



Uniqueness
Inverness and Loch Ness
Tourism Business Improvement Destination

Business Proposal

1 April 2014 – 31 March 2019



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Inverness and Loch Ness Tourism BID Proposal

Compliance with Legislation

In accordance with Business Improvement District (Scotland) legislation we acknowledge that as the Proposer, we must submit to Highland Council (LA) the following in respect of BID Proposals, Renewal Proposals and Alteration Proposals:

1. A document which demonstrates a cross section of at least 5% of the electorate, within the BID area supports the BID Proposal.

The questionnaire sent out in April 2013 found that of the 65 eligible businesses that responded (Please see Appendix A), 54 said that they were in favour of the Tourism BID. This establishes the support of 15% of the electorate e.g. 54 businesses out of a total of 363 eligible businesses.

Also, as at 11 November 2013, 128 face to face consultations have taken place and 82 (64%) of those businesses have said they are in favour of the Tourism BID and would be very likely to vote yes at the ballot. Of those remaining, 41 (32%) have said maybe and 5 (4%) have said no (Please see Appendix B).

2. A summary of the consultation the proposer has undertaken with those persons eligible to vote.

The Tourism BID Project Team oversaw the process of consultation with the tourism businesses since January this year. Between January and April, 50 face to face meetings were held and the feedback helped to shape the questionnaire. In April, 798 questionnaires (Please see Appendix C) were sent to all tourism businesses (including those below the £2,000 NDR threshold) within the proposed Tourism BID area and 165 (21%) responses were received. 79% who responded to the questionnaire said they were in favour of the Tourism BID being established. The responses were analysed and the findings were set out in the Summary Document (Please see Appendix D) which was then sent to all businesses along with a covering letter in June. (Please see Appendix D1).

In total, the Tourism BID Project Team and the Tourism BID Steering Group have had to date 128 one to one consultations and a total of 7 open meetings (Please see Appendix E). These discussions provided additional information to help shape the aims and objectives now set out within this Tourism BID Proposal.

3. The proposed Business Plan.

A copy of the Business Plan which will be issued to all of the Tourism BID electorate (see Appendix F for the database) is provided along with this Tourism BID Proposal document. The Tourism BID Business Plan is attached at Appendix G.

4. The financial management arrangements of the BID body.

The Tourism BID Board will agree on an annual basis how the funds will be spent for the coming year having taken note of the opinions and observations of the eligible persons. This will enable the Tourism BID to be flexible to respond to any change in circumstances and to meet business needs. The 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. The Board of the Tourism BID Company will appoint accountants and auditors to the Tourism BID Company and will adopt a robust authorisation and expenditure process to ensure that the financial management of the Tourism BID Company is fully auditable, open and transparent.

The Highland Council will collect the levy payments on behalf of the Tourism BID and will transfer the levies collected on a monthly basis to the Tourism BID Company. The Tourism BID Board will manage the levy funds that are collected by the Council. This arrangement will ensure projects are delivered and any financial liabilities of the Tourism BID are transparent and answerable to the business levy payers in the Tourism BID area. In the event of any non-payment of the Tourism BID levy, it will be strongly pursued by Highland Council (as the billing body) using the recovery powers available to them to ensure complete fairness to all the businesses that have paid. Highland Council will be entitled to charge an additional fee to meet any additional costs incurred in the recovery of the levy.

Any new commercial development, sub division of existing properties or merging of properties or new business with a non-domestic rateable valuation and liable to pay the non-domestic rate, coming into the area and not exempted from paying the Tourism BID levy during the 5 year term of the Inverness and Loch Ness Tourism BID will be liable for the Tourism BID Levy.

5. The arrangements for periodically providing the LA and billing body with information on the finances of the BID body (i.e. after a successful ballot).

The Tourism BID finances will form an integral part of a monthly report issued to the Tourism BID Board of Directors. Highland Council will be invited to provide an advisory role through at least one council representative and will automatically be provided with the Financial Report. It is also expected that regular finance meetings will take place between the Tourism BID Company and Highland Council. An annual audit of the Tourism BID finances will also take place through an independent Auditor.

6. The names and addresses of all those eligible to vote and a description (address) of each relevant property.

Please see the Tourism BID Database provided at Appendix F.

7. A notice in writing requesting that the LA instruct the ballot holder to hold a ballot.

In accordance with legislation, a letter will be issued to the LA by Graeme Ambrose, Project Manager of the Inverness and Loch Ness Tourism BID by 16 January 2014 (Please see Appendix J).

8. Provide the LA and the Billing Body with such information as they shall reasonably require to satisfy themselves that the BID proposer or, as the case may be, the BID body, has sufficient funds to meet the costs of the BID ballot.

The Tourism BID has been advised that the Highland Council will meet the costs of the Tourism BID ballot.

9. A statement of the works or services to be provided, the name of the person responsible or body for the implementation (delivery) of these works and services and the status of such person/s. Both on and after the date the BID Proposals come into effect.

See pages 8 to 16 of the Tourism BID Business Plan documentation entitled 'Objectives and Projects'

Following a successful ballot outcome the Inverness and Loch Ness Tourism BID Company (company limited by guarantee) will be formed with elected Directors. The Tourism BID Board will oversee and direct the delivery of all the projects and services. The appointed Tourism BID Manager will be responsible on a day-to-day basis for implementing the Tourism BID projects and services.

10. A statement of existing baseline services provided by the LA, Police and other agencies.

A baseline service agreement ensures the Inverness and Loch Ness Tourism BID does not use the levy money to duplicate any services provided by public agencies. The services directly delivered by the Tourism BID must be additional to the statutory services and an effective and efficient use of the levy funds. The Baseline Service Level Agreements (SLAs) give an assurance to business owners that the levy payment will be used for additional projects which they voted for in the Tourism BID ballot. Additionally, baseline agreements avoid the risk that public agencies including Highland Council will reduce its current level of service to the Tourism BID area following a successful ballot. SLAs have been provided by all relevant agencies (Please see Appendix H). No SLA has been requested from the Police as none of the activities to be undertaken by the Tourism BID involve or relate to work undertaken by the Police.

11. A precise description of the geographical area of the BID, including a map, which defines exactly the boundaries of the BID area.

Please see map and list of the settlements and Highland Council Wards in the Tourism BID area on page 11 of the Business Proposal.

12. A statement providing details of any additional financial contributions, or additional actions, for the purpose of enabling the projects specified in the Tourism BID Proposals. i.e. where a Tourism BID project is expected to cost £X and the proposed levy raises a smaller amount £Y, then the Tourism BID Proposals must state how that funding gap £X -£Y is to be met and by whom.

It is calculated that there are circa 363 eligible properties located within the Inverness and Loch Ness Tourism BID area (this figure may change as businesses move, expand, open or close). The Tourism BID levy income is calculated to be approximately £170,000 per annum. The estimated income is based on full payment of the levy every year. In case a 100% collection rate is not achieved, a 5% contingency budget has been included. All of the contingency budget will be spent on projects if more than 95% of the levy is collected.

The Tourism BID Project Income and Expenditure (see page 16 of the Business Plan) has been calculated to deliver all the projects as defined in the Objectives and Projects section of the Business Plan, without the requirement for additional financial contributions. It is expected that the Tourism BID will attract additional funding from other sources outwith the levy, however this has not been allowed for at this stage.

13. A statement of which aspects of the BID Proposals and/or Business Plan may be altered without the need for an alteration ballot to be undertaken.

The 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.

14. A statement of the proposed start and end dates of the Tourism BID arrangements and the term of the Tourism BID. The Tourism BID arrangements must commence no later than a year after the date of the statement.

Following a positive ballot on March 14 2014, the Inverness and Loch Ness Tourism BID will commence its activities on 1 April 2014. The Tourism BID will operate for a term of five years until 31 March 2019. A renewal ballot will be consulted on and completed prior to the completion of the five year term.

15. BID Proposals shall specify the apportionment of BID levy in respect of relevant properties and who will be liable to pay the levy: - proprietors, tenants, occupiers or if appropriate a specific business sector or sectors of businesses who will participate. It is advisable to include caps, thresholds or other arrangements reflecting local circumstances or ability to pay.

The levy will be paid by the occupiers (as the eligible persons i.e. those liable to pay the non-domestic rate) only, with the exception of vacant premises when the property owner will be liable for the levy payment. A banded scale of charges has been agreed by the Tourism BID Steering Group and is proposed as an equitable way of ensuring all businesses including those owning multiple properties, participate in and contribute to the Tourism BID.

Aside from whether or not a business is in the designated geographical area covered by the Tourism BID there are two other criteria that determine who is or who is not liable to pay the levy. The first is that only the following businesses, as detailed on the Non-Domestic Rates Valuation Roll by the local Assessor, in the sectors listed in the table below are to be included:

Airport	Guest House	Chalets	Public House and Restaurant
Activity Centre	Harbour	Cinema	Restaurant
Bowling Alley	Heritage Centre	Distillery	Swimming Baths
Bunkhouse	Hostel	Exclusive Use	Self-Catering
Caravan Park	Hotel	Garden Centre	Theatre
Caravan Site	Ice Rink	Golf Club and Clubhouse	Tourist Information Centre
Caravan and Camping Site	Inn	Golf Course	Visitor Centre
Castle and Visitor Centre	Marina	Youth Hostel	
Castle	Outdoor Centre		

The other criteria are that only businesses with a non-domestic rateable (NDR) value of £2,000 or above are included. This means that businesses without a non-domestic rateable value or those which are below the £2,000 threshold will not pay the levy and will not have a vote. However, they can if they so wish 'opt-in' by paying an annual fee and become a non-levy paying stakeholder.

16. Confirmation that the levy is to be calculated as a % of the RV or how the charge was arrived at.

A Tourism BID levy is a fair way of funding additional projects and services which the local authority is not required to provide. A banded scale of charges based upon the rateable value of the property at the time of the ballot (please see Levy Bandings table below) has been agreed by the Tourism BID Steering Group and is proposed as an equitable way of ensuring all businesses including those owning multiple properties, participate in and contribute to the Tourism BID. Further detail on the decisions which determined the levy bandings is given under Pt. 19 below.

LEVY BANDINGS

RATEABLE VALUE			TOTAL ANNUAL LEVY	COST PER WEEK
£2,000	-	£3,999	£160	£3.08
£4,000	-	£9,999	£220	£4.23
£10,000	-	£19,999	£350	£6.73
£20,000	-	£29,999	£450	£8.65
£30,000	-	£49,999	£650	£12.50
£50,000	-	£79,999	£800	£15.38
£80,000	-	£99,999	£1,100	£21.15
£100,000	-	£149,999	£2,000	£38.46
£150,000	-	£199,999	£2,500	£48.08
£200,000	+		£3,000	£57.69

17. Confirmation that the % levy or fee is to be calculated on the RV of the property on the date of the ballot or, if not, another date and that is the date, which will be used to calculate the levy or fee over the term of the BID (BIDS Handbook).

It has been agreed by the Tourism BID Steering Group that the levy will be as per outlined in the table above and based on the rateable value of the property on the final date of the ballot (13 March 2014). The table will be used to calculate all levy payments throughout the 5 year term of the Tourism BID.

18. The apportionment of the levy between proprietors, tenants and occupiers – providing the BID is including tenants and proprietors in its proposals.

The levy will apply solely to those liable to pay non-domestic rates who are occupiers (the eligible person) of the property. Liability for paying the levy will be the responsibility of the owner of the property where it is or becomes vacant.

19. A statement as to how the Steering Group arrived at who will pay the levy, the % levy, and how the levy will be split between proprietors, tenants and occupiers (BIDS Handbook).

The Tourism BID Steering Group set the geographic boundary for the Tourism BID at the earliest opportunity in the process, based on discussion with businesses of what constituted the 'Inverness and Loch Ness' area. The industry sectors to include were decided, after discussion on 23rd August 2013 by the Steering Group, on the value of tourism to all possible sectors that might be included. The threshold entry level for inclusion in the Tourism BID was decided on the basis that below the £2,000 threshold many businesses were 'part-time' and to impose a compulsory levy payment would impose an 'unfair' burden. The levy bandings were also set so as not to pose an unfair burden on any one sector of business and a broad range of 10 bands was selected so as to reflect as closely as possible the differing levels of affordability among businesses of differing size. This was evidenced by responses from the consultation process, particularly from those in the mid-range bracket.

20. Whether any future reassessment of the RV of the property by the Rates Assessors will or will not be taken into account in the calculation of the levy (BIDS Handbook).

It has been agreed by the Inverness and Loch Ness Tourism BID Steering Group that the levy is based on the RV of the properties in the Tourism BID area at the time of ballot, and will not change during the 5 year term of the Tourism BID. Even after the re-valuation in 2017, the levy will continue to be calculated on the rateable values as at the ballot date until the Tourism BID term ends in March 2019. The only instance when a change will be made to a levy will be as a result of a change in valuation, (to the ballot date valuation) due to a successful valuation appeal, by an individual business.

The levy payments are not linked to what businesses actually pay in rates but are based on the rateable value of the property. The levy must be paid in one payment. Payment must be made within 28 days from the date the levy invoice is issued. Any new commercial development or new business with a rateable valuation coming into the Tourism BID area during the 5-year term of the Tourism BID will be liable for the Tourism BID levy. If the property is empty on the date the levy is issued, the property owner will be liable for the full levy amount until such time as the property is occupied, which must be paid within 28 days.

21. A statement on why groups or individual businesses are exempt or receive a levy discount (BIDs Handbook).

The Steering Group agreed that apart from the setting of a levy entry threshold which is to be set at a minimum rateable value of £2,000, no exemptions will be given for individual businesses.

22. A statement on whether the levy will be index linked (BIDs Handbook).

The levy will not be index linked.

23. A statement on whether any of the costs incurred in developing the BID proposals, holding of the ballot or implementing the BID arrangements are to be covered through the BID levy.

All costs associated with developing the Tourism BID proposals have already been fully funded.

The cost of developing the Tourism BID proposals, holding the ballot and implementing the Tourism BID arrangements will not be covered by the Tourism BID levy. The costs of incorporation and set up of the Tourism BID (Tourism BID company set up, recruitment of staff etc.) will be covered by the levy.

24. The constitution of the BID Company to be formed and its legal status. A statement on who will administer the BID, details regarding the BID Board and the BID body, and those who drew up the BID Proposals and Business Plan. (BID Handbook).

On a successful ballot outcome a Tourism BID Company (company limited by guarantee) will be formed with a maximum of 12 elected Directors. They will oversee and direct the delivery of all the projects and services.

The Tourism BID Company will be formed and administered, in accordance with the legislation. All legally binding procedures will be adopted by the Tourism BID Company. The Tourism BID Company may consider the incorporation of a charitable status company.

Under the direction of the Steering Group, Graeme Ambrose the Tourism BID Project Manager and Sharon Mackay the Tourism BID Administrator prepared the Tourism BID Proposals and Business Plan. For a list of the Steering Group members please see page 12 of the Business Proposal.

25. The methodology for BID levy payers to nominate themselves or others to the BID Board of Directors and the proposed makeup of the BID Board, (BIDS Handbook).

Please see Management of the Tourism BID on page 13 of the Tourism BID Business Proposal for details on how levy payers can participate on the Inverness and Loch Ness Tourism BID Board.

26. A statement on how the BID Proposals will be published prior to the ballot (BID Handbook)

A copy of the Tourism BID Business Plan will be sent out along with the Ballot papers to all persons eligible to vote on the Tourism BID Proposal. Should any eligible person require a copy of the Tourism BID Proposal, a copy will be provided on request. The Proposal and Business Plan will also feature prominently on the Tourism BID website at www.LNITBID.co.uk

1.0 Foreword from the Steering Group of the Inverness and Loch Ness Tourism BID

We are delighted to present the Business Plan for Inverness and Loch Ness Tourism Business Improvement District (Tourism BID). The Tourism BID is led by tourism businesses for tourism businesses and delivers a financially sustainable model which, in partnership with statutory authorities, will drive forward tourism in the area for years to come, raising the quality of visitor experience and growing the value of tourism to the local economy. The Tourism BID will fund and deliver projects and activities that are at the core of tourism - marketing and promotion, business tourism, improvements in the tourism infrastructure, business development as well as supporting new and existing sustainable events and festivals and advocating on local issues that matter to tourism businesses.

The Tourism BID being proposed for Inverness and Loch Ness (excluding the Inverness City Centre BID area) represents an exciting opportunity for the area because it will for the first time capitalise on the benefits of Inverness and Loch Ness working together as one compelling destination. Loch Ness tourism providers have been supported over the past seven years by Destination Loch Ness (DLN), arguably one of the most successful Destination Management Organisations in Scotland. DLN have worked hard to market and promote the area and improve the tourism infrastructure. But, the success of Loch Ness is inextricably linked to that of Inverness which, in turn, flourishes as a visitor destination because of its close association with Loch Ness. It makes good business sense to market both destinations as one, and replace DLN with a new organisation that will promote the wider region.

Over the years there have been many 'new tourism partnership initiatives' but none match the scope and ambition of what is being proposed here. This truly is a new, exciting and sustainable opportunity for Inverness and Loch Ness and we hope very much that tourism businesses will support this initiative and vote in favour of establishing the Tourism BID at the ballot, the result of which will be known on March 14th 2014.

You can find more information on our website www.LNITBID.co.uk, or for more general or national information, please refer to www.bids-scotland.com. The ballot papers will be posted out to all businesses on 30th January 2014 and businesses will have six weeks to cast their vote(s) before the ballot closes at 5pm on 13th March 2014.

The Steering Group,

Inverness and Loch Ness Tourism BID

2.0 Executive Summary

2.1 Mission statement of Inverness and Loch Ness Tourism BID

For Inverness and Loch Ness to work together as one destination and ensure a strong and sustainable future for tourism in the area, by raising the quality of the visitor experience and growing the value of tourism to the local economy.

2.2 The Aims of the Inverness and Loch Ness Tourism BID

By working together as one destination the Tourism BID aims to:

- Increase visitor numbers
- Increase length of stay
- Increase visitor spend
- Help sustainability of tourism businesses
- Create jobs
- Improve the visitor experience

2.3 Key Findings:

The Loch Ness and Inverness Steering Group have overseen considerable research to discover what the businesses of Inverness and Loch Ness would like a Tourism BID to deliver. The research established the need for a Tourism BID and confirms that the following key aspects have been completed to deliver a successful ballot:

- Local need for a Tourism BID is strongly identified
- The Tourism BID area is logical and clearly defined
- Support of the Local Authority at both officer and political level

3.0 Introduction

3.1 What is a Business Improvement District?

A Business Improvement District (BID)* or, as in the instance of Inverness and Loch Ness, a Tourism Business Improvement District (Tourism BID), is defined as a private-sector led initiative where businesses, within a clearly defined geographical area, work together, invest and collectively deliver projects that will make an impact on their area over an agreed period (no more than 5 years). The money raised is ring-fenced for the use of the Tourism BID Company to deliver the projects and services as detailed in the Business Plan. A Tourism BID for Inverness and Loch Ness also ensures that everyone that benefits will also contribute to the success of the initiative.

*For more information on BIDs see <http://www.bids-scotland.com/>

3.2 Background to BIDs

Over the past few years, the popularity of BIDs in the UK has grown at a phenomenal rate. In the UK and Ireland there are currently 163 BIDs. In Scotland there are 20 established BIDs with a further 22 being developed. The Tourism BID for Inverness and Loch Ness is one of only two Tourism BIDs presently being developed, and is therefore leading the way in what is possible if tourism businesses come together in a spirit of collaboration to drive improvements in their destination which will benefit their businesses.

4.0 Inverness and Loch Ness's Position

The Inverness and Loch Ness Tourism BID was developed in the belief that Inverness and Loch Ness are not two tourism destinations but one, and that by working together we have the opportunity to maximise the strengths of both for the long term benefit of tourism in the area.

4.1 Why does Inverness and Loch Ness need a Tourism BID?

Tourism is identified as one of Scotland's key growth sectors in the Scottish Government's Economic Strategy and is one of the most important industries for the Highlands. Latest full year figures (2012) show overnight tourism in the wider Inverness and Loch Ness area is worth £245m per annum. More detailed figures for the City of Inverness show that tourism boosts the local economy to the tune of more than £133m, with a fifth of this being indirect spend which benefits other sectors throughout the supply chain.

Tourism is an industry involving many players from both the public and private sectors and businesses of all sizes. In 2012 the new National Tourism Strategy was launched by the tourism industry which recognised that if we are really to improve tourism it needs collaboration across the industry. It is also a sector that has shown some degree of resilience through the UK economic recession. It supports other sectors and plays a part in increasing the profile of Inverness which in turn enhances the city's position as one of Scotland's 7 cities and helps attract inward investment.

Since 2006 Destination Loch Ness (DLN) has worked successfully to more effectively market and promote Loch Ness, improve the tourism infrastructure and encourage business development. However, due to lack of resource, it has always

been limited in what it can deliver. On the other hand, Inverness City has the resource but has never had a similar organisation encompassing all tourism sectors. Instead a number of sectoral groups exist – for example, Inverness Hotels, Inverness District B&B Association and Inverness Guest House Association which although effective in their own right, operate in isolation. As a result neither Loch Ness nor Inverness has been able to maximise their tourism potential. The synergy created by working together as one destination, drawing on the strengths of Inverness and Loch Ness businesses, will ensure that the region can compete more effectively with other tourism destinations elsewhere in Scotland, the UK and worldwide. Indeed, it is our belief that the Tourism BID has the potential to establish this region as one of the most compelling places to visit in the UK outside of Edinburgh and London. The iconic attraction of Loch Ness coupled with the vibrant social and cultural centre of Inverness, the only city in the Highlands, is a powerful and winning combination. The region has made great strides as a visitor destination. Today, the Highlands are amongst the most popular tourist destinations in Scotland. But we believe we can do better. The Tourism BID will provide the resource we need to enhance the already significant contribution tourism makes to Inverness and Loch Ness.

4.2 Destination Loch Ness

The Tourism BID being proposed for Inverness and Loch Ness (excluding the Inverness City Centre BID area) represents an exciting opportunity for the area because it will for the first time capitalise on the benefits of Inverness and Loch Ness working together as one destination. For a number of years Loch Ness has had the benefit of Destination Loch Ness, one of the most successful Destination Management Organisations in Scotland, who have worked hard to market and promote the area and improve the tourism infrastructure. But, the success of Loch Ness is inextricably linked to that of Inverness and equally the success of Inverness depends on Loch Ness which is why a successful Tourism BID will lead to the dissolution of DLN and the establishment of a new organisation.

4.3 How will Loch Ness and Inverness benefit from a Tourism BID?

By working together as one destination the Tourism BID will deliver the following benefits:

- Improved destination marketing locally, nationally and internationally
- Attract more conferences and business tourism to the area all year round
- Promote and support existing and new sustainable events and festivals
- Improvements in tourism infrastructure including the physical surroundings, facilities and services
- Business development through a range of activities and business opportunities
- A strong lobbying voice on local and national tourism issues that matter to local businesses

4.4 What happens if there is no Tourism BID?

- We will lose a great opportunity to market and promote Inverness and Loch Ness as one destination
- There will be no dedicated resource working in partnership with other organisations to increase conference and business tourism for Inverness and Loch Ness
- There will be less promotion and support of existing and new sustainable events
- There will be lost opportunity of investment in the tourism infrastructure
- There will be no continuation and development of the Loch Ness business and community extranet, Nesslink, to include Inverness
- There will be less opportunities for business development
- There will be no single unified voice representing the interests of all tourism businesses

4.5 Local Authority Support

The Tourism BID projects and activities do not replace statutory services that are already provided by the Highland Council and other public bodies. The Tourism BID has agreed baseline service agreements with the following organisations to ensure business owners that the levy payment will be used for additional projects which the businesses voted for in the Tourism BID ballot. Additionally, baseline agreements avoid the risk that public agencies including Highland Council will reduce its current statutory level of service to the Tourism BID area following a successful ballot.

The Highland Council	Forestry Commission, Scotland	Scottish Canals	HIE
Historic Scotland	Scottish Natural Heritage	VisitScotland	

However, the Highland Council along with other agencies will play a major role in working alongside and contributing to the Tourism BID.

A Tourism BID is a business led regeneration strategy, but contributes to the wider regeneration aspirations of the public sector and the local community. It is essential to have the support of the local authority and access to its expertise throughout the development of the Tourism BID.

Highland Council have been supportive of the development of the Tourism BID with a Council Officer regularly attending Steering Group meetings and a dedicated Council Ward Manager acting as a liaison between the Tourism BID Project Team and senior council officials.

A crucial element of the Tourism BID is to establish a baseline service agreement (an agreement on which services are already provided to the area by Highland Council) with the local authority, to ensure that any project or service provided by the Tourism BID is additional to that which the local authority already provides. The Tourism BID Steering Group has agreed that Highland Council as a public body subject to external scrutiny should manage the formal ballot on behalf of Inverness and Loch Ness Tourism BID – the Tourism BID Proposer.

5.0 The Tourism BID Area

The Inverness and Loch Ness Tourism BID will encompass the geographical area that is covered by Highland Council Wards 13 (Aird & Loch Ness), 14 (Inverness West), 16 (Inverness Ness-Side), 17 (Inverness Millburn), 18 (Culloden and Ardersier) and 20 (Inverness South).

Ward 15 (Inverness Central - excluding the area already covered by Inverness City Centre BID) will also be included. It is important to emphasise that businesses who are members of the Inverness City Centre BID will not pay two levies.



5.1 The BID Map and Area

Inverness and Loch Ness Tourism BID area comprising of:

Abriachan	Croy	Foyers	Lewiston
Ardersier	Culloden	Glenmoriston	Lochend
Balloch	Culloden Moor	Gollanfield	Lochgarthside
Balnain	Dalchreichart	Inchmore	Milton of Leys
Beaully	Dalcross	Inshes Wood	Moy
Blairbeg	Daviot	Inverarnie	Newlands
Bunchrew	Dochfour	Inverfarigaig	Piperhill
Bunloit	Dochgarroch	Invermoriston	Slachbuie
Cannich	Dores	Inverness	Smithton
Cawdor	Drumnadrochit	Kilmorack	Tomatin
Clachnaharry	Dundreggan	Kiltarlity	Westhill
Clephanton	Errogie	Kinmylies	Whitebridge
Cradlehall	Farr	Kirkhill	
Croachy	Fort Augustus	Lentran	

6.0 Tourism BID Management

6.1 Tourism BID Development Staff

The Project Manager for the Inverness and Loch Ness Tourism BID is Graeme Ambrose, CEO of Destination Loch Ness. Graeme is accountable to the Tourism BID Steering Group.

6.2 Tourism BID Development Steering Group

The Inverness and Loch Ness Tourism BID Steering Group was formed to develop the Tourism BID and will oversee the transition into a new company following a successful ballot, at which stage a Board of Directors will be appointed. This transition period by the Steering Group will be limited to a maximum period of three months. A YES vote will ensure that Inverness and Loch Ness work together as one tourism destination.

The Inverness and Loch Ness Tourism BID Steering Group

NAME	BUSINESS	SECTOR
Graeme Ambrose	Hazelgrove Cottage, Inverfarigaig	Self-catering
Elizabeth Mackintosh	Achmony Holiday Chalets, Drumnadrochit	Self-catering
Nicol Manson	The Waterside Hotel, Inverness	Hotel
Dorothy MacLean	The Thistle Hotel, Inverness	Hotel
Mike Dunthorne	Boots n Paddles, Kirkhill	Activity Provider
Victoria Erasmus	Glen Mhor Hotel, Inverness	Hotel
Rosie Wylie	Historic Scotland	Visitor Attraction
Russell Thomson/Keith Mackie	Scottish Canals	Scottish Canals
Bob Kenyon	St Ann's Guest House, Inverness	Guest House

Marina Huggett	Tourism Excellency Consultancy, Tourism Training, Inverness	Tourism Training
Claire Christie	Morag's Lodge, Fort Augustus	Hostel
Garry Sutherland	Highland Free Spirits, Loch Ness	Luxury Cruise & Experience Provider
James Martin	Inverness Leisure , Inverness	Leisure Provider
Lynda Johnston	Highlands and Islands Airport Ltd	Transport
Graeme Prest	Forestry Commission, Scotland	Forestry Commission, Scotland

6.3 Management of the Tourism BID

Following a successful ballot, Destination Loch Ness will cease trading and the Tourism BID for Inverness and Loch Ness will be set up and registered as a not for profit limited company with the primary responsibility of delivering the projects outlined in the Business Plan.

Members of the Tourism BID Steering Group will act as a 'Shadow Board' for the initial period following the ballot to ensure that there is minimal delay in implementing the Business Plan. A new Board will then be elected within 3 months of the successful ballot. The Board will reflect the tourism sectors covered by the Tourism BID. Only levy payers will have the right to nominate Directors. However, there will also be scope to nominate two geographical area directors to represent the interests of 'opt in' members. There will be a maximum of 12 positions on the board all of which will be voluntary and unpaid. Highland Council will be invited to provide an advisory role through at least one council representative and will automatically be provided with the Financial Report. It is also expected that regular finance meetings with Highland Council will take place and an annual audit of the Tourism BID finances will also take place through an independent Auditor. If the company does not receive enough nominations to the Board, directors can be co-opted to fill the vacant positions. The company will also reserve the right to work with representatives from other levy paying businesses who can offer the Tourism BID specialist expertise where appropriate.

The day-to-day management of the Tourism BID and responsibility for delivering projects will lie with the Manager of the Tourism BID with support from other key staff, although ultimate responsibility will rest with the Board of Directors.

The Board of Directors will reserve the right to consider creating a charitable arm of the company to enable it to secure additional funding that can only be sourced with charitable status.

The Board will adopt best practice in its procedures and be open and transparent in its operations.

7.0 The Consultation Process

A key part of developing the proposed Tourism BID Business Plan for Inverness and Loch Ness involved consulting extensively with the tourism businesses. Between January and April, 50 face to face meetings were held and the feedback helped to shape the questionnaire. In April 2013, 798 questionnaires were sent out to all tourism businesses (including those below the £2,000 non-domestic rate threshold) within the proposed Tourism BID area and we were pleased to receive 165 responses. Of the 165 responses 40% were from businesses that are above the threshold. Of this 40%, 83% said that they were in favour of the Tourism BID, 10% said maybe, 1% no and there was no response from 6%. The responses from all 165 questionnaires returned were analysed and the findings were set out in the Summary Document which was sent out to all businesses. The Summary Document outlined what issues were important to businesses and the full results are available at www.LNITBID.co.uk

We have also spoken face to face with 128 businesses and held a number of open meetings. The results from both questionnaire and consultations provided additional information to help us develop the aims and objectives contained within this Tourism BID Business Plan and also established the need for the Tourism BID with 82 of those interviewed face to face indicating they were in favour and very likely to vote yes, 41 saying maybe and only 5 saying no.

7.1 Key Findings

The key findings are available in Appendix D and have been reinforced with subsequent 1 to 1s and open meetings.

8.0 Proposed Improvements

8.1 Proposed Improvements Introduction

The proposed improvement projects for the Tourism BID are based on feedback provided through the consultations, open meetings and questionnaires. The proposed projects will be progressed over the five-year period of the Tourism BID. Some projects will be provided on an annual basis while others are one-off projects. The time frame for delivering the projects will be decided by the Board of Directors within the agreed budget. The detailed costs of the projects are estimates only. The actual capital cost of the projects will depend on a variety of factors and will not be definitive until competitive tenders have been submitted nearer the time. One of the projects may be subject to planning permission and other statutory approval. The projects are detailed in the Business Plan in Appendix G.

9.0 The Tourism BID Levy

9.1 Who is included and who is not in the Tourism BID?

There are circa 363 businesses included in the Inverness and Loch Ness Tourism BID. Aside from whether-or-not a business is in the designated geographical area covered by the Tourism BID, there are two other criteria that determine who is in and who is not. The first is that only businesses, as detailed on the Highland Council Valuation Roll by the local Assessor, in the sectors listed in the table below are included. The only exceptions to this are public sector bodies offering tourism services in premises not categorised in any of these sectors, who are also included.

Airport	Guest House
Activity Centre	Harbour
Bowling Alley	Heritage Centre
Bunkhouse	Hostel
Caravan Park	Hotel
Caravan Site	Ice Rink
Caravan and Camping Site	Inn
Castle and Visitor Centre	Marina
Castle	Outdoor Centre
Chalets	Public House and Restaurant
Cinema	Restaurant
Distillery	Swimming Baths
Exclusive Use	Self-Catering
Garden Centre	Theatre
Golf Club and Clubhouse	Tourist Information Centre
Golf Course	Visitor Centre
	Youth Hostel

The other basis for inclusion is that only businesses with a non-domestic rateable value of £2,000 or above are included. This means that businesses without a non-domestic rateable value or those which are below the £2,000 threshold are exempt from paying the levy. However, they can if they so wish 'opt-in' by paying an annual fee and become a non-levy paying stakeholder. Only businesses included in the Tourism BID are liable to pay the levy, vote on the Business Plan and therefore whether-or-not to agree to the establishment of a Tourism BID company to deliver the Business Plan.

9.2 The Levy Table

The levy fees range from £160 to £3,000 per year. The levy is based on the cost of delivering the projects, as identified by businesses during the consultation process, which will maximise the tourism potential of Inverness and Loch Ness working together as one destination.

RATEABLE VALUE	TOTAL ANNUAL LEVY	COST PER WEEK
£2,000 - £3,999	£160	£3.08
£4,000 - £9,999	£220	£4.23
£10,000 - £19,999	£350	£6.73
£20,000 - £29,999	£450	£8.65
£30,000 - £49,999	£650	£12.50
£50,000 - £79,999	£800	£15.38
£80,000 - £99,999	£1,100	£21.15
£100,000 - £149,999	£2,000	£38.47
£150,000 - £199,999	£2,500	£48.08
£200,000 +	£3,000	£57.69

There is no VAT to pay on the BID levy

9.3 Enforcement

In the event of any non-payment of the Tourism BID improvement levy, it will be strongly pursued by Highland Council (as the billing body) to ensure complete fairness to all the businesses that have paid.

9.4 Collection of the Tourism BID Levy

The Highland Council will collect the levy payments on behalf of the Tourism BID and will transfer the levies collected on a monthly basis to the Tourism BID Company. The Tourism BID Board will manage the levy funds that are collected by the Council. This arrangement will ensure projects are delivered and any financial liabilities of the Tourism BID are transparent and answerable to the business levy payers in the Tourism BID area. In the event of any non-payment of the Tourism BID levy, it will be strongly pursued by Highland Council (as the billing body) using the recovery powers available to them to ensure complete fairness to all the businesses that have paid. Highland Council will be entitled to charge an additional fee to meet any additional costs incurred in the recovery of the levy.

Any new commercial development, sub division of existing properties or merging of properties or new business with a non-domestic rateable valuation and liable to pay the non-domestic rate coming into the area and not exempted from paying the Tourism BID levy during the 5 year term of the Inverness and Loch Ness Tourism BID will be liable for the Tourism BID Levy.

10.0 The Voting Process

10.1 Pre-Ballot

The Tourism BID proposer must notify the local authority, the Scottish Ministers and the billing body 98 days in advance of the ballot date of their intention to put the Tourism BID Proposals to ballot. The local authority then has 28 days in which to veto or not the proposal. Prior to the ballot taking place, a 'Notice of Ballot' will have been issued to all businesses in the Tourism BID area. The proposer must make available a full copy of the Tourism BID Proposal to any person who is eligible to vote on the Tourism BID Proposals who requests a copy. A copy of the Tourism BID Proposals and Tourism BID Business Plan must also be sent to the Scottish Ministers and the Chief Executive of the local authority 98 days in advance of the final ballot date. Prior to, or on the date the ballot papers are issued the BID Proposer must provide all those eligible to vote in the proposed Tourism BID area with a detailed Tourism BID Business Plan.

10.2The Ballot

- Ballot papers will be issued to every business in the Tourism BID area 42 days before the final ballot date
- Ballot papers, together with a copy of the Tourism BID Business Plan will be posted to the person responsible for casting a vote within their business. In the case of national companies the responsibility for voting may lie with head office.
- The Tourism BID ballot is a confidential postal ballot conducted by Highland Council on behalf of the Tourism BID and in line with Scottish BID legislation.
- Where a business property is vacant the voting papers will be sent to the property owner.
- Voting papers will be issued on 30 January 2014.
- The final date for all ballot papers to be returned is 5pm on 13th March 2014.
- Ballot papers received after 5pm on Thursday 13th March will be deemed invalid and void.
- Voting papers are easy to complete, simply place a cross on either “yes” or “no” to the question “are you in favour of a Tourism BID?” The ballot paper must then 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% “turn-out” by number of businesses and by combined rateable value.
- Of those that vote, over 50% by number and 50% by combined rateable value must vote in favour of the Tourism BID.
- All eligible voters (i.e. those persons liable to pay non-domestic rates) will have one vote or where a person is liable for non-domestic rates for more than one business, that individual shall be eligible to cast more than one vote. However, they will be required to pay the levy for each of the properties that they occupy.
- If a person (owner) owns more than one property (which are vacant) and they are liable to pay the non-domestic rate, that person will be eligible to cast one vote, but the rateable value for each property will be combined. They will also have to pay the levy for each vacant property that they own.
- The ballot papers will be counted on 14 March and the results announced that day.
- Following a successful ballot, the Tourism BID will commence on 1st April 2014 and will run for a period of five years until the 31 March 2019. A renewal ballot will be conducted and completed prior to the five year term being up.

10.3Tourism BID Timetable

Please refer to Appendix H for the BID Timetable

11.0 Public Sector Tourism BID Involvement

11.1Baseline Services

A baseline service agreement ensures the Tourism BID does not use the levy money to duplicate any services provided by Highland Council. The services directly delivered by the Tourism BID must be an effective and efficient use of the levy funds. The baseline services agreement gives an assurance to business owners that the levy payment will be used for additional projects which they voted on in the Tourism BID ballot. Additionally, a baseline agreement avoids the risk that public agencies including Highland Council will reduce its current level of service to the Tourism BID area following a successful ballot.

11.2 The services already provided by Highland Council

Highland Council provides the following services (both statutory and discretionary) within the Tourism BID area:-

- Regional Marketing and Tourist Information Centres
- Tourism Research - Volume and Value Research and Visitor Attraction Research
- Business Support and Advice
- Country Side Access
- Events funding and Inverness City Events
- Conference Support

12.0 Measuring Success

12.1 Measuring the Success of the BID

Throughout the lifetime of the Tourism BID, all work on the Tourism BID projects will be monitored to ensure the projects proposed in the Tourism BID Business Plan achieve a high level of impact, and are progressing to the satisfaction of the businesses that voted for the Tourism BID. The Tourism BID Board of Directors will monitor and oversee the efficient delivery of the Tourism BID projects. The Tourism BID will undergo an independent evaluation of its activities at the half way point and towards the end of the second term to ensure it is delivering all the projects as detailed in the Business Plan.

13.0 Finances

13.1 Estimated Income and Expenditure

It is calculated that there are circa 363 eligible properties located within the Tourism BID area (this figure may change as businesses move, expand or close). The Tourism BID levy income is calculated to be approximately £170,000 per annum. The estimated income is based on full payment of the levy every year. In case a 100% collection rate is not achieved, a 5% contingency budget has been included. All of the contingency budget will be spent on projects if more than 95% of the levy is collected.

The Tourism BID Project Income and Expenditure (see page 16 of the Business Plan) has been calculated to deliver all the projects as defined in the Objectives section of the Business Plan, without the requirement for additional financial contributions. This is subject to the Tourism BID meeting the required criteria of the Highland Council and successful application to the VisitScotland Growth Fund as outlined in point 13.3. However, it is also expected that the Tourism BID will attract considerable additional funding from other sources out with the levy, specifically from the new LEADER programme, Highland Council Ward Funds, Business Gateway and HIE. The Tourism BID organisation will also seek funding opportunities from the VisitScotland Conference Bid Fund, renewable energy benefit funds and work in partnership with organisations such as Forestry Commission Scotland, Scottish Canals, Scottish Natural Heritage and Historic Scotland to maximise any joint funding opportunities and or 'in kind' support that will benefit tourism in and around Inverness and Loch Ness.

13.2 Financial Management Arrangements

Once the Tourism BID is operational, any variations within budgets will be reported to the Inverness and Loch Ness Tourism BID Board of Directors. The Board will agree on an annual basis how funds for subsequent years will be allocated. This will be based on business feedback during the previous year and your priorities for the coming year, which allows the Tourism BID the flexibility to respond to changing business needs and requirements.

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

13.3 Tourism BID Projected Income and Expenditure

Income	Year1	Year2	Year 3	Year 4	Year 5	Total
Levy	£170,000	£170,000	£170,000	£170,000	£170,000	£850,000
*FCS	£10,000	£10,000				£20,000
*Common Good Fund	£20,000	£20,000	£20,000	£20,000	£20,000	£100,000
*Highland Council	£20,000	£20,000	£20,000	£20,000	£20,000	£100,000
*VisitScotland	£20,000	£20,000		£20,000		£60,000
Total	£240,000	£240,000	£210,000	£230,000	£210,000	£1,130,000
Expenditure	Year 1	Year 2	Year 3	Year 4	Year 5	
Marketing and Promotion	£78,000	£78,000	£64,000	£70,000	£64,000	£354,000
Conference and Business Tourism	£48,000	£48,000	£40,000	£48,000	£40,000	£224,000
Events	£10,000	£10,000	£10,000	£10,000	£10,000	£50,000
Infrastructure	£22,000	£22,000	£23,000	£ 23,000	£23,000	£113,000
Business Development	£10,000	£10,000	£10,000	£10,000	£10,000	£50,000
Management & Operational costs	£60,000	£60,000	£52,500	£57,500	£52,500	£282,500
Contingency	£12,000	£12,000	£10,500	£11,500	£10,500	£56,500
Total	£240,000	£240,000	£210,000	£230,000	£210,000	£1,130,000

*Forestry Commission Scotland (FCS) has agreed to fund £10K in Year 1 and £10K in Year 2 and would hope to continue support thereafter. FCS will also provide the required on the ground labour to complete this project.

*Common Good Funding: Highland Council members endorsed the development of the Inverness and Loch Ness Tourism BID at a meeting of the City Committee in April 2013. The Council are therefore fully committed to supporting the projects and activities of the Tourism BID and will look favourably on funding applications to the Common Good Fund up to the sum of £20,000 provided the applications meet all the required criteria including most importantly, evidence of direct benefit to the city of Inverness.

Applications to the Common Good Fund will only be considered on an annual basis and be subject to the strict governance on the use of Common Good Fund monies'.

*Highland Council Funding: As noted in the paragraph above, support by Highland Council for the Tourism BID was endorsed in April 2013 and the Council are therefore fully committed to supporting the projects and activities of the Tourism BID and will look favourably on funding applications to appropriate Highland Council funds up to the sum of £20,000 provided the applications meet all the required criteria. **Applications will only be considered on an annual basis and be subject to the strict governance on the use of Highland Council funds.** Highland Council will also provide support in kind through managing the ballot process and collection of the levy throughout the duration of the Tourism BID.

*VisitScotland Funding: This funding is dependent upon a successful application by the Tourism BID to the VisitScotland Growth Fund. There is no guarantee of Growth Funding support. In 2014 VisitScotland have themed the year 'Year of Homecoming' and the application activity will reflect this theme. Future applications will also aim to maximise the benefit to Inverness and Loch Ness of subsequent VisitScotland 'themed' years.

14. Contact Information

If you would like more information please visit our website www.LNITBID.co.uk or contact

Graeme Ambrose (Tourism BID Project Manager) at Graeme@LNITBID.co.uk

Appendix A

Sector	Local Property Name/ Business Name	RV	TBID Q 19/4/2013	Return Q
Self-Cat Unit	14 Boswell Road	£ 2,300	Y	1
Self-Cat Unit	18 The Monastery, Highland Club	£ 2,000	Y	1
Self-Cat Unit	20 The Abbey Church, Highland Club	£ 2,000	Y	1
Self-Cat Unit	8 The Brother's Wing, Highland Club	£ 2,000	Y	1
Guest House	Abermar	£ 3,850	Y	1
Self-Cat Units (9)	Achmony Holidays	£ 17,000	Y	1
Guest House	Acorn House	£ 3,350	Y	1
Chalets	Ancarraig Lodges	£ 12,500	Y	1
Leisure Provider - Swimming Baths	Aquadome	£520,000	Y	1
Leisure Provider - Sports Centre	Aquadome & Sports Centre	£ 312,000	Y	1
Visitor Attraction - Offices	Archive Centre	£ 450,000	Y	1
Guest House	Armadale Guest House	£ 2,000	Y	1
Guest House	Ballifeary House	£ 3,200	Y	1
Self-Cat Unit	Balmachree	£ 2,100	Y	1
Hotel	Benleva Hotel	£ 15,000	Y	1
Leisure Provider	Boots 'N' Paddles	£ 7,000	Y	1
Hotel	Bunchrew House Hotel	£ 71,000	Y	1
Guest House	Castle View Guest House	£ 3,000	Y	1
Visitor Attraction - Castle	Cawdor Castle	£21,000	Y	1
Hotel	Columba Hotel	£ 130,000	Y	1
Hotel	Craigmonie Hotel	£ 82,000	Y	1
Guest House	Dionard Guest House	£ 2,400	Y	1
Self-Cat Units (8)	Dolphin Bay Apartments	£ 7,800	Y	1
Hotel	Drumossie Hotel	£ 190,000	Y	1
Self-Catering units (7)	Eagle Brae Highland Cabins	£ 7,000	Y	1
Self-Cat Units (3)	Easter Dalziel Farm Cottages	£ 3,600	Y	1
Leisure Provider - Theatre	Eden Court	£ 270,000	Y	1
Restaurant	Fiddlers Bar	£ 27,000	Y	1
Visitor Attraction - Premises	Floral Hall	£88,000	Y	1
Guest House	Foyers Bay House	£ 3,000	Y	1
Self-Cat Units (6)	Foyers Bay Lodges	£ 7,800	Y	1
Self-Cat Units (12)	Glen Affric Holiday Park Ltd	£ 12,000	Y	1
Hotel	Glen Mhor Hotel	£ 100,000	Y	1
Visitor Attraction - Premises	Holm Mills	£ 210,000	Y	1
Self-Cat Units	Invermoriston Holiday Chalets	£ 13,900	Y	1
Airport	Inverness Airport	£ 1,200,000	Y	1
Hotel	Inverness Thistle Hotel	£ 275,000	Y	1
Self-Cat Units (5)	Kerrow House	£ 4,650	Y	1
Self-Cat Units (15)	Kiltarlity Chalet Park	£ 19,000	Y	1
Hotel	Kingsmills Hotel	£ 365,000	Y	1
Visitor Centre	Loch Ness Monster Exhibition Centre Ltd	£ 85,000	Y	1
Guest House	MacDonald House	£ 2,750	Y	1
Caravan Site	MacDonald's Bught Caravan Park	£ 6,000	Y	1
Hostel	Morag's Lodge	£ 18,000	Y	1
Guest House	Park Hill Guest House	£ 3,100	Y	1
Leisure Provider - Other	Scottish Canals	£ 41,000	Y	1
Hotel	Smithton Hotel	£ 17,500	Y	1
Guest House	St Ann's	£ 2,500	Y	1
Restaurant	The Dairy at Daviot	£ 9,500	Y	1
Self-Cat Unit	The Dell	£ 4,000	Y	1
Visitor Attraction	The Highlander's Museum	£ 53,000	Y	1
Hotel	The Lovat	£ 42,000	Y	1
Hotel	The Steadings	£ 7,000	Y	1
Hotel	The Waterside Hotel	£ 63,000	Y	1
Self-Cat Unit	8 The Monastery, The Highland Club	£ 2,000	Y	1
Self-Cat Unit	Bellfield Cottage	£ 2,450	Y	1
Guest House	Cedar Villa	£ 3,100	Y	1
Hotel	Culloden House Hotel	£ 81,000	Y	1
Self-Cat Units	Lochletter Lodges	£ 5,100	Y	1
Hotel	Palace Hotel	£ 184,000	Y	1
Guest House	Woodlands	£ 2,750	Y	1
Self-Cat Unit	The Bothy	£ 2,700	Y	1
Self-Cat Unit	Broombank Cottage	£ 2,100	Y	1
Leisure Provider - Golf	Fairways Golf Course	£ 157,000	Y	1
Self-Cat Unit	Polmailly Cottage	£ 2,100	Y	1
				65

Appendix B

Sector	Property Business Name	One-One Consultation
Airport	Highlands & Islands Airports Ltd	1
Bunkhouse	Loch Ness Backpackers Ltd	1
Bunkhouse	Dundreggan Lodge	1
Caravan Site	Borlum Farm	1
Castle	Cawdor Castle Ltd	1
Castle & Visitor Centre	Urquhart Castle & Visitor Centre	1
Chalets	Ancarraig Lodges	1
Chalets	Loch Ness Log Cabins	1
Cinema	Vue Cinema	1
Distillery	Glen Ord Distillery Visitor Centre	1
Distillery	Tomatin Distillery Co Ltd	1
Garden Centre	Simpsons Garden Centre	1
Garden Centre	Howdens Garden Centre	1
Garden Centre	Dobbies Garden Centre	1
Golf Course & Clubhouse	Castle Stuart Golf LLP	1
Guest House	Abermar	1
Guest House	Castle View Guest House	1
Guest House	St Anns	1
Guest House	Loch Ness Lodge	1
Guest House	Caledonian House	1
Guest House	White House 2	1
Guest House	Moyness	1
Guest House	Dunhallin House	1
Guest House	Ach Aluinn	1
Guest House	Westbourne Guest House	1
Guest House	Daviot Lodge	1
Harbour	Loch Ness Harbour Co Ltd	
	Per Caley Cruisers Ltd	1
Heritage Centre	Northern Roots Events	1
Heritage Centre	The Clansman Centre	1
Hostel	Morag's Lodge	1
Hostel	Bazpackers Hostel	1
Hostel	Bearnock Hostel	1
Hostel	Bazpackers Ltd	1
Hostel	Macbackpackers	1
Hotel	Bunchrew House Hotel Ltd	1
Hotel	The Steadings	1
Hotel	Palace Hotel	1
Hotel	Glen Mhor Ltd	1
Hotel	Thistle Inverness	1
Hotel	The Waterside Hotel	1
Hotel	Columba Hotel	1
Hotel	Craigmonie Hotel & Leisure Ltd	1
Hotel	Kingsmills Hotel	1
Hotel	Benleva Hotel	1
Hotel	The Lovat	1
Hotel	Ness Valley Leisure Ltd	1
Hotel	Caledonian Hotel	1
Hotel	Glenmoriston Arms Hotel	1
Hotel	Inch Hotel	1
Hotel	Loch Ness Country House Hotel	1
Hotel	Loch Ness Clansman Hotel	1
Hotel	Drumnadrochit Hotel	1
Hotel	Whitebridge Hotel	1
Hotel	Premier Inn (Inverness Centre)	1
Hotel	Chieftain Hotel	1
Hotel	Premier Inn (Inverness West)	1
Hotel	The Gun Lodge	1
Hotel	Bowland Inns	1
Hotel	Premier Travel Inn	1
Hotel	Express By Holiday Inn	1
Hotel	Heathmount Hotel	1
Hotel	Redcliffe Hotel	1
Hotel	Glenmoriston Hotel	1
Hotel	Windsor Hotel	1
Hotel	Raigmore Motel	1
Hotel	Loch Ness Lodge Hotel	1

Sector	Property Business Name	One-One Consultation
Hotel	Craigdarroch House Hotel	1
Hotel	Glenurquhart House Hotel	1
Hotel	Travelodge	1
Hotel	Tomich Hotel	1
Hotel	Loch Ness Inn	1
Marina	Inverness Marina Ltd	1
Offices	Forestry Commission	1
Offices	Archive Centre	1
Other	Scottish Canals	1
Premises	Floral Hall	1
Public House & Restaurant	Dows	1
Restaurant	Scotlodge Ltd	1
Restaurant	Dairy at Daviot	1
Restaurant	The Moorings	1
Restaurant	Rocpool Restaurant	1
Restaurant	Lorimers	1
Restaurant	Riverhouse Restaurant	1
Restaurant	The Kitchen Brasserie	1
Restaurant	Ristorante Riva Ltd	1
Restaurant	Burger King	1
Restaurant	KFC	1
Self-Cat Unit	20 The Abbey Church, Highland Club	1
Self-Cat Unit	4 The Raven Wing	1
Self-Cat Unit	Self-Catering Unit	1
Self-Cat Unit	Bearnock Country House	1
Self-Cat Unit	2 Strone Croft	1
Self-Cat Unit	11 The Old School, Highland Club	1
Self-Cat Unit	9 Moat House, The Highland Club	1
Self Cat Unit	9 The Old School, Highland Club	1
Self Cat Unit	8 The Abbey Church, Highland Club	1
Self Cat Unit	5 The Brother's Wing, Highland Club	1
Self Cat Unit	8 The Old School, Highland Club	1
Self Cat Unit	2 The Monastery, Highland Club	1
Self Cat Unit	1 Moat House, The Highland Club	1
Self Cat Unit	17 The Monastery, Highland Club	1
Self Cat Units	Invermoriston Holiday Chalets	1
Self Cat Units	The Bungalow	1
Self Cat Units	Ness Castle Lodges Ltd	1
Self Cat Units (10)	Tomich Holidays	1
Self Cat Units (12)	Glen Affric Holiday Park Ltd	1
Self Cat Units (15)	Kiltarlity Chalet Park	1
Self Cat Units (3)	Self-Catering Units	1
Self Cat Units (4)	Self-Catering Units	1
Self Cat Units (4)	Drumnadrochit Lodges	1
Self Cat Units (5)	Kerrow House	1
Self Cat Units (5)	Culligran Cottages	1
Self Cat Units (6)	Foyers Bay Lodges	1
Self Cat Units (6)	The Dairy at Daviot	
	Self Catering Units	1
Self Cat Units (9)	Achmony Holidays	1
Self Cat Units (9)	Fort Augustus Chalet Park	1
Self Catering units (7)	Eagle Brae Highland Cabins	1
Swimming Baths	Aquadome	1
Theatre	Board of Governors of Eden Court	1
Tourist Information Centre	Tourist Information Centre	1
Tourist Information Centre	Tourist Office at the Car Park	1
Tourist Information Centre	Tourist Information Centre	1
Visitor Attraction - Premises (Comm)	Holm Mills	1
Visitor Centre	Loch Ness Monster Exhibition Centre Ltd	1
Visitor Centre	Culloden Moor Visitor Centre	1
Visitor Centre	Nessieland	1
Restaurant	Pizza Hut	1
Workshops	Caley Marina Ltd	1
		128

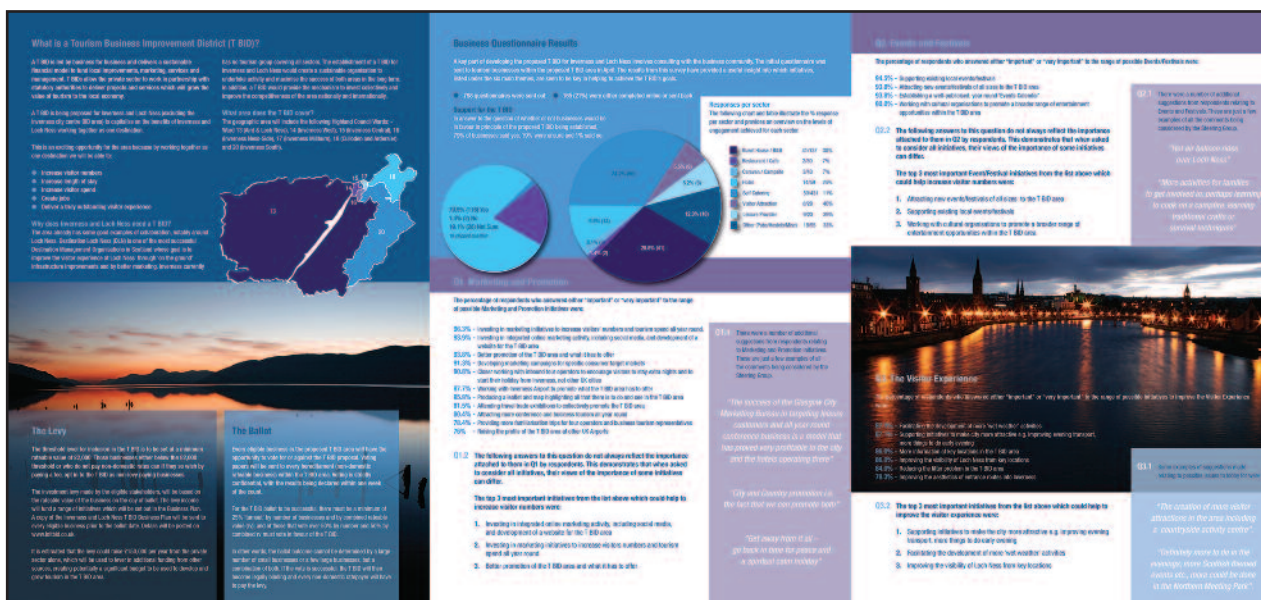
Appendix C

The Questionnaire was sent out to all tourism businesses (including those below the £2,000 NDR threshold) within the proposed Tourism BID area on 19 April 2013.

[illegible][illegible]

Appendix D

The Summary Document was sent out to all tourism businesses (including those below the £2,000 NDR threshold) on 14 June 2013.



Appendix D1

12 June 2013

Dear Sir/Madam,

Inverness and Loch Ness Tourism BID – Summary Document

Please find enclosed the 'Summary Document' detailing the findings of the Inverness and Loch Ness Tourism BID questionnaire circulated in April. This document is a summary of the feedback from those who responded and what they considered to be important. Of the 798 questionnaires circulated, 21% were completed with a good response from across the Tourism BID geographical area. We would like to take this opportunity to say thank you to those who took the time to complete the questionnaire.

The next stage of the consultation is to hold meetings allowing us an opportunity to further discuss the findings in greater detail with tourism businesses.

The dates of the consultation meetings are set out below. To confirm your attendance at one of the meetings, please email AISLA@LNITBID.CO.UK stating which meeting you will be attending. Should you be unable to attend a meeting, one to one meetings can be arranged. Once again please email AISLA@LNITBID.CO.UK to arrange a suitable date.

Consultation meetings w/c 24 June 2013

Monday 24 June	The Waterside Hotel, Inverness (presentation)	10.00am	-	11.30am
Monday 24 June	The Waterside Hotel, Inverness (presentation)	12.00pm	-	1.30pm
Monday 24 June	The Waterside Hotel, Inverness (presentation)	6.00pm	-	7.30pm
Tuesday 25 June	The Lovat Hotel, Fort Augustus (drop in sessions)	11.00am	-	2.00pm
Tuesday 25 June	The Lovat Hotel, Beaulieu (drop in sessions)	6.00pm	-	7.30pm
Wednesday 26 June	Foyers Café (drop in sessions)	11.00am	-	2.00pm
Thursday 27 June	Bog Cotton Café, Cannich (drop in sessions)	11.00am	-	1.00pm
Thursday 27 June	Drumnadrochit Hotel, Drum (drop in sessions)	11.00am	-	3.00pm

To ensure that you receive any future communications/updates about this exciting initiative we would be grateful if you could forward your email address to AISLA@LNITBID.CO.UK

We look forward to hopefully seeing you at one of the forthcoming meetings.

Yours faithfully

Graeme Ambrose

Project Manager, Inverness and Loch Ness Tourism BID

Graeme Ambrose, Project Manager, Inverness & Loch Ness Tourism BID email Graeme@LNITBID.co.uk

Sharon Mackay, Project Administrator, Sharon@LNITBID.co.uk or

Aisla Cullen, Marketing and Communications Manager, Aisla@LNITBID.co.uk

www.LNITBID.co.uk

Appendix E

Loch Ness and Inverness Tourism BID Record of Open Meetings to date and the electorate that attended

(please note Opt-In businesses were also able to attend but are not listed)

24/6/2013, Waterside Hotel, Inverness

- 1 Castle View Guest House
- 2 Dunhallin Guest House
- 3 Daviot Lodge Guest House
- 4 Kingsmills Hotel
- 5 Boots N Paddles
- 6 Fiddlers Restaurant & Café
- 7 Carnach Holiday Homes
- 8 Upper Achmony Chalets

25/6/2013, The Lovat, Fort Augustus

- 1 Morag's Lodge
- 2 Fort Augustus Chalet Park

25/6/2013, Lovat Arms, Beaully

- 1 Kiltarlity Chalet Park
- 2 Culligran Self Catering Cottages

26/6/2013, Foyers Café, Foyers

- 1 Scottish Canals

27/6/2013, Bog Cotton Café, Cannich

- 1 Glen Affric Holiday Park
- 2 Culligran Self Catering Cottages

25/9/2013, DLN Open Meeting, Clansman, Loch Ness Side

- 1 Ancarraig Lodges
- 2 Morag's Lodge
- 3 The Lovat
- 4 Boots N Paddles
- 5 Fiddlers
- 6 Glen Affric Holiday Park
- 7 Kiltarlity Chalet Park
- 8 Culligran Self Catering Cottages
- 9 Achmony Holidays
- 10 Visit Scotland
- 11 Holm Mills
- 12 Loch Ness Centre and Exhibition

7/11/2013, St Benedict's Abbey Owners AGM, Fort Augustus

Approximately 40 people attended - unable to get owner details but the Minute of the meeting to be sent to all Abbey owners

Appendix F

Database removed to comply with Data Protection Act

Appendix G



Uniqueness
Inverness and Loch Ness
Tourism Business Improvement Destination

Business Plan

1 April 2014 – 31 March 2019



Background

The Inverness and Loch Ness Tourism BID (Tourism BID) was developed in the belief that Inverness and Loch Ness are not two tourism destinations, but one, and that by working together we have the opportunity to maximise the strengths of both for the long term benefit of tourism in the area.

The Inverness and Loch Ness Tourism BID Steering Group was formed to develop the Tourism BID and oversee the transition into a new company following a successful ballot, at which stage a Board of Directors will be appointed. A YES vote will ensure that Inverness and Loch Ness work together as one tourism destination.

The Inverness and Loch Ness Tourism BID Steering Group

Name	Business	Sector
Graeme Ambrose	Hazelgrove Cottage, Inverfarigaig	Self-catering
Elizabeth Mackintosh	Achmony Holiday Chalets, Drumnadrochit	Self-catering
Nicol Manson	The Waterside Hotel, Inverness	Hotel,
Dorothy MacLean	The Thistle Hotel, Inverness	Hotel,
Mike Dunthorne	Boots n Paddles, Kirkhill	Activity Provider
Victoria Erasmus	Glen Mhor Hotel, Inverness	Hotel
Rosie Wylie	Historic Scotland	Visitor Attraction
Russell Thomson/Keith Mackie	Scottish Canals	Scottish Canals
Bob Kenyon	St Ann's Guest House, Inverness	Guest House
Marina Huggett	Tourism Excellency Consultancy, Tourism Training, Inverness	Tourism Training
Claire Christie	Morag's Lodge, Fort Augustus	Hostel
Garry Sutherland	Highland Free Spirits, Loch Ness	Luxury Cruise & Experience Provider
James Martin	Inverness Leisure , Inverness	Leisure Provider
Lynda Johnston	Highlands and Islands Airport Ltd	Transport
Graeme Prest	Forestry Commission, Scotland	Forestry Commission, Scotland

Foreword from the Steering Group of the Inverness and Loch Ness Tourism BID

We are delighted to present the Business Plan for Inverness and Loch Ness Tourism Business Improvement District (Tourism BID). The Tourism BID is led by tourism businesses for tourism businesses and delivers a financially sustainable model which, in partnership with statutory authorities, will drive forward tourism in the area for years to come, raising the quality of visitor experience and growing the value of tourism to the local economy. The Tourism BID will fund and deliver projects and activities that are at the core of tourism - marketing and promotion, business tourism, improvements in the tourism infrastructure, business development as well as supporting new and existing sustainable events and festivals and advocating on local issues that matter to tourism businesses.

The Tourism BID being proposed for Inverness and Loch Ness (excluding the Inverness City Centre BID area) represents an exciting opportunity for the area because it will for the first time capitalise on the benefits of Inverness and Loch Ness working together as one compelling destination. Loch Ness tourism providers have been supported over the past seven years by Destination Loch Ness (DLN), arguably one of the most successful Destination Management Organisations in Scotland. DLN have worked hard to market and promote the area and improve the tourism infrastructure. But, the success of Loch Ness is inextricably linked to that of Inverness which, in turn, flourishes as a visitor destination because of its close association with Loch Ness. It makes good business sense to market both destinations as one, and replace DLN with a new organisation that will promote the wider region.

Over the years there have been many 'new tourism partnership initiatives' but none match the scope and ambition of what is being proposed here. This truly is a new, exciting and sustainable opportunity for Inverness and Loch Ness and we hope very much that tourism businesses will support this initiative and vote in favour of establishing the Tourism BID at the ballot, the result of which will be known on March 14th 2014.

You can find more information on our website www.LNITBID.co.uk, or for more general or national information please refer to www.bids-scotland.com. The ballot papers will be posted out on 30th January 2014 and businesses will have six weeks to cast their vote before the ballot closes at 5pm on 13th March 2014.

The Steering Group,

Inverness and Loch Ness Tourism BID

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What is a Business Improvement District?

A Business Improvement District (BID)* or, as in the instance of Inverness and Loch Ness, a Tourism Business Improvement District (Tourism BID), is defined as a private-sector led initiative where businesses within a clearly defined geographical area, work together, invest and collectively deliver projects that will make an impact on their area over an agreed period (no more than 5 years). The money raised is ring-fenced for the use of the Tourism BID Company to deliver the projects and services as detailed in the Business Plan. A Tourism BID for Inverness and Loch Ness also ensures that everyone that benefits will also contribute to the success of the initiative.

Over the past few years, the popularity of BIDs in the UK has grown at a phenomenal rate. In the UK and Ireland there are currently 163 BIDs. In Scotland there are 20 established BIDs with a further 22 being developed. The Tourism BID for Inverness and Loch Ness is one of only two Tourism BIDs presently being developed, and is therefore leading the way in what is possible if tourism businesses come together in a spirit of collaboration to drive improvements in their destination which will benefit their businesses.

*For more information on BIDs see <http://www.bids-scotland.com/>

What can the Tourism BID do for my business?

By working together as one destination the Tourism BID will be able to:

- Increase visitor numbers
- Increase length of stay
- Increase visitor spend
- Help sustainability of tourism businesses
- Create jobs
- Improve the visitor experience

To achieve these goals, the Tourism BID will deliver the following objectives:

- Improved destination marketing locally, nationally and internationally
- Attract more conferences and business tourism to the area all year round
- Promote and support existing and new sustainable events and festivals
- Improvements in tourism infrastructure including the physical surroundings, facilities and services
- Business development through a range of activities and business opportunities
- A strong lobbying voice on local and national tourism issues that matter to local businesses

What happens if there is no Tourism BID?

With the Tourism BID we have the opportunity to invest in excess of £1 million with a potential to lever more from other sources over the next 5 years in targeted projects and activities that will improve our tourism industry. Without the establishment of a Tourism BID and the combined investment by the private sector and public sector in the development of tourism, Inverness and Loch Ness will fail to compete effectively with other destinations both in Scotland, elsewhere in the UK and internationally and as a result tourism businesses will be unable to fully maximise their potential.

- We will lose a great opportunity to market and promote Inverness and Loch Ness as one Destination
- There will be no dedicated resource working in partnership with other organisations to increase conference and business tourism for Inverness and Loch Ness
- There will be less promotion and support of existing and new sustainable events
- There will be lost opportunity of investment in the tourism infrastructure
- There will be no continuation and development of the Loch Ness business and community extranet, Nesslink, to include Inverness
- There will be less opportunities for business development
- There will be no single unified voice representing the interests of all tourism businesses

Who is included and who is not in the Tourism BID?

There are 363 businesses included in the Inverness and Loch Ness Tourism BID. Aside from whether-or-not a business is in the designated geographical area covered by the Tourism BID there are two other criteria that determine who is in and who is not. The first is that only businesses, as detailed on the Highland Council Valuation Roll by the local Assessor, in the sectors listed in the table below are included. The only exceptions to this are public sector bodies offering tourism services in premises not categorised in any of these sectors, who are also included.

Airport	Guest House
Activity Centre	Harbour
Bowling Alley	Heritage Centre
Bunkhouse	Hostel
Caravan Park	Hotel
Caravan Site	Ice Rink
Caravan and Camping Site	Inn
Castle and Visitor Centre	Marina
Castle	Outdoor Centre
Chalets	Public House and Restaurant
Cinema	Restaurant
Distillery	Swimming Baths
Exclusive Use	Self-Catering
Garden Centre	Theatre
Golf Club and Clubhouse	Tourist Information Centre
Golf Course	Visitor Centre
	Youth Hostel

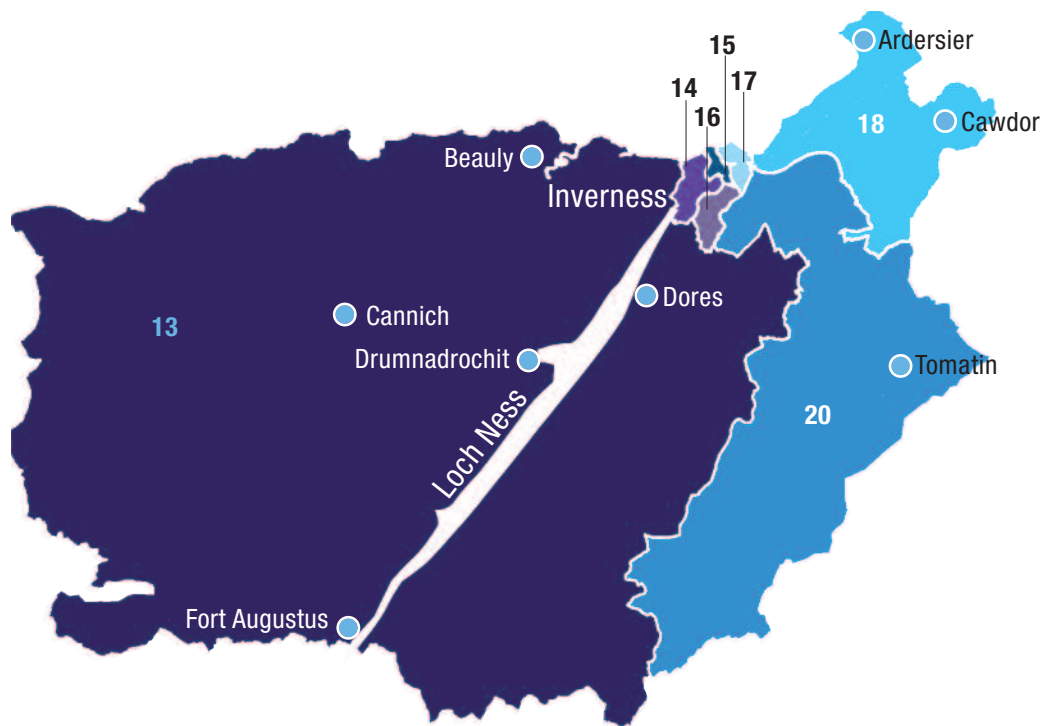
The other basis for inclusion is that only businesses with a non-domestic rateable value of £2,000 or above are included. This means that businesses without a non-domestic rateable value or those which are below the £2,000 threshold are exempt from paying the levy. However, they can if they so wish 'opt-in' by paying an annual fee and become a non-levy paying stakeholder.

Only businesses included in the Tourism BID are liable to pay the levy, vote on the Business Plan and therefore whether-or-not to agree to the establishment of a Tourism BID company to deliver the Business Plan.

What area will the Tourism BID cover?

The Inverness and Loch Ness Tourism BID will encompass the geographical area that is covered by Highland Council Wards 13 (Aird & Loch Ness), 14 (Inverness West), 16 (Inverness Ness-Side), 17 (Inverness Millburn), 18 (Culloden and Ardersier) and 20 (Inverness South).

Ward 15 (Inverness Central – excluding the area already covered by Inverness City Centre BID) will also be included. It is important to emphasise that businesses who are members of the Inverness City BID will not pay two levies.



Inverness and Loch Ness Tourism BID area comprising of:

Abriachan	Croy	Foyers	Lewiston
Ardersier	Culloden	Glenmoriston	Lochend
Balloch	Culloden Moor	Gollanfield	Lochgarthside
Balnain	Dalchreichart	Inchmore	Milton of Leys
Beaulieu	Dalcross	Inshes Wood	Moy
Blairbeg	Daviot	Inverarnie	Newlands
Bunchrew	Dochfour	Inverfarigaig	Piperhill
Bunloit	Dochgarroch	Invermoriston	Slachbuie
Cannich	Dores	Inverness	Smithton
Cawdor	Drumnadrochit	Kilmorack	Tomatin
Clachnaharry	Dundreggan	Kiltarlity	Westhill
Clephanton	Errogie	Kinmylies	Whitebridge
Cradlehall	Farr	Kirkhill	
Croachy	Fort Augustus	Lentran	

Why does Inverness and Loch Ness need a Tourism BID?

Tourism is identified as one of Scotland's key growth sectors in the Scottish Government's Economic Strategy and is one of the most important industries for the Highlands. Latest full year figures (2012) show overnight tourism in the wider Inverness and Loch Ness area is worth £245m per annum. More detailed figures for the City of Inverness show that tourism boosts the local economy to the tune of more than £133m, with a fifth of this being indirect spend which benefits other sectors throughout the supply chain.

Tourism is an industry involving many players from both the public and private sectors and businesses of all sizes. In 2012 the new National Tourism Strategy was launched by the tourism industry which recognised that if we are really to improve tourism it needs collaboration across the industry. It is also a sector that has shown some degree of resilience through the UK economic recession. It supports other sectors and plays a part in increasing the profile of Inverness which in turn enhances the city's position as one of Scotland's 7 cities and helps attract inward investment.

Since 2006 Destination Loch Ness (DLN) has worked successfully to more effectively market and promote Loch Ness, improve the tourism infrastructure and encourage business development. However, due to lack of resource, it has always been limited in what it can deliver. On the other hand, Inverness City has the resource but has never had a similar organisation encompassing all tourism sectors. Instead a number of sectoral groups exist – for example, Inverness Hotels, Inverness District B&B Association and Inverness Guest House Association which although effective in their own right, operate in isolation. As a result neither Loch Ness nor Inverness has been able to maximise their tourism potential. The synergy created by working together as one destination, drawing on the strengths of Inverness and Loch Ness businesses, will ensure that the region can compete more effectively with other tourism destinations elsewhere in Scotland, the UK and worldwide. Indeed, it is our belief that the Tourism BID has the potential to establish this region as one of the most compelling places to visit in the UK outside of Edinburgh and London. The iconic attraction of Loch Ness coupled with the vibrant social and cultural centre of Inverness, the only city in the Highlands, is a powerful and winning combination. The region has made great strides as a visitor destination. Today, the Highlands are amongst the most popular tourist destinations in Scotland. But we believe we can do better. The Tourism BID will provide the resource we need to enhance the already significant contribution tourism makes to Inverness and Loch Ness.

How do we know that this is what businesses want?

A key part of developing the proposed Tourism BID Business Plan for Inverness and Loch Ness involved consulting extensively with the tourism businesses. In April 2013, 798 questionnaires were sent out to all tourism businesses (including those below the £2,000 non-domestic rate threshold) within the proposed Tourism BID area and we were pleased to receive 165 responses. Of the 165 responses 40% were from businesses that are above the threshold. Of this 40%, 83% said that they were in favour of the Tourism BID, 10% said maybe, 1% no and there was no response from 6%. The responses from all 165 questionnaires returned were analysed and the findings were set out in the Summary Document which was sent out to all businesses. The Summary Document outlined what issues were important to businesses and the full results are available at www.LNITBID.co.uk

We have also spoken face to face with 128* businesses and held a number of open meetings. The results from both questionnaire and consultations provided additional information to help us develop the goals and objectives contained within this Tourism BID Business Plan and also established the need for the Tourism BID with 82 of those interviewed face to face indicating they were in favour and very likely to vote yes, 41 saying maybe and only 5 saying no.

*These figures will be updated for the final version of the Business Plan sent out with ballot papers

How will the Tourism BID work with the local authority and other public agencies?

The Tourism BID projects and activities do not replace statutory services that are already provided by Highland Council and other public bodies. The Tourism BID has agreed baseline service agreements with the following organisations to ensure business owners that the levy payment will be used for additional projects which the businesses voted for in the Tourism BID ballot. Additionally, baseline agreements avoid the risk that public agencies including Highland Council will reduce its current statutory level of service to the Tourism BID area following a successful ballot.

The Highland Council	Forestry Commission, Scotland	Scottish Canals	HIE
Historic Scotland	Scottish Natural Heritage	VisitScotland	

However, the Council along with other agencies will play a major role in working alongside and contributing to the Tourism BID.

How will the Tourism BID work with Inverness City Centre BID?

It is important to emphasise that the Tourism BID will not duplicate any of the work currently carried out by Inverness City Centre BID, nor will any businesses in the city centre (who are members of the Inverness BID) pay two levies. The anticipated aims and objectives for the Tourism BID, as set out in this Business Plan, differ from those being delivered by Inverness City Centre BID. The area which the Tourism BID will cover is also very much larger than that of Inverness City Centre BID reflecting the fact that the majority of tourism businesses are located outside the city centre.

However, there are synergies with some of the work undertaken by Inverness City Centre BID and there is therefore the possibility to undertake joint projects which will not only be more cost effective but also deliver greater benefit to all businesses. These could include joint marketing and PR activity or events where the Tourism BID could bring greater tourism support for or involvement in, events such as those already covered by Inverness City Centre BID and those that form part of the Inverness Festivals programme.

The Tourism BID will also explore with Inverness City Centre BID the possibility of sharing resources such as office space and administration thus reducing the organisational costs of both.

Objectives and Projects

Based on feedback from the Questionnaire and extensive consultation with the tourism businesses, six key objectives and associated projects have been identified. These are outlined below.

Objective 1: The Marketing and Promotion of Inverness and Loch Ness as one destination

Marketing and Promotion, year 1 total - £78,000

Project	Activity	Measurement of success	Benefit to Business
Online marketing	Branding of Inverness and Loch Ness as one destination and creation of a new portal website	Online web statistics including unique visits to website, 'click throughs' to Tourism BID business websites	Increased bookings, increased number of visitors, potential increased length of stay and level of spend
	Production of promotional video for Inverness and Loch Ness	Online web and social media statistics	Increased bookings, increased number of visitors, potential increased length of stay and level of spend
	Social media development, maximising use of all appropriate channels on daily basis	Social media stats including number of facebook 'likes', number of blogs and 'tweets'	Increased bookings, increased number of visitors, potential increased length of stay and level of spend
	Email marketing which builds on the existing database of DLN, to introduce a planned and consistent email marketing campaign which provides incentives to visit the area in the shoulder and winter months	Online web stats including number of email bulletins that are opened by recipients	Increased bookings, increased number of visitors in the shoulder and winter months

Project	Activity	Measurement of success	Benefit to Business
Work in partnership with VisitScotland to maximise benefit from the 'themed years' and regional/national events	Specific, targeted marketing using combination of online activity, PRchannels and traditional marketing tools such as attendance at consumer and trade shows	Including, online web stats, social media stats, press releases, media visits, items in targeted media	Increased bookings, Increased number of visitors, increased length of stay, increased level of spend
'What's On' in Inverness & Loch Ness	Building on the success of DLN extranet 'Nesslink', produce online weekly 'What's on Guide' together with map of key attractions for businesses to print out for visitors	Number of businesses who print out Map/What's On Guide	Improvement in visitor experience, more business and greater spend for restaurants, visitor attractions and activity providers
UK consumer marketing campaign in partnership with Inverness Airport	Targeted marketing campaign, to promote UK routes to Inverness in the shoulder months	Increased number of leisure air travellers in the shoulder months	Increased number of visitors to Inverness and Loch Ness in the shoulder months
Photographic library	This activity will build on the photographic library already undertaken by DLN and Inverness Marketing Group	Resource of high quality stock images of all the Tourism BID area	A marketing resource available to all businesses and local tourism organisations
'The Islands', Inverness	Producing marketing material to promote 'The Islands' in Inverness, and the surrounding leisure and visitor attractions which are particularly important to visitors for the 'wet weather' facilities that they provide	Feedback from the attractions and nearby businesses	Improvement in visitor experience, more business and greater spend for restaurants, visitor and leisure attractions.
Research	Conduct on-going market research to enable the Tourism BID to target marketing at key sectors and provide evidence of economic impact	Reports for businesses	Increase bookings, increased number of visitors and will provides useful information on which businesses can base their own marketing activity
Work with local tourism groups	Market and promote local events, share research data, promote local areas at trade/consumer events and work together on local initiatives	Level of engagement with local tourism groups	Shares benefit of increased marketing and promotion at local level

Objective 2: Attract more conferences and business tourism all year round

Conferences and Business Tourism, year 1 total - £48,000

Project	Activity	Measurement of success	Benefit to Business
Market Inverness and Loch Ness as a conference and business tourism destination	Recruit a person to attract more conferences and Business Tourism all year round		
	Research and compile summary of present offer in area. Develop a client database	Increase in number of enquiries relating to business tourism	Higher levels of occupancy, particularly in shoulder months
	Work in partnership with VisitScotland and other key organisations to ensure a dedicated Inverness presence at national and international events at which to promote the area for conferences and business tourism	Inverness and Loch Ness businesses have a similar level of representation at events as other Scottish cities.	Increased spend in area for potentially all tourism sectors
	Work in partnership with key organisations and individuals to maximise potential conference opportunities and contacts	More conferences attracted to the area	A more proactive and co-ordinated approach to maximising potential from business tourism
	Host familiarisation visits to promote the area to potential client groups		Opportunities to maximise repeat business from future leisure visits by conference delegates

Objective 3: Promote and support existing and new sustainable events and festivals

Promotion of Events and Festivals, year 1 total - £10,000

Project	Activity	Measurement of success	Benefit to Business
New sustainable events/festivals	Work with Highland Council, Event Scotland and other partners including event/festival providers to support and expand the range of new sustainable cultural, music and sporting events in and around Inverness and Loch Ness area	Success in attracting new sustainable events	Increased bookings and increased number of visitors particularly in shoulder months, with increased spend in area over event/festival period
Promotion of new and existing events/festivals	Work with Highland Council and event/festival providers to promote events/festivals to as wide an audience as possible through online, and PR activity	Online statistics, new PR coverage of events, numbers of persons who enter 'participant' events	Increased bookings and increased number of visitors particularly in shoulder months, with increased spend in area over event period
Online booking of events/festivals	Expand and develop existing event ticket booking system, developed by DLN to incorporate more events /festivals	Tickets booked through the Tourism BID to events/festivals	Improved visitor experience as will be able to book event and accommodation etc. all through one website
Make available Tourism BID event booking system to businesses	Promote event booking system to members and assist if required with incorporating in to their own websites	Number of businesses who incorporate system in to their own websites	Improved visitor experience of business website

Objective 4: Work with partners to improve the tourism infrastructure

Improving the tourism infrastructure, year 1 total - £22,000

Project	Activity	Measurement of success	Benefit to Business
To improve the attractiveness of key viewpoints on the south side of Loch Ness through landscaping and improvements in public access to the shores of the loch	There are five viewpoints that require action. In partnership with Forestry Commission Scotland (FCS) we will clear dense overgrown vegetation, improve paths down to the shores, put in interpretation and picnic furniture. We will also in partnership with FCS put in place a maintenance schedule	Increased usage of the viewpoints by visitors	Improvement in the visitor experience, not only from those accessing the shore by land but also from canoeists following the Great Glen Canoe Trail. It may also encourage visitors to stay longer in the area and spend more
To improve the visibility of Loch Ness on the north side along the A82 at selected 'safe' viewpoints	To be delivered in partnership with landowners, FCS and other key partners. Will involve detailed planning before felling and extracting trees around the selected viewpoints	Level of usage of cleared viewpoints by visitors Level of usage by walkers, cyclists and horse riders.	Improvement of the visitor experience encouraging visitors to stay longer in the area and spend more
Completion of the South Loch Ness Trail (SLNT) between Fort Augustus and Loch Tarff to create a circular trail around Loch Ness.	A major and complex project, this will be delivered in partnership with the landowner, Highland Council and a number of other partners. It involves creation of new trail over a distance of approximately 8km	Number of users completing the SLNT as part of the 'circular trail' around Loch Ness taking in part of the Great Glen Way	Of the three infrastructure projects this has the greatest potential to deliver not only improvement in the visitor experience but also increased number of visitors, increased bookings, increased spend, increased length of stay in both Inverness and the Loch Ness area and create jobs

Objective 5: Helping to grow your business

Growing your business, year 1 total - £10,000

Project	Activity	Measurement of success	Benefit to Business
Use collective bargaining power of BIDs Scotland to offer costs savings to businesses	Working with businesses to maximise potential savings	Number of businesses benefiting	Reduced costs, improved margins
Provide the opportunity for businesses to minimise their carbon footprint	The Tourism BID will facilitate the opportunity for businesses to understand their business carbon footprint and how to minimise it	Number of businesses who take up the opportunity	Minimise carbon footprint, reduced costs, improved margins
Provide the opportunity for businesses to participate in the World Host Programme	Enhancing customer skills and behaviours, the Tourism BID will be able to offer this to businesses at substantial discount	Number of businesses who take up the opportunity	Improved visitor experience Better trained staff Better work practises More competitive
Provide opportunities for businesses to learn from each other and guest speakers	The Tourism BID will organise a minimum of four networking opportunities per year at different venues throughout the Tourism BID area	Number of businesses who attend these events and feedback received	
Provide opportunities to participate in workshops on topics that will help them grow their business	The Tourism BID working with key partners will invite 'experts in their area' to lead on workshops/seminars that the businesses want	Number of businesses who attend these events and feedback received	
Extend business content of Nesslink	The Tourism BID will expand the 'member area' of Nesslink to include opportunities to share experiences and knowledge, keep up to date with research and 'What's Going on' in the industry	Number of businesses who use this extranet facility	
Market Research	Cascade down Market Research to businesses	Number of businesses who indicate have taken or used research	
			More competitive Increased bookings Increased level of spend

Objective 6: A strong voice for Inverness and Loch Ness

There is a real need for our area to have one strong voice to lobby on local and national issues that are of concern to tourism businesses. The Tourism BID will be this voice. At a local level the feedback from the questionnaire and one to one consultations has highlighted strong local feeling on issues such as car parking in Inverness, a lack of public transport to and from tourism attractions and key tourism facilities on the edge of and outside of Inverness and on the present use of Inverness Castle. At a national level, the dualling of the A9 and A96, improved rail links, and better broadband communications are key concerns for businesses. Working in partnership with organisations such as Inverness City Centre BID and the Inverness Chamber of Commerce we will ensure that the views and interests of Tourism BID members are heard at the highest level.

Objectives and Projects - More detail

The measures of success of the Tourism BID projects will be monitored throughout the lifetime of the Tourism BID, to ensure the projects proposed in the Business Plan are achieving a high level of impact, and progressing to the satisfaction of the businesses that voted for the Tourism BID. In addition there will be a mid-term review of projects.

Below we provide further details and background on some of the key projects we have identified.

Online Marketing:

Online marketing is one of the most important projects identified by the Tourism BID. Feedback from the questionnaire clearly highlighted just how important to businesses it is with 93.9% of respondents rating it either 'important' or 'very important'. As outlined above, one of the key activities will be to brand our area as one destination and create a new portal website. This is a major activity and it is likely that it will take until Year 2 to complete. In the meantime www.visitlochness.com will be adapted to incorporate content from Inverness and surrounding areas.

Our online activity will target audience segments in Scotland, England and the rest of the UK who are likely to take holidays in Scotland. This will mean there will be a strong focus on maximising the assets of our natural environment through promotion of outdoor activities such as cycling, walking, golfing and canoeing which are already core attractions of the area. However, equally important to all our marketing activity, not just online, will be promotion of activities that help to increase visitor numbers and spend throughout the year – 96.3% of respondents to the Questionnaire rated this as 'important' or 'very important'.

We will also ensure that all geographical areas that are part of the Tourism BID have the same opportunities to benefit from our online activity using channels such as Facebook, blogs and the Tourism BID website to maximise consumer reach.

Working in partnership with VisitScotland:

The Tourism BID will work in partnership with VisitScotland to maximise the benefits to Inverness and Loch Ness of major national and regional events.

However, as outlined under the section on Income and Expenditure, the Tourism BID also expects to access funding from the VisitScotland Growth Fund, to enable Inverness and Loch Ness to secure additional commercial benefits arising from the 'themed years'.

The 'themed years' have been borne out of the success of the first Year of Homecoming in 2009 and the success of subsequent 'Years' from 2010 to 2013 which focused on a specific theme to celebrate some of Scotland's greatest tourism assets. Next year, 2014 has been designated, once again, Year of Homecoming and will be followed in 2015 by the Year of Scotland's Food and Drink, 2016 Year of Innovation, Architecture and Design, 2017 Year of History, Heritage and Archaeology and 2018 Scotland's Year of Young People.

Attracting more conferences and business tourism all year round:

Scotland's business tourism industry is worth more than £1.9 billion each year to the country's economy, according to a recent report by the Meeting Professionals International (MPI) Foundation. It confirms just how important a sector it is and it is by no means just the large hotels and conference centres that benefit from business tourism. The benefit is spread across all sectors from restaurants to B&Bs and visitor attractions with conference delegates often bringing family and choosing to stay on for a few days after a conference to enjoy the area's attractions. Alternatively many will return for a holiday with family after the event.

Organisations such as VisitScotland, HIE and Highland Council, Inverness Hotels Association and Eden Court Theatre have worked hard to bring conferences and business tourism to the area but much more can be achieved. VisitScotland's Business Tourism Unit currently attend events such as Confex and the Meetings show in London and host the annual "Scotland Means Business" event for conference organisers. Scotland's other cities regularly attend these as partners but until now Inverness has not had a business group to coordinate this kind of presence. With a dedicated person working on behalf of the private sector, the above organisations and others such as UHI and the golf sector which attracts large corporate business, promotion of Inverness can be significantly enhanced.

Promote and support existing and new sustainable events and festivals:

Events and festivals are a popular incentive for people to visit a destination. Inverness and Loch Ness already has many fantastic events including the Baxter's Loch Ness Marathon, Rockness, Belladrum and Inverness Highland Games at one end of the spectrum, to Man versus Horse and the Loch Ness Beer Festival at the other. The area also attracts major music concerts on a regular basis and all this has been achieved by the hard work of local organisations and individuals. However, feedback from the questionnaire suggests that businesses want to see greater support for events and festivals, and favour the creation of a well-publicised year round Events Calendar.

The Tourism BID will work with partners to support and expand the range of new sustainable events (i.e. events that are not 'one offs') that will bring benefit to the area and to businesses year after year. At the same time, through our online strategy and PR activity we will not only promote new sustainable events, but also events and festivals of all sizes wherever they are happening in the Tourism BID area. We recognise that while the headline events and festivals are hugely important to the local economy, a music concert in the local hall can be equally important to local accommodation providers and restaurants.

We will also expand the DLN online event booking system which will transfer to the Tourism BID when DLN ceases to exist. While the prime focus will be on incorporating this into the portal website so that visitors can book their accommodation and event tickets all at the same time, the Tourism BID will also be able to assist businesses to set it up quickly on their own website at no cost. An example can be seen at www.visitsouthlochness.com

Work with partners to improve the tourism infrastructure:

1. Improving the visibility of Loch Ness on the north side along the A82 at selected 'safe' viewpoints

A common complaint from local people and visitors travelling alongside Loch Ness to Inverness is that the Loch is barely visible from the road. For visitors this creates a sense of disappointment before they have even arrived at their destination. The issue is complicated to resolve because it requires the cooperation of landowners and agencies such as Transport Scotland and Police Scotland. However, with Forestry Commission Scotland committed to felling and making safe the hillsides above the A82 as part of a 10-15 year project there is an opportunity to work with them and resolve this longstanding issue. It will require considerable planning which is why the estimated cost to the Tourism BID is spread primarily across years 3-5, but it is a realistic project which will do much to enhance the visitor experience. The estimated costs are for a contract to improve all 12 viewpoints alongside the loch.

2. Completion of the South Loch Ness Trail between Fort Augustus and Loch Tarff

This is a major infrastructure project which has potential to deliver significant long term economic benefits for the tourism industry of Inverness and the Loch Ness area and surrounds both directly and indirectly. It will encourage more potential visitors to see the whole area as 'an outdoor destination' and to experience not only the '360 degree' circular trail route around Loch Ness but also other new trails in the area such as the Affric Kintail Way and or participate in other outdoor activities.

Once DLN ceases trading, the Tourism BID will take over and maintain the South Loch Ness Trail as it exists at present, stretching from Inverness down to Loch Tarff, and work with the landowner, The Highland Council and other key organisations to complete the section from Loch Tarff to Fort Augustus thus completing the '360 degree' trail around Loch Ness. The iconic nature of Loch Ness offers great potential to make this trail one of Scotland's top long distance routes in the next few years attracting additional visitors with the sole purpose of walking the route.

The section to be completed is across difficult terrain but there has already been considerable negotiation and work by The Highland Council in particular, to ensure that the project can be delivered. At the same time, the Tourism BID has a key part to play in the construction of the trail and will be responsible for maintaining and promoting it.

Funding for the construction phase of this project has however, not been included in the table of Income and Expenditure as the Tourism BID aims to access the bulk of its funding for this project from the new Leader Programme 2014-2020 and other sources. Additionally, it is not yet clear what construction will be undertaken by other interested parties. However, it is realistic to expect that it will be delivered within 5 years and the Tourism BID has set aside funds for the planning stage.

Helping to grow your business – using the collective power of BIDs Scotland

More for Business (MfB) is a business benefits package provided by BIDs Scotland. They have negotiated money saving national procurement deals on behalf of the 7,500 businesses that are included in BIDs throughout Scotland. Discounted services include the following:

Electricity, gas and water	Phone and broadband	Postal services	Smartphone technology
Insurance	Video production	Waste management	Credit card merchant Services fees

Taking advantage of these will enable businesses to offset the cost of the levy. As an example, Budget Backpackers, who are part of Edinburgh Grassmarket BID, saved over £2,400 on their annual water bill.

In addition to these national deals, the Tourism BID will also actively encourage and assist local suppliers to offer group purchase discounts to Tourism BID members thus ensuring that local money is kept in the local area.

The Board of the Tourism BID will take all steps necessary to minimise any risk associated with delivering projects by only using reputable contractors.

Income and Expenditure

Income	Year1	Year2	Year 3	Year 4	Year 5	Total
Levy	£170,000	£170,000	£170,000	£170,000	£170,000	£850,000
*FCS	£10,000	£10,000				£20,000
*Common						
Good Fund	£20,000	£20,000	£20,000	£20,000	£20,000	£100,000
*Highland Council	£20,000	£20,000	£20,000	£20,000	£20,000	£100,000
*VisitScotland	£20,000	£20,000		£20,000		£60,000
Total	£240,000	£240,000	£210,000	£230,000	£210,000	£1,130,000
Expenditure	Year 1	Year 2	Year 3	Year 4	Year 5	
Marketing and Promotion	£78,000	£78,000	£64,000	£70,000	£64,000	£354,000
Conference and Business Tourism	£48,000	£48,000	£40,000	£48,000	£40,000	£224,000
Events	£10,000	£10,000	£10,000	£10,000	£10,000	£50,000
Infrastructure	£22,000	£22,000	£23,000	£23,000	£23,000	£113,000
Business Development	£10,000	£10,000	£10,000	£10,000	£10,000	£50,000
Management & Operational costs	£60,000	£60,000	£52,500	£57,500	£52,500	£282,500
Contingency	£12,000	£12,000	£10,500	£11,500	£10,500	£56,500
Total	£240,000	£240,000	£210,000	£230,000	£210,000	£1,130,000

The estimated levy income for the Inverness and Loch Ness Tourism BID is based on full payment of levy every year. In case a 100% collection rate is not achieved, a 5% contingency budget has been included. All of the contingency budget will be spent on your projects if more than 95% of the levy is collected.

Once the Tourism BID is operational, any variations within budgets will be reported to the Board of Directors for agreement. The Board will agree on an annual basis how funds for subsequent years will be allocated. This will be based on business feedback during the previous year and the priorities identified in the Business Plan for the coming years, which allows the Tourism BID the flexibility to respond to changing business needs and requirements. Funds will be set aside for the renewal Ballot in Year 5. The Tourism BID Board will have the authority to make relevant variations in projects and budgets without the need for an alteration ballot for the effective operation of the BID Company and in the best interests of the businesses.

*Forestry Commission Scotland (FCS) has agreed to fund £10K in Year 1 and £10K in Year 2 towards the viewpoint project on the south side of Loch Ness (see Projects under Objective 4) and would hope to continue support thereafter. FCS will also provide the required on the ground labour to complete this project.

*Common Good Funding: Highland Council members endorsed the development of the Inverness and Loch Ness Tourism BID at a meeting of the City Committee in April 2013. The Council are therefore fully committed to supporting the projects and activities of the Tourism BID and will look favourably on funding applications to the Common Good Fund up to the sum of £20,000 provided the applications meet all the required criteria including most importantly, evidence of direct benefit to the city of Inverness.

Applications to the Common Good Fund will only be considered on an annual basis and be subject to the strict governance on the use of Common Good Fund monies’.

*Highland Council Funding: As noted in the paragraph above, support by Highland Council for the Tourism BID was endorsed in April 2013 and the Council are therefore fully committed to supporting the projects and activities of the Tourism BID and will look favourably on funding applications to appropriate Highland Council funds up to the sum of £20,000 provided the applications meet all the required criteria. **Applications will only be considered on an annual basis and be subject to the strict governance on the use of Highland Council funds.** Highland Council will also provide support in kind through managing the ballot process and collection of the levy throughout the duration of the Tourism BID.

*VisitScotland Funding: This funding is dependent upon a successful application by the Tourism BID to the VisitScotland Growth Fund. There is no guarantee of Growth Funding support. In 2014 VisitScotland have themed the year ‘Year of Homecoming’ and the application activity will reflect this theme. **Future applications will also aim to maximise the benefit to Inverness and Loch Ness of subsequent VisitScotland ‘themed’ years.**

Applications for additional grant funding will also be made to the new LEADER programme, Highland Council Ward Funds, Business Gateway and HIE. The Tourism BID organisation will also seek funding opportunities from the VisitScotland Conference Bid Fund, renewable energy benefit funds and work in partnership with organisations such as FCS, Scottish Canals, SNH and Historic Scotland to maximise any joint funding opportunities and or ‘in kind’ support that will benefit to tourism in and around Inverness and Loch Ness.

It is also expected that up to a further £10,000 could be available each year from fees received from businesses not included in the Tourism BID. For example, we hope that existing Destination Loch Ness members below the threshold will ‘opt in’ and receive the benefits currently available from DLN membership. We also hope that businesses such as activity and tour operators who have no premises will also ‘opt in’ so as to receive the package of benefits on offer. Annual fees for businesses that fall in to the category of ‘opt in’ will be commensurate with those for levy paying members.

What will it cost me as a levy payer?

The levy will be paid by the occupiers (as the eligible persons i.e. those liable to pay the non-domestic rate) only, with the exception of vacant premises when the property owner will be liable for the levy payment. Also, any new commercial development, sub division of existing properties or merging of properties or new business with a non-domestic rateable valuation (and liable to pay the non-domestic rate) of £2,000 or more coming into the Tourism BID area and not exempted from paying the Tourism BID during the 5 year term of the Tourism BID will be liable for the Tourism BID levy. In this instance, if the property is empty on the date the levy is issued, the property owner will be liable for the full levy amount until such time as the property is occupied.

A banded scale of levy fees has been agreed by the Tourism BID Steering Group and is proposed as an equitable way of ensuring all businesses, including those owning multiple properties, participate in and contribute to the Tourism BID. It has been agreed by the Inverness and Loch Ness Tourism BID Steering Group that the levy is based on the RV of the properties in the Tourism BID area at the time of ballot, and will not change during the 5 year term of the Tourism BID. Even after the re-valuation in 2017, the levy will continue to be calculated on the rateable values as at the ballot date until the Tourism BID term ends in March 2019. The only instance when a change will be made to a levy will be as a result of a change in valuation, (to the ballot date valuation) due to a successful valuation appeal, by an individual business. The levy fees are set out in the table below. It is expected that the levy fees will generate an income of approximately £170,000 a year for the Tourism BID.

The Tourism BID levy is a fair and equitable way to fund additional projects that businesses in the area would like to have, and which the public sector is not required to provide. Following a successful ballot the levy will be mandatory for all eligible businesses in the Tourism BID area that are listed on the Highland Council Valuation Roll by the Scottish Assessors on the ballot date and will liable for the levy for the duration of the Tourism BID.

The levy fees range from £160 to £3,000 per year. The levy fees are based on the cost of delivering the projects, as identified by businesses during the consultation process, which will maximise the tourism potential of Inverness and Loch Ness working together as one destination.

RATEABLE VALUE	TOTAL ANNUAL LEVY	COST PER WEEK
£2,000 - £3,999	£160	£3.08
£4,000 - £9,999	£220	£4.23
£10,000 - £19,999	£350	£6.73
£20,000 - £29,999	£450	£8.65
£30,000 - £49,999	£650	£12.50
£50,000 - £79,999	£800	£15.38
£80,000 - £99,999	£1,100	£21.15
£100,000 - £149,999	£2,000	£38.47
£150,000 - £199,999	£2,500	£48.08
£200,000 +	£3,000	£57.69

There is no VAT to pay on the BID levy

Collection of the levy

The levy will be collected by Highland Council under the terms of the Operating Agreement with the Inverness and Loch Ness Tourism BID Company. This agreement is available on www.LNITBID.co.uk or you can request a printed copy. The invoices will be sent out from the 1st April each year and will be payable in a single payment with the payment due 28 days from the date of invoice. In the event of any non-payment of the levy, it will be strongly pursued by Highland Council using existing recovery powers to ensure complete fairness to all the businesses that have paid. A fee will be charged to meet any additional costs incurred in the recovery of the levy.

The Ballot

From 30th January to 13th March 2014 each eligible business will be asked to cast their vote for the Inverness and Loch Ness Tourism BID in a formal, confidential ballot. Highland Council is responsible for managing the ballot to ensure it is done fairly. All eligible voters will have one vote or where an eligible voter has more than one business that individual shall be eligible to cast more than one vote but they will be required to pay the levy for each of the properties that they occupy. A ballot paper (together with a copy of the Business Plan) will be sent to each eligible business, to be completed by placing a cross in either a 'YES' or 'NO' box, as response to the question 'Are you in favour of the Inverness and Loch Ness Tourism BID proposals?' The ballot paper should be signed by the person named on the ballot paper and returned in the pre-addressed postage-paid envelope by 5pm on Thursday 13th March 2014. 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 paper received is completed and returned. Where the property is vacant the ballot paper will be sent to the owner of the property as the eligible person entitled to vote. Ballot papers received after 5pm on Thursday 13th March 2014 will be deemed invalid and void.

The Inverness and Loch Ness Tourism BID will only proceed if the following criteria are met:

1. A minimum 25% turnout by 'headcount' is achieved
2. A minimum 25% turnout by rateable value is achieved
3. Of the votes received, a numerical majority by number of ballots must vote in favour
4. Those voting in favour must represent a majority by rateable value of the rateable properties exercising their vote

The ballot result will be announced on March 14th 2014. Following a successful ballot, the Tourism BID will commence on the 1st April 2014 and will operate for a period of five years until the 31st March 2019. A renewal ballot will be conducted and completed prior to the five year term being up.

How will we communicate with levy payers and stakeholders?

Inverness and Loch Ness Tourism BID will keep levy payers and stakeholders informed of progress. The table below illustrates how and when we will communicate.

Communication method	Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec
Website												
Newsletter												
Networking events												
AGM												
Management team												

Governance and Management

Following a successful ballot Destination Loch Ness will cease trading and the Tourism BID organisation for Inverness and Loch Ness will be set up and registered as a not-for-profit limited company with the primary responsibility of delivering the projects outlined in the Business Plan.

Members of the Tourism BID Steering Group will act as a 'Shadow Board' for the initial period following the ballot to ensure that there is minimal delay in implementing the Business Plan. A new Board will then be elected within 3 months of the successful ballot. The Board will reflect the tourism sectors covered by Tourism BID. Only levy payers will have the right to nominate Directors. However, there will also be scope to nominate two geographical area directors to represent the interests of 'opt in' members. There will be a maximum of 12 positions on the board all of which will be voluntary and unpaid. Highland Council will be invited to provide an advisory role through at least one council representative but will automatically be provided with the Financial Report. (It is also expected that regular finance meetings with Highland Council will take place and an annual audit of the Tourism BID finances will also take place through an independent Auditor). If the company does not receive enough nominations to the Board, directors can be co-opted to fill the vacant positions. The company will also reserve the right to work with representatives from other levy paying businesses who can offer the Tourism BID specialist expertise where appropriate.

The day-to-day management of the Tourism BID and responsibility for delivering projects will lie with the Manager of the Tourism BID with support from other key staff although ultimate responsibility will rest with the Board of Directors.

The Board of Directors will reserve the right to consider creating a charitable arm of the company to enable it to secure additional funding that can only be sourced with charitable status.

The Board will adopt best practice in its procedures and be open and transparent in its operations.

Measuring the success of the Tourism BID

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

The Tourism BID Board of Directors will monitor and oversee the efficient delivery of the Tourism BID projects. The Tourism BID will undergo an independent evaluation Assessment and Accreditation Interim Review (AAIR) of its activities at the half way point and towards the end of the second term to ensure it is delivering all the projects and services as detailed in this plan.

The objective of an Assessment and Accreditation Interim Review (AAIR) for Scottish BID Companies is to give confidence to businesses and the Board of Directors that the practices of the Tourism BID Company are robust and accord with good practice and supplies an audit trail to support any future evaluation of the Tourism BID Company.

The review recognises and accords with the Scottish BIDs legislation and the public and private sector environment in Scotland. In developing the Interim Review, BIDs Scotland consulted with:

- Key stakeholders and organisations
- Independent businesses
- Key UK national businesses and
- The Scottish Retail Consortium

The Assessment and Accreditation Interim Review is recommended by BIDs Scotland as good practice and is included as one of the good practice elements of all Scottish BID Proposals and BID Business Plans.

For further information on any matters contained within this Business Plan please contact:

Graeme Ambrose (Project Manager) at Graeme@LNITBID.co.uk Sharon Mackay (Project Administrator) at Sharon@LNITBID.co.uk or Aisla Cullen (Marketing& Communications Manager) at Aisla@LNITBID.co.uk

VOTE YES



For:

One Destination

More Visitors

and a more

Sustainable Local Tourism Industry

Appendix H – Tourism BID Timetable

City Committee	09 Dec
Full Council Committee	19 Dec
Review Database	22 Nov
Database to be complete by 17 December	17 Dec
1 to 1 Consultations with stakeholders to discuss/promote T BID	On-going until 31 Jan
Final Business Plan and Proposal submitted by 98 Days	05 Dec
Print Business Plan - tbc	18 Dec
HC sign off and print ballot papers and send to ERS	20 Dec
Official date at which HC should to decide whether or not to veto 70 days to ballot	02 Jan
Business Plan to arrive at ERS London	BY 16 Jan
Letter to HC to request they instruct ballot holder to hold ballot 56-42 days before	16 Jan
The local authority instructs the ballot holder In accordance with regulation 6 (56 days)	BY 16 Jan
Publication of notice of ballot (by ballot holder)	16 Jan
Last day for postponing the day of the ballot by up to 15 days	By 30 Jan
Ballot Campaign / Encourage stakeholders to vote	1 Feb – 13 March
Ballot Papers sent out 42 days pre ballot	30-Jan
Replace spoilt papers anytime in 42 day period	30 Jan - 12 Mar
Last day for the appointment of a proxy (5.00 p.m.)(10th day before the day of the ballot)	3 March
First day for request for issue of replacement of LOST ballot paper (seventh Working day before ballot)	4 March
LAST day for cancellation of Proxy (5 days)	7 March
FIRST day for issue of Replacement of SPOILT ballot papers (3 working days)	10 March
DAY OF BALLOT -closes 5pm	13 March
The Count and Declaration of Results	14 March 2014

ACTIVITY		OCT	NOV	DEC	JAN	FEB	MAR
1 ADMINISTRATION							
Project Team Meetings		G	G	G	G	G	G
Grant Payment from Local Authority		G					
2 MANAGEMENT AND CORPORATE							
Steering Group Monthly Meetings		11 & 25	22	ALL	ALL	ALL	ALL
HC & LNTBID Meetings		G/S	G/S	G/S	G/S	G/S	G/S
Report to be ready for PED Committee on 6 Nov		22-Oct					
Highland Council Committee Meeting		21-Oct					
PED Committee (Veto Question decided)			06-Nov				
City Committee				09-Dec			
Full Council Committee				19-Dec			
3 OPERATIONAL							
Initial meeting with Council Liaison Officer and submit bi-monthly reports			G		G	G	G
Database to be complete by 19 December		ALL	ALL	17-Dec			
Best Practice - Research		S	S	S	S	S	S
BID Levy Billing & Collection - Consult with Revenues Officer by 120 days for OA		G/S	G/S				
BID Ballot - Consultation with Returning Officer		G/S	G/S	G/S	G/S		
4 OPERATING AGREEMENT (OA)							
Complete Operating Agreement by 120 Days		G/S	#####				
5 BASELINE SERVICES							
Baseline Services Information Complete by 120 days		G	#####				
6 CONSULTATIONS							
Consult with possible funding partners - HIE/HC/VS		G	G				
Updating DLN Board on a regular basis			G		G	G	G
1 to 1 Consultations with stakeholders to discuss/promote T BID		ALL	ALL	ALL	ALL	ALL	ALL
OTHER							
Other surveys (tourist/employee)							
Development of Projects and Services & Costings		ALL					
Monitoring - Key Performance Indicators (KPI's) for Proposals		G/S					
7 MARKETING AND COMMUNICATIONS							
BID - Brand Development		A	A	A			
Promotional and Event Material Development		A	A	A			
Business Association/Groups Open Evenings		G/S/A	G/S/A		G/S/A	G/S/A	
Develop Non Levy paying Membership (outside and inside BID Area)		G	G				
Marketing and Communications Plan and Activities		A	A	A	A	A	A
Website Maintenance and Update		G/A	G/A	G/A	G/A	G/A	G/A
Newsletters, Ebulletins, Letters			A	A	A	A	A
Ballot Campaign				ALL UP TO 13 MAR			
8 BID PROPOSAL AND BID BUSINESS PLAN							
Consult Project Director BIDs Scotland		G	G	G			
Consult Local Authority and Review Local Plans and Strategies		G	G				
Draft Business Plan & Proposal for HC PED Meeting on 6 Dec		22-Oct					
Review Business Plan & Proposal		ALL					
BID Proposal and Business Plan First Draft complete by 120 days to IDP + *			#####				
50% 1 to 1s by 120 days (lack of consultation can lead to appeals)			#####				
Final Business Plan submitted- by 98 Days				05-Dec			
Print Business Plan - tbc - this date depends on comments back early enough from Gov't				16-Dec			
Business Plan to arrive at ERS London					16-Jan		
9 BALLOT							
Notification to Local Authority, Billing Office & Scottish Govt 154 days to ballot		BY 10 Oct					
HC decide whether or not to veto in advance of 70 days at PED Committee			06-Nov				
Official date at which HC should to decide whether or not to veto 70 days to ballot					02-Jan		
Final BID Proposal/BP to LA/Scottish Govt 98 days before ballot/notice of BID proposal				05-Dec			
The local authority instructs the ballot holder in accordance with regulation 6 (56 days)					BY 16 Jan		
Last day for postponing the day of the ballot by up to 15 days					By 30 Jan		
Publication of notice of ballot (by ballot holder)					16-Jan		
Letter to HC to request they instruct ballot holder to hold ballot 56-42 days before					16-Jan		
Ballot Papers sent out 42 days pre ballot					30-Jan		
Replace spoilt papers anytime in 42 day period					30 Jan - 13 Mar		
Last day for the appointment of a proxy (5.00 p.m.)(10th day before the day of the ballot)							03/03/2013
First day for request for issue of replacement of LOST ballot paper (seventh Working day before ballot)							04/03/2014
LAST day for cancellation of Proxy (5 days)							07/03/2014
FIRST day for issue of Replacement of SPOILT ballot papers (3 working days)							10/03/2014
DAY OF BALLOT -closes 5pm							13/03/2013
The Count and Declaration of Results							14/03/2014



Baseline Services Level Agreement

provided to

Inverness & Loch Ness Tourism BID

The Highland Council provide a wide range of services across the Inverness and Loch Ness area, many of which support tourism in the area. This baseline services agreement does not detail the full range of services provided by the Council but is instead limited to those services directly related to the activities included in the initial Inverness & Loch Ness Tourism BID business plan. If, in future, the Inverness & Loch Ness Tourism BID Board decide to vary the range of activities they will undertake and include additional activities that are related to existing Council services they will request further baseline services information on these activities from the Highland Council. Further information in the same format as that used below will then be provided by the Council.

Service Area: Working with VisitScotland	
Activity Area	<p><u>Regional Marketing</u></p> <ul style="list-style-type: none"> The Highland Council does not itself undertake any destination marketing activity. The Highland Council negotiates an annual service delivery agreement with VisitScotland which includes the provision of funding towards marketing activities that VisitScotland carry out specifically to promote the Highland area. <p><u>Visitor Information Centres</u></p> <ul style="list-style-type: none"> The Highland Council negotiates an annual service delivery agreement with VisitScotland which includes the provision of funding towards the operation of Visitor Information Centres. In the Inverness & Loch Ness area this funding supports the operation of centres at Daviot Wood, Drumnadrochit and Fort Augustus but not the Inverness VIC which is fully funded by VisitScotland.
Description/ Specification	As above.
Contact	<p>Colin Simpson Tourism Co-ordinator The Highland Council Glenurquhart Road Inverness IV3 5NX Tel: 01463 702957 E-mail: colin.simpson@highland.gov.uk</p>

Existing Activity	As above
Operational Times	Operational times are set by VisitScotland and are not specified in the Council's agreement.
Equipment Levels	N/A
Staff Levels	Staff levels are set by VisitScotland and are not specified in the Council's agreement.
Key Performance Indicators	A range of performance indicators are defined in the agreement with VisitScotland and both an interim report and an end of year report are provided to the Council.
Legislation/Policy	Policy – this work contributes to delivering on the commitment from Council's programme "Working Together for The Highlands" to maximise the tourism potential of the Highland area.
Existing Value of Contract/Service	For financial year 2013-14 the contribution to VisitScotland is £270,000. Of this £60,000 is allocated to marketing activity and £210,000 to the operation of Visitor Information Centres.
Boundary Area	Full Highland Council area.
Proposed T BID additional activity	The marketing and promotion of Inverness and Loch Ness as one destination through mainly online activity including new portal website and social media development
Cost of T BID additional activity	Estimated at between £64,000 - £78,000 per annum over the five year duration of the T BID
Non Compliance Procedure	This is defined in the agreement.
Additional Information or Notes	N/A
Service Area: Tourism research	
Activity Area	<p><u>Volume and Value research</u></p> <ul style="list-style-type: none"> The Council has in place a contract for undertaking research and producing reports on into the volume and value of tourism in the Highland area. <p><u>Visitor Attraction research</u></p> <ul style="list-style-type: none"> The Council has in place a contract for the supply of a national research report into Scotland's visitor attraction visits and performance with regional data provided for the Highland area and specific attraction data provided for participating attractions in the Highland area.
Description/ Specification	As above.
Contact	<p>Colin Simpson Tourism Co-ordinator The Highland Council Glenurquhart Road Inverness IV3 5NX Tel: 01463 702957 E-mail: colin.simpson@highland.gov.uk</p>

Existing Activity	As above
Operational Times	Contract is annual
Equipment Levels	N/A
Staff Levels	N/A
Key Performance Indicators	Volume and Value research includes provision of a monthly dashboard and an annual report. Visitor attraction research includes provision of a monthly Visitor attraction Barometer and an annual report – the Visitor Attraction monitor.
Legislation/Policy	Legislation – N/A Policy – this work contributes to delivering on the commitment from Council’s programme “Working Together for The Highlands” to maximise the tourism potential of the Highland area.
Existing Value of Contract/Service	“DREAM” volume and value research - £2500 per annum Visitor Attraction research report - £250 per annum
Boundary Area	Full Highland Council area
Proposed T BID additional activity	Conducting market research specific to Inverness and Loch Ness that will enable the Tourism BID to target marketing activity at key visitor segments and provide evidence of economic impact.
Cost of T BID additional activity	Cost within overall Marketing budget but estimated at £2,000 per annum
Non Compliance Procedure	N/A
Additional Information or Notes	Volume and value research is undertaken at a Highland level and does not include sub area reports.
Service Area: Business support and advice	
Activity Area	Activity 1 <ul style="list-style-type: none"> Provision of free business skills workshops, one to one business planning advice, and one to one expert advice which includes marketing, ecommerce, recruitment, and IT. Activity 2 <ul style="list-style-type: none"> Provision of loan finance, advice to access finance, and grant support.
Description/ Specification	As above.
Contact	Maria Peter The Highland Council Glenurquhart Road Inverness IV3 5NX Tel: 01463 702289 E-mail: maria.peter@highland.gov.uk
Existing Activity	As above
Operational Times	Core Hours 9 – 5 Monday to Friday with flexible out of hours service if necessary e.g evening workshops.

Equipment Levels	<p>Local Number 01463 713889 for information or to speak to or see an advisor. Walk in office in Castle Street Inverness, for information or to speak to an advisor. 0845 609 6611 Contact Centre (9 -5) for business advice and market research information. www.bgateway.com</p>
Staff Levels	<p>Shared resource for the provision of training workshops Access to specialist advise for start up, growth planning, access to finance, procurement and digital health checks , on an “as required” basis. 1.5 Full Time business advisor 1 Full time advisor who specialises in providing advice on all aspects of recruitment of staff. Access to Highland Opportunity Loan Fund Advisor as required. Local Number 01463 713889 Access to Highland Council Officers who administer employment grants.</p>
Key Performance Indicators	<p>No. of “start-up” businesses supported. No. of businesses supported to move into account management with Highlands and Island’s Enterprise. No. of businesses provided with business advice and information. No of workshops No of clients attending workshops. Start Up Survival rate. No of businesses receiving expert advice.</p>
Legislation/Policy	<p>Policy – this work contributes to delivering on the commitments from Council’s programme “Working Together for The Highlands” to “prioritise and support the creation of quality jobs in the Highlands, encourage local enterprise initiatives, invest locally, and support key industries” and “support small businesses and Highland entrepreneurs with advice and finance through Highland Opportunities Ltd and Business Gateway.”</p>
Existing Value of Contract/Service	£ 1.2m
Boundary Area	Highland and Moray Council areas
Proposed T BID additional activity	<p>Providing opportunities for T BID members to grow their business through communicating and facilitating the availability of courses/workshops provided by Highland Council and others, hosting networking evenings, extending the business content of Nesslink and communicating the extensive BIDS business benefits package available</p>
Cost of T BID additional activity	Estimated cost of £10,000 per annum
Non Compliance Procedure	N/A
Additional Information or Notes	
Service Area: Countryside Access	

Activity Area	<p>Activity 1</p> <ul style="list-style-type: none"> Maintain a list of core paths for The Highland Council area <p>Activity 2</p> <ul style="list-style-type: none"> Operate 2 people counters on the South Loch Ness Trail / Trail of the 7 Lochs feeding the information back to partners
Description/ Specification	As above.
Contact	<p>Stewart Eastaugh Access Officer The Highland Council North Tower Inverness Castle Inverness IV2 3EG Tel: 01463 255287 E-mail: stewart.eastaugh@highland.gov.uk</p>
Existing Activity	As above
Operational Times	Access officer employed for 35 hour week – normally M- F 9 – 5 but flexible as necessary.
Equipment Levels	N/A
Staff Levels	One access officer covers Inverness and Nairn area
Key Performance Indicators	None specified
Legislation/Policy	Legislation – Under the Land Reform (Scotland) Act 2003, Highland Council, as the Access Authority, has a statutory requirement to produce a Core Path Plan to cover its area. The Highland Council also has a duty under the Countryside (Scotland) Act 1967 to assert, protect and keep open and free from obstruction or encroachment any public right of way within its area and has an Access Team delivering this service throughout the Highlands.
Existing Value of Contract/Service	Main financial cost is staffing cost but all access officers can access a central (all Highland) budget on a case by case basis.
Boundary Area	Full Highland Council area with one access officer covering Inverness & Nairn
Proposed T BID additional activity	<p>Maintaining the South Loch Ness Trail (SLNT)/Trail of 7 Lochs.</p> <p>Developing the SLNT between Loch Tarff and Fort Augustus with partner organisations to create a circular route around Loch Ness .</p>
Cost of T BID additional activity	No estimate is currently available for the cost of extending the SLNT.
Non Compliance Procedure	N/A
Additional Information or Notes	N/A
Service Area: Events	
Activity Area	Event funding


	<ul style="list-style-type: none"> The Council manages a discretionary fund – the Highland Culture fund that is used to provide financial support to events. Funding is allocated following a competitive application process. <p><u>Inverness City events</u></p> <ul style="list-style-type: none"> The Council does not directly arrange any events but through its committees and local officers the Council hosts a Common Good funded events officer Through the Inverness Festivals Working Group this officer delivers the following events:- <ul style="list-style-type: none"> BID Easter Treasure Hunt City Centre BID Classic Car Show, Inverness City Centre Highland Games, Northern Meeting Park Highland Homecoming (2014 only) Northern Meeting Park 150 Ceremony (2014 only) Masters World Championships (2014 only) Halloween Show, Ness Islands Fireworks Display, Bught Park Christmas Lights at the Town House Winter Wonderland, Whin Park Wee Hot Highland Fling, Inverness City Centre Red Hot Highland Fling, Northern Meeting Park
Description/ Specification	As above.
Contacts	<p>Event Funding John MacDonald The Highland Council Elgin Hostel Dunvegan Road Portree Tel: 01478 614057 E-mail: john.macdonald@highland.gov.uk</p> <p>Inverness City Events Gerry Reynolds Town House High Street Inverness Tel: 01463 785006 gerry.reynolds@highland.gov.uk</p>
Existing Activity	As above
Operational Times	Variable
Equipment Levels	N/A
Staff Levels	N/A
Key Performance Indicators	N/A
Legislation/Policy	Policy – this work contributes to delivering on the commitment from Council’s programme “Working Together for The Highlands” to maximise the tourism potential of the Highland area.



Existing Value of Contract/Service	Event funding – grants are for variable amounts and are subject to a successful application. Inverness events are funded by the Inverness Common Good Fund with no funding from the Council.
Boundary Area	Event funding – Full Highland Council area
Proposed T BID additional activity	Promotion of all new and existing events through T BID online and PR activity Development of event ticket booking system on new portal website and assisting businesses to incorporate system on own websites
Cost of T BID additional activity	Estimated cost of £10,000 per annum
Non Compliance Procedure	N/A
Additional Information or Notes	N/A
Service Area: Conference Support	
Activity Area	<u>Conference subvention</u> <ul style="list-style-type: none"> The Council administers a conference subvention fund that offers financial support to overnight conferences coming to the city. The Council's involvement is limited to the administration of the fund with any financial support being provided by Inverness Common Good fund.
Description/ Specification	As above.
Contact	David Haas The Highland Council Town House Inverness Tel: 01463 785018 E-mail: david.haas@highland.gov.uk
Existing Activity	As above
Operational Times	N/A
Equipment Levels	N/A
Staff Levels	N/A
Key Performance Indicators	N/A
Legislation/Policy	Policy – this work contributes to delivering on the commitment from Council's programme "Working Together for The Highlands" to maximise the tourism potential of the Highland area.
Existing Value of Contract/Service	A total fund of £40,000 per annum is available.
Boundary Area	Inverness City
Proposed T BID additional activity	Employ a person initially on part-time basis, to market and promote Inverness and Loch Ness as a conference and business tourism destination through working in partnership with organisations such as VisitScotland and ensuring

	that Inverness has a dedicated presence at business tourism events
Cost of T BID additional activity	Estimated cost between £40,000 -£48,000 per annum over the five year duration of the Tourism BID
Non Compliance Procedure	N/A
Additional Information or Notes	N/A

SNH Baseline Service Level Agreement

Service Area	
Activity Area	<p><u>Nature conservation/management:</u></p> <ul style="list-style-type: none"> - <i>Provide advice</i> to owner/occupiers of land designated for nature conservation purposes (SSSI, SPA, SAC sites). - <i>Undertake Site Condition Monitoring</i> of designated sites to ensure they are in good or 'favourable' condition. Address management inadequacies for sites in unfavourable condition. - <i>Funding</i> to ensure appropriate management of the site where alternative sources of funding cannot be secured (e.g. if not eligible for SRDP funding). - <i>SRDP</i>; Most (but not all) of the land management we are involved with takes place in designated sites. There are a number of sites which are being managed for species/habitats through SRDP. These sites will have had SNH input to the management plans. - <i>Control of non-natives and wildlife management</i> (e.g. deer.) We have provided advice and in some instances funding to control non-native invasive species. - <i>Species licensing services</i> where required/appropriate (e.g. for ravens or geese causing agricultural damage). <p><u>Development Management:</u></p> <ul style="list-style-type: none"> - SNH is a statutory consultee for any development affecting a designated site. The Highland Council therefore consult us for advice on a range of development types. These typically include: <ul style="list-style-type: none"> o Renewable energy developments of a variety of scales. o Any building work, including houses, roads and tracks. - The Local Authority also consults us on some developments outwith designated sites, where they would like our advice on natural heritage issues. These may include marine developments (piers, jetties and aquaculture) or particularly large developments (as per EIA legislation).
Description/ Specification	As above.
Contact	<p>Nathan McLaughlan Scottish Natural Heritage Fodderty Way Dingwall Business Park Dingwall IV15 9XB</p> <p>Tel: 01349 865333</p>

Existing Activity	As above.
Operational Times	SNH officer listed above works full-time (Mon-Fri) all year round. Staff are based in Dingwall.
Equipment Levels	None. We occasionally provide specific equipment to partners we work with. Usually we provide grant funding and recipients purchase equipment themselves.
Staff Levels	5 Full time staff cover the Inner Moray Firth area.
Key Performance Indicators	<p>Our Site Condition Monitoring is one way to monitor how well we are managing important natural heritage interests.</p> <p>For consultations we have customer service standards for our response times. The length of time we have depends on the type of consultation.</p>
Legislation/Policy	<p>The legislation we are guided by depends on which species/habitats/ designated site we are dealing with. There are 2 main levels of designation:</p> <ul style="list-style-type: none"> - EUROPEAN IMPORTANCE: Special Protection Area (or SPA) is a site designated under the Birds Directive. These sites, together with Special Areas of Conservation (or SACs), are called Natura sites and they are internationally important for threatened habitats and species. - NATIONAL IMPORTANCE: SSSIs are National level designations. SNH designates SSSIs under the Nature Conservation (Scotland) Act 2004. SSSIs are protected by law. <p>We work within the bounds of this legislation when dealing with any designated site, a development affecting a site, or the site's management.</p> <ul style="list-style-type: none"> - European Protected Species - The Habitats Regulations 1994 (as amended in Scotland) largely provide the protection afforded to European Protected Species (EPS) of animals and plants. See http://www.snh.gov.uk/protecting-scotlands-nature/protected-species/legal-framework/habitats-directive/euro/ for more information. Most commonly in this area, we deal with Otter, Bats, Wildcat, Great Crested Newt and Cetaceans. - Birds are covered where listed on the Wildlife & Countryside Act 1981 (as amended in Scotland) Schedules 1, 1A, A1, 2, 3 and 4. - Seals - Protection of Seals under the Marine (Scotland) Act 2010. On the 1st February 2011 it became an offence to kill, injure or take a seal at any time of year except to alleviate suffering or where a licence has been issued to do so by Marine Scotland under Part 6 of the Marine (Scotland) Act 2010 . - Deer: Deer are protected under the Deer (Scotland) Act 1996.

	<ul style="list-style-type: none"> - Other species protected under the Wildlife & Countryside Act 1981 (as amended in Scotland) <ul style="list-style-type: none"> o Key Schedules include: o Schedules 5 and 6 (animals)  o Schedule 8 (plants)  <p>For full details on relevant legal framework on species and habitats or designated sites, please see:</p> <p>http://www.snh.gov.uk/protecting-scotlands-nature/protected-species/legal-framework/</p> <p>Planning legislation is also relevant to our development management work, particularly:</p> <p>Environmental Impact Assessment (Scotland) Regulations 2011</p> <p>and</p> <p>Town and Country Planning (Scotland) Act 1997</p>
Existing Value of Contract/Service	This is difficult to quantify.
Boundary Area	The Inner Moray Firth team cover Easter Ross, the Black Isle, Inverness and Nairn, West to Achnasheen, Glen Affric, Fort Augustus and South to the boundary of the Cairngorms National Park.
Non Compliance Procedure	n/a
Additional Information or Notes	n/a

Scottish Canals Baseline Services Agreement, Inverness and Loch Ness BID

Service Area	
Activity Area	<p>British Waterways Board trading as Scottish Canals is a public corporation, responsible for looking after Scotland's canals, conserving them as part of Scotland's heritage, and transforming them to play a vital role in Scotland today.</p> <p>British Waterways Board trading as Scottish Canals is a public corporation, responsible for looking after Scotland's canals, conserving them as part of Scotland's heritage, and transforming them to play a vital role in Scotland today.</p> <p>Scottish Canals became a standalone public body following the transfer of the functions of the British Waterways Board in England and Wales to the Canal & River Trust on 2nd July 2012.</p>
Description/ Specification	<p>Scottish Canals manage the Caledonian Canal, the 60 mile waterway joining the lochs of the Great Glen with the Atlantic and the North Sea. The canal was built by Thomas Telford and opened to coast to coast traffic in 1822. It is a Scheduled Ancient Monument in its entirety. With the main office in Inverness, a team of 40 permanent operations, maintenance, engineering and business support staff are boosted by 30 seasonal operational staff each summer.</p>
Contact	<p>Russell Thomson, Senior Waterway Manager. 01463 725500. russell.thomson@scottishcanals.co.uk</p> <p>Ailsa Andrews, Customer Relations Manager, 01463 725500. ailsa.andrews@scottishcanals.co.uk</p>
Existing Activity	<p>The Caledonian Canal is an operational waterway enabling around 1,300 vessels a year to transit Scotland from coast to coast via 29 lock chambers and 10 swing bridges. In addition to the transiting vessels the Caledonian Canal is also home to 15 commercial operators who run diverse businesses ranging from hotel barges to cabin cruiser hire fleets and trip boats. From April 2012 to March 2013 there were 45,000 boat movements through all of the canal's locks and bridges. In March 2012 the Great Glen Canoe Trail was launched, providing canoeists and kayakers with dedicated facilities for their human-powered paddle expeditions; 1752 people registered to</p>

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	use the new Trail in 2012, a 50% increase on the previous year. The canal's towpaths also form approximately 1/3 of the Great Glen Way long distance route, meaning customers visit the Caledonian Canal by boat, boot and bike. Each summer the Caledonian Canal Visitor Centre opens alongside the canal in Fort Augustus.
Operational Times	The canal operates seasonally, 7 days a week 8.30am – 5.30pm in Spring and Autumn, 8am – 6pm in Summer and Monday to Friday 9am – 4pm in Winter.
Equipment Levels	
Staff Levels	<p>Scottish Canals' 322* staff have a wide range of responsibilities and skills and are divided into a number of departments: Operations, Environment & Heritage, Health and Safety, Engineering, The Falkirk Wheel, Property & Regeneration and Finance & Business Support.</p> <p>Our head office is in Glasgow but each of the canal units, the Caledonian, the Crinan, the Lowlands, and the Falkirk Wheel have their own local offices and functional depots across the country.</p> <p>*peak staffing levels including all summer seasonal staff</p>
Key Performance Indicators	<ul style="list-style-type: none"> • Number of short term licences sold per year • Number of long term moorings sold per year • Number of formal complaints received each year • Number of written compliments received each year • Staff absence per year (Bradford Index) • % of principal and intermediate asset inspections carried out • Number of assets graded below condition 3 • Number of registered paddlers per year • Number of towpath users per year • Number of visits to Caledonian Canal Visitor Centre per year • Annual operation within strict financial budgets • xxxxx
Legislation/Policy	<p>Scottish Canals' core statutory duties are set out in: -</p> <p>Transport Act 1962 which gives statutory responsibility for operating and</p>

Scottish Canals Baseline Services Agreement, Inverness and Loch Ness BID

maintaining the waterways for which the British Waterways Board are the navigation authority.

[Transport Act 1968](#) made changes to the use of facilities controlled by the state-owned [British Waterways](#). Reflecting the decline in the use of canals and rivers for freight distribution, waterways were divided into three categories:

- [Commercial Waterways](#)
- [Cruising Waterways](#)
- [Remainder Waterways](#)

The Act recognized the value of the waterway network for leisure use, and set up the [Inland Waterways Amenity Advisory Council](#) to give advice to both government and British Waterways on all matters concerned with the use of the network for recreation.

British Waterways Act 1971 Provisions of Part III Houseboats -Restrictions, Registration & Charges and part of Part IV Registration of Transfers extended to Scotland by s.9 (4) of British Waterways Act 1975

[British Waterways Act 1995](#) grants powers to enter land and repair or maintain or carry out other operations for the management and regulation of BWB waterways extended to Scotland excluding Loch Lochy, Loch Oich, Loch Ness and Loch Dochfour.

Scottish Canals as a Scottish Public Body

In October 2010 the UK Government decided that the British Waterways Board's functions and assets in England & Wales would transfer to a new waterways charity, Canal & River Trust ("CRT"). Scottish Ministers decided to make no changes to the arrangements for the ownership, care and maintenance of the Scottish canals.

This transfer is enabled by the [Public Bodies Act 2011](#).

The [British Waterways Board \(Transfer of Functions\) Order 2012](#) ("the BW Order") provides for the transfer of the British Waterways Board's functions in England & Wales to CRT. The BW Order also removed England & Wales operations and UK Ministers' powers in relation to the organisation to allow the British Waterways Board to continue to operate effectively in Scotland on a self-standing basis, without involvement from UK Ministers. The BW Order also removed the British Waterways Board's status as a cross-border public authority.

The British Waterways Board Transfer Scheme 2012 ("the Transfer Scheme") came into force in conjunction with the BW Order. It divides and transfers the property, rights and liabilities of the British Waterways Board between the CRT, the Canal & River Trust Community Interest Company -

Scottish Canals Baseline Services Agreement, Inverness and Loch Ness BID

	<p>Canal & River Trading CIC -and the British Waterways Board, operating as Scottish Canals.</p> <p>As a default provision all property, rights and liabilities of the British Waterways Board will transfer to the CRT to ensure that the British Waterways Board, operating as Scottish Canals is not unexpectedly burdened with liabilities. Scottish Canals, will receive all of the property, rights and liabilities relating to the activities of the British Waterways Board in Scotland as well as a portion of the British Waterways Board's cross-border contracts. The division of assets between the CRT and Scottish Canals was agreed by the UK Government and the Scottish Government through a disaggregation process. The draft Transfer Scheme was also made available to the Scottish Parliament during their consideration of the Transfer Order. The Scottish Parliament gave its consent to the draft Transfer Order on 9th May 2012.</p> <p><i>Additional Legislation</i></p> <p>Scottish Canals is also required to comply with a range of statutory duties and legal requirements relating to water quality, health and safety, human resources and asset management. The following legislation, although not exhaustive, reflects the key compliance statutes for Scottish Canals as a Scottish public body:</p> <ul style="list-style-type: none"> ▪ The Freedom of Information (Scotland) Act 2002; ▪ The Environmental Information (Scotland) Regulations 2004; ▪ The Ethical Standards in Public Life etc. (Scotland) Act 2000; ▪ The Public Services Reform (Scotland) Act 2010; ▪ The Public Records (Scotland) Act 2011; ▪ The Scottish Public Services Ombudsman Act 2002. ▪ Water Environment and Water Services (Scotland) Act 2003 ▪ Water Environment (Controlled Activities) (Scotland) Regulations 2005 ▪ The Flood Risk Management (Scotland) Act 2009 ▪ The Reservoir Act 1975 (The Reservoirs (Scotland) Act 2011 is yet to be commenced) requires Scottish Canals to implement recommendations made in the interests of safety for its reservoirs which are subject to inspection. ▪ Ancient Monuments and Archaeological Areas Act 1979 protects Scotlands' Canals (excepting the Monklands Canal) by classing them as scheduled monuments of national importance. ▪ The Nature Conservation (Scotland) Act 2004 protects 22 Sites of Special Scientific Interest (SSSI) on or within 500m of a canal. ▪ Health and Safety at Work etc. Act 1974
Existing Value of Contract/Service	<p>The Caledonian Canal's existing budget is £x million. Scottish Canals full accounts can be found at http://www.scottishcanals.co.uk/media/2755138/scot%20canals%20annu</p>

Scottish Canals Baseline Services Agreement, Inverness and Loch Ness BID

	al%20report%202012_2013.pdf
Boundary Area	Scottish Canals operate in both the Highlands and Lowlands of Scotland. The Caledonian Canal is entirely within the Highland Council local authority area.
Non Compliance Procedure	<p>Scottish Canals is subject to rigorous audit by the Scottish government, where all areas of the business are scrutinised to ensure compliance with legislation and Scottish government guidelines, including issues of propriety, regularity, efficiency and value for money.</p> <p>Scottish Canals has a formal complaints procedure for any customer who feels that they have been treated unfairly in any aspect of their interaction with us. The full policy can be found here http://www.scottishcanals.co.uk/corporate-home/policy/customer-service/complaints-procedure In cases where customers remain dissatisfied, they may refer their complaint to the Scottish Public Services Ombudsman.</p>
Additional Information or Notes	Further information about the Caledonian Canal and Scottish Canals can be found at our websites www.scottishcanals.co.uk and www.scottishcanals.co.uk/corporate-home

VisitScotland Baseline Services Agreement

Service Area	
Activity Area	<p>VisitScotland is Scotland's lead economic growth agency for tourism whose core purpose directly supports the Scottish Government's Economic Strategy and the industry growth ambition detailed in the new tourism industry strategy "Tourism 2020: the Future in our Hands.</p> <p>This is achieved by:</p> <ul style="list-style-type: none"> • marketing Scotland to all parts of the world to attract visitors • providing information and inspiration to visitors and potential visitors so they get the best out of a visit to Scotland • providing quality assurance to visitors and quality advice to industry partners to help the industry meet - and strive to exceed - visitors' expectations. <p>In addition VisitScotland works with strategic partners in government, local authorities, destination organisations, marketing groups, trade associations, transport providers, the enterprise networks and individual businesses to align national, regional and local development priorities and investment to grow and sustain the visitor economy.</p> <p>A key Directorate within VisitScotland, EventScotland, works to influence, lead, coordinate and support people and organisations in order to deliver the national events strategy maximising the benefits from major events to develop and sustain Scotland's international profile as the perfect stage for events.</p>
Description/ Specification	<p>A tier 1 VisitScotland Information Centre operates in Inverness on a year round basis and is located at Castle Wynd in the city centre which is within the area covered by Inverness City Bid. Three further seasonal visitor information centres operate at David Wood on the A9 (Northbound) just south of Inverness, Drumnadrochit and Fort Augustus. Operational periods for all three Centres run from Easter - October.</p> <p>VisitScotland provides global online visitor information services at www.visitscotland.com which feature a regional overview of the Highlands www.visitscotland.com/destinations-maps/highlands/ with downloadable area accommodation and What to see and Do guides and access to a regional site www.visithighlands.com which includes a section dedicated to Inverness, Loch Ness and Nairn.</p> <p>In addition, as part of its wider promotion of Scotland as a tourism destination to visitors both with the UK and from overseas, it promotes Inverness and Loch Ness within its yearlong marketing campaigns focussed on specific market segments and to visitors who match the tourism products available in the area.</p>

	<p>Event Scotland as a Directorate of VisitScotland has the aim of strengthening and promoting Scotland's events industry and runs two primary funding programmes, the International Programme and the National Events Programme. In addition to these funding Programmes there is the VisitScotland Growth fund which is a marketing fund designed to support collaborative marketing projects from groups of tourism businesses operating at a local or national level.</p>
Contact	<p>Scott Armstrong Regional Partnerships Director - North of Scotland VisitScotland Castle Wynd Inverness IV2 3BJ</p> <p>01463 244 170 Scott.armstrong@visitscotland.com</p>
Existing Activity	<p>VisitScotland Information Centres Inverness (within Inverness City BID), Daviot Wood, Drumnadrochit and Fort Augustus Internet consumer information services www.visitscotland.com Internet industry information services www.visitscotland.org Area accommodation & activity guide print, distribution and fulfilment Quality Assurance - including significant industry advice Welcome Schemes Support for collaborative marketing via Marketing Growth fund - general and linked to Themed Years Scotland,UK and International marketing Event support through EventScotland www.eventscotland.org Highland Tourism Partnership secretarial support.</p>
Operational Times	<p>Daviot Wood VIC: Seasonal Open Easter to October Drumnadrochit VIC: Open All Year Fort Augustus VIC: Open All Year</p>
Equipment Levels	N/A
Staff Levels	<p>Daviot Wood VIC: Seasonal staff: 3 Drumnadrochit VIC: 3 staff Fort Augustus VIC: 3 staff</p>
Key Performance Indicators	<p>Daviot Wood VIC: Footfall April 1st 2012 - March 31st 2013: 19,938 Enquiries (internet/telephone/mail): 223 Bookings for period: 427</p> <p>Drumnadrochit VIC: Footfall April 1st 2012 - March 31st 2013: 42,347 Enquiries (internet/telephone/mail): 189</p>

	<p>Bookings for period: 300</p> <p>Fort Augustus VIC: Footfall April 1st 2012 - March 31st 2013: 73,719 Enquiries (internet/telephone/mail): 193 Bookings for period: 211</p>
Legislation/Policy	Existing VS policies
Existing Value of Contract/Service	N/A
Boundary Area	<p>VisitScotland Information Centre:</p> <p>The Picnic Area Daviot Wood (A9) By Inverness IV2 5XL</p> <p>The Car Park Drumnadrochit Inverness-shire IV63 6TX</p> <p>The Car Park Fort Augustus Inverness-shire PH32 4DD</p>
Non Compliance Procedure	N/A
Additional Information or Notes	

Baseline Services Agreement Service Area – Fort George, Historic Scotland

Inverness and Loch Ness Tourism Business Improvement District – Baseline Services Agreement Service Area – Fort George, Historic Scotland - As of October 2013	
Activity Area	<p>Our programme and priorities are firmly aligned to the Government's Purpose, strategic priorities and National Performance Framework (as updated in December 2011). We contribute directly to all of the Scottish Government's National Outcomes.</p> <p>Historic Scotland's role is to undertake, on behalf of Ministers, statutory functions to protect and promote the historic environment. We also act as leader and enabler to ensure that the historic environment delivers economic, social, cultural and environmental benefits for Scotland.</p> <p>We do this through historic environment legislation, our people, our partners and our combined resources, including the provision of financial assistance through our grants programme.</p> <p>We foster a strong sense of identity in telling Scotland's story through interpretation of our sites and through outreach in its broadest sense.</p> <p>The agency's work is rooted in primary legislation, where Ministers' main roles relating to the historic environment include:</p> <ul style="list-style-type: none"> • scheduling sites of national significance; • taking sites of national importance into State care and managing them on behalf of Ministers; • listing structures for their special architectural or historical interest; • managing and guiding change to the historic environment. <p>Our people are our key resource. With 1,100 staff distributed across Scotland, we deliver a broad remit covering tourism, conservation and development, while also improving the understanding of the historic environment. We are a multidisciplinary organisation, with specialists in many areas including, but not limited to; archaeology, history, architecture, conservation and maintenance, engineering, surveying and tourism and leisure. We also work with professionals from outside the agency across all of these disciplines.</p>
Description/ Specification of property within BID boundary	Scottish Ministers has Fort George in its care and is part of a Memorandum Of Terms of Occupation with the Ministry of Defence. The visitor attraction operation is managed by the commercial and visitor operations team and maintained by the conservation team. The property is also an active military barracks and presently home to the 3 rd Battalion, Royal Regiment of Scotland.
Contact	Monument Manager, Lorraine MacDonald, 01667 460232, Lorraine.macdonald@scotland.gsi.gov.uk David Tulloch, Historic Scotland Factor 0131 668 8828 david.tulloch@scotland.gsi.gov.uk
Existing Activity	Fort George is run as a visitor attraction with paid entry. The site also hosts and acts as a venue for events throughout the year, including military events. The Fort is also home to the Highlanders Museum with whom Historic Scotland work in close partnership
Operational Times	Visitor times are April to end September 9.30 am to 5.30 pm October to end March 9.30 am to 4.30 pm Staff are on site 0845 to 5.40 am or 4.40 pm

Equipment Levels	Appropriate to site conservation and maintenance
Staff Levels	30 permanent staff are employed by our conservation group and 12 by Visitor

	Operations during the summer months of which 6 are permanent staff	
Key Performance Targets (KPT) 2013/14	Measure	Target
	Reduce the percentage of A-listed buildings at risk in partnership with Local Authorities and the historic environment sector	This KPT is aligned with the National Performance Framework and in particular National Indicator 42 – State of Scotland’s Historic Sites
	Conserve the monuments and historic buildings managed by Historic Scotland on behalf of Scottish Ministers	As per Historic Scotland Estate Strategy
	Continue to build membership numbers	137,000
	Maintain Historic Scotland staffed sites VisitScotland rating of 4 stars or above	92%
	Attract visitors to our sites	3.26 million
	Employ additional apprentices	10
	Speed up/improve our handling of statutory planning consultations, listed building and conservation area consent applications and scheduled monument consent to be processed in respective statutory timescales	(%) 91/97.5/82
	Maintain the 2011-12 grants budget and continue to invest in grant schemes	£12 million
	Reduce energy consumption at our sites against 2008-09 baseline	8%
	Generate income over £33.2 million from our sites and other commercial activities	£34.8 million
	Deliver efficiencies against expenditure levels on Scottish Government funding	3% (£1.2 million)
	Achieve a performance rating across our sites from the Mystery Visit Programme	80%
	Levels of staff engagement	64%
	Improve organisational resilience through a reduction in average working days lost	5.34

<p>Legislation/Policy</p> <p>Further information can be found at: HS Framework Document 2012 http://www.historic-scotland.gov.uk/framework-document.pdf</p>	<p>The Scottish Ministers are responsible for setting the policy and resources frameworks within which Historic Scotland operates and, ultimately, are accountable to the Parliament for its functions and performance. They exercise these responsibilities in the light of advice from the Director General Strategy and External Affairs and others, as they consider appropriate, by:</p> <p>Holding the Chief Executive to account for Agency performance; Approving the Framework Document for the Agency and any revisions to it;</p>
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	<p>Approving the Corporate Plan, strategic priorities and business plans for the Agency;</p> <p>Approving strategic policies and key principles for the Agency in the Scottish Historic Environment Policy;</p> <p>Setting the overall budgets for the Agency in periodic spending reviews;</p> <p>Setting key performance indicators for the Agency, at least one of which will relate to improving the efficiency or effectiveness of the Agency, and monitoring its performance;</p> <p>Receiving the annual report and audited financial accounts from the Chief Executive; and</p> <p>Ensuring that the Agency's Chief Executive has the right of direct access to appropriate Ministers.</p> <p>The Scottish Ministers do not normally intervene in the operational management of the Agency's functions.</p> <p>The Scottish Ministers are accountable to the Scottish Parliament for what Historic Scotland does. They reply to correspondence from Members of the Scottish Parliament on policy matters. They normally look to the Chief Executive to reply to Members' correspondence on other operational matters.</p>
Existing Value of contract/service	Historic Scotland's corporate reports can be seen at http://www.historic-scotland.gov.uk/index/about/corporatereports.htm
Boundary Area	Historic Scotland covers the whole of Scotland

<p>Non Compliance Procedure Further information can be found at: HS Framework Document 2012 http://www.historic-scotland.gov.uk/framework-document.pdf</p>	<p>The Chief Executive of the Agency is a member of the Senior Civil Service and is accountable to the Scottish Ministers for the delivery of its functions, its performance and for planning its future development as well as for ensuring that the Scottish Ministers receive sound and well-researched advice on the matters for which they are responsible.</p> <p>In particular the Chief Executive is responsible for:</p> <p>Being Accountable Officer for the management of the Agency's resources, as appointed by the Principal Accountable Officer; Being personally answerable for the efficient and effective operation and financial management of the Agency and for performance against key targets; Developing Scottish Government policy and providing Scottish Ministers and others with strategic policy advice; Ensuring that the Agency works across Government in support of the Government's purpose and national outcomes set out in the National Performance Framework; Delivering statutory functions/responsibilities; Ensuring that the Agency is a high performing and continuously improving organisation and that it is contributing to the 'Serving Government Better' business strategy; Providing support to the Director General/Portfolio Accountable Officer, including assurance about the financial performance, operational effectiveness and risk management arrangements of the Agency and its business improvement activity;</p> <ul style="list-style-type: none"> • Ensuring that all relevant financial considerations and Scottish Government guidance, including issues of propriety, regularity, efficiency and value for money, are taken into account in delivering the Agency's business; • Preparing and publishing annual reports, accounts and corporate and business plans, subject to Ministerial approval; • Management, development and well-being of Agency staff; • Ensuring Best Value in all aspects of the Agency's operations, both front line
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	<p>delivery and corporate support functions, including the use of collaborative procurement and shared service arrangements where participation offers value for money for the Agency or to the wider public purse;</p> <ul style="list-style-type: none"> • Replying to correspondence from MSPs on operational and related policy issues within the Agency's responsibilities and otherwise supporting Scottish Ministers by preparing Ministerial briefing and responses to Ministerial correspondence and Written or Oral Parliamentary Questions; • Keeping the content of the Agency's Framework Document under review, discussing changes with the Director General/Portfolio Accountable Officer; • Determining the operational policies for the Agency; • Determining the Agency's organisation and management structure; • Exercising responsibility for the Agency's delegated human resource management and financial powers; • Security at all sites managed by the Agency;
Additional Information or Notes	<p>Further information about Fort George can be found at: http://www.historic-scotland.gov.uk/index/places/propertyresults/propertyoverview.htm?PropID=PL_136&PropName=Fort%20George</p>

Baseline Services Agreement Service Area – Urquhart Castle

Inverness and Loch Ness Tourism Business Improvement District – Baseline Services Agreement Service Area – Urquhart Castle, Historic Scotland As of September 2013	
Activity Area	<p>Our programme and priorities are firmly aligned to the Government's Purpose, strategic priorities and National Performance Framework (as updated in December 2011). We contribute directly to all of the Scottish Government's National Outcomes.</p> <p>Historic Scotland's role is to undertake, on behalf of Ministers, statutory functions to protect and promote the historic environment. We also act as leader and enabler to ensure that the historic environment delivers economic, social, cultural and environmental benefits for Scotland. We do this through historic environment legislation, our people, our partners and our combined resources, including the provision of financial assistance through our grants programme.</p> <p>We foster a strong sense of identity in telling Scotland's story through interpretation of our sites and through outreach in its broadest sense.</p> <p>The agency's work is rooted in primary legislation, where Ministers' main roles relating to the historic environment include:</p> <ul style="list-style-type: none"> • scheduling sites of national significance; • taking sites of national importance into State care and managing them on behalf of Ministers; • listing structures for their special architectural or historical interest; • managing and guiding change to the historic environment. <p>Our people are our key resource. With 1,100 staff distributed across Scotland, we deliver a broad remit covering tourism, conservation and development, while also improving the understanding of the historic environment. We are a multidisciplinary organisation, with specialists in many areas including, but not limited to; archaeology, history, architecture, conservation and maintenance, engineering, surveying and tourism and leisure. We also work with professionals from outside the agency across all of these disciplines.</p>
Description/ Specification of property within BID boundary	Scottish Ministers has Urquhart Castle in its care. The visitor attraction operation is managed by the commercial and visitor operations team and maintained by the conservation team. The property is one of Historic Scotland's 3 flagship sites
Contact	Euan Fraser ,Monument Manager 01456 459201, euan.fraser@scotland.gsi.gov.uk David Tulloch, Historic Scotland Factor 0131 668 8828 david.tulloch@scotland.gsi.gov.uk
Existing Activity	Urquhart Castle is run as a visitor attraction with paid entry. Selected areas of the site are available as a wedding ceremony venue. The site also hosts and acts as a venue for events throughout the year. Catering offer is available on site.
Operational Times	Visitor times are April to end September 9.30 am to 6 pm October to end March 9.30 am to 4.30 pm Staff are on site 845 am to 610 or 4.40 pm
Equipment Levels	Appropriate to site conservation and maintenance

Staff Levels	One permanent staff on the works team. 8 on the commercial team permanently with 12 seasonal staff for summer.
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Key Performance Targets (KPT) 2013/14	Measure	Target
	Reduce the percentage of A-listed buildings at risk in partnership with Local Authorities and the historic environment sector	This KPT is aligned with the National Performance Framework and in particular National Indicator 42 – State of Scotland's Historic Sites
	Conserve the monuments and historic buildings managed by Historic Scotland on behalf of Scottish Ministers	As per Historic Scotland Estate Strategy
	Continue to build membership numbers	137,000
	Maintain Historic Scotland staffed sites VisitScotland rating of 4 stars or above	92%
	Attract visitors to our sites	3.26 million
	Employ additional apprentices	10
	Speed up/improve our handling of statutory planning consultations, listed building and conservation area consent applications and scheduled monument consent to be processed in respective statutory timescales	(%) 91/97.5/82
	Maintain the 2011-12 grants budget and continue to invest in grant schemes	£12 million
	Reduce energy consumption at our sites against 2008-09 baseline	8%
	Generate income over £33.2 million from our sites and other commercial activities	£34.8 million
	Deliver efficiencies against expenditure levels on Scottish Government funding	3% (£1.2 million)
	Achieve a performance rating across our sites from the Mystery Visit Programme	80%
	Levels of staff engagement	64%
	Improve organisational resilience through a reduction in average working days lost	5.34

<p>Legislation/Policy Further information can be found at: HS Framework Document 2012 http://www.historic-scotland.gov.uk/framework-document.pdf</p>	<p>The Scottish Ministers are responsible for setting the policy and resources frameworks within which Historic Scotland operates and, ultimately, are accountable to the Parliament for its functions and performance. They exercise these responsibilities in the light of advice from the Director General Strategy and External Affairs and others, as they consider appropriate, by:</p> <p>Holding the Chief Executive to account for Agency performance; Approving the Framework Document for the Agency and any revisions to it; Approving the Corporate Plan, strategic priorities and business plans for the Agency;</p>
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	<p>Approving strategic policies and key principles for the Agency in the Scottish Historic Environment Policy; Setting the overall budgets for the Agency in periodic spending reviews; Setting key performance indicators for the Agency, at least one of which will relate to improving the efficiency or effectiveness of the Agency, and monitoring its performance; Receiving the annual report and audited financial accounts from the Chief Executive; and Ensuring that the Agency's Chief Executive has the right of direct access to appropriate Ministers.</p> <p>The Scottish Ministers do not normally intervene in the operational management of the Agency's functions.</p> <p>The Scottish Ministers are accountable to the Scottish Parliament for what Historic Scotland does. They reply to correspondence from Members of the Scottish Parliament on policy matters. They normally look to the Chief Executive to reply to Members' correspondence on other operational matters.</p>
Existing Value of contract/service	Historic Scotland's corporate reports can be seen at http://www.historic-scotland.gov.uk/index/about/corporatereports.htm
Boundary Area	Historic Scotland covers the whole of Scotland
Non Compliance Procedure Further information can be found at: HS Framework Document 2012 http://www.historic-scotland.gov.uk/framework-document.pdf	<p>The Chief Executive of the Agency is a member of the Senior Civil Service and is accountable to the Scottish Ministers for the delivery of its functions, its performance and for planning its future development as well as for ensuring that the Scottish Ministers receive sound and well-researched advice on the matters for which they are responsible.</p> <p>In particular the Chief Executive is responsible for:</p> <p>Being Accountable Officer for the management of the Agency's resources, as appointed by the Principal Accountable Officer; Being personally answerable for the efficient and effective operation and financial management of the Agency and for performance against key targets; Developing Scottish Government policy and providing Scottish Ministers and others with strategic policy advice; Ensuring that the Agency works across Government in support of the Government's purpose and national outcomes set out in the National Performance Framework; Delivering statutory functions/responsibilities; Ensuring that the Agency is a high performing and continuously improving organisation and that it is contributing to the 'Serving Government Better' business strategy; Providing support to the Director General/Portfolio Accountable Officer, including assurance about the financial performance, operational effectiveness and risk management arrangements of the Agency and its business improvement activity;</p> <ul style="list-style-type: none"> • Ensuring that all relevant financial considerations and Scottish Government guidance, including issues of propriety, regularity, efficiency and value for money, are taken into account in delivering the Agency's business; • Preparing and publishing annual reports, accounts and corporate and business plans, subject to Ministerial approval; • Management, development and well-being of Agency staff; • Ensuring Best Value in all aspects of the Agency's operations, both front line delivery and corporate support functions, including the use of collaborative procurement and shared service arrangements where participation offers value

	<p>for money for the Agency or to the wider public purse;</p> <ul style="list-style-type: none"> • Replying to correspondence from MSPs on operational and related policy issues within the Agency's responsibilities and otherwise supporting Scottish Ministers by preparing Ministerial briefing and responses to Ministerial correspondence and Written or Oral Parliamentary Questions; • Keeping the content of the Agency's Framework Document under review, discussing changes with the Director General/Portfolio Accountable Officer; • Determining the operational policies for the Agency; • Determining the Agency's organisation and management structure; • Exercising responsibility for the Agency's delegated human resource management and financial powers; • Security at all sites managed by the Agency;
Additional Information or Notes	<p>Further information about Urquhart Castle can be found at: http://www.historic-scotland.gov.uk/index/places/propertyresults/propertyoverview.htm?PropID=PL_297</p>

Highlands and Islands Enterprise - SLA

Service Area	
Activity Area	As the Scottish Government's economic and community development agency for north and west Scotland, Highlands and Islands Enterprise (HIE)'s purpose is to generate sustainable economic growth across the Highlands and Islands.
Description/ Specification	<p>HIE's current priorities are</p> <ul style="list-style-type: none"> • Supporting businesses and social enterprises to shape and realise their growth ambitions • Strengthening communities and fragile areas • Developing growth sectors particularly distinctive regional opportunities • Creating the conditions for a competitive and low carbon region
Contact	<p>Nicola Ewing HIE Inner Moray Firth Area Office nicola.ewing@hient.co.uk DDI: 01349868392</p>
Existing Activity	HIE is currently working with a number of businesses and social enterprises within the IMF area to help them to deliver their growth plans. The assistance offered will be tailored on a case by case basis. All funding is discretionary and levels of funding will vary.
Operational Times	HIE activity within IMF is covered by staff based in Dingwall where the office is staffed from 9am to 5pm from Monday to Friday (public holidays excepted)
Equipment Levels	Not applicable
Staff Levels	The HIE IMF team is based in Dingwall
Key Performance Indicators	Not applicable
Legislation/Policy	<p>Full details of HIE 's operating plan are available online www.hie.co.uk/operatingplan</p>

Existing Value of Contract/Service	All HIE engagement is discretionary and assistance will depend upon a project's fit with HIE's strategic priorities.
Boundary Area	Inner Moray Firth
Non Compliance Procedure	Any complaints about the service offered by HIE which cannot be resolved locally can, under the Scottish Public Services Ombudsman Act 2002, be referred to the Scottish Public Services Ombudsman.
Additional Information or Notes	

Forestry Commission Scotland - SLA

Service Area	
Activity Area	<p><u>Recreation Facility Management</u></p> <ul style="list-style-type: none"> • Deliver the Scottish Forestry Strategy “, The Strategic Directions for Scotland’s National Forest Estate (2013 – 2016)”, and Inverness, Ross and Skye District Strategic Plan (2014 – 16 – in prep). • Provide and maintain areas for recreation • Deliver events • Work with businesses and community groups to deliver services through leases and the National Forest Land Scheme. <p><u>Partnership Management</u></p> <ul style="list-style-type: none"> • Work in partnership with others. <p><u>Grants and Regulations</u></p> <ul style="list-style-type: none"> • Provide advice and grant aid to private landowners through the Scottish Rural Development Programme and challenge funds.
Description/ Specification	As above.
Contact	<p>Graeme Prest Forestry Commission Scotland Inverness, Ross and Skye Forest District Tower Road Smithton Inverness IV1 2NL Tel. 01463 791575 graeme.prest@forestry.gov.uk</p>
Existing Activity	As above.

Operational Times	FCS facilities are unmanned and open all year round unless there are events or operations which require temporary closure. These closures are advertised in advance on our website, through on-site signage and sometimes by press release. FCS staff generally work full time (Monday – Friday).
Equipment Levels	None.
Staff Levels	We have managers, rangers and field staff based at Inverness, Fort Augustus and Balnain (Glen Urquhart) who have responsibility across the area. Grants and licences are managed through the FCS Conservancy office at Dingwall.
Key Performance Indicators	<p>FCS is accredited to the UK Woodland Assurance Standard (UKWAS) which is an independent certification standard for verifying sustainable woodland management in the United Kingdom. Independent audits ensure compliance with the standard.</p> <p>Progress against key commitments in the new District Strategic Plan will be assessed. These contribute to the commitments set out in the “Strategic Directions for Scotland’s National Forest Estate” which are aligned with Scotland Performs – the Scottish Government’s performance framework.</p>
Legislation/Policy	<p>The Forestry Commission was set up by the Forestry Act in 1919. It has responsibility for managing the National Forest Estate, forest policy, grants and licences for the private sector and Forest Research. In Scotland it is responsible to Scottish Ministers.</p> <p>“Strategic Directions for Scotland’s National Forest Estate” sets out the role of the estate through six aspirations:</p> <ul style="list-style-type: none"> • Healthy – achieving good environmental and silvicultural condition in a changing climate. • Productive – providing sustainable economic benefits from the land. • Treasured – as a multi-purpose resource that sustains livelihoods, improves quality of life, and offers involvement and enjoyment. • Accessible – local woodlands and national treasures that are well promoted, welcoming and open to all. • Cared for – working with nature and respecting landscapes, natural and cultural heritage. • Good value – exemplary, effective and efficient delivery of public benefits.
Existing Value of Contract/Service	This is difficult to quantify.
Boundary Area	The area covered by the T-BID, with all of Scotland’s National Forest Estate managed by the Inverness, Ross and Skye Forest District team.
Non Compliance Procedure	n/a
Additional Information or Notes	n/a

Appendix J

Mr Steve Barron
Chief Executive
The Highland Council
Glenurquhart Road
Inverness
IV3 5NX



4/10/13

Dear Mr Barron

**Planning etc. (Scotland) Act 2006
Business Improvement Districts (Scotland) Regulations 2007**

**Inverness and Loch Ness Business Improvement District Formal Notification to put BID
Proposals to Ballot**

We refer to the above legislation which requires us to notify you in writing that we wish to put the Inverness and Loch Ness Tourism BID Proposals to a ballot.

This letter is our formal request for Highland Council, to instruct the ballot holder to put the BID Proposals to a ballot on the 13 March 2014.

Please kindly acknowledge receipt of this letter.

Yours sincerely,

Yours sincerely,

G. L. Ambrose

Graeme Ambrose
Project Manager
On behalf of Inverness and Loch Ness Tourism BID

cc Christine Gresswell – Policy Officer, Local Government Division, Scottish Government
Ian Davison Porter - Project Director, BIDs Scotland