



BID LEAMINGTON 2018-2023 BUSINESS PLAN

A PROPOSAL FOR THE RENEWAL
OF THE LEAMINGTON BUSINESS
IMPROVEMENT DISTRICT



SECURING OUR TOWN'S FUTURE TOGETHER



“THE HAPPIEST PLACE TO LIVE IN THE UK”

RIGHTMOVE SURVEY 2017

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TACKLING LOCAL CHALLENGES



10 YEARS OF FOCUSED INVESTMENT

BID Leamington was established in 2008 with a vision to make the 'crown in Royal Leamington Spa sparkle', by promoting and supporting local businesses and raising the town's profile nationally.

In this time, through BID Leamington businesses have invested in **continual promotion, services and management** in the town centre to ensure its prosperity. In the last **five years**, this equated to an investment of **£1.5 million** and in this time, BID Leamington generated a further **£480,000 (32%)** of **additional income** which was invested back into the town.

The BID is **recognised as a leader and influencer** and is respected at a local, regional and central government level. Having **won many accolades** over the years, the commitment to **best practice, collaboration, innovation and transparency** is also recognised far beyond the town centre.

BID Leamington has also been successful in helping to ensure Royal Leamington Spa gets the recognition it deserves. A number of '**national firsts**', as well as regular **national advertising campaigns** have extended the reach of the town. It is regularly heralded as one of the **most desirable places to live** in the UK and, in 2017, it was recognised in the national press as '**the happiest place to live in the UK**'.

These accolades are a nod towards the spirit of **community collaboration and enterprise** that BID Leamington has fostered, which helps to make the town a **desirable place to live and visit**. Though there are always local challenges, there can be no denying the link between towns that have a **thriving town centre** and a **healthy local community and economy**.

THERE ARE BIG CHALLENGES & OPPORTUNITIES AHEAD...

The next 5 years is going to be crucial. There is a **significant programme of development** on the horizon, which includes the development of the **Covent Garden Car Park** (31% of the town's total parking capacity) and the regeneration of the **Creative Quarter**.

There will also be **exciting opportunities** to embrace: the **Commonwealth Games 2022** (Leamington will be the bowls venue), **Coventry City of Culture 2021** and the new **Kenilworth-Leamington train link**. These will all impact the town centre, therefore **focused delivery, representation and support is essential**.

This **Business Plan** sets out our **priorities and strategies** to manage and promote both the **day-time and evening economy** and ensure that **retail and commercial considerations** are given the attention they deserve.

There is still **much to do** and equally **a lot to lose**, as we seek to **influence the agenda** and **maximise opportunity** for business. Therefore we are asking for **your support** to ensure that our town centre remains a **competitive, vibrant and well-managed destination** in the future.

Stephanie Kerr
Executive Director

BIDS DELIVER ABOVE & BEYOND LOCAL AUTHORITY'S SERVICES

THE WIDER CONTEXT

A Business Improvement District (BID) is a business-led and controlled partnership in a given area such as a town centre.

It delivers an agreed set of services and projects, to enhance the commercial wellbeing of the area, which are beyond the statutory responsibilities of the local authority and other public agencies.

These are agreed, and formally voted for, by all businesses. A BID typically lasts for five years and, after this time, has to return to its electorate to be renewed by ballot. BIDs are regulated by legislation contained in the Local Government Act 2003 and the Business Improvement District (England) Regulations 2004.

There are now over 280 BIDs established in the UK, representing over 100,000 businesses and, locally, there are also BIDs in Stratford, Rugby, Banbury and Coventry City Centre.

BIDs have become a fundamental part of the wider place-making landscape. Collectively they are working to represent business interests locally and nationally and are now regarded as a powerful influencer of change, also bringing in substantial additional income.

In local areas, BIDs are now leaders in delivering positive change: innovating, developing partnerships, attracting investment and meeting local challenges with a highly focused and committed delivery body. Through BIDs, towns and high streets are raising their game and data suggests that areas with BIDs are out-performing those areas without them.



There are now over 280 BIDS in the UK and locally, there are also BIDs in Stratford, Rugby, Coventry City and most recently, Banbury.

Established Nearby BIDs

- Stratford-Upon-Avon
- Coventry City Centre
- Rugby
- Solihull
- Worcester
- Banbury

BIDs in Birmingham

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

● BID Leamington





Royal Leamington Spa

THE BID IN LEAMINGTON

Local businesses voted to establish BID Leamington in March 2008 for a five-year term. In March 2013 businesses voted to renew the BID in this area for a further five years.

BID Leamington is a non-profit organisation representing around 400 businesses in the town centre. Its duty is to promote, enhance and support Royal Leamington Spa and influence the local agenda to ensure that the town remains attractive to visitors, customers and investors alike.

BID activities are set out in the Business Plan and are guided by the BID Board of Directors which is made up of local business owners and managers.

The implications of this are that all retail businesses and properties within the BID boundary that have a rateable value (RV) of £15,000 and above (as defined by the 2017 NNDR listing on the 1st July each year) pay a levy equivalent to 1.6% of the RV of their property. This is collected annually by Warwick District Council on behalf of BID Leamington Ltd in July each year.

Businesses that have a RV less than £15,000 and are located within the Local Plan town centre boundary can join the BID scheme as a voluntary member. The levy is calculated the same way with a minimum contribution of £100 per year. There is also a 'supporters and sponsors' scheme to attract further support from the wider business community.

£90,000+

BID Leamington generated at least £90,000 additional income each year (over the last 5 years) to supplement the annual BID Levy.

That's 32% additional revenue

TO COMPETE WITH NEIGHBOURING DESTINATIONS, LEAMINGTON NEEDS ITS BID

SARAH JONES,
ROYAL PRIORS SHOPPING CENTRE MANAGER

BID LEAMINGTON - YOUR BID

MEET THE TEAM

A professional and passionate team are responsible for the day to day management and delivery of BID activities. This includes two full-time posts as well as other part-time posts recruited on a project specific basis.

BID Leamington has won multiple industry awards and generates around £90,000 of additional income each year to supplement the annual BID Levy.

“THE VALUE OF OUR BID TEAM IS MORE IMPORTANT THAN EVER”

COLIN SCAMP
PETER STEPHAN JEWELLERS

400
BID MEMBERS

SERVED BY
2 FULL TIME
BID STAFF



STEPHANIE KERR EXECUTIVE DIRECTOR

“It is my pleasure to present the BID Leamington Business Plan 2018-2023, which is informed by extensive business consultation and market research. Though we have achieved a great deal and built a strong foundation, given the opportunities and challenges ahead, I am certain that your BID is needed more than ever.”



ALISON SHAW BID PROJECTS MANAGER

“The BID industry has matured significantly. In 2014, I attained the Certificate in BID Management, bringing together research, best practice and management skills. This, combined with 8 years’ practical experience, means that your BID team is well-placed to deliver robust and innovative solutions.”

SUPPORT STAFF & INTERNS

BID Leamington recruits part-time staff on a project basis. We anticipate recruiting a part-time Digital & Business Support Ambassador to offer 1:1 digital training and promotion. We also work with interns from Warwickshire College.

THE BID BOARD OF DIRECTORS

BID Board Directors are voluntary and play a fundamental part in shaping and monitoring both the activities of the BID and the future of the town centre. Up to 15 members represent different sectors and bring a personal and abiding passion for serving the town and its businesses.

Sarah Horne (Chair)
Sarah Horne Flowers

Colin Scamp
Peter Stephan Jewellers

Gary Newman
Santander

Gurdip Chatha
Esqué Beauty

Mark Lougheed
McDonald's

Matt Crooks
Neal's Yard

Matt Crowther
The Royal Pug / Procaffeinate

Russell Allen
Aubrey Allen

Sarah Jones
Royal Priors Shopping Centre

Stephanie Lodge
Holland & Barrett

Sue Warburton
Belvoir

Cllr Sarah Boad
WCC Council

Cllr Hayley Grainger
WDC Council



OUR COMMITMENTS

In delivering its services, BID Leamington will:

- ★ Serve businesses in a professional, approachable and transparent way.
- ★ Be innovative and make knowledgeable, informed decisions.
- ★ Be responsive and monitor the effectiveness of all projects.
- ★ Support businesses and help them adapt to the changing retail environment.
- ★ Involve businesses in voting for the BID and overseeing its operation.
- ★ Act as an advocate on important issues facing the town and its members.

AWARDS & ACCOLADES

 BITC HEALTHY HIGH STREET 2016-17	 BB PROUD PROJECT WINNER 2014
 REVO PURPLE APPLE SHORTLIST 2016	 BB PROUD PROJECT RUNNER-UP 2013
 BB PROUD PROJECT RUNNER-UP 2015	 BB PROUD PROJECT WINNER 2012

PROFESSIONAL BODIES



The BID Foundation:
Founding Member &
Council Representative



Institute of Place Management:
Member



CWLEP:
SME Group Member



ATCM:
Purple Flag

10 YEARS OF ACHIEVEMENTS

OUR HIGHLIGHTS

Over the last 10 years, BID Leamington has set itself apart as one of the most creative and innovative small BIDs in the UK, winning numerous national awards and making headlines regularly. All of this is designed to attract footfall and to enhance the experience in the town centre. Here are a few highlights from a decade of achievements...

“MAKING THE CROWN IN ROYAL LEAMINGTON SPA SPARKLE”

IN MEMORY OF GERRY MCMANUS
BID BOARD DIRECTOR 2008-2017

30,000 visits per month to
www.royal-leamington-spa.co.uk

20,000+ followers on Social Media



NATIONALLY RECOGNISED & AWARD-WINNING

FESTIVALS MAKING NATIONAL HEADLINES

- Leamington Food & Drink Festival: **Runner up British BIDs Proud Project Award 2016**
- Annual advertising in London Marylebone, putting Leamington Spa on the national map



PUTTING LEAMINGTON ON THE NATIONAL STAGE

A Community Funded Garden at the RHS Chelsea Flower Show 2014: Silver medal. £100,000 raised in cash & in-kind. Over £150,000 in PR generated in the national press.

- Winner of the British BIDs Proud Project Award 2014.**



ENHANCING

A beautiful, welcoming & safe town centre

PARTNERSHIP WORKING FOR MUTUAL GAIN

- Ongoing work with Helping Hands, Salvation Army, Police and the Retail Crime Partnership to address begging, busking, theft and other anti-social behaviours.
- We led the creation of the 'Think Before You Give Scheme' & Support the Homeless Sleepout & Shelter. We also support the 'Retail Radio' scheme.

DELIVERING ATTRACTIVE STREETS

- A total of 1,250 floral baskets have been provided in the summertime over the last 5 years.
- BID has invested £100,000 in the town's beautiful Christmas Lights over five years and secured a further £200,000 from partners to deliver the scheme.

“Leamington in Bloom Wins Gold!”

PROMOTING

A better promoted town centre

PUNCHING ABOVE OUR WEIGHT ONLINE

- ★ www.royal-leamington-spa.co.uk attracts 30,000 visits per month.
- ★ The 'Taste Leamington' brand and website launched in 2016, servicing the leisure sector.
- ★ Over 20,000 followers across 10 social media platforms.
- ★ Ranked within the top 2% of towns and cities using social media to boost business in 2017.

AWARD-WINNING CREATIVE PROMOTIONS

- ★ Leamington Spa Golden Ticket: engages around 80 businesses and attracts 4,000-6,000 entries. **Winner of the British BIDs Proud Project Award 2012.**
- ★ Leamington Pumpkin Path: 30 businesses & 132 entries from families.

HARD HITTING PR CAMPAIGNS

Leamington Parking Angels

- ★ Winged angels took to the streets to save shoppers from fines and enhance the experience.
- ★ Over £590,000 of PR generated.
- ★ BBC News - over 55,000 views on Facebook, 36 National Websites, BBC Radio 6 featured Leamington Angels as the 'Theme of the Day'.
- ★ **"I got saved by an Angel"** (Visitor's email, Christmas 2016)

INNOVATIVE & MAGICAL CHRISTMAS CAMPAIGNS

'Have a Magical Christmas' featuring the interactive Augmented Reality Window, delivered in partnership with the Royal Priors Shopping Centre.

- ★ **Shortlisted for the REVO Purple Apple Marketing Awards 2016**

FOSTERING LOYALTY & SUPPORTING CREATIVE COMMUNITY EVENTS

- ★ Leamington Lantern Parade: **Runner-up British BIDs Proud Project Award 2013.**
- ★ Directly supporting events which attract thousands of visitors annually e.g. Myton Hospice Santa Dash, Leamington Carnival, Peace Festival and Art in the Park.



SUPPORTING & INFLUENCING

An engaged & supported business community

A COLLECTIVE VOICE FOR BUSINESSES

- ★ Represented the town centre on more than 15 planning applications and supported many businesses.
- ★ Acted on Town Centre Development Proposals and campaigned for parking Improvements.
- ★ Secured commitment to a parking displacement plan in the S106 of the Covent Garden development.

SUPPORTING INDIVIDUAL BUSINESSES

- ★ Supported businesses on issues including planning, enforcement, power failures, business rates, rent negotiations, business strategy & HR, marketing, recruitment, office space and more.
- ★ Provided bespoke training for approx. 100 businesses per yr including: Social Media, Trip Advisor and Counter Terrorism.

LEVERING IN ADDITIONAL FUNDING

- Each year, we generate around £90,000 of additional revenue which goes into town centre projects
- ★ Secured £25,000 to deliver WiFi in the town centre.
 - ★ On the steering group of the £1 million Heritage Lottery Funded Pump Rooms Gardens Regeneration Project.

HOW BID BENEFITS YOUR BUSINESS



10%
AVERAGE FOOTFALL
DURING EVENTS




14,791
unique page views of online business profiles on RLS & Taste Learn websites



5,000+ social media posts in 2017 with **5.3m views**

30,000 visits per month to www.royal-learnington-spa.co.uk

Unique business profile on the RLS website valued at: **£300/yr+**



400+ BID Businesses directly involved in promotions each year

25,000 visitors to the Food Festival

20,000+ followers on Social Media



FREE Food Festival stall worth: **£200-£500**



£140pa per business invested in Christmas decorations



Floral hanging baskets **£80 each**
1250 baskets over 5yrs

Campaigned to keep CCTV Local



Launched 'Think Before You Give' to tackle begging in the town




£25,000 secured for Town WiFi



Supported the Retail Radio Scheme



£40,000 secured for mapping & signage

50+ businesses provided with 1:1 digital training in 2017



20+ new businesses supplied with business launch packs each year



20 business training events delivered

6 Out-of-town development applications opposed

20+ businesses per year supported with planning, enforcement, rates & licencing

VOIDS Less than 5% vacant units
Consistently less than the National & Regional average

£40,000 additional income p/a generated from sponsors to reinvest in the town!



GETTING INVOLVED

Businesses that get involved with BID and its offer are likely to get far more out of it. With this in mind, it's worth checking that you are making the most of your membership.

BID DELIVERS TREMENDOUS VALUE, FAR MORE THAN I COULD GET WITH THE SAME INVESTMENT ON MY OWN

MATT CROOKS
NEALS YARD REMEDIES

IS YOUR WEB PROFILE UP TO DATE?

Our websites get over 345,000 unique users per/yr and help your profile appear higher in search engines. Top profiles get 3000-4000 views per/yr.

MANY BUSINESSES SEND US CONTENT TO POST - DO YOU?

In 2017 our posts had 5.3 million views. Many national retailers now email us content from Head Office marketing teams too.

HOW IS THE 'DIGITAL HEALTH' OF YOUR BUSINESS?

We offer digital health checks and training. Join the community using #LoveLearn #TasteLearn!

ARE YOU IN OUR GOODIE BAGS?

We distribute 1200 bags per/yr filled with your promotional literature.

DO YOU HAVE ANY OFFERS OR STUDENT DEALS?

There is an 'offers' and 'student life' section on the website. We print 20,000 copies of our Little Book of Offers per/yr.

HAVE YOU BOOKED YOUR FREE STALL AT THE FOOD & DRINK FESTIVAL?

The Food Festival attracts 25,000 visitors. We also have a 'Love Learn' section for non-food businesses.

ARE YOU INVOLVED IN OUR PROMOTIONS?

Our trails, events and competitions run around the year e.g. Easter, LoveLearn month, Halloween.

AND THERE IS MORE... SO JUST DROP US A LINE:
info@bidlearnington.com

CAPTURING YOUR VIEWS

CONSULTATION SUMMARY

To monitor our performance, capture insights and direct resources for the future, BID Leamington is in continuous dialogue with local businesses and the town's customers using a range of methods. The ambitious and focused plans set out within this Business Plan reflect this research and feedback.

BID Renewal Survey: June 2017

All businesses were posted, hand delivered and emailed our detailed annual survey. It was also highlighted in the June 2017 BID News.

Final Consultation & Voter Confirmation: Oct 2017

All businesses received a 'final consultation and emerging themes' document to comment on, as well as an individual voter registration form.

ONGOING MARKET INTELLIGENCE GATHERING & EVALUATING

Market Intelligence & Research

Engagement with bodies such as the Institute of Place Management, REVO, BRC, ATCM, Centre for Cities and others. Also via local partner organisations including the Chamber of Trade, Chamber of Commerce, FSB, Warwick University Business School updates, the LEP SME Group and others.

Town Centre Health Checks

Regular monthly monitoring of parking, footfall, vacancy rates as well as dialogue with business owners to understand spend and trends.

Ongoing Project Reviews & Feedback

We work very closely with businesses to deliver our events and promotions and always review the impact and seek feedback.



ONGOING ENGAGEMENT & REPORTING

E-communications

Our regular e-newsletter includes details of what is coming up and how to get involved as well as a summary of recent activity, business to business offers and a business toolbox.

Newsletters

A 4-page newsletter is delivered to all businesses at least 3 times per year.

One-to-One Business Meetings

Business meetings occur daily and we have an 'open door policy'. The BID team also visit businesses on a regular basis.

Quarterly Open Business Meetings

We host quarterly open meetings in local businesses to update businesses and get feedback.

BID Leamington Website

The dedicated BID Leamington website holds information, news, reports, events, offers and business tools.

Social Media Platforms

We have a dedicated BID Leamington Facebook page and a 'closed Facebook group'. We also interact on Twitter.

Annual Reports

Posted out annually with the BID Levy invoice, the report reviews all our activities over the past year including spending.

Workshops, Training & Events

We offer training, workshops and networking events. Past topics include Social Media, Trip Advisor and Counter Terrorism.

Business Networks & Forums

We support wider networks such as the Chamber of Trade, the Business Forum, Leamington Hour and others. These give us further opportunity to inform and engage.



WHAT YOU TOLD US

DID OUR ACTIVITIES BENEFIT THE TOWN?



WHAT BENEFITS YOUR BUSINESS?



WHAT WOULD YOU LIKE MORE OF?



CHANGES & CHALLENGES

Consultation with businesses across all sectors and analysis of the wider retail landscape highlighted a range of local issues as well as complex challenges that many UK towns also face. Below are some key issues that we will address across the four project areas in this Business Plan.

1 CUSTOMERS & THE EXPERIENCE

Attracting footfall, spend and return visits is critical, as is offering customers a high-quality experience. Customers increasingly want things 'now' and have a greater expectation of 'convenience' especially in parking, payments, product availability, choice and brand selection. Public realm issues such as begging, busking and crime also need to be actively managed.

2 CAR PARKING & FUTURE DEVELOPMENTS

Over 200 businesses cited car parking as their primary concern. The planned closure and redevelopment of the Covent Garden Car Park (500 spaces / 31% of the towns supply) needs careful management. The proposed start date is early 2019 and it will take two years. Other proposed development includes the Old Town Creative Quarter and more out-of-town retail.

3 COMPETITION & RISING COSTS

Costs are rising (wages, pensions, rates, rent, purchasing, recruitment) and businesses face competition from out of town destinations, neighbouring regions, online retailing and from within the sector. A mix of advice, support, representation and collective purchasing e.g. waste services, will be essential going forwards.

4 COMPOSITION - THE RETAIL MIX & SUPPORTING INDEPENDENT BUSINESSES

The retail mix in the town has changed. It is now a 'shopping and leisure' destination with many café's, restaurants, bars and salons. Active management is needed to ensure the right balance of uses, to manage vacant units, change of use and to support our important independent retail sector.

5 COMPLEX & CONTINUAL CHANGE

Businesses face a changing social, technological, political and economic environment. The population is ageing and people live further from work so accessibility (transport and parking as well as access to buildings / listed buildings) is important. There is pressure from change of use in towns (commercial to residential), changes to vehicle use and type, the loss of banks and banking services, the continued reduction of public sector budgets and services, and policy changes like GDPR. An informed 'team' approach is required to help businesses navigate and adapt.



A SPA TOWN WITH A DIFFERENCE

Royal Leamington Spa is a beautiful, distinct and vibrant town that does things differently to achieve unique results. It matters 'how' things are done and at the heart of this are the ideas of 'community', 'creativity' and 'wellbeing'.

Tapping into this DNA, BID Leamington has set itself apart, delivering distinctive events, activities and building partnerships that have helped the town and its businesses to prosper.

We have achieved a great deal but cannot stand still as the town is changing. Therefore, we will build on this strong foundation as we move forward.

THE COMPETITION
IS GETTING
STRONGER SO
STANDING STILL IS
NOT AN OPTION

GURDIP CHATHA
ESQUÉ



BID'S AMBITION & PROJECT AREAS

All this points to a need for the activities set out in this Business Plan. These are grouped under four project areas and explained in more detailed in the following pages.

Across our four project areas we will:

- ★ **Inspire, deliver and support ambitious ideas and high quality projects**
- ★ **Work with our partners to amplify our impact**
- ★ **Ensure business interests stay at the heart of conversation**

Building on our very strong track record we know the future is exciting if we work together to shape it, but equally there is a lot to lose if the focused investment, management and stewardship that the BID provides is lost.

MARKETING, PROMOTIONS, EVENTS

A premier regency shopping & leisure destination

ENHANCING THE EXPERIENCE

A beautiful, welcoming & managed town centre

SUPPORTING BUSINESS

An engaged & supported business community

INFLUENCING & INSPIRING

A thriving centre of commerce & creativity

MARKETING, PROMOTIONS & EVENTS



A premier regency shopping & leisure destination

With many choices available, focused investment is needed to attract customers, offer an enhanced experience and build loyalty.

It is also important to ensure town centre businesses are well placed to compete with the growth in on-line, out of town shopping and neighbouring retail destinations.

We will harness the strength of the Royal Leamington Spa brand to position and showcase the best of what the town and its businesses have to offer.

By focusing on different sectors and areas of the town, and by using a range of digital and print media, together with events and festivals, we will ensure the town centre and its businesses thrive.

**WITHOUT
BID, WE WILL
LOSE ALL
£800K OF
OUR TOWN'S
MARKETING
ACTIVITY**

RUSSELL ALLEN, AUBREY ALLEN



THE 'ROYAL LEAMINGTON SPA' BRAND

What We've Achieved

We have the customer and industry knowledge, built the relationships and created a recognised and powerful brand for Royal Leamington Spa as well as a number of sub-brands focusing on key sectors. Using authentic photography and messaging, we use this to communicate the town's unique offering across multiple platforms that reach millions of people every year. In 2014 we used our influence and professionalism to take the town to the RHS Chelsea Flower Show with an entirely community funded garden. Making national headlines, the garden is now back in the town.

What's Next

With energy and passion we will deliver strategic, creative and inspiring advertising campaigns, to raise awareness of the offer and attract customers and longer-term loyalty. We will highlight the unique selling points of your unique products, our independent businesses, the exceptional service and the diverse day and night time, retail and leisure offer. We will also create new opportunities to showcase Royal Leamington Spa on the national stage!

POWERFUL MARKETING TO ATTRACT CUSTOMERS

What We've Achieved

Using a wide range of digital, print, billboard, train line and on-air media, our strategic marketing and PR campaigns are seen and heard in local, regional and national locations. This includes a regular feature in London Marylebone. We also focus on our neighbouring towns, including Stratford Upon Avon and Warwick, which attracts millions of visitors; Kenilworth, which will soon offer a rail link into Leamington; and Coventry whose residents make up 35% of Leamington's visitor profile and will be the UK City of Culture in 2021.

What's Next

More powerful marketing to attract visitors is planned and we will leverage opportunities to work our neighbours more. We want a more joined up 'tourist offer' ensuring visitors can enjoy Warwickshire's 'Golden Triangle' of Castles, Shakespeare and Regency Spa heritage. We will work alongside creative businesses to support the Coventry 2021 agenda to yield opportunities to showcase the town and attract visitors. We will also ensure Leamington is well placed to capitalise on the 2022 Commonwealth Games as one of the host venues (Bowling).

DIGITAL & SOCIAL MEDIA COMMUNICATION

What We've Achieved

We manage 7 websites and 10 social media platforms. The town is now ranked within the top 2% of destinations using social media to boost business and, in 2017, was ranked within the top 30 of the digital high street influence index.

The Royal-Leamington-Spa website attracts 30,000 visits per month and points to the very popular TasteLeamington.com website.

On social media, we post on behalf of businesses around eight times per day, and engagement has grown by over 50% year on year. We now have a combined following of over 20,000 (likes or followers) and our activity reaches over 1 million people each year.

What's Next

We will further develop the town's digital presence and extend the reach of local businesses. We will be engaging a part time 'digital ambassador' to help manage how we deliver up-to-date postings on behalf of businesses, and extend our direct engagement with the Head Office marketing teams of the national retailers.

We also wish to collaborate more with local technology companies and explore areas of innovation.

MARKETING, PROMOTIONS & EVENTS



EVENTS & FESTIVALS

What We've Achieved

Our events and festivals are hugely popular and are critical to the success of the town. The Leamington Food Festival is the biggest event in the town attracting 25,000-35,000 visitors annually. At least 50 BID member businesses have pitches / stalls and many more are involved. Other events, such as the Lantern Parade foster community pride and loyalty. We directly support a number of other major events and promote many more resulting in regular uplift in town centre footfall.

What's Next

More high quality events in-house and with partners will be delivered alongside active support to ensure our members can make the most of these audiences. We also wish to work with businesses to deliver new 'sector focused' events such as 'fashion' and 'health, beauty & wellbeing' as well as events which are focused in the heart of the town centre and on side streets.

PROMOTING OUR RETAIL SECTORS & STREETS

What We've Achieved

We have the expertise, tools and photography to powerfully promote the town and its offer to relevant customers. Examples include our sector specific websites, advertising and mini-guides which highlight individual businesses. Independent businesses, weddings, seasonal events (Small Business Saturday) and specific streets (Regent, Warwick & Park St) have been featured in promotions and our seasonal 'trails' and 'roaming events' such as the 'Pumpkin Path' and 'Fashion on the Move' have encouraged visitors around town or to specific shops.

What's Next

We will drive more footfall around the different retail streets and focus more on specific sectors and tailored experiences like shopping, fashion, weddings, health & beauty, food & drink, home & services and the evening economy. We will highlight these sectors and areas of the town within our promotional material and use a mixture of events, technology, incentives and mapping to direct customers, ensuring they find your business wherever you are.

OUR LEISURE & EVENING ECONOMY

What We've Achieved

Our leisure and evening economy has grown considerably and there is now over 100 restaurants, bars and cafes offering a wide range of eating, drinking and entertainment experiences. In anticipation we launched the 'Taste Leamington' brand (website with dedicated business listing, events, blogs, vlogs and offers as well as advertising & social media) as well as other dedicated 'Eat & Drink' & 'Late Night Leam' literature. The Food & Drink Festival and fringe events also support this.

Over 30,000 Eat & Drink & 'Late Night Leam' mini guides have been printed and distributed by stores, hotels, universities, taxi drivers and information points in five years.

What's Next

This growth brings challenges including increased competition and changes to visitor patterns. This calls for dedicated marketing and management to firmly establish Leamington as a quality leisure destination. This includes tailored information to showcase businesses and their events and enhance access (parking, trains & taxi) and safety. We will also support existing 'quality benchmarks' such as Purple Flag and the Retail Radio scheme.

SUMMARY

LOTS DONE

- ✦ A vibrant, recognised and managed town brand
- ✦ We manage 7 websites and 10 social media platforms attracting millions of views per year
- ✦ Professional promotion of the town centre and your business
- ✦ Nationally recognized events and festivals attracting thousands of visitors per year and showcasing the town centre

LOTS TO DO

- ✦ Deliver £160,000 of focused annual marketing, promotions, events and website / digital management
- ✦ Create new events to attract visitors and raise awareness of the town and your business
- ✦ Offer digital promotion services to local and national retailers to our extensive community of followers
- ✦ Develop creative promotions and trails to drive footfall to your business and around town
- ✦ More sector based promotions raise awareness of your offer e.g. fashion, evening economy, health & beauty
- ✦ Ensure we are competitive with on-line, out of town and neighbouring retail destinations

LOTS TO LOSE WITHOUT BID

- ✦ Lose over £800,000 of investment ensuring the town is known, relevant and alive
- ✦ No actively managed websites or social media platforms
- ✦ No Christmas marketing & events
- ✦ No events like Food Festival or promotions specifically focused on driving visitors to your business
- ✦ No maps, guides or promotions like #LoveLeam, Pumpkin Path, Golden Ticket and future ideas...
- ✦ Loss of loyalty and visitors as we fall behind other destinations who are investing

CREATIVE MARKETING & PR CAMPAIGNS

#LoveLeam #IndieLeam
#LeamXmas #LeamGoldenTicket
#TasteLeam #VintageLeam
#StudentTakeover

What We've Achieved

We have delivered many award winning creative campaigns and events to target different seasonal events, business sectors and audiences. Many now have their own gravity and champions including: Independent Leam, Love Leamington, Vintage Leam, Late Night Leam, the Student Take-Over, the Golden Ticket, Leamington Christmas Showcase, the Pumpkin Path, Little Book of Offers.

What's Next

Our customers increasingly demand 'an experience' and wish to see tailored communications and events. We will create more engaging campaigns that make headline news and explore opportunities to tailor these to different business sectors and audiences, and invite people to all corners of the town. One such idea is to target people working locally and to build on our popular 'trails'.



ENHANCING THE EXPERIENCE



A beautiful, welcoming & managed town centre

First impressions count. That means from the moment people 'discover' the town, it must offer a superior experience.

BID Leamington will ensure visitors receive a 'welcome' that is worthy of our town's 'Royal' status: by investing in attractive 'enhancements', providing information and ensuring the town centre continues to be clean, green, safe, vibrant and actively managed.

THE CHRISTMAS LIGHTS - LIGHTING UP LEAMINGTON

What We've Achieved

Historically Jephson Gardens was home to the Leamington Illuminations, attracting visitors from all over the UK. Drawing on this heritage, and to ensure Leamington looks 'magical', BID funds the Christmas lights throughout the BID area and pays for the annual maintenance and additions.

What's Next

BID will enhance the Christmas Lighting Scheme so that a consistent theme is applied throughout. We will also explore options to have annual features throughout the winter period to get more value from our investment.

An 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. To our knowledge no additional funding has been identified by the Local Authority to buy new lights for the town.

THE WELCOME - PARKING, NAVIGATION & WIFI

What We've Achieved

BID has provided maps and guides, visitor information and new signage.

BID continually lobbies against rises in parking charges, and monitors services and enforcement. Our popular 'parking angels' greet customers, help people to avoid fines, provide advice, give out flyers / coupons, and direct customers to businesses.

We secured £25,000 additional outside funding to implement the town's WiFi Service in 2016.

What's Next

We will continue to supply active monitoring, interventions, maps and guides. When Covent Garden car park closes, our 'parking angels' will be essential to monitor and support customers.

We will aim to secure more funding to expand the town centre WiFi.

ACTIVE PLACE MANAGEMENT - PUBLIC REALM, VACANCIES, BEGGING & ANTISOCIAL BEHAVIOUR

What We've Achieved

Managing the streetscape is complex so BID Leamington works in partnership with other organisations. BID actively monitors the town's health, vacant units and works with partners to attract investment.

BID initiated the 'Think Before You Give' Campaign to encourage responsible support for vulnerable people who beg. We support the annual 'Sleep-out', the Purple Flag award and, with our partners, manage rough sleeping, busking, crime and other anti-social behaviour. We also bridge the gap for many businesses who wish to support vulnerable people by suggesting ways that they can help.

What's Next

We will continue to work with our partners and businesses to actively manage the public realm in the town centre and respond to the concerns of our members. We will also devise innovative ideas to benefit both businesses and vulnerable people in Leamington. One such idea is to create a 'wish list' of products that can be easily purchased by the public from local stores (vs amazon as is the case now).

LEAMINGTON IN BLOOM - FLORAL DISPLAYS

What We've Achieved

Each year, BID Leamington has funded up to 250 hanging floral baskets to be displayed throughout the summer. This has contributed to Leamington scooping the 'Gold Award' in the Heart of England in Bloom Competitions almost every year.

What's Next

BID will continue with this scheme and provide floral decorations each summer and ensure they are evenly spaced throughout the whole town. We will also explore new options for ground level displays to give maximum effect.



SUMMARY

LOTS DONE

- ✦ A well-managed, thriving town that continues to attract investment
- ✦ Beautiful Floral Decorations and Christmas Lights year on year
- ✦ Ensuring the streetscape is clean, safe, vibrant and actively managed
- ✦ Actively monitoring the 'visitor experience' and responding to issues
- ✦ Improved and increased town centre area map and guides
- ✦ Welcome to Your Town leaflets

LOTS TO DO

- ✦ Continued investment of £60,000 per year in enhancements, mapping and strategic streetscape management
- ✦ Refreshed schemes to 'Light Up Leamington' at Christmas & Floral Decorations in summer
- ✦ Foster the 'Spa Garden' heritage by promoting healthy living, partnerships and sustainable solutions to issues like waste management, rough sleeping and anti-social behaviour
- ✦ Create a fabulous 'first impression' and continue to help visitors navigate the town and find your business

LOTS TO LOSE WITHOUT BID

- ✦ Lose the Christmas Lights (as it takes £22,000 per year to repair or replace them)
- ✦ No floral baskets (valued at £80 each / £18,000 per year)
- ✦ No active management of the 'visitor experiment', maps, guides or response to problems
- ✦ Loss of a powerful network of partners and volunteers who help the town to thrive

OUR PARTNERS

- ✦ Safer Neighbourhood Forum
- ✦ CCTV / Retail Radio Scheme
- ✦ Police Community Support Officers
- ✦ Helping Hands
- ✦ Salvation Army
- ✦ Street Pastors
- ✦ Warwick University (who fund the Street Rangers)
- ✦ Leamington Town Council
- ✦ Warwick District Council
- ✦ Warwickshire County Council
- ✦ Invest Warwickshire
- ✦ Chamber of Trade

SUPPORTING BUSINESS



An engaged & supported business community

Businesses face a complex range of challenges. They must respond to a changing economic, technical and political climate. New and growing businesses have unique needs while others need support in areas such as HR, recruitment, marketing, planning, cost-savings, waste management and more.

Therefore, knowledge and partnership working is key to helping local businesses flourish and ensuring the town centre thrives. We will continue to supply expertise, influence and partnerships to ensure a wide range of supporting services are available.

BUSINESS TRAINING & SUPPORT

What We've Achieved

Over the last five years, BID has developed the 'Business Toolbox', delivered at least 20 specific training events and directed businesses to many more. We have helped businesses 1:1 on a wide range from matters such as Planning Enforcement to Business Rates, HR, Finance, Energy Savings, Marketing and more. We do this directly or with the help of skilled members and partner organisations. We have also launched a Facebook retailers group to support engagement between businesses and ourselves.

What's Next

BID will identify and deliver support on topical challenges such as the new GDPR (data) legislation, cost-savings and waste management and use our collective weight to leverage advantages. We will be a central point of contact for your requirements to provide up-to-date support. We will also host training and networking events, and develop our use of 'live streaming' to enable greater engagement.

DIGITAL HEALTH

What We've Achieved

The 'digital high street' has transformed the UK economy and is evolving rapidly. BID Leamington has embraced this fully and we host a large array of digital platforms. In 2017 we recruited a 'digital ambassador' on a part-time trial basis to support businesses in advancing their own 'digital' potential and maximise ours. In doing so, the town was promoted into the top 2% of UK towns using social media to boost business.

What's Next

At present, only 60% of businesses are digitally active which means there is room to extend the digital 'shop window' of local businesses and the town. The barriers are varied, so we will be engaging a part-time 'digital ambassador' to offer digital strategy and health checks, training and support to local businesses. We also want to increase our engagement with Head Office marketing teams to help national retailers engage locally.

ENABLING BUSINESS ENGAGEMENT

What We've Achieved

BID Leamington 'connects' people and organisations all over the town. We are responsible for seeding many fruitful partnerships and often help to identify and overcome barriers to collaborating. For example we have created opportunities to help our national retailers such as Tesco, House of Fraser and the Co-op to engage with the local community.

What's Next

We will be at the heart of the community, facilitating positive interactions and activity with our members, partners and other stakeholders. We know many national retailers and department stores wish to be more engaged with the local community and we will help to facilitate this.

RECRUITMENT & EMPLOYEE WELLBEING

What We've Achieved

BID Leamington already offers the services of an 'HR' company which includes, among other things, a free helpline. We have a jobs section on the town's website to advertise employment opportunities. However we know there is more to do.

What's Next

Attracting staff with the right skills and attitudes was highlighted by businesses as a key challenge and cost. Building on existing services, we want to bring together the business community and Warwickshire College to explore 'bespoke' recruitment and training support. We will improve access to information for apprenticeships and staff training opportunities. We also plan to investigate a Leamington employee reward scheme to aid staff recruitment and retention.

START-UP & BUSINESS GROWTH

What We've Achieved

We provide local intelligence to new businesses in the town and have a range of support services in our Business Launch Pack. A typical example is dedicated support for their launch or relaunch, information on local networks, as well as PR, photography and access to a digital training package valued at £200.

What's Next

Supporting new businesses to hit the ground running remains very important to us. We know that building a community around a business is critical to its success so we will provide access to our extensive local network of customers and suppliers. We will also continue to develop our Business Launch Pack.

We are pleased to announce a new partnership with the Coventry & Warwickshire Chamber of Commerce to offer a range of support services to our members such as start-up support, growth and funding advice.

SUMMARY

LOTS DONE

- ✦ Saving businesses time, money and reducing stress by solving issues e.g. planning, enforcement, business rates, cost saving
- ✦ Delivered training on many topics e.g. digital / social media, counter terrorism, trip advisor, marketing
- ✦ Helping new businesses to launch e.g. advice, promotion, PR for around 30 per year
- ✦ Promoting job vacancies in the town and providing HR support
- ✦ Hosted and facilitated a community of support via networking events, Facebook etc

LOTS TO DO

- ✦ Offering collective cost saving options on utilities and bills and strengthen the business community so we can solve challenges together e.g waste
- ✦ Partnering with the Chamber of Commerce and Warwickshire College to leverage further business growth and HR / Recruitment support
- ✦ Working with the local authority to ensure planning guidance is fit for business e.g. reviewing signage regulations on the side streets
- ✦ Supporting national retailers to be an integral part of the local community and independent businesses to be competitive

LOTS TO LOSE WITHOUT BID

- ✦ Loss of oversight, meaning common issues cannot be solved collectively e.g planning and enforcement, business rates representation, training
- ✦ No active resource to help businesses with problems, saving time and money
- ✦ No active monitoring and campaigning on issues facing your business e.g. begging, crime and car parking

INFLUENCING & INSPIRING



2013 BCSC (REVO) CONFERENCE

RHS CHELSEA PROJECT 2014

BRITISH BIDS CONFERENCE 2015

BITC HEALTHY HIGH STREET 2017

A thriving centre of commerce & creativity

"BID HAS FIRMLY ESTABLISHED ITSELF AS THE VOICE OF BUSINESS"

ROGER SCOTT
AREA DIRECTOR,
SME BANKING, LLOYDS BANK
& LEP SME GROUP MEMBER

After 10 years BID Leamington is firmly established as the voice of business and is viewed as an influencer, shaping how the town changes. We have the expertise and passion to represent business interests on a wide range of issues locally and nationally.

In the face of significant change, we will guide and champion the right kind of investment, seize opportunities, mitigate issues and work to ensure business interests are given full consideration. We will monitor the town's health, ensure regulations are fit for purpose and readily embrace challenges to defend the town from development threats.

MONITORING & MANAGING TOWN CENTRE HEALTH

What We've Achieved

Visitor and customer profile data, vacancy rates, car park usage, spend, WiFi use and other indicators are regularly used to monitor the health of the town and the impact of BID activities.

What's Next

We will monitor the town's health and be proactive and practical responding to any issues. Working with the Royal Priors Shopping Centre, Invest Warwickshire and local agents we will monitor the retail-mix and look to understand demand, attract investment and commission research when needed.

CHAMPIONING YOUR INTERESTS

What We've Achieved

The retail and leisure sector is the biggest employer by sector in the region. BID plays an active role on the Local Enterprise Partnership (LEP) SME Group. We also work with the local MP, the FSB, the Coventry & Warwickshire Chamber of Commerce and others to champion this sector and amplify the voice and needs of our members nationally.

What's Next

There is much to do and we will be at the table influencing the agenda. Our sector faces many challenges and its economic contribution does not accord it sufficient status, often resulting in it missing out on growth funding opportunities or packages to mitigate the challenges of events such as Brexit or HS2 Development.

TOWN CENTRE DEVELOPMENTS

What We've Achieved

There is a lot going on and BID is a key stakeholder representing business interests. The Covent Garden Car Park (500 spaces) will be developed in 2019. We have secured a commitment to a displacement plan, but now this needs to be developed and delivered. A masterplan to regenerate the 'Old Town' (Cultural Quarter) will be developed and town centre assets such as the Town Hall may be sold. BID is also contributing to the Town Vision and Neighbourhood Plan.

What's Next

There will be considerable disruption and uncertainty to manage, so representing businesses, planning for and monitoring this change will be a priority. We will seek to ensure sufficient funding is available to mitigate impacts, and identify where development can contribute to improving existing infrastructure and urban design challenges, and integrate positively into the town and its community.

STRATEGIC & POWERFUL PARTNERSHIPS

What We've Achieved

Our vision and passion for the town and its businesses is shared by many partners who support our delivery, allowing us to 'punch above our weight' as a BID and a town.

What's Next

We will continue to nurture and develop mutually beneficial relationships to strengthen our voice and impact. Local colleges, universities and employers all offer immediate opportunities to strengthen the connection between business and students and employees who are working and living locally.

PARKING, PLANNING & INFRASTRUCTURE

What We've Achieved

Parking is a big concern in Leamington as there is not enough and demand will grow. BID has constantly represented businesses on price rises, lobbied for improved signage, services, technology and enforcement. When on-street enforcement was privatised in 2015 we introduced 'Parking Angels' and made national headlines. We also help with regulatory issues (planning, signage, enforcement etc) and regularly make representation on out of town planning applications that will impact the town centre.

What's Next

We will look for innovation on parking issues and seek to ensure planning design guidelines are fit for purpose and support our independent traders. This may be through commissioning research or working with Local Authority and estate industry partners. We will also continue to represent businesses on planning policy and applications.

SUMMARY

LOTS DONE

- ✦ Research and campaigning on car parking issues locally and nationally
- ✦ Defending the town centre from out of town planning applications
- ✦ Representing businesses' interests e.g Covent Garden development, Chandos Street development, Cultural Quarter, Town Centre Vision, Neighbourhood Plan, Safer Neighbourhood Forum
- ✦ Speaker at local, regional and national conferences highlighting topical issues including: BCSC (now REVO) 2013, Bb 2012/13/14, Warwickshire Towns Conference 2017, Chamber, Business & Property Forums
- ✦ Representing small BIDs at DCLG meetings 2016-17
- ✦ Shopping Centre Management course contributor 2013-2016

LOTS TO DO

- ✦ Being the 'voice of business' on the Covent Garden Development proposal and other developments
- ✦ Monitoring and managing the 'retail mix' to encourage a healthy retail offer in the town centre
- ✦ Inspiring creative solutions to solve some of our most pressing challenges e.g. accessibility, waste management and loyalty
- ✦ Drawing on intelligence and best practice from over 280 BIDs around the UK

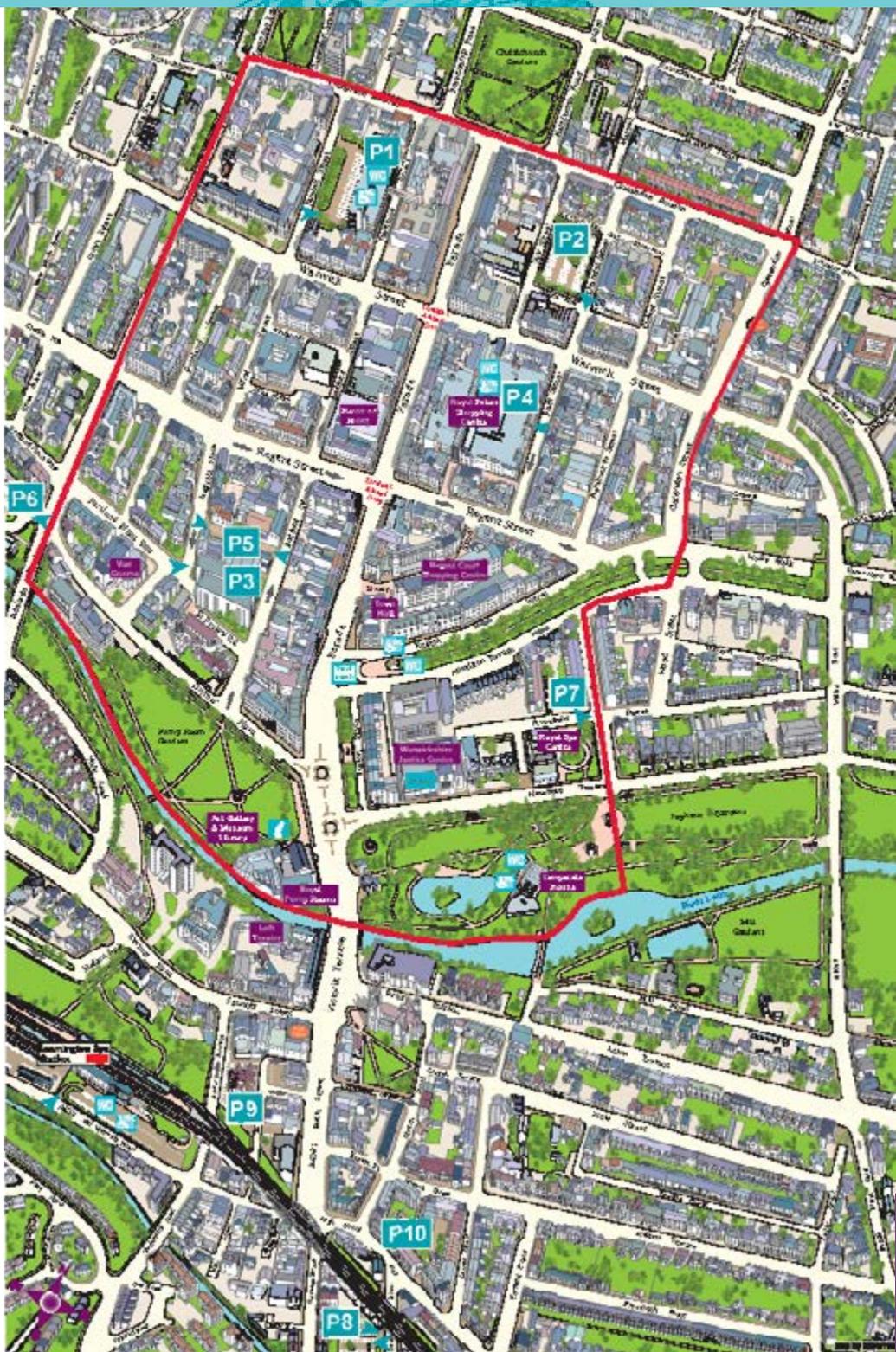
LOTS TO LOSE WITHOUT BID

- ✦ No voice or representation in the face of a changing town centre
- ✦ No dedicated resource to understand and respond to issues e.g. out of town development, parking changes, homelessness, Brexit and HS2 uncertainty and disruption
- ✦ Lose your award-winning team who ONLY have your interests at heart

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



These rules have been developed based on a review of best practice across BIDs nationally, as well as consideration of 'Industry Criteria and Guidance Notes for BIDs' to ensure compliance with industry standards.

YOUR BID, YOUR
VOTE

YOUR BID, YOUR VOTE

From 1st March 2018 to 28th March 2018 you will be given the opportunity to vote on this Renewal Proposal for BID Leamington to continue to a third 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 levy 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 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 of those voting against.

VOTING PROCEDURE

- ✦ The Secretary of State was notified of the ballot on 16th October 2017.
- ✦ 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 Thursday 1st March 2018.
- ✦ You will need to cast your vote and return your postal vote by 5pm on Wednesday 28th March 2018.
- ✦ Papers received after 5pm on 28th March 2018 will not be counted.

The result of the ballot will be announced on Tuesday 3rd April 2018.

If successful at ballot, the new BID will commence delivery of services on 1st July 2018 and will continue for a period of five calendar years to 30th June 2023.

To discuss this document in more detail please call 01926 470 634 to speak to Stephanie Kerr, Executive Director or Alison Shaw, BID Projects Manager or email info@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 2018 - 30th June 2023.
2. The BID levy will be applied to all non-domestic properties or hereditaments with a rateable value of £15,000 or more. This represents no change to the threshold. The number of properties or hereditaments liable for the levy have changed from 375 to 355 (at the time of print) as a result of changes to rateable values and property mergers / splits.
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 1st July 2018, the NNDR rating list 2017 will apply. The levy rate to be paid will be fixed at 1.6% of the rateable value as at the selected 'chargeable day' (1st July annually). This represents a change of 0.1% reflecting the significant drop in combined rateable value across the town as a result of the 2017 national business rate revaluation, and gives a total BID Levy income which is slightly less than the first and second term of the BID.
5. The levy will be charged annually in advance for each chargeable period to be 1st July to 30th June each year, starting in July 2018. No discounts or refunds will be made.
6. Annually the Board will have the discretion to add up to 2% (0.02) inflation on to the levy rate, for example year two the levy rate could be a maximum of 1.62% and year three a maximum of 1.64%. (e.g if the annual levy bill is £240, it would increase by no more than £3 per year). Negative inflation will not apply.
7. The liability of the levy will fall on the eligible ratepayer listed on the 1st July in the year of collection. The owners of untenanted properties or hereditaments will be liable for payment of the levy.
8. There will be no VAT charged on the BID levy.
9. 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.
10. The rating revaluation proposed for 2020, or any other date within the five year BID term, will be ignored for the purposes of calculating the levy.
11. The exception to this will be variations to the rating list after 1st July 2018 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 at that time.
12. 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 2017 Rating List), the hereditament will be exempt from the levy from the next chargeable period.
13. 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.
14. 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.

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 will remain at £15,000. Business with a property value below £15,000 can choose to contribute as a 'voluntary member' and benefit from defined BID services, if they wish.

YOUR BID LEVY

The following table sets out what the levy would be based on the size of your business. This is calculated at 1.6% of the rateable value of the property. To calculate the levy simply multiply the rateable value of the property by 0.016.

If you are unsure about the rateable value of your property please contact the Valuation Office on 03000 501501 or visit their website:

www.gov.uk/correct-your-business-rates.

VOLUNTARY MEMBERSHIP

A voluntary membership scheme for businesses falling beneath the levy threshold is now well established. This gives 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 1.6% of the rateable value of the property, with the minimum contribution of £100.00 per year, plus VAT.

Representation on the BID Board of Directors from a maximum of two voluntary members is invited. Specific BID services available to 'Voluntary BID members' are broadly the same as BID members, however there may be small variances as agreed by the Board of Directors to reflect their contribution.

SERVICE MEMBERSHIP & SPONSORSHIP

A service membership scheme exists for businesses outside the BID Boundary and located in the Town Centre area (as defined by the local plan). This provides 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 is also established and reviewed on an annual basis.

Contributions for Voluntary BID membership, Service membership or Sponsorship are subject to VAT.

The BID Levy		
Rateable Value	Annual Levy (1.6%)	Cost Per Week
£7,500	£120.00	£2.30
£10,000	£160.00	£3.08
£15,000	£240.00	£4.62
£20,000	£320.00	£6.15
£30,000	£480.00	£9.23
£40,000	£640.00	£12.30
£50,000	£800.00	£15.38
£100,000	£1600.00	£30.76
£200,000	£3200.00	£61.54

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

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 over 280 BIDs operating across the UK. Private sector support of the concept is also very well established, with BIDs achieving a 91% success rate at renewal.

THE BOARD OF DIRECTORS

The current BID Leamington Board of Directors lead and guide the work of the BID and have 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, Property Owners, Major Retail, Leisure, Service, Tourism, Marketing and Finance. Within this, two (2) positions can be filled by a member whose business is below threshold in the relevant sector and is a voluntary BID member. There are also two (2) positions on the Board for Local Authority representatives from the District and County Council.

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.

If a position becomes 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 term 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 on 16th October 2017.

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.

COMPANY REPORTING & ACCREDITATION

We have robust management and quality systems in place and will apply for up to date national BID accreditation when this becomes available to the industry. We will also provide annual reporting of activities and outcomes which can be viewed in our Annual Reports found at: www.bidleamington.com/about-us/financial-plan/

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 further details of the BID Renewal process and supporting information, please visit www.bidleamington.com and click 'Renewal 2018'.



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

INDEPENDENT RETAIL
PROPERTY OWNERS
MAJOR RETAIL
LEISURE
LOCAL AUTHORITY
TOURISM
MARKETING
AND FINANCE

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

PROJECTED 5-YEAR BUDGET 2018-2023

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

- ✳ The annual levy available to be spent by the BID for year one is £305,604.
- ✳ In accordance with industry guidance, a contingency provision on BID levy expenditure of 5% has been applied throughout the budget and funds are held in a designated bank account.
- ✳ Operating costs of the BID are estimated as 13.5% of total expenditure, which is below the industry average for BIDs. This includes premises and rent, professional and management costs.

- ✳ BID Leamington has had notable success generating additional revenue. Typically, this has been in excess of 30% of the BID levy. For example, in 2017 just over £41,000 was generated from events and sponsorships, while a further £52,000 was leveraged from other partners, amounting to an additional 33% being invested in the town centre. A conservative assumption to additional income has been factored into this budget based on performance to date. This equates to 9% additional revenue plus a further 11.7% from partners as per the baseline agreement, totalling almost 21%.

Income (Ex VAT)	Y1	Y2	Y3	Y4	Y5	TOTAL
Total BID Levy Payer Planned Income	305,604	309,424	313,244	317,064	320,884	1,566,221
BID levy payers income collection*	299,492	303,236	306,979	310,723	314,467	1,534,896
Voluntary Member Income	2,500	3,000	3,000	3,500	3,500	15,500
Other Income e.g. grants	2,000	2,000	2,500	2,500	2,500	11,500
Events & Sponsorship Income	25,000	25,000	25,000	25,000	25,000	125,000
Subtotal	29,500	30,000	30,500	31,000	31,000	152,000
TOTAL Income	328,992	333,236	337,479	341,723	345,467	1,686,896

Expenditure (Ex VAT)						
Promoting, Marketing & Events	158,934	160,336	161,439	162,559	163,699	806,967
Enhancing the RLS Experience**	62,874	64,275	65,576	66,904	68,258	327,887
Supporting Business	21,574	22,174	22,659	23,154	23,660	113,221
Influencing & Inspiring	15,787	15,037	15,228	15,423	14,623	76,098
Management & Operational Costs	44,872	46,073	47,058	48,065	49,094	235,162
Levy Collection (below industry guidance)	8,500	8,500	8,500	8,500	8,500	42,500
Contingency	16,450	16,662	16,874	17,086	17,273	84,345
TOTAL BID Expenditure	328,991	333,057	337,334	341,691	345,107	1,686,180
**Additional committed town centre expenditure to support 'Enhancing & Managing the Experience' as per the Baseline Agreement.	43,570	43,570	43,570	43,570	43,570	217,850
TOTAL Expenditure - BID and Additional Income	372,561	376,627	380,904	385,261	388,677	1,904,030

*Notes

Historic performance suggests that 98% of the billed levy will be collected each year, and this rate has been applied throughout. Collection costs equate to £24 per unit, which is well below acceptable industry criteria (£35/unit).

Management costs within the budget cover two full-time-equivalent posts plus a part time 'project support and ambassador' and

an intern for approx 3 months per year. Given that the majority of BID projects are delivered in-house, 73% of the budget has been proportioned into the delivery budget and split according to time spent as follows: Promote 50%, Enhance 20%, Support 20%, Influence & Inspire 10%. The remainder is accounted for within management.

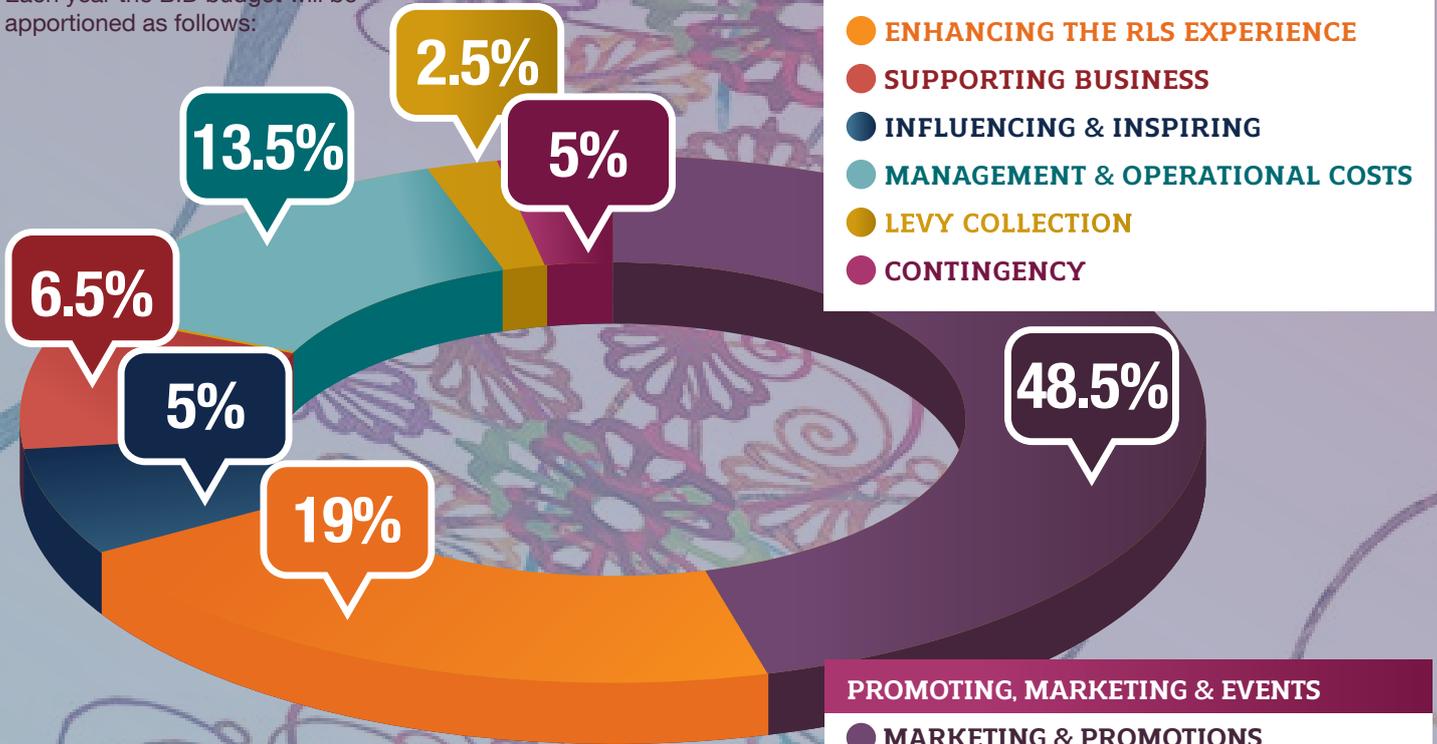
An annual inflation rate of 2% (0.02) has been applied to the annual BID Levy rate and, where applicable, annual inflation on BID expenditure

has been factored into the budget at 2.0% to 2.5% per annum. The BID Board of Directors will have the discretion to withhold applying inflation to the levy.

Contracts of £10,000 or more will be tendered with local suppliers (i.e. within the BID area) given preference. Periodically throughout the term, the Board will test the performance, cost and competitiveness of all contracts which exceed £10,000 annually.

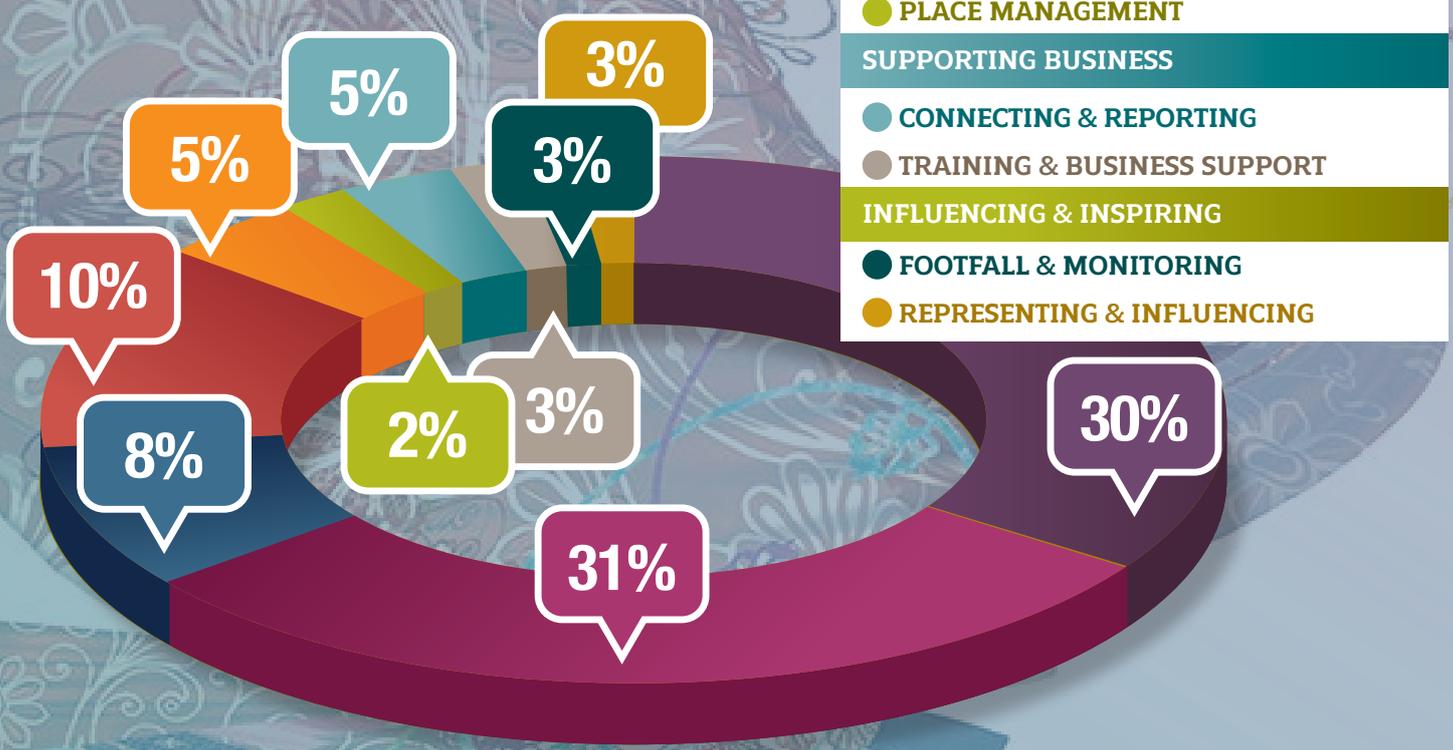
PROPOSED BID EXPENDITURE - YEAR 1

Each year the BID budget will be apportioned as follows:



- PROMOTING, MARKETING & EVENTS
- ENHANCING THE RLS EXPERIENCE
- SUPPORTING BUSINESS
- INFLUENCING & INSPIRING
- MANAGEMENT & OPERATIONAL COSTS
- LEVY COLLECTION
- CONTINGENCY

PROPOSED BID EXPENDITURE BY PROJECT - YEAR 1



- PROMOTING, MARKETING & EVENTS**
 - MARKETING & PROMOTIONS
 - EVENTS
- ENHANCING THE RLS EXPERIENCE**
 - HANGING FLORAL BASKETS
 - CHRISTMAS LIGHTS
 - THE WELCOME NAVIGATION, WIFI, PARKING
 - PLACE MANAGEMENT
- SUPPORTING BUSINESS**
 - CONNECTING & REPORTING
 - TRAINING & BUSINESS SUPPORT
- INFLUENCING & INSPIRING**
 - FOOTFALL & MONITORING
 - REPRESENTING & INFLUENCING

THE BALLOT - NEXT STEPS



5 STEPS TO 5 MORE YEARS

- 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 14th February setting out the BID arrangements.
- 3** The Ballot Papers will arrive by post on 1st March 2018. 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 Wednesday 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 would commence in July 2018.

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

"AS ONE OF LEAMINGTON'S LARGEST RETAIL STORES, WE FEEL THAT BID LEAMINGTON IS ESSENTIAL IN CO-ORDINATING OUR COLLECTIVE INVESTMENT TO IMPROVE THE TRADING ENVIRONMENT. WE DERIVE GREAT VALUE FROM BID'S ACTIVITIES AND SEE OUR LEVY AS A WAY FOR HOUSE OF FRASER TO INVEST IN THE TOWN"

PAUL SHILTON,
MANAGER HOUSE OF FRASER, LEAMINGTON



"BID LEAMINGTON DOES SO MUCH! THEY ARE SOLELY FOCUSED ON WORKING TO ACHIEVE THE BEST RESULTS FOR THE TOWN AND ITS BUSINESSES. WE SIMPLY COULD NOT DO ALL THIS WITHOUT THEIR PROFESSIONAL EXPERIENCE AND IN-DEPTH KNOWLEDGE"

SARAH HORNE, SARAH HORNE FLOWERS,
CHAIR BID LEAMINGTON



USEFUL INFORMATION

ROYAL LEAMINGTON SPA WEBSITE

www.royal-leamington-spa.co.uk

BID WEBSITE

www.bidleamington.com

OTHER WEBSITES

www.tasteleamington.com

www.leamingtonfoodfestival.co.uk

www.leamingtonlanternparade.co.uk

www.loveleamington.com

www.bloomingleamington.com

FACEBOOK

Royal Leamington Spa Town Centre

Leamington Food & Drink Festival

BID Leamington

TWITTER

@LeamingtonGuide

@TasteLeamington

#LoveLeam, #TasteLeamington,

#LeamFoodFest

INSTAGRAM

@royal_leamington_spa

@tasteleamington

YOU TUBE CHANNEL

Royal Leamington Spa Town Centre

PINTEREST

Royal Leamington Spa Town Centre

SNAPCHAT

rlstowncentre

ESSENTIAL CONTACTS

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Email: info@bidleamington.com

