



ANNUAL REPORT

2011/2012

Raising the Bar, Delivering Value



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WHAT IS A BID?

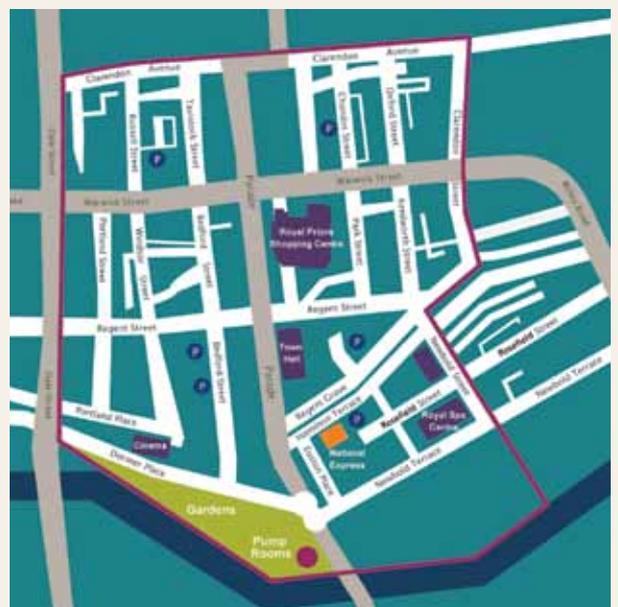
A Business Improvement District (BID) is a business-led and controlled partnership in a given area such as the Town Centre, which delivers an agreed set of services and projects. These are agreed, and formally voted for, by all businesses and are in addition to what the public agencies provide. A BID typically lasts for five years with the bottom-line being that it improves the trading environment and public domain. BIDs are governed by legislation contained in the Local Government Act 2003.

Local businesses and property owners voted to establish a BID within a geographically defined area of Royal Leamington Spa in March 2008.

BID Leamington is a non-profit organisation whose duty it is to promote and enhance Royal Leamington Spa to make it attractive to visitors, customers and investors alike. Representing nearly 500 businesses in the Town Centre, BID works with these partners to identify, agree and deliver programmes that increase the appeal of the town and subsequently improve trading performance.

The implications of this are that all retail businesses and properties within the BID boundary that have a rateable value (RV) in excess £7,500 (as defined by NNDR) are legally required to pay a levy of 1.5% of the rateable value (RV) of their property. This is collected annually by Warwick District Council on behalf of BID Leamington Ltd in July each year.

THE BID BOUNDARY



## WELCOME



One year ago I took over the responsibility of delivering the BID Leamington Business Plan on behalf of the BID Board and our 500 levy paying businesses. I brought with me a passion for place-making and the development of thriving, connected and supportive cities and communities. I had a desire to lift the bar – to bring a more strategic and commercial approach to the way BID delivers projects, re-engage with businesses to offer added value, re-energise them in challenging times and to develop stronger community partnerships.

We have made excellent progress; building on the work that was done before and taking it forward. As you will read in the highlights on page 4, we have had a number of tangible successes. We have raised an additional £20,000 in revenue on the prior year and worked with over 100 stakeholders to define a new vision and ‘story’ for the town, resulting in a fresh and powerful set of marketing and promotional material that is also available to businesses. Attendance at our regular open meetings is increasing. We offer training and efficiency savings and we have a refreshed website, including a business toolbox that is now available on-line.

However there is still much to do. With nearly 500 business to serve and 2 staff members to deliver projects – myself and Alison - we are always looking for ways to improve communications so that all businesses understand our aims and how to extract maximum value. We know that with greater engagement businesses gain greater value, so please do call us to arrange a time for us to visit you. Alternatively, please take a look at our newsletter and the new website where we have identified ways for businesses to get involved.

Moving forward, I would like to engage more with businesses over the next six months to understand how you would like to see BID Leamington evolve and develop. I will be asking you about what we deliver currently, and for your ideas about how we can serve you more fully.

I would like to take this opportunity to thank the BID Board of Directors who have given their time freely to our monthly meetings, our marketing and financial sub-groups and our key partners whose in-kind and financial contributions have added immense value. Finally, I would like to thank BID Businesses for your support and investment in the town. It is easy to see why so many people love our fabulous town so it is wonderful that we have such a committed group of people to guide its future direction and ensure that it thrives.

**Stephanie Kerr**  
 BID Executive Director – June 2012

## MESSAGE FROM THE CHAIR



This has been a very positive year for BID Leamington, with many new members joining the Board of Directors and bringing valuable energy, skills and ideas. It is evident that businesses that do get involved see the value in what we are delivering, so I would like to encourage businesses to make contact with us.

In these challenging times it is important that we support each other, collaborate and be innovative as this is how we will ensure Royal Leamington Spa moves forward and continues to be a destination for business, visitors and shoppers.

**Sarah Horne**  
 BID Chair  
 Owner, Sarah Horne Flowers

## HIGHLIGHTS

The BID's vision is to create a successfully promoted, economically sound, safe, attractive and well-managed Town Centre for visitors, customers, businesses, employees and investors.

Coming to the end of this year it's worth reflecting on what we have achieved and to remind ourselves about some services on offer to you.

Our key highlights of this year are below but for more information please read on in the following pages or visit the BID Leamington website at [www.bidleamington.com](http://www.bidleamington.com)

### FINANCE

#### Efficient and transparent investment with measurable return on investment

- An additional **£20,408** in revenue, raised from the private sector.
- An increase of **466%** in additional events and project revenue compared to the previous year.
- A total of **£59,408** in revenue, additional to the BID levy, to invest back into the town centre.

### PROMOTING

Please contact us to find out how this can help your business and complement your own marketing.

#### Attract & Retain: Reaching our neighbours and stopping leakage to other destinations

- Delivering the Royal Leamington Spa 'Story': consulted over **100 key stakeholders**; identified key themes, brand behaviours, key audiences and messages; developed a graphics and photographic library, and business toolbox available to all businesses.
- Over **120** multiple and independent retailers involved in the May 2012 Little Book of Offers.
- A **10%** response rate to the Christmas Golden Ticket promotion with over **6000 entries** from in-store visits plus valuable postcode data and **1000 email addresses** collected.
- Gained additional PR for a number of individual businesses with news to shout about.
- An average **23,000** visitors to the **Royal-Leamington-Spa.co.uk** website per month.
- A **75%** increase in **Facebook** 'likes' and a **23%** increase in **twitter** 'followers' in the **5 week** Jubilee Campaign.

Golden Ticket postcode and email data is available to all businesses.



**ENHANCING** Ensuring a welcoming, interesting environment while building loyalty and fostering community spirit.

- 500 torch-lit lanterns were paraded through town for the inaugural Christmas Leamington Lantern Parade. Featured in a 3 min slot on the ITV Central 6pm news – with coverage valued at over **£15,000**. Severn Trent contributed **£1500** to fund the event.
- Raised just over **£15,000** at the Food & Drink Festival and attracted an estimated **20,000** visitors to the 2 day event. Paid advertising had a reach of **777,000**. Additional PR from the event had an estimated value of **£34,290** with a total circulation of over **1 million people**.
- **100** silk flags were made by local businesses and the community for the Jubilee Tea Party in June. Received a contribution from the Leamington Spa Town Council of **£3250**.

**SUPPORTING**

**Delivering business support and efficiency savings**

- Over **80 people** attended our last Open meeting and community workshop in March.
- Delivered the first Mary Portas Masterclass – Buying and Visual Merchandising with support from the National Skills Academy: Retail.
- New BID website, which includes a business toolbox, is now on-line.
- Actively engaged with the District Council and County Council to try to improve the way parking is delivered in the town centre. This is ongoing.
- Offer a town planning information and advice service.

**PARTNERSHIPS**

**Working with partners to achieve added value**

- Developed successful partnerships with many stakeholders to support project delivery. This includes Warwickshire Police, Severn Trent, The Leamington Spa Town Council, the Coventry & Warwickshire Partnership, Community Arts Workshop and others.



I believe that Leamington town centre represents a vibrant and **thriving community** and you and your team should be proud of the role that you have performed. Your idea of the ‘**town centre**’ being a ‘**community centre**’ shows innovation and is commendable. Please be assured that I am committed to supporting BID Leamington and Warwickshire Police look forward to working with you and your team during 2012 and beyond.

**Superintendent Martin McNevin**  
 Head of Neighbourhood Policing,  
 Warwickshire Police Department

# FINANCIAL REPORT

## SUMMARY

- In 2011/2012, the total budget increased by **£620.00** in comparison to 2010/2011.
- There are **491** hereditaments in the BID area. The Levy applies to all businesses, including those that are vacant where the Levy is paid by the landlord.
- The actual overhead costs 2011/2012 decreased compared to the budget, representing a saving of just over **8.46%**. We have also made a saving on expenditure of **1.82%** versus budget. Any unspent savings at year end have been apportioned to the delivery budget for the remainder of this year and into the next.
- Compared to the previous year, we have increased our additional events and project revenue by **466%** (up from **£3602** to **£20,408**). This was an increase of **104%** compared to the budget.
- Additional income from the private and public sector in 2011/2012 represents **18%** of the total levy income.
- BID income and expenditure is reviewed monthly by the BID Board of Directors.

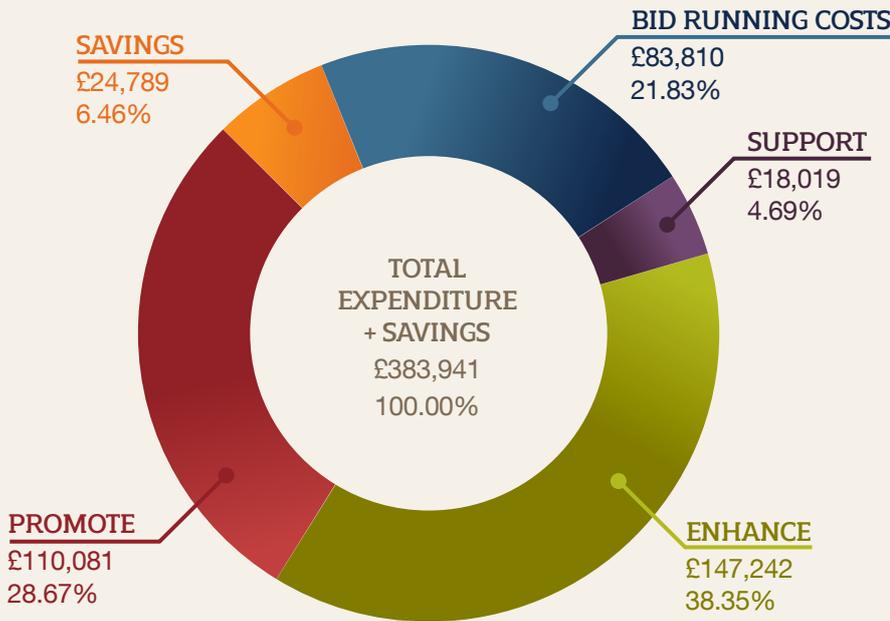
### ANALYSIS OF BID INCOME:

Income (Ex VAT)	2011/12			
	Budget	Actual	Actual Variance	Percent Variance
Project Delivery Expenditure				
BID payers income 2010	£325,700	£324,443	-\$1,257	-0.39%
BID income 2009 - Lights rebate	£39,090	£39,090	£0	0.00%
Event income and sponsorship	£10,000	£20,408	£10,408	104.08%

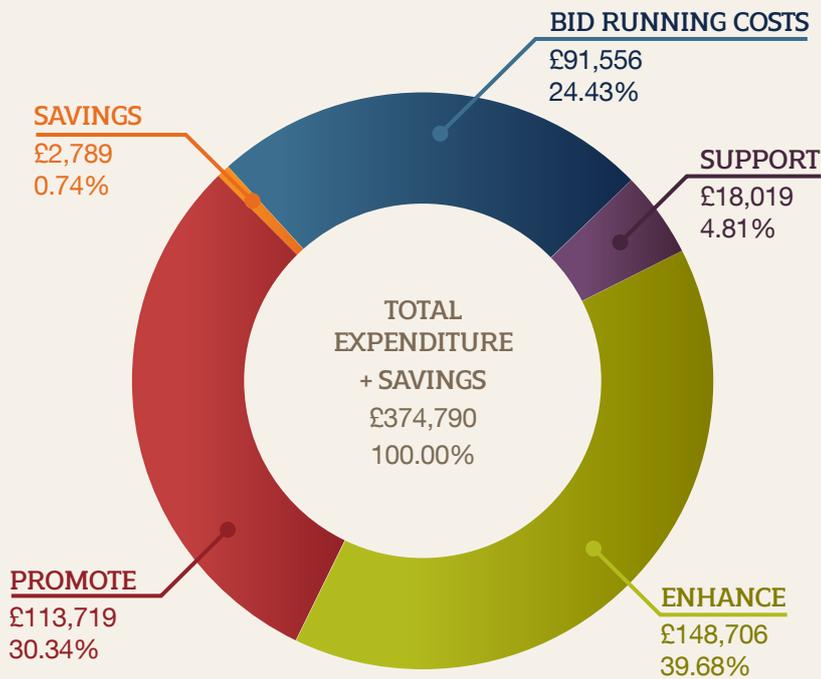
### ANALYSIS OF BID EXPENDITURE:

Expenditure (Ex VAT)	2011/12			
	Budget	Actual	Actual Variance	Percent Variance
Project Delivery Expenditure				
Promote: Marketing & Promotions	£105,700	£102,062	-\$3,638	-3.44%
Enhance: Events	£58,500.00	£57,034.00	-\$1,466	-2.51%
Enhance: Hanging Baskets	£22,500	£22,321	-\$179	-0.80%
Enhance: Christmas Lights	£59,687	£59,868	£181	0.30%
Support: Footfall Cameras	£10,000	£10,000	£0	0.00%
HR to support project delivery	£24,058	£24,058	£0	0.00%
TOTAL Delivery Expenditure	£280,445	£275,343	-\$5,102	-1.82%
Support: Director, Office, Overheads	£91,556	£83,810	-\$7,746	-8.46%
TOTAL Expenditure	£372,001	£359,153	-\$12,848	-3.45%
SAVINGS	£2,789	£24,789		

**ACTUAL** - Summary of Costs 2011/12



**BUDGET** - Summary of Costs 2011/12



**NOTES:**

- HR costs for project delivery are included within the headings 'promote' 'enhance' and 'support'
- Levy collection costs are included in the BID running costs.

**COMMENTARY:**

- The Events budget differs from the Business Plan of **£45K** as they generate additional income. With this income included they come in on budget.
- Christmas Lights expenditure is supplemented by income from Warwick District Council, as per the delivery agreement, which brings the total expenditure to just over **£20K**.
- Way finding is dealt with under a separate budget as residual unspent funds have been brought forward from prior years. In 2010/2011 **£15,385** was spent leaving a residual of **£22,540**. In 2011/2012 an additional **£5000** was added to the budget as per the Business Plan. At the time of print **£9174** has been spent on signage and wayfinding with **£16,366.00** to be carried forward. In the last quarter, significant progress has been made on delivering physical signage so we anticipate that this project will be fully implemented in the coming year.
- HR, overheads and management costs can be broken down as follows: **£83,810** spent on premises & rent, HR, legal fees, professional fees. Project management and delivery costs associated with HR account for **50%**.
- Actual figures are unaudited and correct at the time of going to print. Full audited accounts will be available at the end of September, and on the BID website.

# PROMOTING

With businesses, high streets and town centres facing more challenges to attract customers, Royal Leamington Spa needs a clear vision of its future direction and a strategy that places the customer at the centre of its decision making. We need a clear understanding of Leamington’s current features and benefits and how that offering can be improved for the future success of the town. It is also important that we collectively send out a consistent message about the town’s proposition and that we stand behind what we say.

## THE ROYAL LEAMINGTON SPA 'STORY'

With this in mind BID Leamington has undertaken an extensive amount of research and consultation to answer the following key questions:

- What is Leamington Spa for?
- Who is Leamington Spa for?
- Why is Leamington Spa different?
- What is Leamington Spa’s ambition?
- What is Leamington Spa’s ‘story’/what are we saying about the town?

Following a series of 1:1 interviews with key stakeholders and a community workshop that was attended by 80 participants, we identified key themes, brand behaviours, target audiences and key messages to support the promotion and future development of the town centre. We also developed a graphic and photographic library which is now available to support BID’s promotions, as well as other businesses who wish to promote themselves within Royal Leamington Spa.

This research has fed into the development of detailed Objectives, Key Performance Indicators (KPIs) and our Marketing Plan to take us forward. Please visit our website to view.



My BID levy is about the same price as a small advert in the local paper and feel it represents really good value for money. We have benefited greatly from various events that BID has organised - the Food & Drink festival and the Jubilee Celebrations alone generated more than enough profit to cover the annual levy. Everything else is a bonus. If more retailers got involved they too would feel the benefit and we could all achieve an increased return. BID is for all of us - and we all should do as much as we can for the long term greater good of the town.

**Steve Price**  
Lantern Corner Sweet Shop



## PROMOTIONAL CAMPAIGNS

BID Leamington organises and implements a range of customer-focused campaigns to promote the town and its offering. Our campaigns are devised and agreed with the BID Board to attract, increase and retain the number of visitors to Royal Leamington Spa and to increase dwell time and spend. Examples of our campaigns include:

### LITTLE BOOK OF OFFERS

Full of fantastic offers from over **120** Leamington stores and businesses, the twice-yearly Little Book has become a huge success in achieving customer retention and encouraging shoppers to make Royal Leamington Spa their destination of choice. Please let us know if you want to get involved.

### GOLDEN TICKET PRIZE DRAW

Encouraging customer loyalty and attracting visitors from neighbouring towns for Christmas shopping in 2011 the Golden Ticket Prize Draw received over **6000** entries. Over **£5000** worth of prizes were donated by **65** local retailers who were listed on our website with links to their own - the grand prize being a **£1000** diamond. Golden tickets were issued to all customers who visited participating retailers during December and were not available on-line. The Golden Ticket promotion achieved a **10%** customer response rate, in comparison to an expected **2-4%**, with around **1000** customers submitting their details for future contact. We also collected and analysed post-code data from the **6000** entrants, which is available to help guide your marketing.

### CHRISTMAS FLYER

Over **150,000** copies were distributed in 2011 to selected regional postcodes to attract Christmas shoppers. Promoting Christmas opening times, activities, parking, the golden ticket prize draw and late night shopping, the flyer also reminded locals and neighbouring towns what a spectacular range of independents and national brand names Royal Leamington Spa has to offer.

### LOCAL AND REGIONAL: FOCUS ON & WHAT'S NEW

Used in advertising and promotional material, the Focus On campaign aims to help locals and visitors "re-discover" different areas of the town centre. It highlights the variety of shops, restaurants, bars and businesses in 6 micro-communities within the town to increase customer awareness and footfall to those areas. We have also recently started the Royal Leamington Spa 'Hidden Secrets' Radio campaign which will feature different aspects of the town each month.



## ENHANCING

It is predicted that by **2020** more than half of all non-food retail sales will be made online. This will drastically affect consumer habits, traditional face-to-face retail sales and town centre footfall. With this in mind, BID Leamington seeks to pro-actively buck the trend by ensuring that Royal Leamington Spa is seen as somewhere to have a great experience, as well as shop. This will not only attract people but increase dwell time, spend, and encourage return visits.

Experiencing Royal Leamington Spa is about the whole package on offer – right from the welcome upon arrival, first impressions, the way people get around, the things they do when they are here, to the messages visitors take away and tell their friends about. It is also part of how we develop a commitment to the town – loyalty and pride. Examples of the events and enhancements are as follows:

### EVENTS

The following events are promoted widely to attract locals and regional visitors alike, while nurturing a sense of pride in Royal Leamington Spa. They are proven to generate a community spirit, increase dwell time, improve retail sales and return visits:

#### THE FOOD & DRINK FESTIVAL & TASTE TRAIL 11<sup>TH</sup> & 12<sup>TH</sup> SEPTEMBER 2011

Returning on **8-9 September 2012**, the festival attracted over **20,000** people from Leamington Spa and neighbouring towns and cities. It also provided a source of revenue from stall sales which was invested straight back into promoting the town. There is a **FREE** stall available for every levy-paying business to promote their products or services and, with the “I Love Leamington” section, the festival is not just for food retailers.

#### THE LEAMINGTON LANTERN PARADE 8<sup>TH</sup> DECEMBER 2011

Making Royal Leamington Spa a magical place to be, the Lantern Parade not only engaged local communities, it also attracted major publicity including regional prime time TV coverage. The Lantern Parade was nurtured from a desire to promote the town centre as a community centre and to promote loyalty to Leamington. With support from local retailers, schools, charities and businesses, around **500** lanterns were made and paraded through the town centre. The parade is set to return on **13 December, 2012**.

#### THE JUBILEE TEA PARTY 3<sup>RD</sup> JUNE 2012

It was particularly fitting that we had a Tea Party to celebrate the Queen’s Diamond Jubilee. As well as delivering the tea party event, local businesses and the community made huge 100 silk flags to decorate the town. Although it rained, feedback from stall holders was still extremely positive.



Kinderroom thoroughly enjoyed being part of the Lantern workshops and Lantern Parade. It was magical seeing the kids eyes light up as they created the most wonderful lanterns. It has helped to bring in the right potential customers to Kinderroom and we saw an uplift in sales as a result of the workshops.

We have used the BID as a sounding board over the last year for ideas on how to drive more customers to our shop and on how to market our business to the local people in Leamington Spa. We also ask the BID for recommendations for business services that we need and have found them to be extremely knowledgeable and helpful.

**Bomme Stüber**  
Kinderroom

**ENHANCEMENTS**

It is in the town's best interests, both economically and environmentally, to nurture Royal Leamington Spa as an attractive and safe place to visit, live and work.

**HANGING BASKETS**

Valued at around **£80** each, the hanging baskets are an important part of making the town centre look attractive during the summer months. **270** baskets were installed and, in keeping with the Royal Jubilee, this year the colour theme was red, white and blue.

**CHRISTMAS LIGHTS**

Making Royal Leamington Spa an attractive place to shop during Christmas, and creating a positive and interesting shopping experience is key to improving the town's footfall. This project is jointly delivered by BID Leamington & Warwick District Council.

**WAY-FINDING**

An ongoing project, recent developments have seen significant progress in our desire to deliver improved physical way-finding signage in the town centre. We have, in principle, agreement to deliver improved signage in car parks and on main thoroughfares. Work is now being done to agree the details with multiple agencies.



**Light Up Leamington**  
**The Leamington Lantern Parade**  
**Thursday 8<sup>th</sup> December**  
**Meet at 6pm in Christchurch Gardens**

Join us with your beautiful handmade lanterns for a fun, magical evening lighting up Leamington for the first time...  
 The lantern parade will set off from Christchurch Gardens at the top of the Parade and finish at the Town Hall with carols around the Tree of Lights.

**FREE Lantern-Making Workshops**  
 Drop-in to our workshops to make your lanterns. Everyone welcome!

<b>Town Centre Workshops</b> At Barney's Toy Store, Ella's Toy Shop, Kinderroom, Avon Toys, Potter In, Sydnia. Please see the website for times and dates.	<b>Community Arts Workshop</b> The Old Art Gallery, Avenue Road Drop-in Saturdays 10am - 4pm Nov 12th, 19th, 26th & Dec 3rd All materials provided!
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For more information on how you can get involved or to volunteer please phone 01926 470634 or see [www.leamingtonlanternparade.co.uk](http://www.leamingtonlanternparade.co.uk)

**Royal Leamington Spa**  
**Jubilee Tea Party**  
**Sunday 3<sup>rd</sup> June 10-6**  
**POMP ROOM GARDENS**



## SUPPORTING

In the current economic climate, it's more important than ever to utilise all the resources available in order for your business to survive and grow. To help businesses in the town respond to current challenges, BID Leamington organises regular business support activities on topical subjects. We recognise that your business' success also means the success of Royal Leamington Spa, and vice versa, so it's by working together and supporting each other that we can bring mutually tangible results.

Details of the services on offer can be found on our website, but here are a few examples:

### TRAINING

In October 2011 businesses who came to our Open Meeting took advantage of the Mary Portas Master Class free taster session. In March 2012, a number of businesses took part in the Mary Portas Masterclass – Buying and Visual Merchandising training which was offered at a significantly reduced rate, negotiated by BID Leamington. Please check the BID newsletter and website for future training opportunities.

### ZONE 4 BIZ COST SAVING

BID has audited a company which offers cost saving to businesses. Please contact us to find out more about how you can take advantage of cost savings on retail and business courses, and core utility services such as gas, electricity and waste.

### YOUR VOICE ON ISSUES

With your input, BID Leamington acts as your representative; providing a unified voice on matters such as parking charges and road works. If there are any local issues that are affecting your business, please contact us to discuss how we can best provide support.



**COMMUNICATIONS**

Open Meetings, Newsletters, BID Website, the Business Toolbox

It is important that in all our communications there is an opportunity to learn and inspire. For this reason we always invite a guest speaker to our Open Meetings held every 3-4 months and include a business toolbox in the BID website and newsletter. Recent topics include:

- Writing a Press Release
- A little bit of TED – helpful talks found at [www.TED.com](http://www.TED.com)
- Internet Retailing – Website Development Tips
- Social Media for Business
- Retail 2020: Key learning and links from the Jones Lang LaSalle 2020 Report
- Mary Portas – 3 Key Survival Questions
- What's Your USP?

**BUSINESS ADVICE**

Through BID's relationship with the Royal Leamington Spa Chamber of Trade and others, businesses are invited to attend breakfast networking meetings with retail-based mini workshops on subjects such as social media for business and developing online stores.



“ It's great to hear how positively the town is viewed and experienced by locals and visitors alike, and the workshops around the tables gave me much thought for how we can continue to differentiate the bread&co businesses aligned with the perception of the town. I also really appreciated your candour and comments and derived great value from the meeting.

**Michele Forge**  
bread&co



## THE YEAR AHEAD

We have an exciting and busy year ahead of us. We will continue to invest the income from the BID Levy in accordance with the Business Plan and endeavour to raise additional income to support this. We recognise the particularly challenging economic environment and are committed to ensuring value for money and demonstrating return on investment through financial and tangible results. Please contact us about how you can get involved with the following projects, activities and events or take a look at our website: [www.bidleamington.com](http://www.bidleamington.com)

### Upcoming Activities:

#### PROMOTING

- Launch the 2012/2013 Marketing Plan. This includes a fresh and powerful set of communications using on-line, print, newspaper, PR, social media and radio. This will be tailored to focus on different audiences, times of the year, sectors and areas of the town centre.
- Distribute the newly developed Mini-Maps and Royal Leamington Spa Guide and parking information to businesses and regional destinations.
- Produce the popular Little Book of Offers. **15,000** copies will be distributed in September. Please contact us to ensure your offers are included.
- Run the 'Leamington Golden Ticket' prize draw and other bespoke promotions to reward customer loyalty and gather valuable customer data.
- Launch the Spa'kle Loyalty Card Scheme to incite customers to shop local and reward them for doing so, whilst raising the profile of the town. Customers register to receive a **Spa'kle Card** (or key fob) which they can use to redeem offers loaded by local businesses. Offers are visible on the Royal Leamington Spa website and are also emailed monthly to registered Spa'kle Card holders, providing increased exposure and regular communications with your customers. Please speak to Alison or Stephanie about involving your business in the scheme's promotions.
- Continue updating the **Royal-Leamington-Spa.co.uk** consumer website and drive more traffic to your individual listings using promotions and competitions.

#### ENHANCING

- Deliver upcoming events including the Food & Drink Festival in September and the Leamington Lantern Parade this Christmas.
- Deliver new way-finding signage which we hope to see implemented this year.
- Deliver nearly **300** hanging baskets, and the Christmas Lights, to brighten up our town.

#### SUPPORTING

- Holding regular open meetings with training and advice, helpful newsletters, developing the business toolbox further and launching further business support initiatives.
- Continue to work with our partners and external stakeholders to enhance the delivery of all BID Projects.
- Engage with businesses to communicate information relevant to the Business District including improvement works, events and information. Where necessary arrange briefings with relevant parties.
- Investigating options for offering retailers a competitively priced shop-front facelift.

## NATIONAL CONTEXT

### THE HIGH STREET IS BACK IN FOCUS

There are now over 170 BIDs established in the United Kingdom, 40 of which have been voted into their second term. BIDs now represent the interests of more than 65,000 businesses who, in 2010/2011, invested over £100 million towards our urban environment. The model has proven itself to be viable in gaining much needed investment, while ensuring that the private sector is a key partner – both agreeing the type and level of investment and monitoring performance.

BIDs are now leaders in influencing positive change in local areas; innovating, developing partnerships and meeting local challenges with a highly focused delivery body. This has been recently recognised at a national level through the Mary Portas High Street Review which challenged BIDs to take on a more strategic role.

This is something we have embraced here in Royal Leamington Spa. We know that the retail environment has changed and the public sector financial squeeze continues to limit the way local government can support our high streets to the degree required. We also know we cannot be complacent, and must move with the times, as we are not alone in our struggles.

Through BIDs and other funding sources, towns and high streets are raising their game and investing significantly more in both enhancing the environment and promoting their unique selling points. We cannot afford to fall behind. With a background in strategic planning and business development I am certain that BID Leamington is an essential part of ensuring Royal Leamington Spa can meet future challenges head on.

**Stephanie Kerr**

BID Executive Director – June 2012



## ESSENTIAL CONTACTS & USEFUL INFORMATION

Office Telephone:  
**01926 470 634**

**Stephanie Kerr**  
Executive Director

**Alison Shaw**  
Project Coordinator

Royal Leamington Spa website:  
**[www.royal-leamington-spa.co.uk](http://www.royal-leamington-spa.co.uk)**

BID Website:  
**[www.bidleamington.com](http://www.bidleamington.com)**

Email:  
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