

LET'S GLASGOW

BUSINESS IMPROVEMENT DISTRICT

A Business Improvement
District for Glasgow city centre



BUSINESS-LED ✓
CITY-CENTRE FOCUSED ✓
RESULTS-DRIVEN ✓

BUSINESS PLAN
2026-2031

EXECUTIVE SUMMARY



Glasgow’s city centre is a place with enormous potential, and a vital part of the city’s identity. But it’s clear that many people feel the experience of being in the city centre isn’t what it should be. Concerns about safety, cleanliness, and the general environment are becoming more frequent, and businesses are feeling the impact.

That’s why I’m proud to be chairing the Steering Group for the Let’s Go Glasgow Business Improvement District (BID) initiative. We believe it’s time for city centre businesses to come together and take a more active role in shaping the future of our shared space. A BID gives us the structure and resources to do exactly that.

If successful, the BID could raise over £14 million over five years, money that would be invested directly into improving the city centre experience. This investment would sit alongside, and add value to, the existing work already being done by the Council and other public services. It’s not about replacing what’s there - it’s about going further.

The BID would allow us to focus on key priorities: making the city cleaner and safer, attracting more people in to shop, visit and work, and creating a more vibrant and welcoming environment. Crucially, we will work in close partnership with Glasgow City Council, Police Scotland, and business networks, including Glasgow Chamber of Commerce, to make sure our efforts are aligned and effective.


We have been working to engage with businesses of all sizes, and I’m pleased to say the initial response has been overwhelmingly positive. The ballot will take place in October and November 2025, with a view to launching the BID in April 2026.

Glasgow deserves a city centre that reflects the ambition, creativity and energy of its people and businesses. I hope you’ll join us on this journey.



Kyron Keogh
KYRON KEOGH
Let’s Go Glasgow BID Chair
Co-Founder & Managing Director
ROX – Diamonds & Thrills


**A CLEANER,
SAFER, MORE
VIBRANT
CITY CENTRE**
through business-led solutions
and additional services


If successful at ballot, a 1.5%
levy on business premises
with a rateable value over
£100,000. Generating
£14M
over a 5 year BID term




Glasgow could join
341 ACTIVE
BIDs
across the UK
representing
134,000+
businesses
& £154M
annual investment


Get involved
VOTE YES
and help to shape
Glasgow city centre’s future

CHAMPIONING THE PROJECT

A Steering Group has guided the development of the BID. Representing local business interests, setting priorities, and ensuring the BID reflects the needs of stakeholders.



“ Retail is central to Glasgow city centre’s success, driving footfall, jobs and investment. As one of the city’s major retailers, Primark recognises the importance of keeping the centre vibrant, welcoming and competitive. We know that a Business Improvement District will become a driving force behind delivering cleaner, safer streets, stronger marketing and a better overall visitor experience in Glasgow and support the city’s position as a leading shopping and visitor destination.

We want to be part of a local BID to create a network of voices that bring together different parties across the retail industry as well as local authorities, councillors, police forces and government. We welcome this level of collaboration, as by working together we will be able to solve issues and challenges and identify new opportunities for everyone to benefit from. ”

PAULINE MCNAMARA
Store Manager

Primark

This group is made up of:

Kyron Keogh Chair
ROX – Diamonds & Thrills

Brian Fulton Vice-Chair
Hold Fast Entertainment

Raymond Boyle
London and Scottish Investments Ltd

Vicky Colquhoun
St Enoch Centre

Ian Elder
Glasgow City Council

Mario Gizzi
DRG Group

James Ledgerwood
Scotrail

Colin MacKenzie
MC2 Offices

Stephen McManus
Police Scotland

Danielle McRorie-Smith
Scotland’s Improvement Districts

Oli Norman
Itison

Stuart Orr
Buchanan Galleries

Stuart Patrick
Glasgow Chamber of Commerce

Hina Rubbiani-Mills
Radisson Blu

David Sharp
John Lewis

Luke Smith
Tesco

Alex Williams
Princes Square

What is a Business Improvement District BID?

A **Business Improvement District (BID)** is a defined area where businesses come together to invest in local improvements, services and initiatives that enhance the trading environment. These improvements are above and beyond what the local authority provides and are funded by eligible businesses within the district.

BIDs are established through a formal ballot process and governed by a Board of Directors made up primarily of local business representatives. This ensures decisions are driven by those who best understand the area’s needs and priorities.

How Do BIDs Work?

Once approved through a ballot, all eligible businesses within the BID boundary contribute a set levy, based on their rateable value. The funds are then used to deliver projects - developed in consultation with stakeholders-that might include:

- Enhanced street cleaning and maintenance
- Marketing and events to drive footfall
- Crime reduction and security initiatives
- Business support and networking
- Improvements to public spaces

A BID can run for a five-year term, after which a ballot determines whether it continues.

BID Governance

BIDs are governed by a not-for-profit company or organisation led by a board of stakeholders. Typically, this includes:

- Local business owners
- Property owners
- Representatives from local government
- Community or civic leaders

The BID board is accountable to the levy-paying businesses and ensures transparency and regular communication. Annual reports and public meetings help maintain trust and engagement across the district.

HOW A BID WORKS FOR YOU

BIDs in other big cities

Business Improvement Districts have been successfully implemented in major cities across the UK and internationally. Examples include:



**ESSENTIAL
EDINBURGH**

Raising over £1million a year in levy, Essential Edinburgh focuses on promoting, protecting and enhancing the city centre. The Clean Team provide rapid response and enhanced street cleansing services in the BID area, above and beyond those delivered by the local authority.



**NEWCASTLE
NE1**

Established in 2009, the NE1 BID focuses on areas including environment, spaces, streets, economy and tourism. Newcastle NE1 Restaurant Week is a popular biannual event that celebrates the city’s vibrant food scene by offering diners special fixed-price menus at some of Newcastle’s best restaurants. It attracts thousands of visitors, boosts footfall for local businesses, and showcases the diverse culinary talent across the city.



**MANCHESTER
CITY CENTRE
BID**

Covering the city centre and representing over 600 businesses, Manchester BID is now in its third term with a levy income of £1.7 million per year. As part of their Safe programme, the BID run regular and bespoke safety training programmes ensuring businesses are aware of the security environment, counter terrorism and Martyn’s Law, and trends in matters such as anti-social behaviour and trespassing, as well as being part of the Business Crime Reduction Partnership.

BUSINESSES INCLUDED IN THE BID

There are circa 650 eligible properties located in the BID area. The defined BID area in the proposal includes all roads, streets and private developments within the defined boundary, even if they are not listed yet or are created after the ballot has taken place.



Adam's Court Lane	Clyde Place Square	Hope Street	Oswald Street	St Vincent Lane
Albion Street	Cochrane Street	India Street	Pitt Street	St Vincent Place
Anchor Lane	College Street	Ingram Street	Queen Street	St Vincent Street
Argyll Arcade	Douglas Lane	Jamaica Street	Renfield Lane	Union Place
Argyle Street	Douglas Street	James Watt Street	Renfield Street	Union Street
Atlantic Square	Drury Street	John Street	Renfrew Lane	Virginia Court
Bath Lane	Dundas Lane	Kingston Street	Renfrew Street	Virginia Place
Bath Street	Dunlop Street	Martha Street	Richmond Street	Virginia Street
Blythswood Court	East Bath Lane	Midland Street	Robertson Lane	Waterloo Lane
Blythswood Square	Elmbank Crescent	Miller Street	Robertson Street	Waterloo Street
Blythswood Street	Elmbank Gardens	Mitchell Lane	Rose Street	Wellington Lane
Bothwell Lane	Elmbank Street	Mitchell Street	Royal Bank Place	Wellington Street
Bothwell Street	Exchange Place	Montrose Street	Royal Exchange Court	West Campbell Street
Broomielaw	Garth Street	Morrison Court	Royal Exchange Square	West George Lane
Buchanan Street	George Square	National Bank Lane	Sauchiehall Lane	West George Street
Cadogan Square	George Street	Nelson Mandela Place	Sauchiehall Street	West Nile Street
Cadogan Street	George V Bridge	Newton Street	South Frederick Street	West Regent Lane
Cambridge Street	Glassford Street	North Court	Springfield Court	West Regent Street
Cathedral Street	Gordon Street	North Court Lane	St Enoch Place	Wilson Street
Citizen Lane	Hanover Street	North Frederick Street	St Enoch Square	York Street
Clyde Place	Holland Street	North Hanover Street	St Mary's Lane	
Clyde Place Lane	Holm Street	Osbourne Street	St Peter's Lane	

If you are unsure if your business is eligible and within the BID area, please contact us at: chandra.pollock@letsgoglasgow.com



Let's Go Glasgow is a vital champion for city centre businesses. It will bring the city centre community together, make sure our views are heard, and give us the confidence that our needs will be recognised by the city.

MARIO GIZZI
DRG Group
(Amarone, Anchor Line & Atlantic, Café Andaluz, Di Maggio's, Sugo, The Citizen)



BUILT ON YOUR PRIORITIES

Extensive consultation has taken place with businesses in order to understand the priorities required from a BID. This has included surveys, meetings, business forums, phone calls and emails. We are truly grateful for the feedback which has helped to shape the projects that our BID would deliver.



“ The night-time economy needs more than just good music – it needs lighting, safety, cleanliness, transport, and a shared voice. With a strong BID in place, we can advocate for the right kind of investment and make Glasgow’s nightlife safer, more inclusive, and better promoted to visitors and residents alike. ”

BRIAN FULTON

Let's Go Glasgow BID Vice Chair
Finance and Operations Director
Holdfast Entertainment Group

You identified the following key areas that our BID should focus on:

- CLEANLINESS
- ROUGH SLEEPERS AND BEGGING
- CRIME & ANTI-SOCIAL BEHAVIOUR
- GENERAL PERCEPTION OF THE AREA
- VACANT UNITS
- MAINTENANCE OF INFRASTRUCTURE
- MARKETING OF THE AREA
- LEVEL OF SHOP THEFT
- PUBLIC TRANSPORT
- WAYFINDING & SIGNAGE

Initial outreach focused on engaging a wide cross-section of city centre businesses to gauge appetite for a BID and to begin identifying themes of importance. This engagement was carried out both directly and through existing business networks and forums, notably Glasgow Chamber of Commerce, the Glasgow City Centre Taskforce and the City Centre Retailers Association. These early conversations provided a valuable platform to test the concept, gather initial reactions, and raise awareness of the opportunities that a BID could bring.

Following this, a programme of direct one-to-one meetings was undertaken with businesses located within the proposed BID boundary. These meetings were critical in establishing a deeper understanding of business needs and priorities, and in ensuring that different sectors - including retail, hospitality, office-based firms, and leisure operators - were able to contribute meaningfully to the process. Feedback highlighted a consistent appetite for stronger collective action on issues such as city centre vibrancy, safety and security, promotion and marketing. All activity proposed is additional to that provided by the local authority and public sector.

The combined feedback from forums, one-to-one engagement, and survey responses has been central to shaping the BID plan. The process has ensured that the BID’s focus is business-led and evidence-based, with priorities directly reflecting the voices of the city centre business community. The project team will continue to engage with businesses through to ballot.

THE PLAN

Based on our consultation with city centre businesses, the BID would deliver the following:

VOTE
✓
YES

Cleaner

A more welcoming city centre

- Maintaining a clean and welcoming city centre is essential. The BID will:**
- Introduce a Let's Go Glasgow Clean Team to target graffiti and chewing gum removal. It will also jet wash public and high footfall areas.
 - Enhance the look and feel for day and night economies.
 - Improve the appearance of vacant units.
 - Provide enhanced waste and street management services through additional contractor and business engagement.

VOTE
✓
YES

Safer

A more secure city centre

- A visible and coordinated presence helps foster the feeling of a safe environment. The BID will:**
- Introduce Let's Go Glasgow Stewards and additional Street Pastors to offer support, particularly during the night time economy.
 - Increase awareness and business engagement in key initiatives, including: PubWatch, ShopWatch and the Crime Reduction Partnership. Our aim is to increase participation and reduce crime in the city centre.
 - Support First Aid response through partnership with NHS paramedics.
 - Engage with the homeless community care and dignity, aiming to offer support and reduce vulnerability.

VOTE
✓
YES

Vibrant

A more engaging city centre

- Creating a lively, attractive city centre. The BID will:**
- Provide promotion, marketing and place shaping initiatives through campaigns such as Restaurant Week.
 - Coordinate with key stakeholders on other promotional activations, including People Make Glasgow.
 - Provide a calendar of events to enhance footfall and city centre appeal.

VOTE
✓
YES

Empowered

Representing city centre businesses

- A strong and unified voice for city centre businesses. The BID will:**
- Seek to maximise the city centre benefit of major events.
 - Represent business interests and encourage regular communication and engagement with Glasgow City Council and other agencies.
 - Keep businesses informed of the BID's activities and opportunities through newsletters, websites, and social media platforms.
 - Provide networking opportunities that will in turn encourage collaboration.
 - Evidence-led monitoring and benchmarking to track city centre performance.
 - Undertake ongoing engagement with key partners, including: Glasgow Chamber of Commerce, the City Centre Taskforce, supporting the success of the city centre.

MEASURING SUCCESS

The BID will monitor performance against annual objectives and will report to levy payers at least once a year. Regular updates through email bulletins, social media and business visits will keep businesses informed. An annual report and business meeting will provide information to businesses on the activities of the BID, including finances.

The BID will seek to secure recognised accreditation, awarded in respect of internal quality management systems. It will seek to retain accreditation throughout its term.

VIBRANT

A programme of promotions & events

BALLOT AND LEVY RULES

BID BALLOT:

- 1. The BID ballot is a confidential postal ballot conducted by Glasgow City Council on behalf of Let's Go Glasgow BID and in accordance with Scottish BID legislation.
- 2. 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.
- 3. In the case of national companies, the responsibility for voting may lie with head office.
- 4. 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, a copy of the BID Business Plan.
- 5. Voting papers will be issued no later than 16th October 2025.
- 6. The last date for all ballot papers to be returned is 5pm on 27th November 2025. Ballot papers received after this date and time will not be counted.
- 7. All eligible persons 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 and will be required to pay the levy for each of the properties that they occupy.
- 8. For the ballot to be successful there must be a minimum turnout of 25% (the headcount) by number of eligible persons and by combined rateable value; and of those who turnout, the majority must vote in favour by number and rateable value.
- 9. The ballot papers will be counted on 28th November 2025 and the results announced by Glasgow City Council within one week.
- 10. Following a successful ballot, the BID will commence on 1st April 2026 for a period of five years until 31st March 2031.

“ Retailers rely on footfall, vibrancy, and a safe, welcoming city centre. Let's Go Glasgow is a vital platform to ensure the voices of city centre businesses are heard—whether it's shaping how major public works are handled, or making sure the city stays attractive to locals and visitors alike. This BID can deliver the kind of joined-up thinking Glasgow needs. ”

DAVID SHARP
Store Manager
John Lewis

BID LEVY RULES:

- 1. The BID term will be for 5 years from 1 April 2026 to 31 March 2031.
- 2. The BID levy will apply to all persons or organisations liable to pay the non-domestic rates for each eligible relevant property that are listed on the Local Assessors Valuation Roll on the ballot date.
- 3. The BID levy will be charged on all properties in the BID area which appear on the Local Assessors Valuation Roll with a non-domestic rateable value (RV) of £100,000 or more.
- 4. The number of relevant properties liable for the levy is approximately 650.
- 5. The BID levy will be collected annually in advance in one payment and the charging period will be 1 April to 31 March, starting 1 April 2026. The person or company responsible for the non-domestic rates on the 1st April of each chargeable period will be liable for the entire year's charge.
- 6. The BID levy will be 1.5% of the non-domestic rateable value as of the ballot date of 27th November 2025 for the 5-year term and will not change for the 5-year term.
- 7. The Board will have the ability to increase the levy rate by up to 3% each year to account for inflation (at their discretion).
- 8. NHS Hospitals and health centres will be excluded from the BID.
- 9. A cap on the annual levy payable will be set at £50,000 per business. To qualify for this relief a business must demonstrate a single legal entity, such as At Arms Length Organisations (ALEOs), which are liable for the non-domestic rates for all relevant businesses.
- 10. The BID levy will have to be paid by a new ratepayer occupying an existing or new rateable property within the BID area up until the end of the five-year term on 31 March 2031, even if they did not vote in the ballot.
- 11. Any new commercial development, sub-division of existing properties or merging of properties or new businesses with a non-domestic rateable valuation of or above the threshold coming into the BID area during the five-year lifetime of the BID will be liable for the levy at the rateable value effective as of the next chargeable day (1st April).
- 12. Where a property is taken out of rating (e.g. due to demolition or a split or merger) the BID levy for that individual property will be due up to the next chargeable day (1st April).
- 13. A ratepayer/property owner will be liable to pay the BID levy on an unoccupied property without any void period.
- 14. Voluntary membership of the BID will be available to non-levy paying businesses at the discretion of the Board.
- 15. There will be no increase or decrease in the levy throughout the BID term because of a non-domestic rateable revaluation occurring during the BID term.
- 16. The levy payments are not linked to what businesses actually pay in rates but are based on the rateable value of the property.



GOVERNANCE

BID GOVERNANCE:

Let's Go Glasgow BID recognises the importance of accountability and transparency within its governance arrangements. There will be a detailed set of protocols which will cover the management of the BID Company and billing, collecting and transfer of the BID levy.

- 1. The Proposer of the new BID and the BID Body, which will deliver the business plan, will be Let's Go Glasgow BID, a not-for-profit organisation, limited by guarantee with no share capital.
- 2. The Board will be made of up to 15 Directors, the majority of which must be levy payers, and will include one representative from Glasgow City Council.
- 3. All levy payers will be eligible to stand for the Board, and can nominate themselves, or another levy payer, to become a member of the BID board, limited to one eligible person from each eligible property.
- 4. The Board will meet at least four times per year and will be responsible for governance matters such as financial arrangements, contractual obligations, human resources, standards, performance and compliance.
- 5. The Board of the BID may nominate and appoint Directors. The Board shall appoint a Chair and Vice-Chair from the Directors on the Board.
- 6. 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.
- 7. Other non-voting members or local groups may be co-opted onto the Board at the Board's discretion.
- 8. The Board will have the flexibility to modify or adjust projects and services each year in response to changing economic conditions or new opportunities, always prioritising the interests of the levy payers without needing an alteration ballot. However, any change to the BID boundary or to the levy rate proposals would require an alteration ballot.
- 9. The BID will file annual accounts at Companies House. The accounts will be available to all levy payers upon request.
- 10. The BID will monitor performance against annual objectives and will report to levy payers at least once a year. Regular updates through email bulletins, social media and business visits will keep businesses informed. An annual report and business meeting will provide information to businesses on the activities of the BID, including finances.
- 11. The BID will seek to secure accreditation, awarded in respect of internal quality management systems. It will seek to retain this accreditation throughout its term.
- 12. The Company shall meet with Glasgow City Council, as the Billing Authority, no less than twice a year to monitor the BID levy collection procedures.
- 13. An Operating Agreement and the Council's Baseline service commitments, will have been agreed with the Council.

BID LEVY COLLECTION:

1.

Glasgow City Council will collect the levy on behalf of Let's Go Glasgow BID, ensuring complete transparency, security of money collected and auditable collection procedures. The levy will be lodged in a BID Revenue Account which can only be accessed by the BID Board to finance the delivery of the Business Plan.
2.

Glasgow City Council will charge 1.8% of BID Levy per annum for the collection of the BID levy
3.

Any non-payment of the levy will be pursued, and statutory powers will be enforced to ensure fairness to those levy payers that have paid. The 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.

INCOME	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
BID LEVY	£2,906,811	£2,906,811	£2,906,811	£2,906,811	£2,906,811	£14,534,055
INCOME TOTAL	£2,906,811	£2,906,811	£2,906,811	£2,906,811	£2,906,811	£14,534,055

EXPENDITURE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
SAFER	£784,839	£755,771	£741,237	£726,703	£712,169	£3,720,719
CLEANER	£784,839	£755,771	£741,237	£726,703	£712,169	£3,720,719
VIBRANT	£436,022	£494,158	£523,226	£552,294	£581,362	£2,587,062
EMPOWERED	£145,341	£145,341	£145,341	£145,341	£145,341	£726,705
GCC COLLECTION FEE	£52,323	£52,323	£52,323	£52,323	£52,323	£261,615
OPERATING COSTS	£406,954	£406,954	£406,954	£406,954	£406,954	£2,034,770
CONTINGENCY	£296,493	£296,493	£296,493	£296,493	£296,493	£1,482,465
TOTAL COSTS	£2,906,811	£2,906,811	£2,906,811	£2,906,811	£2,906,811	£14,543,055

1.

The budgeted income from levy collection in year 1 is £2,906,811.
2.

Operating costs of the BID are estimated to be 14% of total income.
3.

The BID will strive to source additional income and grant funding where possible to supplement the levy income in the budget. Other BIDs have introduced various initiatives including Friend of The BID schemes to supplement the levy income and provide additional funding for projects.

THE BID BALLOT WILL RUN FROM THE 16TH OCTOBER TO THE 27TH NOVEMBER.

RETURN YOUR COMPLETED BALLOT PAPER(S) BY ONE OF THE FOLLOWING:

1

Place in the ballot box located at 40 John Street, G1 1JL (Shown below) Available 9:00am to 4:00pm, Monday to Friday.

2

Email chandra.pollock@letsgoglasgow.com to organise a Courier collection

3

Post in the prepaid envelope(s)

You should receive **one ballot paper per eligible property** by post. Ballot papers are despatched 9th October.

- 1

Please check to ensure **each ballot paper is accompanied by a pre-paid return envelope**
- 2

Mark your vote clearly by placing a **X** next to your voting intention
- 3

Write your name in BLOCK CAPITALS, state your **position** within the business, and sign the **form**
- 4

Each ballot paper must be returned in its own **separate return envelope**
- 5

Return your completed ballot paper as early as possible, using one of the three methods, to ensure it is **received before the deadline of 5pm, 27th November**

If your ballot paper doesn't arrive, or if you require a replacement ballot paper, please email chandra.pollock@letsgoglasgow.com or call 07521 186596

PLEASE RETURN YOUR COMPLETED BALLOT PAPER AS SOON AS POSSIBLE





If you would like more information, please visit our
website or contact us via the details below.

Web www.letsgoglasgow.com **Email** chandra.pollock@letsgoglasgow.com **Phone** 07521 186596

c/o Glasgow Chamber of Commerce, 30 George Square, Glasgow G2 1EQ