



# SHAPING LEAMINGTON'S FUTURE *Together*



## *Business Plan* 2023-2028

BID Leamington's Renewal Proposal



# BID Renewal Ballot 2nd - 30th March, 2023



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# MEETING CHALLENGES

# HEAD-ON

## 15 years of focused investment

BID Leamington has been working to promote, enhance and support the town centre and its businesses since 2008 and plays a major role ensuring our town is a desirable destination.

Through BID Leamington, businesses have invested in continual improvements, promotion, business support and place management in the town centre to ensure its prosperity. In the third five-year term this equated to £1.5 million and in this time, BID Leamington also generated a further £480,000 (32%) of additional income which was invested back into the town.

After 15 years we've been here through tough times and good, winning awards and accolades along the way. The BID is recognised as a leader and influencer and is respected at a local, regional and central government level. Our commitment to best practice, creativity, collaboration, innovation and transparency is recognised far beyond the town centre.

BID Leamington has helped to raise the profile of Royal Leamington Spa nationally. Various 'national firsts', events and creative promotions, have extended the reach of the town. It is regularly heralded in the press as one of the most desirable places to live in the UK and we need to keep it that way.

This spirit of collaboration and enterprise also meant that when the Covid pandemic hit, BID Leamington was at the centre of support for the business community, swiftly providing up to date communications, access to grants, lobbying nationally for support, and helping to reopen our town using an approach that was acknowledged nationally. As we enter the cost-of-living crisis, businesses once again need more of this help.

The next 5 years is going to be crucial. Whilst supporting existing businesses, we need a 2030 vision for a more sustainable, connected and resilient future and must plan for new development and investment – including new

*There is a lot at stake and we know we can be stronger together*

offices, residential, mobility and parking schemes. This will include the development of the Covent Garden Car Park .

We know from experience, that it's better to shape the future together, ensuring everyone's needs are considered. BID represents your business voice for Leamington.

Our vision is for greener streets, thoughtful access and transport plans, inclusive social spaces, and a warm welcome for new businesses and employees. With your help, we want to see growing businesses, sustainable businesses, and a focus on health and wellbeing.

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

There is a lot at stake and we know we can be stronger together - so please join us, as with your support and your vote, our town centre will thrive.

**Gurdip Chatha**  
Chair BID Leamington,  
Managing Director Esqué Beauty

**Stephanie Kerr**  
Executive Director  
BID Leamington

# A PROFILE ON BIDS

*BIDs deliver above & beyond Local Authority 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 accordingly, after this time has to return to their 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 330 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 leveraging in substantial additional income.

Business Improvement Districts are leaders in delivering positive change; innovating, developing partnerships, leveraging in investment and meeting local challenges with a highly focused and committed delivery body. Through BIDs, towns and high streets are raising their game to enhance their performance and remain competitive.



*There are now over 330 BIDs in the UK and locally, there are also BIDs in Stratford, Rugby, Coventry City and Banbury.*

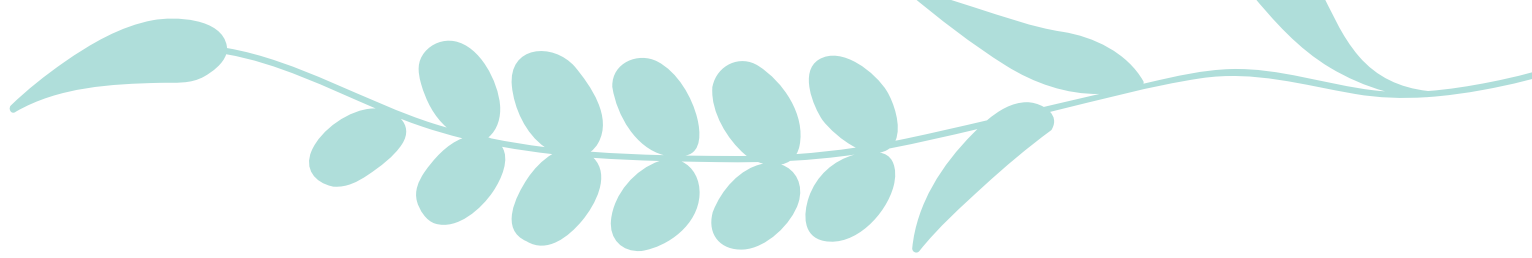
### Established Nearby BIDs

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

### BIDs in Birmingham

- 11 in the Central Area
- Sutton Coldfield
- Erdington
- Kings Heath
- Northfield





## The BID in Leamington

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

BID Leamington is a non-profit organisation whose overall objective 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 Proposal and guided by the BID Board which is made up of local business owners and managers.

The implications of this are that all retail and leisure businesses and properties within the BID boundary that have a rateable value (RV) of £15,000 and above (as defined by the 2023 NNDR listing on the 1st July 2023 when the next BID term begins) pay an annual levy equivalent to 1.9% of the RV of their property. This is collected by Warwick District Council on behalf of BID Leamington Ltd in July each year.

**+  
100,000,  
87**

*BID Leamington generated between £80,000-£90,000 additional income each year (over the last 5 years) to supplement the annual BID Levy.*

*That's around 30% additional income towards the Town Centre.*

Businesses that have an 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 in the same way with a minimum contribution of £150 per year. There is also a 'supporters and sponsors' scheme to leverage further support from the wider business community.

*"To remain competitive, Leamington needs its BID."*

Sarah Skrine, Royal Priors Shopping Centre,  
BID Vice Chair



# YOUR BID TEAM

## Meet the team

A professional and passionate team is responsible for day to day management and the delivery of BID activities. This includes two full time posts as well as other part time posts recruited on a project specific basis. They have won multiple industry awards and typically generate around £80,000-£90,000 of additional funding each year to supplement the annual BID Levy income.



**Stephanie Kerr**  
Executive Director

“It is my pleasure to present the BID Leamington Business Plan 2023-2028, which is informed by extensive business consultation and market research. We have achieved a great deal and built a strong foundation. However, given the opportunities and challenges that lie ahead, I am certain that your BID is needed more than ever.”



**Alison Shaw**  
BID Projects Manager

“Since I joined the BID industry in 2010 and qualified with a Certificate in BID Management in 2014, BIDs have become established as a fundamental part of place management. Our experience and knowledge gained through supporting Leamington town centre businesses for 13 years means your BID team is well-placed to deliver robust and innovative solutions in future.”

## Support Staff: Digital & Business Support Officer & Interns

We have a part time ‘Digital & Business Support Officer’ providing 1:1 digital training, filming, photography, podcasting, website management and BID project support. We recruit temporary staff to support events and promotions and, where possible, hire interns from local colleges.

## 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 16 members represent different sectors and bring a personal and abiding passion for serving the town and its businesses.

**Gurdip Chatha (Chair)**  
Esque Beauty

**Sarah Skrine (Vice Chair)**  
Royal Priors Shopping Centre

**Sarah Horne**  
Sarah Horne Flowers

**Martin Brown**  
Esquires Coffee

**Sue Warburton**  
Belvoir

**Matt Crooks**  
Neals Yard

**Russell Allen**  
Aubrey Allen

**Matt Crowther**  
The Royal Pug / Procaffeinate

**Cllr Liam Bartlett**  
WDC Council Representative

**Cllr Sarah Boad**  
WCC Council Representative

*“The BID is firmly established as the voice of business in the town.”*

Cllr Andrew Day, Leader Warwick District Council



*"BID is constantly looking for ways to support local businesses, which is needed more than ever."*

Matt Crowther, Pug Pubs

## 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 and town centre 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**
- 
**THE BID FOUNDATION ACCREDITATION 2022-23**
- 
**REVO PURPLE APPLE SHORTLISTED 2016**
- 
**ATCM PURPLE FLAG TOWN CENTRE ACCREDITATION 2018**
- 
**BRITISH BIDS PROUD PROJECT WINNER 2014, 2012**
- 
**BRITISH BIDS PROUD PROJECT RUNNER-UP 2015, 2013**

## Professional Bodies



**The BID Foundation:**  
Founding Member &  
Council Representative



**Institute of Place Management:**  
Member & Fellow



**Association of Town & City Management:**  
Advisory Group Member



**ATCM:**  
Purple Flag

# 15 YEARS OF ACHIEVEMENTS

*Our highlights*

After 15 years, the impact and influence of BID Leamington in the town centre is significant and it is established as one of the most creative and innovative small BIDs in the UK. The BID team is dedicated to making our town the best it can be for the whole community.

This means ensuring our town centre is safe, attractive and welcoming; delivering inclusive events to attract visitors; supporting businesses to be resilient; lobbying for improvements; helping to attract new investment; and convening dialogue to shape a sustainable vision for the future.

## NATIONALLY RECOGNISED & AWARD-WINNING

### Supported Business Through Covid & Beyond

Swiftly developed a COVID support hub, helped hundreds of businesses obtain grants, lobbied nationally for more support, and re-opened the town with a creative 'floral' approach that was recognised nationally. See: High Street Task Force Case Study – Social Distancing with flowers in Leamington.

### Putting Leamington on the National Stage

From our nationally recognised Covid support activity in 2020-22; making BBC news with our Food Festival, Lantern Parade and Parking Angels, to devising innovative projects like our RHS

Chelsea Flower Show (2014), we have a track record of getting our town and its businesses noticed.

**RHS Chelsea: Silver Medal & Winner of the British BIDs Proud Project Award 2014.**

### Festivals Making National Headlines

Leamington Food & Drink Festival supported our post Covid recovery and brought the community together following the passing of Her Majesty Queen Elizabeth II. We have secured grant funding to develop the 'Lights of Leamington' in future. This is supported by national advertising.

**Runner up British BIDs Proud Project Award 2016.**



## ENHANCING: A SAFE, BEAUTIFUL AND WELCOMING TOWN CENTRE

### Delivering Attractive Streets

Over the last five years, we have provided 1,250 summer floral baskets and the BID has invested £100,000 in the town's beautiful Christmas Lights, securing a further £200,000 from partners to deliver the scheme.

### Begging, Rough Sleeping & Crime

We created and continue to manage Meaningful Change Leamington to support vulnerable people and local charities. We also support the Safer Neighbourhood Forum, Warwickshire Retail Crime Initiative, Pub Watch and lobby to maintain our CCTV and Police services.





## PROMOTING: ATTRACTING VISITORS FROM FAR AND WIDE

### Fabulous Town Websites & Digital Reach!

www.royal-leamington-spa.co.uk attracts 45,000 visits per month plus we have 'Taste Leamington' for the leisure sector. Over 32,000 followers across our social media platforms.

### Innovative & Magical Christmas Campaigns

We love making Christmas in Leamington magical and each year our installations inspire, delight and engage. Santa's Post Box is ever popular with over 4000 letters posted since launch.

### Award-Winning Creative Promotions

We are constantly creating innovative promotions to showcase our town and its businesses. Some favourites that attract lots of engagement are #LoveLearn, Spa Stars, Leamington Pumpkin Path, Golden Ticket, Christmas Scratch Cards and more.

### Hard Hitting PR Campaigns & Lobby Efforts

Throughout Covid and beyond our creative PR campaign and lobby efforts made many local,

regional and national headlines! We are very grateful to the local businesses who help us deliver this. We will never forget when our Parking Angels were BBC Radio 6 Music's 'Theme of the Day'.

### Fostering Loyalty with Community Events

We deliver many inclusive events and dress the town to suit. This includes dinosaur shows, lantern parades, Jubilee celebrations, elf workshops and more. We also support other events that attract thousands of visitors annually e.g. Santa Dash and Art in the Park.



## SUPPORTING & INFLUENCING: SUPPORTING AND REPRESENTING BUSINESSES

### A Collective Voice Guiding Positive Change

We represent businesses on the Parade closure, future transformation, major planning applications and continually campaign on parking provision and improvements. Now supporting the 'green' Leamington agenda.

### Additional Investment in Our Town

Each year, we attract over £80,000 of additional funding for town centre projects. We secured a £15,000 Arts Council Grant to research the return of the Lights of Leamington and supported the £1 million Heritage Lottery Funded Pump Rooms Gardens Regeneration Project.

### Supporting Individual Businesses

Many businesses turn to the BID for support on critical issues including business grants, planning enforcement, power failures, business rates, rent negotiations, business strategy & HR, marketing, recruitment, office space and more. BID Leamington has provided bespoke group or 1:1 training for approx. 100 businesses per year including: social media, Trip Advisor and Google.

# HOW BID

# BENEFITS YOUR BUSIN

BID Leamington is focused on benefiting businesses in a variety of ways. In the past five years this was amplified and diversified as we faced the pandemic and subsequent economic uncertainty.

We will continue to create and deliver practical and innovative solutions to help businesses thrive. We encourage you to get involved and make sure you receive the most value from your membership.

Here are some highlights from the last five years:

447,816pa

Unique views on RLS and Taste Leam websites  
- featuring business profiles, events and more.



45,045

Visits per month to  
royal-leamington-spa.co.uk



4000+

Social media posts in 2022  
that reached 9000+ people

35,680

Followers / likes on  
social media



FREE

Food Festival stall  
valued at £500+



25,000pa

Visitors  
to the  
Food  
Festival



£180pa

Per business  
invested  
in Christmas  
decorations



## Floral Enhancements

Valued £80 each




 Supported using public funding by  
**ARTS COUNCIL ENGLAND**

### £15,000

Arts Council England grant for Lights of Leamington

Distributed  
**48,000**



Maps & Guides


### 75

Businesses provided with 1:1 training in 2022



Developed & Supported

## Meaningful Change



**MEANINGFUL CHANGE**  
Royal Leamington Spa

Engaged  
**11,000 Families**

In town trails & activities



### 20+

Businesses p/a supported with planning, enforcement, rates & licensing



**BID LEAMINGTON**  
Supporting Royal Leamington Spa

### £450,000+

Additional income in addition to the levy reinvested in the town



## Supported

WRCI, Retail Radio & Pub Watch



## National Headlines

Made supporting the town!



# COVID SUPPORT

## *Our activities*

Covid-19 presented us all with huge challenges, and it was a time of immense ambiguity, adaptation and transition. BID Leamington responded immediately to support businesses and provide decisive leadership, quickly embracing a creative and empathetic approach that made national headlines.

The tactical approach included regular updates, simplifying complicated guidance and offering many businesses immediate financial, legal, HR and other kinds of advice and resources. The team supported the swift distribution of business grants, hosted online events with experts to clarify new rules and played a key role lobbying nationally for additional support.

When doors were closed BID Leamington drove business online via established digital platforms. Once open again, work involved building customer confidence and making the town safe and attractive to visitors. Ideas such as social distancing flowers and butterfly ambassadors to welcome and reassure, were warmly received and showcased nationally by the Government High Street Task Force, the Local Government Association and the national media.



### Business Communications Hub:

- ★ Emailed over 50 updates to 400 businesses and posted online.
- ★ Hosted numerous online workshops.
- ★ Responded to hundreds of phone calls and emails, asking for advice and support.

### Business Support:

- ★ Sourced and provided professional support including HR, legal, financial, property advice and health & wellbeing.

### Directed Grant Funding:

- ★ Helped hundreds of businesses to access grant funding. The value of this extends to hundreds of thousands of pounds.

### Inspiring Videos Showcasing Businesses:

- ★ 'We Will be Back' poem and video – 5000+ views
- ★ #MakeSomeNoise for Hospitality: video viewed over 4,400 times and reached 24,502 people.

### Launched 'loveleamington':

- ★ Posted changes to businesses and customer information.

### Flowers, Flags, Bollards, Banners & Bunting:

- ★ Installed giant flowers to welcome customers, foster loyalty, enliven and brighten spaces.

### Floral Pavement Stickers:

- ★ Around 800+ floral social distancing pavement stickers installed.

### Posters & Window Stickers:

- ★ We distributed 300 Covid-safe posters, Shop Local window stickers, and Spa Stars window decorations.

### Leamington Butterflies:

- ★ Our beautiful butterflies flew out to welcome customers back, supporting them with information.

### Creative and Powerful Campaigns:

- ★ Our creative campaigns reached thousands, raised awareness, attracted customers and inspired confidence, kindness and loyalty.
- ★ Spa Stars: Over 800 nominations received - printed and installed in town.

- ★ NHS Angel Wings: inviting people to share their love and support for the NHS.
- ★ Pumpkin Path: featured 52 businesses and 348 entries - 160% increase on the previous year.
- ★ Santa's Post Box: Overwhelming support - 2,766 heart-warming letters!

#### Pavement Licencing:

- ★ Created bespoke guidance and supported many applications with input, advice, drawings and print.

#### Lobbying for Additional Support:

- ★ The majority of support secured for businesses was the result of hard, persistent and collective lobbying efforts. This was partnership working at a national scale and included 'Raise the Bar' and 'Bounce Back Better' – led by Croydon BID and backed up by BID Leamington.

#### Parade & Street Dressing:

- ★ Consulted businesses and customers on the Parade closure and substituted orange cones with beautiful planters.

#### MP and Local Authority Leadership Meetings:

- ★ Had regular meetings with our MP Matt Western and Council leaders to coordinate local activities.

#### Creative Collaborations on Vacant Windows:

- ★ Supported 'Creative Leamington' who brought 30 vacant units and business windows to life with artwork from Local Young Talent in the LYT Festival.



*"The BID team was amazing throughout Covid – they were very responsive and helpful when we most needed it. I was also reassured to know they had our backs on the big policy changes and were lobbying hard for us!"*

Nat Coalson, Gallery Photiq



# CAPTURING YOUR VIEWS

## Consultation Summary

To monitor our performance, capture insights and direct future resources, BID Leamington is in constant dialogue with local businesses and the town's customers. This ambitious and focused Business Plan directly reflects this research. You can find our surveys and the analysis that informed this BID Proposal at [www.bidleamington.com](http://www.bidleamington.com).

### ★ BID Renewal Survey:

September & October 2022

All eligible businesses received hand delivered and electronic copies of our detailed annual survey, with reminders through in person visits, newsletters and social media posts.

### ★ Final Consultation & Voter Confirmation:

November & December 2022

All eligible businesses received copies of our 'final consultation and emerging themes' document to comment on, as well as individual voter registration forms.

## Our Ongoing Market Intelligence Gathering Includes:

### ★ Market Intelligence & Research:

Engagement with bodies such as the Institute of Place Management (IPM), REVO, British Retail Consortium (BRC), Association of Town & City Management (ATCM), Centre for Cities and others. Also, via local partner organisations.

We are active in supporting new local bodies, such as the Leamington Transformation Board, and ensuring the business voice continues to be heard now the Local Enterprise Partnership (LEP) and Leamington Chamber of Trade have ceased.

### ★ 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:

We work 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-mails include details of recent activities, upcoming events, opportunities to get involved and how to receive support.

### ★ Newsletters:

A 4-page newsletter is hand delivered to all businesses, emailed and posted online at least 3 times per year.

### ★ Quarterly Open Meetings:

We host quarterly open meetings to provide updates, share information and receive feedback.

### ★ One-to-One Business Meetings:

We have an 'open door policy'. The BID team also visits businesses on a regular basis, with meetings occurring daily.

### ★ BID Leamington Website:

The dedicated BID Leamington website is regularly updated with information, news, events and support.

### ★ Social Media Platforms:

We have a dedicated BID Leamington Facebook page and a 'closed Facebook group'. We are also on LinkedIn.

### ★ Annual Reports:

Delivered with the BID Levy invoice, and on our website, our annual report reviews all our activities over the past year including a financial report.

### ★ Workshops, Training & Events:

We offer training, workshops and networking events. Past topics include: Social Media, Google Business and Counter-Terrorism.

### ★ Business Networks & Forums:

We support wider networks such as FSB meet-ups and Talk Business.

# SURVEY FEEDBACK

Consultation with businesses and analysis of the wider retail landscape, highlighted a range of local issues, plus challenges that many UK towns also face. It identified support for many activities alongside new ideas and opportunities.

We asked how important it is that we deliver the following activities in the town generally

- Marketing and promoting our town: **90%**
- Delivering events: **96%**
- Providing business support: **97%**
- Providing enhancements: **92%**

We asked to what extent businesses valued our activities

- Provision of Christmas lights: **88%**
- Installing bunting, banners & graphics: **77%**
- Representing, campaigning & lobbying: **78%**
- Creative promotions & competitions: **77%**
- Maps, guides, signage & window vinyls: **77%**
- PR campaigns & major projects: **76%**
- Our brand & marketing our town: **74%**
- Provision of floral baskets: **71%**
- Regular email updates: **71%**
- Managing town health: **77%**

We also correlated 'what is important to your business' with 'what needs to be improved in the town'.

**Begging, rough sleeping and cleanliness**

- Importance to business: **69%**
- Rated as 'poor' in the town: **64%**

*(Suggesting a need to increase work around crime, safety, waste and vulnerable people)*

**Town centre parking**

- Availability - Importance to business: **72%**
- Availability - Rated as 'poor' in the town: **42%**
- Cost - Importance to business: **65%**
- Cost - Rated as 'poor' in the town: **59%**

*(Showing we need to plan for access and parking provisions when Covent Garden car park closes)*

**Range of shops**

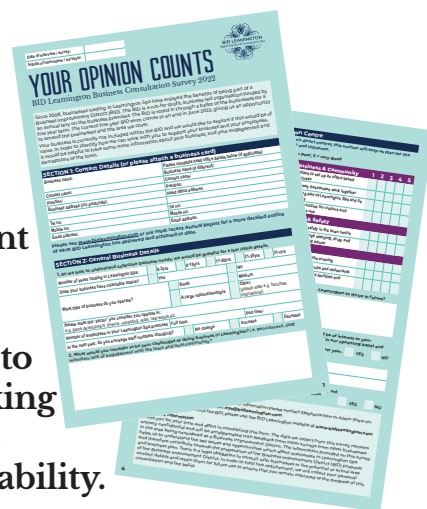
- Importance to business: **77%**
- Rated as 'poor' in the town: **33%**

*(Showing why our work to attract new businesses is important)*

**Your top 10 suggestions for future projects**

- Business representation as the town changes: **96%**
- Projects that give national exposure: **93%**
- Other kinds of 'greening' projects: **91%**
- Lobby for parking provision for employees: **91%**
- Return of the Lights of Leamington: **90%**
- Jobs fair / recruitment support: **83%**
- More BID run events: **88%**
- Employee loyalty scheme: **85%**
- Help capitalising on non-BID events: **78%**
- Climate change hub, advice, support: **78%**

In the next five years, Leamington will experience a large amount of development ranging from new office and residential development to mobility, access and parking changes, all as businesses look for much-needed stability.



**Our Changing Town Centre**

The global pandemic dramatically changed how people live and work and ignited a process of rapid transformation in towns and cities, with increased awareness of health, wellbeing and the environment.

Whilst our town centre has benefited from an increase in co-working spaces and office relocations, the retail mix, mobility and shopping patterns have significantly changed. We also have thousands of new homes on the edge of town.

Taken together, this presents both challenges and opportunities as we listen to different views and manage complexities. Careful stewardship and deep collaboration between businesses, Councils and the wider community is required to shape a sustainable future for our town centre.

**Environment & Sustainability**

The survey revealed that many businesses would value projects that respond to the environment, sustainability and the net-zero agenda.

**Business Challenges**

The survey confirmed that businesses face a range of challenges, listed below. Many reflect the economic climate, and they all require partnership working with diverse stakeholders to address. As detailed within, we will continue to represent businesses and respond to these issues and others that arise, bringing in support and expertise as required.

## YOUR TOP 10 CHALLENGES WERE:

1. Rising Costs
2. Recruitment
3. Commercial Attractiveness
4. The Retail Mix
5. Rough Sleeping, Begging, Crime
6. Parking Availability & Cost
7. Managing Vacant Units
8. Guiding Future Development
9. Complex and Continual Change
10. Lobbying on Policy i.e. Rates

# OUR VISIONS

## FOR ROYAL LEAMINGTON SPA

### Town Centre

...to be a beautiful, vibrant, sustainable, and resilient town centre where business and community thrives.



**Royal Leamington Spa is a unique and beautiful 'spa' town that has creativity and wellbeing at its heart!**

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

We have achieved a great deal but cannot stand still as businesses face many new challenges and the town centre is changing. The next 5 years is going to be crucial. Whilst supporting existing businesses, we need a 2030 vision for a more sustainable, connected and resilient future, and must plan for new development and investment – including new offices, residential, mobility and parking schemes.

This includes the development of the Covent Garden Car Park, changes to the Parade and the regeneration of the 'Cultural Quarter'.

Our vision is for a vibrant, safe and clean town centre; green streets, thoughtful access and transport plans; inclusive social spaces; and a warm welcome for new businesses and employees. With your help, we want to see supported and sustainable businesses; and a focus on health and wellbeing.

We know from experience, that it's better to shape the future together - BID Leamington will ensure you are represented.

*"Ten years on the BID Board has given me a real insight into the critical role that the BID plays in having strong business representation and allowing us to do what we do best and grow our businesses, whilst the BID team supports us every step of the way."*

Gurdip Chatha, Chair BID Leamington,  
Esque Beauty





# OUR AIMS

Our aims and ambitions in this Business Plan are grouped under four project areas:

## MARKETING, PROMOTIONS, EVENTS

**A premier regency shopping, leisure & business destination**

To build on our established Royal Leamington Spa brand with creative and inspiring promotions and events showcasing the best of what the town and its businesses offer. We want to enhance local loyalty, attract new visitors and investors, and offer exceptional experiences.

## SUPPORTING BUSINESS

**A connected, engaged & resilient business community**

To offer reliable and dedicated support to ensure businesses remain resilient, inspired and engaged in local issues. As Leamington faces major town centre development and mobility changes, businesses will continue to receive regular business updates, advice and training, along with support through collective savings and advocacy.

## ENHANCING THE ENVIRONMENT

**An attractive, green & welcoming town centre**

To ensure our town centre is beautiful, welcoming to all, well-managed and makes a positive impact on our environment. By continuing our investment into, and stewardship of the town, Leamington will be a clean and safe town centre, aspiring to achieve net zero.

## REPRESENTING, INFLUENCING & INSPIRING

**A thriving centre of commerce & creativity**

To represent the business community on local and national issues, and inspire positive dialogue and responsible decision making on business-critical issues and changes in our town centre. We aim to shape positive change and know that we are stronger when working together.

# Our AMBITIONS

Building on our strong track record and working together with our members and partners we will:

1. Deliver, support and inspire ambitious and innovative, high-quality projects and events
2. Support the resilience of the retail and leisure sector
3. Ensure our town centre remains safe, attractive and welcoming
4. Work together with our partners to amplify our impact and leverage additional investment
5. Ensure our business community is informed, connected and engaged
6. Maximise opportunities from additional town centre office and residential space
7. Represent business interests as the town changes
8. Be a champion for the town's environment, climate resilience and sustainable values

# MARKETING PROMOTION & EVENTS

A premier regency shopping, leisure & business destination



**Focused investment is needed to attract customers and businesses, and to offer an enhanced experience that builds loyalty.**

*"Through BID we gain £750K of events, marketing and promotions for our town!"*

Russell Allen, Aubrey Allen

**BID ensures town centre businesses are well placed to attract new investment and compete with on-line, out of town shopping and neighbouring retail destinations.**

**We harness the strength of the Royal Leamington Spa brand to showcase the best of what the town and its businesses have to offer; using a range of digital and print media, together with events and festivals.**

## **The Challenge & Opportunity**

Royal Leamington Spa has an attractive reputation but we cannot afford to be complacent. The combined impact of the pandemic, the economic downturn and changes in consumer behaviour have changed the look and feel of our town centre, and the visitor profile.

We need to re-engage and excite our local community and attract new investment at a time when there is intense competition for consumer spend and for business locations.

BID Leamington is needed to drive these conversations to make the town a compelling option for local residents, tourists and for businesses. Strategic events such as the Food & Drink Festival reinforces this sector locally and attracts visitors, and new events such as the Lights of Leamington aim to elevate the town nationally.

BID Leamington successfully promotes the town, its businesses and events across a variety of channels, increasing dwell time and spend.

# What's next... OUR PROJECTS

## The Royal Leamington Spa Brand

We have developed a recognised and powerful brand for Royal Leamington Spa as well as a number of sub brands focusing on key sectors. We have also built strategic relationships and amassed expertise, digital assets, strong communication platforms and industry knowledge.

Using events and communications, and working with local partners we will ensure Royal Leamington Spa remains in the hearts and minds of residents, visitors and businesses alike. We will create new opportunities to showcase the very best of the town's offer, expertise and talent on the national stage!

## Events and Festivals

Our events and festivals are hugely popular and are critical to the success of the town. The Leamington Food Festival is our biggest event, attracting 25,000-35,000 visitors annually. At least 50 BID member businesses have pitches or stalls and many more are involved.

Other events such as the Lantern Parade foster community pride and loyalty, and we have huge ambitions for more high-quality events that support our town centre economy.

In 2021-22 we secured £15,000 from Arts Council England to carry out a feasibility study into the return of the Lights

of Leamington. 90% of local businesses support the idea and we are in the process of securing support from key Local Authority partners.

Town centre events will be promoted to assist our members in maximising these opportunities.

We plan to work with businesses to deliver new sector and topic-focused events and collaborations, such as job fairs, sustainability, property, student, independent, creative, fashion, and health and wellbeing.



*Royal Leamington Spa Town Centre it really did feel very special, building memories that will last a lifetime. My LG is sooooo excited to decorate her unicorn and take part in the parade, she's been talking about the parade since the last one 2 years ago!*



*Thank you to all who organise this fantastic display of light for our children to join in with for the good of the whole community... it was really magical.*



*We had a brilliant time, thank you for putting on a brilliant event!*



*"The BID team is really focused on bringing people into Leamington"*  
Sue Warburton, Belvoir

### Powerful Marketing

From London to the North, we have consistently delivered strategic, creative and inspiring advertising campaigns across a wide range of platforms, raising awareness of the town's offer, attracting customers and building longer-term loyalty.

More powerful marketing to re-engage and attract visitors will be developed to leverage opportunities offering a joined up 'tourist offer' promoting our beautiful 'spa town' and 'regency' offer. We will continue to use a wide range of digital, print, billboard, train line and on-air media, to broadcast our campaigns across local, regional and national locations.

### Creative Promotions

We have delivered many popular and award-winning creative campaigns, trails, pop-ups and events to target different seasonal events, business sectors and audiences. We are constantly coming up with new and innovative ideas to stay fresh and relevant, and always measure our success to secure the maximum impact and learning.

We will continue to create engaging campaigns that make headline news and explore opportunities to tailor these to different business sectors and audiences, attracting people to all corners of the town.

### Digital Campaigns

Across our 5 websites and 10 social media platforms we reach over 1 million people each year. This includes over 45,000 visits per month to the Royal-Leamington-Spa website. With around eight business social media posts per day, our engagement has grown by over 50% year on year.

The digital space is ever-changing and so must we be. Therefore, we plan to collaborate with local technology companies and explore areas of innovation to increase engagement and will continue to work with the marketing teams of national retailers.

*"BID delivers tremendous value ...far more than I could get from the same investment on my own."*

Sarah Horne,  
Sarah Horne Flowers



## Supporting Hospitality & Evening Economy

There are over 100 restaurants, bars and cafes offering a range of entertainment experiences in the town. We showcase them via the Taste Leamington brand and website, the Food Festival and other literature. Over the last five years more than 30,000 'Taste' guides have been distributed through stores, hotels, universities, taxi drivers and information points.

This sector continues to face incredible challenges so needs to be supported and promoted more than ever.

Our dedicated marketing will continue to secure our reputation as a quality leisure destination, responding to competition and changing visitor patterns. We continue to enhance safety and access (parking, trains & taxi) by using national quality benchmarks such as Purple Flag and supporting other local services such as Retail Radio and Pub Watch scheme.

## Supporting Retail

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

We will continue to drive more footfall around the different retail streets and focus on tailored experiences like shopping, fashion, weddings, health & beauty, home & services and the evening economy.

BID Leamington will highlight areas of the town within our promotional material and utilise events, technology, incentives and mapping to direct customers to your business.



# ENHANCING THE ENVIRONMENT

An attractive, green & welcoming town centre



**First impressions matter. That means from the moment people discover the town, it must offer a superior experience whilst fulfilling ambitions to be inclusive and aspire to achieve a net zero future.**

*"We have daily conversations about issues that local businesses face."*

Alison Shaw,  
BID Project Manager

**BID Leamington will make sure visitors receive a beautiful 'welcome' by investing in attractive and sustainable greening and enhancements, providing information and ensuring the town centre continues to be clean, green, safe, vibrant and actively managed.**

### **The Challenge & Opportunity**

From hanging baskets to Christmas lights, hosting popular footfall driving events and dressing empty shop windows, BID Leamington's fundamental aim is to make sure the town feels an attractive, cared for town maintaining the national brand as an interesting place to visit, shop, work and play. As town dynamics change, our role to maintain this will be more important than ever.

Addressing emergent challenges, BID Leamington has a responsibility to champion the green and net zero agenda for Leamington Spa whilst supporting businesses to play their part. Innovative greening and floral displays provide an enticing environment, and partnership work is required to address the apparent increase in begging, rough sleeping and town centre crime.

### **Partner organisations**

- ★ Warwickshire Police
- ★ Royal Leamington Spa Town Council
- ★ Warwick District Council
- ★ Warwickshire County Council
- ★ Warwick University (that funds the Street Rangers)
- ★ Warwick University Creative Futures Team
- ★ Warwickshire College
- ★ Coventry & Warwickshire Chamber of Commerce
- ★ Federation of Small Business (FSB) local partner
- ★ Our MP - Matt Western

# What's next... OUR PROJECTS

## Christmas Lights & Lights of Leamington

Historically Jephson Gardens was home to the 'Lights of Leamington', attracting visitors from all over the UK, and we have an ambition to realise this once again.

BID Leamington funds the Christmas lights throughout the BID area, helping to create a magical atmosphere. An agreement with Warwick District Council is in place committing them to continue to fund the installation, storage and running costs. However, should the BID renewal not be successful, this agreement will falter and the existing lights will be lost.

## Green Leamington

Every summer BID Leamington funds up to 250 beautiful hanging floral baskets, helping Leamington scoop the 'Gold Award' in the Heart of England in Bloom Competitions almost every year.

In future, BID Leamington will look to include more climate resistant planting. New locations beyond shop fronts will be identified for innovative and tactical public realm enhancements to give maximum impact whilst driving conversations about the future.

## Place Management

Managing the streetscape is complex so BID Leamington works in partnership to do this. We developed and manage Meaningful Change, linking with local charities to support vulnerable people. We support the annual 'Sleep-out', the Purple Flag award (for a safe evening economy) and, with our partners, help to reduce rough sleeping, busking, crime and other anti-social behaviour.

This area needs improvement as the local situation has worsened post Covid. Where needed we will recruit specialist support staff to patrol high risk or problematic areas at key times and bring in cleaning teams. We will also monitor and lobby for continued investment in policing, CCTV and street marshals.

## A Creative Approach to Vacant Units

We actively monitor vacant units and work with partners to improve their appearance and attract new tenants. During Covid, we supported 'Creative Leamington' who brought 30 vacant units and business windows to life with artwork from the Local Young Talent Festival. Recently we enhanced the windows of the former House of Fraser with attractive vinyls.



Our creative, vibrant and collaborative approach to improve the look of vacant units will be essential through the upcoming phases of development.

## The Welcome – Maps, Parking & Hosts

Maps and guides, visitor information and new signage has helped thousands of visitors navigate our town and businesses. BID Leamington continuously lobbies against rises in parking charges, and monitors services and enforcement. Our popular 'parking angels' greet customers, provide advice, distribute flyers, direct customers to businesses, and in recent years we trialled Pedi-bikes to assist with journeys.

We will continue to provide active monitoring and innovative interventions to help visitors to navigate the town. With the closure of Covent Garden car park, our input will be essential to monitor the impact, lobbying for alternative solutions and supporting customers.

## Partnership groups we support

- ✳️ WRCI / Pub Watch / CCTV / Retail Radio Scheme
- ✳️ Leamington Safer Neighbourhood Forum
- ✳️ Warwick District Creative Compact
- ✳️ Shop Mobility
- ✳️ Meaningful Change (Founder)
- ✳️ Leamington Street Pastors



# SUPPORTING BUSINESS

A connected,  
engaged & resilient  
business community



Businesses face an ever-increasing complex range of challenges. Whilst still recovering from the pandemic, they must respond to a changing economic, technical and political climate.

*"The team are solely focused on helping us, the businesses - their knowledge and experience is crucial."*

Matt Crooks, Neals Yard Remedies

New businesses have unique needs while others require support in areas such as HR, marketing, planning, cost-savings and waste management.

Knowledge and local partnership working is key to help local businesses flourish and ensure the town centre thrives. We will continue to supply expertise, influence and partnerships to provide a wide range of supporting services.

## The Challenge & Opportunity

Over the past five years BID Leamington has swiftly responded to the needs of businesses to help navigate a diverse range of challenges. Looking forward, our role will be increasingly important as town centre developments come forward, in an environment of continuing economic, environmental and political change and uncertainty.

As businesses continue to face diverse challenges, more training, networking and support with

cost savings, employee benefits and recruitment support will be provided to BID businesses helping to build business resilience.

Sharing business critical information throughout Covid was invaluable and we will continue to keep our businesses informed of issues and opportunities, local and national, through our newsletters.

We will also continue to look for innovative, collective cost saving options and lobby on behalf of businesses to secure additional support.



# What's next... OUR PROJECTS

## Keeping you Informed & Engaged

BID Leamington 'connects' people and organisations all over the town. We are responsible for seeding many fruitful partnerships, facilitating introductions and building relationships across the heart of the community. For example, we are aware many national retailers want to be more engaged with the local community and businesses generally want to look for opportunities to collaborate - we can make this happen.

## Business Support & Training

Supporting you, our businesses is our most important priority and in the last few years this has been amplified and diversified. We will continue to respond to your needs creating and delivering practical and innovative training solutions.

From information about business rates, to workshops about HR, finance and marketing, cost savings and digital skills, we will use local skilled members and

*"The advice BID offers is so valuable!"*

Sarah Horne,  
Sarah Horne Flowers

partner organisations to address the issues that matter to you. Networking events will continue to provide informal opportunities to stay engaged and connect with other businesses.



## Business Crime Support – WRCI & Pub watch

A safe town is of the utmost importance to everyone. Through our partnerships we are active participants and contributors to Warwickshire Retail Crime Initiative, Pubwatch and the Radio Scheme. BID Leamington regularly meets with the local police and collectively responds to trends in criminal activity. We will support our evening economy businesses in preparing to meet local challenges with training and resources. We will also continue our support for CCTV, street marshals and the Street Pastors for the Night Time Economy.

## Recruitment & Employee Wellbeing

Recruiting staff has been highlighted as a particular challenge at this time. Building on existing services, we will be strengthening our support for businesses to attract employees to the town, by working with local colleges, hosting a Jobs Fair and introducing a Leamington employee reward scheme to aid staff recruitment and retention.

## Collective Cost Savings

Reducing overheads is a key component for every business in these challenging times. BID Leamington will be supporting businesses through collectively negotiating on offering discounted services such as waste

and recycling. We will continue to offer our cost reduction services for utilities and seek innovative opportunities to offer additional savings, such as through joint procurement of services.

## New Businesses & Start-ups

Attracting new businesses to Leamington and helping them reduce the barriers to start trading is an important component of keeping a town vibrant. By providing local intelligence and facilitating introductions through our network of relationships along with dedicated support for their launch or relaunch, PR, photography and access to a digital support package, we are providing valuable support for start-up and growing businesses.

# REPRESENTING INFLUENCING & INSPIRING

A thriving centre of commerce & creativity



After 15 years BID Leamington is firmly established as the voice of business and is viewed as an informed 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 make sure business interests are given full consideration. We will monitor the town's health, lobby for regulations to be fit for purpose and readily embrace challenges to influence positive change. We know we are stronger when working together.

## The Challenge & Opportunity

In the coming years we expect new office and residential developments, new mobility and car parking schemes alongside changes to consumer values and behaviours. We can't recall a time when it was more important for business owners to have a voice so that their unique needs are understood. The demise of the Local Enterprise Partnership (LEP) and Chamber of Trade means local businesses are reliant on BID Leamington to represent their business voice.

BID Leamington has an established and trusted track record of leadership, expertise, representation and delivery, both locally and nationally. We closely monitor the town's health, research best practice and convene conversations. We represent businesses on the Leamington Transformation Board and have strong partnerships in place to amplify our efforts. Upcoming discussions around the future of Covent Garden car park and changes to Parade in particular, require strong advocacy to shape positive results for all.

# What's next... OUR PROJECTS

## Monitoring & Managing Town Centre Health

Visitor and customer profile data, vacancy rates, car park usage, spend and other indicators are regularly used to monitor the health of the town, our impact and inform decisions. We are proactive and practical, responding to issues raised by BID members and the public. Working with the Royal Priors Shopping Centre, Invest Warwickshire and local agents we monitor the retail-mix to understand demand and attract new investment.

## Representing & Connecting Businesses

The retail and leisure sector is the biggest employer by sector in the region and faces significant challenges, along with the upcoming changes to the town centre. We must strengthen our connections between employees and students who live and work locally, and encourage business collaborations between office and retail/leisure. We will nurture existing relationships with the local MP, the FSB, the Chamber of Commerce and local universities. BID Leamington is well placed to help foster these mutually beneficial relationships. We are the voice of business on the Leamington Transformation Board and are often invited to present to local committees and events – such as Spark 2021 to connect and inform.

## Championing Your Interests & Lobbying

BID Leamington is totally focused on supporting local businesses. Throughout Covid and beyond we showed that we understand business challenges and can powerfully lobby for support and change on issues ranging from VAT, to business rates and grant support, and this continues. Locally, we do not shy away from responding to difficult issues, such as car parking, the Parade, traffic disruptions, or the markets. We have a pivotal role gathering intelligence, convening dialogue, conveying business views and concerns and solving challenges. Through our partnerships we will continue to champion your interests, amplifying the business voice locally and nationally.

## Attracting New Investment

We need to attract new businesses and proactively shape future developments. We also need better supporting infrastructure (mobile coverage, wifi, parking, delivery services) and improved public spaces. Achieving this requires ambition and partnership with local agents, investors and developers to attract grant funding and the right kind of investment.

*"BID is now the only independent Leamington organisation representing you on matters that impact your business."*

Cllr Sarah Boad,  
Warwickshire County Council,  
Leamington Transformation  
Board Member

BID Leamington proudly represented Leamington at the UKREiiF 2022 property investment conference alongside local developers.

## Inspiring Positive Change

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. We bring expertise in placemaking, planning, sustainability and regeneration and can inspire and drive new and ambitious ideas. Our town is not alone in facing significant challenges and it must adapt in order to thrive. We need a powerful, collective vision for the future and BID Leamington will be pivotal in inspiring and shaping this.





# THE FUTURE IS NOW

## Covent Garden Car Park Development

Covent Garden is a very large car park located in the north of the town centre comprising a short stay surface parking and a large multi-storey (MSCP) 24-hour car park. The MSCP has been in decline and in recent years the top levels were closed, then in February 2023, Warwick District Council (WDC) announced the full closure of the MSCP. This is significant as at full capacity it comprised 26% of the town centre's off-street supply and is one of just two long stay / 24 hr car parks north of the river.

BID Leamington is actively representing businesses' interest in parking. We commissioned an independent research report which is being used to inform

our lobbying for adequate displacement provision and the requirement to plan for future demand. Please see our website for updated information on this.

## The Parade

Throughout Covid, the County Council closed the Parade, igniting discussions around future permanent changes and pedestrianisation. BID Leamington represented businesses throughout this period, carrying out numerous surveys to understand the business challenges and aspirations. At the time of writing, the County is applying for funding to carry out a more detailed study and BID Leamington will have a critical role convening businesses to inform these future plans.



*"BID influences the big conversations that will shape our town!"*

Cllr Liam Bartlett, Warwick District Council, Leamington Transformation Board Member

*We are dedicated to making informed decisions, so we regularly survey views and carry out research with businesses and customers.*

Stephanie Kerr, BID Leamington



**TRANSFORMING**  
Leamington



### **Leamington Transformation Board**

Warwick District Council have formed a 'Transformation Board' made up of eight Councillors, to oversee the preparation of a town centre 'Transformation Framework'. This aims to coordinate new developments,

funding bids and regeneration schemes. BID Leamington is the business voice on the Transformation Advisory Group which will be an important body informing these developments and defining a future vision.

### **Local developments requiring our strategic involvement**

- ★ Leamington Parade – Mini-Holland
- ★ Sustainable Transport Network (Cycles)
- ★ Court St Car Park – WDC / CDP Plans
- ★ Shared Prosperity Fund / Bath St Changes
- ★ Leamington High Line / Sky Garden (South Town)

### **Town centre projects - in progress**

- ★ Covent Garden Car Park
- ★ Future High Streets Fund (£10 million+)
- ★ Leamington Creative Quarter Development
- ★ IM Properties – 19-21 Parade and 20-22 Guy Street
- ★ House of Fraser – Conversion to Office Space
- ★ Former M&S in Royal Priors Shopping Centre

# THE BID AREA

The BID area will be the same as it was in the first, second and third terms of the BID. Accordingly, the following streets are included, either in whole or in part:

Alveston Place  
Augusta Place  
Bedford Place  
Bedford Street  
Brandon Parade  
Chandos Street  
Clarence Terrace  
Clarendon Avenue  
Clarendon Street  
Dormer Place  
Euston Place  
Gem Place  
Guy Place East  
Guy Place West  
Guy Street  
Hamilton Terrace  
Holly Walk  
John Street  
Kenilworth Street  
Livery Street  
Newbold Place  
Newbold Street  
Newbold Terrace  
Oxford Place  
Oxford Row  
Oxford Street  
Parade  
Park Street  
Portland Mews  
Portland Place East  
Portland Street  
Regent Court Shopping Centre  
Regent Grove  
Regent Street  
Rosefield Place  
Rosefield Street  
Royal Priors Shopping Centre  
Russell Street  
Satchwell Court  
St Peters Road  
Tavistock Street  
Warwick Court  
Warwick Street  
Waterloo Place  
Whiteheads Court  
Windsor Place  
Windsor Street



# BID BALLOT RULES

These rules have been developed in line with BID legislation and based on best practice standards agreed across BIDs and industry organisations nationally including the Institute of Place Management, Association of Town & City Management, British BIDs, British Retail Consortium, REVO, and the Federation of Small Businesses.

## Your BID, Your Vote

From 2<sup>nd</sup> March 2023 to 30<sup>th</sup> March 2023 you will be given the opportunity to vote on this BID Renewal Proposal for BID Leamington to continue to a fourth 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 and provided for by the Local Government Act 2003.

Each hereditament subject to the BID Levy on 1st July 2023 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 2<sup>nd</sup> March, the Council will have completed a canvass process to identify a voter

list which will be used for the purposes of the ballot, as of the date of the 42 day notice.

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 be above 50% of those that vote and exceed those voting against,

and

(b) the total rateable value of those properties or hereditaments which vote in favour, must also be above 50% of those that vote and exceed the total of those voting against.

To discuss this document in more detail please call **Stephanie Kerr, Executive Director** or **Alison Shaw, BIDs Projects Manager** on: **01926 470 634**

Or email [info@bidleamington.com](mailto:info@bidleamington.com)

Full ballot arrangements are available at: [www.bidleamington.com](http://www.bidleamington.com)

## VOTING PROCEDURE

- ★ The Secretary of State was notified of the ballot on **11<sup>th</sup> October 2022**.
- ★ The postal ballot will run for 28 days.
- ★ Your ballot paper will be posted by Warwick District Council's appointed agent, UK Engage, and will reach you by **Thursday, 2<sup>nd</sup> March 2023**.
- ★ You will need to return your ballot paper, so it is received by 5pm on **Thursday, 30<sup>th</sup> March 2023**.
- ★ Papers received after 5pm on **30<sup>th</sup> March 2023** will not be counted.

The result of the ballot will be announced by **Tuesday, 4<sup>th</sup> April 2023**.

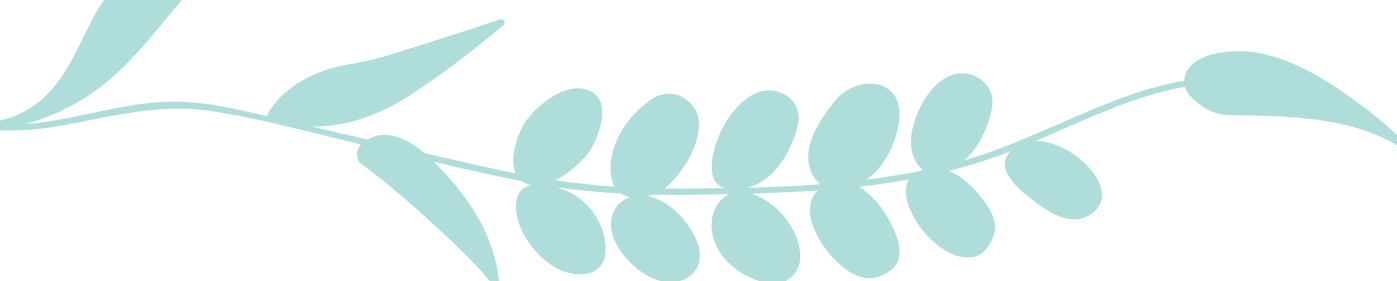
If successful at ballot, the new BID will commence delivery of services on **1<sup>st</sup> July 2023** and will continue for a period of five calendar years to **30<sup>th</sup> June 2028**.

# 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 1<sup>st</sup> July 2023 - 30<sup>th</sup> June 2028.
2. The BID levy will be applied to and become mandatory to all non-domestic properties or hereditaments with a rateable value of £15,000 or more within the designated area. It is anticipated that at the start of the BID term (1<sup>st</sup> July 2023) there will be 331 hereditaments. In accordance with the BID Regulations, only hereditaments liable for the BID levy will be entitled to vote on the BID proposal.
3. Properties that do not have or support a retail or leisure proposition, as defined by the valuation office 'property description' will be exempt from the levy. This includes the use and premises categorised as office, law courts, police stations, factory, school, nursery school, any surgeries, clinics or health centres, workshops, vehicle repair, vehicle testing centres, communication centre or site.
4. From 1<sup>st</sup> July 2023, the NNDR rating list 2023 will apply. The levy rate to be paid will be fixed at 1.9% of the rateable value as at the selected 'chargeable day' (1<sup>st</sup> July annually). This represents a change of 0.3% reflecting the significant drop in combined rateable value across the town as a result of the 2023 national business rate revaluation, and gives a total BID Levy income which is slightly less than the first, second and third terms of the BID.
5. Annually the Board will have the discretion to add up to 5% (0.05) inflation on to the levy rate, for example year two the levy rate could be a maximum of 1.95% (e.g. if the annual levy bill is £240 it would rise by no more than £12 in year two). Negative inflation will not apply.
6. The levy will be charged annually in advance for each chargeable period to be 1<sup>st</sup> July to 30<sup>th</sup> June each year, starting on 1<sup>st</sup> July 2023. No discounts or refunds will be made.
7. The liability of the levy will fall on the eligible ratepayer listed on the 1<sup>st</sup> July in the year of collection. The owners of untenanted properties or hereditaments will be liable for payment of the levy with no void period.
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 national rating revaluation proposed for 2026, or any other date within the five-year BID term, will be ignored for the purposes of calculating the levy.
11. For any newly assessed hereditaments during the BID term, (brought about by for example: challenges, hereditament splits or mergers, or new development) will be subject to the BID levy from the effective date that the property is brought into the rating list and the rateable value effective 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 2023 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 from the date of the revaluation.
14. The Billing Authority, Warwick District Council, acting on behalf of BID Leamington, 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 BID Leamington Board of Directors 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 individual economic circumstances. For this reason, the property value threshold for which the BID levy becomes mandatory is £15,000, which is also the current ‘small business rates relief’ threshold. Businesses with a property value below £15,000 can choose to contribute as a ‘voluntary member’ and benefit from defined BID services, by contacting BID Leamington.

### Voluntary Membership

A voluntary membership scheme for businesses falling beneath the levy threshold is now well established. This gives smaller businesses and businesses in other categories such as offices, the opportunity to engage with, and benefit from the BID whilst not being subject to the mandatory levy. For those voluntary members, the annual contribution will be calculated at 1.9% of the rateable value of the property, with the minimum contribution of £150.00 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 larger businesses not subject to the BID levy 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 beyond the town centre, that wish to take a more active and supporting role, is also established and is reviewed on an annual basis. Contributions for Voluntary BID membership, Service membership or Sponsorship are subject to VAT.

### Your BID Levy

The following table sets out what the levy would be based on the size of your business. This is calculated at 1.9% of the rateable value of the property. To calculate the levy simply multiply the rateable value of the property by 0.019. If you are unsure about the rateable value of your property, please contact the Valuation Office on 03000 501501 or by visiting their website:

[www.gov.uk/introduction-to-business-rates](http://www.gov.uk/introduction-to-business-rates)

The BID Levy		
Rateable Value	Annual Levy (1.9%)	Cost Per Week
£7,500	£150	£2.88
£10,000	£190	£3.65
£15,000	£285	£5.48
£20,000	£380	£7.31
£30,000	£570	£10.96
£40,000	£760	£14.61
£50,000	£950	£18.27
£100,000	£1,900	£36.54
£200,000	£3,800	£73.08

Please note, the shaded area indicates the levy amount that would apply to a voluntary member with a rateable value below £15,000, with a minimum contribution of £150.00 per year.

# GOVERNANCE

## The Purpose of BIDs

Business Improvement Districts (BIDs) are business led and business-funded organisations formed to improve a defined commercial area. BIDs are established through a majority ballot in the defined area and have a maximum term of five years at which point the BID must secure another successful ballot for a further 5 year term. BID Leamington was established in 2008 and was among the first 40 BIDs in the UK. There are now just over 330 BIDs operating across the UK. Private sector support of the concept is also very well established, with an 89% success rate from 908 BID ballots as of September 2022.

### Accreditation

BID Leamington is accredited by The BID Foundation (part of the Institute of Place Management) to ensure that our management systems, transparency and governance meet the highest level of industry standards.

### The Board of Directors

The current BID Leamington Board of Directors lead and guide the work of the BID and represent 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 and the role of the Board Directors is voluntary.

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 16 places that represent a cross section of skills and sectors including: Independent Retail, Property Owners, Major Retail, Offices, 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 respectively.

Applications to the Board of Directors are invited for vacant positions annually, in June. If there are more applicants for a position than places available, an election through a ballot of levy payers will take place in July. In the event 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.

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. Full details of BID board arrangements can be found in the 'terms of reference' at: [www.bidleamington.com/about-us/governance/](http://www.bidleamington.com/about-us/governance/).

Provided that the BID is meeting its overall objectives, the Board of Directors, shall have the ability to vary service delivery and expenditure allocation according to the changing demands of levy payers and the retail environment. Only in exceptional circumstances would this be expected to exceed 10%. However, any change to the BID boundary or to the levy rate 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. Copies can be viewed at [www.bidleamington.com](http://www.bidleamington.com).

Notice of the intention to hold a ballot was given to the Secretary of State on the 11th October 2022.



The BID Board of Directors will consist of 16 elected places that represent a cross section of skills and sectors including:

**INDEPENDENT BUSINESS**  
**PROPERTY OWNERS**  
**MAJOR RETAIL**  
**LEISURE**  
**OFFICE-BASED**  
**TOURISM**  
**MARKETING**  
**FINANCE**  
**LOCAL AUTHORITY**

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.

### **Financial Management**

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

The Company will provide copies of 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**

We have robust management and quality systems in place and obtained accreditation by the BID Foundation in 2022. We will also provide annual reporting of activities and outcomes which can be viewed in our Annual Reports found at:

[www.bidleamington.com](http://www.bidleamington.com).

### **The BID Leamington Team**

A professional and enthusiastic team will deliver the projects and services outlined in the BID 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](http://www.bidleamington.com)

To view further details of the BID Renewal process and supporting information, please visit:

[www.bidleamington.com](http://www.bidleamington.com)  
and click 'Renewal'

## Projected 5-Year Budget 2023-2028

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

- ✦ The annual levy available to be spent by the BID for year one is £292,485 from 331 businesses.
- ✦ 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. Reserves are held in line with business best practice.
- ✦ During the first, second and third term (excluding Covid 20/21) BID Leamington has had notable success in generating additional revenue and we aim to build on this going forward. The aim is for

# FINANCE

this to exceed 20% of the BID levy. For example, in 2021/22 just over £64,000 was generated from events and sponsorships, while a further £50,000 was contributed from other partners, amounting to an additional 34% being invested in the town centre. A conservative assumption to additional income has been factored into this budget based on performance to date, which equates to 12% additional revenue and a further 17.5% additional investment from partners as per the baseline agreement, totalling 29%.

Income (Ex VAT)	Y1	Y2	Y3	Y4	Y5	TOTAL
Total BID Levy Payer Income	292,485	292,485	292,485	292,485	292,485	1,462,425
BID levy payers income* 98%	286,635	286,635	286,635	286,635	286,635	1,433,177
Voluntary Income - Members	2,500	3,000	3,000	3,500	3,500	15,500
Voluntary Income - Others	2,000	2,000	2,500	2,500	2,500	11,500
Additional Income - Events, Grants, Sponsorship	30,000	30,000	30,000	30,000	30,000	150,000
Subtotal	34,500	35,000	35,500	36,000	36,000	177,000
<b>TOTAL Income</b>	<b>321,135</b>	<b>321,635</b>	<b>322,135</b>	<b>322,635</b>	<b>322,635</b>	<b>1,610,177</b>

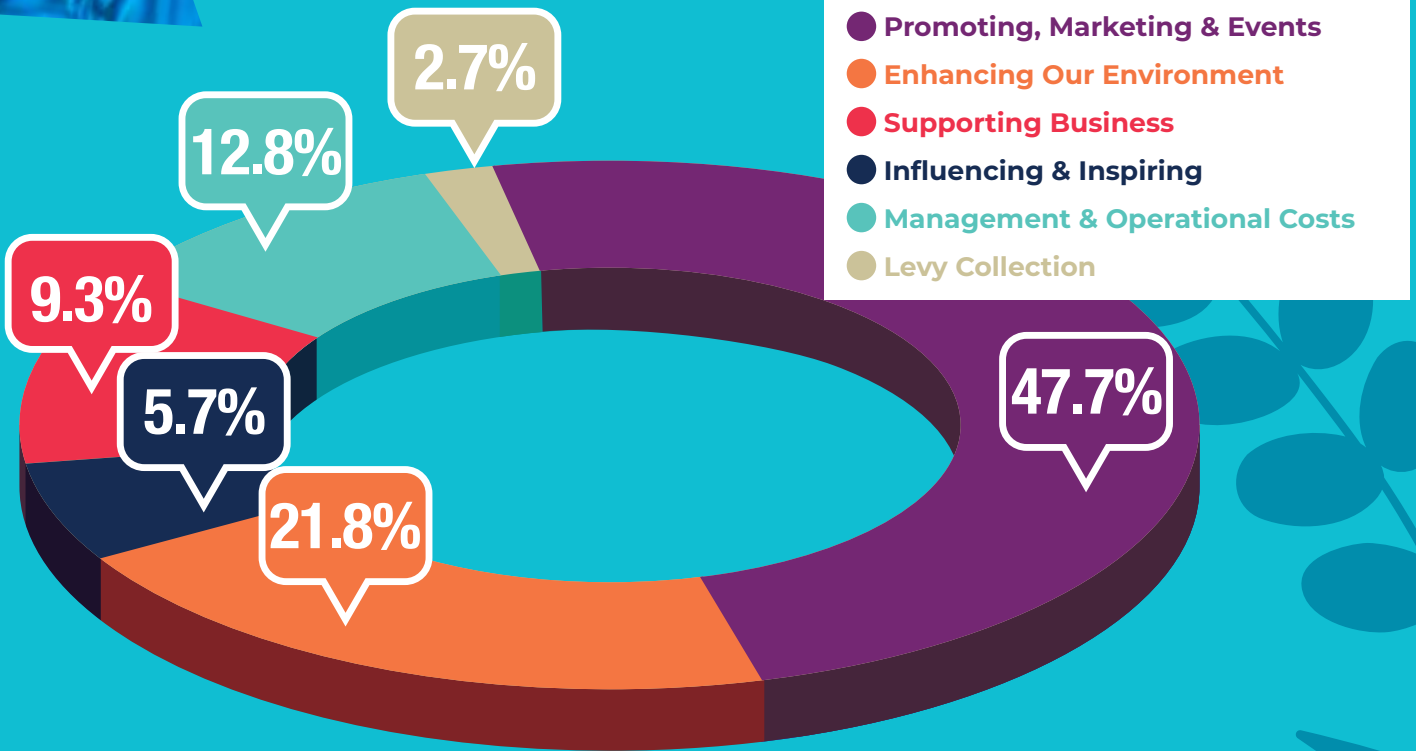
Expenditure (Ex VAT)	Y1	Y2	Y3	Y4	Y5	TOTAL
Marketing, Promotions & Events	151,689	153,423	155,192	156,024	156,873	773,201
Enhancing & Managing the Experience*	69,476	66,389	65,311	64,853	64,895	330,924
Supporting Business	29,476	30,499	29,534	29,639	29,747	148,895
Influencing & Inspiring	18,238	18,425	18,615	18,615	18,615	92,508
Management & Operational Costs	40,645	41,385	42,139	42,526	42,919	209,613
Levy Collection - £25/unit (below industry guidance)	8,500	8,500	8,500	8,500	8,500	42,500
<b>TOTAL BID Expenditure</b>	<b>318,023</b>	<b>318,621</b>	<b>319,291</b>	<b>320,156</b>	<b>321,548</b>	<b>1,597,639</b>
*Additional committed town centre expenditure to support 'Enhancing & Managing the Experience' secured from Warwick District Council (as per baseline agreement) and Leamington Spa Town Council (Christmas Lights contract).	50,000	50,000	50,000	50,000	50,000	250,000
<b>TOTAL Expenditure - BID and Additional Income</b>	<b>368,023</b>	<b>368,621</b>	<b>369,291</b>	<b>370,156</b>	<b>371,548</b>	<b>1,847,639</b>

### \*Notes

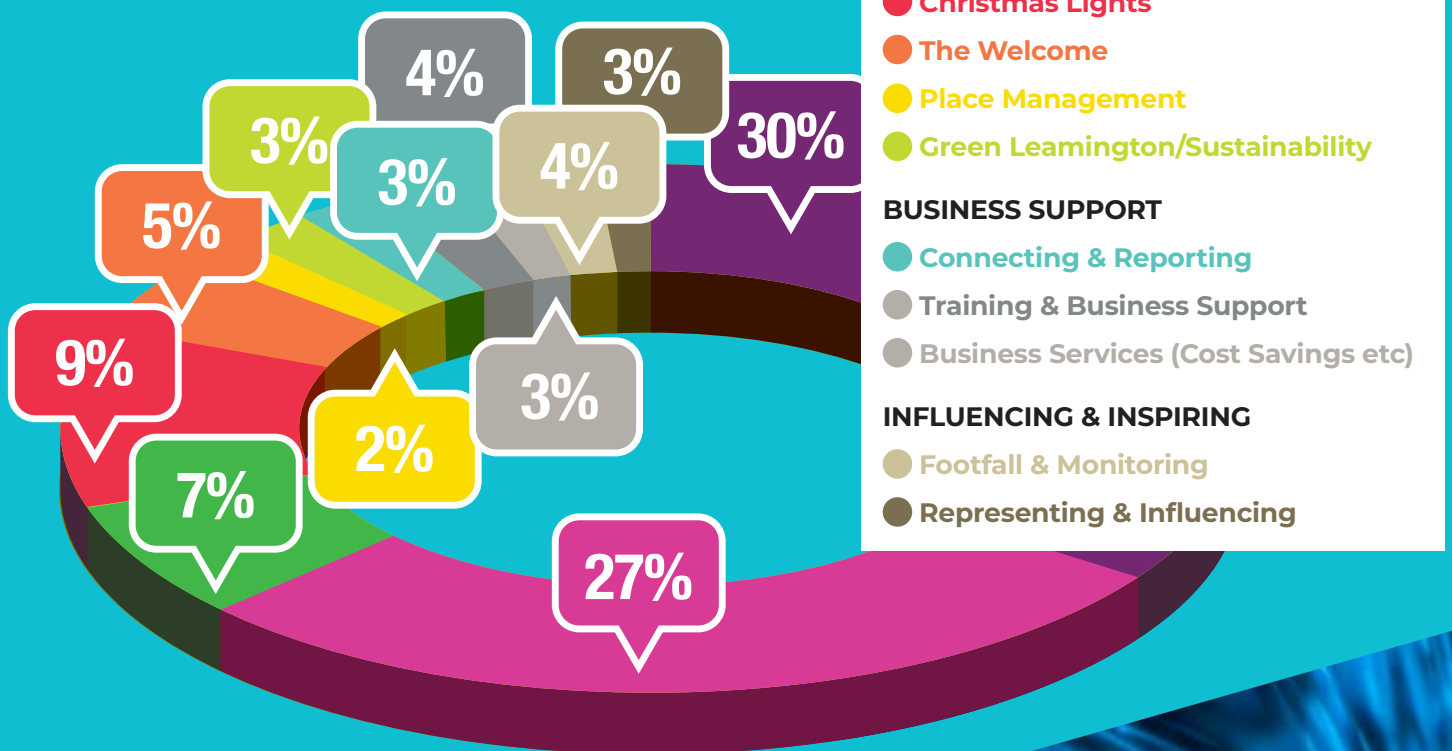
- ✦ Historic performance suggests that 98% of the billed levy will be collected each year, and this rate has been applied throughout.
- ✦ Operating costs of the BID are estimated as 12.8% of total expenditure, which is below the industry average for BIDs. This includes premises and rent, professional and management costs.
- ✦ Collection costs equate to £25 per unit, which is below acceptable industry guidance (£35/unit or 3% of total levy).
- ✦ Management costs within the budget cover two full-time-equivalent posts plus a part time 'project support officer' and an intern for approx 3 months per year. Given that the majority of BID projects are delivered in-house 80% of core staff costs have 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.
- ✦ Contracts of £15,000 or more will be tendered and all contracts will be periodically tested for performative, cost and competitiveness in line with the BIDs agreed procurement policy.

## PROPOSED BID EXPENDITURE - YEAR 1

Each year the BID budget will be apportioned as follows:



## PROPOSED BID EXPENDITURE BY PROJECT - YEAR 1



# BID RENEW

## 5 steps to 5 more years

1. BID Leamington on 01926 470 634 if you have any questions.
2. A Notice of Ballot will be sent to you on 14<sup>th</sup> February setting out the BID arrangements.
3. The Ballot Papers will arrive by post on 2<sup>nd</sup> March 2023. 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 UK Engage Office in Manchester by 5pm on Thursday 30<sup>th</sup> 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 2023.

**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](mailto:info@bidleamington.com)**

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

# RENEWAL BALLOT

# NEXT STEPS



*"The BID team delivers so much; it gives me confidence knowing there is a professional and knowledgeable team that is solely focused on getting the best results for our town and supporting its businesses."*

Gurdip Chatha,  
Chair BID Leamington,  
Esqué Beauty

# VOTE YES FOR BID LEAMINGTON & WE WILL!

- Promote our town, its businesses and deliver incredible events
- Enhance and manage our town's beautiful environment
  - Support businesses to adapt and thrive
- Represent businesses and influence positive change

**VOTING DEADLINE: 30<sup>th</sup> MARCH 2023**



## USEFUL INFORMATION

**ROYAL LEAMINGTON SPA WEBSITE:**

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

**BID LEAMINGTON WEBSITE:**

[www.bidleamington.com](http://www.bidleamington.com)

**OTHER WEBSITES:**

[www.tasteleamington.com](http://www.tasteleamington.com)

[www.leamingtonfoodfestival.co.uk](http://www.leamingtonfoodfestival.co.uk)

[www.leamingtonlanternparade.co.uk](http://www.leamingtonlanternparade.co.uk)

[www.loveleamington.com](http://www.loveleamington.com)

**FACEBOOK:**

Royal Leamington Spa Town Centre

Leamington Food & Drink Festival

Taste Leamington

BID Leamington

**TWITTER:**

(use #LoveLeam,

#TasteLeamington, #LeamFoodFest)

@LoveLeamington

@TasteLeamington

**INSTAGRAM:**

@loveleamington

@tasteleamington

**LINKED-IN:**

BID Leamington

**YOU TUBE CHANNEL:**

Royal Leamington Spa Town Centre

**PINTEREST:**

Royal Leamington Spa Town Centre

**SNAPCHAT:**

rlstowncentre

## ESSENTIAL CONTACTS

**Executive Director:** Stephanie Kerr

**BID Projects Manager:** Alison Shaw

**Office Telephone:** 01926 470 634

**Email:** [info@bidleamington.com](mailto:info@bidleamington.com)

