

Annual Report

YEAR 3

1st December 2012

30th October 2013

Let's all EMBRACE ELGIN and put the VIBRANCY back into the CITY CENTRE

TABLE OF CONTENTS

Section 1	Background & Introduction.....	Page 1
Section 2	Elgin City Centre and BID Development.....	Page 2
Section 3	City of Elgin BID Ltd Organisational Structure	Page 4
Section 4	City of BID Elgin Ltd Activity Update 2012/2013.....	Page 6
Section 5	Future Developments 2013/2104.....	Page 17
Section 6	Audited Accounts.....	Page 22
Appendix 1	Composite Event Visitor Survey Results 2013.....	Page 25
Appendix 2	BID Business Survey.....	Page 29

Section 1

1.0 Background & Introduction

The City of Elgin BID (Business Improvement District) Ltd. was established on the 1st February 2010 following a successful 'Yes' vote, in an independent ballot of local businesses. This resulted in the creation of a designated Business Improvement District within Elgin City Centre.

The company is a 'not for profit' private limited company, and is tasked with the delivery of the City of Elgin BID Ltd. Business Plan. The Plan was developed following in-depth consultation with businesses, members of the public, key stakeholders and the Public Sector in the lead up to the ballot.

In September 2013, a part time Project Officer/Administrator post was created to support an increasing work load and the development of new activities.

Shortly thereafter Jacqui Taylor who had been the BID manager since 2010 accepted a position out with the company and subsequently left the organisation in November 2012. Following open advertisement of the post, Gill Neill took over as Manager in January 2013.

Since its establishment in February 2010 a great deal of activity has been undertaken. This report covers activity, predominately during the third year of establishment, specifically activity which relates to the Key Themes outlined in the City of Elgin BID Ltd Business Plan.

In addition, the report contains a summary of the company's Audited Accounts for 2012/2013 which were presented at the Annual General Meeting on the 30th October 2013.

Section 2

2.0 Elgin City Centre and BID Business Development

Since its inception and subsequent development in 2010, Elgin BID has played a key role in ensuring that Elgin, which is recognised as the commercial and administrative capital town of Moray, has retained, developed and built upon that status for the benefit of the City Centre and our business members.

The latter part of 2012 and 2013 has seen some significant changes within the organisation with the recruitment of a new Manager and the creation of the new Project Office/Administrator position. Elgin City Centre too has seen changes and details of these will be outlined in more detail below.

The publication of the Moray Economic Strategy (MES) and Action Plan in October 2012 formally endorsed the clear and positive partnership which had been developing since the creation of the Moray Economic Partnership. This partnership of the Private and Public Sector is critical to help Elgin BID drive forward the Business Plan for the benefit of the Elgin businesses, ensuring their voices are heard and needs clearly understood. Elgin BID is now playing an active role in the Economic Strategy, supporting the Working Groups tasked with achieving the MES Action Plan which aligns closely to the Elgin BID Business Plan.

This strategy is further strengthened by the publication of the National Review of Town Centres by the Scottish Government in June 2013, which states:-

**“We want to take every measure possible to ensure our town centres are vibrant places”
Nicola Sturgeon, deputy First Minister of Scotland**

In the report, the Scottish Government publically acknowledges the importance of the High Street and its commitment to supporting town centre development, diversification and long term sustainability. This is undoubtedly positive for Elgin City Centre as well as the rest of Scotland.

Other major developments which are now playing a positive part in Elgin City Centre include the successful award of £750,000 of funding from Historic Scotland in April 2013. The importance of a strong Private and Public Sector partnership in successfully applying for funding cannot be underestimated. The funding will be used as part of the Conservation Area Regeneration Scheme (CARS), project which, with match funding, will contribute approximately £3.3 million to conserving and enhancing the historic city centre over the next five years. This is a huge financial investment and will result in positive changes to the City Centre environment and shopping experience. Since the project was formally launched in August, a number of expressions of interest have been received from local businesses, and the first application has now been approved. The CARS scheme will support improvements to shop frontages, external repairs to traditional buildings, redevelopment of the Medieval Lanes, skills development and public realm improvements including City Centre lighting.

The development of the Elgin Heritage Experience, Castle - Cathedral – Cashmere, a project initiated by the BIDS Marketing Group, will be an important new development during 2014. This project seeks to convert the last 1000 years of the history of Elgin and it's people into an innovative and memorable visitor and community experience. Designed to appeal to all ages it has involved significant research and will require further consultation while being developed over the next three years. The Board of BID is confident that this collaborative project will further establish Elgin and the wider Moray Speyside area as a 'must visit' destination in the North.

2012/13 has seen changes within the city centre retail offer, while the sad and unexpected loss of JJB Sports and more recently Dorothy Perkins has been a blow to the city, there has been positive movement on the High Street and wider City Centre. 2013 has seen the relocation of Dorothy Jack Ladies wear from Keith and National businesses including Mountain Warehouse locating to the St Giles Centre and the Card Factory opening in the City Centre. Other sectoral businesses have opened in catering, health care and retail within the last year. In addition anecdotal evidence from some of the independent businesses confirms that they are faring well, even in these difficult economic conditions.

Elgin BID supported applications to Moray Council on behalf of Starbucks and the Pancake Place, both of whom have been granted permission to place seating in the City Centre for their customers. This diversification of the way people use the City Centre has added to the “continental” feel that encourages visitors both local and from further afield to stay in the city longer and enjoy the outside space.

The recently announced development of the St Giles Shopping Centre again confirms that the city has much to offer and is viewed as a tangible investment option. This development will see the centre footprint increase by two thirds and offer the real opportunity to attract an “anchor store”, which will add to the unique mix of national and independent businesses operating within the city. The project, worth an estimated £7 million, will also provide new job opportunities, the results of which will feed into the local economy.

This project will also see the development of a new purpose built bus station. High quality, modern transport links are an important feature of the city and having a new bus station to welcome visitors from Moray and beyond will undoubtedly create a positive impression.

Elgin BID understands the importance of working with our local young people; the future work force of the area, and we have been building links with Elgin Youth Café, Moray College and the local high schools. Young people attending the Youth Café recently attended and took part in the opening event at the Food & Drink Festival, providing them with the opportunity to showcase their skills and enhance their confidence. In addition the Youth Café Delta Force (young person’s voluntary group) and Moray College UHI students have now started to work with us at our City Centre Events; this has helped them play an active role in the City Centre and provided them an opportunity to work with members of the public and City Centre businesses. We will continue to develop these relationships over the coming year. In addition, young volunteers from Elgin Rotaract work in partnership to run our children’s entertainment area at all our events. We are fully aware that providing these types of opportunities is not only welcomed by the young people but allows them to develop key workplace skills such as communication, planning, organisation and team work.

2013 has seen us working closely with Elgin Benevolent Trust to survey and review the Christmas Lights throughout the City. Plans are currently underway to begin the process of replacing the lights in 2014 for a more effective, wider covering, economically and environmentally efficient scheme. This is a huge task but one which we believe is achievable and will add to the atmosphere throughout the City Centre, encouraging more Christmas visitors to shop here.

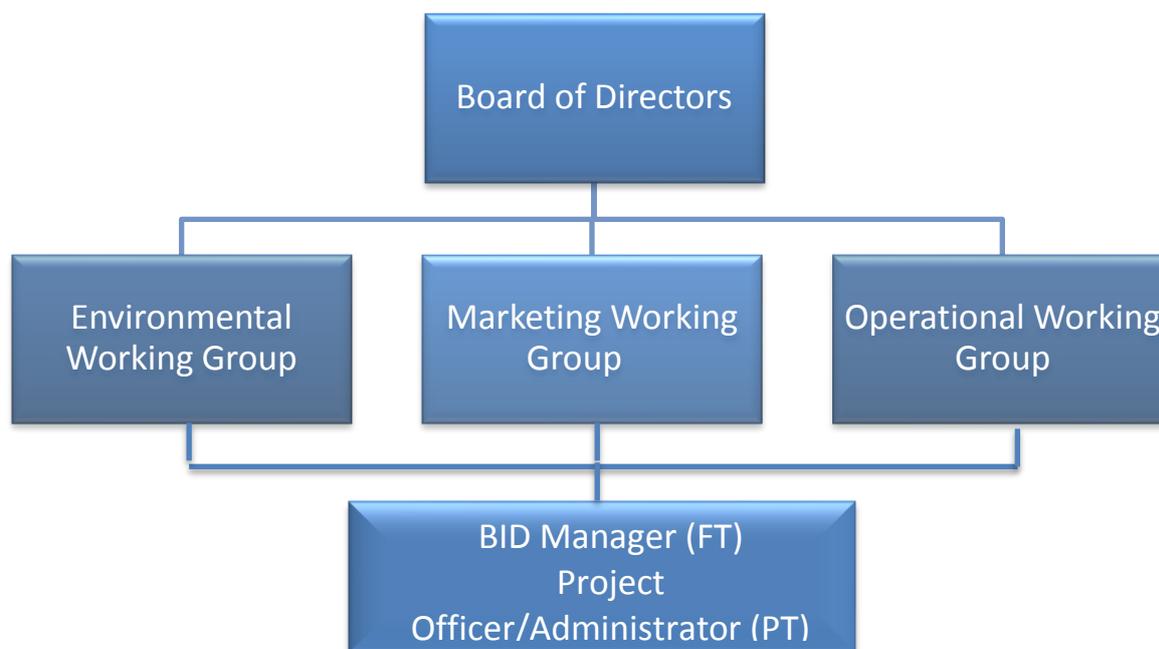
Additionally the work carried out by Elgin BID has been recognised by BID Scotland and the Scottish Government and we have been asked to give presentations to them on the work that we do and how we achieve the results that we have.

SECTION 3

City of Elgin BID Organisational Structure and Membership

From inception it was clear that strong leadership, a clearly defined Business Plan and robust governance procedures were critical for the success of Elgin BID. The following organisational structure was developed to allow this to happen.

Organisational Structure



The Board of Directors is supported by 3 working groups, each tasked to develop and monitor specific projects outlined within the Business Plan.

In order to comply with the recommendations laid out in BID legislation, the BID Board of Directors is taken from a variety of business sectors to ensure that there is a sufficient range of knowledge and expertise. Representatives on Elgin BID Board of Directors come from the following sectors:-

Retail, Food, Travel, Licensed trade, Professional Services, Shopping Centre Management, Education and Property.

In addition there is representation from the Local Authority and Community organisations.

The Board of Directors meets each quarter and monitors the developments and progress of the working groups in relation to the business plan as well as setting the strategic plans for the following year.

The current Board of Directors includes:-

David Urquhart (Chairperson)
David Robertson (Vice Chair (Bijou))

Ian Urquhart (The Elgin Fund), Alistair Simpson (Ritsons), Neil Ross (Grigor and Young), James Gardiner (St Giles Shopping Centre), Ewan Strachan (Police Scotland), Councillor John Divers (Moray Council), Mark Angus (Gordon & MacPhail), Jim Royan OBE (Royans of Elgin), Ian Widdowson (Beaver Travel), Anne Lyndsay (Principal Moray College).

In 2013 Mark Cooper (Grampian Police) and Mike Devenney (Moray College) stepped down due to changes in their professional roles. They were replaced on the Board by Ewan Strachan & Anne Lyndsay (Acting Principle) respectively.

There are also 3 observers on the Board, two from the Moray Council Economic Development Department and Councillor Graham Leadbitter who attend the meeting to ensure that due process is followed.

The Working groups meet every 6 weeks and report to the Board each quarter. Unlike the Environmental and Marketing Groups, the Operational Groups when required.

The Environmental Group is responsible for all environmental aspects of the Business plan which includes:-

- *safety and security*
- *Christmas lights*
- *traffic management and access*
- *street cleanliness*

The Current membership of this group includes: Mark Angus (Chair), James Gardiner, Inspector Ewan Strachan, Ian Urquhart, David Urquhart, Councillor John Divers with observers Councillor Graham Leadbitter and a representative from the Moray Council Economic Development Department act as observers.

The Marketing group - is responsible for the marketing related activities of the business plan, this includes:-

- *city centre events*
- *collective marketing*
- *tourism and entertainment.*

The current membership of the group is: Ian Widdowson (chair), David Urquhart, David Robertson, Jim Royan, Councillor John Divers, Stewart Halkett of the Elgin Benevolent Trust (this is a courtesy arrangement as BID sits on the board of the Benevolent Trust), with observers, as above, Councillor Graham Leadbitter and a representative from the Moray Council Economic Development Department act as observers.

The Operational Group is responsible for overseeing the ***budgets, annual report and community involvement.***

The current membership includes: Alistair Simpson, Anne Lyndsay and Neil Ross.

SECTION 4:

City of BID Elgin Ltd Activity Update 2012/2013

The activities listed in Section 4 of this report, provide an update on the Themes and Projects outlined in the Business Plan. A copy of the Business Plan can be found in the Elgin BID web site www.elginbid.co.uk.

4.1 Theme: Building a reputation and Marketing Elgin as a Vibrant Destination:-

There are 4 main projects falling within this Theme, their overarching aim is to identify, develop and utilise activities which promote Elgin as a destination of choice. One of the key focuses is the development of collective marketing and promotion in order to add strength to the message that Elgin City Centre has high quality offering and wide range of retail and leisure outlets.

Note: All projects were identified as high priority with immediate start (unless otherwise noted)

4.1.1 Project 1 – Elgin brand organisation recognising the areas strengths.

Themed events:- The main focuses for this project has been continued development of themed events. In the period 1st November 2012 – 31st October 2013 a total of 8 events took place. These included the inaugural City of Elgin BID Business Awards which invited members of the public to vote for their favourite businesses in the city. The enthusiasm for the awards far outstripped expectation and resulted in 3,769 votes being cast.

The third Food & Drink Festival took place in September as part of Scotland's Food & Drink Fortnight; this years event saw an increase in the number of businesses participating and a wider range of activities taking place. We successfully applied for £5k of funding from the newly established Community Food Fund and were one of only 6 events taking place in Scotland to receive specialist PR and marketing support from Scotland's Food and Drink.

More details about the Themed Events can be found in Section 4.2.2

A consistent theme which emerged from the Event Visitor Survey was the appreciation of the Themed Events by members of the public, people enjoyed having activities and entertainment in the city.

Full Survey results noted in Appendix 1

Visitor Information Points:- 2013 saw the introduction of Visitor Information Points throughout the city. Participating businesses include:-

- Sound & Vision
- Focus Martial Arts
- Beaver Travel
- St Giles Shopping Centre
- Mathieson's Stores
- Gordon and MacPhail
- Olive Tree Chocolate

The project was delivered in partnership with Elgin Library Visitor Information Centre. Participating businesses were provided a selection of tourist information to offer to visitors, the information points were branded as offering “local information, local knowledge and local advice”.

Training sessions were arranged by Elgin BID and delivered by Elgin Library staff for the participating business staff, this was supplemented by a guidance information pack. Initial feedback has been very positive and led to additional requests from businesses to get involved.

Heritage Experience - Castle to Cathedral to Cashmere:-This project has developed significantly in 2012/13, with a well-established management group meeting to identify the key points of historical interest and find innovative ways of passing information to visitors. Funding is now in place to move the project forward, and 2014 will see information and creative interpretation located within the City Centre to bring the history of Elgin to life.

Bid 3D Business Map, Food and Drink guide:- These publications promote Elgin City Centre on a collective basis providing detailed information about the location of all Elgin BID businesses. Due to the past success of the maps an update is currently underway and will be produced again for wide scale distribution in order to ensure that Elgin BID businesses are promoted and kept at the forefront of shoppers minds. There are also discussions underway to develop a Heritage map, adopting the same formula as the existing maps.

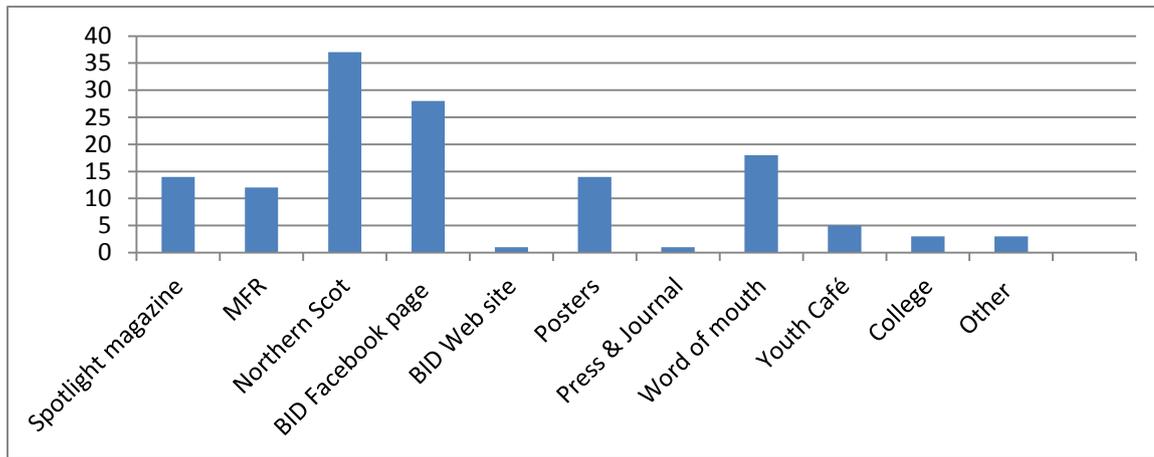
Late Night Christmas Shopping, Business Marketing:- This initiative ran in December 2012, starting initially with the independent businesses in South Street and then spreading throughout the City. The aim was to encourage local shoppers to come to the town to carry out their Christmas shopping at an evening shopping event. Elgin BID negotiated a marketing programme on MFR at a vastly reduced cost with five businesses being promoted on each advertising slot, on behalf of the businesses, 34 businesses took advantage of the low cost advertising. Sadly not as many shoppers took advantage of the opportunity as hoped, however this does not take away from the marketing which was carried out.

WorldHost Customer Service Training - Discussions are currently underway with the Moray Economic Strategy – Tourism and Culture Group regarding the structured roll out of WorldHost Customer Service Training. WorldHost is the internationally recognised benchmark standard of customer service, providing staff members with comprehensive training to help them deliver excellent customer service which will in turn result in customer loyalty. The ambition is to get businesses throughout Moray involved so that Moray becomes a WorldHost destination. Elgin BID will coordinate activities within Elgin and support businesses to source and apply for funding.

4.1.2 Project 2 – Improved and driven collective promotion of Elgin, awareness raising and information.

Elgin BID website and Facebook page: The web site and Facebook have now been in use for some time and provide a cost effective way of reaching the businesses and members of the public. The Facebook page is well used and feedback from surveys carried out with members of the public highlight that it is being used effectively to raise awareness of BID activities (see under). In addition the page is now being used to promote the activities of our business members, providing them with access to a free promotional tool which has access to a wide demographic audience.

Breakdown of where people found out about events activities:- full survey in Appendix 1



The BID website currently hosts information about Elgin BID, our activities, our members, reports, the Annual Reports, and the Business Plan among other documents. In September 2013, a free digital health check was carried out with a specialist adviser via Highlands and Island Enterprise, Digital Health Check. The review looked at the web site as part of that process and guidance has been provided to help us shape developments and upgrades on the web site in 2014.

Electronic Bulletins:- A key task of the new team has been to develop a cost effective, environmentally friendly and instant way of communication with business members. In May the first electronic bulletin was produced, these bulletins provide on-going updates about activities, training opportunities, funding, marketing and changes to legislation. The bulletins are sent out every 4 – 6 weeks but have proved very effective to date with a number of businesses coming back to seek additional information.

Welcome Letter:- A welcome letter has now been created, it is used as a first point of contact with new businesses who have moved to the city, it explains who Elgin BID is, the background to the organisation, encourages involvement and providing contact details.

TV and Radio Advertising– MFR is regularly used to promote Elgin BID events. Feedback from surveys carried out with members of the public show that it is a highly effective tool to promote the events and reach a wide audience throughout Moray and beyond.

STV advertising was utilised for the Christmas Light Switch On 2012 and will be used again in 2013. In addition, STV was used for the first time to advertise the Food & Drink Festival in September of this year. An evaluation is being conducted into the impact of STV advertising (based on the 2013 events), in order to ensure this method of advertising is still producing an effective return on investment. Other local radio stations are also now routinely notified when events, activities or press notifications are released. These include Wave radio, Keith Community Radio and Buckie Radio.

Generic & Community Mediums – An increased focus has been placed on identifying and utilising local community based organisations in order to promote the events programme. These include 39 Squadron at Kinloss, RAF Lossiemouth, Elgin & Moray employers, support and charitable groups. This has provided an efficient and cost effective way of informing the local community and ensuring their engagement.

Elgin & District Pipe Band:- Elgin BID continues to sponsor the Elgin and District Pipe band who act as an ambassador and prove a highly popular attraction at all of our events. We are proud that our support has enabled them to compete at events across the country, whilst providing us with a professional and much loved source of promotion. They recently became Grade 4B Champions at the European Pipe Band Championships held in Forres.

Business Features:- A series of business features was published in the Northern Scot from October – December 2012, promoting geographical areas of the City and featuring the businesses located within them. These features will be run again in 2013, adopting a slightly different breakdown, but still using the opportunity to highlight the business and different shopping areas within the city, (East and West End, Closes and Lanes, the City Centre and surrounding streets).

4.1.3 Project 3 – Coordinated local information provision and signage making the best use of new technology

Signage: Signage was updated in the City Centre in Spring 2013. This is an on-going process and will take place at regular intervals. The next tranche of signage updates will take place following the updated printing of the Business and Food & Drink maps referred to in 4.1.1.

Additional activities related to this project:-

- BID website and Facebook (see 4.1.2)
- Electronic Bulletins (see 4.1.2)

4.1.4 Project 4: Group Marketing with all the information is in a similar format as a suite and is easily identifiable in multiple outlets & Adopt an Empty Shop Scheme:-

Additional activities related to this project:-

- Bid 3D Business Map, Food and Drink guide (see 4.1.1)

Vacant Shop Scheme:- In Autumn 2012, Elgin BID successfully negotiated the shared use of an empty shop based at 77 High Street. Elgin BID was subsequently able to support Moray College UHI to take over the use of the building and it is now being used as an educational hub within the City Centre.

Working on behalf of Elgin Museum, Elgin BID negotiated and gained support from the St Giles Shopping Centre to provide promotional space within an empty unit window. This has proved positive in promoting museum exhibitions and supported project 4.1.1.

Elgin BID have and continue to approach the agents and landlords of empty premises to see if they can be used for promotional purposes. This has however proved difficult as many of the letting agents are not based in the local area and have no direct tie to the local community.

4.2 Theme:- Tourism and Entertainment

There are 3 projects within this theme; their aim is to increase the number of events and activities to attract visitors to Elgin, while building on the key strengths of the area. This is one of the key themes for Elgin BID and in the main are long term projects.

Note: All projects were identified as high or medium priority with long term start (unless otherwise noted)

4.2.1 Project 5 – Identify or develop a major tourist attraction as a collaborative project:

Heritage Experience – Castle to Cathedral to Cashmere:-

As stated in the introduction and 4.1.1, the Heritage Experience project continues to develop with the Management Group overseeing activities and driving the initiative forward. Members of the Management Group include Elgin BID, the Elgin Fund, the Elgin Benevolent Trust and the Moray Council. The ultimate aim of this project is the creation of a high quality tourism offer for Elgin City Centre which will attract visitors from Scotland, the United Kingdom and beyond. Tourism and Culture are identified within the Moray Economic Strategy as viable ways of diversifying the Moray Economy. Elgin BID is now actively support the Moray Economic Strategy Tourism and Culture Working Group.

Elgin and Moray boast a rich and significant history which to date has been largely untapped. Following a period of research and consultation, the creation and implementation of the Heritage Experience will begin in 2014 and continue for the coming years. The Heritage Experience will tell the story of Elgin’s history, its people and places from the 12th century with a significant focus on the City Centre. The Heritage Experience dovetails perfectly with the Conservation Area Regeneration Scheme project.

It is worth noting that the project which was running in parallel with the redevelopment of Grant Lodge is a separate project and not co dependant, the Heritage Experience continues to move forward while issues around the redevelopment and viability of Grant Lodge are looked at separately.

The project has 3 key aims:-

- To improve and enhance the visitor experience of Elgin city centre with the potential for added value opportunities for the Moray-Speyside area.
- To create a sense of ownership and pride in the historical and environmental legacy within Elgin, particularly by the younger generations
- To improve the economic opportunities within Elgin City centre.

4.2.2 Project 6 – Research the local and wider markets for events and festivals and develop, coordinate and manage a calendar of professional and community events:-

Throughout the period of this report 8 events took place, these were:-

Christmas Light Switch On, Christmas Market, Late Night Shopping Event, Scottish Theme Day, Fashion Showcase Event, Food & Drink Festival, Halloween Family Fun Day and BID Business Awards.

Unlike 2012 the events were brought back under the direct control of Elgin BID. The majority of the events took place on a Saturday in the main City Centre, however the Fashion Showcase was an evening in the Town Hall. The Food & Drink Festival used Batchen Street, South Street, the Private Car Park on South Street, with additional activities being held in both the East and West end of the city.

Following evaluation of the third fashion showcase event it was agreed by the marketing group to seek an alternative way of promoting businesses in 2014.

The events programme generated a great deal of press promotion and the events are widely recognised as offering a family friendly, high quality family day out.

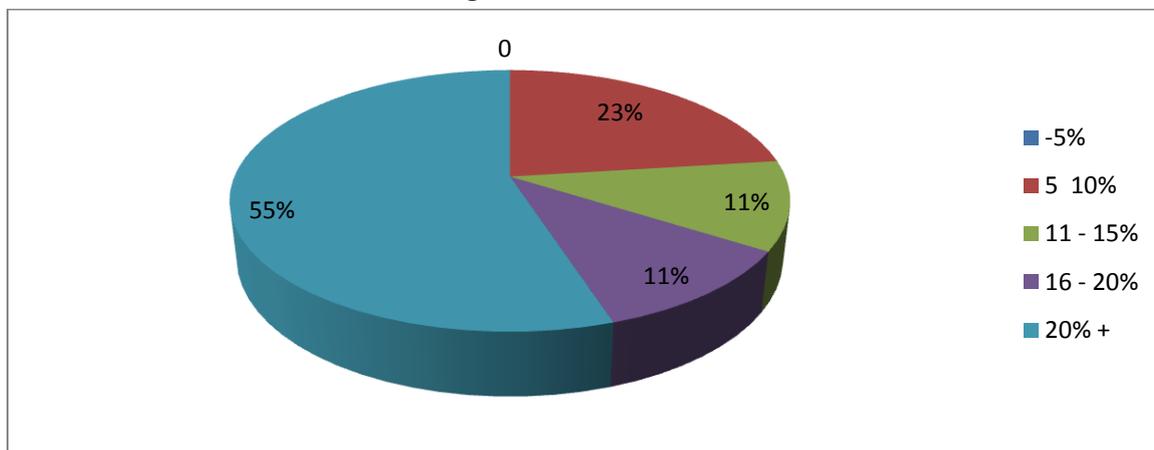
Surveys were undertaken with members of the public at both the Scottish Theme Day and Food and Drink Festival. The full report can be found in Appendix 1 at the end of this report but some of the key comments are summarised below.

- Fun for the kids
- Events like this
- More market days
- More events and markets
- Not sure – I like the activities and markets in the town centre
- Events like this today

BID businesses were also surveyed following the Food & Drink festival, in order to gain their views and opinions on a range of issues including changes to footfall, increased profit, and promotional opportunities provided by the events. The full report can be found in Appendix 2 at the end of the report but some of the key points are summarised below.

The businesses, who said they noticed an increase in footfall at the Food and Dink Festival, were asked if it resulted in an increase in profits in comparison to an average Saturday, the results are illustrated in the table below.

Table illustrates % increase in takings



4.2.3 Project 7 – Improve the appearance and use of non-commercial outdoor spaces: (Short term/ Immediate start)

City Centre Seating and Planters – Following the success of the hanging basket and planter scheme in 2012, the project was continued in to 2013. 15 of the original 16 businesses who took part asked to participate again. The large square planters which had been introduced in 2011/12 were, with the support of Moray Council brought back and re planted. This will continue again in 2014, with additional businesses being sought to get involved.

In October/November 2012 the Christmas Tree was re located and now has a permanent position close to the fountain. BID is working closely with the Elgin Benevolent Trust to prepare a plan which will allow a new Christmas lighting scheme to start 2014. This is a major project which may have to be phased in over a 2 – 3 year period, but is one which we are firmly committed to ensuring benefits the whole city centre. Meetings have taken place with Christmas light organisers for Buckie and Forres in order to gather intelligence about their processes and procedures. In addition the Benevolent Trust (including the Elgin BID representative) met with pupils from Elgin Academy to ask for their views, ideas and priorities. As well as enhancing the appearance of the city centre, a new lighting scheme would be more environmentally & economically effective.

Elgin BID actively supported the planning applications by Starbucks and the Pancake Place for additional seating in the main city centre street area. These applications were both successful and Starbucks seating area has been in operation for several months. This proved to be particularly positive in the summer months with many people staying in the town longer and taking advantage of the attractive outside space. This diversification of the way that the city centre is used has added a “continental/café” culture atmosphere.

4.3 Theme – Shopping Offer

This theme aims to develop a wider city centre development plan which will include pro-active marketing of the area to fill empty units and attract inward investment.

Note: All projects were identified as high or medium priority with medium term start (unless otherwise noted)

4.3.1 - Project 8 - Develop an integrated city centre development plan to research and target additional quality specialist and independent retailers & Introduce customer welcome/loyalty card.

Welcome Packs – Work is underway on the Welcome Packs and appropriate information has been identified. These packs will be targeted at letting agents and companies who are known to be looking for commercial premises. Work will continue in the Autumn/Winter of 2013.

Elgin BID has met the Business Development and Inward Investment Group of the Moray Economic Partnership who are responsible for the delivery of the Moray Economic Strategy, in order to identify opportunities for joint working and support.

Additionally details have been gathered via BID Scotland about loyalty programmes which are in operation on other BID areas, these will be investigated in detail and if applicable will be implemented in 2014.

4.4 Theme – Business Engagement

This theme focuses on the operational development of the business plan in relation to the employment of the BID Manager. It also seeks to improve joint working between the members.

Note: All projects were identified as high priority with medium to short term start

4.4.1 Project 11 - Business to Business Co-operation

(Short term/Immediate Start) – this will be an on-going development which should continue through the lifetime of the BID.

In 2012/2013 Elgin BID held or was involved in a number of activities including:-

- Visitor Information Staff Training sessions between BID business members and Elgin Library Visitor Information Point staff
- Retail Crime Training sessions – a drop in training session was organised by Elgin BID and Police Scotland, following the launch of the Retail Crime and Pub Partnership
- South Street business meeting has been held to discuss collaborative working, branding and marketing, this will continue in the Autumn of 2013
- Conflict Management staff training sessions – funding for these sessions was obtained from the legacy Grampian Police. They were held over 3 sessions and involved 30 staff members from 11 different businesses.
- The Annual General Meeting – held on the evening of the Business awards, providing business members with an update from the Board
- BID Business Awards – the augural Business Awards took place in Moray College, to celebrate the businesses nominated by members of the public for their great service.

4.5 Theme – Cleanliness, Safety and Appearance

The focus of this theme includes 4 projects all aimed at improving the physical appearance of the City Centre.

Note: Projects have varying priorities and timescales, each noted individually

4.5.1 Project 13 – Clean Public areas, buildings, and frontages, car parks and bus station (Short Term/High priority)

Street Cleaning Machines:- This has proved to be one of the greatest challenges of 2013. Due to Moray Council cut backs, Elgin BID were informed over a period of months that the Moray Council could no longer:-

- Operate
- Maintain
- Store

the street sweeping machine.

A number of solutions have been explored, but finding a solution has proved extremely difficult. Solutions investigated, but which have not been achievable:-

- Find a partner who may wish to operate the machine on our behalf in exchange for use of it – no partner could be found
- Contracting a company to operate the machine on our behalf – costs prohibitive

Currently being investigated – selling the street sweeper machine so that the sale can pay for additional street sweeping services.

The Chewing Gum machine continues to be off the road and has now broken down completely with no option for future operation. The most cost effective option would appear to be to sell the trailer and generator, which are the only salvageable elements of the machine, and use the funds to bring in a contracted company to clear the gum at set times in the year.

SPICE (Strategic Partnership for the Improvement of the City of Elgin): The SPICE group is now well established and formally constituted with Charitable Status, this allows it to apply for funding in its own right for appropriate activities. The membership consists of Elgin BID, Elgin Community Council, Elgin Academy, Moray College, Elgin Area forums, Police Scotland and The Moray Council. The partnership has helped to improve communication, avoid duplication and provide a mechanism for coordinating activities for the mutual benefit of all the groups involved and Elgin city.

The SPICE group works to a detailed action plan which highlights the main actions and responsibilities of the group. These are regularly reviewed and updated. The work of the group has been recognised and highlighted as an example of good practice by BID Scotland and the Scottish Government.

4.5.2 Project 14 – A scheme to regenerate city centre shops (Medium term & High Priority):- This project will be taken forward via the CARS project in 2013/14. A number of businesses attended the CARS launch in August 2013 and there has been a lot of interest by businesses in getting involved. This will continue throughout the 5 year life of the project, full details of approved projects will become available in the coming months and will be reported back in detail in 2014.

4.5.3 Project 15 – Research existing use of wardens, police deterrence, CCTV, APEX radio system (Short term and medium to high priority).

BID continues to attend the monthly retail crime meetings and feed information from them to the businesses via the Businesses Bulletin in order to ensure businesses who are unable to attend do not miss out on vital intelligence. The APEX radios used by businesses in the town were upgraded to digital radios this summer, providing a clearer signal and better coverage.

In partnership with Police Scotland Elgin BID now co-ordinate the Retail Crime and Pub Partnership which provides an online, up to date information source for all Retailers, Pubs, Bars and night clubs in the city. The BID Project Officer provides familiarisation sessions to all businesses who wish to join the programme and in partnership with our Police Scotland liaison officer, ensure, the system is used appropriately. The number of businesses participating in the scheme is increasing. This service is provided free of charge to all BID members and an increase in members is anticipated in 2013/14.

Elgin BID supported the establishment of the Elgin Street Pastors. The pastors go out between 12.00 midnight and 4.00am each Saturday evening in the City Centre. The Street Pastors are a group of volunteers from a number of the local churches, several of whom are BID Businesses. They engage with members of the public listening, monitoring safety and helping to ensure that revellers have a good and safe evening out. Feedback from the group has been very positive and they are now viewed as a vital “service” for the night time economy and safety of the city.

In partnership with Police Scotland, Elgin BID has been working to introduce the Best Bar None scheme. Best Bar None is a voluntary initiative for Pubs, Bars and Clubs and aims to increase the standards of cleanliness, health, safety and service in these sectors and will be introduced in 2014.

4.6 Theme – Traffic management and access

The focus of this theme includes 2 main projects which will focus on improvements to traffic, parking and improving access to the city centre.

Note: Projects have varying priorities and timescales, each noted individually

4.6.1 Project 16 - Research and pilot reducing or alternative approaches to parking charges)short to medium term & high priority)

Parking charges – In 2012 Elgin BID successfully spearheaded a campaign to reduce parking charges in the city for short term parking and monthly parking passes. Copies of both reports can be found at www.elginbid.co.uk/downloads/reports. Parking charges continues to be an issue which concerns many businesses and one which Elgin BID are monitoring. Details of parking initiatives in other areas are being gathered via BID Scotland and evaluated for use in Elgin.

4.6.2 Project 17 – Improved and up to date signage for motorists and pedestrians (Immediate start & high priority)

Business Signage - BID have updated the business listing signage for the closes and the lanes. City Centre signage will continue to be updated on an ongoing basis. *(see 4.1.3)*

4.7 Theme – Community Involvement

The focus of this theme is to strengthen the links between Elgin BID the wider community, with a particular focus being placed on young people.

Note: All projects were identified as high to medium priority with short to medium term start

4.7.1 Project 19 – Work with young people to understand their needs & provide opportunities to contribute or derive benefits through BID.

Young people who had been attending cookery classes at Elgin Youth Café were invited to participate in the Food & Drink Festival, by opening the event at a “Cook Off”. The young people were supported by professional chefs from Baxter’s Food Group. This gave them the opportunity to learn new skills and increase their confidence.

In addition young people from the Delta Force volunteering group at Elgin Youth Café are now helping Elgin BID acting as Marshalls at our events. This provides them with an opportunity to engage businesses and visitors to Elgin in a positive and ambassadorial role. The skills used in this role are the same work place skills required by employers.

Elgin Rotaract work in partnership with Elgin BID to support the city events programme. Students from Moray College UHI have supported Elgin BID activities at numerous events in the last year.

A strong relationship has developed with all our young volunteers who help to deliver our events programme.

SECTION 5

Future Developments 2013 – 2014

The following tables indicate a summary of the main work currently being developed to take place in 2013/2014

5.1 MARKETING:

Table 1 - Building a reputation

THEME	ACTIVITY
<i>Generic advertising in Elgin City Centre</i>	<u>MEDIA ADVERTISING</u> STV (Food & Drink Festival & Christmas) – which will be reviewed to ensure it is still proving a cost effective promotional tool. Moray Firth Radio for city events. Northern Scot for promotion of city events, geographical features and as a media partner for the Business Awards. Maps will be updated and reprinted. (Business Map and Food and Drink) plus the introduction of a Heritage map as the Heritage Experience develops. Map update is underway.
<i>Collective marketing</i>	BID Business map to be updated and re printed (as above) Food and drink guide to be updated and re printed (as above) Membership training – World Host Customer Service Skills Sponsorship of Elgin and District pipe band for a further 1 year Further on-going development of Facebook Development of website, based on suggestions in Digital Health Check Continued development of the Heritage Experience, Castle - Cathedral - Cashmere project. Welcome packs for letting agents and potential investors will be developed and circulated. Elgin BID will attend Moray Economic Strategy meetings to promote BID activities, BID members and ensure the business members opinions are put forward.

	<p>Elgin BID will also attend partner events to promote BID and the members where possible.</p> <p>Work with South Street businesses to promote the collective brand and marketing of the street.</p>
<i>Adopt an empty shop scheme</i>	Working with Arts sector to establish other opportunities for using empty premises and to re paint the outside of buildings where possible.
<i>Visitor Information Points</i>	Evaluate the success of the Visitor Information Points and encourage other businesses to get involved

Table 2 - Tourism and Entertainment:-

THEME	ACTIVITY
<i>Develop a major Tourist attraction</i>	Continue to support the development of the Heritage Experience, Castle - Cathedral - Cashmere.
<i>Events and Festivals</i>	<p>Agree with the BID Marketing Group the programme of events for 2014, at the end of 2013. It is recommended that this will include:-</p> <ul style="list-style-type: none"> • Easter • Food & Drink • Halloween • Christmas Light Switch On • Christmas market <p>The fashion showcase event will not take place in 2014, so an alternative activity is being investigated.</p> <p>Look at additional options for the use of empty premises to promote Arts and Culture.</p> <p>Support business members to participate in events and activities for example increased use of St Giles Church</p> <p>*Sponsorship opportunities will be sought for all events and activities.</p>
<i>Improve the appearance and use of non-commercial outdoor spaces.</i>	<p>Extend the Hanging Basket scheme through 2014.</p> <p>Continue with the flower planters in city centre through 2014</p> <p>Develop communication with the landlords of the premises which are currently empty in order to gain their participation in keeping buildings clean, presentable, in good repair and where possible used for short promotions.</p>

	Christmas Lights expansion and renewal throughout the city.
Outdoor café seating	Continue to support businesses who are seeking to expand and provide outdoor seating which will enhance the atmosphere and offer in the city.

Table 3 - Shopping Offer

<i>Develop and distribute Welcome Packs</i>	Continue to develop Welcome Packs and identify a target market of specialist retailers as well as national organisations to highlight what Elgin has to offer.
<i>Provide support to the developers of the St Giles Shopping Centre</i>	Offer help and support to the developers of the St Giles Shopping Centre expansion

Table 4 - Cleanliness, Safety and Appearance

THEME	ACTIVITY
<i>Incentivise the use of first floor premises to improve appearance and increase use</i>	Encourage in partnership with the Conservation Area Regeneration Scheme, the use of first floor premises including identifying ways in which landlords can be encouraged to bring first floor premises into use as residential premises.
<i>Clean public areas, buildings and frontages.</i>	<p>Cleaning machines – sell trailer and generator and hire an independent and reputable company to carry out gum removal at set times.</p> <p>Identify and set in place regular additional street sweeping, which will enhance the statutory provision provided by Moray Council.</p> <p>Business Frontage Improvement Scheme – Continue to raise awareness of the CARS initiative and support businesses to meet the CARS officer informally for support or to make applications for funding.</p> <p>Hanging basket scheme – see table 2</p> <p>Flower planter scheme – see table 2</p> <p>Use of empty shops -</p> <p>Development of welcome packs - see table 3</p> <p>Incentivise the use of first floor premises – see table 4</p>

	<p>SPICE Group activity (Strategic Partnership for the Improvement of the City of Elgin)</p> <p>Continue to work through the short and medium term actions within the SPICE framework.</p> <p>Online Retail Crime & Pub Partnership (RCPP)</p> <p>Increase the number of businesses registered with the online RCPP.</p> <p>Retail Crime Meetings</p> <p>Continue to attend meetings and feed key points of information to businesses unable to attend.</p> <p>Street Pastors</p> <p>Continue to support and promote the service.</p> <p>Best Bar None</p> <p>Roll out the Best Bar None initiative in 2014, in partnership with Police Scotland and the Fire Service. Best Bar None awards will be presented at the BID Business Awards 2104.</p>
<p>Improved and updated signage</p>	<p>On an on-going basis update signage in the city centre, lanes and closes.</p> <p>Liaise with the Planning and Roads department where appropriate.</p>
<p>Traffic management and access</p>	<p>Parking charges</p> <p>Continue to support the marketing of the monthly ticket and remind visitors of £1 all day parking. Investigate the suggestions raised via BID Scotland to see if any could potentially be implemented in Elgin.</p>

Table 5 – Business Engagement

THEME	ACTIVITY
<p>Business to Business Cooperation</p>	<p>Encourage attendance at Retail Crime meetings and feed back to businesses where they are unable to attend.</p> <p>Promote cross business training in partnership with Business Gateway.</p>

	Support the South Street businesses in joint branding, marketing and promotional activities.
Advocacy	This is an on-going activity, support will be provided as and when issues arise, this is a developing and important role.

Table 6 – Safety and Security

THEME	ACTIVITY
<i>Research use of CCTV, APEX radio, Police deterrence's</i>	<p>Continue to promote and train businesses to use online Retail Crime & Pub Partnership, initiative.</p> <p>Continue to attend the Retail Crime meetings on a monthly basis.</p> <p>Advise new retailers of the service and support provided through the retail crime initiatives.</p> <p>Continue to work in partnership with Police Scotland to administer online RCPP.</p> <p>Implement the Best bar None awards scheme - 2014</p>
<i>Street Pastors</i>	See table 4

TABLE 7 – Community Involvement

<i>Young people</i>	<p>Continue to involve young people in the Heritage Experience project.</p> <p>Continue to involve young people in the community with the SPICE group.</p> <p>We will continue to work with Elgin Youth Café, Moray College UHI students and Elgin Rotaract to get them involved with businesses and city events.</p>
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Section 6

BALANCE SHEET and EXTRACT OF INCOME AND EXPENDITURE

CITY OF ELGIN BID LIMITED COMPANY LIMITED BY GUARANTEE

DETAILED PROFIT AND LOSS ACCOUNT

YEAR ENDED 31 JANUARY 2013

	2013 £	2012 £
TURNOVER		
Moray Council grants	49,000	49,000
Levy income	134,716	132,911
Fundraising income	755	-
	<u>184,471</u>	<u>181,911</u>
EXPENDITURE		
BUILDING A REPUTATION		
Newsletters	343	1,332
Sponsorship	3,000	7,870
Advertising	13,817	23,373
Sundry	-	100
Challenge fund	7,717	-
Food & Drink maps and Street maps	2,531	-
	<u>27,408</u>	<u>32,675</u>
TOURISM AND ENTERTAINMENT		
Free buses	670	11,992
Licences	-	314
Scottish theme day	5,039	3,470
Summer festival	-	1,869
Winter festival	-	2,893
Halloween event	2,361	3,949
Fashion event	9,760	9,206
Food and drink event	4,867	3,353
Music mania	4,850	4,968
Health theme day	2,481	2,615
Event management fees	12,322	600
Christmas lights	23,676	36,196
Christmas lights switch on	7,579	9,380
Christmas market	1,389	360
Family fun day	4,157	-
Heritage project contribution	8,050	-
Easter event	1,496	-
Late night shopping	2,109	-
Donations - entertainment at events	600	-
	<u>91,406</u>	<u>91,165</u>

**CITY OF ELGIN BID LIMITED
COMPANY LIMITED BY GUARANTEE**

DETAILED PROFIT AND LOSS ACCOUNT

YEAR ENDED 31 JANUARY 2013

	2013 £	2012 £
CLEANLINESS, SAFETY AND APPEARANCE		
Street sweeper	1,693	(224)
Frontage improvement scheme	15,274	28,281
Business seminars and engagements	-	566
Traffic management and access	2,416	4,106
Planters	-	1,725
Salt for streets and snow shovels	86	233
Hanging baskets	2,808	-
Litter picks	320	-
Cooper Fraser Close	180	-
Moving christmas tree	174	-
Shrubbery removal	1,171	-
	<u>24,122</u>	<u>34,687</u>
TOTAL DIRECT COSTS	<u>142,936</u>	<u>158,527</u>
ADMINISTRATIVE EXPENSES	59,238	60,500
TOTAL EXPENDITURE	<u>202,174</u>	<u>219,027</u>
OTHER INCOME		
Bank interest receivable	1	-
DEFICIT FOR THE FINANCIAL YEAR	<u>(17,702)</u>	<u>(37,116)</u>

**CITY OF ELGIN BID LIMITED
COMPANY LIMITED BY GUARANTEE**

BALANCE SHEET

31 JANUARY 2013

	2013 £	2012 £
CURRENT ASSETS		
Debtors	13,307	10,299
Cash at bank and in hand	72,856	85,487
	<u>86,163</u>	<u>95,786</u>
CREDITORS: Amounts falling due within one year	56,986	48,907
NET CURRENT ASSETS	29,177	46,879
TOTAL ASSETS LESS CURRENT LIABILITIES	29,177	46,879
RESERVES		
Profit and loss account	29,177	46,879
MEMBERS' FUNDS	29,177	46,879

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime and with the Financial Reporting Standard for Smaller Entities (effective April 2008).

These accounts were approved by the shareholders and authorised for issue on 15 August 2013, and are signed on their behalf by:

David Urquhart

David Robertson

MR DAVID URQUHART
(CHAIRPERSON)

MR DAVID ROBERTSON
(VICE CHAIRPERSON)

Company Registration Number: SC365793

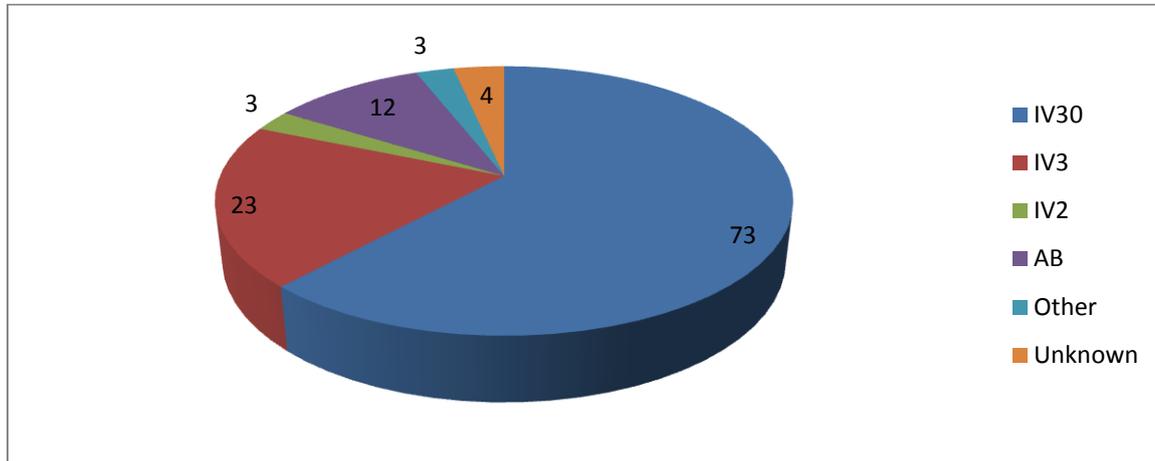
APPENDIX 1



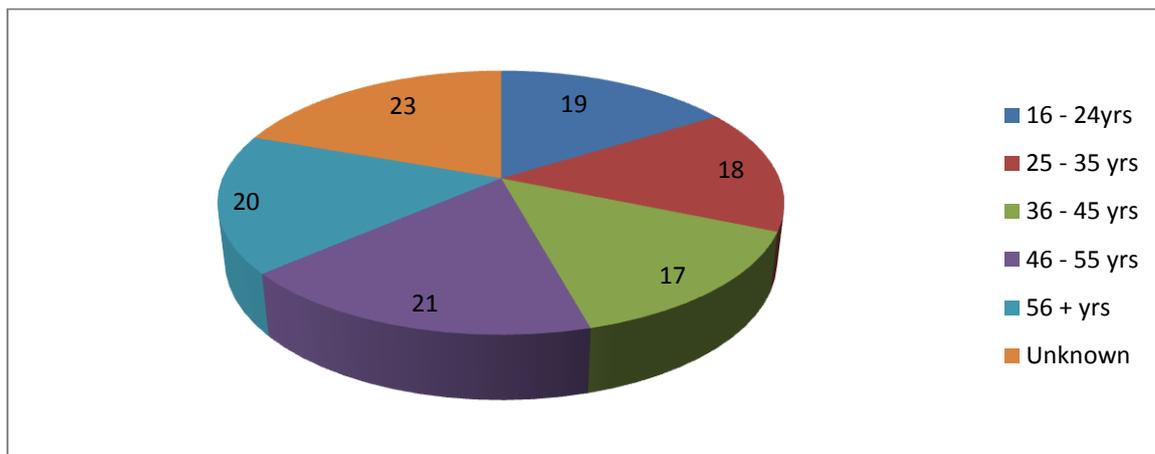
Composite Event Visitor Survey Results 2013

Total sample size – 118, surveys undertaken at Scottish Theme Day & Food & Drink Festival

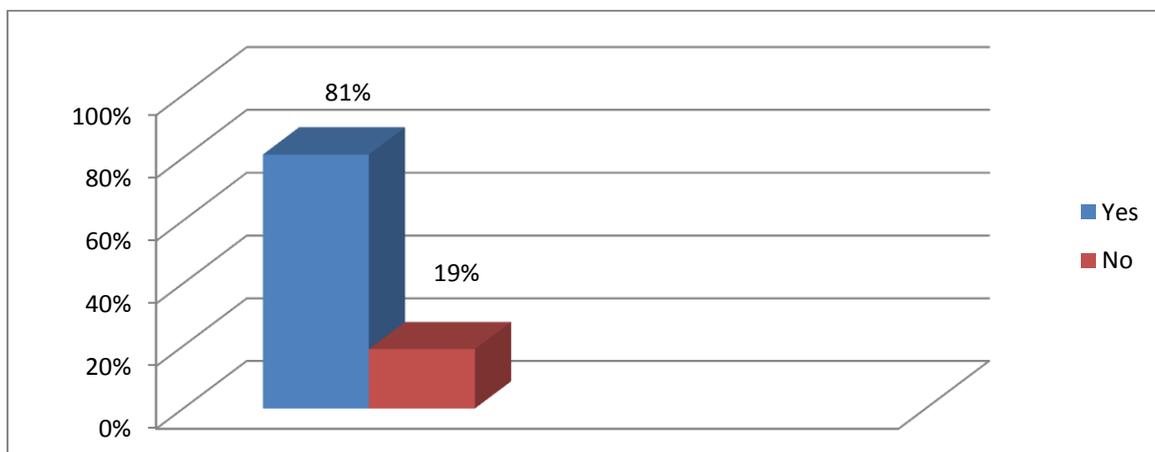
Question 1 - Visitors were asked for their postcode



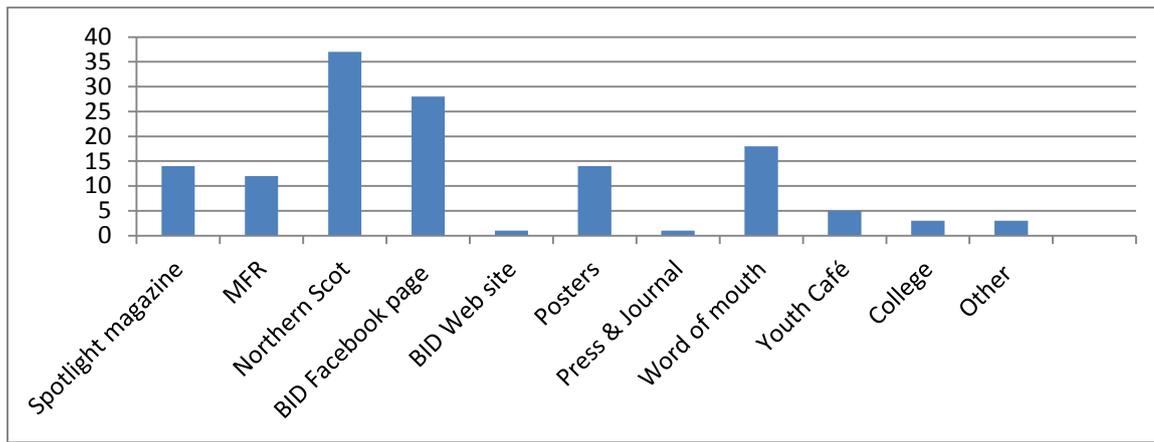
Question 2 - Visitors were asked for their age (within age groupings)



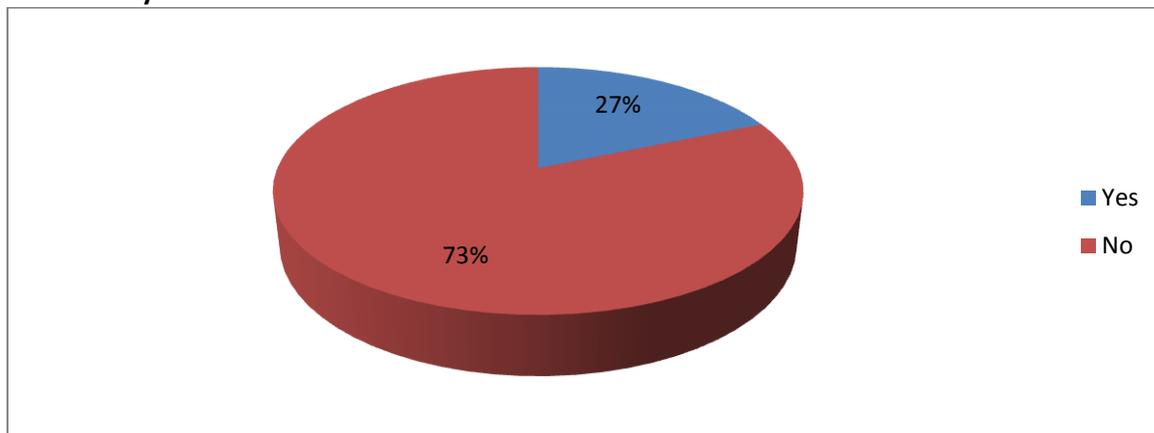
Question 3 - Visitors were asked if they had been aware the event was on in the city.



Question 4 - Visitors who answered Yes to question 3, were asked how they became aware of the event



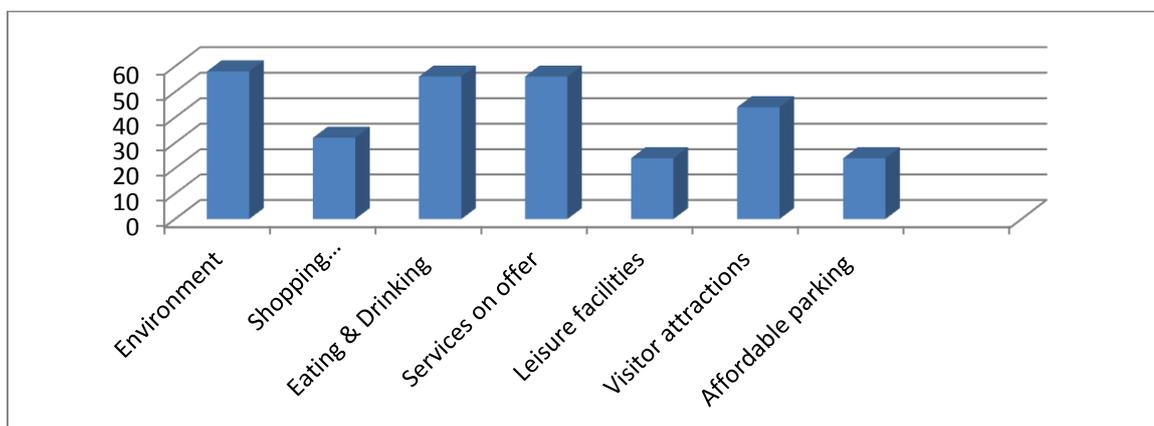
Question 5 - Visitors who knew about the event were then asked if it had been their main motivation for coming into the city.



Question 6 - Visitors were then asked what they felt were the best features in the town.

The options were categorised as follows:-

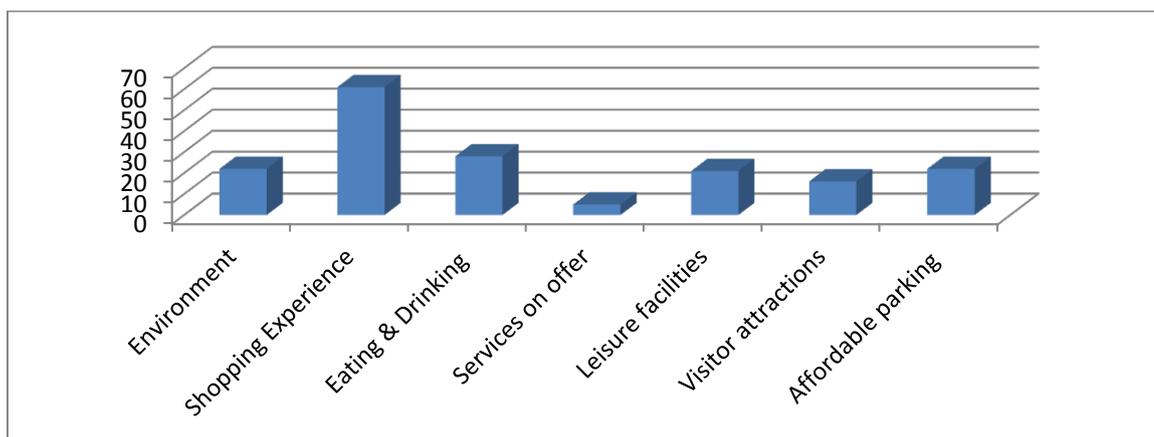
- Environment – for example pedestrianized area, cleanliness & accessibility
- Shopping Experience
- Eating & Drinking
- Visitor attractions – for example library & museum
- Affordable parking
- Other was offered as an option but no one selected this.



Comments that accompanied these responses explaining why people felt these were the best features of the city were:-

- Parking facilities are great
- Safe for the kids
- Love to lunch in the town
- The town still have a traditional Scottish feel, especially because of its architecture
- Parking is affordable, some shoppers just resent paying anything
- Love the museum, so do my grandchildren
- Relaxed and friendly
- Has all the basics, it would be nice to have a few more boutiques
- Fun for the kids
- Events like this
- The town you walk through is clean and tidy
- Pedestrianisation
- Good Pubs and Restaurants
- More shops outside the centre spoils shopping in town
- Historic buildings and information
- £1 a day parking is good
- Clean city with good compact shopping
- Much cheaper than Aberdeen
- Nice coffee shops
- Good easy access
- Plenty of places to eat and drink
- A lovely town centre, that could do with having outlets filled to encourage people in

Question 7 - Visitors were asked if they were able to make changes to the city, what areas would they concentrate on



Comments that accompanied these responses explaining the changes that people would like to make to the city were:-

- More clothes shops
- Greater range of shops
- Promote café culture more
- Affordable and more shops for older and younger generation

Comments that accompanied these responses explaining the changes that people would like to make to the city (continued):-

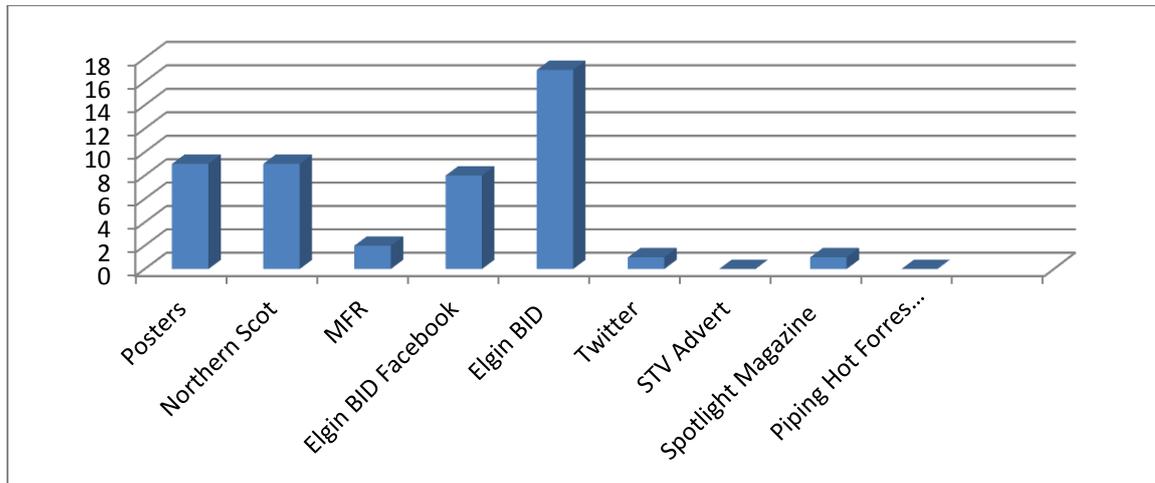
- More independent shops like Bijou, many shops inaccessible
- Not a lot of choice on the High Street except for takeaway's
- Boutiques – women's clothing, home shops, nice furniture, antiques, more family orientated (kid friendly) restaurants
- Gone downhill, shops looking tatty
- Lack of public conveniences
- Maybe a couple of bigger stores e.g Debenhams could be brought into the "new" St Giles Centre
- More advertising needed, especially the city's history
- More affordable shops opening
- Second floors not occupied
- More trees
- More individual shops
- Grocery shopping for older people, too many charity shops
- Free parking for weekend
- Council attitude to public toilet's
- Better range of restaurants
- Better Food Court in St Giles, need more variety
- Suitable shops for all age ranges
- Building owners responsibility for up keep of property and keeping shop entrances clean
- Free parking
- Buses/Bus station on Plainstones with nice shelters and waiting area
- Not enough modern shops on High Street
- Parking for disabled people is not good
- More wheelchair friendly

Question 8 – Visitors were asked what they thought would attract more visitors to Elgin City Centre.

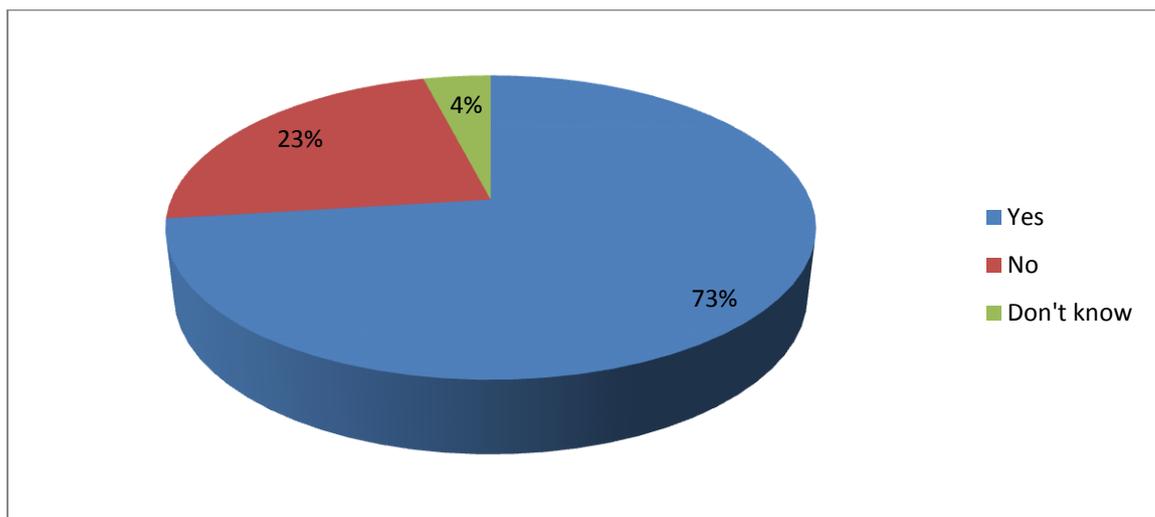
- Wouldn't change a thing
- More services in shopping area (e.g. mobile eyebrow threading etc)
- I feel that over the years our High Street has declined, we need more up to date shops and eating places.
- Cafes & Restaurants open later at night and on Sundays
- Need a cycle path
- Not enough for youngsters/teens to chill
- More children's events & more things for children to do, maybe even day care or drop in facilities
- As a visitor I think Elgin is fine – locals may think differently
- Places for artists to paint like Paris
- More market days
- More events and markets
- Not sure – I like the activities and markets in the town centre
- Events like this today
- We need to properly market Moray. Someone needs to take control and draw all the strands of tourism together
- More things in the centre for people to see and do

BID Business Survey – Conducted following the Food & Drink Event 2013

Question 1 - Where did you see/hear the event advertised?



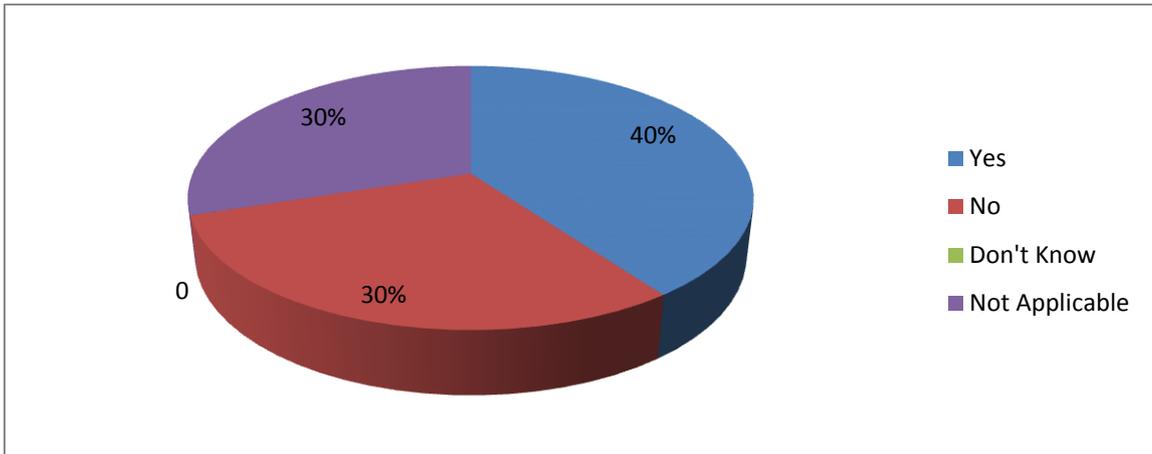
Question 2 - Did you notice an increase in footfall in the city on the day of the event?



Comments –

- Yes there was definite increase in footfall on the west side of the High Street, but I am sorry to report that we missed out on the East side.
- Not much going on down our end of High Street to attract foot fall
- The AEG trailer being set up in the pedestrianised zone always looks like something exciting is getting ready to happen
- Please have more frequent events like the Food Festival
- High Street & Batchen Street where the majority of stalls were, was busy but the small section of South Street which did not have any stalls displayed was much quieter than an average Saturday
- Trade is always good when this type of event is on
-

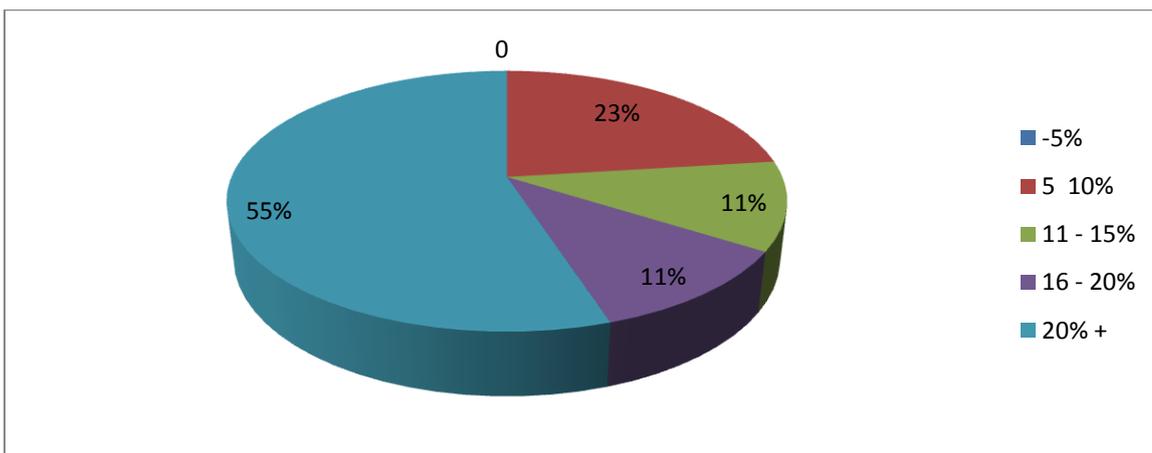
Question 3 - Was your business taking increased on the day of the event, in comparison to an average Saturday?



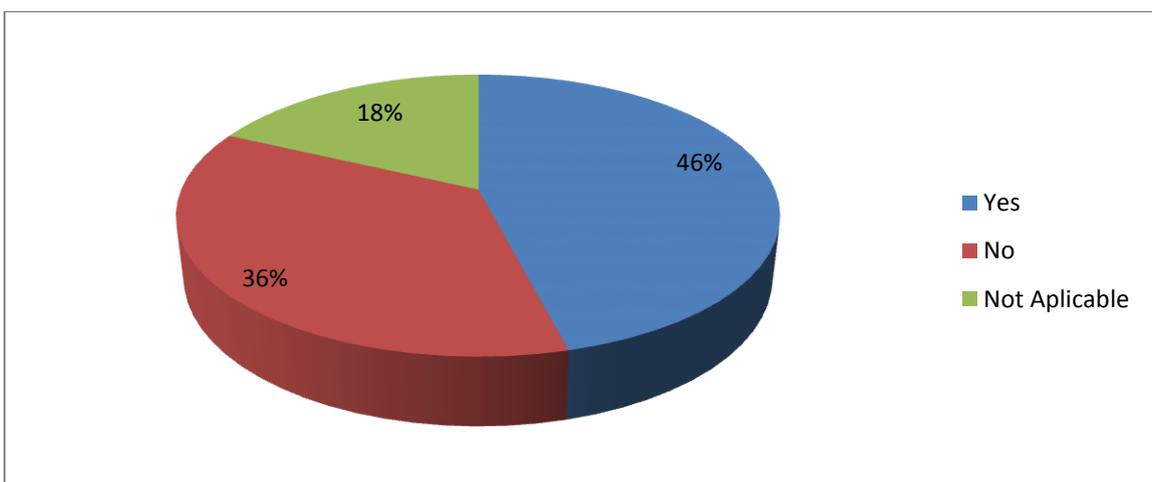
Comments –

- We feel that our business is losing out to Edgar Road as a shopping environment, especially since Home Bargains moved in there in 2012
- Event had a negative event

Question 4 - Of the businesses who said they had seen an increase in sales, they were asked by what percentage



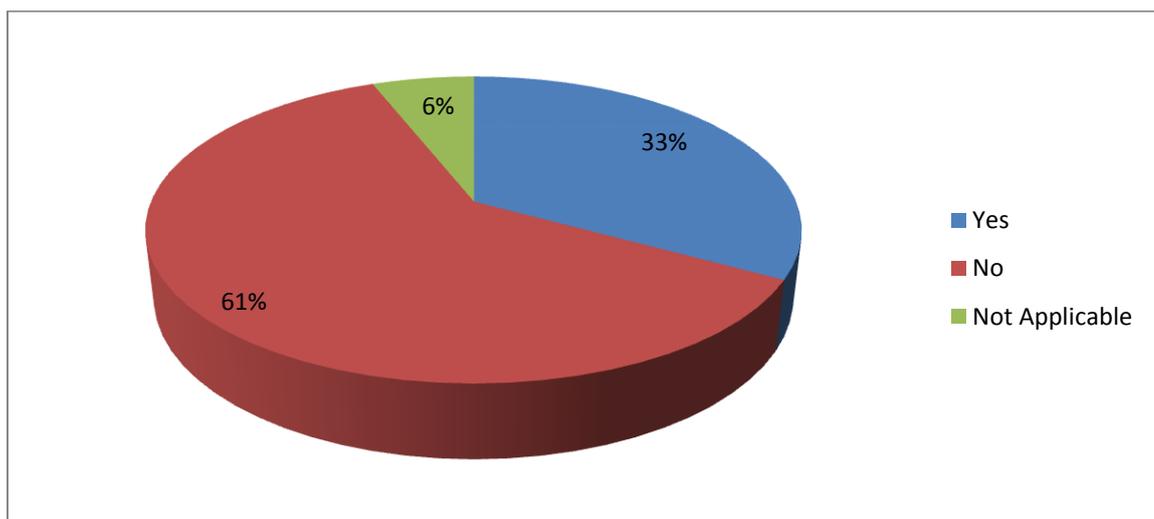
Question 5 – Did the event give you additional sales/leads/promotional opportunities?



Comments-

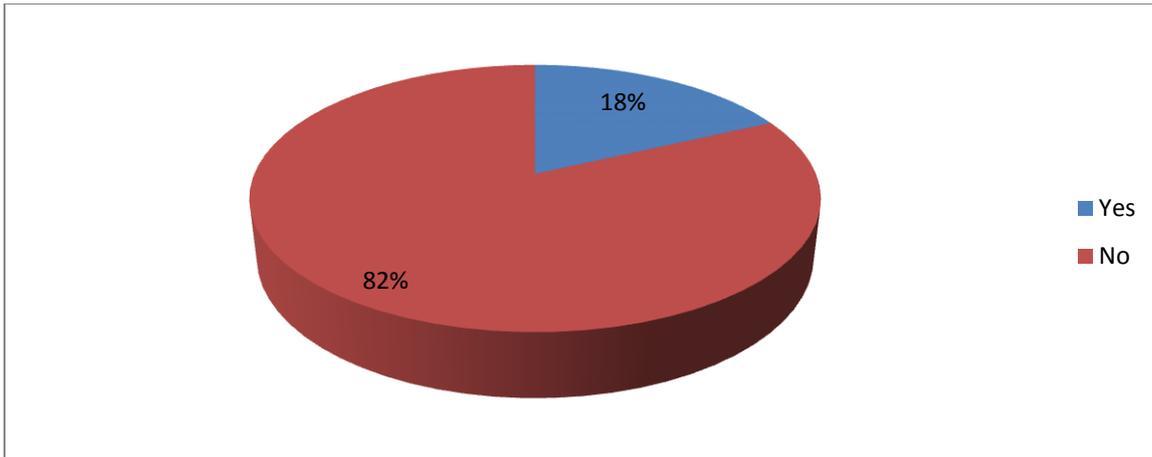
- More people saw our menu and Christmas menu – received bookings
- It allowed me to connect with customers who might not enter the shop
- It provided good awareness of the shops presence
- Raised awareness of Elgin Youth cafe
- We could have had a stall, but the cost of staffing the stall is more than we take in on the day. I appreciate we are also advertising ourselves at this time, but we still need to meet our costs.

Question 6 - Do you have any suggestions or ideas of ways Elgin BID could further help to improve the trading environment within your business sector?



- Just keep the events going, Elgin High Street looks depleted with shops closing, it looks so much better when events are put on.
- We could do with a great big banner or sign on the side of the museum that can be seen from the main road so people know we are here.
- I am keen to see South Street promoted in the ways previously discussed. The High Street appears to enjoy the bulk of promotions/marketing/events and this can be detrimental to shops off the High Street
- My customers own and run businesses and they express concern at overlaps at events i.e. too many butchers/bakers
- *Need to have on-going events not just odd times and spread over the whole High Street not just one end
- Lower Council rates to increase amount of shops filled. Semi pedestrianisation of Batchen Street has affected our sales and not for the better, the majority of the general public do not know that you can drive up Batchen Street for collections. From a customer point of view – it was far better when you could drive, stop for half an hour parking on High Street. Even one side open would be better, it is so much easier to park and shop at the New Elgin Retail stores than to park and shop in and around the High Street.
- STV advertising in the run up to Christmas. An on-going campaign is urgently required to increase footfall on a continuous basis (all year round). High Street footfall is a big concern especially with the centre losing its tenants. Someone has to address this worrying situation.

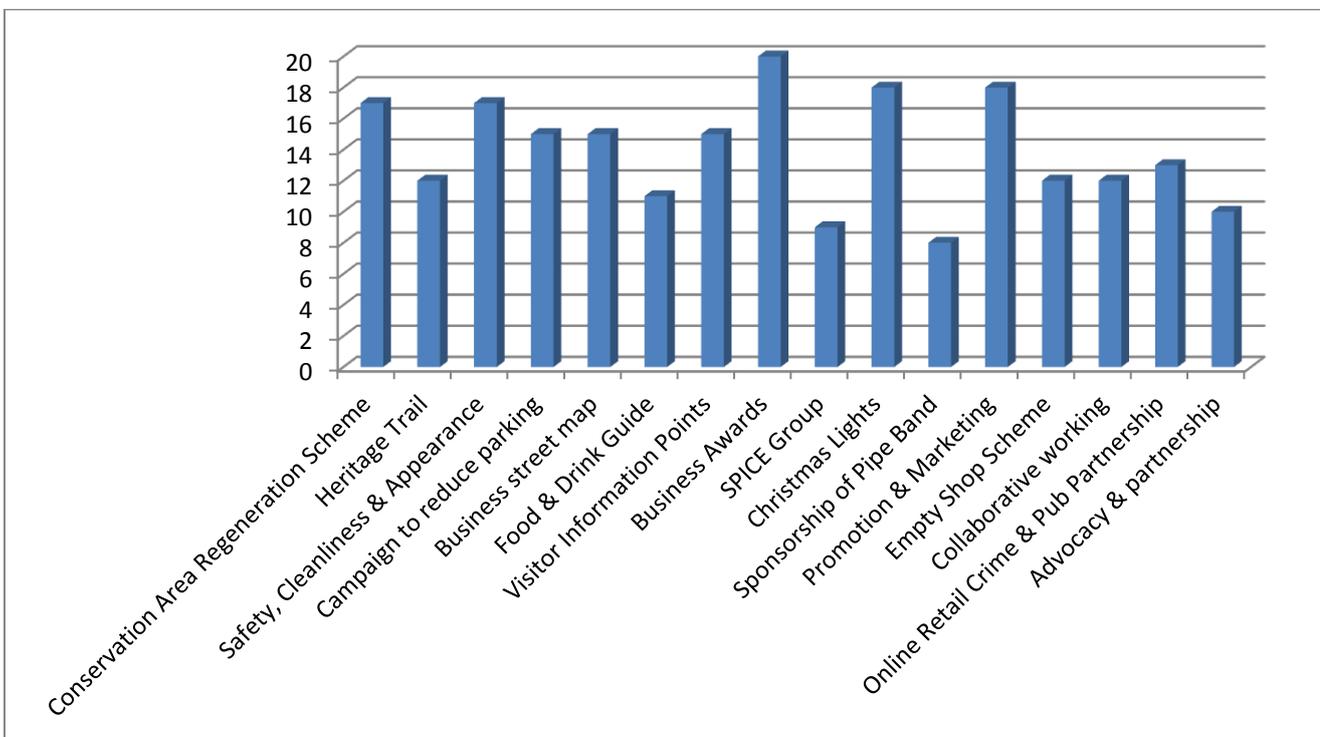
Question 7 – Do you have any suggestions that you would like Elgin BID to consider for the development of future activities?



- Work with bus tour groups to visit the High Street on a regular basis. I have a list of contacts.
- *As above
- It may be better to hold events in smaller areas i.e. High Street then on a separate occasion Batchen Street, South Street etc
- Have it more centralised

Question 8 – In addition to organising events, Elgin BID is involved in a number of other projects. Elgin BID operates on behalf of the city centre businesses to secure the future of Elgin City Centre as a thriving and vibrant economy and a great place to live, work and enjoy.

Please tick all of the projects you are aware Elgin BID is involved in.





ELGIN BID CONTACT DETAILS

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www.facebook.com/elginbid

Let's all EMBRACE ELGIN and put the VIBRANCY back into the CITY CENTRE