



BID LEAMINGTON
2017-2018
ANNUAL REPORT



CREATE

INNOVATE



COLLABORATE





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BIDS - TACKLING LOCAL CHALLENGES

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 is regulated by legislation contained in the Local Government Act 2003 and the Business Improvement District (England) Regulations 2004.

There are now almost 300 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. They are now regarded as a powerful influencer of change, also leveraging in substantial additional income, developing partnerships and meeting local challenges with a focused and committed delivery body.

Local businesses voted to establish BID Leamington in March 2008 for a five-year term. In March 2013 and again in 2018 businesses voted to renew the BID for a further five-year term.

BID Leamington is a non-profit organisation whose duty it is to promote, enhance and support Royal Leamington Spa to make it attractive to visitors, customers and investors alike. Representing around 400 businesses in the town centre, BID activities are set out in a Business Plan and guided by the BID Board 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) in excess of £15,000 (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.



THE BID BOUNDARY



As we bring another busy year to a close, it is my pleasure to share our **2017-2018 Annual Report**. As highlighted within, after nearly **10 years the impact and influence** of BID Leamington in the town centre is significant.

In March 2018, BID Levy paying businesses were invited to reflect on this and renew their support for a further five years. We were pleased to announce a resounding ballot result of **85% by rateable value** and **79% by number** in support of the BID continuing.

We very much **appreciate the trust** placed in us by those who have voted. The result provides a **strong mandate** and holds itself in high accord across the industry as well.

Faced with **challenges greater than ever before**, this result means the business community will retain the BID as their collective voice on important development issues, and in helping to secure a **vibrant and successful town centre**.

It also means we will now start work on implementing the detailed strategy set out in the Business Plan. Building on our existing focus on **Promoting, Enhancing, Supporting** and **Influencing**, the strategy will focus on enhancing the experience with key priorities including attracting footfall, car parking, out-of-town and online competition, ensuring a strong retail economy and balancing a mix of outlets.

It will also build on the BID's **strong digital representation** of businesses via the Royal Leamington Spa and Taste Leamington websites, and social media platforms which have over **20,000 followers**. We have also introduced the services of a '**digital ambassador**' who is able to meet the needs of businesses on the ground.

At the forefront is **representing the business community** on the anticipated changes to the town's car parking provision when the **Covent Garden car park** (468 spaces) shuts in Feb 2019. We are in constant communication with the Local Authority and are looking at a range of incentives and technologies to help make this transition as smooth as possible.

We also remain committed to being **responsive** and **supportive** to your immediate needs. In recent months we have successfully campaigned to have **additional policing operations** to address **begging** and **shop lifting**. We have represented businesses on issues such as **car parking, planning** and **enforcement**, and continue to work to ensure the business community stays at the **heart of decision making**.

With this in mind, we are now looking forward. We know the **challenges facing businesses** are great and there are also **many opportunities to embrace** so we are looking forward to working together to ensure we **manage the town's challenges, create vibrancy** and **commercial success**.

We have a powerful marketing strategy outlined in 'The Year Ahead' (Pg 14). These include **bespoke digital, social media** and **database support, new events** and **strategic partnerships** to lever in **more funding** and support. However, we know the best ideas come from tapping into the **energy and passion of local businesses** so we are always looking for your input.

It is evident that **businesses that get involved get more out of our activities** so please do make contact with us.

For individual businesses there are opportunities to **take advantage of events, promotions** and activities, cost savings and **training**. Where businesses have a head office, please do not hesitate to get in touch to **work together directly**. For those that wish to influence decision making, there are **positions on the Board of Directors** and we are always open to feedback in any form.

As always, I would like to thank the **BID Board of Directors** who generously offer their free time to attend our monthly meetings. Finally, I wish to thank the BID Businesses and partners for your support and investment in the town and I look forward to working with you in the future.

Stephanie Kerr
BID Executive Director – June 2018

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 Home
Chair - BID Leamington
Owner, Sarah Home Flowers

MESSAGE FROM THE CHAIR

"With the challenges facing small businesses and the recent news of House of Fraser, I am convinced that we need the BID more than ever for Leamington town centre to remain competitive. That's why I'm thrilled to welcome them for another 5 year term.

BID is the only organisation that is purely focused on the town centre's wellbeing; from campaigning on parking, helping with planning and enforcement, building partnerships, bringing in funding, delivering fabulous events and ensuring our town is promoted to potential visitors to keep it at the forefront of their minds. I urge you to get involved to gain maximum value for your business."



2017/2018 ACHIEVEMENTS

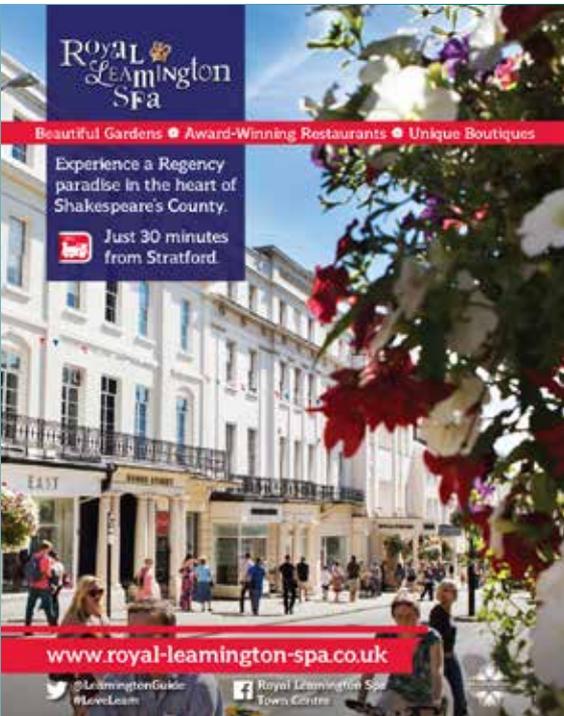
OUR HIGHLIGHTS

Coming to the year end, it is worth reflecting on what we have achieved and to remind ourselves about some services on offer to you. Our key highlights of this year are set out in the following pages and for more information please visit the BID Leamington website.

JULY

Regional advertising campaigns were delivered on **trains, platforms, billboards** with **coach tour operators** and **local press**. **250 Hanging Baskets** were in bloom to brighten the town centre!

2017



AUGUST

Art in the Park is now looking forward to its 5th year and BID Leamington is a proud supporter. In 2017, it brought over **10,000 people** into the town centre and, with over **150 exhibitors**, it showcased the **creative community**.



SEPTEMBER

Leamington Food & Drink Festival attracted over **27,000 people**. It is the biggest event in the town's calendar and is ranked in the **top 10 in the UK**. BID businesses receive a **free stall**.

Advertising was implemented as far as London Marylebone to spread the word about our fabulous town!



27k+ attendance at Food & Drink Festival



20% growth in social media influence



JANUARY

Working in partnership with the Chamber of Trade, BID represents **business interests in displacement strategy discussions with WDC** as permission is granted for the **Covent Garden car park redevelopment**.

2018

FEBRUARY

Love Leamington month was launched on 14th February with **500 goodie bags** containing flyers from **30 businesses**. BID Leamington revealed the new **business plan for 2018-2023** at February's Open Meeting.

MARCH

New home owners are given a **Welcome to Leamington** brochure, showcasing the town's wonderful offering. **'Easter Fun Activity Trail'** was launched, involving 42 businesses, £1000 worth of prizes donated, 150 entries and 25 winners, it also ran through April.

OCTOBER

The **Pumpkin Path** had a second successful year. Over **130 families** came into town to participate in the trail involving over **30 businesses, £500 worth of prizes** and **18 lucky winners!**



NOVEMBER

Preparations for the town's annual **Lantern Parade** began. This beautiful event lit up Leamington with over **2000 lanterns** on 3rd December.



DECEMBER

Experience the magic of Christmas! Leamington comes alive at this time of year and BID Leamington is behind the magic.

Over **150 businesses** were featured in our **Christmas Campaigns** including **Golden Ticket, Selfie Santa** and **Xmas Showcase** and over **20,000 flyers** distributed in **Goodie Bags** and **local magazines**.



10,000
'Little Book of Offers'
distributed



APRIL

10,000 copies of the **Little Book of Offers** were distributed. Plus, the town's popular royal-leamington-spa.co.uk website was loaded with your offers and now attracts over **45,000 visits per month**.



MAY

Monoliths were installed on Parade and at the Leamington Rail Station to assist visitors' wayfinding.



JUNE

The **'Summer of Fun'** programme of events is launched. This partnership approach to supporting events results in many more activities in the town, which **attracts a greater number of visitors and investment**.

To help all those new visitors find their way around, we created a 'table-top' tear-off map!

PROMOTING

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

Royal Leamington Spa has a clear vision of its future direction and a strategy that places the customer at the centre of its decision making. By continuing to implement the Royal Leamington Spa 'Story', we actively and consistently promote the town's offer to increase sales through events and promotions. We also help develop loyalty and pride in the town and embrace emerging technologies.

Key Achievements

- ❖ Over **5,500 posts** have been made on social media this year, with over **400 businesses specifically mentioned**. There are at least **8 posts per day** on various targeted accounts.
- ❖ **9% increase** in Facebook and Twitter and a further **40% increase** in Instagram followers in the last 12 months.
- ❖ Achieved a significant **annual increase in engagement** across all the digital platforms we manage. This includes seven of the town's **most visited websites** and **six different social media platforms**.
- ❖ Monthly **local and regional advertising** with Live 24/7, Edge /Cornfield, Observer and Courier as well as editorial. To date **80 businesses** have been specifically mentioned in copy.
- ❖ Attracted an estimated **27,000 visitors** to the spectacular Food and Drink Festival and raised over **£35,000 additional revenue** to support the event.
- ❖ Delivered **extensive marketing and PR campaigns** monthly across a range of media (**trainlines, coach operators, radio, print, digital, social media**) from London to Birmingham and beyond.
- ❖ In the four goodie bag promotions during the year, **100 businesses** gave us flyers to distribute in **2000 branded cotton shoppers**. This represents us distributing over **200,000 flyers** on their behalf.
- ❖ '**Leamington Angels**' **high street ambassadors** returned and engaged with hundreds of customers over the Christmas trading period.
- ❖ Around **5000 people** attended the Christmas **Lantern Parade**. Over 200 presents were donated to Children's Support in Holly Walk and Helping Hands.
- ❖ **Christmas campaign** exceeded all targets. Events and promotions included the '**Golden Ticket**' (over 3000 entries – return rate 8%).
- ❖ Over 150 multiple and independent retailers involved in the September 2017 & May 2018 **Little Book of Offers**. 20,000 books printed.
- ❖ Achieved increased participation with over **560 direct business engagements** in events and promotions throughout the year.
- ❖ Leamington on Air! - **Touch Radio & Free Radio** advertising campaigns in February, March, July, August, November and December as well as numerous interviews.
- ❖ Distributed over **140,000 Maps and Visitor Guides** including the '**Taste Leamington**' Visitor Guide listing all our eateries in the Town Centre. These are distributed via local Visitor Information Centres, hotels and B&B's throughout the region.



5,500+ posts made on social media



Radio advertising reach across the Midlands



100+ businesses mentioned in BID advertising



*@LeamingtonGuide
Went to Leam yesterday for the first time. Can't believe what a fantastic place it is and I had never been before. Loved it!*

Nellie, @PringleNottm

Royal Leamington Spa
ENJOY A SUMMER OF FUN!
IN MAY & JUNE
 Taking Care 'You Look' Fashion Event, 21 May at the Royal Priory
 Live Music Around Town, 27-30 May, see www.tasteleamington.com
 Healds and Productions "Dickens in May" 31 May at Junction Gardens
 Peace Festival 1-18 June at the Pump Room Gardens

www.royal-leamington-spa.co.uk

What's On...
Fiesta of Flavours
 6th-7th May, Regent Court
 * Masterclasses *
 * Competitions *
 * Offers *

Taste Leamington
www.tasteleamington.com

Royal Leamington Spa
FREE GUIDE & MAP
TASTE LEAMINGTON

Experience a Magical Christmas in...
Royal Leamington Spa
 Home to winter scenes, hot tubs and roaring fireplaces. Refresh your kids and Bookings FREE ahead!

GOLDEN TICKET
 10th Dec 10am-12pm

LET'S GO TO THE PUMP ROOM BIRTHDAYS
 11th and 12th December

SUNDAY FILLING MARCHES
 17th December

THE MYTON HOSPITAL SANTA BASH
 18th Dec 10am

BID Leamington delivers a range of customer-focused campaigns to promote the town and its offering. Our campaigns are devised with the BID Board to attract, increase and retain the number of visitors to Royal Leamington Spa and to increase dwell time and spend. Where possible we focus on different retail sectors throughout the year.

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

Town Centre Marketing	
Royal Leamington Spa Website	Refreshed website. Now average 45,800 unique visits per month. 30% increase over last year.
Love Leamington Online	Lists 29 independent business. Average 200 unique local visits per month.
Food & Drink Festival Website	19,268 unique visits in the 3 months leading up to the event.
Taste Leamington Website	New site launched March 2017. Lists over 100 Eating / drinking businesses in the Town Centre. Average 3,800 unique visits to date.
RLS Guide & Shopping Directory	10,000 copies. Distributed locally.
RLS Taste Leamington Mini Guide	5000 copies x 2 issues. Distributed locally.
Annual Local & Regional Advertising & Editorial in Papers and Magazines	Monthly campaigns focused on different sectors / events / holidays. 80 businesses have been mentioned to date. Please see www.bidleamington.com for examples.
Annual Train-line Advertising	London Midlands in-carriage poster sites. London Marylebone throughout August, valued at over £10k. Some on-platform advertising where feasible.
Annual Billboard Advertising	Leamington, Coventry, Bicester, Birmingham, Solihull.
Annual Radio Advertising Campaigns	Touch Radio – Sponsored messages at key times of the year and competitions to drive website / social media visits.
Christmas Advertising	A focused campaign in November and December across a range of media including PR and advertising in local and regional papers, train line, radio and outdoor media.
PR Support	Targeted PR at specific times of the year.
Social Media (Instagram, You Tube, Facebook, Twitter, Pinterest)	Average of 8 posts on behalf of businesses per day. Monthly competitions around events to drive activity.
Promotions	
The Little Book of Offers	20,000 copies (split into 2 issues per year) 160 business offers. Over £3000 in savings offered.
The Spa'kle Card Loyalty Scheme	2000 registered. Monthly e-shots to database.
The Leamington Golden Ticket	Over 3000 entries in 2017, over £3000 of Prizes from 75 businesses, excellent PR & data capture.
Love Leamington Month - February - Love Leam Challenge	17,500 flyers, 500 bags, promoted 35 events by local businesses. Launched the 'Love Leam Challenge'.
Easter Trail 30th March - 8th April	£1000 prizes donated 42 businesses, 150 entries and 25 winners
Student Lock-in, Small Business Saturday, Christmas, & Food Festival Bags	2000 Branded Cotton Shoppers each filled with flyers from around 100 businesses = 200,000 flyers - distributed throughout the town at key events.
Events & Event Advertising	
Leamington Food & Drink Festival 9th & 10th September 2017	27,000 visitors over 2 days, £35,000 additional revenue. Return of 'Great Leamington Bake Off!' and another successful 'Home Cook of the Year' competition. Over 150 exhibitors, Live Kitchen, Kids Cookery School, 'I Love Leamington' Section. There is a free stall for every levy paying business.
Leamington Dining Guide 2017	5000 Local dining guides distributed at the Food & Drink Festival.
Student Lock-in: 12th October 2017	Delivered in partnership with the Royal Priors Shopping Centre, the town comes alive 6-9pm.
Supporting Other Events - Art in the Park - Peace Festival - Leamington Carnival	Supported the delivery and enabled increased local business participation in events organised by local partners.
The Leamington Lantern Parade: Sunday 3rd December 2017	2000 Lanterns, over 5000 participants in the parade, excellent PR and charity appeal.

Note: Events now generate an income in excess of £35,000 per year through stall sales and sponsorship.

Engaging with our Digital Media!

Whilst the digital high street is well established, retailers have been slower to get on board. This year we have supported businesses directly to help 'enhance their online shop window' and amplify their reach and impact.

BID Leamington **manages seven websites** for various audiences attracting over **45,000 visitors** per month and **six social media platforms** with more than **20,000 likes** and followers combined. That's an **increase of 18%** on last year.

These have been developed to help promote the town and your businesses and are **all listed on the back cover of this report**. We have also secured local **town centre WIFI**.

In the past year we have posted over **5,500 events** and promotions on behalf of more than **400 businesses**.

Key things to remember are:

- ❖ Is your RLS webpage current? – Email us images, brands, news and offers. Please include up to 4 scrolling 'landscape' images (pixel area 562w x 221h, resolution 72 dpi).
- ❖ Tell us about your Events and Promotions!
- ❖ Advertise your Special Offers...
- ❖ Get In the News! – Let us know about anything exciting happening in your business. Remember our homepage is where the majority of our 45,000 visitors land each month!

A Few Insights into Making Strong Social Media Content:

- ❖ Monthly Competitions
- ❖ Images of the town centre and its gardens – people love it!
- ❖ Images of 'Special Menu' dishes
- ❖ Visual content with minimal wording (i.e. collages and videos)
- ❖ Twitter Polls
- ❖ GIFs on key calendar dates
- ❖ Personalise your content as people love your story!



40%
increase in
Instagram
followers



9%
increase in
our Twitter
followers



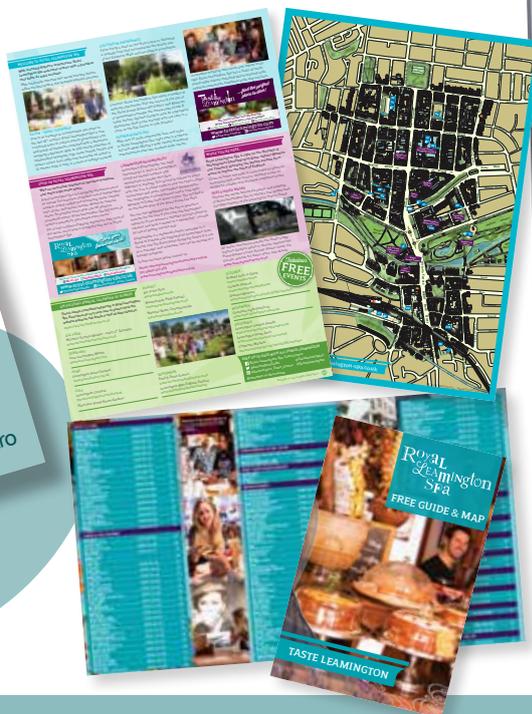
9%
increase in our
Facebook likes

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

It is more important than ever to ensure that Royal Leamington Spa is seen as somewhere to have a great experience as well as shop. This will not only attract people but increase dwell time, spend, and encourage return visits. Experiencing the town is about the whole package on offer - from first impressions, the welcome upon arrival, the way visitors get around and what they do when they are here, to the messages visitors take away.

Key Activities & Achievements

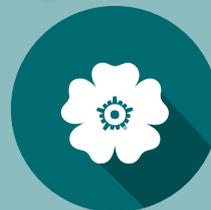
- ❖ Partnered with the 'Royal Leamington Spa Town Council' to support **Leamington in Bloom**.
- ❖ Provided **250 beautiful floral baskets** throughout the town.
- ❖ Once again wowed approximately 10,000 visitors to the town's Christmas Light switch-on with **BID funded Christmas lights**.
- ❖ Uniformed **Town Centre 'Ambassadors'** were deployed in Leamington Spa during key events including the Food & Drink Festival, Christmas and the 'Love Leam' month in February.
- ❖ We helped to deliver **improved signage** in the Town Centre. This included **two monoliths** on **Parade** and at the **Train Station**. This was a complex partnership project delivered jointly with Warwick District Council, Warwickshire County Council and the Town Council.
- ❖ Provided guides and information to the **Leamington History Group**, **Shop Mobility Scheme**, **Tourist Information** and other groups who provide tours and visitor services.
- ❖ Implemented and managed the town's **new WIFI service**.



140,000
counter-top
tear-off maps
and guides
distributed



140
Christmas
decorations
& crossings



250
hanging baskets
throughout the
town centre

SUPPORTING & INFLUENCING

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

BID Leamington is committed to providing on-going support to the businesses within the town and influencing the future direction as the town develops. We recognise that your businesses' success also means the success of Royal Leamington Spa, and vice versa, so it's by working together that we can bring mutually tangible results.

Key Activities & Achievements

- ❖ Represented businesses on the SME sub-group of the **Coventry & Warwickshire Local Enterprise Partnership (LEP)** and supported the new 'retail sector' representative at LEP Board level.
- ❖ An active member of the **Warwickshire Towns Network**.
- ❖ Provided **bespoke support** on issues such as **business rates, planning and digital support** to large and small businesses, and offered new businesses our '**Business Launch Pack**' (available to anyone) which includes **key business and media contacts, marketing tips, demographic information, launch event ideas and key contacts** to invite.
- ❖ Monitored town centre health using **footfall, parking and vacancy rate data**. The town centre is performing better than other West Midlands locations and the vacancy rate is consistently below the national average.
- ❖ Defended the town against further unrestricted A1 **out of town retail development**. This included making **representation at Council Planning Meetings** and to the **Planning Inspectorate** during an appeal hearing. This work continues as further applications have come forward.
- ❖ Represented **business interests** in managing the impact of proposed new **developments in the town**:
 - ◆ The **Covent Garden Carpark redevelopment** beginning in **Feb 2019**.
 - ◆ The £1 million Heritage Lottery funded renovation of the **Pump Room Gardens** began in **September 2017**. BID is on the steering group.
 - ◆ The District Council has announced a **development partner** for the **Old Town Cultural Quarter**.
- ❖ Welcomed over **100 businesses** to the 'Place Part 2' BID Business Meeting which started the consultation process for the new BID term 2018-23, Christmas Business Meeting and BID Launch Business Meeting. All aimed at informing businesses of the new BID Term and highlighting opportunities to get involved, swap ideas and find out about local issues.
- ❖ Active member of the **Warwickshire Retail Crime Initiative, Retail Radio Scheme and Safer Neighbourhood Forum**. Regularly monitored crime and reported activity on behalf of BID members.
- ❖ Monitored **antisocial behaviour and begging**. We work in partnership with the **Warwickshire Police** and numerous local charities to tackle the issue of **people begging and shop lifting**.
- ❖ Worked in partnership with the District Council, Police and Musicians Union to monitor and develop policy and guidance on '**Town Centre Busking**'.
- ❖ **Actively engaged** with the **District Council and County Council** to ensure town centre **car parking prices did not increase**. **Parking Angels** were also deployed at Christmas. This work is on-going.
- ❖ Contributed to a **strategic group** to address issues around **vacant units** in partnership with Invest Warwickshire.
- ❖ Contributed to an update to the **town planning / shop signage** information brochure.
- ❖ Further developed the **Business Toolbox** on the BID Website.

BUSINESS TOOLBOX

www.bidleamington.com/supporting/business-toolbox

As the region's biggest employer, the retail sector is facing many challenges and has been directly impacted by policy changes including business rates, pensions and the minimum living wage. I am pleased to support the work being done by BID Leamington to put 'retail sector' representation on the agenda of the LEP Board.

Roger Scott, Area Director, SME Banking - CWLEP SME Group

FINANCIAL REPORT

A stringent approach is adopted to managing finances to ensure efficient and transparent investment with measurable return on investment.

SUMMARY

- ❖ In 2017/18, the total budget amount of levy collected decreased due to changes to the rateable value of some businesses.
- ❖ There are **360** hereditaments in the BID area. The Levy applies to all businesses with a rateable value of £15,000 or above, including those that are vacant where the Levy is paid by the landlord.
- ❖ This year we had **18** voluntary BID members. These are businesses located within the town centre boundary as defined by the Local Plan.
- ❖ In our final year of term 2, we ran a conservative budget to ensure we had contingency to cover BID renewal in March 2018.
- ❖ In line with the previous year we have also been successful in raising additional income from events through the commercialisation of space and we ran a surplus on delivering some events also.
- ❖ Savings came from a vacant role which will be replaced going forwards. Also, a development grant from the County Council went towards planned wayfinding infrastructure, saving us over £6,000.
- ❖ We also proactively planned for an anticipated loss of income due to the rating revaluation as well as a significant branding refresh planning for mid 2018 and the need to support the town through development works in 2018/19.
- ❖ We go into the 3rd BID term with a healthy operating surplus which includes operating and events contingency. Remaining funds will be apportioned to the delivery budget for the remainder of this year and into the next BID term.
- ❖ Going forward, budget is now in place to develop and deliver new events and promotions across the retail and evening economy sectors as well as delivering a robust response to addressing local challenges.
- ❖ BID income and expenditure is reviewed monthly by the BID Board of Directors.

ANALYSIS OF BID INCOME: (£ Excl. VAT)	Budget	Actual	Variance	% Variance
Total BID Levy Payer Income	297,994	294,326	-3,668	-1%
BID levy payers income 2017-2018*	292,034	292,819	785	0%
Voluntary Income: BID Membership	2,000	1,857	-143	-7%
Subtotal	294,034	294,676	642	0%
Additional Income: WDC, WCC, Other Contributions	5,000	7,500	2,500	50%
Additional Income: WDC Christmas Lights Contribution	41,070	41,072	2	0%
Additional Income: Events & Sponsorship	30,710	43,551	12,841	42%
Subtotal	76,780	92,123	15,343	20%
Wayfinding surplus carried forward for earmarked project	9,144	9,144	0	0%
Subtotal	9,144	9,144	0	0%
TOTAL Income	379,958	395,943	15,985	4%

ANALYSIS OF BID EXPENDITURE: (£ Excl. VAT)	Budget	Actual	Variance	% Variance
Promoting, Marketing & Events	150,294	140,595	-9,699	-6%
Enhancing the RLS Experience incl. Lights, Baskets, Way-finding, WiFi	114,862	112,201	-2,661	-2%
Supporting Businesses, Reporting & Influencing	28,969	29,560	591	2%
Management & Operational Costs	66,730	58,167	-8,563	-13%
Contingency 5% (as per industry guidance)	18,541	19,340	799	4%
TOTAL Expenditure	379,395	359,863	-19,532	-5%
SURPLUS	563	36,080		

*Notes

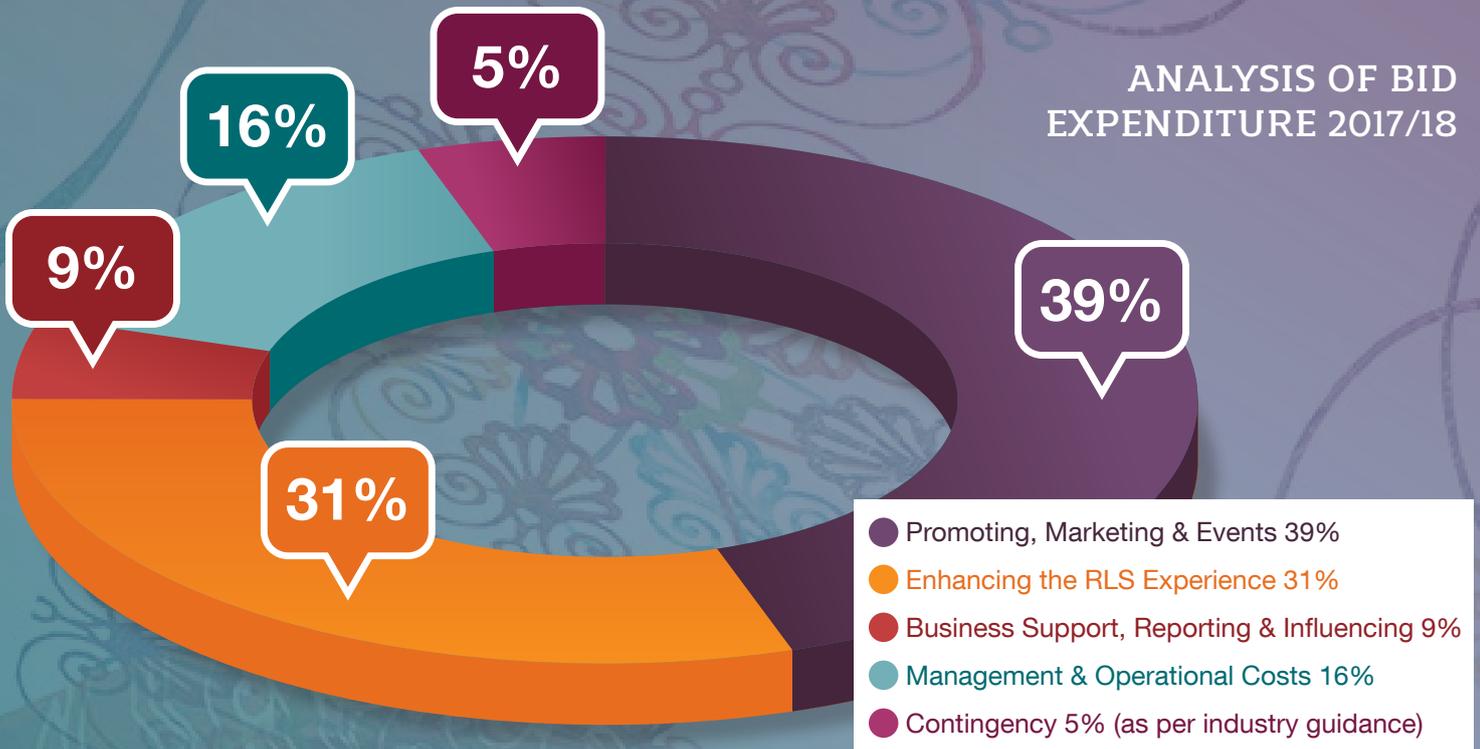
- ❖ In accordance with industry guidance, a contingency provision on expenditure of 5% has been applied throughout the budget and a collection rate of 98% has been applied based on historic performance.
- ❖ Operating costs of the BID are 16% of total expenditure. This includes premises and rent, professional and legal fees, BID levy collection fees, and management costs. Collection costs equate to £23 per unit, which is well below acceptable industry criteria (£35/unit).
- ❖ Management costs within the budget cover two full-time-equivalent posts. 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.
- ❖ Christmas Lights expenditure is supplemented by income from Warwick District Council, as per the service level agreement, which brings the total BID expenditure to £26,500 for the year including maintenance and repair. A number of partners made an additional contribution to lighting equating to an additional £41,072.
- ❖ Within the budget for 'Enhancing the RLS Experience' there is provision for three long term partnership projects to be delivered over the five year term of the BID which are now complete. Any surplus funds will be brought forward and continued / attributed to similar projects in the new BID budget 2018-2023.
- ❖ Actual figures are unaudited and correct at the time of going to print. Full audited accounts will be available at the end of the year.

FINANCE HIGHLIGHTS

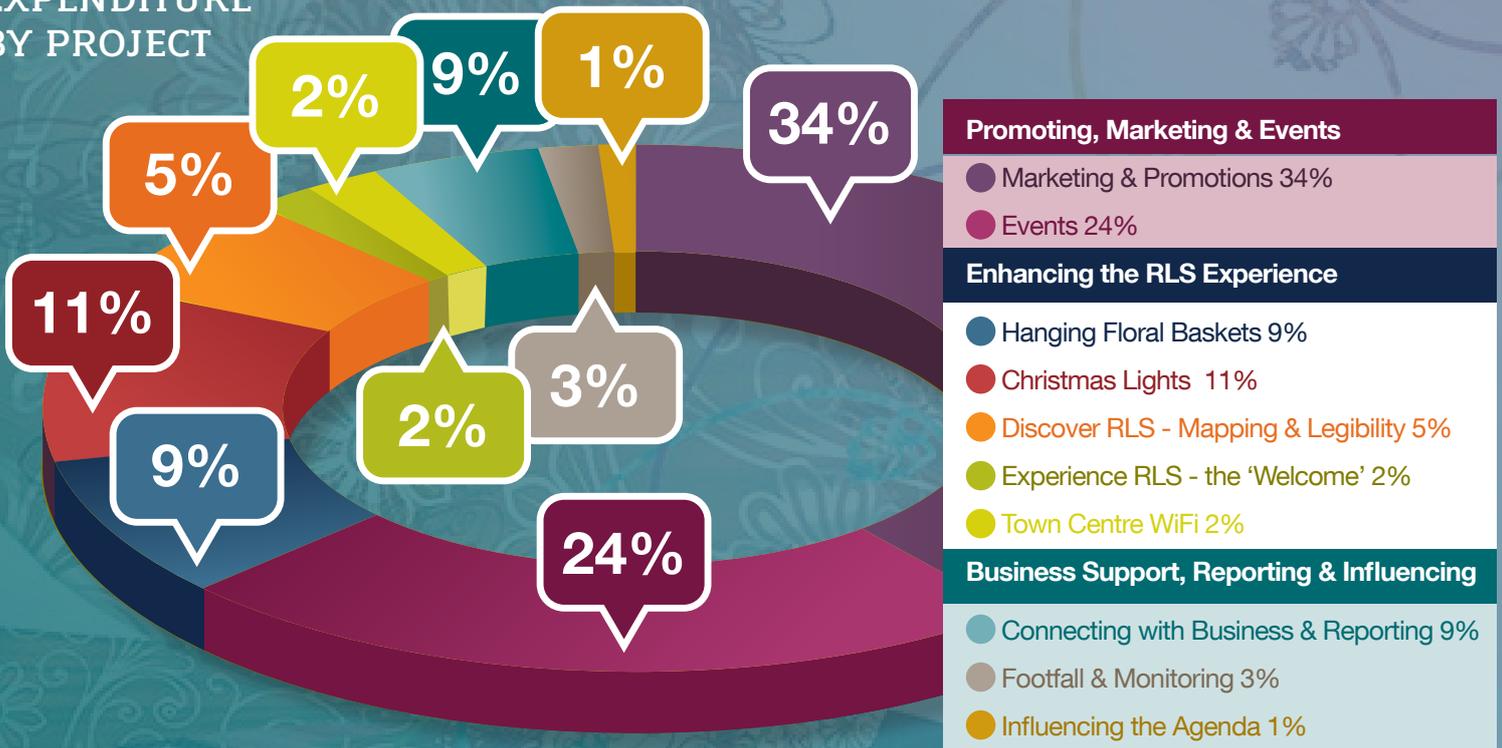
- ❖ The annual levy available to be spent by BID Leamington for the 2017/2018 year was **£292,819**
- ❖ An additional **£43,551** in revenue was raised from the private sector through contributions to BID projects, events and sponsorship which is more than the prior year.
- ❖ A further **£1,857** was raised from businesses who are voluntary BID members.

- ❖ This year **£7,500** was contributed from the District, County and Town Councils towards BID Projects.
- ❖ Including the public and private sector, an additional **33% of revenue** was raised in addition to the BID Levy. This equates to a total of **£93,980** in additional revenue, to invest back into the town centre.
- ❖ Operational and management costs were **16%** of total expenditure.

ANALYSIS OF BID EXPENDITURE 2017/18



EXPENDITURE BY PROJECT



THE YEAR AHEAD

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'.

All this points to a need for the activities set out in this Business Plan.

These are grouped under four key project areas:

MARKETING, PROMOTIONS, EVENTS

A premier regency shopping & leisure destination

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.

- ✦ 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



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.

- ✦ 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



BID Leamington is at the heart of activity in the town - providing the energy, showcasing the town, representing businesses and building partnerships. The impact is visible - the positive atmosphere, lower vacancy rates, new town centre events and the feedback from customers - all point to the importance of the investment businesses are making through the BID.

Royal Leamington Spa 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.

- ✦ 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

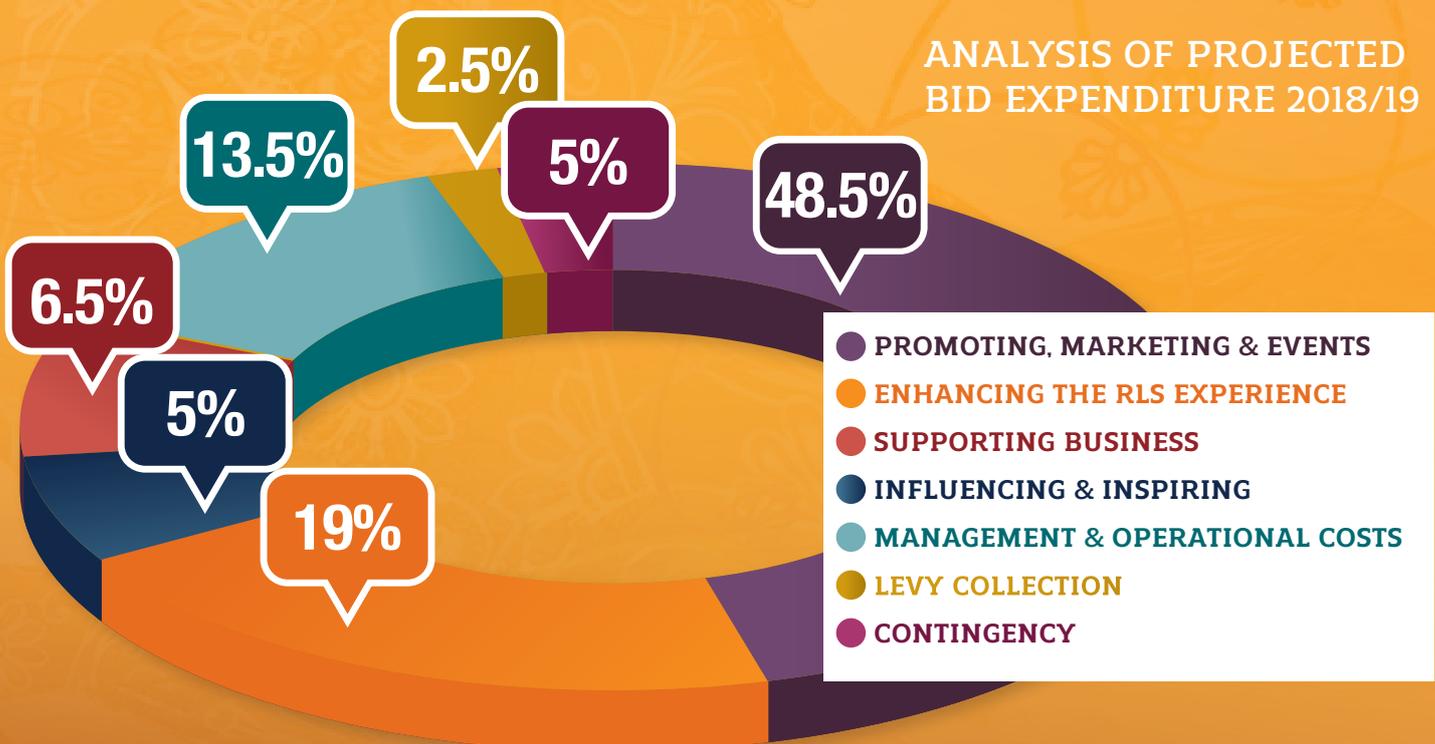


INFLUENCING & INSPIRING

A thriving centre of commerce & creativity

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.

- ✦ 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 almost 300 BIDs around the UK through membership of The BIDs Foundation (TBF) (part of the IPM) and representation on the TBF Council.





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

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