **vibrant, sustainable, and cohesive** town centre community.



# 3.

The Kirkwall Town Centre Partnership was formed in 2012, comprising Kirkwall Town Centre Businesses, Orkney Means Business, Kirkwall & St Ola Community Council, HIE Orkney and members of the two Kirkwall wards plus officials from Planning and Development Departments of Orkney Islands Council. The Partnership decided to take the steps toward creating a BID within Kirkwall town centre as they believed that the involvement of all businesses in the area through the BID process would provide the framework needed to improve business levels in the town centre and the business environment. The BID was established in 2013 and operates as a separate entity with a representative Board. The support of the Scottish Government and Orkney Islands Council has been integral to the creation and ongoing success of the BID.

Since 2013, it has organised a wide range of activities and events, aimed at achieving its mission, aims and objectives.

# The story so far





# Events programme

Our annual programme of events aims to both bring together the local community and encourage more custom within the town's businesses. Our events, which vary in size and purpose to attract different audiences, are organised by our BID Events Group, and generally staged outside of the main tourist season, between October and April.

- Kirkwall BID have organised over 50 major events in the past ten years.
- Highlights of the last five years include the Winter Wonderland with skating rink and giant snowglobe, the Big BID Day Out with Victorian Carousel, Costa del Kirkwall, including the Broad Street beach, as well as our Spring Flings, Easter Egg Hunts, Halloween Parades and Ghost Hunts, and Festive Events such as the March of the Penguins and Christmas Shopping Days.
- As an example of how events work to the benefit of members, over 6,500 people attended the Winter Wonderland in November 2021, many from outside Kirkwall, some from outside Orkney, creating a huge customer-base for businesses to appeal to.
- Kirkwall BID also work in partnership with key festival and event organisers to promote what's on in Kirkwall. This partnership approach offers opportunities for businesses and also strengthens the partner's event.



50  
major events  
in the last  
10 years



# Partnership working

Kirkwall BID provides a collective voice for the business community in Kirkwall. With over 290 business properties, it is important that these businesses feel their opinions matter and that the BID can identify and prioritise issues relevant to their businesses. This then allows us to engage directly with stakeholders and try to work together to bring about positive improvements and change.

Orkney Islands Council has provided a wide range of support over the last ten years, including direct financial support. The Orkney Islands Councillors have been particularly helpful and supportive throughout that time. Additionally we have built strong relationships with BID staff from other areas within Scotland, sharing information and project ideas. Kirkwall BID regularly works with and has strong mutually beneficial relationships with Heads of Services and Department staff in several departments.

## Parking

Although challenges relating to parking and traffic management remain persistent, we have had some successes. The introduction of free off-peak parking charges has had a positive impact on local shoppers by making the town centre more accessible. In 2020/2021 Kirkwall BID were successful at lobbying Orkney Islands Council to extend the free one-hour parking for the whole summer too, which made it easier for people to make short visits during the Covid-19 pandemic.

## Scotland's Towns Partnership

Becoming a member of STP has provided access to funding stream information and support, as well as the ability to enter and win the prestigious 'Scotland's Most Beautiful High Street' award in 2019.

## Kirkwall Town Heritage Initiative

Following the completion of the KTHI in 2018, Kirkwall BID took ownership of the Kirkjuvagr information booklet and accompanying app. Kirkwall BID has continued to distribute these booklets on request to businesses and at BID events.

## Kirkwall and St Ola Community Council (KCC)

Kirkwall BID has supported the KCC hanging basket scheme and circulates information to our members each year to encourage participation, as well as making a donation to the scheme in 2021.

## Business Gateway

Kirkwall BID work with Business Gateway on an ongoing basis to help promote training events and opportunities to members, and throughout the Covid-19 pandemic we signposted businesses to BG as they managed grants and loans on behalf of OIC.

## OIC Harbours Dept

We work with the Harbour Department to help communicate cruise-related information to members. We attend both the Pre- and Post-season cruise meetings to ensure feedback and information is passed on from and to BID members.

# External funding

In the first term of Kirkwall BID, to encourage its establishment, OIC provided match funding each year for levy payments made by members. This was not continued in the second term, as BID was well-established. Instead, OIC provided a £57k ‘Discretionary Fund’ which Kirkwall BID could apply to for funds for projects which met the objectives of the business plan between 2018 and 2023.

## Those funds were spent as follows:

Kirkwall Big BID Day Out 2019	£9,292
Winter Lights Phase 3 2018	£8,663
Kirkwall Gift Card Scheme Claim 2019	£9,182
Kirkwall Gift Card Scheme Claim 2020	£5,548
March of the Penguins 2020	£3,250
Merry Crinchmas 2022	£10,000
Festival of Light 2023	£11,065

Other external sources of funding brought in £78,208.10 of funding to Kirkwall in the past five years this equates to an extra £0.35p for every £1.00 of levy paid in the same period.

Improvement Districts Scotland Covid-19 Resillience funding	£22,000
Event Scotland	£18,300
Love Local Funding STP	£7,500
Love Local Funding OIC	£7,500
Young Scot Card Event funding	£2,000
Visit Scotland Covid-19 Grant	£3,371
OIC Covid-19 Recovery	£12,037.10
OIC Levy discretionary payment	£5,500



# Press advertising and PR

To increase the profile of Kirkwall BID and to ensure maximum awareness of our events, we have invested in large-format advertising features in the local press, complementing our online marketing. We have printed banners which are displayed in prominent locations before and during events. We also work closely with the local press to gain additional coverage, sending out regular press releases on BID activities and events. BID board members and staff have also been interviewed on national radio and TV, shining a spotlight on Kirkwall and its attractions.



# Digital Platforms

## Website

Launched in October 2015 and revamped in 2018, the Kirkwall BID website aims to promote the diversity of local businesses, and the wide variety of goods and services they offer. In addition to an online business directory, the website contains an events diary, photo galleries, and a range of sections about Kirkwall's attractions.

A password-protected Members Area contains business plans, minutes of meetings, information about the board, and more.

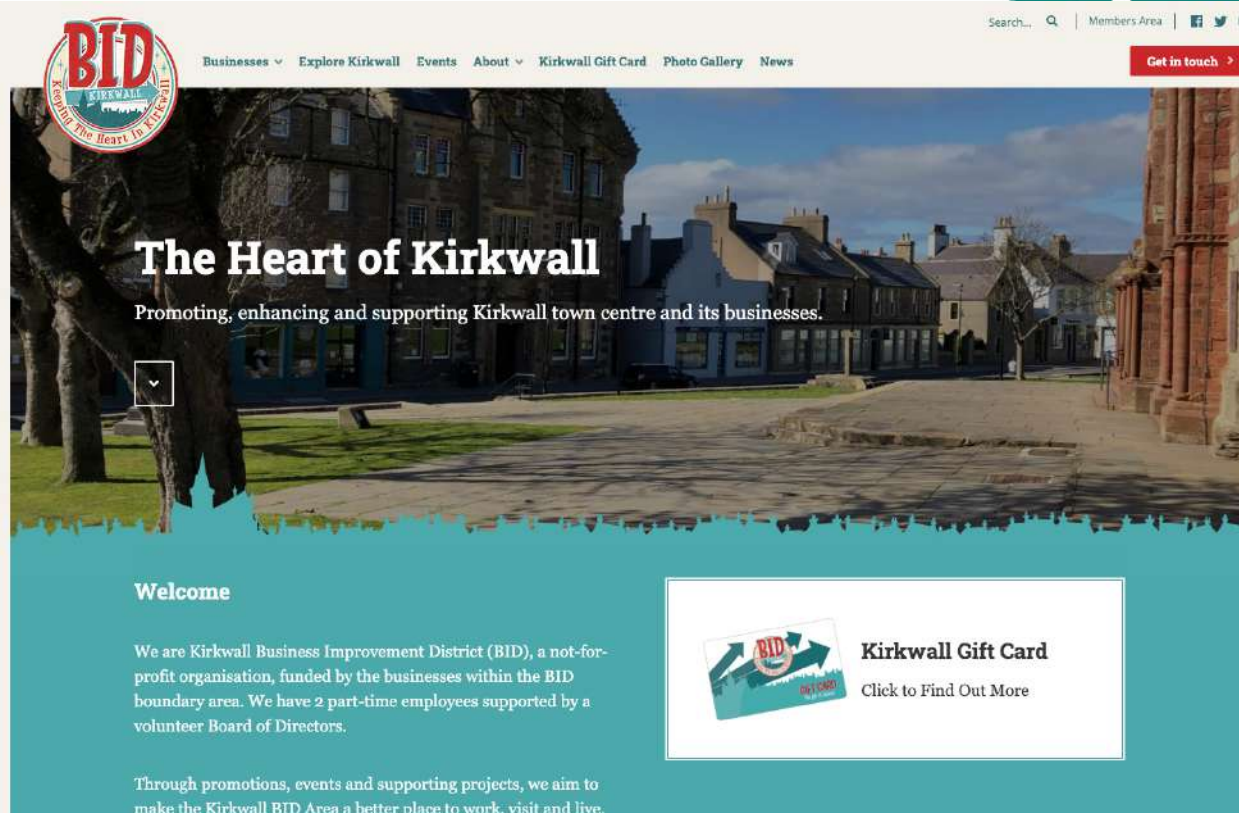
We have refreshed the website regularly over the past five years, introducing new information and making the site more user-friendly. Public usage has grown to an average of 2,500 visits per month.

## Social Media

Facebook, Instagram and (more recently) TikTok have been regularly updated with news, photography, videos and live footage to capture and support activities and events taking place in Kirkwall. We also support and promote individual BID members by sharing posts and highlighting businesses via direct links, video marketing and tags to businesses' accounts. We have over 2,000 Instagram followers, and nearly 6,000 likes on Facebook - huge audiences for members to take advantage of.

## E-Marketing

Our consumer database of over 2,500 names has allowed us to send out e-newsletters directly to our target audience, promoting BID's activities, its members, and the town as a whole. In recent years we have emailed out Covid-safety guides, news about reopenings, information on events and offers, and much more inspiring content. The size of our database has allowed us to tell our stories to an audience bigger than many individual businesses could reach.





# 4.

## What is a BID and why does Kirkwall need one?

### What is a Business Improvement District?

A Business Improvement District (BID), is created when businesses come together and agree to collaboratively invest in projects, support and services that will help the business environment within a set geographical area or sector.

A BID is not a replacement for statutory services or investment by statutory authorities, it does however, add additional investment and value. The work is undertaken by the BID company and it is directed by the business members and overseen by the Board of Directors.

The voting on a BID is governed by legislation, with the proposal only being able to go ahead there is a minimum turnout of 25% (the headcount) by number of eligible persons and by combined rateable value; and of those who turnout, the majority must vote in favour by number and rateable value.

In Scotland the maximum duration of a BID is 5 years, after which it has to secure another mandate.

OVER  
**320**  
UK WIDE BIDS

**35 BIDS**  
IN SCOTLAND

### Why does Kirkwall need a BID?

Kirkwall, like all town centres, faces pressures caused by worldwide economic trends. Our island location shields us from some problems, but amplifies others. We have an unusually buoyant tourist sector, but, as recent years have proven, that can't be taken for granted. We have fewer threats from out of town shopping centres than many places, but Orcadians are reported to be amongst the most enthusiastic users of internet shopping in the country.

Emerging from the pandemic has not been easy, and now Kirkwall, like many other towns, faces problems such as rising energy costs and staff shortages. BID can't solve these huge problems, but by promoting the town centre it can drive up footfall and increase potential business across all sectors.

Kirkwall BID enables its members to shape the direction and promotion of the town centre to fight back against local and global challenges. Having a representative organisation whose sole remit is to work for its members is a huge benefit for any group of businesses.

**25%** OF ELIGIBLE  
VOTERS  
MUST TAKE PART IN THE  
AS A MINIMUM



# 5. Building on success

Building on the success of the Kirkwall BID 2013 – 2022, over the next five-year term we will continue to focus activity on the three aims of enhancing, promoting, and supporting the town centre. In spring 2022, we carried out a survey of members to identify their current concerns and priorities. The results were considered and developed by BID's board, whose members all own or run businesses in the town centre.

In pursuit of these priorities we have set out a number of actions to be taken in the next 5 years which reflect the overall aims and objectives for the Kirkwall BID. These key projects involve continuing and developing existing BID initiatives (e.g. some of the successful town centre events and promotions), a greater focus on digital marketing through the Kirkwall BID website, e-marketing and social media, and on making the town centre more attractive and accessible (e.g. through improved car parking arrangements and directions/signage updates). In some cases the final project is not within the resources of the BID to deliver (e.g. parking or signage) but we aim to work in partnership with others to deliver these key benefits for the BID area, its businesses and its community.

...we will continue to focus activity on the three aims of enhancing, promoting, and supporting the town centre.

The Last 5 Years	The Next 5 Years	Life Without a BID
Improvements to the town centre make the area more attractive and appealing all year round.	Extend improvements beyond Albert St / Broad St to provide wider benefits	Extra investment in the town centre would be lost.
Promotion of Kirkwall town centre and its businesses through events, online activity, press and PR	More use of video marketing, funding for Love Local Orkney campaigns.	Investment in joint marketing and promotion would be lost.
A more appealing town centre with inclusive events and activities which have increased footfall and are valued by the community.	More events and activities to draw people into the town centre year round.	Lack of activity leads to fewer people using town centre businesses, taking the heart out of Kirkwall.
External additional funding of over £50k in the last 5 years for Kirkwall BID from various sources	Continue to seek additional funding for staff time and events, to take on larger projects with bigger benefits.	Kirkwall losing potential funding and investment.
The voice of Kirkwall town centre businesses has been heard on key issues for the town centre.	Provide a strong voice for BID businesses and work in partnership with statutory and third sector organisations to achieve benefits for all.	Businesses, OIC and the wider community do not work together for the benefit of the town centre resulting in lack of cohesive vision. Failure to address issues of concern to town centre businesses.



Momentum was being built up prior to the Covid-19 pandemic, through the efforts of the BID staff and board, and all BID members. There were many positive upgrades, developments and visible investments in the town centre. OIC and KTHI were amongst the public bodies contributing to this.

Those efforts were not wasted, and have created long-term benefits for businesses and the wider community. However, we are still in an extremely challenging economic climate. Ironically, things could be about to get even tougher for some than they were during the pandemic.

When considering what BID has achieved to date, and what it can deliver in the next five years, it is also worth reflecting on what could happen if there were no Kirkwall BID to help us through the hard times that threaten to come.

...it is also worth reflecting on what could happen if there were no Kirkwall BID to help us through the hard times.

### No BID renewal means...

- NO** buy-local marketing campaigns
- NO** ongoing promotion of town centre goods and services
- NO** winter lights
- NO** summer bunting, planters or additional outdoor seating
- NO** gutter cleaning
- NO** trails and competitions through the year
- NO** Christmas parade or other festive activities in the town centre
- NO** summer events and activities
- NO** Kirkwall Gift Card
- NO** information updates specific to local sectors
- NO** access to external funding for improvements
- NO** representation on local issues
- NO** updates on cruise visits and tour times/numbers
- NO** central business and product directory
- NO** collaboration to improve trade and business perception
- NO** agency to facilitate common communication with OIC services







# 6. What a renewed Kirkwall BID will do for Kirkwall town centre

A detailed action plan has been produced based on the feedback from BID area businesses setting out what they want to see continue or develop in the town centre. These projects and activities are themed by the seven key aims and objectives and describe how and why Kirkwall BID intends to do each activity.



## ENHANCE THE TOWN CENTRE

OBJECTIVE: TO MAKE KIRKWALL TOWN CENTRE WELCOMING, ATTRACTIVE AND ACCESSIBLE TO ALL

ACTIVITY	BENEFITS	MEASURES
Winter lighting – Replace and maintain 3 phases of winter lighting	More attractive and safer town centre	Public surveys/business feedback
Continue to improve the visual appearance of the town centre, including setting and maintaining bunting annually.	More attractive and welcoming town centre	Public surveys/business feedback
Vacant properties - continue to promote vacant properties and provide support to new businesses. Encourage pop up shops /exhibitions.	More attractive and welcoming town centre	Public surveys/business feedback
Joint initiatives to improve the visual appearance and maintenance of the town centre.	Smarter and better cared-for town centre	Public surveys/business feedback
Cycle parking and routes to be investigated/lobbied for	More attractive, greener, accessible town centre	Public surveys/business feedback
Liaise with appropriate agencies on upgrading CCTV	CCTV system utilised by authorities Improved public perception of safety	Cameras upgraded Public feedback
Liaise with OIC on upgrades and maintenance. Negotiate appropriate timing of road works or paving slab replacement to minimise disruption to businesses Monitor cleanliness of lanes and report maintenance issues to relevant OIC service	Welcoming, safe and clean town centre Improved public perception Reduced loss of business Improvement to public safety	Public feedback Business feedback

## PROMOTIONS & EVENTS

OBJECTIVE: TO INCREASE FOOTFALL IN THE BID AREA THROUGH EVENTS AND PROMOTIONAL CAMPAIGN

ACTIVITY	BENEFITS	MEASURES
Hunt and Trail competitions held to coincide with holiday periods or events	Increased footfall	Number of events/ Number of Participants
Christmas-focused activities including community attractions and events	Increased footfall, improved public perception of town centre as a destination	Increased sales for businesses Increased visibility of businesses and products
Run year-round events to bring life to the town centre and encourage people to shop local	Increased footfall and spend	Public surveys/business feedback Footfall counters
Engage with street performers or artists to encourage year-round entertainment provision	Improved public perception of town centre	Number of performers Footfall counters
Facilitate businesses in particular locations working together to promote their area of the town e.g. Victoria Street, Junction Rd.	Increased footfall and spend	Public surveys/business feedback Footfall counters
Promote the town centre as a destination - Work with transport and tourism agencies to ensure marketing to visitor audience. Identify and install appropriate signage or marketing out-with town centre	Widened footfall and spend Increased awareness	Public surveys/business feedback Footfall counters



PROMOTIONS & EVENTS		
OBJECTIVE: TO FACILITATE INDIVIDUAL SECTORS WORKING TOGETHER IN PURSUIT OF THE BID AIMS		
ACTIVITY	BENEFITS	MEASURES
Partner with night time economy and food & drink businesses to offer customer experiences and increase business	Increased footfall Increased profit for businesses Increased public engagement	Public surveys/business feedback Engagement statistics
Promote joined up working for sales, events, and opening hours	Increased footfall and spend	Public surveys/business feedback
Continue to encourage and promote use of the Kirkwall Gift Card to encourage local spending	Increased local spend	Breakages data Sales data

PROVIDE A STRONG VOICE		
OBJECTIVE: TO PROVIDE A STRONG AND EFFECTIVE VOICE FOR BUSINESSES IN THE BID AREA		
ACTIVITY	BENEFITS	MEASURES
Work with OIC to improve car parking and provision for cycles	More accessible and welcoming town centre	Business feedback
Lobby on key issues affecting BID members e.g. car parking, traffic wardens, rates, condition of pavements	Save money; ensure business voice is heard in local decision-making	Business feedback
Maintain transparent communication with OIC Roads Service - Pro-active discussions with OIC Roads staff to improve town centre access options Provide updates to members regarding discussion with OIC Roads service	Increased member awareness of communications  Pro-active rather than re-active solutions to improve town centre access	Number of meetings with OIC Roads  Changes and solutions achieved  Updates issued

KIRKWALL ONLINE		
OBJECTIVE: TO MAKE EFFECTIVE USE OF DIGITAL TECHNOLOGIES IN ORDER TO PROMOTE AND ENGAGE PEOPLE OF ALL AGES WITH BID INITITATIVES		
ACTIVITY	BENEFITS	MEASURES
Refresh BID website and increase level of digital marketing (website and social media)	Increased visits to website and more social media activity reaching more people; more hits on business websites	Web traffic Social media feedback
Investigate creation of a 'Green Kirkwall' webpage section promoting organic, planet friendly products/ services	Increased visits to website and promotion of businesses/ services	Web traffic/business feedback

ACCESS FOR ALL		
OBJECTIVE: TO WORK WITH BID MEMBERS, VOUNTARY GROUPS AND OTHERS TO SUPPORT A VIBRANT, SUSTAINABLE AND COHESIVE TOWN CENTRE COMMUNITY		
ACTIVITY	BENEFITS	MEASURES
Work with Age Scotland Orkney, Dial-a-Bus and others to enhance provision for older people in the town.	Vibrant and cohesive town centre; more accessible town centre products and services	Business and partner feedback Public surveys
Investigate funding and demand for bicycle charging points	Facility for use by businesses, staff and public Reduction in car use	Funding awarded Charging points installed

MEASURE IMPACTS		
OBJECTIVE: TO WORK WITH BID MEMBERS, VOLUNTARY GROUPS AND OTHERS TO SUPPORT A VIBRANT, SUSTAINABLE COMMUNITY		
ACTIVITY	BENEFITS	MEASURES
Proactively seek and provide opportunities for feedback.	Understand the impacts of BID investment	Business feedback Impact assessment



SUPPORT TOWN CENTRE BUSINESSES

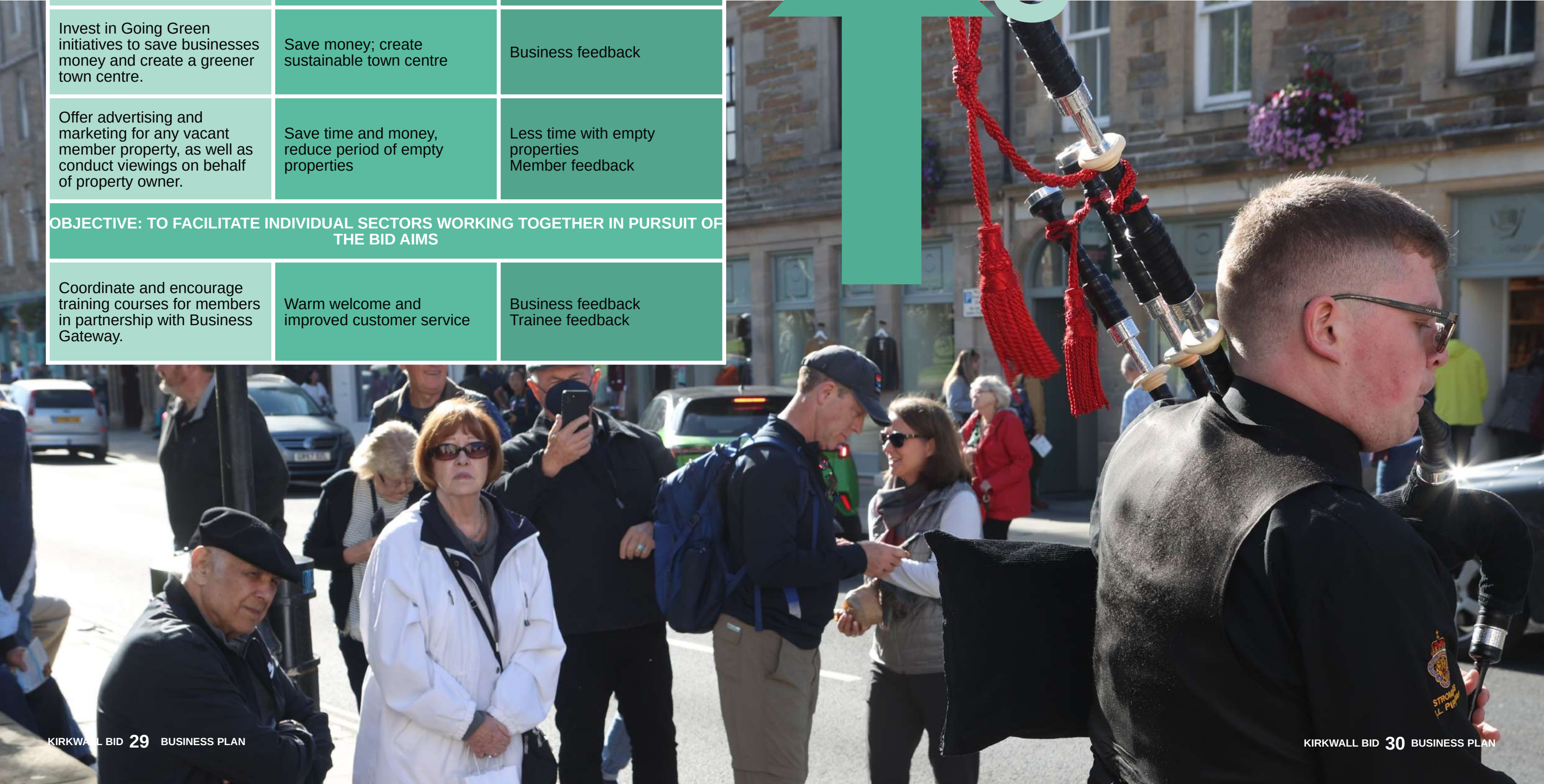
OBJECTIVE: TO WORK WITH BID MEMBERS, VOLUNTARY GROUPS AND OTHERS TO SUPPORT A VIBRANT, SUSTAINABLE AND COHESIVE TOWN CENTRE COMMUNITY

ACTIVITY	BENEFITS	MEASURES
Provide networking opportunities for BID businesses, to promote closer working and potential for increased business to business sales.	More cohesive town centre; increased sales	Business feedback
Invest in Going Green initiatives to save businesses money and create a greener town centre.	Save money; create sustainable town centre	Business feedback
Offer advertising and marketing for any vacant member property, as well as conduct viewings on behalf of property owner.	Save time and money, reduce period of empty properties	Less time with empty properties Member feedback

OBJECTIVE: TO FACILITATE INDIVIDUAL SECTORS WORKING TOGETHER IN PURSUIT OF THE BID AIMS

Coordinate and encourage training courses for members in partnership with Business Gateway.	Warm welcome and improved customer service	Business feedback Trainee feedback
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Increased  
footfall, profit for businesses  
& public engagement





# 7. How is Kirkwall BID managed?

Following a successful yes vote, the management and operation of the BID will be carried out by Kirkwall BID Ltd (SC445530) which will operate from the start of the third term on the first of April 2023.

This Company will continue to be managed by the Board of Directors operating in a transparent way, answerable to the businesses in the area. There will be a detailed set of protocols (the Operating Agreement) which will cover the management of the BID Company and billing, collection and transfer of the levy. Orkney Islands Council will continue to collect the levy payments on behalf of BID.

A Board of Directors will consist 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 Kirkwall BID Board, but limited to one eligible person from each eligible property. Nominations of directors from outside of the BID area or non-members 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 Company will be run by the businesses for the businesses. This Board will be responsible for all decisions relating to staff, contracts, the delivery of the approved business plan and other activities generated by the BID. The Board will be representative of the businesses and stakeholders in the area. The Chair and Vice Chair will be elected from the Directors of the Board. Kirkwall BID requires at least one member of OIC sitting as a non-executive advisor attending Board Meetings as requested. 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 businesses and without recourse to an alteration ballot.

An annual report and annual accounts will be published on the Kirkwall BID website every year.

The members of the current Kirkwall BID Board are named below:

NAME	SECTOR
Megan Bain	Retail, fashion/craft
Cheryl Chapman	Tourism
Duncan McLean	Retail, food and drink
Charlotte Rendall	Festival/arts
Karen Scholes	Accountancy/financial
Karen Scott	Retail/charity
Serena Sutherland	Legal
Amanda Sykes	Travel



# 8. How will we measure the BID's impacts?

Throughout the lifetime of the BID, all work on the BID projects will be monitored to ensure the projects proposed in the BID Business Plan achieve a high level of impact, and are progressing to the satisfaction of the businesses which voted for the BID.

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

**Additionally, the following information is to be displayed on the Kirkwall BID website:**

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

# 9. How will BID work with levy payers?

The BID works on behalf of levy payers in the BID area. We are committed to working closely with businesses in developing projects and services.

The BID directors are elected from the business community and welcome your feedback. New Directors can stand for election to the BID Board at the Annual General Meeting.

We understand from feedback received to date that different businesses like to engage with us in different ways.

**We will therefore offer a number of opportunities and mechanisms for BID businesses to get involved with the work of the BID, in particular through:**

- BID Company Annual General Meeting
- informal business gatherings
- sector sub-groups
- direct contact with BID Board members
- business surveys
- regular web updates at [www.kirkwallbid.co.uk](http://www.kirkwallbid.co.uk)
- e-newsletters and Facebook posts
- e-mail alerts
- local press articles
- one-to-one meetings with businesses



# 10. How the BID adds value for the town centre

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

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

## Orkney Islands Council provides the following statutory services within the BID area:

Cleaning	Street cleaning, refuse collection
Traffic Management	Pedestrianisation orders; traffic lights, traffic signage and street occupation
Community Safety	Anti-social behaviour and noise nuisance complaints
Planning	Planning applications and major conservation including listed building consent
Policy & Strategies	Policy and strategy development, conservation including listed building
Environmental protection/public health	
Food safety, Health & safety, Trading standards and Licensing	

## Orkney Islands Council provides the following complementary services within the BID area:

Cleaning	Recycling, ground maintenance, public conveniences
Infrastructure	Street Furniture, lighting, drainage, structures, road pavement/lane maintenance, winter maintenance, amenity signage, neighbourhood support workers, public health promotions, free car parking as well as pay-and-display parking, electric-vehicle charging points, accessible parking spaces
Transport	Bus service provision, taxi rank on pier, Orkney Ferries Ltd.
Business support and promotional services	Business Gateway.

## The services provided by Police Scotland:

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

Kirkwall BID cannot spend funds on services which are agreed to be provided by others as a baseline service.





# The BID area

The definition of the BID area was reached in 2013, after lengthy consultation with all businesses in the town centre, and confirmed by the vote that brought Kirkwall BID into existence. Members were consulted in 2017 about the area covered by the BID, at which point a large majority voted to keep the BID area as it was. This question was posed again to members in 2022, and of those who responded to the survey, almost 72% believed the boundary should be left as it is. (A small number wanted it increased and a very small number suggested it should be reduced.)

In light of the survey results and the focus of the BID on town centre regeneration, the proposed boundary for 2023 – 2028 is the same as the previous boundary.

The BID area will include everything within the red boundary line shown on the map opposite. This includes all or part of the following streets:

Albert Street	Mounthoolie Place
Ayre Road (from the junction with Burgh Rd)	Off King Street
Bridge Street	Off Queen Street
Bridge Street Wynd	Palace Road
Broad Street	Pier
Burgh Road	Queen Street
Burnmouth Road	School Place
Castle Street	Shore Street
East Road	St Catherine's Place (part)
Garden Street	St Olaf's Wynd
Great Western Road (part)	Tankerness Lane
Harbour Street	The Strynd
Junction Road (part)	Victoria Road (part)
King Street	Victoria Street
Laing Street	Watergate
Main Street	West Castle Street
Mill Street (part)	West Tankerness Lane
Mounthoolie Lane	Willowburn Road

It is estimated that this represents 294 voting member properties. If the renewal ballot is successful all businesses in the area will be liable to pay the BID levy, with some exemptions applied (see next section).



# 12.

## The BID levy

A BID levy is an equitable and fair way of funding additional projects and services, which the local authority and other statutory bodies are not required to provide. The 2017 Rateable Values have been used since 1<sup>st</sup> April 2018, and the levy will continue to be subject to annual review in line with inflation (CPI), but any increase will be at the discretion of the Board of Directors. The levy payments are not linked to what businesses actually pay in rates but are based on the rateable value of the property.

From April 2018 to March 2023, the levy was calculated as follows:

All properties with a Non-Domestic Rateable Value of up to £7,500 are liable to pay a minimum levy of £75 per year for the five-year duration of the BID. Those with a Non-Domestic Rateable Value (RV) of £7,501 and over are liable to pay 1% of their RV. All businesses should refer to the Scottish Government rates guide or contact the local Assessor for advice on Non-Domestic Rates.

From 1st April 2023, the Board of Directors propose to change this rate as follows:

All properties with a Non-Domestic Rateable Value of up to £6,666 are liable to pay a minimum levy of £100. Above that RV, the levy payment rate is increased from 1% to 1.5% of RV per premises.

Self-catering accommodation which is not the sole or main residence of any person and which is available or intended to be available for letting on a commercial basis, with profit in mind, for short periods totalling more than 140 days in the financial year remain liable for Non-Domestic Rates for the whole year and will be liable to pay the levy.

If you offer Bed and Breakfast or Guest House accommodation in your home to over six people at any one time, you will also be liable to pay a levy. In the case that your property is used for both domestic and non-domestic use, it may be that both council tax and non-domestic rates are charged. It is the Assessor who determines the classification and if you are liable to pay Non-Domestic rates you will be liable to pay a levy.

In the case of multiple occupancy/ownership (the Registered Owners/ Tenant Names as per the Assessor's log must be the same) where the RV of the individual properties owned/occupied falls below £6,666, but

the combined RV of the properties totals £6,667 or over, the levy will be calculated at 1.5% of the combined RV of all the properties owned/occupied.

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

The occupier of a property (the person liable to pay the Non-Domestic Rate) is liable to pay the levy. Should the occupier vacate the property, responsibility will fall back to the property owner, until such time as a new occupier takes over. If an occupier vacates a property, rebates for the outstanding unoccupied period will be given.

Domestic Properties are not liable to pay the levy.

The BID Board has decided that the following should be also be exempt from paying the levy: Places of Worship, Car Parks, Public Conveniences, Stores (properties classified as Shop and Store are liable to pay), Workshops, Sites and Office-Based Charities.

Following the impact of the rateable value changes in the 2017 revaluations specifically on Hospitality Businesses (Hotels), a cap of a maximum levy payment of £900 was introduced in 2018 and subject to CPI increases as mentioned above. As part of the re-ballot review, the Board of Directors will change the cap to £1,350

A Retail-Based Charity rate was introduced in 2018, where they were liable to pay a concessionary fixed rate of £40. This will be increased as part of the re-ballot review to £55.

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

In the event of any non-payment of the BID improvement levy, it will be strongly pursued by Orkney Islands Council (as the billing body) using the recovery powers available to the Council to ensure complete fairness to all the businesses that have paid. Orkney Islands Council will be entitled to charge an additional fee to the levy amount to meet any additional costs incurred in the recovery of the levy.



# 13.

## Projected income

Based on estimated 95% collection on new rate charges:

- Increase levy payment from 1% to 1.5% of RV per premises.
- Increase minimum payment from £75 to £100. Increase cap for hotels to £1,350.
- Increase charity shop levy to £55, charity offices remaining at nil.

	TOTAL BID LEVY
2023 / 24	65,550
2024 / 25	65,550
2025 / 26	65,550
2026 / 27	65,550
2027 / 28	65,550
<b>TOTAL</b>	<b>327,750</b>

# 14.

## Projected spend

Proposed staff: one BID manager at 20 hours per week £17 per hour and 2 BID Admin for 10 hours per week each at £11 per hour.

	EXPENDITURE					
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
WINTER LIGHTING MAINTENANCE	7,000	7,000	7,000	7,000	7,000	35,000
PROMOTION & EVENTS	12,220	12,220	12,220	12,220	12,220	61,100
IMPROVEMENT PROJECTS	1,000	1,000	1,000	1,000	1,000	5,000
KIRKWALL GIFT CARD	3,000	6,000	3,000	3,000	6,000	21,000
PROJECTS SPEND	23,220	26,220	23,220	23,220	26,220	122,100
STAFF*	30,000	30,000	30,500	31,000	32,000	153,000
OPERATING COSTS	10,430	10,430	10,430	10,430	10,430	52,150
<b>TOTAL SPEND</b>	<b>63,650</b>	<b>66,650</b>	<b>64,150</b>	<b>64,650</b>	<b>68,650</b>	<b>327,750</b>



# 15.

## Next steps: the BID renewal ballot

### Voting Process

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

Ballot papers will be issued with pre-paid return envelopes to every eligible voter within the proposed Kirkwall BID area by 19<sup>th</sup> January 2023.

All eligible voters (i.e. persons liable to pay non-domestic rates) will have one vote. Where a person is liable for the non-domestic rates for more than one property, that individual shall be eligible to cast more than one vote however they will be required to pay the levy for each of the properties they are eligible for.

Where a non-domestic property within the proposed BID area is vacant, the ballot papers will be sent to the property owner.

The BID ballot is a confidential postal ballot conducted by Orkney Islands Council on behalf of Kirkwall BID and in line with BID legislation in Scotland.

The final date for all ballot papers to be returned will be 5pm on the 2<sup>nd</sup> of March 2023. Ballot papers received after this time and date will be null and void.

Ballot papers will be easy to complete, requiring a simple cross to be placed on either "yes" or "no" to the question "Are you in favour of the BID?" The ballot paper must then be signed by the eligible voter and returned in the pre-paid envelope.

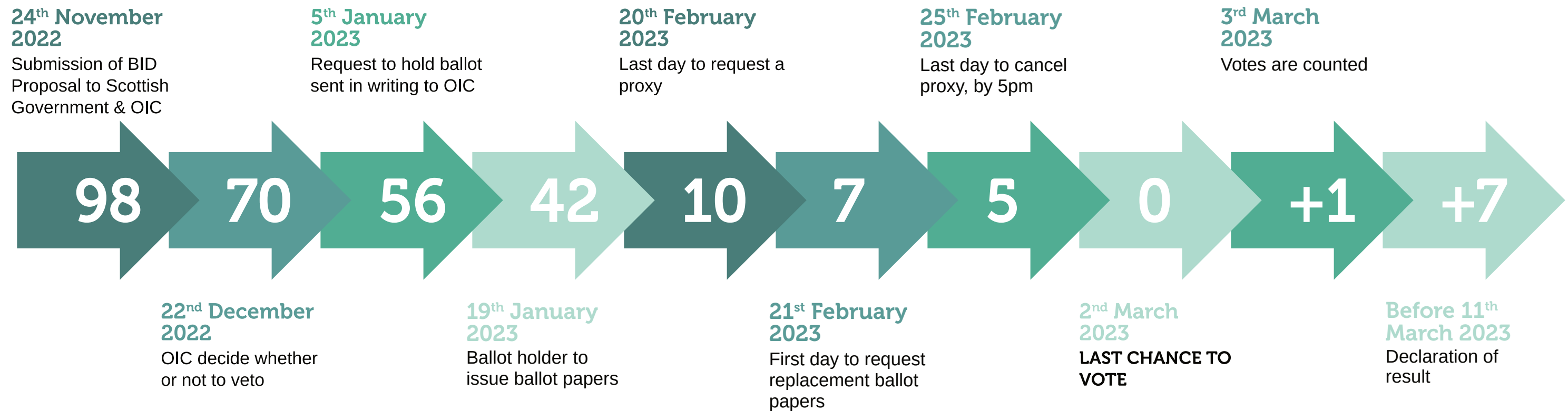
For the ballot to be successful there must be a minimum turnout of 25% (the headcount) by number of eligible persons and by combined rateable value; and of those who turnout, the majority must vote in favour by number and rateable value.

The ballot papers will be counted on 3<sup>rd</sup> March 2023 and the results announced within one week.

Following a successful renewal ballot, the BID will commence on 1<sup>st</sup> April 2023 and will run for a period of five years until 31<sup>st</sup> March 2028.



# Kirkwall BID renewal ballot timeline



## Contact Us

We want to ensure all businesses are aware of what Kirkwall BID is and its purpose.

If you would like to discuss Kirkwall BID Ltd, or any of the details included in this Business Plan, please contact one of our directors or the BID Manager.

Kirkwall BID Manager:

Laura Bruce

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