

Annual Report 7th November 2019

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1. Welcome and Introduction

A very warm welcome to our annual report for the period to November 2019. This update report should be read in conjunction with Appendix 1 which covers the period from the start of the BID to May 2019.

As you are aware the BID five-year period ends on the 30th April 2020 and a 2nd term is not being pursued (see Appendix 2). As previously advised the Board has decided that Discover Dunblane will continue to work for the benefit of the business and broader Dunblane community, beyond 30th April 2020 without BID status. A key factor in reaching this decision has been the formation of a close working relationship with both Dunblane Development Trust and Dunblane Community Council.

Your board believes that the business plan overall has been successfully implemented, albeit, as recorded in Appendix 1, there are areas where the goals and aspirations have not been fully met e.g. some aspects of Promoting. Conversely, areas such as partnership working, Skills for Life programme and number of businesses taking advantage of the Premises Improvement scheme, have again this year been a significant success.

The success of the Dunblane partnership is clearly evident in two very recent awards of grant money. Discover Dunblane has been awarded £88k from the Scottish Government Town Centre fund for enhancing and sustaining the High Street. The application was submitted to allow, a retail property purchase, improved signage and premises improvement. As part of the successful application, Discover Dunblane committed £5k to enhance the High Street, with a particular focus on both Charity shops. The 2nd award has been made to Dunblane Community Council in the sum of £93k from the Local Rail Development Fund (LRDF) by Transport Scotland. This grant is to enable an in-depth look at traffic and active travel problems and opportunities to and from the rail station in line with Scottish Transport Appraisal Guidance (STAG). This approach, the first of 3 phases, is a requirement by Transport Scotland in order to qualify for any future funding application to support implementation of any findings.

Lastly, as you are aware, a key discussion at the annual meeting will be to determine what the priorities should be for the final 6 months of the BID. These will be advised to all businesses as soon as possible after the meeting.

On behalf of the Board I would like to thank you for your support to-date and in anticipation of this continuing for the remaining BID period and beyond.

2. Business Plan update

2.1 Promoting

The annual calendar of events remains at a reasonable level and attract a growing number of residents and visitors to the Town Centre area. Events held (either organised or supported by the BID) were:

- a) Discover Dunblane Road Race: which takes place in May, attracts in excess of 600 runners and a similar number of spectators to the Town Centre area. We will look to sponsor the 2020 race also.
- b) Great Stirling Run (Stirling Marathon): took place in April, but in 2020 it will move to the Autumn. Business support was provided to spectators, with manning of the water and food station by volunteers. This latter activity raises several hundred pounds for the Dunblane Centre. Discover Dunblane will again act as liaison with the organisers for the 2020 race.
- c) Easter Quiz and Duck Hunt: not a great turn out for the Easter quiz but the duck hunt saw over 40 businesses participating along with around 60 young people.
- d) Christmas Extravaganza: this has become the key event in the Dunblane community winter calendar. With attendance in the region of 1200 -1500 it is a tremendous opportunity for every business to showcase their business.
- e) Dunblane a digital town centre: This has not progressed beyond initial discussions primarily due to, cost of implementation and ongoing costs thereafter and the suggested operating model by the service provider. Other reason was the decision not to proceed with a 2nd BID term.

2.2 Enhancing

- a) Vacant Premises: The High Street area is now coming out of a difficult period of vacant premises where at one time there were 9 empty units. Today, all premises which were on the market have now been sold, with a number of new businesses now trading and others are a work in progress.
- b) Premises improvement scheme, continues to be very successful with a further 4 businesses applying for grants: The Board would actively encourage any business who has not yet benefited from the scheme to take advantage of this facility prior to the end of the BID period.
- c) Parking strategy: Short term - Local Parking Management Plan was agreed with Stirling Council and already the electric charging points have been installed in 'Tesco' car park. The other improvements will be implemented once the various stages of governance and approvals have been completed and obtained by Stirling Council.

- d) Parking Strategy: medium term – as mentioned in the introduction, Dunblane Community Council in concert with DDT and ourselves, has secured a grant of £93k from the Local Rail Development Fund (LRDF) provided by Transport Scotland. This grant is to enable an in-depth look at traffic and active travel problems and opportunities to and from the rail station in line with Scottish Transport Appraisal Guidance (STAG). This approach, the first of 3 phases, is a requirement by Transport Scotland in order to qualify for any future funding application to support implementation of any findings.

- e) Town Centre Regeneration: as mentioned in the opening remarks we have secured an £88k grant from Scottish Government. Purposes to purchase a retail outlet in order to both increase retail choice to residents and visitors and to generate ongoing income for Discover Dunblane; also, to improve signage towards the Town centre area and to improve the look of the High street area.

2.3 Supporting

- a) Dementia Friendly Dunblane group: we continue to provide advice, support and funding to this group. There is a growing number of businesses now registered as dementia friendly and the Dementia group have a number of other businesses identified for participation and recognition. It is the intention to make Dunblane a recognised Dementia friendly city.

- b) DDT subgroups: we continue to support the subgroups by way of funding which helps the groups with the fantastic work they do in the community that makes Dunblane a more beautiful and welcoming place to live and to visit.

- c) Skills 4 Life programme: This programme, fully funded by the Big Lottery, engages approximately 50 young people from Dunblane High School on an annual basis. S4L incorporates three projects designed to give both work experience and develop character of the young people. In addition, there is a bespoke SQA level 6 qualification that can be obtained through full participation: Projects are; work *experience* in which 25 local businesses participate. This group is also looking to create a database where employers can post part time job vacancies, with the data being made available to young people at the school; *Destination Management* – which will deliver promotional material for the Town Centre, likely to be maps, and a *rewilding Dunblane* group which will look to building bird boxes and other materials to help encourage more wild life in Dunblane area.

3. Financial Update

Discover Dunblane

YEAR 4 2018-2019 (Period: 12 October 2018 - 31 October 2019)

INCOME		
	AMOUNT	DESCRIPTION
Levy Drawdown	£26,000.00	BID Levy Drawdown
Sponsorship	£1,650.00	Extravaganza Sponsorship 2018
Donations	£96.78	Extravaganza donations received 2018
INCOME TOTAL (I)	£27,746.78	

EXPENDITURE		
Promoting		
Misc	£112.99	Keir Round-a-bout banner erection and de-erection
	£144.40	Duck Hunt - Ducks Purchase
	PROMO TOTAL	£257.39
Events	£8,721.82	Extravaganza 2018 & 2019
	£105.00	Duck Hunt - Promo and printed materials
	£550.32	Christmas Trees
	£270.00	Visitor Map/guide design
	£900.00	Printing of guides
	£715.86	Keir Roundabout Banner
	£698.00	The Wire leaflets & delivery
	£500.00	Dunblane Road Race - Promotional Support
	EVENTS TOTAL	£12,461.00
	£3,036.00	Digital Management - website and social
Web hosting	£163.04	Web hosting, domain renewal and SSL
	ONLINE TOTAL	£3,199.04
Enhancing		
	£1,500.00	Premises Improvement Scheme grant
	ENHANCING TOTAL	£1,500.00

Charitable Giving	£100.00	Cheque - Dunblane Air Cadets Squadron	
	£200.00	Cheque - Fire Service Charity	
GIVING TOTAL			<u>£300.00</u>

Performance Monitoring

	£118.80	Scotland Towns Ltd annual membership	
PERF. MON. TOTAL			<u>£118.80</u>

Administration

BID Management	£3,257.49	Project Management (x3 over period)	
	£480.00	Website re-design	
	£351.00	Administration Support - AGM, Levy Collection	
	£37.50	Teas and coffees, DNGC	
	£6,380.00	Event Management - Xmas Extravaganza 2018 & 2019	
ADMINISTRATION TOTAL			<u>£10,505.99</u>

EXPENDITURE TOTAL (E) £28,342.22

NET POSITION (I-E) £(595.44)

SUMMARY

Account Balances

Bank Account (Acc. No. 76661168)

Opening	633.84
Income	£27,746.78
Less Expenditure	£28,342.22
Less uncashed Cheques	£50.00
ACCOUNT BALANCE	£88.40

Local authority account

STIRLING COUNCIL £20,000.00 at 01/11/2019
BALANCE

Appendices

1. 4-year summary report dated May 2019 (circulated prior to the open meeting held at the Golf Club on 28th May 2019).
2. Outcome of Consultation for a 2nd term for a BID – 2nd July 2019

The Board
Discover Dunblane
5th November 2019

APPENDIX 1

Note from Discover Dunblane Board to Dunblane Businesses 2nd July 2019

Re – Outcome of consultation for a 2nd term for a BID

Following the recent open meeting, the follow up questionnaire and discussions with a number of businesses to establish the level of interest in a 2nd term as a BID, the board has come to the following decision:

The BID will be disbanded on the 30th April 2020, consequently a 2nd term renewal will not be sought.

There are a number of reasons which lead to this decision but the primary one being: the lack of interest / appetite within the business community to volunteer time to drive the activity needed for a 2nd ballot.

Other contributing factors included:

1. Many of the successes to date can be attributed to a few volunteers and this was not felt by Board members, to be a sustainable model for a 2nd BID term.
2. As recorded on many occasions previously, the view has been that we are too small to be a BID, e.g. able only to fund a limited amount of time on a weekly basis for a BID manager.
3. Whilst this review period confirmed a majority of businesses supporting a 2nd BID term, there is a significant minority of businesses who did not want a 2nd term. Given the constraints on resource, it was concluded by the Board, that the 'no' group could consume a disproportionate amount of time and consequently interfere with the capability and capacity to deliver any agreed plan for the 2nd term.

As a consequence of the above decision, the last levy collection will take place during November 2019. An open meeting will be held in October / November to discuss the priorities for the final 6 months of the BID.

On a more positive note, the Board recognizes the benefit derived to businesses and the broader community from the informal partnership that exists between Discover Dunblane, Dunblane Development Trust, Community Council and Stirling Council. It is intended therefore that Discover Dunblane, will continue to represent businesses within this community partnership, albeit outside the framework of a BID. Current topics which will be considered by Discover Dunblane under this community framework include:

1. Implementation of the agreed parking review outcomes
2. Town Centre Regeneration

Current BID activities which will automatically fall away / discontinue, after the cessation of the BID on 30th April 2020 includes;

1. Christmas Extravaganza and all other events
2. Social Media
3. Promotional activity
4. Premises Improvement Scheme
5. Skills for Life programme with Dunblane High school.

Discover Dunblane would of-course look to support (on a best efforts basis) any individual business or group of businesses that wished to initiate any activity that benefited the business community as a whole and / or the broader community in Dunblane.

The Board
Discover Dunblane
2nd July 2019

APPENDIX 2

DISCOVER DUNBLANE BUSINESS PLAN SUMMARY REVIEW

Foreword 2015 - 2020

We are now in our last year as a BID and the Board felt it appropriate to hold an early discussion with businesses as to whether a 2nd BID term should be pursued. To this end an open meeting of businesses is being held on **28th May at 5.30 in the Golf club.**

A summary of performance over the last 4 years has been prepared to support discussion on what could be considered for a 2nd BID term. For information, all Board members are supportive of a 2nd term. But, there are different views on the type, scope and boundaries. Also, concerns over individuals ability to volunteer time to support delivery.

To recap, Discover Dunblane (one of the smallest BIDs in the UK, both in terms of number of businesses and annual levy income) was the first community centric BID in Scotland, where working in partnership with key community groups for the benefit of the broader community was seen as the most inclusive and efficient way to deliver the key components of the business plan.

Throughout the period, the board took a number of steps to ensure business plan commitments were given every opportunity to be delivered:

1. Successfully, raised additional external funding for special events and activities (successes included - Big Lottery £38k for Skills for Life programme; Extravaganza Sponsorship over £12k raised; £10k from European Mobility week to support active travel).
2. To improve efficiency, a few activities were amalgamated eg Employment and Education.
3. Formed close partnerships with key local bodies for those activities that impacted the broader community. Having a community voice proved very successful during the Stirling Council Community Management Parking Plan process; Network Rail bridge replacement and current activity with regard to a government sponsored STAG analysis on active travel which includes commuter parking.
4. Very importantly, at each of our annual review meetings with businesses, prioritisation of activities for the year ahead was agreed. This ensured resource was being directed on agreed priority tasks and enabled a staged approach to delivering the business plan. The downside to this was that 3 out of 18 activities in the business plan have not been delivered.

What has been delivered far outweighs the value of funds contributed through the business levy. That said, an ongoing challenge (which is near impossible to achieve) is that not all businesses will have benefited in a direct way from the BID (value for money)

and our ability to measure footfall and indirect benefit does not exist. That said, the majority of businesses that don't benefit directly, eg professional services, view engagement with the community and improvement to the environment to be the key driver for their involvement.

Lastly, a key constraint and learning has been the lack of volunteer support from businesses throughout the period and the frequent change in personnel to the BID project manager position. These limiting factors need due consideration in any planned activity for 2020 and beyond.

Summary Report 2015/2020 AND Activities deemed critical / beneficial for 2020/2025

The following pages contain a brief summary of performance, on each of the 18 activities detailed in the original business plan. These are graded 'red/amber/green' (not delivered / partially delivered / successfully delivered)

To help support discussion on whether a 2nd BID term should be pursued at the upcoming meeting, the table (right hand side) also provides a view on suggested critical activities for 2020 – 2025. Please note that not all of these activities are dependent on a 2nd BID term.

The model of raising third party funding and working in partnership is seen as the most effective for delivering success. Highlighted below in red, are some of the known funding opportunities should we decide to proceed with a second term.

	Review 2015 - 2020	Activities deemed critical / beneficial for 2020/2025
PROMOTING		

	Review 2015 - 2020		Activities deemed critical / beneficial for 2020/2025
Establish promotional campaign & website and social media	A mixed success - website established, but, not maintained/developed into a key go to site. Significant effort was made to partner Destination Stirling to help promote tourism in Dunblane but this organisation ceased when the Stirling BID became live, so this opportunity closed. Social Media has been reasonably successfully, but, limited to those BID businesses that both use social media and share content with the BID. This despite training be made available by Business Gateway and 121 support offered by PM. Social Media remains an opportunity for significant improvement and benefit, but, there needs to be more evidence of demand from and participation by businesses.	Amber	<p>1. We have secured in principle, £10k seed funding from Scottish Towns partnership (STP) to install a Town Centre wifi system and we are about to discuss with Stirling Council, under their Rural Broadband Fund, additional funding (est £40k) for the relevant hardware (estimated at 8 access points).</p> <p>2. We are also in discussion with 'Destination 66' (recommended by STP) on a model to manage this initiative on behalf of the BID.</p> <p><i>For this activity to progress a 2nd BID term would be required.</i></p>
Events (co-ordinate, sponsor and promote)	Successfully held the Christmas Extravaganza (up to 2k attending each year). Sponsored Discover Dunblane Road Race (c.6/700 runners) and brought Stirling Marathon through town centre area. Also liaised with the Fling Committee and have jointly sponsored/promoted this event. The Fling downsized this year in part due to lack of volunteers to support the committee. Other smaller activities such as duck hunt and Easter quiz have also been undertaken on an annual basis, but with varying degrees of success.	Green	<p>2 main events –</p> <p>1. Christmas Extravaganza (which we lead on);</p> <p>2. Discover Dunblane Road race (which we sponsor);</p> <p>Both bring added commercial value to Dunblane (accommodation, pubs, cafes, restaurants, general retail)</p> <p><i>For this activity to progress a 2nd BID term would be required.</i></p>
Sport & leisure (promote sports organisations and work with businesses to increase membership)	Purpose of this activity was to promote the sporting organisations & work with other businesses to increase membership & promote packages & a healthier lifestyle. Whilst meetings were held with the chair of Tennis and Bowling club and the Golf club were offered a seat on the BID board, no progress was made in delivering this objective. Also, this activity did not attract priority at annual meetings, consequently activity was limited. Key event was the Golf club featuring heavily at our Visit Scotland exhibition. Also, many BID businesses actively support the sports organisation on a 121 basis, particularly DNGC, through hole sponsorship and golf membership.	Red	

	Review 2015 - 2020		Activities deemed critical / beneficial for 2020/2025
Brand & image maintenance & consistency	Investment was made in our first year with a marketing company who undertook research and held workshops, producing a document for the strategic development of the Discover Dunblane brand. Over time the brand of Discover Dunblane is becoming more associated with supporting the community. But a key barrier to consistency has been poor and inappropriate communication emanating from a minority of businesses. Also, frequent changes to and the skill set of, the project manager has also hindered this activity.	Amber	
Utilise historic connections	Purpose of this activity was to work with Dunblane Museum, Leighton Library & Historic Scotland to bring together a combined strategy to make the most of the historical background of Dunblane. This in part is currently part of our skills4life project with Dunblane High School, where we are anticipating promotional material being produced during the course of this year.	Amber	
ENHANCING			

	Review 2015 - 2020		Activities deemed critical / beneficial for 2020/2025
Premises Improvement Scheme	<p>To date we have provided more than 20 grants to a broad cross section of the BID business community - the majority of grants have been awarded for the maximum amount of £500. No application has been refused due to lack of BID budget availability and funds remain available for another 12 months for grants to be awarded. Despite this investment by businesses and the BID, some areas of the High street remain in poor condition overall – due in the main to absent landlords. As we enter the last year of the BID we would encourage as many businesses as possible to take advantage of the grant funding available.</p>	Green	<p><i>For this activity to progress a 2nd BID term would be required</i></p>

	Review 2015 - 2020		Activities deemed critical / beneficial for 2020/2025
Promote revised parking strategy	<p>The most negative talked about topic for ever and a day by all of Dunblane is the perceived lack of parking. Exacerbated by the change to legislation where police were no longer undertaking parking duties and the Council had insufficient resource to implement effective enforcement (and this remains the case today). That said the recent agreement on parking with Stirling Council contains many success factors for Dunblane. The initial position taken by Stirling Council in the CPMP was to introduce c.35 parking meters in Dunblane; remove all free parking from the Town Centre area; and introduce resident parking zones (at a cost to residents) in areas such as George street. After hours of meetings and numerous emails and working in partnership with Dunblane Community Council and DDT the outcome was: Maintain all free 1 and 2 hour free parking zones; introduce coach parking on dual carriageway; provide 16 additional parking places in town centre; provide drop off zone at station; provide 8 electric charging points in Springfield terrace; introduce 1 hour free parking at the Victoria hall; introduce parking charge in the Haining and Millrow car parks between the hours of 7.00 to 8.30 - this to deter commuters from using these car parks. Lastly a commitment given to have enforcement officers being on site three times per week. In addition to this, we are currently going through a STAG application process which may provide funding for an active travel assessment and needs analysis for Dunblane. A possible outcome/ recommendation will be the provision of improved parking facilities for rail travellers.</p>	Green	<p>Concluding the STAG an analysis and implementation of recommendations.</p> <p><i>For this activity to progress a 2nd BID term would not necessarily be a requirement. However, businesses would require to sit on the Discover Dunblane Board and actively pursue and deliver this opportunity.</i></p>

	Review 2015 - 2020		Activities deemed critical / beneficial for 2020/2025
Cost efficiency	Working in partnership with a local award winning energy saving company, all businesses were provided with the opportunity for free estimated savings calculation for, gas, electricity and water usage. Uptake was low (less than 10 businesses), due in part to existing contracts that businesses had in place. Also, results on savings for some businesses did not materialise to the extent predicted and insufficient follow up in later years to undertake a 2nd pitch.	Amber	
Town centre regeneration	This is very much a partnership activity with DDT, DCC & Stirling Council. A Town Centre action plan was created through a government funded 'charrette' - with a few notable successes being delivered eg Braeport ownership; Streetscape project; Riverside wall repair; updated walking and cycling maps. Another key success for this partnership was in regard to the planned road closure for the new railway bridge. Network rail proposal was to close both lanes of the dual carriageway for 4 months. After many heated meetings the eventual outcome was closure of the dual carriageway for 8 days.	Green	Continue to partner with the DDT and Community Council, utilising any external funding received for regeneration. <i>For this activity to progress a 2nd BID term would not necessarily be a requirement. However, businesses would require to sit on the Discover Dunblane Board and actively pursue and deliver this opportunity.</i>
Support occupancy of vacant units	Objective was to work with property owners of vacant units to increase the choice and quality of new businesses coming into the High Street. Some reasonable successes eg sale of Marshall McCallum and Hydro shop. Others, such as Hunters, landlords were only interested in getting rental income. To enable control (albeit limited) over vacant premises, the BID will be applying for funding (in the 2nd half of this year), under the Scottish Government Town Centre fund, to purchase at least one vacant unit. Potential funds available thought to be in the region of £100k.	Green	To purchase at least one vacant premise with funding from the Scottish Government Town Centre fund. <i>For this activity to progress a 2nd BID term would not necessarily be a requirement. However, businesses would require to sit on the Discover Dunblane Board and actively pursue and deliver this opportunity.</i>
Greener & cleaner	We have an excellent relationship with the DDT and subgroups whose activities add so much colour, life and beauty to the town centre area. We offer financial support to the groups for their various activities, including purchase of Christmas lights, plants and equipment.	Green	Given the community benefit delivered by DDT we will continue to respond to funding and other requests received. <i>For this activity to progress a 2nd BID term would be required.</i>

	Review 2015 - 2020		Activities deemed critical / beneficial for 2020/2025
SUPPORTING			
Business to business trading	Initially open meetings were held in venues where the BID would provide light food and an opportunity for businesses to meet and enable working relationships to be established. Whilst a small number of business trading relationships were established, attendance at subsequent meetings faded, plus complaints were made about the BID funding food at these meetings. Currently, a number of businesses meet regularly (non BID activity) to discuss marketing between businesses, so in some respects this fulfils this BID activity.	Red	
Education & Employment Support	One of the key successes of the BID to date. More than 100 young people in 4th and 5th years from Dunblane High has obtained work experience in Dunblane businesses (with more than 30 businesses participating in the scheme). This programme now known as Skills 4life has received Big Lottery funding (for a 2 year project) which enables 6th year pupils to own and lead on this initiative, with guidance and training on life skills provided. Oversight is provided by representatives of the community and BID board members. This success has provided much greater visibility of BID businesses, not only to the young people, but also to their parents and in communities outside Dunblane. Our plan this year is to look to integrate our model into emerging government sponsored schemes such as 'developing young work force'. That said 3rd party schemes cannot provide a bespoke and flexible proposition that benefits both the young person and the business community. We would also like to more formally introduce part-time working opportunities throughout the year, making it more seamless for businesses to access this resource, but, more importantly, to embed a work ethic into 5th and 6th year pupils before leaving school.	Green	<p>Depending on the success of development of the young people this year, we may consider speaking with the Big Lottery to determine the likely hood of further funding to enable the programme to be extended for a further 2 year period.</p> <p><i>For this activity to progress a 2nd BID term would not necessarily be a requirement. However, businesses would require to sit on the Discover Dunblane Board and actively pursue and deliver this opportunity.</i></p>

	Review 2015 - 2020		Activities deemed critical / beneficial for 2020/2025
Create a BID Club for Employees & Members	The purpose of this activity was to develop a proposal that provided benefit to employees & members of BID organisations when they shop with or become members of BID organisations. This activity has never been deemed high priority and has therefore not been progressed. That said a significant number of businesses do offer discounts to staff from other businesses and organisations, which in itself, makes this initiative largely redundant.	Red	
Town centre community support	Key success in this activity has been the financial support, marketing and branding expertise provided to the Dementia group. In addition there are now more than 10 businesses in Dunblane who are officially recognised as dementia friendly and a further 10 businesses are currently being assessed for this accolade. Dunblane is now become a leading community in Scotland for awareness and support of dementia.	Green	<i>For this activity to progress a 2nd BID term would be required.</i>
Support safety	Work with Police Scotland and Community Council to ensure that Dunblane continues to be perceived as a safe place in both day and evening. This has not been an onerous activity given the relatively low crime rate in Dunblane.	Green	