



Possilpark Business Improvement District

Five Year Business Plan

16/05/2022 – 15/05/2027

“The BID is a great way for us all to work together and get our voice heard. We always hear people talk about how good Saracen Street was, let’s make it that way again!”

Gary Walker, Walker’s Craft Butchers and Secretary of the BID

Contents

| Section | Item | Page Number |
|---------|---|-------------|
| 1. | Message from the Chair of Possilpark BID Steering Group | 3 |
| 2. | What is a BID? | 4 |
| 3. | What are the benefits of a BID in Possilpark? | 5 |
| 4. | Possilpark BID’s vision, mission, aims and objectives | 6 |
| 5. | You talked, we listened | 7 - 8 |
| 6. | Action Plan - what the BID will deliver | 9 |
| 7. | Draft Budget to run a BID company | 10 – 13 |
| 8. | Baseline Services | 14 |
| 9. | The BID levy | 15 – 17 |
| 10. | The BID area | 18 |
| 11. | How will the BID be managed? | 19 – 20 |
| 12. | BID income and expenditure | 21 – 22 |
| 13. | What if there is a NO vote? | 23 |
| 14. | The BID ballot process | 24 – 25 |
| 15. | Monitoring BID performance and communicating with levy payers | 26 |
| 16. | What we have done so far | 27 |
| 17. | The BID steering group | 28 |
| 18. | Contacts | 28 |

Section One

Message from the Chair of Possilpark BID Steering Group

I'm delighted to introduce you to the business plan for Possilpark's Business Improvement District or BID for short. On behalf of the steering group who are taking forward the pilot phase, I welcome your interest and participation in our BID.

There is a huge range of businesses and much diversity on Saracen Street, over 90 at our last count! Some of these continue with family businesses established by their parents and grandparents, whilst others are entirely new to the area – they range from home interiors, florists, hair and beauty salons, international foods, butchers, bakers and general grocery stores to opticians, pharmacies, solicitors and funeral parlours.

Whatever the business, there is a great sense of community on Saracen Street and we are all proud of the area's heritage.

In recent years, like many other places, there's been a downturn in the street's fortunes. But with a commitment to working together for positive change and the energy that brings, things are on the up and looking very positive.

The BID is your opportunity to be part of a collective voice for Saracen Street and Possilpark, where you can influence and lobby for change. Working together makes it easier to shout out for Saracen Street.



We thank key partners - ng homes, who have hosted the BID since it was just a twinkle in the eye - and of course Scotland's Towns Partnership and Glasgow City Council without whom so much would not have been possible.

There are additional important partners who have supported us in our endeavours including Glasgow Canal Coop who financed our heritage activity alongside Town Centre Action Fund with significant funds for street planters and a major shop front refurbishment programme. When we add it all up, it's more than £500K - quite staggering!

Bringing in these additional funds is one of the major benefits of being a BID, and if we can achieve this while being just a pilot BID, think what we can do once we're firmly established.

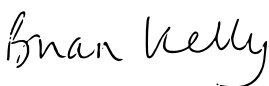
Most of us, as businesses, feel very connected to the community and we continue to support community events like Christmas. We will keep doing this to the best of our ability especially with our overall purpose in mind - to reinvigorate and regenerate our BID area leading to increased footfall, trading activity and greater social cohesion for the whole community.

The ballot, which is coming up in March 2022, and its levy on businesses is a small price to pay for these transformational improvements. We have a chance to turn the area round, who doesn't want to be part of that?

The BID steering group give their support for the levy and urge you all to vote YES in the ballot when it comes on 24 March 2022.

Let's do this!

Very best wishes.



Brian Kelly
Chair, Possilpark BID

Section Two

What is a BID?

A Business Improvement District (BID) is a geographically defined area, where businesses come together and agree to invest collectively in projects and services the businesses believe will improve their trading environment. BID projects are new and additional projects and services; they do not replace services that are already provided by Glasgow City Council and other statutory bodies.

BIDs are developed, managed and paid for by those who are liable to pay non-domestic rates (NDR) by means of a compulsory levy, which the eligible persons in the proposed BID area must vote in favour of before the BID can be established. Each eligible person liable to pay the BID levy will be able to vote on whether the BID goes ahead.

The first BID was established, 50 years ago, in Bloor West Village, Toronto, Canada, by the district's business community. The district's businesses were increasingly under pressure from new enclosed shopping malls being developed outside their area, diverting shoppers away from the traditional shopping area. As a result, some businesses were forced to cease trading and the area began to look tired and neglected.

To stop the high levels of deserting shoppers, local businesses fought back to revitalise the area. They successfully lobbied for legislation for all the businesses, in the proposed BID area, to pay a levy. The levy money was used to improve the physical appearance of the area, and then promote the district as a vibrant, attractive and safe place to work, shop and live. The strategy paid off and shoppers started to return to the district in large numbers.

The success of the Bloor West Village BID paved the way for future BIDs, not only in Toronto; but spreading throughout Canada, and the USA in the late 1960's and 1970's. Today there are well over 1800 successful BIDs worldwide.

An additional measure of BIDs success is in the renewal process. Most BIDs run for a period of five years with the vast majority continuing, for consecutive terms, when they come up for renewal.

Currently, there are 23 BIDs in their second or third BID terms equating to 34 successful renewal ballots demonstrating the businesses value the projects and services delivered by the BIDs. BIDs can support regeneration, grow local economies, create local employment and create a cleaner, safer trading environment. A key element to their success is that the local businesses take ownership and responsibility for their trading environment, identifying the projects necessary to resolve common problems and issues, and overseeing their implementation, whilst also contributing to the future direction of the town and its future development.

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

As at 18/11/21 there are 34 fully operational BIDs in Scotland with a further 30 in development including our BID.

Section Three

What are the benefits for a BID in Possilpark?

Possilpark has experienced significant changes over recent years as is similar for many town centre areas throughout Scotland.

It has a consistent, high-ranking position in the Scottish Index of Multiple Deprivation which exacerbates day to day challenges for businesses.

Litter, fly-tipping, crime, feelings of safety alongside access issues and a lack of a fully diverse offer are a problem for many businesses. The rise in energy costs is putting more pressure on businesses and the climate challenge adds even more pressure. The town centre requires a continued coordinated response from all businesses to address these problems.

After consultations with businesses from a range of sectors, it became clear there was commonality in the problems that they had. There was a desire to see Possilpark prosper and a real appetite to embrace a new way forward and to make improvements. It was recognised that the pandemic, whilst challenging, offered optimism with a reconnection to local services spurred on by the national 'love local' campaign.

There is no shortage of community spirit and can-do attitude ranging from festive and summer events to front line service delivery for the most in need. These activities, and the groups running them, can suffer from a lack of funds and dedicated staff time. The BID can help achieve more and vice versa.

There is a desire from a range of sectors to see the town centre develop its marketing activity. The BID would work alongside for example housing associations, the pantry, Thriving Places, Glasgow City Council, Scotland's Towns Partnership, Visit Scotland, Business Gateway, Zero Waste Scotland, Keep Scotland Beautiful and local groups to deliver an improved environment that looks and feels safer, is more attractive and welcoming for customers and wider visitors.

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

Although the initial development of the BID was undertaken by Saracen Street Traders supported by ng homes, Possilpark BID operates as an independent unincorporated organisation with a representative steering group. The support of the Scottish Government, Scotland's Towns Partnership and Glasgow City Council has been integral to this development.

All businesses in the town centre benefit from the projects and services the BID currently delivers, including:

- access to funding and support not available to individuals or businesses;
- an increased number of visitors through events and enhancements to streetscape;
- measures to increase perceptions of safety;
- a platform to promote a voice for Saracen Street;
- cost reduction through collective investment;
- increased marketing;
- improved customer knowledge of goods and services in the town centre;
- improved signage;
- opportunities for peer-to-peer business networking; and
- community links developed through creative activity.



The wider community also benefit from an enhanced environment in which to do business, shop and socialise.

Section Four

Possilpark BID's Vision, Mission, Aims and Objectives

| | |
|----------------|---|
| Vision | For Saracen Street to flourish as a magnet for business with a vibrant social purpose for the benefit of all |
| Mission | To achieve a successful ballot and work in partnership to increase opportunities for business and community activity in an attractive, safe and sustainable environment |

| Aims and Objectives – link with Project Proposal | |
|---|--|
| 1. | <p>Possilpark BID will create a vibrant local high street with a feelgood factor for all through:</p> <ul style="list-style-type: none"> a) waste management improvements b) safety measures c) public realm improvements d) shop front refurbishment e) Scotland Loves Local initiatives f) community events g) access and active travel improvements |
| 2. | <p>Possilpark BID will create a financially resilient business community through</p> <ul style="list-style-type: none"> a) establishing a baseline measure for footfall b) reviewing footfall and business activity annually c) inward investment and grant funding d) gift cards, vouchers and online activity |
| 3. | <p>Possilpark BID will establish a business voice for Possilpark BID by</p> <ul style="list-style-type: none"> a) rolling out breakfast style, peer to peer business events b) maintaining website, social media and newsletters to promote BID c) growing partnerships with local community groups to national bodies d) annually reviewing priorities |
| 4. | <p>Possilpark BID will roll out a strong marketing and promotion campaign to</p> <ul style="list-style-type: none"> a) highlight businesses and their activity b) promote events and other activity of the BID and wider community c) celebrate the heritage of the area as a way to generate pride d) build on the community spirit evidenced through the pandemic |
| 5. | <p>Possilpark BID will aspire to be as sustainable as possible through</p> <ul style="list-style-type: none"> a) waste management and leadership b) sustainable active travel opportunities c) reusing, reducing and recycling |

Section Five

You Talked, We Listened

What we Did

Between January and March 2020 consultation with businesses in the area took pace. Lockdown hampered plans to roll out engagement events, but the community rallied together during the pandemic to support each other.

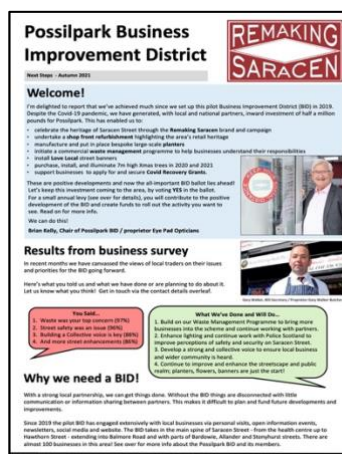
Consultation was continued when lockdown restrictions allowed over September, October and November 2021 through a business survey and one to one meetings.

We consulted with businesses and organisations through the following vehicles:

- regular updates through social media channels
- a new website
- emails
- the Magazine, Ng News
- BID steering group meetings
- attending other Possilpark meetings of planning groups for events and other community activity
- waste management programme
- shop front refurbishment programme
- banner and planter installation
- one to one meetings with business owners, their staff and proprietors
- distribution of the BID business survey
- producing 'next steps' leaflet

The steering group met regularly to consider the business community's issues, concerns, ideas, and aspirations and over the last year managed to tackle some of them as outlined below:

- a waste management pilot was put in place to educate businesses about commercial waste;
- the roll out of the waste management scheme facilitated collective procurement to offer better deals for individual businesses;
- safety initiatives including a year-round creative lighting programme and an increased police presence on Saracen Street to combat anti-social behaviour;
- developing a voice for Possilpark and raising its profile demonstrated through (i) making the shortlist in the Urban Regeneration Forum's annual awards for 2021 in the 'most improved place' category and (ii) being shortlisted in the Scotland Loves Local 2021 awards;
- streetscape enhancements such as planters and banners;
- established a website, social media platforms and regular newsletters; and
- researching the area's heritage to share the rich retail history of Saracen Street.



Next Steps Leaflet



Scottish

These initiatives were achieved by responding to funding opportunities as they arose and ensuring that every source was exploited for the benefit of the BID area and the wider Possilpark community.

Going forward, the following areas will be the priority in the first year of being a fully-fledged BID.

- 1 Clean and Attractive
 - Working to address waste, litter and fly-tipping through a #cleansaracen campaign alongside promoting feel good activity such as banners, planters and Christmas tree.
 - £5,450
- 2 Safe and Secure
 - Building on relationships with Police Scotland through #safesaracen campaign to include removal of problem phone boxes to enhanced lighting to reduce anti-social behaviour
 - £1,250
- 3 Business Support, Lobbying and a Business Voice
 - Creating an online forum and series of regular business events that develop peer to peer learning and new initiatives building a collective voice for Saracen Street
 - £650
- 4 Marketing and Promotion
 - To develop 'Remaking Saracen' campaign with website and social media that promotes local business alongside online selling.
 - £3,100



Omar Afzal, BID Treasurer, welcoming the Scottish Urban Regeneration Forum judging panel, Oct 2021

Section Six

Action Plan - What the BID will deliver

From analysis of your feedback, the following overarching themes have been identified as priorities for the area:

- Clean and Attractive
- Safe and Secure
- Business Support, Lobbying and a Business Voice
- Marketing and Promotion

These themes will be fixed for the five-year term of the BID. Detailed project proposals for each theme are presented on the following pages, outlining the specific projects that the BID will focus on in its first two years. Thereafter project activity under each theme will be reviewed annually allowing the BID to respond to issues and opportunities as they arise on the ground.



Figure 1 Possilpark Loves Xmas 2020

This approach allows flexibility for the BID to adapt and respond as circumstances in the area change over the next five years, to gather feedback from businesses and learn lessons from what's worked well in the first two years, and to take advantage of external grant funding opportunities

“Community spirit is alive and kicking on Saracen Street, we have what it takes to achieve great things. The more we can bring to the area, the more that the wider community can benefit and join us in this exciting journey to Remake Saracen”.

Brian Kelly, owner of Eyepad Optician and Chair of the BID

Section Seven

Draft budget to deliver BID activity 2022 to 2027

BID thematic priorities

| Project Activity | Measurement/ Timescale | Benefits to Business/ Organisation | Estimated Cost pa | Estimated Cost 5yrs |
|---|--|---|----------------------|------------------------|
| 1. Clean and Attractive | | | | |
| a) Keep Scotland Beautiful (KSB) environmental assessment – detailed independent inspection audit prioritising waste, litter, chewing gum and adequate consumer recycling points to ensure baseline standards are met | launch summer 22 & publish results autumn 22 annually thereafter | low-cost audit and action plan using national baseline standards; provide accurate information annually on baseline n information; builds relationship with KSB | £250.00 | £1,250.00 |
| b) Launch #cleansaracen campaign to be rolled out beyond businesses to residents / housing, local schools, third sector agencies on a coherent to keep Saracen St clean and tidy including Clean Ups | poster & social media campaign summer 2022 | low-cost high impact with a dedicated brand | £400.00 | £2,000.00 |
| c) Continue joint purchasing programme for commercial waste bags. | review each October to ensure best price | ability to buy in lower quantities; BID keeps a 'float' of bags for new businesses | £300.00 | £1,500.00 |
| d) To continue to work with GCC, ng homes and other partners on street cleaning, dog fouling, graffiti and fly-tipping. | ongoing; quarterly review meetings | partnership working to ensure all agencies with vested interest tackle the issue | £0.00 | £0.00 |
| e) Develop an empty shop unit database as matchmaking service for those looking for space (fortunately Saracen St doesn't suffer from a high level of empty units) | promote empty units; review database annually | encourage and develop let/purchase for new or expanding businesses; turns potentially negative perception to a positive one | £0.00 | £0.00 |
| f) Organise upkeep of existing, and develop new, planters and baskets. | quarterly refresh | feelgood factor brought to the streets | £500.00 | £2,500.00 |
| g) contribute to wider community events | annually in December | supports partnership working; brings more customers and visitors with longer dwell time | £4,000.00 | £20,000.00 |
| TOTAL | | | £5,450.00 | £27,250.00 |

Below are projects that require additional grant funding to progress

| | | | | |
|--|---|---|--------------------|--------------------|
| h) Refresh banner design to ensure the area feels vibrant | 2022; 2024 | an attractive area facilitates refreshed messaging around brand and love local. | £3,000.00 | £15,000.00 |
| i) Progress further phases of shop front refurbishment | 2022 - 2023 | one off opportunity to add financial value to individual business premises; creates attractive, heritage themed environment to boost business | £400,000.00 | £400,000.00 |
| j) Alternating love local banners with Xmas cross spans | annually | attractive area gives a feelgood factor; promoting love local message supports local businesses | £1,800.00 | £9,000.00 |
| TOTAL | | | £404,800.00 | £424,000.00 |
| | | | | |
| 2. Safe and Secure | | | | |
| a) create a #safesaracen campaign | launch autumn 22; review annually | a clear campaign that builds on businesses working together; develops partnerships with statutory sectors; clearly defined action plan | 500 | 2500 |
| b) continue to work with Police Scotland on a regular Saracen Street patrol | plan quarterly meetings with Police Scotland | highly visible police presence on the street deters loitering and anti-social behaviour | 0 | 0 |
| c) removal of public phone boxes that are magnet for anti-social behaviour | summer 2022 | clears street of anti-social behaviour making it a more pleasant street for customers and visitor | | |
| d) establish audit of streetlights and a point of contact with GCC to ensure streetlight are well maintained | complete audit autumn 2022 | low-cost high impact with well-maintained street lighting system | 0 | 0 |
| e) celebrate creative lighting already developed | annually running October to March for a 'dark nights' switch on | creates a better lit environment that promotes safety; encourages longer shop hours and customer dwell | 750 | 3750 |

| | | | | |
|--|--------------------------------------|--|-------------|--------------|
| | | time; supports events, e.g. market activity | | |
| TOTAL | | | 1250 | 6250 |
| <i>Below are projects that require additional grant funding to progress</i> | | | | |
| f) add to the creative lighting to develop enhanced, year-round lighting programme | annually around September | creates a better lit environment to encourage longer shop hours and customer dwell time; supports events, e.g. market activity etc | 6000 | 30000 |
| TOTAL | | | 6000 | 30000 |
| | | | | |
| 3. Business Support, Lobbying and Creating a Voice for Saracen Street | | | | |
| a) online forum | by autumn 2022; review annually | builds strong partnership that develops collective voice; shares information and learning relevant to local business | 150 | 750 |
| b) business breakfast style events - in person and via zoom / digital platforms | quarterly | creates peer to peer networking opportunity, bringing in speakers on relevant subjects | 500 | 2500 |
| TOTAL | | | 650 | 3250 |
| | | | | |
| 4. Marketing and Promotion | | | | |
| a) build on 'remaking saracen' brand with new marketing strategy | by summer 2022; review annually | builds strong partnership that grows footfall and promotes Saracen St | 150 | 750 |
| b) website development | launch summer 2022; review quarterly | showcases Saracen Street, it's businesses and events; develops online shopping & local currency | 750 | 3750 |
| c) social media development inc. online selling links and photography | weekly | promotes Saracen St and its businesses; wider links to local community | 750 | 3750 |
| d) print and posters, digital and hard copy newsletters | quarterly | shares good news stories with a focus on business and relevant topics | 750 | 3750 |
| e) media activity | quarterly press story | to support campaigns that | 700 | 3500 |

| | | | | |
|--------------|--|--|-------------|--------------|
| | | improve opportunities for business | | |
| TOTAL | | | 3100 | 15500 |

Section Eight

Baseline Services

A baseline service agreement ensures the BID does not use levy money to duplicate any services provided by Glasgow City Council, Police Scotland, Strathclyde Passenger Transport, Glasgow Life and Health and Social Care Partnership.

The services directly delivered by the BID are additional to any statutory services. A baseline agreement avoids the risk that public agencies including Glasgow City Council will not reduce its statutory level of service to the BID area following a successful ballot.

“Working with local, city and national agencies brings additional resources to the area. It all adds up to more than the sum of the parts”.

Margaret Fraser, Head of Regeneration at ng homes and Head of Regeneration at ng homes

Section Nine

The BID Levy

A BID levy is an equitable and fair way of funding additional projects and services, which the local authority and other statutory bodies are not required to provide. There are approximately 95 eligible properties in the BID area which will generate a BID investment levy income of £30,490.00 per annum and an estimated total levy income of £152,450 over 5 years.

It has been agreed by the BID Steering Group that the levy rate will be a fee structure based on the rateable value (RV) of the property on the day of the ballot 24/03/2022 and throughout the 5-year term of the BID, and:

- the BID levy will be paid by the occupier (the eligible person liable to pay the non-domestic rate), however, the property owner will be liable to pay the levy where a property is vacant on the day the levy invoice is issued and for all the period thereafter when the property is vacant;
- there will be no increase in the levy amount throughout the term of the BID or because of a non-domestic rateable revaluation occurring during the BID term;
- all eligible occupiers (of eligible properties) i.e. the eligible person liable to pay the non-domestic rate that are listed on the Local Assessors Valuation Roll on the ballot date will be liable to pay the levy;
- the levy payments are not linked to what businesses actually pay in rates but are based on the rateable value of the property;
- the levy must be paid either in one payment within 28 days from the date of the levy invoice or in 10 instalments by arrangement with the billing body;
- if there is a change, in occupier to a property, until a new occupier is found, the property owner will be responsible for paying the levy;
- any new commercial development, subdivision of existing properties or merging of properties or new business with a non-domestic rateable valuation coming into the area during the 5-year term of the business improvement district will be liable for the BID Improvement Levy;
- if a property is vacant on the date the levy is issued and for any subsequent vacant periods, the property owner will be liable for the full levy amount, which must be paid within 28 days;
- the levy will apply to properties with a rateable value of £1 and above. Levy bandings will be applied with a maximum banding at £100,000.00 and above; and
- the BID levy will **not** be index-link in order to take account of inflation, so that those liable to pay the levy can budget accordingly for the full five-year term.

Exclusions

Given the area of the BID is small both geographically and in terms of non-domestic rateable values, the BID Steering Group decided that all premises should pay the levy where it was applicable.

A discretionary voluntary membership, based on the rateable value in the table below - was created covering wide-ranging scales of businesses, charities and sole traders where these organisations could benefit from being part of wider BID activity and where they could contribute positively to the area. The voluntary membership scheme is open to those within the BID geography and beyond, where values and interests align.

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

- Ad-spaces
- Gap sites
- Non-Retail Charities including places of worship
- ATM's
- Food Banks

The Levy Table

| Rateable Value (RV) | Each Week | Each Month | Annual Levy | No of Businesses | Total |
|---------------------|-----------|------------|-------------|------------------|------------|
| 0 to 4,999 | £4.62 | £20.00 | £240.00 | 44 | £10,560.00 |
| 5,000 to 9,999 | £5.58 | £24.17 | £290.00 | 32 | £9,280.00 |
| 10,000 to 19,999 | £6.73 | £29.17 | £350.00 | 13 | £4,550.00 |
| 20,000 to 29,999 | £8.65 | £37.50 | £450.00 | 3 | £1,350.00 |
| 30,000 to 39,999 | £10.58 | £45.83 | £550.00 | 0 | £0.00 |
| 40,000 to 49,999 | £12.50 | £54.17 | £650.00 | 0 | £0.00 |
| 50,000 to 59,999 | £14.42 | £62.50 | £750.00 | 1 | £750.00 |
| 60,000 to 99,999 | £19.23 | £83.33 | £1,000.00 | 0 | £0.00 |
| 100,000 + | £38.46 | £166.67 | £2,000.00 | 2 | £4,000.00 |

The BID Steering Group decided to use a fee structure, as detailed above, to calculate the levy fee. The reasons behind this are as follows:

- The levy payments add up to the amount required to deliver the business plan.
- A banding system was chosen as it represents a simple and easy way for businesses to identify their levy payment, provides for ease of collection and represents a fair and reasonable methodology.
- A minimum payment of £240 pa or £4.62 pw is believed to be realistic for the smallest businesses as they will have the opportunity to benefit from cost reduction projects and potential property improvement opportunities.
- Through consulting with the businesses, a maximum of £2,000 pa is believed to be affordable for the businesses at the higher end of the banding.

Collection of the BID Levy

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

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

Enforcement

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

Glasgow City Council will be entitled to charge an additional fee to the levy amount to meet any additional costs incurred in the recovery of the levy.

Any non-payment of the BID levy will be pursued by Glasgow City Council using their statutory

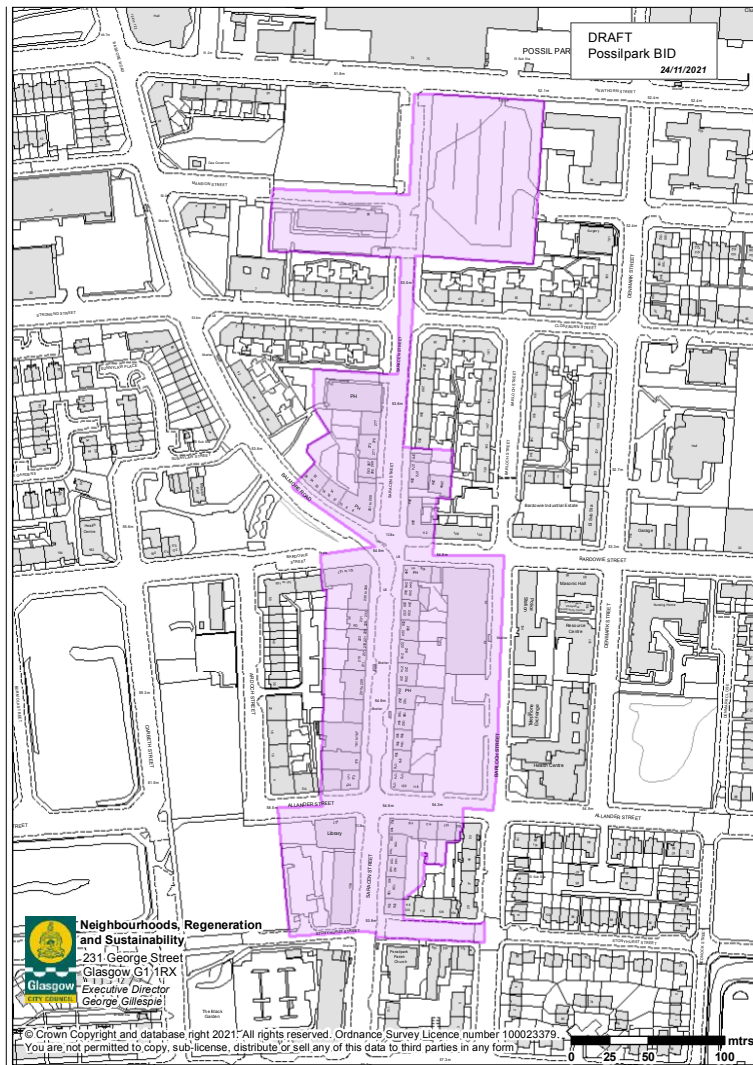
Section Ten

The BID Area

Traders on Saracen Street established the BID to improve the overall look and feel of Possilpark's main shopping area.

The geography of the BID reflects this with its main artery being Saracen Street supported by adjoining streets taking in key active travel routes.

Specifically, the BID area includes the following as illustrated in the map.



| Number | Street |
|----------------------|-------------------|
| 281-99 | Saracen Street |
| 101, 105, 109 | Stonyhurst Street |
| 103,127 | Allander Street |
| 97-99, 125, 127 | Bardowie Street |
| 6, 14, 18-20, 22, 26 | Balmore Road |
| 76 | Closeburn Street |
| 104 | Barloch Street |

Section Eleven

How will the BID be managed?

BID Development Staff

The Project Manager for the BID is Jackie Shearer and is accountable to the BID Steering Group.

BID Development Steering Group

The BID Steering Group is made up from a cross-section of the business community in the area and includes two locally elected councillors. The Steering Group provides direction to the development of the BID and BID development staff. Advice is also given by a Council officer.

Ultimately all key decisions relating to the developing BID have been taken by the BID Steering Group, who are as follows:

| Name | Sector |
|---|--|
| Brian Kelly (Chair) | Service (health, optician) |
| Gary Walker (Secretary) | Retail (food) |
| Omar Afzal (Treasurer) | Proprietor |
| Bob Doris MSP | Scottish Government Elected Representative |
| Cllr Gary Gray | Glasgow City Council Elected Member |
| Gerry Facenna | Service & Retail |
| Mark Feeney | Service (health, pharmacy) |
| Margaret Fraser | Third Sector (housing) |
| Jim Garrity | Service (banking) |
| Cllr / Alan Gow & Bailie Jacqueline McLaren | Glasgow City Council Elected Members (rotating meetings) |
| Sergeant Lorna Watson | Police Scotland |
| Currently vacant | GCC representative |

Management of the BID

Following a successful ballot, the management and operation of the BID will be transferred to a Private Company Limited by Guarantee and Not Having a Share Capital which will operate from 16/05/22.

The Company will be managed by the BID Steering Group until a Board of Directors is elected, but for no longer than three months after the ballot date. The Company will operate in an open and transparent way, answerable to the businesses in the area. The Board of Directors will ensure that a Code of Conduct (including a Register of Interests) and Management and Governance will be created and agreed as policy by the Directors. There will be a detailed set of protocols (the Operating Agreement) which will cover, as well as other items, the billing, collection and transfer of the levy to the BID Company.

A Board of Directors will be established, consisting of up to 12 directors. Every eligible person that pays the levy will have the opportunity to nominate themselves or someone else from within the BID area to be elected to the Company Board but limited to one eligible person from each eligible property. The new Company will be run by the businesses for the businesses. This Board will be

responsible for all decisions relating to staff, contracts, the delivery of the approved business plan and other activities generated by the BID.

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

The Board of Directors will recruit:

| |
|--------------------------------|
| 1 p/t freelance BID Manager |
| 1 p/t freelance Marketing Exec |

These two roles will ensure the efficient delivery of the projects and effective communications with the levy payers.

The Board will be representative of the businesses and stakeholders in the area. The Chair, Vice Chair and Treasurer will be elected from the directors of the Board. The Board will include three representative(s) from Glasgow City Council. There will also be non-voting representatives from Police Scotland and the CHCP. Other non-voting members or local groups may be co-opted onto the Board at the Board's discretion.

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

Additionally, the BID Company Board reserves the right to consider creating a charitable arm to to secure additional funding, which can only be sourced with charitable status.

Policies and Procedures

A set of policies and procedures for the Board will be implemented covering a range of areas such as health and safety, risk management and procurement for example.

Independent Evaluation

The company will undergo an independent evaluation, an Assessment and Accreditation Interim Review (AAIR) at two and four years, developed for Scottish BID Companies. The AAIR is:

- a bespoke review which recognises and accords with Scottish BID legislation
- gives confidence to businesses and the Board of Directors that the practices of the BID company are robust and accord with good practice
- supplies an audit trail to support any future evaluation of the BID Company

Section Twelve

BID Income and Expenditure

There are approximately 95 eligible properties located within the BID area (this figure may change as businesses move, expand or close). The BID levy income is calculated to be approximately £30,490 per annum.

Current Scottish collection rates for the BID levy are reported to be 95%. With this in mind, an amount has been set aside in the budget under 'contingency' to allow for any bad debt.

Possilpark BID Projected Income and Expenditure

| INCOME | YEAR 1 | YEAR 2 | YEAR 3 | YEAR 4 | YEAR 5 | TOTAL |
|----------------------|---------------|---------------|---------------|---------------|---------------|-----------------|
| BID Levy | 30,490 | 30,490 | 30,490 | 30,490 | 30,490 | £152,450 |
| Glasgow City Council | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Income | 30,490 | 30,490 | 30,490 | 30,490 | 30,490 | £152,450 |

| EXPENDITURE | YEAR 1 | YEAR 2 | YEAR 3 | YEAR 4 | YEAR 5 | TOTAL |
|--------------------------|----------------|----------------|----------------|----------------|----------------|-----------------|
| Clean and Attractive | £5,450 | £5,450 | £5,450 | £5,450 | £5,450 | £27,250 |
| Safe and Secure | £1,250 | £1,250 | £1,250 | £1,250 | £1,250 | £6,250 |
| A Business Voice | £650 | £650 | £650 | £650 | £650 | £3,250 |
| Marketing and Promotions | £3,100 | £3,100 | £3,100 | £3,100 | £3,100 | £15,500 |
| Staff and Office | £19,000 | £19,000 | £19,000 | £19,000 | £19,000 | £95,000 |
| Contingency | £1,040 | £1,040 | £1,040 | £1,040 | £1,040 | £5,200 |
| TOTAL | £30,400 | £30,400 | £30,400 | £30,400 | £30,400 | £152,450 |

Financial Management Arrangements

Once the BID is operational, any variations within budgets will be reported to the BID Board of Directors.

The Board will agree on an annual basis how funds for subsequent years will be allocated. This will be based on business feedback during the previous year and the priorities for the coming year, which allows the BID the flexibility to respond to changing business needs and requirements.

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

In-kind Support and Additional Fundraising

We will continue to secure in-kind support to cover e.g. premises costs for the first full five-year term of the BID thereby removing rent, rates, insurance and utility costs.

We will also continue to attract other investment, sponsorship and trading income to increase the amount available to improve the town centre for the benefit of the businesses and local community. Funds will be sought from but not restricted to Glasgow City Council, National Lottery Community and Heritage Funds, Town Centre Action Fund, Scotland Loves Local, Keep Scotland Beautiful and Zero Waste Scotland for example.

Successes

Already, the Steering Group has been successful in a range of funding including:

- Scotland Town's Partnership seedcorn grant of £30K to roll out the pilot period to get to full BID status;
- subsequent Covid recovery grant linked to the above of £21K;
- Town Centre Action funding of £400K to support environmental enhancements and shop front refurbishment;
- Canal Coop Heritage grant to create heritage themed logo and activity; and
- Scotland Loves Local grant funding over round one and round two of £25K to support banners and year-round creative lighting enhancements.

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 new opportunities that may arise. This will be in the best interests of the businesses and without recourse to an alteration ballot

"I've already found the BID very helpful, especially around managing our refuse. When we took over the Post Office, it was great to hear the BID was there. We had somewhere to focus our questions about the area".

Mr Sulman Asghar, Shoptsmart and Post Office

Section Thirteen

What if there is a NO vote?

Quite simply, the projects and services proposed in this Business Plan will **not** be delivered.

The issues highlighted by businesses – including the tackling of waste, safety concerns and putting in place a range of street enhancements - will **not** be tackled and as such may get worse.

There will be **no** single co-ordinated voice for business in Possilpark, this can only be achieved through the BID.

The Town Centre Fund will have run its course and there is **no** guarantee of follow up funding to keep the project developing.

The opportunity to secure external grant funding for Possilpark projects will be greatly reduced or lost completely as some funding sources are only open to BID organisations.

Over the past 18 months, the BID Steering Group has secured £500K in grant funding which was achieved through the efforts of the steering group and the BID Co-ordinator – see Section 5, page 7.

Section Fourteen

The BID ballot process

Pre-Ballot

The BID Proposer must submit, at least 98 days in advance of the ballot date, the BID Proposals to the Local Authority, the Scottish Ministers and the billing body along with a letter detailing their intention to put the BID Proposals to ballot. The local authority has then, 28 days in which to veto or not veto the BID Proposals.

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

The BID Proposer will make available a copy of the BID Proposal to any person, who is eligible to vote on the BID Proposals, who requests a copy.

The Ballot

Ballot papers will be posted to the eligible person responsible for casting a vote within their business at least 42 days before the day ballot. In the case of national companies, the responsibility for voting may lie with head office.

Prior to or on the date the ballot papers are issued the BID Proposer will provide to all those eligible to vote in the ballot, with a copy of the BID Business Plan.

The BID ballot is a confidential postal ballot conducted by Glasgow City Council on behalf of Possilpark BID and in accordance with Scottish BID legislation.

Where an eligible property is vacant the voting papers will be sent to the property owner.

In Possilpark BID case, voting papers will be issued no later than 27/01/2022

The last date for all ballot papers to be returned is 5pm on 24/03/2022. Papers received after this date and time will be deemed null and void and not be counted.

Voting papers are easy to complete, simply place a cross on either "yes" or "no" to the question "are you in favour of a BID?" The ballot paper must then be signed by the person eligible to vote and returned in the pre-paid envelope.

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

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

The ballot papers will be counted on 11/03/2022 and the results announced by Glasgow Council within one week.

Following a successful ballot, the BID will commence on 16/05/2022 and will run for a period of five years until the 15/05/2027.

Post Ballot

Following a successful ballot, the BID will commence on 16 May 2022 and run for a period of five years until 15 May 2027.

At the end of the 5-year period, the businesses will be given the choice of continuing the BID for a further 5 years. This renewal ballot process will be conducted using the same methods as the original ballot.

Currently, there are 23 BIDs in their second or third BID terms equating to 34 successful renewal ballots demonstrating the businesses value of the projects and services delivered by the BIDs

"I am pleased to be part of the BID. Pollok Credit Union is the last bank on Saracen Street and it's great that the BID is a member. There is real strength in keeping things local."

Jim Garrity, Manager at Pollok Credit Union and BID Steering Group member

Section Fifteen

Monitoring BID performance and communicating with levy payers

Monitoring

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

There will be a series of steps put in place to ensure that performance will be monitored.

These include:

- quantitative data such as numbers of events and number of people attending
- annual report to communicate performance
- analysis of trends such as monitoring sales and footfall
- health, safety and risk including police liaison to ensure projects positively impact on reducing anti-social behaviour and crime
- media coverage
- website and social media traffic

Communication

The Steering group have agreed that an open and transparent approach must be adopted by the BID Company.

The BID Company will communicate with all levy payers and stakeholders through a mix of regular newsletters and e-bulletins, social media, meetings, open events, and press / media coverage. This will ensure that levy payers are kept informed of the progress that the BID is making on the levy payer's behalf.

Section Sixteen

What we have done so far

- established a website and social media channels with digital newsletter;
- created the 'remaking saracen' heritage brand;
- supported annual community festive activity through coordination of Xmas tree and lights;
- provided support through Covid with practical resources and help with Covid Recovery grant applications;
- installed heritage 'love local' banners;
- created #shopsaracen campaign with tote bags;
- refurbished shop fronts in phase one of Town Centre Action Fund programme;
- installed three large bespoke planters on Saracen Street;
- put in place a waste management programme to support collective purchasing and also aid understanding of commercial waste responsibilities;
- rolled out consultation and engagement events as lockdown restrictions allowed including one to one meetings and group events; and
- raised £500K for these projects and programmes.



Shop Front improvement works as part of Town Centre Action Fund programme

Section Seventeen – The BID Steering Group

Please refer to Section Eleven for a list of Steering Group members in full.

Section Eighteen - Contact Details

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Grant Funders and Supporters

