



**DORNOCH BID**  
TO G E T H E R W E G R O W

# **Dornoch Business Improvement District Business Plan**

## **1st March 2024 to 28th February 2029**



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**B**usiness” or variations of the word “business” are used throughout this document. The word “business” in this context refers to property owners or tenants and occupiers of properties who are liable to pay the non- domestic rate (NDR), whether they pay business rates or not. This includes all properties listed on the Scottish Assessors Association Portal (website) with a non-domestic rateable value, many of whom may be a charitable organisation, public sector organisation, social enterprise or community group who may not consider themselves to be a business.

# Welcome From The Dornoch BID Steering Group Chair

**I am delighted to present the Dornoch BID business plan, which outlines your priorities and gives a taste of how we can improve and make Dornoch better by working together.**

**A Business Improvement District is where businesses, within a defined geographical area, vote to invest collectively in local improvements over and above those provided by statutory authorities. It is a partnership arrangement where the local business community and the statutory authorities, and other stakeholders and partners, work together on projects that will benefit the local economy and local businesses.**

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

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

**By getting involved in the Dornoch BID, we can work together to continue with the work that the existing volunteer groups have achieved and grow that by**

**increasing the already widely known name of Dornoch and its reputation as a friendly and welcoming destination, whether you visit for business or pleasure. The purpose of the Dornoch BID is to support our businesses, increase trade and improve our business environment while enhancing the already beautiful area that we live and work in.**



**Now that the consultation process has ended, be advised that your ongoing engagement and feedback throughout the first term remains integral to our model. Not least to ensure that your BID can help to address the issues and optimise development opportunities that you and your fellow businesses identify and want to prioritise.**

**Overall, the purpose of Dornoch BID is to greatly improve your trading environment by focusing activity on the areas you have identified as being of the most importance, namely the 4 key themes:**

- **Promoting and Marketing Dornoch**
- **Town Centre & Environment**
- **Business Collaboration & Advocacy**
- **Staff employment, recruitment, retention and development**

**Across these 4 themes we propose to make positive changes and get the things done that you want and I would ask you all to vote YES so that we can work jointly to ensure that Dornoch and surrounding areas will reach their full potential.**

**You can find more information on our website [www.dornoch.org.uk/dornoch-bid.asp](http://www.dornoch.org.uk/dornoch-bid.asp), or for more general or national information refer to Home - Scotland's Improvement Districts**

**An notice of ballot will be sent to all eligible persons (those eligible to vote in the ballot) on or before the**

**21st September 2023. Ballot papers and a copy of the business plan will be sent out on or before the 5th October 2023. Those eligible to vote will have at least 6 weeks to cast their vote before the ballot closes at 5pm on 16th November 2023. Ballot papers received after this date and time will be null and void and not be counted.**

**Your BID will only come to be if a majority of businesses vote **YES** in the ballot on the 16th November 2023. A no vote will mean that Dornoch will lose its forward momentum and all the benefits and existing projects created by the volunteer groups will cease.**

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*"I have been at Royal Dornoch Golf Club for 13 years and therefore know a lot of the business people in the area. I would ask you all to vote YES so that we can work together to make Dornoch even better."*



**Neil Hampton**

**Chair – Dornoch BID Steering Group**

**Royal Dornoch Golf Club**

**Golf Road, Dornoch, Sutherland, IV25 3LW**

# Why Business Improvement Districts Are Important

**B**usiness Improvement Districts (BID) are a geographically defined area where businesses come together and agree to invest collectively in projects and services that the businesses identify will improve the trading environment over and above those provided by statutory authorities.

The activities undertaken by a BID are funded with the money collected through the investment levy set and paid by all the business property occupiers in the BID area (unless exempt). Additional funding can be



sourced through grants and subsidies, to further improve the changes and development opportunities in our area which results in a greater impact via the BID than individual businesses working alone or in small groups can achieve.

The first BID was established over 50 years ago in Canada, and there are now over 1800 BIDS all over the world.

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

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

As at June 2023 there are 33 fully operational BIDs in Scotland with a further 20 in development including our BID.

# Why Does Dornoch Need A BID?

**If we do nothing, then nothing will be done; and the projects previously implemented by volunteer groups will cease and be discontinued. There is a strong volunteering history in Dornoch, but the risk of volunteer fatigue is ever increasing. If we come together as a BID, we can expand on the services previously provided and together grow Dornoch's economy.**

**Dornoch has experienced significant changes over recent years and, as with many towns throughout Scotland, has increased competition from online shopping, and bigger shops or shopping centres elsewhere. From spring 2020 onwards, the pandemic brought a further significant impact and pressure meaning at the time of writing, the economic situation has worsened to now include: high interest rates, high inflation, a cost-of-living crisis, impact of Brexit, staff shortages, and so on. In many respects given the current situation we believe that businesses cannot afford not to have a BID.**

**High energy costs, an increase in rateable value tax, the self-catering levy and downturn in footfall are a problem for many of our businesses. The IV25 postcode area requires a continued coordinated response from all businesses to address these problems.**

**Traffic management and parking issues are a problem for many of our businesses. The continuing rise of energy costs is putting more pressure on businesses. We need to look at the options to increase our public transport. Dornoch requires a continued coordinated response from all businesses to address these problems.**

**There are lots of voluntary groups in Dornoch, there is no shortage of community spirit and can-do attitude! However, these groups can suffer from a lack of funds and dedicated staff time. The BID is the opposite of this. It can help local groups to achieve more with staff resources and access to funding.**

**There is a desire from a range of sectors in Dornoch to improve its marketing activity. The BID would work alongside Visit Scotland, Business Gateway, Zero Waste Scotland, Keep Scotland Beautiful, Scotland Loves Local etc. and the local groups to deliver an increase in visitor numbers and an improved environment.**

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

# BID Consultation

## Consultation Events

In January and February 2023 we have held 3 consultation events and 2 online events to find out the businesses' main concerns for our area. This was followed by newspaper coverage and 1-2-1 consultations.

## Survey

We then developed a survey from the concerns raised in those consultations and sent these out to all businesses in our area. We received back 71 surveys, which compares very favourably with other BIDs in our area.

**The surveys demonstrated an overwhelming support for the BID with replies from business stakeholders demonstrating:**



The 4 key themes to deliver your priorities for the coming 5 years are:

1. Promoting and Marketing Domoch
2. Town Centre & Environment
3. Business Collaboration & Advocacy
4. Staff employment, recruitment, retention and development



# Focus of the BID Business Plan 2024-2029

**The BID business Plan aligns with the core BID mission:**

**Our mission statement will be: “to work collaboratively as a business community to improve the working, trading and economic sustainability of our locality to the mutual benefit of our businesses, their customers, residents and visitors alike.”**

**The principal aim of the BID is to deliver, through 4 key themes, targeted projects and relevant services that support our mission statement.**

**Our core objectives to deliver your priorities for the BID term are:**

- 1. Market, promote and celebrate Dornoch and its locality as a year round destination.**
- 2. Ensure a welcoming and attractive business environment for our residents and visitors.**
- 3. Provide opportunities for business collaboration and advocacy.**
- 4. Support and facilitate access to business support.**





# The 4 BID Themes For The Term, 2024-2029

## PROMOTING AND MARKETING DORNOCH

ACTIVITY	ACTION	BENEFIT FOR BUSINESSES
<b>TOURISM</b>		
<b>Develop a sustainable tourism strategy for Dornoch</b>	<b>BID to seek support from grants to develop a sustainable tourism strategy. Expanding and boosting tourism opportunities in Dornoch</b>	<ul style="list-style-type: none"><li>■ Increased footfall</li><li>■ Increased level of spend</li><li>■ Increased number of visitors</li></ul>
<b>EVENTS</b>		
<b>BID to coordinate all existing events into a central, year round calendar and work with businesses to develop more events</b>	<b>BID to coordinate said calendar and continue to work with businesses to develop more events and opportunities for spending in the Dornoch area.</b>	<ul style="list-style-type: none"><li>■ Increased footfall</li><li>■ Improvement in visitor experience</li><li>■ More business and greater spend</li></ul>
<b>VISIT DORNOCH AND SOCIAL MEDIA</b>		
<b>BID will retain the Visit Dornoch brand, reviewing and refreshing the current website and social media pages, continuing to promote our businesses and town further, to a worldwide audience.</b>	<b>BID to continue to promote and market Dornoch digitally, events, news and its businesses extensively via social media and the BID website.</b>	<ul style="list-style-type: none"><li>■ Increased number of visitors</li><li>■ Increased footfall</li><li>■ More business and greater spend</li><li>■ Responsive social media activities</li></ul>

## TOWN CENTRE AND ENVIRONMENT

ACTIVITY	ACTION	BENEFIT FOR BUSINESSES
<b>SIGNAGE</b>		
<b>BID will work with businesses to improve signage around town and for special events</b>	<b>BID to seek grant funding to improve signage around town including to businesses in less prominent locations (pending grant funding)</b>	<ul style="list-style-type: none"><li>▪ <b>Increased footfall</b></li><li>▪ <b>Improvement in visitor experience</b></li><li>▪ <b>More business and greater spend</b></li></ul>
<b>IMAGE</b>		
<b>Build on Dornoch's image of being the best quality place to stay in the area</b>	<b>BID to continue to support the local groups who help improve the image of Dornoch. BID to seek grant funding to explore opportunities for improving infrastructure of Dornoch</b>	<ul style="list-style-type: none"><li>▪ <b>More visitors</b></li><li>▪ <b>Improved visitor experience</b></li><li>▪ <b>Visitors stay longer</b></li></ul>
<b>ENVIRONMENTAL FOOTPRINT</b>		
<b>Pursuing a greener future for Dornoch</b>	<b>BID to seek grant funding to help businesses work towards a greener future</b>	<ul style="list-style-type: none"><li>▪ <b>Agreener footprint</b></li><li>▪ <b>Sustainable business environment</b></li></ul>

# BUSINESS COLLABORATION AND ADVOCACY

ACTIVITY	ACTION	BENEFIT FOR BUSINESSES
<b>STRONG VOICE</b>		
<b>Businesses working together and supporting each other. Ensuring businesses are involved in decision making</b>	<b>BID takes a proactive approach to ensuring it is aware of activity and developments in the Dornoch Area which may potentially affect our businesses and or the local community. BID will facilitate networking opportunities</b>	<ul style="list-style-type: none"><li>■ <b>Businesses have a collective voice</b></li><li>■ <b>Businesses inform decision making</b></li><li>■ <b>Networking opportunities</b></li></ul>
<b>PARTNERSHIP WORKING</b>		
<b>Set up Networking events and joined training events</b>	<b>Work with local businesses and organisations to set up training and networking events, create groups for joined working/ networking (free training pending grant funding received)</b>	<ul style="list-style-type: none"><li>■ <b>Learning through networking events</b></li><li>■ <b>Shared benefits for businesses</b></li><li>■ <b>Reduced cost of staff training</b></li></ul>
<b>JOINT PROCUREMENT</b>		
<b>Ensuring businesses receive the best deals available were possible</b>	<b>BID to work with local businesses and service providers to find deals to benefit BID businesses</b>	<ul style="list-style-type: none"><li>■ <b>Reduced costs of services where possible</b></li></ul>

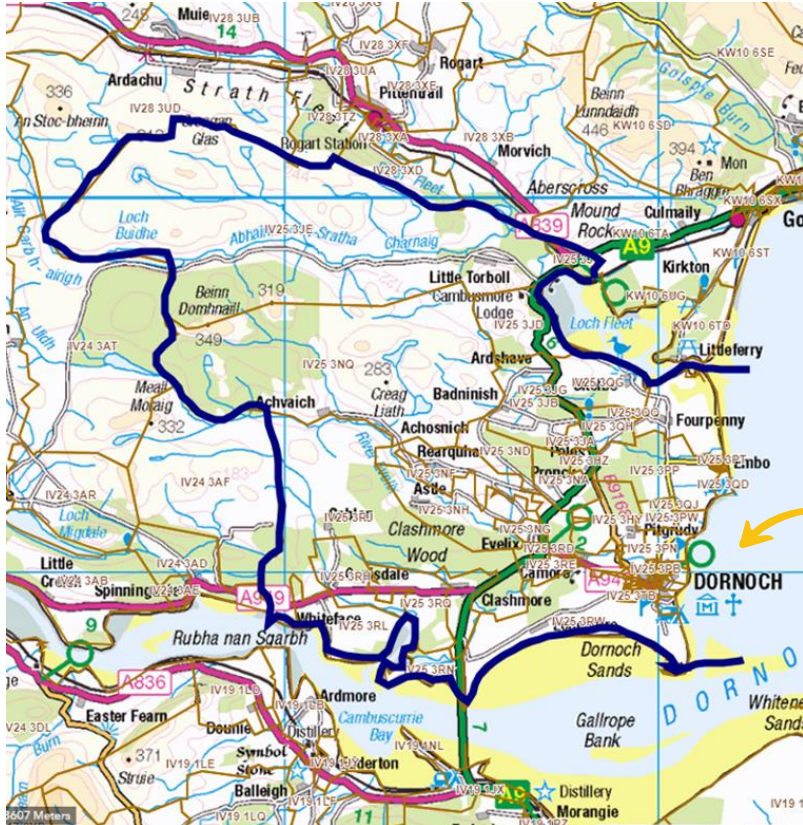
# STAFF EMPLOYMENT, RECRUITMENT, RETENTION AND DEVELOPMENT

ACTIVITY	ACTION	BENEFIT FOR BUSINESSES
<b>EMPLOYMENT</b>		
<b>Sustaining year-round employment opportunities</b>	<b>BID to work with businesses to improve employment options</b>	<ul style="list-style-type: none"><li>▪ <b>Reduced staff turnover</b></li></ul>
<b>STAFF</b>		
<b>Attracting and retaining skilled staff</b>	<b>BID to pursue Domoch as a living wage town</b>	<ul style="list-style-type: none"><li>▪ <b>Continuity of skilled staffing</b></li><li>▪ <b>Improved reputation</b></li></ul>
<b>RESOURCES</b>		
<b>Sharing of resources between businesses</b>	<b>BID to work with businesses to identify available resources suitable for sharing</b>	<ul style="list-style-type: none"><li>▪ <b>Reducing costs to businesses</b></li><li>▪ <b>Access to resources not previously available</b></li></ul>

**The above themes and objectives, as then reflected as potential activities, have all been taken from feedback received through the BID consultation events and a survey with businesses. They will be subject to funding being available.**



# The BID Area



**T**he geographical boundary was carefully debated and considered by the Dornoch BID Steering Group and communicated to businesses at our various engagement events. On balance, taking the demographics of the area, the number of businesses (with common issues) and the more rural location of Dornoch IV25 seemed a logical and viable size for the Dornoch BID. Dornoch is known as a vibrant tourism hot spot, with surrounding communities benefiting from this market. Therefore, the benefits and challenges of tourism impact not only on Dornoch but all the surrounding communities and their businesses.

All businesses in the IV25 postcode area on the Rateable Value list are included in the BID.

The BID area boundary is the geographic boundary of the IV25 postcode area.

There are circa 192 viable Properties located in the BID area.

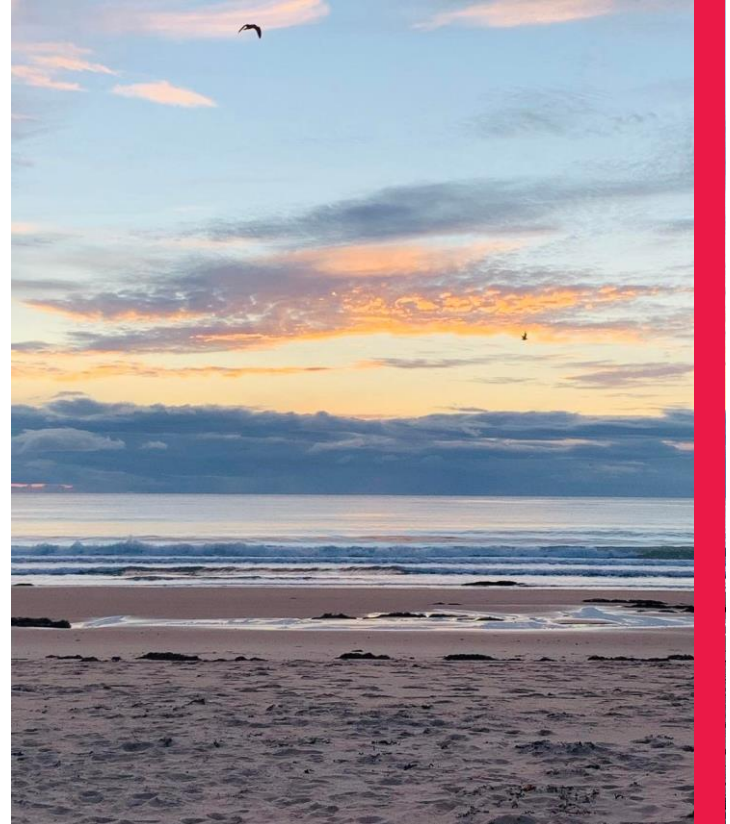
# BID Ballot Process

## Pre-Ballot

**A 'Notice of Ballot' will be issued at least 42 days before the day of the ballot.**

## BID Ballot

- **The BID ballot is a confidential postal ballot conducted by The Highland Council on behalf of Domoch BID and in accordance with Scottish BID legislation.**
- **Ballot papers, together with a copy of the BID Business Plan will be posted by Civica Electoral Services on behalf of the Highland Council (the ballot holder) to the eligible person responsible for casting a vote within their business at least 42 days before the day of the ballot. In the case of national companies, the responsibility for voting may lie with the head office.**
- **An 'eligible property' is one based in the BID area that is registered with Highland Council as having a rateable value of £1000 or more as of the 21st of September 2023 and which is not exempt from paying a BID levy.**
- **Where an eligible property is vacant the voting papers will be sent to the property owner.**



- **The last date for all ballot papers to be returned is 5pm on 16th November 2023. Papers received after this date and time will be deemed null and void and not be counted.**
- **Voting papers are easy to complete, simply place a cross on either “yes” or “no” to the question “Are you in favour of the Business Improvement District proposal for Dornoch?” The ballot paper must then be signed by the person eligible to vote and returned in the pre-paid envelope.**
- **Some eligible persons may receive more than one ballot paper. Each ballot paper should be completed, signed and returned in its pre-paid envelope.**
- **For the ballot to be successful there must be a minimum turnout of 25% (the headcount) by number of eligible persons and by combined rateable value; and of those who turnout, the majority must vote in favour by number and rateable value.**
- **All eligible persons (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 property, that individual shall be eligible to cast more than one vote however they will be required to pay the levy for each of the properties that they occupy.**

- **The ballot papers will be counted on 17th November 2023 and the results announced by the Highland Council within one week.**
- **Following a successful ballot, the BID will commence on 1st March 2024 and will run for a period of five years until the 28th of February 2029.**



**DORNOCH BID**

TOGETHER WE GROW

# BID Levy Arrangements

**A** BID levy is an equitable and fair way of funding additional projects and services, which the local authority and other statutory bodies are not required to provide. There are approximately 192 commercial properties in the BID area which will generate a BID investment levy income of approximately £73,150.00 per annum and an estimated total levy income of £365,750.00 over 5 years.

It has been agreed by the Dornoch BID Steering Group that:

- The levy structure will be based on a banded system fixed on the rateable value (RV) of the property on the day of the ballot 16th November 2023 and remain the same throughout the 5-year term of the BID.

There will be no increase in the levy throughout the BID term because of a non-domestic rateable revaluation occurring during the BID term.

- The BID levy will be paid by the property occupier - the person liable to pay the non-domestic rate.
- All eligible occupiers (of eligible properties) i.e., the eligible person liable to pay the non-domestic rate, that are listed on the Local Assessors Valuation Roll on the ballot date will be liable to pay the levy.

- The levy 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 within 28 days from the date of the levy invoice.
- If there is a change in occupier to a property, until a new occupier is found, the property owner will be responsible for paying the levy.
- Any new commercial development, subdivision of existing properties or merging of properties or new business with a non-domestic rateable valuation coming into the area during the 5-year term of the business improvement district will be liable for the BID Improvement Levy.
- If a property is vacant on the day the levy invoice is issued or any subsequent vacant periods, the property owner will be liable to pay the levy.
- Self-catering holiday accommodation which is not the sole or main residence of any person and which is available (or intended to be available) for letting on a commercial basis, with profit in mind, for short periods totalling more than 140 days in the financial year remain liable for non-domestic rates for the whole year and will be included and liable to pay the levy.



- **The levy will apply to properties with a rateable value of £1000 and above. This threshold reflects the nature of our area and the significant number of small businesses. Had we set the threshold higher these businesses would have been excluded from any levy payment and more importantly would have impacted on the BID viability. We also considered the existing voluntary business group levy and the payments currently being made by smaller businesses.**
- **Levy bandings will be applied with a maximum rateable value banding at £356,000 and above.**
- **The BID levy will not be index-linked to the Consumer Price Index (CPI) to take account of inflation, so that those liable to pay the levy can budget accordingly for the full five-year term.**

## **Exemptions To Paying BID Levy**

**A 'Notice of Ballot' will be issued at least 42 days before the day of the ballot.**

**The Domoch BID Steering Group decided it appropriate to exclude premises that have a rateable value of under £1000. However these premises can pay a voluntary levy and become a voluntary/ associate member of the BID.**

**The Domoch BID Steering Group decided that there is no benefit from being part of the BID to the following categories of property and therefore are exempt from paying the levy.**

- **Non-retail Charity & Not For Profit**
- **Places of Worship**
- **Public Convenience**
- **The Highland Council, operational properties**
- **Healthcare establishment where income is via the NHS.**
- **Care homes**
- **Educational establishments**
- **Utilities**

**For clarity, retail charity shops or charities that charge an entrance fee will be liable to pay BID levy, as they will benefit from the improved trading environment created by the BID.**



# Financials For the BID Term, 2024-29

**T**he BID Board of Directors will seek to use the money raised through the BID levy to lever additional project support and sponsorship to add value to the contribution from businesses.

The Board shall have the ability to adapt or alter the projects and services as required to reflect any change in economic circumstances or any new opportunities that may arise and which are in the best interests of the businesses providing that the BID aims and objectives remain adhered to.

**NB. Dornoch BID will be looking to secure additional funding from grants and other sources, where applicable and may also run projects not outlined in this business plan accordingly, but only after consultation with businesses and approval of the BID Board.**

**What Will The Levy Cost My Business?  
The proposal is that the BID levy will be as in the following table**

INCOME	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
<b>BID LEVY</b>	£73,150	£73,150	£73,150	£73,150	£73,150	£365,750
EXPENDITURE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
<b>Marketing &amp; Promotion</b>	£14,000	£12,000	£12,000	£12,000	£12,000	£62,000
<b>Towncentre &amp; Environment</b>	£8,000	£7,000	£7,000	£7,000	£7,000	£36,000
<b>Business Collaboration &amp; Advocacy</b>	£1,900	£1,900	£1,900	£1,900	£1,900	£9,500
<b>Access to Business Support</b>	£1,900	£1,900	£1,900	£1,900	£1,900	£9,500
<b>Staffing</b>	£38,000	£39,900	£41,895	£43,990	£46,189	£209,974
<b>Services</b>	£2,600	£2,600	£2,600	£2,600	£2,600	£13,000
<b>Equipment</b>	£775					£775
<b>Contingency</b>	£5,000	£5,000	£5,000	£5,000	£5,000	£25,000
<b>TOTAL</b>	£71,875	£70,300	£72,295	£74,390	£76,590	£365,750

Rateable Value(RV)	Each Week	Each Month	Annual Levy
<b>0 to 999</b>	<b>Nil</b>	<b>Nil</b>	<b>Nil</b>
<b>1,000 to 1,999</b>	<b>£1.92</b>	<b>£8.33</b>	<b>£100</b>
<b>2,000 to 2,999</b>	<b>£3.37</b>	<b>£14.58</b>	<b>£175</b>
<b>3,000 to 4,999</b>	<b>£5.77</b>	<b>£25</b>	<b>£300</b>
<b>5,000 to 9,999</b>	<b>£6.25</b>	<b>£27.08</b>	<b>£325</b>
<b>10,000 to 14,999</b>	<b>£8.65</b>	<b>£37.5</b>	<b>£450</b>
<b>15,000 to 19,999</b>	<b>£12.5</b>	<b>£54.17</b>	<b>£650</b>
<b>20,000 to 29,999</b>	<b>£14.42</b>	<b>£62.5</b>	<b>£750</b>
<b>30,000 to 85,999</b>	<b>£24.04</b>	<b>£104.17</b>	<b>£1250</b>
<b>86,000 to 114,999</b>	<b>£32.69</b>	<b>£141.67</b>	<b>£1700</b>
<b>115,000 to 355,999</b>	<b>£38.46</b>	<b>£166.67</b>	<b>£2000</b>
<b>356,000 +</b>	<b>£57.69</b>	<b>£250</b>	<b>£3000</b>

**The Domoch BID Steering Group decided to use a fee structure, as detailed above, to calculate the levy fee.**

**The reasons behind this are as follows:**

- **The levy payments add up to the amount required to support the Domoch BID Business Plan. Other funding will be applied for to support the business plan and to enable extra projects to be undertaken.**
- **A banding system was chosen as it represents a simple and easy way for businesses to identify their levy payment, provides for ease of collection and represents a fair and reasonable methodology. Everybody benefits therefore everybody pays.**
- **A minimum payment of £1.92 per week, is believed to be affordable for the smallest businesses as they will have the opportunity to benefit from cost reduction projects.**
- **Through consulting with the businesses, a maximum of £3000.00 is believed to be affordable for the businesses at the higher end of the banding.**

## **Collection Of The BID Levy**

**The Highland Council will collect the investment levy on behalf of the BID, as this will be an efficient, safe and cost-effective method of collection. The Highland Council will lodge the levy within a BID Revenue Account. The BID levy can only be drawn down by the Board of Directors of the BID to allow the delivery of the business plan.**

**The BID Revenue Account and levy cannot be accessed by The Highland Council, nor can it be used by the Council as an additional source of income.**

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

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# Meet the Dornoch BID Steering Group Members

**The Dornoch BID Steering Group Members are drawn from different trading sectors (leisure, hospitality, retail, health care, services).**

## **BID Chair**

**Neil Hampton (Royal Dornoch Golf Club)**

## **BID Vice-Chair**

**John Duhigg (Dornoch Stores)**

**Eric Devenny (The Eagle Hotel)**

**Gareth Dixon (Mitchells Chemist)**

**Lindsay Ferries (Arthur & Carmichael Solicitors)**

**Yvonne Macrae (Tartan Creations)**

**Tiffany Fraser (Hill & Knowlton Ltd)**

**Maggie Holmes (Dornoch Country Lets)**

**Ruth Brown (Ruth Brown & Co Surveyors)**

## **Advisers**

**Genevieve Duhigg (Dornoch Area Community Council)**

**Shona MacDougall (Retired Council Director)**

**Cllr Jim McGillivray (04 East Sutherland and Edderton)**

**Phil Tomalin (Highland Council representative)**

**Claire Bruce (Hospitality)**

## **BID Development Staff**

**The Project Coordinator for the Dornoch BID is Paula White and is accountable to the Dornoch BID Steering Group.**

# BID Management & Governance

## Management

**Following a successful yes vote, the management and operation of the BID will be transferred to a Not-For-Profit Limited Liability Company Not Having a Share Capital which will operate from 1st March 2024.**

**The Company will be managed by the Domoch BID Steering Group until a Board of Directors is elected, but for no longer than six months after the ballot date.**

**The Company will operate in an open and transparent way, answerable to the businesses in the area. The Board of Directors will ensure that a Code of Conduct (including a Register of Interests) and Management and Governance will be created and agreed as policy by the Directors. There will be a detailed set of protocols (the Operating Agreement) which will cover, as well as other items, the billing, collection and transfer of the levy to the BID Company.**

**A BID Board of Directors will be established, consisting of up to 12 directors. An active campaign will be launched after the successful ballot to recruit these directors. Every eligible person that pays the levy will have the opportunity to nominate themselves or someone else from within the BID area to be elected to**

**the Company Board but limited to one eligible person from each eligible property. The new Company will be run by the businesses for the businesses. This Board will be responsible for all decisions relating to staff, contracts, the delivery of the approved business plan and other activities generated by the BID.**

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



## Governance

**The Board of Directors will recruit 1full time BID manager to ensure the efficient delivery of the projects and effective communications with the levy payers.**

**The Board will be representative of the businesses and stakeholders in the area. The Chair, Vice Chair and Treasurer will be elected from the directors of the Board. The Board will include 1representative from The Highland Council. Other non voting members or local groups may be co-opted on to the board at the board's discretion.**

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

**Additionally the BID Company Board reserves the right to consider creating a charitable arm of the company to enable it to secure additional funding, which can only be sourced with charitable status, where such activities meet the criterion to be eligible to do so.**

**Following a successful ballot, the Dornoch BID Board will benchmark and monitor services in line with the agreed Baseline Agreement with The Highland Council, that will be maintained during the term of the BID. None of the activities or projects will replace what The**

**Highland Council or other statutory bodies are already providing. All activities outlined in this document are additional and do not replace what is already provided. The Board will enter into an Operating Agreement with the Highland Council to ensure that the projects & services that the BID delivers are additional to those delivered by the Council.**

## Measuring Success

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

**The BID Board of Directors will monitor and oversee the efficient delivery of the BID projects.**



# What Happens If...?

Without a BID, Dornoch and surrounding areas won't benefit from:

- **Visit Dornoch advertising campaigns and boosting tourism.**
- **Marketing on social media and website to local, regional and tourist visitors.**
- **A strong representative voice to ensure the needs and views of businesses are heard.**
- **Grant funding and related projects.**
- **Dedicated business directory highlighting each business on the BID website.**
- **Digital communication will be limited.**
- **Advice and support on a range of topics which impact businesses.**
- **Expanded and supported events.**

Voting NO means  
all these will CEASE

# Dornoch Business Improvement District



**DORNOCH BID**

TO G E T H E R W E G R O W

**With Thanks to Dornoch Area Community Interest Company and the following Grant Providers for supporting Dornoch BID**

**Scotlands Improvement Districts**

**The Scottish Government**

**The Highland Council**

**Dornoch Common Good Fund**

**Highlands and Islands Enterprise**



## Contact Information

**If you would like more information, please visit our website**

**[www.dornoch.org.uk/dornoch-bid.asp](http://www.dornoch.org.uk/dornoch-bid.asp)**

**or contact the Chair or BID Coordinator by telephone, e-mail or make an appointment to see them.**

**PAULA WHITE**

**BID Project Coordinator**

**T: 07471200103**

**E: [bid@dornochhub.co.uk](mailto:bid@dornochhub.co.uk)**

**The Dornoch Hub**

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