

Agenda Item	4
Report No	CIA/29/23

HIGHLAND COUNCIL

Committee: City of Inverness Area Committee

Date: 20 November 2023

Report Title: Visit Inverness Lochness (VILN) Business Improvement District (BID) Renewal

Report By: Executive Chief Officer Communities and Place
Executive Chief Officer Economy & Regeneration

1 Purpose/Executive Summary

- 1.1 This report provides a summary of the Visit Inverness Lochness (VILN) Business Improvement District (BID) Ltd Proposal for a renewed VILN Tourism BID and outlines the benefits for the Council and for the City of Inverness and Area in renewing the VILN BID by supporting a vote in favour of the renewing the mandate of VILN for a third 5 year Term, noting that the Council is not a potential BID levy payer.

2 Recommendations

- 2.1 Members are asked to note the Proposal for the renewal of the VILN BID and to recommend to full Council at its meeting on 14 December 2023 that the Council supports the VILN BID Ltd Proposal in the BID ballot.

3 Implications

- 3.1 **Resource** - The costs of collecting the levy by the Highland Council will be met by the BID from its levy income.
- 3.2 **Legal** – No Implications. However, a separate report is being presented to the Economy and Infrastructure Committee on 16 November which considers whether or not the Council should use its right of Veto prescribed to local authorities in the Planning etc. (Scotland) Act 2006, Part 9 – Business Improvement Districts. The legislation gives the Council the Power of Veto over a BID proposal in prescribed circumstances.

- 3.3 **Community (Equality, Poverty and Rural)** - No implications
- 3.4 **Climate Change / Carbon Clever** - No implications.
- 3.5 **Risk** – There are implications in respect of ongoing partnership, marketing and promotional opportunities for the City and Area should the VILN T BID renewal not take place.
- 3.6 **Gaelic** - No implications.

4 Background

- 4.1 A Business Improvement District (BID) is a business led initiative where businesses work together and invest collectively in local services and improvements in their business environment. A BID is funded by businesses through a levy calculated on their respective non-domestic rates valuation. The resulting improvements and services are additional to those provided by public sector organisations such as the local authority. A BID can only be introduced when it has been put to a democratic vote involving all eligible businesses, when at least 50% of all businesses involved are in support of it, and they in turn represent more than 50% of the rateable value of the BID area.
- 4.2 Members will be aware that a Business Improvement District (BID) has operated based in the City and Area since March 2014, and it is now the intention of the BID Directors to seek a third five-year BID for the VILN T BID. This BID differs from others within highland as its membership is based on association with the development of tourism and hospitality meaning that any business that has one of these elements as an essential component of its operating model can be a member no matter where it is geographically located within Highland.
- 4.3 The Council has a statutory role to play in this process in addition to its involvement as an affected tenant and property owner, although, in this instance, the council is not a potential Levy Payer at this time. Members should be clear that the assessment they make in this report relates to the merits or otherwise of the BID proposal and whether the Council is supportive or not all the potential renewal of the VILN mandate through the ballot. A separate report has been presented to the Economy & Infrastructure Committee on 16 November 2023 which addresses the Council's right of veto to the ballot taking place.

5. Visit Inverness Lochness Tourism BID 2019 - 2024

- 5.1 An update was presented to this Committee on 6th August 2021 in respect of the ongoing work of the VILN TBID. This followed a successful renewal ballot held on 7th March 2019. VILN Have successfully delivered through their term on the objectives detailed in their business plan which formed the proposal which was voted on in March 2019. This

committee has considered applications to the Inverness Common Good Fund for grant of £20,000, which has been awarded annually, through the current term of the VILN TBID, in support of joint marketing proposals for the City and Area. **Appendix 2** Provides a summary of third party funding achieved by VILN during the current term.

5.2 The following key outcomes demonstrate the work achievements to date of the VILN TBID team and the key benefits to the Council focusing on the City of Inverness and Area.

- On track to have delivered our 2019-24 Business Plan in full, and on budget. Against a backdrop of 22% inflation (with a fixed levy income), the challenges presented by the pandemic, and crippling costs of doing business. Currently sitting at 96% complete.
- 43% growth in opt-in members.
- 2.36 x levy income invested in the area over the full term.
- 79% growth in social media reach.
- Employed 2 additional staff (from 3.2 to 5.2 FTEs). This was up at 6.2 FTEs, however we had a resignation earlier in the year and have not looked to get a replacement as yet.
- Helped secure in excess of £3 Million economic benefit from business events¹, and the hosting of the Scottish Golf Tourism Week in March 2024, which is estimated to bring a further £3 Million of economic benefit to the area.
- Became the first Carbon Neutral BID in the UK, became a signatory to the Glasgow Declaration Climate Action in Tourism, and have put in place a Climate Action Plan.
- Recognised by Green Tourism as one of their Top 100 Good Practice Stories 2 years running and were honoured to have been given the opportunity to speak at their Annual World Conference in Estonia in October. The only destination in the UK to be included in the list since its inception in 2014.
- Establishing the Highland Shortbread Showdown event which brings together the communities, businesses, and visitors across the whole of the Highlands. This is set to become an annual event, with plans to grow it to the whole of Scotland (under the Highland Shortbread Showdown banner) in 2025. It was this event which achieved the Green Tourism Award for 2023.
- Delivery of the Loch Ness Challenge (300 entrants), bringing people to the area for the event, accommodation, dining etc.
- 'Taster of Inverness' event.
 - Day 1 will bring together 10 of the country's top Food & Drink creators to experience what the area has to offer in this regard. Creators are attending on a collaborative basis, so no fees are being paid, and local businesses have agreed to provide accommodation and dining for the creators outwith the event free of charge. The venue, Drumossie Hotel, has also been secured free of charge. This will lead to 6+ Weeks of social media content promoting the areas Food & Drink and includes City Centre businesses.

- Day 2 is open to members, other businesses and the public. Allowing them to also experience what the area has to offer in terms of Food & Drink. Networking is being encouraged to entice businesses to use more local suppliers and promote the idea/benefits of the circular economy.
- Plans are underway for a “Food & Drink Fortnight” to be run in collaboration with Inverness City Bid at the end of January 2024. This will involve food and drink outlets offering discounted lunches, dinners, drinks, takeaway etc. As this is a traditionally quieter time of the year, we are hoping that it will improve income for the businesses taking part, whilst encouraging locals and visitors to try them out.

6. Pre-Ballot Consultation & Engagement

- 6.1 The consultation process for the 2024 renewal ballot began in March 2023 when the VILN Tourism BID sent out a survey asking its members for their initial thoughts on what possible new initiatives they would like to see the T BID undertake and also what initiatives they thought were important to continue to deliver.
- 6.2 47 questionnaires were returned, representing 11% of membership. 38 (84.4%) said that they were in favour of the continuation of the Tourism BID. This established the support of 9% of the electorate.
- 6.3 In August 2023 the questionnaire results were sent to all members as part of the “Next Steps” document and consultations begun.
- 6.4 As of 27 October 2023, a total of 82 1-to-1 consultations had been completed.
- 64 (78.0%) say they intended to vote “Yes”.
 - 2 (2.4%) say they intend to vote “No”.
 - 16* (19.5%) say they are “Undecided”.
- *This includes members who are unsure whether they will continue to operate. Reasons given include ill health and the effects of “staff shortages”, “costs of doing business”, and “short term lets legislation”.*
- 6.5 There has been challenges with its members having time for meetings & consultations due to them being busy, however we will continue to reach out and provide the opportunity as we value the feedback being received.
- 6.6 A pre-ballot members event is planned for 22 February 2024 at Aldourie Castle
- 6.2 The results of these surveys and consultations have been combined and form the basis of the BID Business Proposal contained in **Appendix 1**.

7 Renewal process

- 7.1 The Council’s Tourism and Inward Investment Team Leader, the Elections Team and the Inverness City Area Manager have worked closely with the VILN TBID team throughout the process to ensure that the BID proposers have received the necessary support from the Council.

- 7.2 The VILN T BID has now submitted all necessary documentation and proposes to go to ballot on 14th March 2024.
- 7.3 A report was taken to the Economy and Infrastructure (E&I) Committee on 16th November 2023 which offered a formal assessment of the VILN Tourism Business Improvement District proposal relative to the Council's right of Veto in accordance with the Planning etc. (Scotland) Act 2006 and the Business Improvement Districts (Scotland) Regulations 2007. Members will be updated on whether the E&I Committee agreed not to exercise their right of veto in relation to the Na BID's proposed renewal.
- 7.4 The City of Inverness Area Committee has power to comment on VILN TBID proposals and the recommendation made by this Committee in respect of the BID Ballot will be given to the Council when it meets on 14th December 2023. Highland Council will decide on how to cast its ballot at this meeting as the Council itself would be a levy payer.

Designation: **Executive Chief Officer Communities and Place
Executive Chief Officer Economy & Regeneration**

Date: 2 November 2023

Author: David Haas, Inverness City Area Manager

Background Papers:

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Tourism Business Improvement District

Business Proposal

1st April 2024 – 31st March 2029

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Please note:

“Business” 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, some of whom may be a charitable organisation, public sector organisation, social enterprise or community group who may not consider themselves to be a business.

1. 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:

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

The Inverness Loch Ness Tourism BID, trading as Visit Inverness Loch Ness (hereafter referred to as the Tourism BID) sent out 419 questionnaires to its eligible voters in March 2023. 47 businesses responded, and of that 38 (84.4%) said that they were in favour of the continuation of the Tourism BID. This established the support of 9% of the electorate.

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

The consultation process for the 2024 renewal ballot began in March 2023 when the Tourism BID sent out a survey asking members for their initial thoughts on what possible new initiatives they would like to see the Tourism BID undertake and also what initiatives they thought were important to continue to deliver. 47 questionnaires were returned, representing 11% of membership.

- 38 (84.4%) said that they were in favour of the continuation of the Tourism BID. This established the support of 9% of the electorate.

In May 2023 the survey results were presented at a members networking event and further feedback gathered.

In August 2023 the initial consultation results were sent to all members as part of the "Next Steps" document (Appendix 1) and the 1-to-1 consultations begun.

Additional open meetings were held on 4th & 21st September and 5th October. 5 further drop-in sessions were held throughout the area during September at various locations. These meetings/sessions were attended by around 40 individual businesses.

As of 27th October 2023 a total of 82 1-to-1 consultations had been completed.

- 64 (78.0%) say they intended to vote "Yes".
- 2 (2.4%) say they intend to vote "No".
- 16* (19.5%) say they are "Undecided".

*This includes members who are unsure whether they will continue to operate. Reasons given include ill health and the effects of "staff shortages", "costs of doing business", and "short term lets legislation".

There have been challenges with members having time for meetings & consultations due to them being busy, however we will continue to reach out and provide the opportunity.

A pre-ballot members event is planned for 22nd February 2024.

4. The proposed Vision, Aims & Objectives.

4.1 Mission statement of Visit Inverness and Loch Ness Tourism BID

Ensure the long-term future of a viable, responsible, and attractive tourism destination that visitors will value and return to.

4.2 The Aims of the Inverness and Loch Ness Tourism BID

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

- Ensure that the destination remains front of mind for both domestic and international travelers looking for somewhere to spend their time.
- Continue to promote the value and importance of tourism to the local economy.
- Continue working towards a year-round tourism economy and destination.
- Improve the relationship between tourism and the communities it serves.
- Enhance the visitor experience and reputation of the destination.

4.3 Deliverable Objectives of the Inverness and Loch Ness Tourism BID

- To continue marketing and promoting the destination locally, nationally, and internationally.
- To provide members with access to the tools, information and experience needed to develop their business in a responsible manner, which delivers improvements for people, places, and profit.
- To work with appropriate agencies in identifying and supporting initiatives that will improve the tourism infrastructure of the destination.
- To promote and support responsible events and festivals, with a specific focus on those which encourage visitors during traditionally quieter periods.
- To continue our work with members to retain existing business tourism, whilst identifying and developing new opportunities for growth of conferencing and business events in the area.
- To work with our members in highlighting the benefits of working with the Travel Trade and ensuring they are equipped to make the most of the opportunities available.
- To work collaboratively with other sectors, local communities, and neighbouring areas for mutual benefit.
- To develop initiatives that encourage visitors to treat our communities and historical, cultural & natural assets responsibly and with respect.
- To further develop our member communication strategy and provide additional opportunities for member businesses to work together.
- To be a representative voice on local and national issues that matter to member businesses.

5. 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 quarterly 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) of £5,000 or more coming into the area and not exempted from paying the Tourism BID levy during the 5 year term of the Tourism BID will be liable for the Tourism BID Levy.

6. 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.

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

See Appendix 2 – **provided as separate file.**

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

In accordance with legislation, a letter was issued to the LA by then Chief Executive of the Tourism BID, Michael Golding (Please see Appendix 3).

9. 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 sufficient funds to meet the costs of the BID ballot and has provided the LA with evidence to this effect.

10. 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.

Following a successful ballot outcome, the Tourism BID Company (company limited by

guarantee) will oversee and direct the delivery of all the projects and services. The CEO, Donald Johnstone, will be responsible on a day-to-day basis for implementing the Tourism BID projects and services.

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

A baseline service agreement ensures the 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 statutory level of service to the Tourism BID area following a successful ballot. SLAs have been provided by all relevant agencies (Please see Appendix 4). No SLA has been requested from the Police or BEAR Scotland as none of the activities to be undertaken by the Tourism BID involve or relate to work undertaken by the Police and BEAR Scotland.

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

The Tourism BID will once again encompass the geographical area that is covered by Highland Council Wards 12 (Aird & Loch Ness), 13 (Inverness West), 15 (Inverness Ness-Side) 16 (Inverness Millburn), 17 (Culloden and Ardersier) 19 (Inverness South) Ward 14 (Inverness Central – excluding the area covered by Inverness City Centre BID) will also be included.



13. 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 402 eligible properties located within the Tourism BID area (this figure may change as businesses move, expand, open or close). The Tourism BID levy income is calculated to be approximately £255,000 per annum. The estimated levy income for the Tourism BID is based upon a 96% collection rate and small annual increase to reflect the growing membership over the 5 year term of the BID.

The Tourism BID Project Income and Expenditure (see page 20 of the Business Plan) has been calculated to deliver all the projects as defined in The Next 5 Years 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 out with the levy.

14. 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.

15. 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 renewal ballot on 14th March 2024, the Tourism BID will commence the activities set out in the 2024 – 2029 Business Plan on 1st April 2024. The Tourism BID will operate for a term of five years until 31 March 2029. A renewal ballot will be consulted on and completed prior to the completion of the five year term.

16. 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 Board 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 and public sector organisations offering tourism services in premises not categorized in any of these sectors:

Existing Sectors		
Airport	Golf Club and Clubhouse	Licensed Restaurant
Bowling Alley	Golf Course	Marina
Bunkhouse	Guest House	Public House and Restaurant
Caravan Park	Harbour	Restaurant
Caravan Site	Heritage Centre	Self -catering
Caravan and Camping Site	Holiday Complex	Serviced Apartments
Castle and Visitor Centre	Hostel	Sports Centre
Castle	Hotel	Swimming Baths
Chalets	Ice Rink	Theatre
Cinema	Information Centre	Visitor Centre
Exclusive Use	Inn	Youth Hostel

Additional Sectors	
Supermarket, Supermarket & Filling Station and Shop-Supermarket	It is believed that Supermarkets gain significant benefit from tourism activity and visitors to the area. Initial consultations with these businesses have not identified any objection to inclusion.
Motel	As an accommodation provider for visitors this category should be

	included. Seems to have slipped through the net previously.
Kart Track	The only Kart Track in the area, has been an opt-in member previously and does benefit from visitors to the area.
Garden Centre	Garden Centres benefit from visitors to the area, particularly coach tours who make use of café/restaurant services and garden tours.
Distillery	Distilleries area major attraction for tourism and benefit significantly from related business and should be included. We already have 2 distilleries and 1 other distillery related business as opt-in members.
Activity Area	We already have specific activity providers included (Ice Rink, Bowling Alley, Sports Centre, Swimming Baths) so the case/benefit for activity providers has already been established. This category would bring in businesses such as Infinity (Trampolines) and The Ledge (Climbing).

The other criteria are that only businesses with a non-domestic rateable (NDR) value of £5,000 or above are included. This means that businesses without a non-domestic rateable value or those which are below the £5,000 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. The decision to increase the entry threshold rateable value from £3,500 to £5,000 was agreed after review by the Board of the Tourism BID.

17. 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 Board 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

Previous Rateable Value Bands (£)		Previous Total Annual Levy (£)	New Rateable Value Bands (£)		New Total Annual Levy (£)	Cost per Week (£)
3500	4499	160	Removed			
4500	9999	220	5000	12999	220	4.23
10000	19999	350	13000	24999	320	6.15
20000	29999	450	25000	35999	450	8.65
30000	49999	650	36000	55999	650	12.50
50000	79999	800	56000	84999	900	17.31
80000	99999	1100	85000	108999	1250	24.04
100000	149999	2000	109000	149999	1750	33.65
150000	199999	2500	150000	199999	2400	46.15
200000	+	3000	200000	799999	3200	61.54
			800000	1199999	4000	76.92
			1200000	+	6000	115.38

The threshold entry level has been raised to £5,000 from £3,500 after review by the Board of the Tourism BID and consideration of several factors. It is estimated this adjustment to the qualifying minimum EV will remove around 80 businesses.

- The impact and fairness of the rates revaluation in 2023 upon small businesses, many of which are recognised to be part time.

- Levels of interaction with many businesses in the lowest banding was minimal, or non-existent, and it was felt that those who wished to remain a part of VILN would choose to join as an opt-in member.
- The cost of servicing members at the lowest banding was also considerable and if we were to retain the lower EV threshold of £3500, we would have had to increase the levy/merge it with the next band, placing additional financial burden on smaller businesses.
- Other factors taken into consideration were the effects of the Short Term Lets licensing, the costs of doing business, the potential for a sizeable fall off on the number of eligible business operating within the lower EV band, and whether they should be expected to shoulder the cost of the levy on top of everything else.

Adjustments have been made to the levy amounts to “smooth” the increase across all bands. e.g. previously there was an increase between the £30k and £50k band of only 23%, but an 82% jump between the £80k and £100k band.

Most businesses will pay largely the same as they were previously (or less). Only one existing business will move into the £880k to £1.2M band, and a higher levy because of these adjustments, Inverness Airport, who have been consulted and have no objection.

The £1,200,000 to £10,000,000 band has been added to accommodate the addition of larger businesses. There are 3 Supermarkets who would fall into this category. The levy amount for this banding has been set in line with what other similar BIDS charge and is in keeping with the rest of our levy scaling. Consultations have indicated no objections to date.

18. 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 Board that the levy will be as per outlined in the table above and based on the non- domestic rateable value of the property on the final date of the ballot (14 March 2024). The table will be used to calculate all levy payments throughout the 5 year term of the Tourism BID.

19. 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.

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

The industry sectors to include were decided after discussion on 26th October 2023 by the Board, on the value of tourism to all possible sectors that might be included. The threshold entry level has been raised to £5,000 from £3,500 after review by the Board of the Tourism BID, of the impact and fairness of the rates revaluation in 2023 upon small businesses, many of which are recognised to be part time.

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 11 bands was selected so as to reflect as closely as possible the differing levels of affordability among businesses of differing size.

21. 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 Tourism BID Board that the levy is based on the rateable value 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. 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.

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

The Board agreed that apart from the setting of a levy entry threshold which is to be set at a minimum rateable value of £5,000, no exemptions will be given for individual businesses.

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

For Year 2, 2025/26, and subsequent years for the term, the Tourism BID Board will have the discretion to increase the BID levy annually by the rate of inflation (index linked to the Consumer Price Index, CPI) to a maximum of 3% per annum based on the previous year's levy to take account of inflation.

Inflation over the 2019-2024 term of the Tourism Bid has been circa 22% and this has had a considerable impact on our spending power and created challenges with delivering on planned projects and services. The introduction of index linking is designed to mitigate this over the next 5 year term.

24. 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.

The costs associated with holding the Ballot will be covered by the Tourism BID.

25. 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 renewal ballot, the Board of the Tourism BID will continue trading as before as Visit Inverness Loch Ness Ltd. to oversee and direct the delivery of all projects and services. The BID Proposals and Business Plan were drawn up by the Board and Management of the Tourism BID.

26. 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, (BID Handbook).

The Tourism BID is registered as a not-for-profit limited company under the name Visit Inverness Loch Ness Ltd. Following a successful renewal ballot it will deliver the projects and activities outlined in this Business Plan through its Board of Directors and Management team.

There are a maximum of 12 directors on the Board, 10 of which are elected by levy payers as and when position(s) become vacant as per the requirements set out in the company Articles of Association, a copy of which is available to members in the trade section of

www.visitinvernesslochness.com or alternatively a written copy can be sent out on request. One position on the Board is reserved for a representative of Highland Council and the final position is filled by directors co-opting a levy paying member or opt-in member on to the Board. Full details with regards the appointment of the co-opted director is also available in the Articles of Association.

The Board also reserve the right to work with representatives from other levy paying businesses who can offer specialist advice where appropriate. In fulfilling their roles and responsibilities as directors, the Board will at all times minimise any risk associated with the Tourism BID (financial or otherwise) by adhering to best practise, while at the same time being open and transparent.

Measuring Success: 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 delivered to the satisfaction of the businesses that voted for the Tourism BID.

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

A link to download a PDF 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 physical 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.visitinvernesslochness.com

Appendix 1 – Next Steps, Final Ballot Process and YOUR opportunity to shape the 2024 – 2029 Business Plan

2023

March/April

Survey issued to members to gather views on what to deliver in the 2024 – 2029 Business Plan

May

Survey results presented at a members networking event and further feedback was gathered

August

The Initial Consultation Results document circulated and 1 to 1 consultations begin

September

Networking Evenings (5pm – 8pm)

4/9/23 Short Term Lets and Networking, Eden Court

21/9/23 Loch Ness Centre Tour and Networking

Members meetings to discuss issues and gather views

Drop In Sessions (1pm – 3pm)

13/9/23 Cameron's Tea Room, Foyers

13/9/23 The Loch Ness Clansman Hotel

14/9/23 Loch Ness Lovat Hotel, Fort Augustus

14/9/23 Gun Lodge Hotel, Ardersier

15/9/23 Glen Ord Distillery, Muir of Ord

October

Consultation Day to discuss Draft Business Plan

5/10/23 Glen Mhor Hotel, Inverness

2024

January

2024 – 2029 Business Plan Launched

February

1/2/24 Ballots papers sent out

22/2/24 Networking Event, Kingsmills Hotel

March

14/3/24 Renewal Ballot doses at 5pm

15/3/24 Results of the count announced

Please check the website for updates on the Ballot and to book your space(s) at the networking events

www.visitinvernesslochness.com/BID-renewal-ballot-2024

MAKE THE MOST OF YOUR MEMBERSHIP BENEFITS

www.visitinvernesslochness.com/about-viln/about-membership



SOCIAL MEDIA AND MARKETING CONTENT



WEBSITE LISTING AND VISITOR CONTENT



IMAGE LIBRARY



SEE AND DO MAPS



NETWORKING EVENTS



NEWSLETTER

Visit Inverness Loch Ness Team

Alan Rawlinson Business Development Manager

Sharon Mackay Membership Manager

Jo Page Digital Engagement Manager

Emma Harrison Destination Development Manager

Sabine MacDonald Administrator

visit **Inverness**
Loch Ness



Board of Directors :

www.visitinvernesslochness.com/about-viln/team-and-board



Initial Consultation Results and What Comes Next

Creating the 2024 – 2029 Business Plan

visit **Inverness**
Loch Ness

What is this document?

Earlier this year we surveyed members on what they felt VILN's priorities and objectives should be. This asked you to provide feedback on the 2019 – 2024 Business Plan content, its delivery, as well as what you would like to see added, removed, or changed for the next one.

This report summarises your feedback and provides information about how the **2024 – 2029 Business Plan** will be developed and the key dates to be aware of.

The most important thing to highlight, is this is our collective plan for the future of our area. Everything in this document, and throughout the development of the next Business Plan will be led by consultation with you and our members with evidence and reasoning for every outcome.

Current objective rated 7.28 or higher out of 10, marketing being top, followed by lobbying.

YOU'VE SAID WE'RE THE BEST AT

Marketing, Networking, Website, Lobbying, Social Media, Newsletters, Maps and Photo Library.

KEY ADDITIONAL AREAS TO CONSIDER

Transport, Sustainability, Local, Food & Drink, Seasonality, Trade, Regular Surveys, Staff Development, People, Connectivity.

FEEDBACK FROM VISITORS OR COMMUNITIES

Transport, Signage, Dining Options, Indoor Activities, Seasonality, Evening Options, Dog Friendly Options.

MEMBER BENEFITS

Existing ones rated well, particularly networking events, maps, website listings, social media, newsletter and image & video library



PRIORITY GROWTH MONTHS

November, March, January.

YOUR PRIORITIES IN THE NEXT 5 YEARS INCLUDE

Season Expansion, Training, Net Zero, Marketing, Business Tourism, Longer Stays

You've said market the destination using whatever content is most effective

Our events should be free for our members and chargeable to non members

84.4% said they would vote yes, the remainder responses all said would wait to see the plan before deciding

10% was the most often answer for any changes in BID levy, making up 38% of all responses.

This feedback will provide the basis for the creation of a draft Business Plan.

What have we delivered throughout the 2019 – 2024 Business Plan?

2.36x levy income invested in the area 912k became 2.16M

900k See and Do maps promoting VILN's members distributed free of charge

100k referrals to member websites per year

Delivered the 2019-2024 Business Plan

1350 images and video to use in the image library

79% growth in social media to >85k followers

42 Million social reach

300 entrants to the Loch Ness Challenge

Average 1 piece of media coverage a day in 2023

Support Local banners installed in 6 villages and Inverness

South Loch Ness Trail signage renewed

>200 media enquiries and request supported

23 trade events attended

3.2 to 6.2 FTE staff

43% growth in Opt In Membership

Climate Action Plan

1000 attendees to Shortbread Showdown

Lobbying on Short Term Let, Local Visitor Levy, Covid Grants and more

Inverness Influencer Lodge hosted

Highlands first Photomathon hosted

First carbon-neutral BID in the UK

>40 member events held

Employed the first Loch Ness Ranger

New website created, increasing member referrals

Refreshed Visit Inverness Loch Ness branding

Visit Inverness Loch Ness Awards



Appendix 2 – Ballot List Attached Separately

Appendix 3

Michael Golding
Chief Executive Officer
Visit Inverness Loch Ness
michael@visitiln.com
31/07/2023

Kate Lackie
Chief Executive
The Highland Council
Glenurquhart Road
IV3 5NX

Dear Kate Lackie,

VISIT INVERNESS LOCH NESS BUSINESS IMPROVEMENT DISTRICT FORMAL NOTIFICATION OF INTENTION TO PUT BID PROPOSALS TO A BALLOT

I am pleased to provide formal notification that Visit Inverness Loch Ness Tourism Business Improvement District (TBID) intends to request that The Highland Council put our proposal for renewal to a ballot.

This notification is issued in accordance with the requirements of the legislation **Planning etc. (Scotland) Act 2006, Business Improvement Districts (Scotland) Regulations 2007** for the BID Proposer to notify you in writing of the intention to request The Highland Council to put a proposal for a Business Improvement District to a ballot.

Please acknowledge receipt of this letter.

Yours sincerely,



Michael Golding
Chief Executive Officer
Visit Inverness Loch Ness TBID

A digital copy has also been provided to the following people and organisations.

cc.

Sheila Mcwhirter– Scottish Government Regeneration Strategy Team

Malcolm Macleod – Highland Council
David Haas – Highland Council
Linda Johnstone – Highland Council
Douglas Chisholm – Highland Council

Kimberly Guthrie – Scotlands Towns Partnership
Bill Harvey – Scotlands Improvement Districts

Appendix 4



**THE HIGHLAND COUNCIL
INVERNESS & LOCH NESS TOURISM BID AREA**

Baseline Service Level Agreement between

**THE HIGHLAND COUNCIL
and
VISIT INVERNESS LOCH NESS**

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Service Level Agreement Signatures	20

28. INTRODUCTION

The Highland Council provide a wide range of services across the Visit Inverness Loch Ness Tourism BID (Business Improvement District) 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 tourism related services. More specifically, it describes those services that relate directly to the activities included in the Visit Inverness Loch Ness Tourism BID business plan so as to ensure that the BID services can be demonstrated to be genuinely additional to those being provided by The Highland Council

If, in future the Board of Visit Inverness Loch Ness decide to vary the range of activities they wish to undertake, further baseline services information on the relevant services can be provided by the Council.

The service levels described are those provided in the current financial year (2018 / 2019) and are a mix of statutory duties and permitted or discretionary activities.

Service levels provided in future financial years will depend on the level of funding available to the Council. As part of the Council's annual budget setting process, all Council services are reviewed and future levels of service in all areas of Highland may be varied in line with budgetary requirements. However the Council will not disproportionately vary services in the Visit Inverness Loch Ness Tourism BID area because of the existence of the Tourism BID. Similarly, the Council will not use funding arising from any BID levy to fund or supplement funding for any of the routine activities presently carried out by the Council and described in this document.

29. ROADS AND FOOTPATHS

Activity	Roads & Footpaths	Date: November 2018
Service Provided	Description	Notes
Roads & Footpaths Maintenance	Statutory duties; THC as local roads authority inspects and maintains all non-trunk public roads, footways as recorded in the 'list of public roads' and associated street furniture in the BID area generally in accordance with the Roads (Scotland) Act 1984, THC policies on road maintenance and improvement and the Department of Transport Code of Practice for Highway Maintenance Management.	Routine maintenance includes all work on, in, under or over the public road or footway, including, but not restricted to resurfacing and relaying of modular surfaces (flags, sets, and blocks), maintenance of bridges, patching, gully emptying and other drainage work, kerbing, fencing, guardrails, safety barriers, aids to movement e.g. traffic signals, signs, road markings and reflectors etc.
	Discretionary duties; THC has no responsibility to repair roads and footways not owned or adopted by THC but may occasionally carry out repairs with regard to making areas safe.	

COMMUNITY SERVICES - ROADS AND FOOTPATHS	
Activity Area	Roads & Footpath Maintenance
Description/Specification	The provision, maintenance and inspection of non-trunk roads, footways and associated street furniture
Contact	Roads Operations Manager, Inverness. 01463 644188
Existing Activity	Roads Maintenance Service
Operational Times	Monday to Thursday 0800 to 1630 Friday 0800 to 1300 Evenings & weekends – Emergency response standby service
Staffing & Equipment Levels	All trained staff, vehicles and ancillary equipment required to carry out the safe maintenance of roads and footways in the BID Area.
Performance Indicators	None
Existing Value of Service	Not available
Boundary Area	Visit Inverness Loch Ness Tourism BID area

30. STREET CLEANSING AND WASTE MANAGEMENT

Activity	Street Cleansing	Date: November 2018
Service Provided	Description	Notes
Cleansing	<p>Statutory Duties As primary litter authority, THC is responsible for all publicly accessible land under their ownership.</p> <p>THC duty is to ensure that all land in their direct control which is open to the air and to which the public has access is kept clear of litter and refuse so far as is practicable.</p> <p>All roads, footways and public open space in the BID area will be maintained in line with the Environmental Protection Act 1990 Code of Practice on Litter & Refuse</p> <p>THC enforces legislation with regard to litter, fly tipping, abandoned vehicles, pest control, dog control & dog fouling.</p>	
	<p>Discretionary duties The Highland Council will take measures to remove gum, grease and exceptional contamination from adopted footways and road surfaces.</p> <p>Removal and disposal of advertising boards.</p>	Normally Monday to Friday

COMMUNITY SERVICES - STREET CLEANSING	
Activity Area	Cleansing & Litter Removal
Description/Specification	The removal of litter & street cleansing within the BID Area
Contact	Waste Operations Manager 01463 2457843
Existing Activity	Litter & Street Cleansing
Operational Times	0600 to 1600 Monday to Friday 0600 to 0900 Saturday / Sunday
Staffing & Equipment Levels	A range of plant & equipment & staff necessary to carry the collection of litter & waste in the BID area.
Key Performance Indicators	Local Environmental Audit Management System
Existing Value of Service	Not available
Boundary Area	Visit Inverness Loch Ness Tourism BID area

COMMUNITY SERVICES - WASTE MANAGEMENT	
Activity Area	Trade Waste Removal
Description/Specification	On request the provision of a trade waste collection and disposal (including customer access to free of charge recycling bring scheme at recycling centres and points) and cardboard recycling service at a charge.
Contact	Waste Operations Manager 01463 245783
Existing Activity	A commercial refuse collection service can be provided 7 days a week. Not all Businesses in the BID Area have contracts with THC to collect Waste On request purchase of wheeled refuse containers & provision of a trade waste collection (and customer recycling bring scheme) & cardboard recycling service.
Operational Times	To be confirmed as required
Staffing & Equipment Levels	A wide range of refuse collection and recycling plant, equipment and staff necessary to carry out both the removal of trade waste and delivery of trade bins where requested in the BID area.
Key Performance Indicators	None
Existing Value of Service	N/A – Businesses contracting the Council to deliver this service pay for the service.

31. GROUNDS MAINTENANCE

Activity	Street Cleansing	Date: November 2018
Service Provided	Description	Notes
Grounds Maintenance	Statutory duties; None	
	<p>Discretionary duties; Inspection and maintenance of seating, litter bins, dog bins, footpaths, public steps, railings, handrails etc.</p> <p>THC provides as a minimum the following grounds maintenance service in public open spaces in the BID area.</p> <p>Grass cutting is generally on a two weekly cycle. Grass cut as and when required. Cutting is weather dependant.</p> <p>At present shrub bed maintenance carried out at various locations as required.</p> <p>Summer flower bed displays are planted in June & weeded as required, generally on a two weekly cycle. Winter bedding is minimal.</p> <p>All tree work & weed killing is carried out as and when required. Specialist tree works carried out by contractors</p>	<p>During dry periods the cutting frequency is reduced to that necessary to maintain grass to an acceptable height.</p>

COMMUNITY SERVICES – GROUNDS MAINTENANCE

Activity Area	Grounds Maintenance
Description/Specification	The maintenance of public open spaces within the BID area
Contact	Amenities Officer 01463 644191
Existing Activity	Community Services
Operational Times	0800 to 1600 Monday to Thursday 0800 to 1530 Friday
Staffing & Equipment Levels	A wide range of plant & equipment necessary to carry out the full range of ground maintenance activities
Key Performance Indicators	None
Existing Value of Service	Not available
Boundary Area	Visit Inverness Loch Ness Tourism BID area

32. PUBLIC CONVENIENCES

Activity	Public Conveniences	Date: November 2018
Service Provided	Description	Notes
Provision of Public Conveniences	Statutory; none	
	Discretionary; THC provides, maintains and regularly inspects Public Conveniences to ensure an adequate standard of cleanliness and structural integrity.	Cleaning of the toilets is managed by Community Services

COMMUNITY SERVICES PUBLIC CONVENIENCES	
Activity Area	Public Conveniences
Description/Specification	The provision and maintenance of public conveniences
Contact	Amenities Officer 01463 644191
Existing Activity	Community Services
Operational Times	Up to 24 hours depending on facility
Staffing & Equipment Levels	Staffing for public convenience attendants is managed by Community Services. The service provides staffing provision over 7 days and the necessary equipment required to ensure the conveniences are cleaned to a high standard of cleanliness. Maintenance of the toilets is provided by THC.
Key Performance Indicators	None
Existing Value of Service	Not available
Boundary Area	Visit Inverness Loch Ness Tourism BID area

33. PARKING AND CAR PARKS

Activity	Parking and Car Parks	Date: November 2018																																																							
Service Provided	Description	Notes																																																							
Parking Management	Statutory; The Highland Council is the Statutory enforcement body for all control of use matters in Council Car Parks, and on street enforcement of all waiting and loading restrictions.																																																								
	<p>Discretionary; THC provides, inspects and maintains the following undernoted car parks in the BID area (with capacity shown):</p> <p><u>Inverness City</u></p> <table> <tr><td>Eden Court Theatre</td><td>(70)</td></tr> <tr><td>Stevenson Rd</td><td>(34)</td></tr> <tr><td>Castle Street, Town House</td><td>(52)</td></tr> <tr><td>Crown Church</td><td>(18)</td></tr> <tr><td>Raining Stairs</td><td>(78)</td></tr> <tr><td>Cathedral</td><td>(96)</td></tr> <tr><td>Glebe Street</td><td>(31)</td></tr> <tr><td>Portland Place</td><td>(22)</td></tr> <tr><td>Council HQ</td><td>(250)</td></tr> <tr><td>Harrowden Road</td><td>(15)</td></tr> <tr><td>Kenneth Street</td><td>(20)</td></tr> <tr><td>Old Edinburgh Road</td><td>(20)</td></tr> <tr><td>Grant street - Tap Lane</td><td>(30)</td></tr> <tr><td>Waterloo</td><td>(21)</td></tr> <tr><td>Inverness Sports Centre</td><td>(192)</td></tr> <tr><td>Archive Centre</td><td>(72)</td></tr> <tr><td>Dochfour Drive</td><td>(25)</td></tr> </table> <p><u>Loch Ness</u></p> <table> <tr><td>Drumnadrochit Village</td><td>(112)</td></tr> <tr><td>Meall Fuar Mhonaigh</td><td>(12)</td></tr> <tr><td>Drumnadrochit Playground</td><td>(20)</td></tr> <tr><td>Invermoriston Village</td><td>(50)</td></tr> <tr><td>Fort Augustus the Riggs</td><td>(107)</td></tr> <tr><td>Fort Augustus Bunoich</td><td>(30)</td></tr> </table> <p><u>Rural Inverness area</u></p> <table> <tr><td>Ardersier Common</td><td>(8)</td></tr> <tr><td>Clava Cairns, Culloden</td><td>(13)</td></tr> <tr><td>Daviot Woods</td><td>(30)</td></tr> <tr><td>The Square, Beauly</td><td>(52)</td></tr> <tr><td>Sports Pavilion, Beauly</td><td>(46)</td></tr> </table>	Eden Court Theatre	(70)	Stevenson Rd	(34)	Castle Street, Town House	(52)	Crown Church	(18)	Raining Stairs	(78)	Cathedral	(96)	Glebe Street	(31)	Portland Place	(22)	Council HQ	(250)	Harrowden Road	(15)	Kenneth Street	(20)	Old Edinburgh Road	(20)	Grant street - Tap Lane	(30)	Waterloo	(21)	Inverness Sports Centre	(192)	Archive Centre	(72)	Dochfour Drive	(25)	Drumnadrochit Village	(112)	Meall Fuar Mhonaigh	(12)	Drumnadrochit Playground	(20)	Invermoriston Village	(50)	Fort Augustus the Riggs	(107)	Fort Augustus Bunoich	(30)	Ardersier Common	(8)	Clava Cairns, Culloden	(13)	Daviot Woods	(30)	The Square, Beauly	(52)	Sports Pavilion, Beauly	(46)
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COMMUNITY SERVICES - CAR PARKS	
Activity Area	Car Parking

Description/Specification	The provision, enforcement, inspection and maintenance of car parks within the BID Area
Contact	Principal Traffic Officer 01463 252939
Existing Activity	Roads & Community Works
Operational Times	Varies per location and as stated in each car park. As resources allow – enforcement activity 8.00 to 10.00, 7 days per week.
Staffing & Equipment Levels	The necessary staff and equipment required for the provision, inspection and maintenance of all car parks within the BID area.
Key Performance Indicators	None
Existing Value of Service	Cost neutral
Boundary Area	Visit Inverness Loch Ness Tourism BID area

BIODIVERSITY & COUNTRYSIDE SERVICES

Activity	Duty to further conservation of biodiversity	Date: November 2018
Service Provided	Description	Notes
	<p>Statutory duties; Planning related forestry and archaeology duties.</p> <p>Discretionary duties; The Ranger Service (now located with High Life Highland) carry out a significant amount of events/ activities and projects to further the conservation and understanding of Biodiversity across the Highlands.*</p>	<p>All public bodies have a statutory duty to “further the conservation of biodiversity” and are required under The Wildlife and Natural Environment (Scotland) Act 2011 to provide a publicly available report, every three years, on the actions which they have taken to meet this biodiversity duty.</p>

Environment Team	
Activity Area	
Description/Specification	The Environment Advice and Consultancy Team (EACT) provide in house and external advice, and consultancy in relation to natural, built and cultural (archaeology) heritage.
Contact	Environment Manager 01463 702505
Existing Activity	As above – provision of in house and external advice & consultancy in relation to environmental and biodiversity matters. Reporting on the Council's Biodiversity duty.
Operational Times	Normally Monday – Friday 9 – 5 but may include events at other times.
Staffing & Equipment Levels	<p>2 Forestry officers 2 Ecologists 2 Archaeologists 1 Conservation(built heritage) Officer 1 Access officer with responsibility for BID area 5.6 FTE Long Distance Routes team.</p> <p>All posts cover the wider Highland area with only the Access officer having a more local geographic remit that includes the BID area.</p>
Performance Indicators	N/A
Existing Value of Service	External advice & consultancy is a rechargeable service. Other services have a pan Highland budget.
Boundary Area	Covers all areas in Highland

* Note the Countryside Ranger Service is delivered by High Life Highland so the Council has no direct involvement. However, Countryside Rangers continue to provide services that help deliver Council countryside service priorities.

34. TRADING STANDARDS

Activity	Trading Standards	Date: November 2018
Service Provided	Description	Notes
Trading Standards Inspection of Businesses to ensure compliance with legislative requirements	Statutory duties; Enforcement. Providing advice to local traders on consumer and trading laws, Interactions can be as a result of a follow up after a consumer complaint.	
	Discretionary duties; Additional interaction can occur on request from the business. Other services can be provided for a charge, including training seminars and calibration of weighing and measuring equipment.	

TRADING STANDARDS	
Activity Area	Inspection of Businesses to ensure compliance with legislative requirements
Description/Specification	Trading Standards provides business compliance advice to local traders on a wide range of consumer and trading laws, covering topics including: Fair Trading, Product Safety, Weights & Measures, Anti-counterfeiting, e-Commerce and Age Restricted Sales. This interaction can occur either on request from the business or as a result of a follow up after a consumer complaint.
Contact	Trading Standards Manager 01463 228716
Existing Activity	Business compliance advice to local traders on a wide range of consumer and trading laws
Operational Times	Normally Monday – Friday 9 – 5 but may include events at other times.
Staffing & Equipment Levels	As required
Performance Indicators	Statutory indicators exist in relation to the cost of providing the service in relation to population but these are not considered relevant to BID activity.
Existing Value of Service	Not available
Boundary Area	Visit Inverness Loch Ness Tourism BID area

35. ECONOMIC DEVELOPMENT – SECTOR SUPPORT

Activity	Sector support	Date: November 2018
Service Provided	Description	Notes
Advice and support to business sectors	Statutory duties; None	
	Discretionary duties; Dedicated support for tourism destination organisations.	

SECTOR SUPPORT	
Activity Area	Advice and support to business sectors
Description/Specification	The Development & Infrastructure Service provides discretionary support for tourism destination organisations.
Contact	Principal Officer - Europe, Tourism and Film 01463 702957
Existing Activity	Advice and support to Destination Organisations. Advice services including presentations at events are provided on an “on request” basis. Direct funding is currently provided to groups with the amount offered reviewed agreed annually and related to the number of participating tourism businesses.
Operational Times	Normally Monday – Friday 9 – 5 but may include events at other times.
Staffing & Equipment Levels	As required
Performance Indicators	No specific indicators but overall activity is reported to Council Committee
Existing Value of Service	£36,000 contributed to Destination Organisations (2018/19)
Boundary Area	Visit Inverness Loch Ness Tourism BID area

36. BUSINESS LIAISON

Activity	Business liaison	Date: November 2018
Service Provided	Description	Notes
Liaison with businesses and business groups.	Statutory duties; None	Only activity with business groups is described in this section. Liaison with individual businesses is described under "Business support and training" below
	Discretionary duties; Activity is provided on an "as required" basis.	

BUSINESS LIAISON	
Activity Area	Advice and support to business sectors
Description/Specification	Advice and support is provided to business groups as required.
Contact	Varies with sector / activity. Central contact 01349 886606
Existing Activity	Advice and support is provided to business groups on request. Attendance of appropriate Council officers and / or elected Members is arranged for business group meetings, workshops etc. where Council involvement is required. Business groups are invited to participate in local consultations and consultation events run by the Council.
Operational Times	Times vary depending on business group requests
Staffing & Equipment Levels	As required
Performance Indicators	No specific indicators
Existing Value of Service	Not available
Boundary Area	Visit Inverness Loch Ness Tourism BID area

37. BUSINESS SUPPORT AND TRAINING

Activity	Business support and training	Date: November 2018
Service Provided	Description	Notes
	Statutory duties; None	This section describes all liaison with individual businesses. Liaison with business groups is described under "Business liaison" above.
	Discretionary duties; Provision of Business Gateway service Access to finance Employability support to businesses	

BUSINESS SUPPORT AND TRAINING	
Activity Area	Advice and support to business sectors
Description/Specification	The Business Gateway service provides business expertise to people thinking of starting up in business and existing businesses. Further activity supports businesses in accessing finance and in supporting employment.
Contact	Business Gateway Highland Office - 01463 713889 Employability:-
Existing Activity	<p>The Business Gateway service provides business expertise to:</p> <ul style="list-style-type: none"> • people thinking of starting up in business; • new business start-ups; • local businesses seeking a wide range of support • businesses with specific ambitions to grow. <p>The service is provided free of charge through a local network of business advisers, a national website and a national contact and enquiry centre.</p> <p>Access to Finance activity is undertaken to provide businesses with either direct guidance, or general advice on issues relating to finance. This includes the Highland Opportunity Investment Fund which provides loan investment to support business growth.</p> <p>Employment support activity focusses on helping individuals prepare for and secure employment and work with businesses and the public sector to create jobs.</p>
Operational Times	Normally Monday – Friday 9 – 5 but may include events at other times.
Staffing & Equipment Levels	As required
Performance Indicators	Internally set national indicators for Business Gateway Activity includes monitoring numbers of start-up & existing businesses assisted. Activity is reported to Area or core Council Committees as required.
Existing Value of Service	Business Gateway Service - £600k for whole Highland area in 2017/18 Other services – not individually defined
Boundary Area	Visit Inverness Loch Ness Tourism BID area

ECONOMIC ANALYSIS AND DEVELOPMENT

Activity	Economic Analysis and Development	Date: November 2018
Service Provided	Description	Notes
Economic analysis	Statutory duties; No statutory duty to gather data but data gathered is used to inform the delivery of statutory functions.	
	Discretionary duties; Gathering data and intelligence to support economic development activity.	

ECONOMIC ANALYSIS AND DEVELOPMENT	
Activity Area	Advice and support to business sectors
Description/Specification	The Development & Infrastructure Service gather data and intelligence to inform the service's activity including in particular the production of Development Plans. Additional tourism specific research is gathered.
Contact	Principal Officer – Europe, Tourism & Film 01463 702957
Existing Activity	Data is gathered either directly by the Council or through accessing external research and statistics e.g. UK or Scottish Government statistics. This is primarily gathered to inform the Council's Economic Development and Planning activity but data is shared on request with individual businesses or business groups. Tourism specific research gathered includes an annual Highland tourism volume and value report and the Scottish Visitor Attraction Monitor
Operational Times	Normally Monday – Friday 9 – 5 but may include events at other times.
Staffing & Equipment Levels	As required
Performance Indicators	None specified
Existing Value of Service	Not available
Boundary Area	Visit Inverness Loch Ness Tourism BID area

38. PLACE PROMOTION AND EVENT SUPPORT

Activity	Place campaign promotion and event support	Date: November 2018
Service Provided	Description	Notes
Support for place promotions and events	Statutory duties; None	Some events will involve a licencing element where statutory duties do apply but this will be responsive activity related to a specific application.
	Discretionary duties; Activity is undertaken on an occasional project specific basis	

PLACE PROMOTION AND EVENT SUPPORT	
Activity Area	Advice and support to business sectors
Description/Specification	<p>Place promotion – no direct tourism activity in recent years. Place promotion for a broader range of interest including inward investment and talent attraction is carried out. This includes the operation of / support for the www.inverness-scotland.com and www.enterprisinghighland.com websites, production of an inward investment guide, ad hoc promotional activity and attendance at inward investment events. Further activity is undertaken as or when opportunities arise.</p> <p>Event support – Direct funding support is provided to major international events with the level of funding subject to a formal application and subsequent negotiation. Some in kind support can be provided to other events if / when resources allow. This has included elements such as advice, use of Council managed property e.g. roads or equipment or traffic management.</p>
Contact	Multi Agency Support system in place
Existing Activity	Activity is undertaken on an occasional project specific basis.
Operational Times	As required
Staffing & Equipment Levels	As required
Performance Indicators	No specific indicators but any funding support to events is authorised by / reported to Area or core Council Committees
Existing Value of Service	Value will vary depending on the activities undertaken.
Boundary Area	Visit Inverness Loch Ness Tourism BID area

39. LIAISON WITH LOCAL POLITICIANS

Activity	Liaison with local politicians	Date: November 2018
Service Provided	Description	Notes
BID Liaison	Statutory duties; None	
	Discretionary duties; Elected Members engage with local communities, businesses and individuals as required.	

LIAISON WITH LOCAL POLITICIANS	
Activity Area	Advice and support to business sectors
Description/Specification	Elected Members engage with local communities, businesses and individuals as required. This currently includes representation on the Visit Inverness Loch Ness Tourism BIDs Board of Directors..
Contact	Principal Officer – Europe, Tourism & Film 01463 702957
Existing Activity	
Operational Times	No fixed times.
Staffing & Equipment Levels	Minimal as liaison will be with Elected members although some staff time may be contributed to organisation.
Performance Indicators	Not applicable
Existing Value of Service	Not defined
Boundary Area	Visit Inverness Loch Ness Tourism BID area

40. LIAISON WITH VISIT INVERNESS LOCH NESS TOURISM BID

Activity	Liaison with Visit Inverness Loch Ness Tourism BID Manager	Date: November 2018
Service Provided	Description	Notes
BID Liaison	Statutory duties; None	
	Discretionary duties; Ward Manager / other officers can be involved as required where BID activity relates to their function.	

LIAISON WITH VISIT INVERNESS LOCH NESS TOURISM BID MANAGER	
Activity Area	Advice and support to business sectors
Description/Specification	Liaison between Council officers and Visit Inverness Loch Ness Tourism BID Manager - the nature and frequency of such liaison will vary depending on the requirements of the BID. However the Council does currently have a degree of regular liaison through attending quarterly Visit Inverness Loch Ness stakeholder meetings, quarterly networking events and ad hoc meetings for specific purposes. This normally involves a nominated lead officer – the Principal Officer for Europe, Tourism & Film but may involve other Council officers as required
Contact	
Existing Activity	
Operational Times	Normally Monday – Friday 9 – 5 but may include events at other times.
Staffing & Equipment Levels	None specified at present but team directly delivering tourism services comprises 2 staff. Officer support anticipated to be on an “as required” basis.
Performance Indicators	
Existing Value of Service	Not defined
Boundary Area	Visit Inverness Loch Ness Tourism BID area

Service Level Agreement Signatures

This agreement has been developed in general terms to confirm the tourism related services which are provided in the Visit Inverness Loch Ness Tourism BID (Business Improvement District) area by The Highland Council's Services teams.

This agreement has been signed up to by both Visit Inverness Loch Ness Tourism BID and The Highland Council.

Signed: _____

Print: _____

For and on behalf of: Visit Inverness Loch Ness Tourism BID

Date: _____

Signed: _____

Print: _____

For and on behalf of: The Highland Council

Date: _____

VISIT SCOTLAND BASELINE SLA

Service Area

Activity Area

Our core purpose is to deliver sustainable and inclusive economic growth throughout Scotland.

Our vision is to be a leading National Tourism Organisation which makes a significant contribution to Scotland's economy and people the length and breadth of the country through our activities domestically and internationally. In delivering this vision we will ensure our activities are aligned to the two key pillars of Scotland's Economic Strategy, namely increasing competitiveness and tackling inequality.

To deliver our core purpose and our vision we will adopt five strategies:

1. Marketing: we will drive advocacy by inspiring a national movement, helping to facilitate this global advocacy with quality information, content and advice, and empowering and enabling the Scottish tourism industry, in particular our large SME base, to seize the opportunities that the digital economy presents
2. Events: we will support the delivery of the national events strategy, Scotland the Perfect Stage, working with partners to sustain, develop and promote Scotland's international profile as one of the world's foremost public-facing events destinations and as the perfect stage for events
3. Quality and sustainability: we will promote and facilitate the continuous improvement of total quality of the visitor experience in Scotland, building on the strong foundation and economic impact delivered to date by the Quality Assurance Schemes and ensuring that a sustainable approach is taken to developing the industry
4. Inclusive tourism: we will strive to make tourism in Scotland inclusive and available to all, engaging with and listening to our partners and stakeholders to ensure that every corner of Scotland benefits from tourism
5. International engagement: we will work across a wide range of audiences, including other Team Scotland Partners such as Scottish Government, Scottish Development International (SDI) and VisitBritain; the international travel trade; Associations; other National Tourism Organisations; and academia, alumni and Diaspora networks to better understand international opportunities and optimise the potential that increased internationalisation of the tourism industry represents.

A VisitScotland Regional Hub iCentre operates in Inverness on a year round basis and is located on the High Street which is within the area covered by Inverness City Bid.

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.

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.

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.

Working in partnership

Working closely with tourism businesses and a wide range of organisations means that we can support and influence the growth of Scotland's visitor economy. It's one of the ways we support Scotland's Economic Strategy and our industry strategy for growth.

Contact

Chris Taylor
Regional Partnerships Director - North of Scotland
VisitScotland
Great Glen House
Leachkin Way
Inverness

IV3 8NW

01463 244 170
chris.taylor@visitscotland.com

Existing Activity

VisitScotland iCentre Inverness (within Inverness City BID)
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
Support for Highland Tourism Conference
Consumer and industry research.

Operational Times

N/A

Equipment Levels

N/A

Staff Levels

N/A

Key Performance Indicators

N/A

Legislation/Policy

Existing VS policies

Existing Value of Contract/Service

Difficult to put value on

Boundary Area

N/A

Non Compliance Procedure

N/A

Additional Information or Notes

Scottish Canals Baseline SLA

Service Area	
Activity Area	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. Scottish Canals became a standalone public body following the transfer of the British Waterways Board in England and Wales to the Canal and River Trust on 2 nd July 2012.
Description / Specification	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 36 permanent operations, maintenance, engineering and business support staff are boosted by 25 seasonal operational staff each summer. The Caledonian Canal Centre in Fort Augustus has 12 permanent staff and 3 seasonal.
Contact	Ailsa Andrews, Customer Operations Manager, 01463 725500 ailsa.andrews@scottishcanals.co.uk
Existing Activity	The Caledonian Canal is an operational waterway enabling about 1,300 vessels a year to transit Scotland from coast to coast via 29 lock chambers and 10 swing bridges (to be 11 swing bridges from 2020, with the addition of a 3 rd road bridge in Inverness). 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 2017 to March 2018 there were 55,000 boat movements through all of the canal's locks and bridges. In March 2012 the Great Glen Canoe Trail was launched, providing paddlers with dedicated facilities for their human-powered expeditions; 1,500 people registered to use the Trail in 2017. The canal's towpaths also form approx 1/3 of the Great Glen Way long distance route, meaning customers visit the Caledonian Canal by boat, boot and bike. The Caledonian Canal Centre, which opened in May 2018 in Fort Augustus, offers visitors a café, Visitor Information (in conjunction with Visit Scotland), interpretation about the canal and rooms to rent via Airbnb.
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' 350* staff have a wide range of responsibilities and skills and are divided into a number of departments: Operations, Environment & Heritage, Health and Safety, Engineering, Commerce / Destinations, Property, Finance and Business Support.</p> <p>The Head Office is in Glasgow but each of the canal units, the Caledonian, the Crinan and the Lowlands 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

	<ul style="list-style-type: none"> • Number of formal complaints received per year • Number of written complaints received per 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 the Caledonian Canal Centre per year • Annual operation within strict financial budgets
Legislation / Policy	<p>Transport Act 1962 which gives statutory responsibility for operating and maintaining the waterways for which the British Waterways Board are the navigation authority.</p> <p>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:</p> <p>Commercial waterways</p> <p>Cruising waterways</p> <p>Remainder waterways</p> <p>The Act recognised 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.</p> <p>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.</p> <p>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.</p> <p><u>Scottish Canals as a Scottish Public Body</u></p> <p>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.</p> <p>This transfer is enabled by the Public Bodies Act 2011.</p> <p>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.</p> <p>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</p>

	<p>CRT, the Canal & River Trust Community Interest Company – 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><u>Additional Legislation</u></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	N/A
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	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>Scottish Canals has a formal complaints procedure for an customer who feels that they have been treated unfairly in any aspect of their interaction with the business. The full policy can be found here https://www.scottishcanals.co.uk/corporate/wp-content/uploads/sites/2/2015/05/Scottish-Canals-Complaints-Process-A-Guide-for-Customers-DEC-16.pdf In cases where customers remain dissatisfied, they may refer their complaint to the Scottish Public Services Ombudsman.</p>
Additional Information or Notes	<p>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</p>

Highlands and Islands Enterprise Baseline 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 • Strengthening communities • Developing growth sectors • Creating a competitive region
Contact
<p>Rhona Fraser HIE Inner Moray Firth Area Office Rhona.fraser@hient.co.uk DDI: 01463 383298</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 Inverness where the office is staffed from 8.30am to 5.30pm from Monday to Friday (public holidays excepted)
Equipment Levels
Not applicable
Staff Levels
The HIE IMF team is based in Inverness
Key Performance Indicators

Not applicable
Legislation/Policy
Full details of HIE 's operating plan are available online www.hie.co.uk/operatingplan
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 Baseline SLA

Service Area	
Activity Area	<p><u>Recreation Facility Management</u></p> <ul style="list-style-type: none"> • Deliver the Scottish Forestry Strategy, and the FES Corporate Plan. • Provide and maintain areas for recreation • Deliver events • Work with businesses and community groups to deliver services through leases and the Community Asset Transfer 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"> • FCS to 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 Forest Enterprise Scotland Inverness, Ross and Skye Forest District Tower Road</p>

	<p>Smithton Inverness IV1 2NL Tel. 01463 791575 graeme.prest@forestry.gov.uk</p>
Existing Activity	As above.
Operational Times	FES 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>FES 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 FES Corporate Plan which is 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. New legislation has been passed in the Scottish Parliament which means that forestry will be fully devolved to Scotland, and two new agencies will be established from 1st April 2019. Forestry and Land Scotland will take on the functions from FES (management of the National Forest Estate) and Scottish Forestry from FCS (grants and regulation).</p> <p>A new corporate plan is being developed for Forestry and Land Scotland.</p>
Existing Value of Contract/Service	N/A
Boundary Area	The area covered by VILN, with all of Scotland’s National Forest Estate managed by the Inverness, Ross and Skye Forest District team. From autumn 2018 Districts will be replaced by larger Regions. The area covered by VILN will be covered by the new north region.
Non Compliance Procedure	n/a

Additional Information or Notes	n/a
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Historic Environment Scotland Baseline SLA



<p>Activity Area</p>	<p>Our programme and priorities are firmly aligned to the Government’s Purpose, strategic priorities and National Performance Framework.</p> <p>We contribute directly to the Scottish Government’s National Outcomes.</p> <p>Historic Environment Scotland’s is a Non Departmental Public Body and act as the lead public body for Scotland’s historic environment and are central to the delivery of Our Place in Time – Scotland’s first ever strategy for the historic environment.</p> <p>Historic Environment Scotland is a charity dedicated to the advancement of heritage, culture, education and environmental protection.</p> <p>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>Additionally the organisation’s work is rooted in primary legislation, relating to the historic environment that 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 outwith the organisation across all of these disciplines.</p>
<p>Description/ Specification of property within BID boundary</p>	<p>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 3rd Battalion, Royal Regiment of Scotland.</p>

Contact	Brian Ford, Tourism & Community Manager 01667 460208, Brian.Ford@hes.scot Joy Fotheringham, Historic Environment Scotland Factor 0131 668 8828, Joy.Fotheringham@hes.scot	
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 10.00 am to 4.00pm	
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.	
High Level Key Performance Targets (KPT) 2018 – 19 Further information can be found at : https://www.historicenvironment.scot/about-us/who-we-are/corporate-plan/	Strategic Theme	Key Performance Indicator
	Lead	KP1 : Championed the historic environment – by taking the lead role in the delivery of Our Place in time KP2 : Increased the overall contributing of heritage tourism to the Scottish economy KP3 : Managed the impact of climate change by improving knowledge and understanding KP4 : Created an organisation that earns respect as the lead public body for the historic environment
	Understand	KP5 : Increased knowledge and understanding of the historic environment
	Protect	KP6 : Improved the condition of Scotland's historic environment
	Value	KP7 : Enhanced engagement with the historic environment KP8 : Provided excellent service to our visitors and service users
Perform	KP9 : We are efficient, resilient and sustainable organisation KP10 : Our staff are fully engaged in the transformation KP11 : We actively promote equalities	

<p>Legislation/Policy Further information can be found at: https://www.historicenvironment.scot/about-us/who-we-are/our-board/about-the-board/#the-role-of-the-board tab</p>	<p>As a Non Departmental Public Body the Scottish Ministers expect Historic Environment Scotland to support the Scottish Governments Purpose, the Programme for Government and Government Economic Strategy. These expectations are specifically laid out in the Annual Letter of Guidance from the Cabinet Secretary for Culture, Europe and External Affairs to the Chair of Historic Environment Scotland.</p> <p>In addition, the broad ranging remit of Historic Environment Scotland means that it has identified responsibilities in relation to policy areas as diverse as tourism, climate change and traditional craft skills. The Scottish Ministers do not normally intervene in the operational management of the Organisation’s functions.</p>
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Urquhart Castle Baseline SLA

Activity Area	
	<p>Our programme and priorities are firmly aligned to the Government’s Purpose, strategic priorities and National Performance Framework.</p> <p>We contribute directly to the Scottish Government’s National Outcomes.</p> <p>Historic Environment Scotland’s is a Non Departmental Public Body and act as the lead public body for Scotland’s historic environment and are central to the delivery of Our Place in Time – Scotland’s first ever strategy for the historic environment.</p> <p>Historic Environment Scotland is a charity dedicated to the advancement of heritage, culture, education and environmental protection.</p> <p>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>Additionally the organisation’s work is rooted in primary legislation, relating to the historic environment that 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;

	<ul style="list-style-type: none"> • 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 outwith the organisation 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	<p>Euan Fraser, Hub Manager 01456 450551, Euan.Fraser@hes.scot</p> <p>Joy Fotheringham, Historic Environment Scotland Factor 0131 668 8828, Joy.Fotheringham@hes.scot</p>	
Existing Activity	Urquhart Castle is run as a visitor attraction with paid entry. The site also hosts and acts as a venue for events throughout the year. Catering offer is available on site	
Operational Times	<p>Visitor times are</p> <p>April to end September 9.30 am to 6.00 pm</p> <p>October 9.30 am to 5.00pm</p> <p>November to end March 9.30am to 4.30pm</p>	
Equipment Levels	Appropriate to site conservation and maintenance	
Staff Levels	Visitor Operations employ 22 permanent members of staff and a further 40 during the summer months. Conservation Unit employ 1 permanent member of staff	
High Level Key Performance Targets (KPT) 2018 – 19	Strategic Theme	Key Performance Indicator
	Lead	<p>KP1 : Champion the historic environment – by taking the lead role in the delivery of Our Place in time</p> <p>KP2 : Increased the overall contributing of heritage tourism to the Scottish economy</p> <p>KP3 : Managed the impact of climate change by improving knowledge and understanding</p> <p>KP4 : Created an organisation that earns respect as the lead public body for the historic environment</p>
Further information can be found at : https://www.historicenvironment.scot/about-us/who-we-are/corporate-plan/	Understand	KP5 : Increased knowledge and understanding of the historic environment

	Protect	KP6 : Improved the condition of Scotland's historic environment
	Value	KP7 : Enhanced engagement with the historic environment KP8 : Provided excellent service to our visitors and service users
	Perform	KP9 : We are efficient, resilient and sustainable organisation KP10 : Our staff are fully engaged in the transformation KP11 : We actively promote equalities
Legislation/Policy Further information can be found at: https://www.historicenvironment.scot/about-us/who-we-are/our-board/about-the-board/#the-role-of-the-board tab	<p>As a Non Departmental Public Body the Scottish Ministers expect Historic Environment Scotland to support the Scottish Governments Purpose, the Programme for Government and Government Economic Strategy. These expectations are specifically laid out in the Annual Letter of Guidance from the Cabinet Secretary for Culture, Europe and External Affairs to the Chair of Historic Environment Scotland.</p> <p>In addition, the broad ranging remit of Historic Environment Scotland means that it has identified responsibilities in relation to policy areas as diverse as tourism, climate change and traditional craft skills.</p>	

<p>Non Compliance Further information can be found at: https://www.historicenvironment.scot/about-us/who-we-are/chief-executive/</p>	<p>The Chief Executive of Historic Environment Scotland is accountable for the delivery of its functions, its performance and for planning its future development as well as for ensuring that the Historic Environment Scotland Board and 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 Organisation's resources, as appointed by the Principal Accountable Officer; Being personally answerable for the efficient and effective operation and financial management and for performance against key targets; Developing Scottish Government policy and providing Scottish Ministers and others with strategic policy advice; Ensuring that the Organisation works in support of the Government's purpose and national outcomes set out in the National Performance Framework; Delivering statutory functions/responsibilities; Ensuring that the Organisation is a high performing and continuously improving organisation and that it is contributing to the 'Serving Government Better' business strategy;</p> <ul style="list-style-type: none"> • Ensuring that all relevant financial considerations and guidance, including issues of propriety, regularity, efficiency and value for money, are taken into account in delivering the Organisation's business; • Preparing and publishing annual reports, accounts and corporate and business plans, subject to Ministerial approval; • Management, development and well-being of staff; • Ensuring Best Value in all aspects of operations, both front line 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; • Replying to correspondence from MSPs on operational and related policy issues within 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 Organisation; • Determining the Agency's organisation and management structure; • Exercising responsibility for delegated human resource management and financial powers; • Security at all sites managed by the Agency; • Health and safety in relation to all Agency business and communications and public relations.
<p>Additional Information or Notes</p>	<p>Further information about Fort George can be found at: https://www.historicenvironment.scot/visit-a-place/places/urquhart-castle/</p>

APPENDIX 2

Project & Funds Name	Status	Lead	Project Aims	Project Partners/Funders	Total Budget	Notes
Inverness Influencer Lodge	Approved	AR	Bring influencers for marketing	Visit Scotland	£42,000	
Inverness Influencer Lodge	Approved	AR	Bring influencers for marketing	Inverness Common Good Fund	£10,000	
HIE DMO Fund	Approved	MG	Community engagement, development, two new posts, covering projected loss of levy income	HIE	£296,682	
BID Resilience Fund	Approved	MG	New website	Scotland Towns Partnership	£46,113	
BID Resilience Fund 2	Approved	MG	Marketing	Scotland Towns Partnership	£16,625	
Inverness City Marketing	Approved	MG	Marketing	Inverness BID, Highland Council	£45,000	
Inverness City Marketing 2	Approved	MG	Marketing	Inverness BID, Highland Council	£45,000	
Loch Ness Ranger	Approved	MG	Infrastructure	SSE	£50,000	
Loch Ness Ranger	Approved	MG	Infrastructure	Nature Scot	£30,000	
Pivotal Enterprise Resilience Fund	Approved	MG	Core costs	HIE	£85,353	
Scotland Towns Partnership Scotland Loves Local	Approved	SM	Marketing banners	Scotland Towns Partnership	£5,000	
Scotland Towns Partnership Scotland Loves Local	Approved	SM	Marketing banners	Scotland Towns Partnership	£10,000	
Inverness Common Good Fund - banners	Approved	SM	Marketing banners	Inverness Common Good Fund	£5,000	
Visit Scotland Destination Operational Fund	Approved	MG	Website and staff	Visit Scotland	£23,500	
Visit Scotland Destination Fund	Approved	MG	Core costs	Visit Scotland	£15,000	
Visit Scotland Destination Marketing Fund	Approved	MG	Marketing	Visit Scotland	£80,000	
Visit Scotland Destination Marketing Fund - Top Up	Approved	MG	Marketing	Visit Scotland	£80,000	
Business Events	Approved	AR	Business Tourism/Events	Inverness Common Good Fund	£60,000	£2k of the £60 still to claim
Business Events	Approved	AR	Business Tourism/Events	HIE	£64,000	£13K of the £64K still to claim
MIT Conference	Approved	AR	Business Tourism/Events	Inverness Common Good Fund	£1,050	
Regional funding	Approved	EH	Shortbread Showdown event	Scotland Food and Drink	£1,000	
Open Fund	Approved	EH	Shortbread Showdown event	Inverness Common Good Fund	£2,050	
Open Fund	Approved	EH	Food tourism in Inverness	Inverness Common Good Fund	£10,000	
Community Cycling Fund	Approved	EH	Active Ness	Event Scotland	£7,260	

APPENDIX 2

Community Cycling Fund	Approved	EH	Pedal Power	Event Scotland	£6,000	
SCSP Open Fund	Approved	EH	Active Ness	Paths for All	£2,500	
Regional funding	Approved	EH	Taster of Inverness	Scotland Food and Drink	£1,000	
Open Fund	Approved	EH	Taster of Inverness	Inverness Common Good Fund	£3,300	
SCSP Open Fund	On hold	EH	Active Travel Officer	Paths for All	£10,000	
Open Fund	Awaiting	EH	Active Travel Officer	Inverness Common Good Fund	£5,000	
Awards for all	Awaiting	EH	Active Travel Officer	National Lottery	£10,000	
Highland Regional Fund	Approved	MG	Core costs	Highland Council	£10,000	2020
Highland Regional Fund	Approved	MG	Core costs	Highland Council	£10,000	2021
Highland Regional Fund	Approved	MG	Core costs	Highland Council	£10,000	2022
Highland Regional Fund	Approved	MG	Core costs	Highland Council	£8,000	2023