



SECURING OUR TOWN'S FUTURE TOGETHER

2013 - 2018

**A Business Plan for the renewal
of the Leamington Business Improvement District**



“ 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

TOWNS DO NOT HAVE A DIVINE RIGHT TO EXIST: THEY EXIST FOR A PURPOSE.

Our challenge is to ensure Royal Leamington Spa remains relevant as the world around us changes.

BID Leamington - your voice, your vision, your vote.

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ROYAL LEAMINGTON SPA: AIMING TO BUCK THE TREND

Royal Leamington Spa is a wonderful place.
People want to invest in the town, live here and visit here.
In these challenging times, we need to help make this happen.

For the last three years, visitor numbers to our town have increased, while nationally they have declined.

From June 2011-12, our footfall has gone up by 6.3% where footfall in centres in the rest of the UK has fallen by 5.5%.

In 2012, our vacancy rate was consistently 3-4% below the national average.

23 new businesses opened in the last six months of 2012.

We are attracting new multiples with high profile brands.

We have a strong independent sector with a number of national prize-winning retailers. Sarah Horne Flowers (Florist of the Year 2011), Esque (Salon of the Year 2011/12), Blueberry Hill (New Independent), Aubrey Allen (Butcher of the Year).

The town is considered one of the top ten in the country to buy property.



5 YEARS OF CONTINUOUS INVESTMENT

Royal Leamington Spa's town centre is bucking the national trend but this is not magic. The town has committed innovative retailers and, through the BID over £1.5 million has been invested in the heart of the town over the last five years. This has helped to ensure the town is inviting, attractive and exciting - a place people want to come to and spend time in. The figures, when compared with national trends, speak for themselves. But the challenge does not stop there.

During this time we have faced the most challenging economic period of the last 50 years. Our retail environment has also changed more in the last five years than during the last 15 years. Our customers now have enormous choice about where and how to spend - be it online, out-of-town or in neighbouring centres. Increasingly town centre retailing is about 'the experience' and this is particularly true in a town like ours.

Your BID has been tackling these challenges head on and, with your support, in a second term will continue to do this and more. As the town continues to face many changes, with new developments proposed on the doorstep, the BID will represent your voice and help to shape the town's future. A positive vote will also deliver even more services that will make a lasting difference and help raise the profile of the town locally, regionally and nationally.

In March 2013 businesses will be invited to maintain a BID for the period to 2018. This is a critical decision for Royal Leamington Spa. We cannot be complacent, or perhaps think that things will not change. More importantly, it is wrong to think that the town will not suffer if this investment and focused management is lost.

There is no doubt there is more to do and more to improve - but there is also no doubt there is more to lose, by not investing at this crucial time in the life of our town.

LAST 5 YEARS

- A place strategy with a strong brand and identity - plus graphics and photography.
- A well-promoted town centre that is seen and heard across many types of media.
- A more welcoming town centre, with maps, guides and helpful information available on-line, at tourist information centres and in local shops.
- A more appealing town centre with wonderful events and promotions that are valued by the community.
- A vibrant town centre that is attracting new businesses and investment and helping existing business to thrive.
- A respected organisation that has developed excellent partnerships with key town centre stakeholders and can influence decision makers.

NEXT 5 YEARS

- Fully embrace the towns unique 'identity' to 'stop leakage' of customers to other destinations and 'attract' more visitors, businesses, investors and partners.
- Embrace digital technology in the town centre and launch the new website and town centre app.
- More promotions to drive footfall around all of the business districts and distinct branding for town centre 'quarters' or 'streets' to highlight their unique identity and offer.
- More events in the heart of the town centre to attract visitors and engage the community.
- Introduce initiatives to support the evening economy.
- Be town centre guardians, in the face of future development.

LIFE WITHOUT BID

- Over £1.8 million of investment would be lost over the next five years.
- The town may struggle to attract new businesses and investment if Leamington Spa lost its BID status and we would not be able to leverage additional funding for the town.
- The town would lose ground when competing with nearby towns and cities who are continuing to invest in themselves.
- There would be little or no town centre marketing and promotions, businesses paying for their own floral baskets and sub-standard Christmas lights.
- The award-winning delivery team, who have the energy and skills to keep the town alive, would be lost.
- Everything that has been developed and achieved to date would be lost forever.

We are the only full-time team whose sole responsibility is to promote and market our town centre and look out for its interests. If the BID goes, everything we deliver goes too.

BIDS: THE NATIONAL CONTEXT

Towns and cities need leadership and here in the UK,
the need for this has never been greater.
They are facing monumental change and uncertainty.



Over the past 18 months since I joined we have been on a real journey here in Royal Leamington Spa. I am proud to say that we have had numerous tangible successes, some of which have recently been recognised nationally.

- Golden Ticket Competition, heralded nationally as a prime example of excellent town promotion by British BIDs.
- Invitations to showcase our work at the Association of Town Centre Management (ACTM) and the British Council of Shopping Centres (BCSC) Conferences.

However, 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. That's why I am ambitious, wanting to raise the bar and deliver more for Royal Leamington Spa.

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. This town cannot afford to fall behind.

Your BID has two dedicated and qualified staff members plus a talented Board (that includes two national retailers of the year in their sector). 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.

Please take the time to read this proposal and call us if you have any questions.

Stephanie Kerr
Executive Director
BID Leamington Ltd

A PROFILE ON BIDS

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.

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.

For those unfamiliar with BIDs, they are funded by businesses via a small levy which is applied to the rateable value of a business within a given area. They are created by a ballot amongst participating businesses, and normally have a maximum term of five years before they have to return to their electorate in order to be renewed.

BIDs are not a replacement for Local Authority and police services, but provide an additional and much needed resource. In recent times, as public finances have come under pressure, BIDs have proven to be very beneficial to areas with them. 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

Established Nearby BIDs

- Stratford Upon Avon
- Rugby (renewed)
- Daventry
- Coventry City Centre
- Solihull
- Worcester

BIDs in Birmingham

- 4 in the Central Area
- Acocks Green Village
- Sutton Coldfield
- Erdington
- Kings Heath
- Northfield

BID Leamington

Other comparable towns with BIDs are Bath City Centre and Winchester

London has 30 BIDs in total

There are over 45 new BIDs in development at present



“ BIDs are increasing both in number and scale across the UK because business communities are seeing the benefits they bring. At renewal we have seen a 94% success rate demonstrating private sectors' support for the concept.

All 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.

With a continued squeeze on public sector spending, BIDs are a truly effective way of delivering things that would, otherwise, simply not happen. ”

Dr Julie Grail
Chief Executive
British BIDs

business and property investors now prefer to invest in BID towns as they are managed and valued.

If BIDs and the investment they represent are not sustained, current national business trends indicate a gradual, sustained decline of commercial profitability in many town centres like Royal Leamington Spa.

“ For the month of May 2012, footfall in towns with BIDs was 1.8% higher than towns without BIDs. ”

BID LEAMINGTON: YOUR BID



It is a great pleasure to be leading the efforts to continue the BID in Royal Leamington Spa.

When I first heard about the BID concept in 2008, it struck me as exciting and worthwhile. Having owned a business in the town for over 20 years, I felt that the town needed the professional management and investment that a BID secured.

Since then, we have faced monumental challenges in the retail environment and have learned a lot along the way, however I am certain Royal Leamington Spa is a better place due to the improvements delivered by BID during the first five years.

I am also confident that we have put the building blocks in place to drive the town to an even brighter future, which is why I want to do everything that I can to ensure a successful second term.

I see our BID as a key element in the continued growth and prosperity of the town centre. This Business Plan sets out a variety of proposals to help differentiate and promote Royal Leamington Spa and ensure it is a beautiful and vibrant place to be.

Much has been achieved by this BID, and often it is difficult to remember what life was like before it. Yet, there is still so much more to do. And it does not bear

thinking about just how much would be lost if it were no longer here - there is just so much that would disappear, not to mention the stewardship of the town's future at this critical time.

It is now time to renew the business plan so that we can continue to build on what we have started in the first five years, and ensure that collectively we can all take advantage of emerging opportunities.

So please do read this plan and join me in ensuring that the good work of the BID continues.



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

BID LEAMINGTON: YOUR BID

THE TEAM

- Managed by a respected and award-winning team.
- The BID Levy is supplemented by almost £60,000 of additional income which the team work hard to generate year on year.
- In 2011/12, an additional £20,408 of revenue was raised from the private sector.
- This money is invested directly back into the town centre.
- Efficient and transparent investment is ensured with measurable return on investment.

AWARDS & ACCOLADES

- One of 3 BIDs nationally to be recognised at the British BIDs Conference 2012 - Proud Project Award for the Golden Ticket.
- Stephanie Kerr, BID Director: Speaker at the ACTM Annual Conference. Delivered a presentation on 'Working with Small Businesses' alongside Clare Rayner, author of 'The Retail Champion'.
- Stephanie Kerr, BID Director: Speaker at the British Council of Shopping Centres (BCSC) Midlands Conference 2012, and the National Conference in 2013.

YOUR BOARD

- A credible and professional board containing national award-winners (Sarah Horne Flowers & Esqué).
- A host of expertise in retail and Royal Leamington Spa.
- Extremely committed and entirely voluntary.
- Made up of the following members:
Sarah Horne - Sarah Horne Flowers
Colin Scamp - Peter Stephan Jewellers
Ann Beale - Sydna Jewellers
Rob Dickenson - Walnut & Weave
Gurdip Chatha - Esqué
Gavin Simmons - Strada
Gerry McManus - Royal Priors Shopping Centre
Damion Latham - Barclays Bank
Matt Crooks - Neal's Yard Remedies
Cllr Bill Gifford - Warwick District Council
Cllr Tim Naylor - Warwickshire County Council
Gail Beeby - House of Fraser

VALUES

Collectively the BID Leamington Board of Directors is committed to:

- Act as guardians of the town centre.
- Convey a passion for the town centre to customers and other retailers.
- Help shape and guide the future strategic direction of Royal Leamington Spa.
- Freely give time to make a difference and improve the town centre.
- Be approachable and engage with other businesses to understand ideas and concerns.
- Bring other stakeholders and partners along on the journey.
- Supporting BID and attending meetings.
- Use a strong evidence base to identify BID projects and ensure they are delivered to budget.
- Draw on best practice and be innovative, flexible and adaptable in our approach to identifying and delivering projects.
- Be transparent and accountable to levy payers through regular communications.



I have lived in Leamington town centre for the past 39 years, and as a Leamington councillor, I know how much residents value a thriving and successful town centre. I am very keen to see that the town centre continues to thrive with profitable businesses in a safe and happy environment. BID Leamington has made a real effort to make Royal Leamington Spa not just another shopping location but a really interesting and exciting place to visit; somewhere to spend money joyfully.

Councillor Bill Gifford
Warwick District Council



BID LEAMINGTON: YOUR VIEWS

To monitor our performance and plan for the future, BID Leamington constantly listens to you. This close dialogue allows greater control and flexibility when directing resources and now leads to ambitious and focussed plans for the next five years.

HOW WE CONSULT WITH YOU...

INDEPENDENT RESEARCH

In 2010, the BID commissioned an independent telephone survey of 100 businesses picked at random.

BUSINESS VISITS

All businesses are visited regularly by either a member of the BID team or the BID Board. In fact, all have been visited at least twice in the last three months.

BUSINESS SURVEYS

In view of the forthcoming renewal, BID delivered a survey to all businesses in the BID area to gauge your opinion on what is important to your business and the town. All feedback was analysed and informed this proposal. A response was received from 25% of businesses and is summarised on page 11.

OPEN DOOR POLICY

We realise it's important that you are able to air current concerns that are affecting your business right now. Therefore, both the BID team and members of the BID Board have an open door policy when it comes to listening to your feedback or formulating plans of support.

OPEN MEETINGS & WORKSHOPS

BID holds quarterly open meetings and facilitated sessions to inform you of our actions and gain face-to-face feedback. Attendance at meetings ranges from 50-80 people.

BID BOARD

The BID team meets at least on a bimonthly basis with the Board, to gain informed direction and feedback. This steer allows BID to react quickly to the current and potential issues that could have an impact on your businesses.

HOW WE COMMUNICATE WITH YOU...

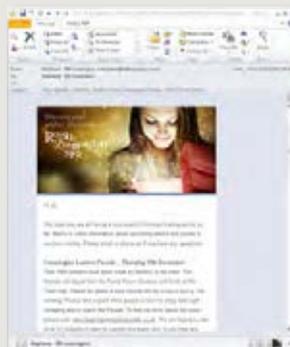
www.bidleamington.com is regularly updated with key information



Newsletters which are hand delivered to all businesses



Regular emails relating to BID activities and promotions that businesses can get involved in



Hand delivery of Open Meeting invites every quarter ensuring the opportunity for face to face communication



BID LEAMINGTON: YOUR VIEWS

PROMOTING



93%

of you think that it's very important to promote and market the town.



93%

of you highlight promotions such as the Little Book of Offers, Loyalty schemes and the Golden Ticket as being very important to the town



and up to

67%

regard them as being important to your business.

ENHANCING



87%

of you think that events are very important to the town



94%

of you would like to see more events in the town



92%

of businesses think that streetscene improvements like Hanging Baskets and Christmas Lights are very important to the town and half of you said they were important to your business

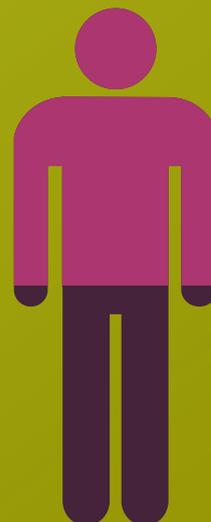
66%



of you would like to see more investment made in navigation projects such as directional signs, maps and guides.

SUPPORTING

54%



of you could see the benefit to your business of monitoring footfall in the town centre.

26%



think that cost-saving opportunities are of benefit to you.

THE STORY SO FAR: OUR AMBITION FOR THE FUTURE

At the beginning of 2012, the BID Board took stock of just how much the retail environment around us had changed, and agreed to revisit the 'story' of Royal Leamington Spa. The town needed to rediscover and define its unique identity and a vision for the future.

Following an ambitious delivery programme, over 120 people were consulted and we identified key themes to promote the town, brand behaviours, target audiences, and key messages. We also developed a new graphic language and photography library which is available to others so the town can be promoted in a consistent way.

We now know 'what the town is for', 'who it is for', 'why it is different' and 'what the ambition is'. We know the 'story' - and based on this we have developed a strategy which guides everything we deliver.

Over the past nine months this has been used to promote the town in

a powerful and authentic way. It has informed all of our marketing, promotional and events materials and has been used to identify where we can 'enhance' the town. It helps to guide new investment and attract sponsorship, and is utilised by our partners and other businesses to ensure the town's message is stronger. This is only the start.

Building on this, our knowledge of the town's unique and powerful USP's can be used to attract complementary investment and partnerships. This may be in the form of new businesses or working with existing ones to support the town centre in new ways. We will also use this knowledge to promote the town on a bigger stage - nationally and

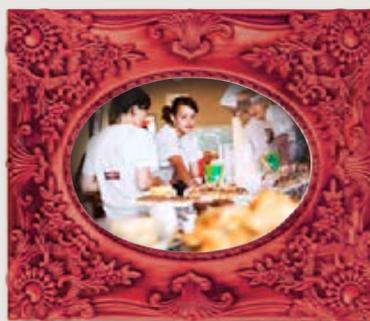
even internationally - as we can now partner with some of our important neighbouring towns and organisations.

By supporting this proposal, we will be able to continue what we have started.

This will allow us to build on the powerful and distinctive promotion of the town while continually enhancing the streetscape environment and visitor experience.

In doing so, our town will be well positioned ahead of its rivals and secure a more prosperous future for businesses within the BID area.

For more information please see www.bidleamington.com/promoting.php



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.



Michelle Forge
bread&co

SHARE OUR VISION

Our pledge aims to address the issues identified by shoppers, retailers, property owners and other stakeholders. This proposal provides the funds and expertise to achieve this.

WE WANT... WE PLEDGE

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.

PROMOTING: ATTRACT & RETAIN

- To ensure our town is known, that we attract new visitors and foster loyalty in those that are here.
- To ensure the town's offer is known - for all sectors, on all streets.
- To increase footfall and sales through more events and promotions.

Having identified our key target audiences, our aim is to ensure that they are made aware of what Royal Leamington Spa has to offer; through tailored local and regional advertising, an informative website, regular events, offers and incentives.



ENHANCING: WELCOME & DISCOVER

- To ensure the town stays beautiful and is a delight to experience at all times of year.
- To provide a spectacular 'welcome' and ensure our town is easy to navigate with the right information at the customers' fingertips.

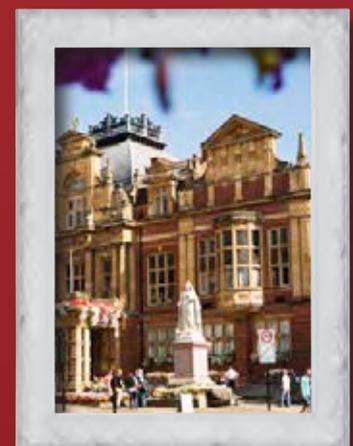
When customers arrive, we want to ensure they have the best experience ever. We know impressions matter and 'the welcome' is all important. This includes everything from floral displays, Christmas decorations, navigation and guides, to shop fronts, window displays and the greeting on arrival.



SUPPORTING: SUPPORT & INFLUENCE

- To listen, be a voice for businesses, and provide insight and leadership on how the town evolves and is managed.
- To offer new ways to achieve added value and reduce business costs.
- To support businesses to adapt to new retailing platforms and technologies.

We want to offer businesses all the help they can get as we understand the competition and the challenges. We want to develop cost savings and collaboration opportunities. We want to influence the agenda and help you be a part of shaping the town's future.



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.

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.

HARNESSING THE STRENGTH OF OUR BRAND

What We've Achieved:

In 2012, BID created a strong brand for the town through the delivery of the Royal Leamington Spa 'Story'. We consulted over 120 key stakeholders to help identify: key themes, brand behaviours, key audiences and messages.

This has assisted in driving a cohesive, targeted and robust marketing plan and allowed us to develop a powerful graphical language and photographic library; distinctive to Royal Leamington Spa and available to all BID businesses.

The Next 5 Years:

Through careful management and further strategic marketing plans, BID will ensure brand consistency to help raise recognition, loyalty and awareness of Royal Leamington Spa's offering. This will build an even stronger brand image; allowing us to gain greater investment through partners and sponsors who recognise a professional approach and wish to contribute to the success of the town.

“ Developing customer trust, keeping messages consistent... was less crucial in the past, but the retail industry is changing - a meaningful brand is now essential. ”

Rebecca Thomson
Retail Week Magazine

ATTRACTING SHOPPERS

What We've Achieved:

BID Leamington established a distinctive and rigorous regional advertising schedule aimed at attracting visitors from neighbouring towns and rural areas, located within a 30-minute drive. Media space and different media types were carefully selected to achieve the best return on investment and raise awareness in areas where knowledge of the town was low.

The Next 5 Years:

We will build on this well-structured strategy, promoting the town to the wider audiences, both nationally and internationally and use a range of media types to extend our reach to more and more visitors. Amongst other things, we are planning in-carriage and on-platform advertising that targets commuters on the train lines to Coventry, Birmingham, Birmingham International Airport and London Marylebone, as well as billboard advertising in strategic positions near commuter hotspots. Further reaching, Leamington Spa is now represented by BID on the Warwickshire Tourism Industry Steering Group, which will secure our town's promotion to an international audience.

Reached over two million people in 2012, with powerful advertising to promote the town.

Created over 1.6 million 'opportunities to see' through our PR between May and December 2012,

PROMOTING RETAIL SECTORS & STREETS

What We've Achieved:

Having completed the research to understand the town assets, shot the photography and developed the tools, we have begun to powerfully promote the different aspects of the town's attributes to relevant customers. Examples of this are our sector specific mini-guides which promote Leamington's qualities and highlight specific businesses found in each part of the town.

The Next 5 Years:

Based on businesses' feedback we will continue to work on driving more footfall around the different retail streets, and to focus on specific sectors like shopping, health & beauty, food & drink, home & services, evening economy etc. We will highlight these sectors and areas of the town within our promotional material and use a mixture of technology, incentives and mapping to direct customers, ensuring they find your business wherever you are.

“ Lesson #4: Get them and keep them - Marketing comes of age... ”

This means letting customers know you are there, and are different. It also means having an offer that keeps them interested - and ultimately spending. ”

Jones Lang LaSalle Retail 2020
The New Retail Rulebook



PROMOTING

BUILDING LOYALTY & STOPPING LEAKAGE

What We've Achieved:

To prevent "leakage" of customers to other neighbouring towns, BID Leamington has devised a number of initiatives including the award winning Golden Ticket Prize Draw at Christmas, Shop Local window stickers, the biannual Little Book of Offers, advertising containing free parking vouchers and monthly Radio and Social Media competitions focused on special events and sectors such as Love Leam for Valentine's Day.

The Next 5 Years:

The town will face increasing competition from out of town shopping destinations and a number of major shopping developments within our 30 minute drive radius. To cultivate and grow loyalty and 'stop leakage', BID will continue to devise innovative promotions, make use of emerging technology and adapt to changing trends over the next five years. As a start, BID will issue 2000 Spa'kle Loyalty Cards to registered customers. This initiative will also form the basis of a season-driven e-marketing strategy, announcing store offers and events to cardholders.

Achieved an enormous **10% response** rate to the 2012 Christmas Golden Ticket promotion with **over 7,000** entries from in-store visits, plus valuable postcode data and **1700** email addresses collected.

Over **120** multiple and independent retailers involved in the May 2012 Little Book of Offers.

Nearby Development Threats:

Ford Foundry Site - Possible retail element

Leamington Shopping Park - Retail units to fill

Warwickshire Shopping Park - 110,000 sq ft of retail space / £50 million investment.

Birmingham New Street - 450,000 sq ft of retail space inc John Lewis / £100 million investment.

INCREASING FOOTFALL

What We've Achieved:

Recent research by Springboard Research Ltd* indicates that "towns with higher footfall levels generate a higher spend and have a better quality of retail offer". Over the past three years footfall in Royal Leamington Spa has consistently increased. From June 2011 - June 2012 footfall increased by 6.3% where in centres nationally it has decreased by 5.5%. During the weekend of the Leamington Food & Drink Festival in September 2012 weekend footfall was up by 16% and a notable 21% on the Sunday.

The Next 5 Years:

Driving footfall is the name of the game and there is no doubt that we are currently bucking the national trend. We will work to continue this by ensuring the town is well managed, appealing and promoted. We will also be constantly monitoring our impact and the health of the town so we can respond accordingly.

*Re-Think! Parking on the High Street: Published 2013 by Springboard Research Ltd, ACTM, BPA.

A **6.3%** increase in town centre footfall from June 2011 - June 2012, compared to a national decline of **5.5%**.



September 8th Food Festival footfall in town

EVENTS: DRIVING VISITS & BUILDING AWARENESS

What We've Achieved:

You told us that you wanted more events that we can build on year on year, and we delivered. In 2012 The Food and Drink Festival attracted 25,000 visitors; the Taste Trail attracted over 1600 "tasters"; The Jubilee Tea Party set the scene for the Royal celebrations, and the Lantern Parade lit up the town with around 2000 lantern-bearers. The events were devised to attract a mix of regional and local visitors, with some aimed specifically at fostering pride of place within the local community. Whichever the audience, it was all about bringing people into the town and enhancing their Royal Leamington Spa 'experience'.

The Next 5 Years:

Moving forward, BID aims to establish more events in the heart of the town centre to complement the town and its offering; especially ones that will cover costs and help us develop strategic partnerships to support the town. Our plans are to expand into themed festivals that include Fashion, Music, Flowers and develop attractions that draw on Leamington's historical aspects such as Elephants. We will also collaborate with the Royal Priors on events such as the very successful 'Student Lock-In' launched in 2012 and piggyback with other events where we can. We will use our events to promote different parts of the town, streets or sectors such as Warwick Street or the evening economy.

Attracting over **25,000** people in 2012, the Food & Drink Festival 2012 advertising had a reach of **777,000**. Additional PR from the event was valued at **£34,290** with a total circulation of over **one million**.

With estimated advertising value (EAV) at over **£15,000**, the Leamington Lantern Parade was featured on ITV Central News in 2011.

Over **£20,000** of additional revenue generated by BID Leamington to support events in 2012.



“

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

EMBRACING TECHNOLOGY: THE MULTI-CHANNEL SHOPPER

What We've Achieved:

The Royal Leamington Spa website already receives 25,000 visits per month. However, with the new site due to go live imminently, we expect this to increase. The website will have the capacity for you to represent your business by listing your brands, services, opening hours and Spa'kle offers, and, unlike the old site, will be compatible with today's mobile devices.

The Next 5 Years:

With excellent physical connections, we want to offer shoppers an unrivalled choice of digital information and insight, making navigating and browsing the town easy. With the digital world developing at a rapid rate, BID Leamington will integrate all its outward facing communications, enabling Leamington's social media to be linked to and from the main website and traditional press campaigns. To generate new traffic to the town's website and your business websites, we are devising a digital advertising plan and will develop a smartphone app that will feature local businesses and provide the town's customers with information to support their visits.

Royal-Leamington-Spa.co.uk
Over 25,000 visits per month.

£250,000 of potential spend per month, if half of those website visitors come to the town. Based on **£20** spend per visit.

84% of the UK population uses the internet, with users spending an average of nearly **35 hours online** per month.

SOCIAL MEDIA: JOINING THE CONVERSATION

What We've Achieved:

With 40% of Generation Y (13-24 year olds) visiting Facebook more than 10 times a day and 58% using Twitter "all the time", nurturing a social media strategy has been a necessity for BID Leamington to establish the town in the minds of our younger shoppers. Through the Facebook page, Royal Leamington Spa Town Centre, BID has established a regular rapport with users; including competitions, event information, photos and chatter about what's going on in town. Thanks to our social media programme and regular tweets, the town's Twitter account, @LeamingtonGuide, now has over 1600 followers.

The Next 5 Years:

2012 was merely dipping our toe in the water of social media so we have established a more detailed communications plan that will enable us to react quicker to current affairs and provide a fun aspect to interacting with the town. The age of social media is about reaching our customers in a new way and being a part of their lives.

A total of 518,851 Facebook impressions and a whopping **92% increase** in 'likes' plus a **75% increase** in Twitter 'followers' in the last 9 months of 2012.



OUR EVENING ECONOMY

What We've Achieved:

In 2010, BID produced a Late Night Leamington Guide that focused on the evening economy. Building on this, 10,000 Eat, Drink and Enjoy mini-guides were printed and distributed to stores, taxi drivers and student facilities in the region. Royal Leamington Spa's vibrant and safe evening culture has also been promoted by BID within the town's press and radio advertising, as well as providing individual business marketing opportunities at the Food and Drink Festival, and Taste Trail. 5000 copies of the dining guide, listing all bars and restaurants, were distributed at the Food & Drink Festival.

The Next 5 Years:

BID Leamington intends to develop a focus group specifically for the evening economy to ascertain how best we can promote the town's superb offering in conjunction with your businesses. With Leamington providing a fantastic array of diverse music venues, there is an opportunity to organise a multi-location music festival and VIP packages for tailored nights out. There is also the potential for listing businesses' events on the new Royal Leamington Spa website and app.

BID can also support evening economy businesses with issues such as licencing and act as an advocate on emerging national policy changes such as the 'late night levy' and help the town gain accreditation for having a well-managed and safe evening economy.

75% of visitors across all destination types said that good quality food, drink and dining were extremely or very important. (Visit England)

In 2012, Liverpool's 'Light Night' attracted **25,118** visitors with an estimated economic impact of **£335,000**. (Visit England)

APPEALING TO STUDENTS

What We've Achieved:

Over the last year, BID Leamington has established close links to the Warwickshire College and the University of Warwick. As well as providing information about the town to students at freshers' events, we also have many who volunteer to help with events and promotions. To develop this area further, BID has been consulting with students on how best to attract their loyalty in order to procure the student pound for the town.

The Next 5 Years:

BID has exciting plans to work with local students moving forward. In 2013/14 the Student Spa'kle Loyalty Card scheme will be launched in partnership with the University of Warwick Economics Society. We also have plans to promote to their 23,000 students via email and will be developing a student section on the Website. A 'town prospectus' will be developed and distributed with our maps and guides to promote the town's offer. In collaboration with the Royal Priors, we will support the successful "Student Lock-In" evenings launched in 2012. We will also continue to provide students with opportunities to foster their development and commitment to the town.



“Retailers who took part in the 'Student Lock-In' reported excellent sales figures. This will now be an annual event on the Royal Priors' promotions calendar”

Gerry McManus
Centre Manager,
Royal Priors Shopping Centre

Over **£5000** of potential spend by the average student in town each year on clothes, out-of-home entertainment, food, rent and travel.

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.

LIGHTING UP LEAMINGTON: THE CHRISTMAS LIGHTS

What We've Achieved:

During this very important time of year for customers, retailers and night time economy, BID Leamington's focus is to ensure that the town looks picture-perfect for our visitors. BID funds the physical Christmas lights throughout the BID area and pays for the annual maintenance and additions. Without BID funding the lights would still be the incandescent strings seen in 2007 and which remain today in the 'Old Town' area.

The Next 5 Years:

If successful, BID will establish a new Christmas Lighting Scheme in town, to refresh and extend the existing scheme so that a consistent theme is applied throughout town. We will also extend the scheme and serve retail streets that currently have no lights. In the longer term, we aim to refresh the whole scheme after 2-3 years. (two sets per five year period).

A baseline agreement with Warwick District Council is in place to ensure that they continue to fund the installation, storage and running costs. However, should the BID renewal not be successful, the existing lights owned by BID will be sold and no additional funding has been identified by the Local Authority to buy new lights for the town.

Around 10,000 people attend the Christmas Lights Switch-On* in Leamington each year, bringing a welcome boost to the town's economy.

*event organised by Warwick District Council

LEAMINGTON IN BLOOM: THE HANGING BASKETS

What We've Achieved:

Each year, BID Leamington has funded up to 275 hanging floral baskets to be displayed throughout the summer. In 2012, the year of the Queen's Diamond Jubilee, the displays were in a very patriotic red, white and blue, helping the town scoop a Gold Award in the Heart of England in Bloom Competition.

The Next 5 Years:

We will continue with this scheme and provide 250 each summer and ensure they are evenly spaced throughout the whole town to give maximum effect.



Leamington has won the Gold Award in the Heart of England in Bloom Competition for three years in a row - 2010, 2011 and 2012.

“ 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. ”

Customer Feedback
Karen

THE 'WELCOME' SCHEME

What We've Achieved:

Consultation in 2012 identified that an essential element of Royal Leamington Spa's attributes is 'the experience' - having a wonderful day, in a beautiful place. Following from this, providing a fantastic 'welcome' to our visitors will be essential to it maintaining future prosperity. Based on this we have been researching ways to support this strategy.

The Next 5 Years:

Reflecting this research, BID will support Royal Leamington Spa's 'experience' by offering cost-effective services to customers to enhance their visit and by working with retailers to enhance the retail experience at the door.

We will trial a Town Host scheme on key shopping days and during events through the use of volunteers to keep costs low. Uniformed hosts will greet customers and provide navigation and shopping ideas, give out your flyers and coupons, and drive customers to different parts of the town. They will also support retailers and capture your feedback on issues you would like BID to address.

We will also support retailers on the ground with shop front improvement advice and cost savings. Where there is demand, we will also offer retail training on topics such as window displays and driving footfall. The scheme will be monitored for effectiveness and respond to retailer needs.

DISCOVER ROYAL LEAMINGTON SPA: NAVIGATION & MAPPING

What We've Achieved:

Making the town more legible benefits both visitors and residents. This includes many elements such as signage, mapping, lighting and linking landmarks and key sensory references. To date BID has **improved town centre street signage** and **developed a very popular 3D map**. Large physical mapping has been provided on vacant shop windows and on physical boards. Hand held maps have been developed via a set of **4 sector specific mini-guides** containing a map and business directory: Eat, Drink and Enjoy; Shopping; Health and Beauty; Homes and Services. These are **distributed to stores, hotels, local universities and the Visitor Information Centre**. In addition, a complete **Visitor Guide** and **Business Directory** was created, along with a **Parking leaflet**, to help newcomers navigate the town. BID is also looking forward to delivering further **physical signage** in the summer subject to local authority approval.

The Next 5 Years:

BID has agreement in principle with the local authority to install further **physical signage in town**. This will support visitors with key information and direct them to different parts of our town centre and to the lower footfall areas. Signs will be located at key junctions and at car park exits, bus stops, the train station etc. BID will also **widen the distribution of visitor and mini-guides** and **make them available as downloads** from the new website. In the future, new technology and physical improvements will be used to enhance the visitor experience to **ensure the town is attractive, safe and easily navigated**.

Well thought-out signage creates a sense of place and helps visitors make the most of the area they are visiting, leading to a positive experience and a prolonged dwell time.



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 ongoing 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.

ENCOURAGING BUSINESS INVESTMENT

What We've Achieved:

With development and planning knowledge as well as a sound understanding of the trading environment, BID has been able to support those looking to invest in the town. Using the powerful new Leamington Spa 'Story' we are now in an excellent position to engage with businesses, support the launch of your promotions and help you ensure your brand values are aligned with those of the town.

The Next 5 Years:

As well as providing planning advice and support to new businesses, we will actively promote the town to the right kind of outside investors so that we can continue to attract high quality customers with our diverse and high quality attributes. We will also represent town centre interests and ensure businesses have a voice on issues raised in emerging action plans and local planning documents.

.....

In 2012 BID set up a planning advice forum with WDC planners for business owners and has provided support to many new businesses during their launch phase including Premier Inn, Cook, Lockhart & Lace to name a few.

INFLUENCING THE AGENDA

What We've Achieved:

With direct access to Local Authorities, the local MP, the Police, Severn Trent and many other organisations, BID Leamington has helped to address local issues over the last term. From assisting in negotiations over road closures, parking charges, chuggers, beggars and out of town developments, BID has represented your businesses and the town's best interests on an ongoing basis.

The Next 5 Years:

BID will continue to be your voice on local issues, ensuring that Royal Leamington Spa's businesses are represented and protected. With the onset of more out of town developments and proposed development in the town centre, it's more important than ever to ensure local businesses are included in the conversation about the town's future and to channel the collective voice of town businesses through a single representative.

.....

With BID's involvement, there has been no rise in parking costs in 2012 and we helped to achieve the reinstatement of the **20p minimum charge**, plus a fairer charging system. We will continue to try to improve the way parking is delivered in the town centre.

MONITORING & HEALTH CHECKS

What We've Achieved:

Visitors to the town, vacancy rates, car park usage and other indicators are used to regularly monitor the health of the town and the impact of BID activities. Based on this, we know that our work is making a significant impact in the town.

The Next 5 Years:

We will continue to monitor the health of the town and take a practical, honest and transparent approach, responding to any issues that arise. We know that the trading environment is tough and we are prepared to be as responsive as necessary to help Royal Leamington Spa and its businesses thrive.

.....

23 new businesses opened in the last **6 months** of 2012 and we are looking forward to a number of new arrivals including Carluccio's and Nando's in the coming months.

Throughout 2012 the vacancy rate in the BID area has consistently been **2-4%** below the national benchmark.



SUPPORTING

REDUCING BUSINESS COSTS

What We've Achieved:

BID has tested the services of Zone4Biz who have a number of products that can be offered to businesses to save costs - particularly on energy, waste and insurance. Our links with local authorities and Severn Trent also enabled us to provide information on how to make a claim for compensation for loss of trade during the road works last year, leading to claims ranging from £4000 - £7000.

The Next 5 Years:

We will continue to use the collective buying power of businesses to find ways to reduce business overhead costs and offer savings. In future we will explore how we can offer savings in waste management and other core business costs.

.....

£384.71 saved by Neal's Yard Remedies on their gas and electricity equating to a **30% reduction**.

£170.58 saved by Sarah Horne Flowers on their electricity equating to an **8% reduction**.

OFFERING BUSINESS SUPPORT

What We've Achieved:

In 2012, BID created a new website specifically for communicating information to BID businesses. As well as detailing our plans, it incorporates a 'Business Toolbox' full of practical, quick reference tips to help your business flourish. From how to write a press release to developing your online business, the Business Toolbox captures ideas from our Open Meeting guest speakers, well-known retail gurus as well as yourselves.

In light of the national emphasis placed on supporting the high street, BID also organised a Mary Portas Masterclass for Leamington businesses to attend at a reduced rate.

The Next 5 Years:

As the retail environment continues to be challenged, our aim is to strengthen our support for businesses in the areas of PR, Social Media, Retail Training, Promotions, Presentation and Planning Advice as well as building on the information provided in the Business Toolbox.

WORKING WITH OUR PARTNERS

What We've Achieved:

BID Leamington has made significant inroads to engage with other town centre stakeholders, ensuring that collectively, you are receiving the best possible services for you and your customers. In addition to local authorities these include Warwickshire Police, Severn Trent, The Leamington Spa Town Council, the Coventry & Warwickshire Partnership, Community Arts Workshop and others. Where needed, these relationships also enhance the delivery of BID's projects such as supporting events.

The Next 5 Years:

We will continue to nurture existing relationships and aim to develop more. We have identified opportunities to partner with some of the major employers in and around the town who are also keen to support the town and ensure it thrives. This support is often useful when we deliver events and loyalty based promotions.



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



“ We used the BID as a sounding board in the development phase of our business and appreciated their ideas and marketing advice while planning our launch. We were also grateful for their support during the licencing process and used the BID Office for a meeting as ours was being renovated. In general we have found them to be very knowledgeable and helpful with their contact base and fresh ideas for Leamington Spa. ”

Narinder S. Gill
BSc (Hons) MRICS
Director Altoria

THE BID AREA



The BID area has not been changed. Accordingly the following streets are included, either in whole or in part:

Alveston Place
 Augusta Place
 Bedford Street
 Chandos Street
 Clarendon Avenue
 Clarendon Street
 Dormer Place
 Euston Place
 Gem Place
 Guy Place East
 Guy Place West
 Guy Street
 Hamilton Terrace

John Street
 Kenilworth Street
 Livery Street
 Newbold Place
 Newbold Street
 Newbold Terrace
 Oxford Row
 Oxford Street
 Parade
 Park Street
 Portland Place East
 Portland Street
 Regent Court Shopping Centre

Regent Grove
 Regent Street
 Rosefield Street
 Royal Priors Shopping Centre
 Russell Street
 Satchwell Court
 St Peters Road
 Tavistock Street
 Warwick Street
 Whiteheads Court
 Windsor Place
 Windsor Street

BID BALLOT RULES

These rules have been developed based on a review of best practice across BIDs nationally, as well as consideration of "The Industry Criteria and Guidance Notes for BIDs" (Updated 2012) published jointly by British BIDs, the British Retail Consortium, the Inter Banking Rating Forum, and the Federation of Small Businesses.



YOUR VOTE

From the **1st March 2013 to the 28th March 2013** you will be given the opportunity to vote on this Renewal Proposal for BID Leamington to continue to a second term of five years.

To ensure neutrality, the BID Ballot will be administered by Warwick District Council. It will be arranged in line with the rules set out in the BID regulations 2004 as approved by Parliament.

Each hereditament subject to the BID will be entitled to one vote. Some businesses that occupy more than one hereditament in the area will be entitled to more than one vote. Prior to the 1st March, the Council will

have completed a canvass process to identify a voter list which will be used for the purposes of the ballot.

To be successful, the ballot will need to satisfy two independent tests which apply to those papers returned by the close of the ballot period:

(a) Those voting in favour must exceed those voting against

and

(b) The total rateable value of those properties or hereditaments which vote in favour, must exceed the total rateable value of those voting against.

VOTING PROCEDURE

- The postal ballot will run for 28 days.
- Your ballot paper will be posted by Warwick District Council's appointed agent, Electoral Reform Service, and will reach you by **Friday 1st March 2013**.
- You will need to cast your vote and return your postal vote by **5pm on Thursday 28th March 2013**.
- Papers received after **5pm on 28th March 2013** will not be counted.

The result of the ballot will be announced on **Tuesday 2nd April 2013**.

If successful at ballot, the new BID will commence delivery of services on **1st July 2013** and will continue for a period of five calendar years to **30th June 2018**.

To discuss this document in more detail please call **01926 470 634** to speak to Stephanie Kerr, Executive Director or email Stephanie@bidleamington.com.

Full ballot arrangements are available at www.bidleamington.com.

BID LEVY RULES

The BID process is governed by the 'Local Government Act 2003' and 'The Business Improvement District Regulations 2004'. Accordingly, once a majority vote has been achieved, the BID levy becomes mandatory on all defined ratepayers.

1. The Renewal BID term will be five years and run from the 1st July 2013 - 30th June 2018.
2. The BID levy will be applied to all non-domestic properties or hereditaments with a rateable value of £15,000 or more.
3. Properties that do not have or support a retail or leisure proposition, as defined by the valuation office 'category' will be exempt from the levy. This includes the use and premises categorised as office and premises, law courts, factories, police stations, schools, nursery schools, surgeries, workshops, vehicle repair, communication stations and premises.
4. From July 2013, the levy rate to be paid will be fixed at 1.5% of the rateable value as at the selected 'chargeable day' (1st April annually).
5. The levy will be charged annually in advance for each chargeable period to be July to June each year, starting in July 2013. No discounts or refunds will be made.
6. The liability of the levy will fall on the eligible ratepayer. The owners of untenanted properties or hereditaments will be liable for payment of the levy.
7. There will be no VAT charged on the BID levy.
8. Charitable organisations that are subject to Warwick District Council mandatory relief on their business rates liability are exempt from the levy except those that have a retail function or operation.
9. The rating revaluation proposed for 2015 will be ignored for the purposes of calculating the levy. Instead, the rateable value from that time will be defined as the rateable value assigned to a property or hereditament immediately prior to the adoption of revised 2015 Rateable Values.
10. The exception to this will be variations to rateable value due to any change of use or a physical change to a property or hereditament including inter alia; new construction, merger, subdivision, extension and refurbishment which result in the issue of a new entry (entries) in the Ratings List current at that time. The Ratings List (including the 2015 List) will be examined for new entries each year prior to the issue of levy invoices.
11. If, during the term, the rateable value assigned to a property or hereditament falls below £15,000 for whatever reason (either through physical change, change of use, or revaluation arising from the adoption of the 2015 Rating List), the hereditament will be exempt from the levy from the next chargeable period.
12. If, during the term, a property or hereditament with a rateable value which had previously been below the £15,000 threshold is assigned a rateable value which is above £15,000, the hereditament will be liable for the levy.
13. Warwick District Council will be responsible for collection of the levy. Collection and enforcement arrangements will be similar to those for the collection and enforcement of non-domestic business rates with the BID company Board responsible for any debt write off.

RATEABLE VALUE THRESHOLD RAISED



**ADDITIONAL
INCOME
21%
OF LEVY**

BID LEVY RULES

THE LEVY THRESHOLD

Businesses of all sizes are important to us. We recognise that many small businesses in the town contribute to the independent offer that makes Royal Leamington Spa so unique, while facing increasing economic burdens. For this reason, the property value threshold for which the BID levy becomes mandatory has been raised to £15,000. Business with a property value below £15,000 can choose to contribute as a voluntary member and benefit from BID services, if they wish. This decision also brings BID Leamington into line with national benchmarks, which has seen thresholds increase as the BID industry has dramatically grown and matured over the last 5 years.

VOLUNTARY MEMBERSHIP

A voluntary membership scheme for businesses falling beneath the levy threshold will be established. This will give smaller businesses the opportunity to engage with, and benefit from, the BID whilst not being compelled to pay a mandatory levy. For those voluntary members, the annual contribution will be calculated at 1.5% of the rateable value of the property, with the minimum contribution of £100 per year. As well as benefitting from the overall scheme, they will then get the added benefit of inclusion on the Royal Leamington Spa website, business directory and in events and promotions. Voluntary members will have representation on the Board of Directors and our commitment to serving these businesses will remain.

SERVICE MEMBERSHIP & SPONSORSHIP

A service membership scheme for retail and leisure businesses outside the BID Boundary and located in the Town Centre area (as defined by the local plan) will be established. This will provide the opportunity for those businesses to benefit from defined BID services such as the Royal Leamington Spa website. The annual contribution will be agreed by the Board of Directors to reflect the delivery costs. Other services may be offered where they are considered to add value to the town's offer. A sponsorship scheme for companies that wish to take a more active role in supporting the town centre will also be established.

YOUR BID LEVY

The following table sets out what the levy would be based on the size of your business. This is calculated at 1.5% of the rateable value of the property. To calculate the levy simply multiply the rateable value of the property by 0.015. If you are unsure about the rateable value of your property please contact the Valuation Office on 03000 501501 or by visiting their website: <http://www.voa.gov.uk/>.

The BID Levy		
Rateable Value	Annual Levy (1.5%)	Cost Per Week
£7,500	£112.50	£2.16
£10,000	£150.00	£2.88
£15,000	£225.00	£4.33
£20,000	£300.00	£5.77
£30,000	£450.00	£8.65
£40,000	£600.00	£11.54
£50,000	£750.00	£14.42
£100,000	£1,500.00	£28.85
£200,000	£3,000.00	£57.69

Please note, the shaded area indicates the levy amount that would apply to a voluntary member with a rateable value below £15,000.



Whilst no one likes to pay out extra monies during tough times, I continue to feel BID Leamington is the best run of all the BID organisations, that my company has to pay into. The branding, style and web presence are excellent and I believe the events and projects run by BID, reflect the needs of town centre businesses and raise Leamington's profile at a regional level.



Geraint McCarthy
Exposure Tanning

GOVERNANCE

THE PURPOSE OF BIDS

Business Improvement Districts (BIDs) are business led and business-funded organisations formed to improve a defined commercial area. BIDs are statutorily established having been voted for by the majority of businesses in the defined area and have a maximum term of five years before returning to their electorate in order to be renewed. BID Leamington was established in 2008 and was among the first 40 BIDs in the UK. Since then BIDs have drastically grown and matured and there are now 150 BIDs operating across the UK. Private sector support of the concept is also very well established, with BIDs achieving a 94% success rate at renewal.

ACCREDITATION

BID Leamington will be applying for the National Industry British BIDs Accreditation in the new term to ensure that our quality management systems are on par with the best in the country.

THE BOARD OF DIRECTORS

The current BID Leamington Board of Directors leads and guides the work of the BID and has been elected from a variety of sectors to offer a wide range of skills, experience and balanced opinion.

The new BID will be managed, as previously, by BID Leamington Limited (the 'Company'), a not for profit organisation, limited by guarantee.

The BID Board of Directors will continue to advise on operational and service delivery issues, oversee performance measurement, and more generally act as the primary consultative and advisory body on BID services. They will also have responsibility for financial arrangements, contractual obligations, human resources, standards and compliance and strategic direction, and will meet quarterly as a minimum.

The BID Board of Directors will consist of 15 elected places that represent a cross section of skills and sectors including: Independent Retail (4), Property Owners (2), Major Retail (2), Leisure (2), Local Authority (2), Tourism (1), Marketing (1) and Finance (1). Within this, (2) positions can be filled by a member whose business is below threshold in the relevant sector and is a voluntary member.

Applications to the Board of Directors will be invited for vacant positions annually, in June. If there are more applicants for a position than places available, an election through a ballot of levy payers will take place in July. In the event of a position becoming vacant, it can be offered up immediately. Directors can be re-elected. Nominated representatives from Warwick District Council and Warwickshire County Council will not be subject to the annual election process. In any event there will be one full election during the terms of the BID to allow all places to be re-elected if required.

Board Directors may agree to allow other non-voting regular attendees if they feel it beneficial to the aims of BID Leamington. Professional attendees may also be invited as appropriate.

Each year, the Board of Directors will elect a Chair and Vice Chair from amongst its private sector members. The Chair and Vice Chair must be a Director of the Company and can be re-elected.

Provided that the BID is meeting its overall objectives, the Board of Directors shall have the ability to vary service delivery and expenditure allocation within 10% of budgetary change according to the changing demands of levy payers and the retail environment. Beyond this an AGM would be held. However, any change to the BID boundary or to the levy rate proposals would require an alteration ballot.

A Baseline Service Agreement will be in place by commencement of the ballot and an Operating Agreement will be in place by commencement of the new BID term.

Notice of the intention to hold a ballot was given to the Secretary of State.

FINANCIAL MANAGEMENT

The BID Board of Directors will monitor financial performance on a quarterly basis.

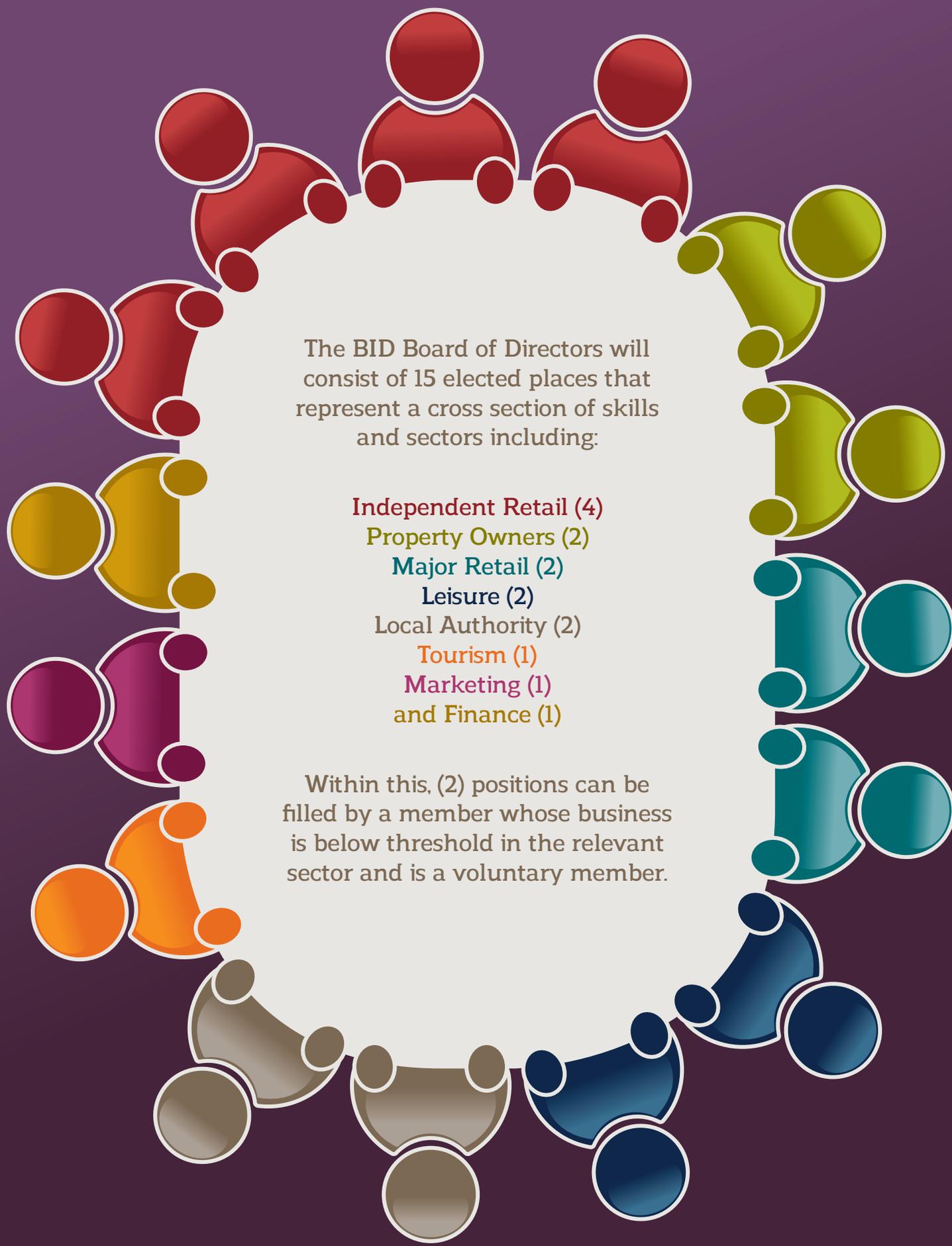
The Company will provide copies of statutory accounts and financial statements to the Billing Authority annually.

The Company will provide financial monitoring reports to the Billing Authority on a quarterly basis and meet with them to discuss levy collection and financial management issues.

THE BID LEAMINGTON TEAM

A professional and enthusiastic team will deliver the projects and services outlined in the Renewal Proposal, with the support of specialist advisors. Full details of our staff at BID Leamington including how we operate, report and evaluate everything we do, can be found on our constantly updated website www.bidleamington.com.

To view the 2012 Annual Report please visit www.bidleamington.com and click 'Renewal 2013'.



The BID Board of Directors will consist of 15 elected places that represent a cross section of skills and sectors including:

- Independent Retail (4)**
- Property Owners (2)**
- Major Retail (2)**
- Leisure (2)**
- Local Authority (2)**
- Tourism (1)**
- Marketing (1)**
- and Finance (1)**

Within this, (2) positions can be filled by a member whose business is below threshold in the relevant sector and is a voluntary member.

FINANCES

A stringent approach has been adopted to budgeting for the second BID term.

The average annual levy available to be spent by the BID for the term is £306,836.

In accordance with industry guidance, a contingency provision on expenditure of 5% has been applied throughout the budget.

The additional income provision within the budget totals 21% of the estimated levy income to be collected.

Operating costs of the BID are estimated as 15% of total expenditure.

PROJECTED 5 YEAR BUDGET

Indicative BID Budget 2013-2017	Y1	Y2	Y3	Y4	Y5	TOTAL
Income (Ex VAT)						
Total BID Levy Payer Income	306,836					
BID levy payers income*	300,700	300,700	300,700	300,700	300,700	1,503,498
Voluntary Income - Members	2,500	3,000	3,000	3,500	3,500	15,500
Voluntary Income - Others	2,000	2,000	2,500	2,500	2,500	11,500
Subtotal	305,200	305,700	306,200	306,700	306,700	1,530,498
Additional Income - WDC Contribution	39,090	39,090	39,090	39,090	39,090	195,450
Additional Income - Events & Sponsorship	20,000	20,000	20,000	20,000	20,000	100,000
Subtotal	59,090	59,090	59,090	59,090	59,090	295,450
TOTAL Income	364,290	364,790	365,290	365,790	365,790	1,825,948

Expenditure (Ex VAT)						
Promoting, Marketing & Events	164,175	163,354	163,233	163,338	162,940	817,039
Enhancing the RLS Experience	108,465	108,413	108,415	107,472	107,035	539,800
Supporting Business, Reporting & Influencing	17,350	17,649	17,150	17,253	17,358	86,760
Management & Operational Costs	56,000	57,095	58,217	59,366	60,135	290,813
Contingency 5% (as per industry guidance)	18,210	18,233	18,254	18,267	18,285	91,249
TOTAL Expenditure	364,200	364,744	365,269	365,696	365,753	1,825,661

*Notes

Historic performance suggests that 98% of the billed levy will be collected each year, and this rate has been applied throughout.

During the first term, BID Leamington has had notable success in generating additional revenue and we hope to build on this in the second term. The additional income provision within the budget totals 21% of the estimated levy income to be collected. It takes account of committed amounts (15%) and a conservative assumption about the remainder that is based on performance to date.

Operating costs of the BID are estimated as 15% of total expenditure. This includes premises and rent, professional and legal fees, BID levy collection fees, and management costs. Collection costs equate to £22 per unit, which is well below acceptable industry criteria (£35/unit).

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

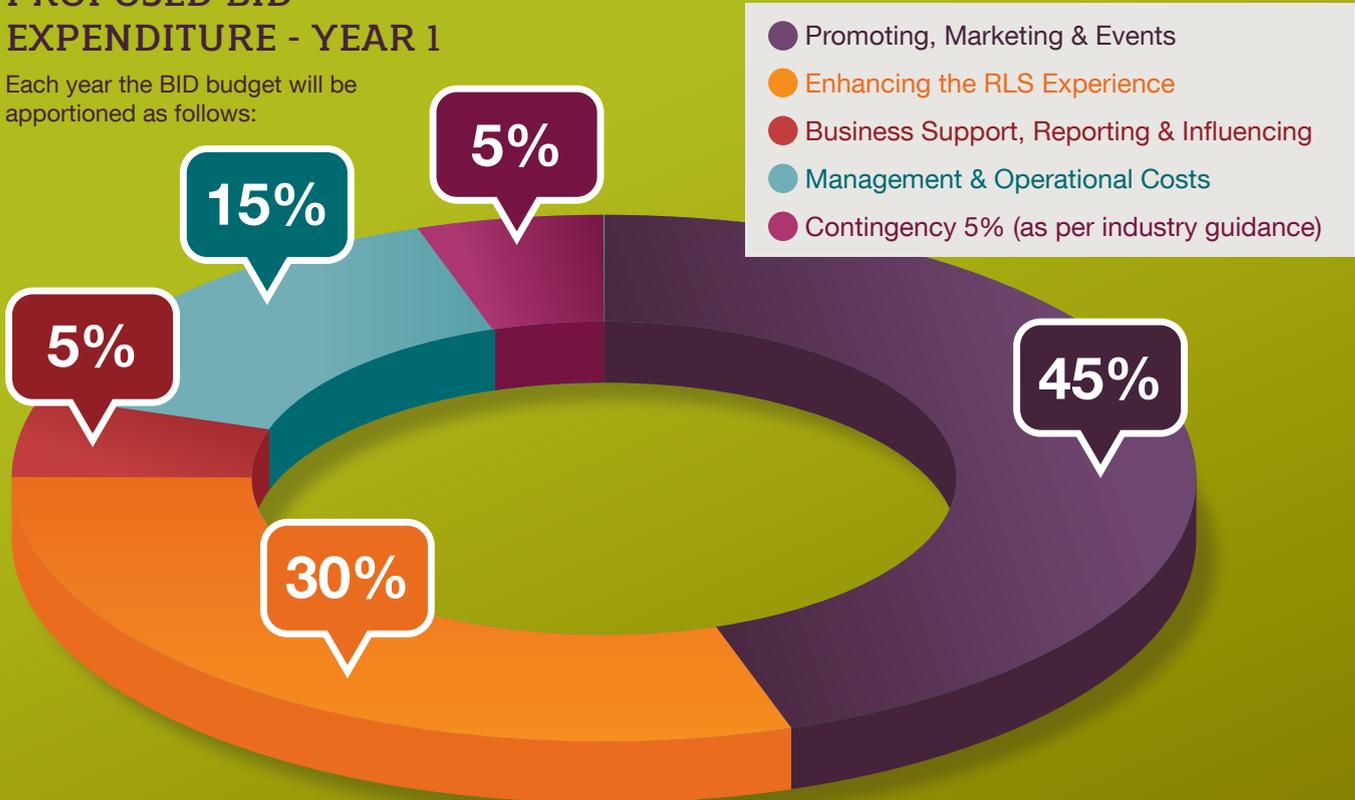
according to time spent as follows: Promote 65%, Enhance 25%, Support 10%. The remaining 35% is accounted for within management.

No annual inflation rate has been applied to the annual BID Levy charge, however where applicable annual inflation on BID expenditure has been factored into the budget at 2.5% per annum.

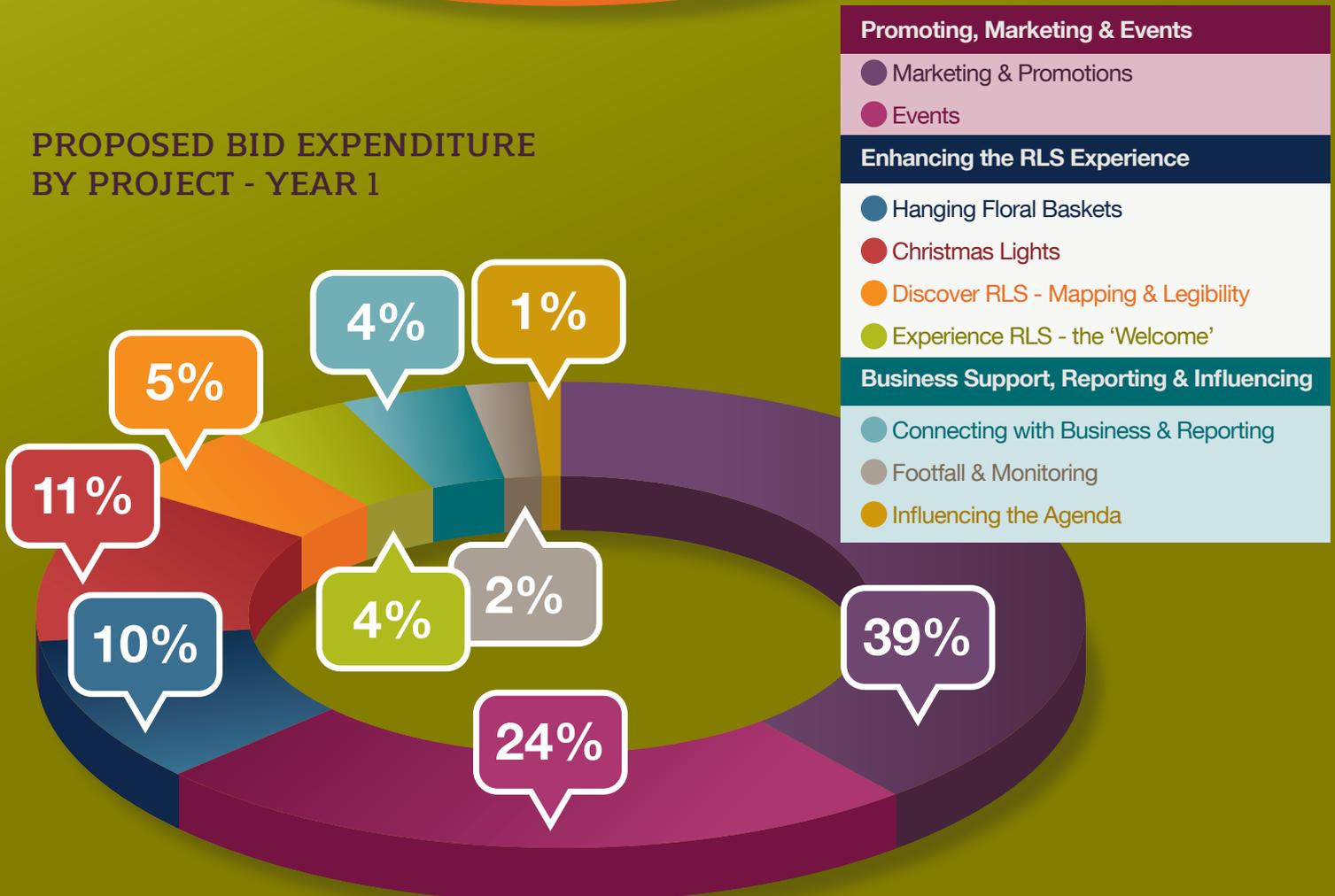
FINANCES

PROPOSED BID EXPENDITURE - YEAR 1

Each year the BID budget will be apportioned as follows:



PROPOSED BID EXPENDITURE BY PROJECT - YEAR 1



REPORTING & EVALUATING: RESPONDING TO CHANGE

We are constantly monitoring the performance of our work and listening to feedback from stakeholders. This analysis has allowed us to direct resources and respond to the changing retail environment and local needs. Over the next five years we will be even more adaptable and flexible. We will continue to evaluate all of our work and provide details of all key activities, insights and learning, and demonstrate a return on investment.

AREA INTELLIGENCE

As the retail environment changes and we develop further promotions, events and celebrations, understanding and monitoring visitors to the town takes on even more importance.

Moving forward we plan to continue to measure footfall but further develop our partnership with the Royal Priors Shopping Centre to ensure we have a full understanding of how the town is performing. We will also continue to measure shop vacancies and new business activity by sector and location.

We will monitor performance against local and national benchmarks to provide useful analysis and interpretation that can be passed on. We will also ensure our activities are responsive to local issues.

COMPANY REPORTING

Published Baseline Agreements and Service Level Agreements will be negotiated with all relevant partners and will be available at request. We will be applying for British BIDs Accreditation to ensure our quality management systems are robust. BID will also provide annual reporting of activities and results to include:

- New investment in the area and new businesses activity
- Business feedback and satisfaction survey
- Consumer perception surveys
- Numbers of issues reported and sorted by BID Leamington within set timescales

- Extent of cost saving initiatives offered
- Media coverage analysed by editorial value equivalent/reach and circulation/key message communication
- Visits to Royal Leamington Spa and BID Leamington websites
- Number of new planning and licencing applications in the town
- Stakeholder feedback



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 and has been embraced in this Renewal Proposal.



Damion Latham
BID Leamington - Board of Directors
Barclays Business Manager

YOUR NEXT STEPS TO SECURING THE TOWN'S FUTURE

- 1** Read the **Business Plan** and contact BID Leamington on **01926 470 634** if you have any questions.
- 2** A **Notice of Ballot** will be sent to you on the **14th February** setting out the BID arrangements.
- 3** The **Ballot Papers** will be sent to you on the **28th February**. Please ensure they are given to the eligible voter.
- 4** Voting **'YES'** will ensure that the BID is retained for a further five years. Ballot Papers must be received at the ERS Office in London by **5pm** on **Thursday 28th March** for your vote to be counted.
- 5** If a majority by number and rateable value are in favour, BID services will continue and the additional commitments set out in this document will be delivered. The new term will commence in **July 2013!**

“
Royal Leamington Spa is a wonderful town, with unique assets that we need to shout about to ensure it is seen as a great place to invest, visit and do business. The BID model in Leamington has gone much further than operational management - it is now fundamental to securing the long term strategic direction for the town, enticing new investment and visitors, and enhancing the customer experience so they return wanting more.

Without BID, Leamington will go backwards - so vote 'yes' to 1.8 million pounds of continued investment over the next 5 years. Together we must continue what we have started and ensure Leamington is the place people want to be. ”

Gerry McManus - Centre Manager,
Royal Priors Shopping Centre,
Leamington Spa

“
Business improvement districts (BIDs) are a valuable vehicle for helping to ensure the UK's high streets and city centres are vibrant and alive. As property owners, our members understand the added value that BIDs bring to an area in both the short and long term. While the current economic climate is a challenge, we believe that BIDs can be part of the solution to help us out of the recession and we hope to see them continue on with lasting success. ”

Ian Fletcher,
Director of Policy (Real Estate),
British Property Federation.

For more information on this document or the ballot process please contact:
BID Leamington, 35c Park Court, Park Street, Leamington Spa CV32 4QN
Phone: **01926 470 634** · Email: **info@bidleamington.com**
Full ballot arrangements are available at **www.bidleamington.com**.



“ Towns and cities have the capability of providing something for everybody, only because, and only when, they are created by everybody. ”

Jane Jacobs, Author
Championed community-based
planning for over 40 years

Contact Us:

Tel: 01926 470 634

Visit: www.bidleamington.com

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