



ANNUAL REPORT

2012/2013

Lots Achieved, Lots To Do



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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**. It delivers an agreed set of **services** and **projects**, which are in addition to those delivered by public agencies and would not be delivered otherwise. These are **agreed**, and **formally voted** for, by all **businesses**. 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** for a five year term. In **March 2013** businesses voted to **renew** the BID in this area for a further **five year term**.

**BID Leamington** is a non-profit organisation whose duty it is to promote, enhance and support **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) pay a small levy equivalent to **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



the continuation of the BID. This was a very important decision, and I **greatly appreciate** the trust businesses have shown us in this challenging and changing retail environment.

In terms of our deliverables this year we have had some tangible achievements. Not only is the town bucking the trend – increasing the number of visitors we attract to the town by **4.4%** and gaining significant new investment, but our **Golden Ticket** promotion was recognised nationally and we raised additional revenue from the public and private sector amounting to **18%** of the BID levy to invest back into the town centre.

Our work to redefine the town's identity and a strategy for the future has taken the **town's brand** to a **new level** and we have delivered unique, clear and powerful communications across a range of media – ensuring customers choose us! This work has also been **showcased nationally** – at both the **2012 ACTM Annual Conference**, and recently the **BCSC** (British Council of Shopping Centres) **National Conference** in Manchester.

This is **just the beginning**. There is still much to do and as you can read on Page 14 in the year ahead we have **ambitious plans**. As always, there are positions on the **Board of Directors** for business owners and managers that want to get more involved in decision making and we are open to **feedback** in any form.

Where businesses have a **head office**, please do not hesitate to put us in touch to work directly with them. 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.

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 and I look forward to working with you in the future.

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

This was a monumental year for **BID Leamington**. Not only did the Board of Directors and I want to consolidate and improve on our previous progress, but in **March 2013** we asked businesses to vote on **the future of a BID in Leamington Spa**.

As well as delivering an **ambitious project delivery plan**, we consulted businesses on what they would like to see **for the future**. The new BID priorities and projects were set out in the **BID Business Plan 2013-2018** and I am pleased to say **businesses supported**

### MESSAGE FROM THE CHAIR



This has been a very important year for BID Leamington, and it has been a pleasure to lead the BID through the BID renewal process and into a new term. I have always been convinced that a town like ours needs the collective investment that a BID brings – as with something as important as a town, it needs to be managed and promoted. That is what this BID does and will continue to do as we work to ensure that our beautiful town continues to be a destination for business, visitors and shoppers.

**Sarah Horne**  
 Chair - BID Leamington  
 Owner, Sarah Horne Flowers  
 Florist of the Year 2011, 3 x Chelsea Gold

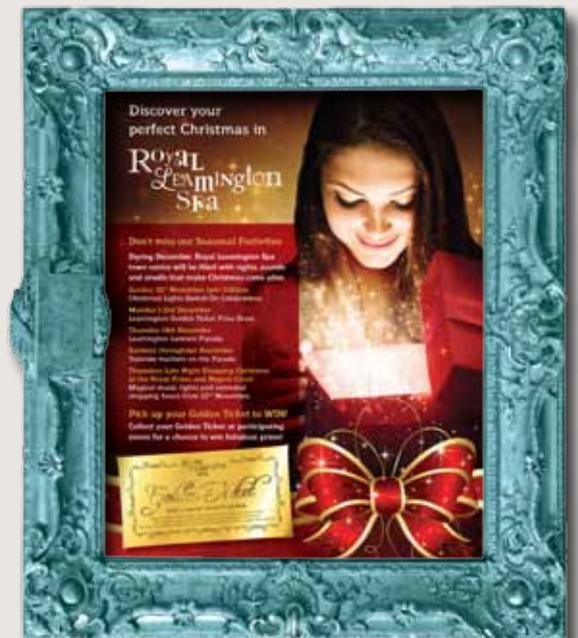


# HIGHLIGHTS

We want to make sure customers know about us and choose us. They need to know about the town's offer and be enticed by other added value activities and events. We want people to talk positively about the town when they leave. We also know loyalty is important and we want to foster the support of our local community.

Coming to the year end, 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 outlined in the following pages but for more information please visit the BID Leamington website or view our 'BID Highlights Video' at:

[www.bidleamington.com/renewal2013/video.php](http://www.bidleamington.com/renewal2013/video.php)





“ By dint of hard work and sound management, the BID Leamington team has contributed exponentially to making Leamington Town Centre one of the few retail success stories in these challenging times. Their expertise and vision will be essential if this is to be built on in 2013 and beyond. ”

Alan Wilkinson  
Mayor of Leamington, 2011-2012  
District Councillor, Brunswick Ward

## PROMOTING

**To attract customers from neighbouring areas and stop leakage to other destinations while building loyalty and fostering community spirit.**

With 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. It's imperative that we actively and consistently promote the town's proposition and increase sales through events and promotions.

We must also continue to develop loyalty and pride in the town and embrace emerging technologies.

### Key Achievements

- Received the British BIDs 2012 'Proud Project' Award for the Golden Ticket.
- Achieved a 4.4% increase in town centre visitors (while there was a 3.5% decline nationally excl. London).
- Implemented the Royal Leamington Spa 'Story': delivered powerful marking and promotions across a range of media reaching over 2 million people.
- Created over 1.6 million 'opportunities to see' through PR between May – December 2012 and gained additional PR for individual businesses with news to shout about.
- Once again, achieved a 10% response rate to the Christmas Golden Ticket promotion with over 7000 entries from in-store visits plus valuable postcode data and 1000 email addresses collected.
- Over 120 multiple and independent retailers involved in the September 2012 & May 2013 Little Book of Offers.
- Launched the new Royal-Leamington-Spa.co.uk website. It gets an average of 23,000 visitors per month.
- Launched the Leamington Spa'kle Loyalty Card Scheme. Distributed 1000 cards to pre-registered customers.
- A whopping 92% increase in Facebook 'likes' and a 75% increase in twitter 'followers' in the last 9 months of 2012.
- Over 1000 torch-lit lanterns carried by over 2000 people lit up Leamington during the Christmas Lantern Parade.
- Attracted an estimated 25,000 visitors to the spectacular Food Drink Festival and raised over £16,000 additional revenue to support the event.



I just wanted to say a big thank you for inviting us to have a stand at the Food and Drink Festival (2012). For us it was a great success. We sold lots of shoes and flip flops and gave out hundreds of leaflets plus created a huge amount of awareness for the store. So many people didn't know we existed until now, so thank you. Please include us next year. The levy we pay for our BID is worth every penny.

Veronica Winter  
Brand





# PROMOTING

## Key Activities Summary

Below is a summary of the BID Promotional activities this year. It is not an exhaustive list, but please do not hesitate to contact us if you require further information.

### Marketing & Promotions

BID Leamington delivers 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. Where possible we focus on different retail sectors throughout the year. Examples of our campaigns include:



#### Town Centre Marketing

New Royal Leamington Spa Website	25,000 unique visits per month.
RLS Regional Guide	20,000 copies x 2 issues. Distributed regionally.
RLS Guide & Shopping Directory	20,000 copies x 2 issues. Distributed locally.
Annual Local & Regional Press Advertising	Monthly campaigns focused on different sectors / events / holidays etc.
Annual Train-line Advertising	London Midlands, Chiltern Line on-board poster sites. Some on platform advertising where feasible.
Annual Billboard Advertising	Leamington, Coventry, Birmingham International, Solihull.
Annual Radio Advertising Campaigns	Touch & Free Radio - Approx 1 week per month with different areas of focus and competitions to drive website / social media visits.
Christmas Flyer (6pp)	160,000 flyers delivered as an insert to key postcodes.
Christmas Advertising	A focused campaign in November and December across a range of media.
PR Support	Targeted PR at specific times of the year.
Social Media (Facebook & Twitter)	12 months, 4000 'likes' / 'followers'. Monthly competitions around events to drive activity.

#### Promotions - £25,000 per yr

The Little Book of Offers	15, 000 copies, 2 issues per year, 120 business offers.
The Spa'kle Card Loyalty Scheme	1000 registered. Monthly e-shots to database.
The Leamington Golden Ticket	7000 entries in 2012, £4500 of Prizes, excellent PR & data capture.

#### Events & Event Advertising

**Note:** Events now generate an income in excess of £20,000 per year through stall sales and sponsorship.

Leamington Food & Drink Festival 8 <sup>th</sup> & 9 <sup>th</sup> September 2012	25,000 visitors over 2 days, £16,000 additional revenue. Over 150 exhibitors, Live Kitchen, Kids Cookery School, Master class Area, 'I Love Leamington' Section. There is a free stall for every levy paying business.
Leamington Dining Guide 2012	2000 Local dining guides distributed at the Food & Drink Festival.
The Taste Trail 2012	1400 Tasters showcasing local restaurants during the Food & Drink Festival, £1500 revenue.
The Leamington Lantern Parade Thursday 13 <sup>th</sup> December 2012	1000 Lanterns, over 2000 participants in the Parade, £2000 sponsorship, excellent PR and charity appeal.



For unique, independent stores and beautiful gifts, it must be...

# Royal Leamington Spa

Visit [www.royal-leamington-spa.co.uk](http://www.royal-leamington-spa.co.uk)

Follow us on:  





**FOOD AND DRINK FESTIVAL**

SATURDAY 7th & SUNDAY 8th SEPTEMBER 2013

**WINE COOKERY SCHOOL**

**Guided Theatre** | **Whisper Market/Kiss Arts** | **Around 300 Exhibitors**

**Wine Tasting School** | **Live Entertainment** | **Food Festival: Taste Trail**

**FOOD & DRINK FESTIVAL** | **FACEBOOK LINKS** | **EVENT LINKS**

Look what's happening in...

# Royal Leamington Spa

Adding to Royal Leamington Spa's outstanding array of boutiques and restaurants, you'll now find Cash Kidston and Garbuses as well as fantastic events for all the family this summer.

**Independents Day 7th July**  
Our magnificent mix of independent retailers showcase their superb range of products on the Parade - with amazing classic performances from internationally renowned Motobroze.

**Food & Drink Festival 7-8th September**  
With over 300 stalls, Cook-Offs, children's Make & Bake, Live, Cookery Theatre and the ever-popular Taste Trail, you can sample the many delights of our culinary town.

Don't forget you can park for just £3 all day at Covent Garden multi-storey (P1) 14th March 2013 onwards. **BOOK NOW!** Pick up yours today!

Visit [www.royal-leamington-spa.co.uk](http://www.royal-leamington-spa.co.uk)

Follow us on:  



Treat her to an extra special Mother's Day in...

# Royal Leamington Spa

Make Mother's Day extra special this year. Treat her to an indulgent pamper package, a scrumptious lunch or a beautiful bouquet from one of Royal Leamington Spa's award-winning florists.

To WIN fabulous gifts, share your reasons why Leamington Spa is the best place to treat your Mum this Mother's Day.

Visit [www.royal-leamington-spa.co.uk](http://www.royal-leamington-spa.co.uk)

Follow us on:  



For delightful summer shopping, you just can't beat...

# Royal Leamington Spa

Thank you for supporting your town centre

Royal Leamington Spa

SHOP LOCAL

Visit [www.royal-leamington-spa.co.uk](http://www.royal-leamington-spa.co.uk)

Follow us on:  



## ENHANCING

To ensure Royal Leamington Spa offers a beautiful, welcoming and safe environment where customers can easily discover and enjoy the unique offer.

Attracting customers through great marketing can only be successful if we are able to back up our message when they arrive. It is more important than ever to ensure 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 the town is about the whole package on offer - from first impressions, the welcome upon arrival, the way visitors get around and what they do when they are here, to the messages visitors take away.

### Key Achievements

- Provided beautiful floral baskets throughout the town – supporting Leamington’s bid to win the Gold ‘Heart of England in Bloom’ Award for the third year running.
- Once again wowed approximately 10,000 visitors to the town’s Christmas Light switch-on with BID funded Christmas lights.



### Key Activities Summary

Below is a summary of the BID Enhancing activities this year. It is not an exhaustive list, but please do not hesitate to contact us if you require further information.

Streetscene Improvements	
Hanging Baskets	250 baskets. Value £150 each inc. fixings, load testing, planting up and watering.
The Christmas Lights	Over 140 Crossings & Decorations
Wayfinding Improvements	
Mini-Maps and Local Business Guides: Beautiful pocket sized (A7) fold out maps which list business details.	40,000 printed and distributed per year to aid navigation and discovery in the town. 4 Unique Maps: <ul style="list-style-type: none"> <li>• Shopping</li> <li>• Eat, Drink &amp; Enjoy</li> <li>• Home &amp; Services</li> <li>• Health &amp; Beauty</li> </ul> A hugely popular publication with the service industry (hotels, B & B's, taxi's).
Parking in Leamington Spa Guide	20,000 distributed locally.
Fixed Signage In the Town Centre	Plinths & signage (to come in the summer)



Thank you for the prizes that I recently won in the Golden Ticket promotion. Once again, thank you and keep up the good work of promoting shopping in Leamington Spa and the great things our town has got to offer.



Karen  
Customer Feedback

## SUPPORTING

To deliver business support and efficiency savings, be a voice for local business and play an active role influencing the wider agenda.

As well as promoting and enhancing Royal Leamington Spa to attract customers, BID Leamington is committed to providing on-going support to the businesses within the town and influencing the future direction as the town develops. We recognise that your businesses' 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.

### Key Achievements & Activities

- Welcomed more than 30 new businesses into the town throughout the year.
- Welcomed Peter Allen – Managing Director of Aubrey Allen as a guest speaker at our July Open Meeting presenting ‘What’s Your USP?’
- Welcomed Maxine Howe – Owner of Identity Study as a guest speaker to our October Open Meeting presenting ‘Make this Your Best Christmas Ever!’
- Delivered a ‘Twitter Skills’ workshop at our October Open Meeting. Provided Twitter & Social support to a number of local businesses.
- Helped a number of businesses save money on telecoms, energy and insurance through our partnership with Zone 4 Biz.
- Further developed the Business Toolbox on the BID Website.
- Actively engaged with the District Council and County Council to ensure town centre car parking prices did not increase. This is on-going.
- Provided a town planning / shop signage information and advice service, as well as advice on Severn Trent Compensation.
- Monitored town centre health using footfall and vacancy rate data in the town centre.
- Developed successful partnerships with many stakeholders to support project delivery. This included 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

### FINANCE HIGHLIGHTS

To achieve efficient and transparent investment with measurable return on investment.

- An additional £19,589 in revenue was raised from the private sector.
- Including both the public and private sector, an additional 18% of revenue was raised in addition to the BID Levy. This equates to a total of £58,679 in revenue, additional to the BID levy, to invest back into the town centre.
- Actual operational and management costs were 16% of total expenditure.
- We maintained a strong, committed and representative Board of Directors.

### SUMMARY

- In 2012/2013, the total budget decreased slightly in comparison to 2011/2012 due to a reduction in property values. There was also a higher than average numbers of businesses go into administration which affected collection rates.
- There are 485 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 management and operational costs in 2012/2013 decreased compared to the budget, representing a saving of just over 11%.
- We have a small surplus on actual expenditure of 2.9% 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, maintained our additional events and project revenue and look to develop this revenue stream further in coming years.
- BID income and expenditure is reviewed monthly by the BID Board of Directors.

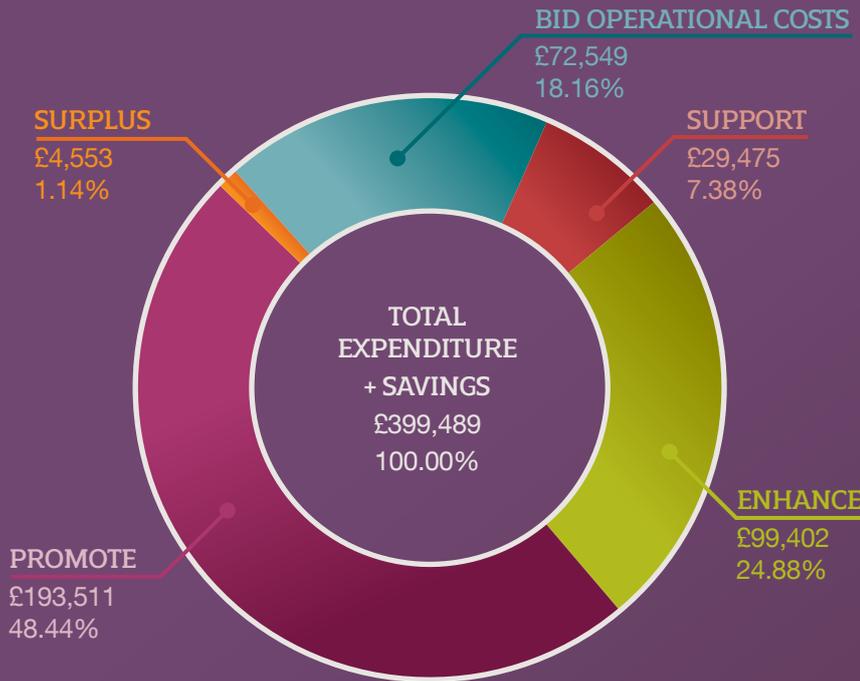
### ANALYSIS OF BID INCOME:

Income (Ex VAT)	2012/13			
	Budget	Actual	Actual Variance	Percent Variance
Project Delivery Expenditure				
<b>BID payers income</b>	£323,889	£317,992	£-1,257	-0.39%
<b>WDC Contribution - Christmas Lights</b>	£39,090	£39,090	£0	0.00%
<b>Additional Income - Events, Sponsors</b>	£16,510	£19,589	£3,079	19.00%
<b>Surplus from 2011/2012</b>	£20,000	£20,000	£0	0.00%
<b>TOTAL Income</b>	£399,489	£396,671	£-2,818	-0.71%

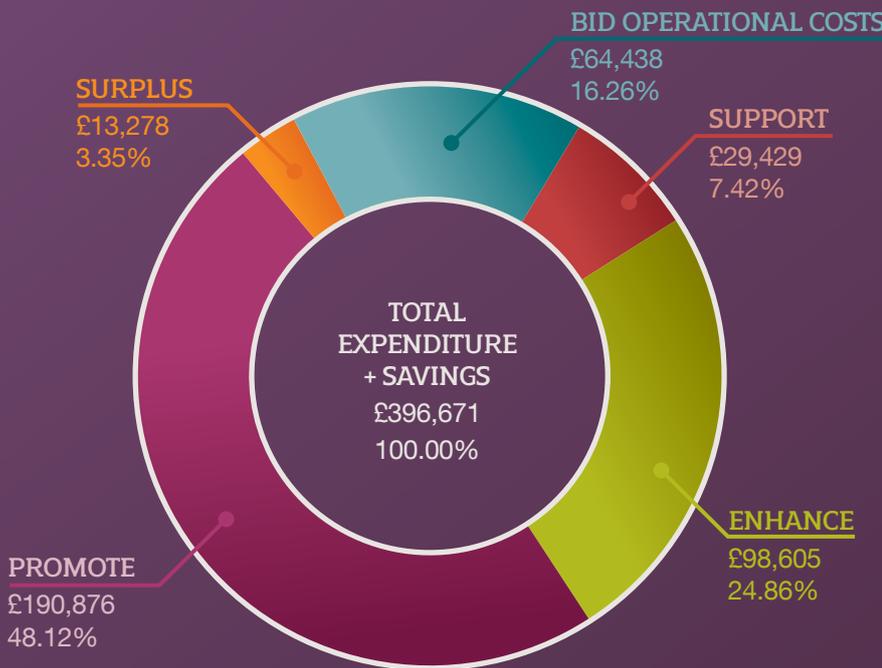
### ANALYSIS OF BID EXPENDITURE:

Expenditure (Ex VAT)	2012/13			
	Budget	Actual	Actual Variance	Percent Variance
Project Delivery				
<b>Promote: Marketing &amp; Promotions</b>	£193,511	£190,876	£-2,635	-1.36%
<b>Enhance: Christmas Lights &amp; Hanging Baskets</b>	£99,402	£98,605	£-796	-0.80%
<b>Support: Monitoring, Reporting, Influencing</b>	£29,475	£29,429	£-46	-0.15%
<b>TOTAL Delivery Expenditure</b>	£322,388	£318,910	£-3,477	-1.82%
<b>Management &amp; Operational Costs</b>	£72,549	£64,483	£-8,066	-11.12%
<b>TOTAL Expenditure</b>	£394,937	£383,393	£-11,543	-2.92%
<b>SURPLUS</b>	£4,553	£13,278		

**BUDGET** - Summary of Expenditure 2012/13



**ACTUAL** - Summary of Expenditure 2012/13



**COMMENTARY:**

- Christmas Lights expenditure is supplemented by income from Warwick District Council, as per the service level agreement, which brings the total BID expenditure to just over £23,000 for the year including maintenance and repair.
- Way finding is dealt with under a separate budget as residual unspent funds have been brought forward from prior years. In 2011/2012 £10,097 was spent leaving a residual of £17,278. In 2012/13 an additional £5000 was added to the budget as per the Business Plan. At the time of print £4966 has been spent on mini-map guides with £17,312 to be carried forward. The final stage of this project will be delivering physical signage in town which is a lengthy undertaking. In the last quarter, progress has been made so we hope to see this project implemented later this summer.
- Management costs within the budget cover two full-time-equivalent posts plus an intern for 3 months per year. Given that the majority of BID projects are delivered in-house 65% of the budget has been proportioned into the delivery budget and split according to time spent as follows: Promote 65%, Enhance 25%, Support 10%. The remaining 35% is accounted for within management and operational costs.
- Operating costs of the BID this year were 16% of total expenditure. This includes premises and rent, professional and legal fees, BID levy collection fees, and a percentage of management costs. Collection costs equate to £22 per unit, which is well below acceptable industry criteria (£35/unit).

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.



As with any business it is important to evaluate the work you are doing. Setting clear financial and operational objectives and delivering against these to a high standard is fundamental to the success of the BID.

Damion Latham  
 BID Leamington - Board of Directors  
 Barclays Business Manager



## THE YEAR AHEAD

This report draws to an end the first five year terms of BID Leamington. In March 2013 businesses voted to continue the BID for a further five years and deliver the projects and services set out in the new BID Business Plan 2013-2018.

To view this document please visit [www.bidleamington.com](http://www.bidleamington.com), or phone us on **01926 470 634** to request a hard copy.

Moving forward we are excited about the challenges ahead. BID Leamington will continue to deliver services aimed at promoting, enhancing and supporting the town. There will be opportunities to develop new events and we want to promote the town more on a regional, national and even international stage. We also want to develop stronger partnerships with local businesses through our town sponsorship scheme and support more business collaboration and innovation.

We will be delivering new bespoke local promotions, embracing technology with an official town App and offering more business support as well as and collective cost saving initiatives to benefit businesses. We will also looking at commercialisation to off-set the BID levy and constantly be peering into the future to so we can help our businesses adapt to change.

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.

Below is a short summary of some of the projects we are looking forward to delivering. Please see the new Business Plan for more detail, and do not hesitate to get in touch if you would like to get involved.

### PROMOTING

- Delivering the 2013/14 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.
- Continue to develop and expand the Leamington Spa'kle Card Loyalty Scheme.
- Run the 'Leamington Golden Ticket' prize draw in December and other bespoke promotions to reward customer loyalty and gather valuable customer data.

### UPCOMING ACTIVITIES:

- Deliver upcoming events including the Food & Drink Festival in September and the Leamington Lantern Parade this Christmas.
- Develop an Official Town Centre App to promote the town and your business.
- Continue updating the Royal-Leamington-Spa.co.uk consumer website and drive more traffic to your individual listings using promotions and competitions.

### ENHANCING

- Deliver a brand new Christmas Light scheme for the town.
- Deliver 250 floral baskets for the summer.
- Deliver further navigation improvements which we hope to see implemented this summer.
- Develop a town 'welcome' scheme by trailing uniformed town ambassadors on key shopping and holidays.

### SUPPORTING

- Continue to work with stakeholder to deliver the 'Your Kindness Could Kill' campaign to address the issue of people begging in the town centre.
- Hold regular open meetings and networking meetings with guest speakers, 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 to the Business District including road works, events and information. Where necessary arrange briefings with relevant parties.

## NATIONAL CONTEXT

### TACKLING LOCAL CHALLENGES HEAD ON

There are now over 150 Business Improvement Districts (BIDs) established in the United Kingdom with a 94% success rate at being voted into a second term. They now represent over 55,000 businesses and the total investment they are now making in our urban centres is almost £100 million per year. We also know that there are at least 50 BIDs in development around the nation at this present time.

Over the past eight years, BIDs have grown and matured dramatically and are now leaders in influencing positive change in local areas; innovating, developing partnerships and meeting local challenges with a highly focused and committed delivery body.

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. 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.

BIDs are not a replacement for Local Authority services, but provide an additional and much needed resource. Not only do they represent business interests, but recent footfall data suggests that areas with BIDs are out-performing those areas without them. Furthermore, many business and property investors now prefer to invest in BID towns as they are managed and valued.

This has been reflected in Royal Leamington Spa, where visitors numbers to the town in the past year increased by 4.4%, while on average other towns in the nation (outside London) saw a decline of 3.5%. We are also attracting investment - with 25 new businesses opening in the last 6 months of 2012 and followed by some high profile brands opening in early 2013.

Through BIDs, towns and high streets are raising their game and investing significantly more in both enhancing the environment and promoting their unique selling points. Royal Leamington Spa is no different - and must continue to work to ensure customers choose us in an increasingly competitive and mobile environment. With the need for strong leadership and investment in our town more important than ever, I am certain BIDs are a truly effective way of delivering things that would, otherwise, simply not happen.

**Stephanie Kerr**  
 BID Executive Director - June 2013



*In 2012, the number of visitors to Royal Leamington Spa increased by 4.4% while on average visitor numbers to centres in the rest of the UK (excl. London) fell by 3.5%.*



Towns and cities are facing a difficult future and need to be creative and entrepreneurial in how they manage themselves - the BID model allows this to happen. They give businesses the chance to decide and direct what the priorities are for them.



**Dr Julie Grail**  
 Chief Executive  
 British BIDs

## ESSENTIAL CONTACTS & USEFUL INFORMATION

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**01926 470 634**

**Stephanie Kerr**  
Executive Director

**Alison Shaw**  
BID Project Manager

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)**

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