



RISING TO THE CHALLENGE

BID LEAMINGTON 2019-2020 ANNUAL REPORT

CREATE



ADAPT



COLLABORATE



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BID LEAMINGTON CHAMPIONING OUR TOWN CENTRE

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 over 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.

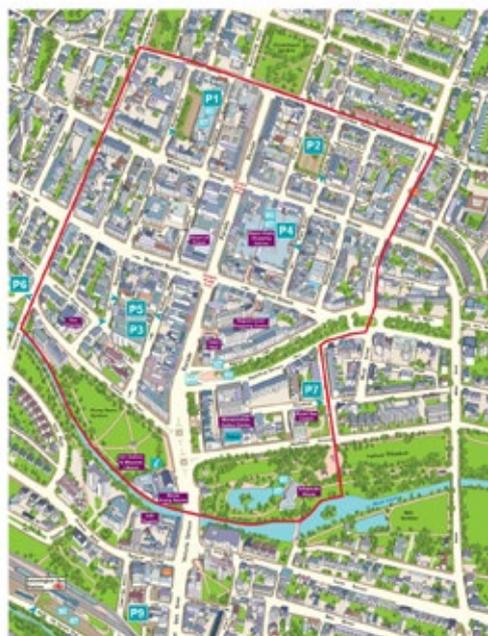
BIDs have become a fundamental part of the wider place-making landscape. Collectively they are working to represent business interests locally and nationally and are now regarded as a powerful influencer of change, also leveraging in substantial additional income, developing partnerships and meeting 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 ensure Royal Leamington Spa is 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) 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.





As we bring another year to a close, it is my pleasure to share our **2019-2020 Annual Report**. As highlighted within, this report reflects a year that can be viewed in two quite distinct parts. Throughout this year, the **impact and influence** of BID Leamington in the town centre is significant and as we navigate Covid-19, it is clear the value of your BID is **more important than ever**.

Until February 2020, BID activities closely reflected the priorities in our Business Plan, and fell under the headings of **Promoting, Enhancing, Supporting and Influencing**. This included a summer and Christmas trading period filled with colour and life as we delivered a wide range of events, enhancements and extensive marketing activities. Key highlights included the **Art in the Park** and **Food & Drink Festivals** as well as the new **Christmas Lighting Scheme**, the **Lantern Parade, Elf Workshop** and more.

In addition to this, offering **business support** and **influencing the agenda** is a big part of our offer. Alongside our

strategic partners, we were pleased to support and be selected as one of the towns that will benefit from the £1 billion UK Government **Future High Street Fund** announced by the Government in August 2019. This groundwork, which focused on developing a **vision and strategy** for the **future transformation of our town centre**, proved helpful as we stepped into the Covid-19 environment in March 2020.

Since March 2020, **Covid-19** has presented us all with huge challenges, and it has been a time of **immense ambiguity, adaption and transition**. Research we undertook in April, showed that 85% of the town centre's businesses had seen a fall in revenue of 80%-100%, while 88% were temporarily closed and 84% had furloughed staff. Reflecting this, we quickly responded to **redeploy resources, make efficiencies** and **find new ways to support** our members. We also recognised that a **strategic recovery approach** would be essential, involving a mixture of **extended financial support** and **tactical services** (e.g. communications, HR/personnel, legal, digital /online marketing) to enable adaption.

Providing decisive leadership, embracing creativity and empathy, and **collaborating** with local and national partners to share experience and learning has been at the heart of our approach. As well as regular communications with our members, ideas such as our **social distancing flowers** and **butterfly ambassadors** to **welcome and reassure returning**

customers and staff, have been warmly received. They have also been showcased nationally as **best practice** by both the **Government High Street Task Force**, the **Local Government Association** and in the national media.

Looking forward, our focus is now on **transition**. Our town centre will inevitably change and we have begun **gathering data** to inform this. We are well placed to take this journey due to the **strength and connectivity of existing local networks and partnerships**. Embracing this, we must ensure that our community is firmly part of the conversation and that **collaboration and partnership working is amplified**. This is also true on the high street, where we are **encouraging businesses to collaborate** because, among other things, space, time and resources are at a premium.

In respect to BID engagement, it is evident that **businesses who 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**, we are happy to **work together directly**.

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 2020

MESSAGE FROM THE CHAIR

"We know our high street faced challenges before Covid-19 hit, however in just three months it feels like we have moved three years, in respect to how the trading environment has changed and the actions we now must take.

Throughout this period, the BID team have been all over it, supporting a huge range of businesses and stakeholders. Their work has extended to helping with business grants, all kinds of businesses support and now their focus has turned to shaping the future of our town.

We now have an opportunity to learn from lockdown, reset our businesses to answer the new demands of customers and to futureproof our town. This is about shaping a new landscape and our BID has a critical role providing leadership and supporting the collaboration needed to make this happen. We also need your feedback and ideas to support this essential work, so please do get involved to ensure you gain maximum value for your business."

Sarah Horne
Sarah Horne Flowers



"I wish to extend my thanks to the BID team and the Board for their passion and support. Having this high level of expertise available to Leamington businesses is proving more important than ever."

A YEAR IN REVIEW

OUR HIGHLIGHTS: JULY 2019 - JUNE 2020

It is helpful to reflect on what we have achieved and to remind ourselves of the BID services on offer. This has been a year of two distinct parts, and as highlighted below and in the following pages, the collective energy and resilience of local businesses and the wider community working together has loomed large. For more information please contact us or visit the BID Leamington website.

2019

JULY

BID delivered **250 Floral Baskets** to brighten up the town centre, and the 2019 **Summer of Fun** event season also brought the town centre alive. This is all part of what BID offers to attract visitors and help enhance their experience.

AUGUST

Art in the Park Festival is now in its seventh year and BID Leamington is a proud supporter. Supported with **Arts Council** funding, an estimated **40,000 people** attended and with over 150 exhibitors, it highlights and celebrates our creative community.

SEPTEMBER

The **Leamington Food & Drink Festival** attracted around 27,000 people. Around **50 BID businesses** took up the offer of a **free stall** and local eateries and performers are showcased at this much-loved local event that celebrates both daytime and **evening economy** businesses.



27k+ Attendance at Food & Drink Festival



2020

JANUARY

Work continued on our **Meaningful Change** campaign aimed at supporting local organisations to address homelessness, begging, addiction and other issues in the town. This included the installation of **contactless giving points** in the Royal Priors.

FEBRUARY

The **Love Leamington** month which launches on 14th February is always popular and once again we made a **fun mini video** featuring local retailers. The **'tell us why you love Leam'** competition was backed up by **extensive digital promotion** highlighting businesses on our Facebook, Twitter and Instagram accounts.

OCTOBER

The popular **Halloween Pumpkin Path** returned this year and was supported by **47 businesses** (+36%) who donated over £500 worth of prizes. Entries were received from **150 families** who came into town to participate in the trail.



NOVEMBER

A brand-new **Christmas Lighting Scheme** was installed and workshops began for the popular **Lantern Parade**. Once again **workshops in the town centre** attracted **over 1000 families** ready for the magical event on 1st December.



DECEMBER

Find Your Christmas Spa'kle! Leamington comes alive at this time of year and BID Leamington is behind the magic. Starting on the first day of the month with our annual **Lantern Parade, 3000 people** wound their way around the town centre before ending at the Town Hall. Our **Christmas Angels** offered around 200 hours of ambassador support to local visitors and **75 business** joined in the **Christmas Cracker Scratch Card** giveaway with over **300 instant prizes** and **50 mystery prizes**. This was supported by our **Elf Workshop** in Royal Priors Shopping Centre where over **1000 children** wrote letters to Santa.



OUR COVID-19 RESPONSE



On 16th March, the UK government announced the first of a range of Covid-19 trading restrictions and the BID response was swift. Informed by the Institute of Place Management recovery framework, this involved the following key elements.

MARCH

Initially, business critical support focused on **money matters** including financial, HR, property and legal challenges, accessing grants and getting professional advice as well as extensive lobbying. The BID website and Facebook page became an information hub, and members received regular communications.

APRIL

BID support quickly evolved into supporting **business adaption** and **amplifying efforts** in the digital space. This included relaunching www.loveleamington.com as an information hub and extensive social media activity to our community of 25,000+ followers. We also moved the **Great Easter Egg Hunt** online.

MAY

Recovery planning involved supporting businesses to re-open with advice and resources. In collaboration with local partners our recovery strategy included innovative and creative **floral social distancing stickers**, public realm changes and enhancements to **welcome and reassure** returning customers.

JUNE

As businesses gradually re-open, we are now focused on **life after lockdown** and **transformation planning**. We know that collaboration, creativity and community will play a major role. Please read more about this in the Year Ahead on pages 14-15.

MARKETING, PROMOTING & EVENTS

A PREMIER REGENCY SHOPPING & LEISURE DESTINATION

We strive to harness the strength of the Royal Leamington Spa brand to position and showcase the best of what the town and its businesses 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 help to ensure the town centre and its businesses thrive.

KEY ACHIEVEMENTS

- ❁ Delivered targeted **local and regional marketing and PR campaigns** monthly across a range of media (trainlines, coach operators, radio, print, digital, social media) from London to Birmingham and beyond.
- ❁ Achieved extensive **direct business engagement and hundreds of mentions** in advertising media and via promotions, trails, competitions and giveaways. Examples included our **All You Need Is Leam** and **We Will Be Back** Videos (12,410 views / 24,905 reach)
- ❁ Over **4,000 posts** have been made on social media this year, with over **400 businesses specifically mentioned**. There is an average of 12 posts per day across our various targeted accounts.
- ❁ Achieved increased organic social media growth including a **14.3% increase** in Facebook likes (8,679 likes) a **2% increase in Twitter followers (12,963 followers)** and **27.6% increase** in Instagram followers across two pages (2,349 + 1,007 followers) in the last 12 months.
- ❁ Achieved a significant **annual increase in engagement and reach** across all the digital platforms we manage. This includes **six** of the town's **most visited websites**

attracting over **56,000 visitors** per month and **six different social media platforms** with nearly 25,000 likes / followers combined.

- ❁ On average there were over **52,291** page visits per month to www.royal-leamington-spa.co.uk
- ❁ Attracted an estimated **27,000 visitors** to the spectacular Food and Drink Festival and raised **£35,000** additional revenue to support the event.
- ❁ Our magical **Christmas campaign** included a number of new events and promotions such as the **Christmas Cracker Scratch Cards** (featuring over 75 businesses) and the **Elf Workshop** in Royal Priors Shopping Centre.
- ❁ The popular **Leamington Angel high street ambassadors** returned and engaged with hundreds of customers over the Christmas trading period.
- ❁ Around **3000 people** attended the Christmas **Lantern Parade**. Around 100 presents were donated to Children's Support.
- ❁ **Little Book of Offers:** due to shop closures in Apr / May 2020 there was only the one issue for Summer 2019 covering over 75 multiple and independent retailers. 10,000 books printed.

- ❁ In each of the **three goodie bag** promotions **45 businesses** gave us flyers to distribute in **1500 branded cotton shoppers**. This represents us distributing over **675,000 flyers** on behalf of around **135 local businesses**.
- ❁ Leamington on Air! - **Touch Radio, Free Radio and Birmingham TV advertising** campaigns in July, August, November and December as well as numerous interviews.
- ❁ Distributed over **60,000 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.

 Leamington BID...you guys are fab in every way and a shining example of what a BID is all about. Xx

 #loveleam because on a sunny Sunday morning there's nowhere better to be. Amazing independent coffee shops, great food outlets and restaurants, lovely parks, an active arts scene, lots of sporting opportunities and great pubs and clubs. Really happy to call Leam home!

 #Leamingtonrelaxedvibe
#Leamingtonsenseofcommunity
#leamingtonbeautifularchitecture

 #LoveLeam so much lovely green space to run around and explore with the kids. We're always discovering new places. Great people, great food, great place to bring up a family

 I live in Birmingham but love visiting Leamington Spa. I have had great times there and think it is a very vibrant place! #LoveLeam



27.6%
increase in
Instagram followers



2%
increase in
Twitter followers



14.3%
increase in our
Facebook likes



56,000+
visitors per month
to our websites



Pick up your copy inside!

Pick up your Little Book of Offers inside and save £££ with over 80 offers from local participating Town Centre businesses!

Royal Leamington Spa

LITTLE BOOK OF OFFERS

www.royal-leamington-spa.co.uk

Follow us on:

Royal Leamington Spa

A MAGICAL CHRISTMAS!

What's On...

- 17th NOVEMBER CHRISTMAS LIGHT SWITCH ON
- 13th NOV - 22nd DEC YULETIDE MARKETS
- 1st DECEMBER LEAMINGTON LANTERN PARADE
- 5th, 12th / 19th DECEMBER LATE NIGHT SHOPPING THURSDAYS

FREE EVENTS

www.royal-leamington-spa.co.uk

Royal Leamington Spa

Pick up a scratch card to win great prizes!

(In participating stores)

Over £2,500 worth of prizes to be won, donated by BID Leamington Town Centre businesses. Plus 100's of instant prizes of FREE coffee or cupcakes around town.

www.royal-leamington-spa.co.uk/xmas-cracker

Royal Leamington Spa

FREE EVENTS

ENJOY A SUMMER OF FUN!

What's On...

- 1st AUGUST ART IN THE PARK
- 17th AUGUST WARWICKSHIRE PRIZE
- 18th SEPTEMBER LEAMINGTON FOOD & DRINK FESTIVAL

www.royal-leamington-spa.co.uk

MARKETING, PROMOTING & EVENTS

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

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

Town Centre Marketing	
Royal Leamington Spa Website	Refreshed website. Now average 52,291 page visits per month.
Taste Leamington Website	Lists over 100 Eating / drinking businesses in the Town Centre. Average 3,160 unique visits per month.
RLS Tear-off Maps & Guides	60,000 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. Please see www.bidleamington.com for examples.
Annual Train-line Advertising	London Marylebone throughout August. On-platform advertising where feasible.
Annual Billboard Advertising	Coventry, Bicester, Birmingham – message change at key events e.g. Christmas, Mother's Day etc.
Annual Radio & Local TV Advertising Campaigns	Touch and FREE Radio – Sponsored messages at key times of the year and competitions to drive website / social media visits. Birmingham TV campaign June - December.
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.
Digital & Social Media (Instagram, You Tube, Facebook, Twitter, Pinterest)	Average of 12 posts on behalf of business per day across all accounts. Monthly competitions around events to drive activity. A dedicated digital ambassador supporting business engagement.
Promotions	
The Little Book of Offers	10,000 copies – Summer 2019 only with 75 business offers. Over £3000 in savings offered.
Christmas Cracker Scratch Card	75 businesses took part in this 'instant win' scratch card Christmas competition with over 350 prizes to be won.
Love Leamington Month – February: - #LoveLeam Digital - Video - 'Tell us why' competition	Launched the #LoveLeam campaign with 500 bags, promoted local business events, Love Leam video was viewed 40,000 times and involved 20 retailers.
Love Leam, Small Business Saturday, Christmas, & Food Festival Bags	1500 Branded Cotton Shoppers each filled with flyers from around 45 businesses distributed throughout town = 675,000 flyers!
Events & Event Advertising	
Leamington Food & Drink Festival 7th & 8th September 2019	27,000 visitors over 2 days, £35,000 additional revenue. Return of 'the successful 'Home Cook of the Year' competition. Over 150 exhibitors, Live Kitchen, Kids Cookery School. There is a free stall for every levy paying business.
Leamington Dining Guide 2019	3000 guides distributed at the Food & Drink Festival.
Leamington Pumpkin Path: 26th – 31st October 2019	A 'trick or treat' trail around 47 businesses over 6 days. Over 148 families participated.
Supporting Other Events:	Supported the delivery and enabled increased local business participation in free public events organised by local partners in the town centre. This included: Brazilian Festival, Peace Festival, Cars at the Spa, Leamington Carnival, Art in the Park, Warwickshire Pride.
The Leamington Lantern Parade: Sunday 1st December 2019	2000 Lanterns, over 3000 participants in the Parade. Excellent PR and charity appeal.
Easter Trail and Egg Hunt 2020	Due to Covid-19 this was moved to an online competition to find 15 eggs hidden on the loveleamington.com website and there were 78 entries.

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

ENHANCING THE EXPERIENCE



A BEAUTIFUL, WELCOMING & MANAGED TOWN CENTRE

First impressions count. BID Leamington ensures 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.

HIGHLIGHTS

- ❁ Partnered with 'Leamington in Bloom' and the **Royal Leamington Spa Town Council** to support the Leamington in Bloom competition.
- ❁ Once again wowed approximately 10,000 visitors to the town's Christmas Light switch-on with **NEW BID funded Christmas lights** delivered in partnership with Leamington Town Council and Warwick District Council.
- ❁ Uniformed and winged **Town Centre Ambassadors** were deployed in Leamington Spa during key events including the Food & Drink Festival, Pumpkin Path, Christmas, and the Love Leam month in February.
- ❁ Provided support to local stakeholders such as the **Leamington History Group, Shop Mobility Scheme, Tourist Information** and other groups who provide tours and visitor services.
- ❁ Active member of the **Warwickshire Retail Crime Partnership, Retail Radio Scheme** and **Safer Neighbourhood Forum**. Regularly monitored crime and reported activity on behalf of BID members.
- ❁ Working in partnership with local charities and Warwickshire Police, we actively monitor **antisocial behaviour, crime** and **begging**. As part of our **Meaningful Change** campaign to support vulnerable people, we installed contactless donation points.
- ❁ Provided **250 beautiful floral baskets** throughout the town.
- ❁ Continued to provide over **60,000 maps and guides** to visitors to the town centre, as well as **parking information** and other **helpful advice**.



SUPPORTING BUSINESSES AND OUR COMMUNITY

Supporting our members and influencing change in the town centre are central to the BID offer. Through a typical year, this includes activities such as:

- ✿ Digital training and support
- ✿ Business and marketing advice
- ✿ Business workshops and meetings
- ✿ Engagement with partner organisations such as our Local Authorities, the Chamber of Trade, Chamber of Commerce and LEP Growth Hub to amplify business support opportunities.



THROUGH COVID-19 AND BEYOND...

Since March 2020, our work supporting the business community has been amplified to the extent that over the last three months, we have done more supporting, influencing and lobbying than would be done in a typical year. Below is a short summary of key areas and highlights.

Supporting Businesses

- ✿ Worked with our Local Authority to set up and **speed up the grant process**, helping them (Warwick District Council) become one of the fastest authorities in the country to distribute funds.
- ✿ Directly helped / advised businesses on how to **access grant funding**, that they would not have otherwise known to apply for. The value of this extends to hundreds of thousands of pounds.
- ✿ Regularly emailed helpful Covid-19 updates (16 in total) to our members. This included **business critical information and advice**. This was also posted on our website and in our Facebook Retailer Group. We subsequently received many emails of thanks.
- ✿ We offered **bespoke professional support** to many businesses. This included HR, legal, financial and property advice. Relationships with existing stakeholders enabled this to be offered **at no cost to our members**.

Supporting Trade and Customers

- ✿ We set up www.LoveLeamington.com and #LeamDelivers to **showcase and support businesses** who were adapting online. This also **helped local customers** find out about essential services.
- ✿ We delivered **constant digital marketing** to our community of 25,000 followers and **monitored public sentiment** to understand the changing environment.
- ✿ As the town centre opened, we delivered a **welcoming and reassuring environment** for customers. This included installing **floral social distancing pavement stickers** that resonated with the DNA and brand of the town and gained national and international press attention.
- ✿ Worked in partnership with our Local Authorities and Police to **open up the town centre safely**. This included negotiating improvements to County Highways plans to support trade and create more space for customers.
- ✿ Launched a town centre **'health and wellbeing'** initiative to ensure our town centre remains a community centre. This included **'Butterfly Ambassadors'** who provide information and support to customers and staff alike.



Covid-19 resources are available on the BID website:
www.bidleamington.com/covid-19/



A THRIVING CENTRE OF COMMERCE & CREATIVITY

After 12 years of successful leadership and delivery, the BID team are key influencers both locally and nationally. We have an excellent track record of results and have developed a strong network of local partners who support our work. We also sit on various boards and working groups locally and nationally which helps us to lever in additional support for our members and amplify national lobbying efforts. Key organisations we work with include:

- ❖ BID Foundation Council Member
- ❖ Institute of Place Management (IPM)
- ❖ Member of Local Enterprise Partnership (LEP) SME, Culture & Tourism and Creative & Digital Sub-Groups
- ❖ Chamber of Trade Executive Board
- ❖ Warwickshire College Group Advisory Board Member
- ❖ Chamber of Commerce and Federation of Small Business (FSB) local partner

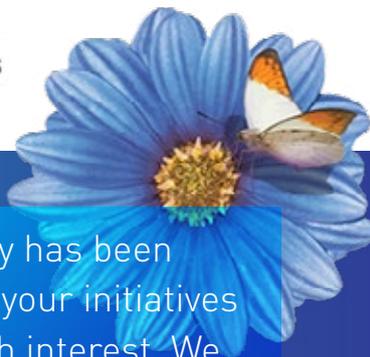


THROUGH COVID-19 AND BEYOND...

Since March 2020, our strong partnerships have enabled us to offer enhanced support and lobbying services to our members. Below is a short summary of key areas and highlights.

Influencing the Agenda and Lobbying

- ❖ Regular contact with our **MP Matt Weston** as well as an online meeting with **MP Nadhim Zahawi** (Minister for Business, Energy and Industrial Strategy).
- ❖ Supporting lobbying efforts for **additional business support**, including inputting directly into the 'Raise the Bar' campaign developed by Croydon BID.
- ❖ Working in partnership with the FSB, Chamber of Commerce, LEP and Growth Hub to ensure business concerns are voiced at the highest levels. This includes constant business feedback that resulted in policy measures such as the furlough scheme and scheme extension etc. This is ongoing as we continue to **lobby for greater support** in at risk sectors.
- ❖ Facilitating a more joined up approach between local groups across the Local Authority and LEP landscape, including the creation of **bespoke funding** to support at risk sectors.
- ❖ Input into the **High Street Task Force** knowledge sharing bank – including a presentation on 'tactical urbanism' and the lessons learnt, that is now available online.
- ❖ Our approach to collaborating with our Local Authority partners has been featured as a **case study** by the **Local Government Association**.
- ❖ Ongoing work with Local Authority partners to deliver a **recovery and transformation** plan for our town centre, discussed further on pages 14 and 15 in the Year Ahead.



"My family has been following your initiatives with much interest. We loved the flowers from the very first day. Meanwhile, we have managed to keep Vitsø ticking over."

Mark Adams, Vitsø

Pictured: Rosemary Ndukuba from Cenu Cacao who is opening a new store on Regent Street soon.

FINANCIAL REPORT

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

SUMMARY

- ❁ In 2019/20, the total budget amount of levy collected increased slightly due to changes to the rateable value of some businesses.
- ❁ There are 348 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 15 voluntary BID members. These are businesses located within the town centre boundary as defined by the Local Plan.
- ❁ We continue to run a conservative budget to ensure we have some contingency to cover any additional demands on BID expenditure. This includes responding to Covid-19 and providing members with more flexible payment terms in the 2020/2021 financial year.
- ❁ 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.
- ❁ We go into the 3rd year of the 3rd BID term with a surplus as a result of changes to our summer events and promotions budget due to Covid-19. At the direction of the BID Board, remaining funds, are being used to provide greater payment flexibility to our members in the next financial year. This also means our project spend percentages vary slightly compared to a typical year. Any unspent funds will be apportioned to the delivery budget for the remainder of the year and into the next financial year.
- ❁ Going forward, the budget is now in place to deliver a robust response to Covid-19 challenges and to continue developing and delivering new projects, events and promotions across the retail and evening economy sectors.
- ❁ BID income and expenditure is reviewed by the BID Board of Directors at Board meetings approximately every six weeks.

ANALYSIS OF BID INCOME: (£ Excl. VAT)	Budget	Actual	Variance	%Variance
Total BID Levy Payer Income	301,724	304,858		
BID Levy Payers Income Collected 2019-2020*	295,690	298,844	3,155	1%
Voluntary Income - BID Membership	2,000	1,895	-105	-5%
Additional Income - WDC, WCC, Other Contributions	2,510	10,865	8,355	333%
Additional Income - Events & Sponsorship	35,200	40,976	5,776	16%
Subtotal	39,710	53,736	14,026	35%
TOTAL Income	335,400	352,580	17,181	5%
ANALYSIS OF BID EXPENDITURE (£ Ex VAT)	Budget	Actual	Variance	% Variance
Marketing, Promotions & Events	160,333	136,863	-23,470	-15%
Enhancing the Experience inc Lights**, Baskets, Way Finding, WIFI	64,553	64,030	-523	-1%
Supporting Business	22,353	19,749	-2,604	-12%
Influencing and Inspiring	15,527	13,959	-1,568	-10%
Management & Operational Costs	46,992	44,607	-2,386	-5%
Levy Collection (rate is lower than industry standard)	8,500	8,500	0	0%
Contingency 5% of budgeted income (as per industry guidance)	16,770	16,770	0	0%
TOTAL Expenditure	335,028	304,478	-30,550	-9%
SURPLUS	371	48,102		
Additional committed town centre income to support 'Enhancing the Experience' as per the Baseline Agreement	50,000	50,000		
TOTAL Expenditure including additional income	385,400	402,580		

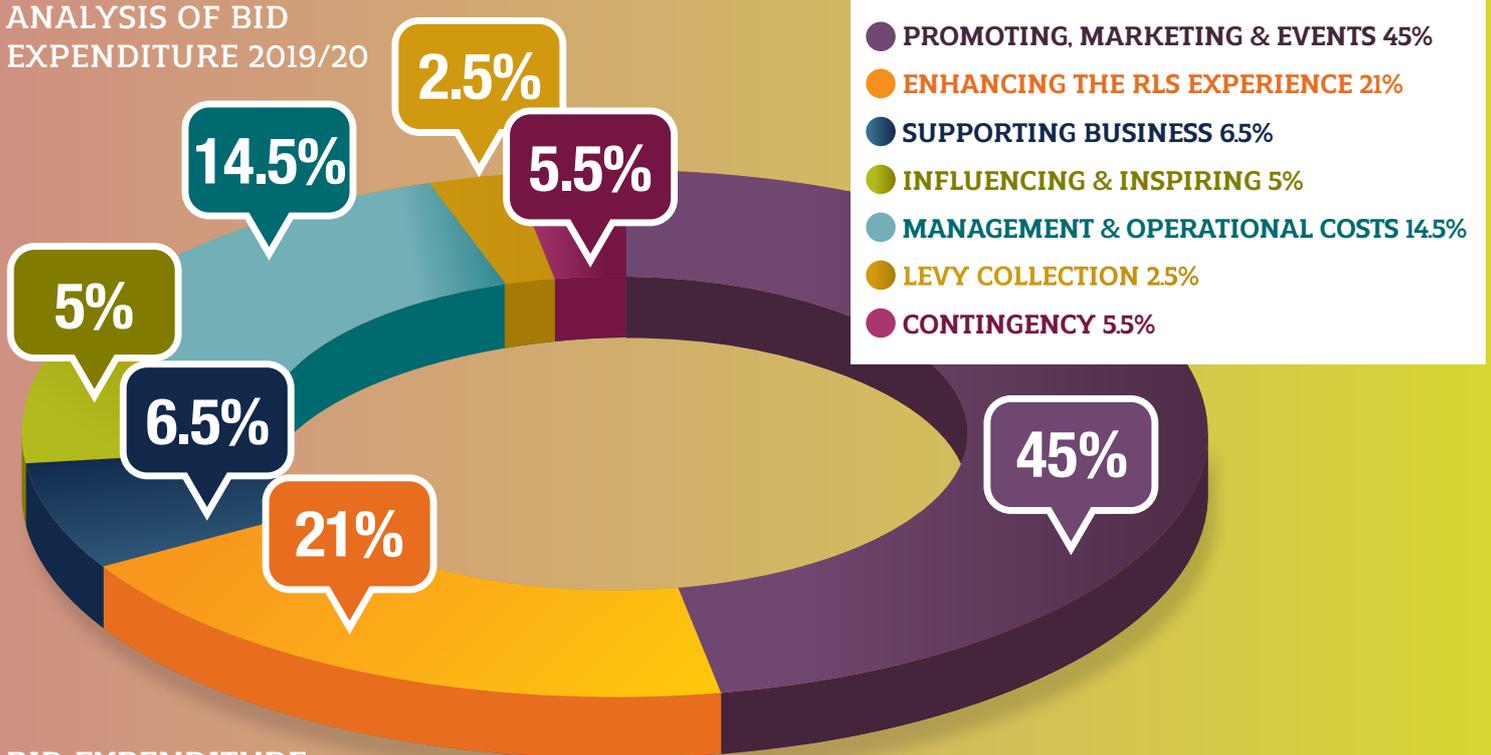
*Notes

- ❁ 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 14.5% of total expenditure this year. This includes premises and rent, professional and legal fees, BID levy collection fees, and management costs. Collection costs equate to £24 per unit, which is well below acceptable industry criteria (£35/unit).
- ❁ Management costs within the budget cover two full-time-equivalent posts. Given that the majority of BID projects are delivered in-house 70% of the Director budget and 80% of the Project Management budget has been proportioned into the delivery budget. This is split according to time spent as follows: Promote 50%, Enhance 20%, Support 20%, Influence 10%. The remaining is accounted for within management and equates to 21% of total HR costs.
- ❁ **Christmas Lights expenditure is supplemented by income from Warwick District Council and the Royal Leamington Spa Town Council, as per the service level agreement. The contribution by the respective parties is as follows: BID Leamington £20,000, Town Council £20,000 and Warwick District Council £30,000.
- ❁ 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.

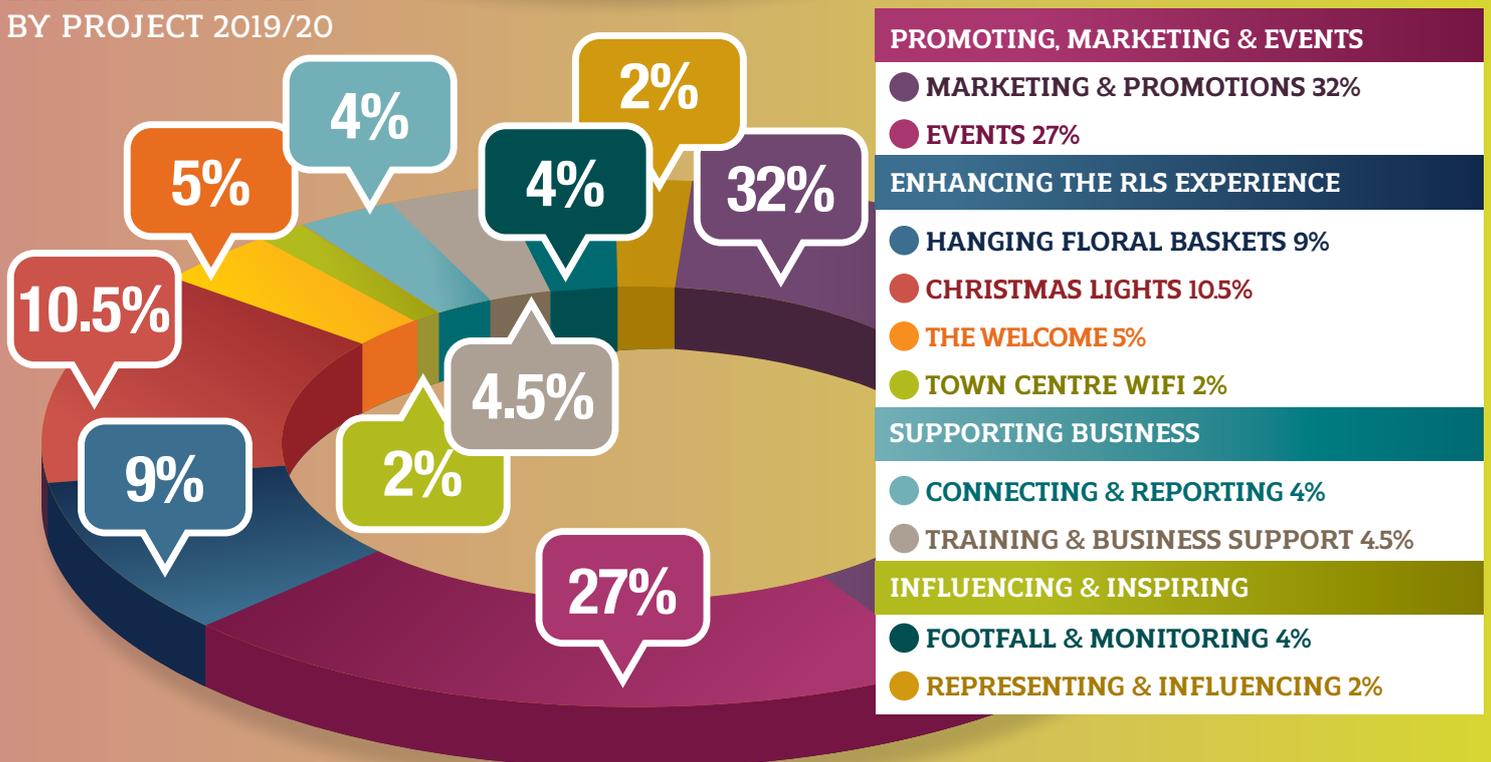
FINANCE HIGHLIGHTS

- ❖ The annual levy available to be spent by BID Leamington for the 2019/2020 year was £298,844
- ❖ An additional £40,976 in revenue was raised from the private sector through contributions to BID projects, events and sponsorship. This is slightly more than the previous year due to the success of the Food Festival.
- ❖ A further £1,895 was raised from voluntary BID members.
- ❖ This year £10,865 was contributed from the District, County and Town Councils towards BID Projects. We also benefited from the Covid-19 small business grant of £10K less VAT.
- ❖ In addition, £50,000 was directly invested into town centre enhancements (e.g. the Christmas Lights) by project partners in line with the BID Leamington Baseline agreement.
- ❖ Including public and private sector contributions, and additional income generated by the BID, a total of 35% of additional revenue was invested back into the town centre, in addition to the BID Levy. This equates to a total of £103,736.
- ❖ Operational and management costs were 14.5% of total expenditure.

ANALYSIS OF BID EXPENDITURE 2019/20



BID EXPENDITURE BY PROJECT 2019/20



THE YEAR AHEAD 2020 - 2021

This report draws to an end the second of BID Leamington's five-year term (2018-2023) and whilst we face immediate challenges as a result of Covid-19, we are well placed to tackle the journey going forward.

RESPONDING TO COVID-19

At the time of writing we are in the process of **safely re-opening our town centre** as a part of our Covid-19 recovery strategy. This has hit our business community very hard and close conversations with many of our members since March 2020 have revealed the strain that many businesses are under and the **varying circumstances** that many face. At this time, some have been able to trade through the crisis, while others remain closed, with no opening date in sight.

In general, the whole business community is still managing much ambiguity and uncertainty, and we know that **leadership and collaboration** is needed to **illuminate and navigate the path forwards**. We also know that we are well placed to take this journey due to the strength and connectivity of existing local networks and partnerships across the local community.

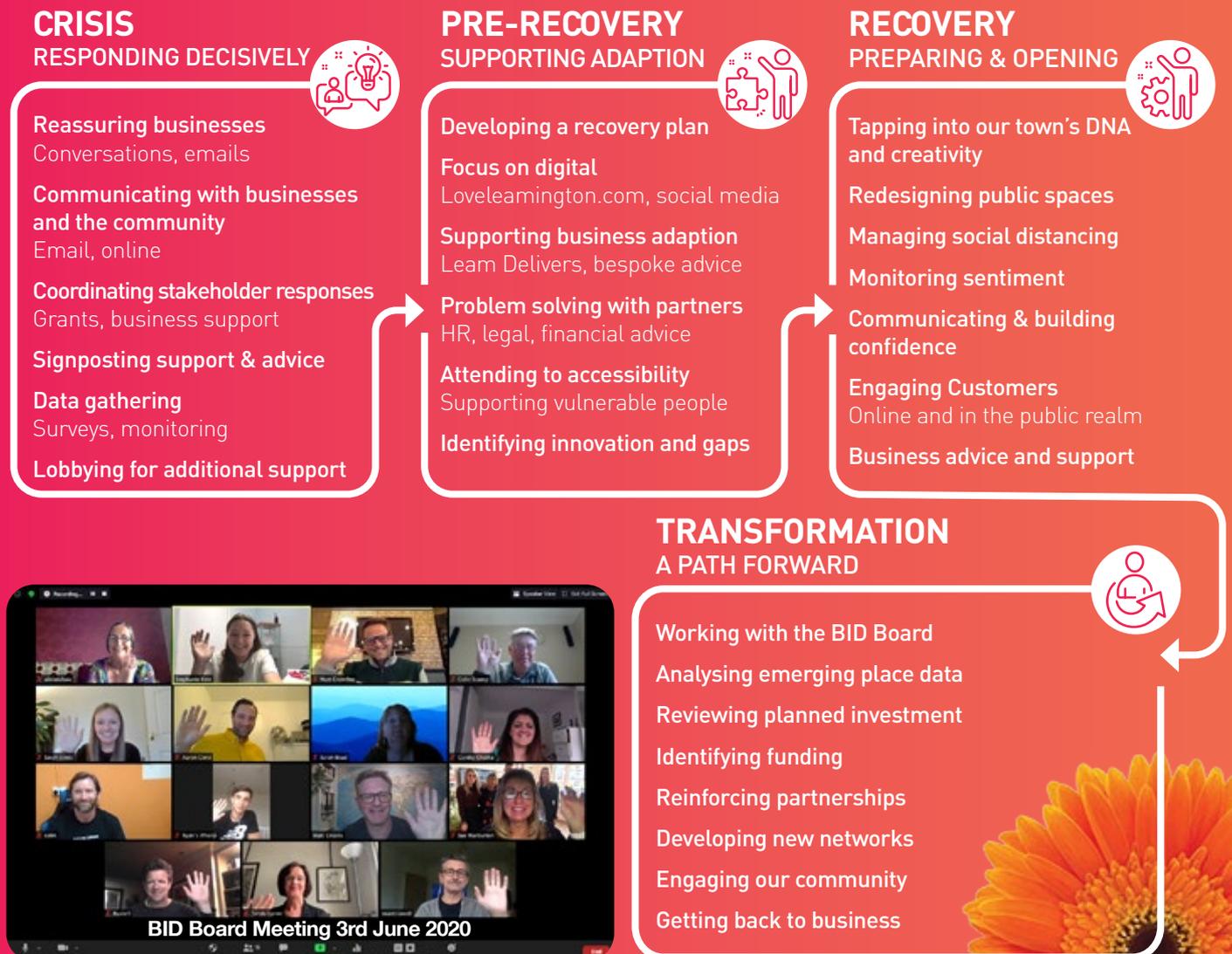
As set out in the preceding pages, BID Leamington swiftly embraced the challenge of supporting members from the onset and has now embraced the challenge of **guiding our recovery and transformation**.



OUR RECOVERY FRAMEWORK

Drawing on our own knowledge and experience, plus that of the High Street Task Force, Institute of Place Management (IPM) and other place management practitioners, we devised a recovery strategy for our town. Specifically, this involved adapting the IPM 4-stage framework that guides places from **Crisis**, to **Pre-Recovery**, **Recovery** and then **Transformation**. We are also pleased to have played a role in contributing to this framework and having our work showcased within the resource set.

The diagram below sets out some of the key actions we have undertaken at each stage, and how we plan to direct our resources going forward.



OUR TRANSFORMATION – PLANNING AHEAD

Looking forward, our town centre will inevitably change and we have begun gathering data to inform this. There are also some exciting plans on the horizon which are important to highlight.

Leamington Spa is among 101 towns who have been identified as part of the **Future High Street Fund** (announced in August 2019) and in July we will be submitting our final funding proposal. This funding is aimed at addressing the most pressing structural challenges in our town centre and supporting future transformation. The work builds on our existing town vision and will be adapted to meet emerging needs and embrace local creativity and innovation.

We are also looking forward to hosting the **Commonwealth Games Bowls** in 2022 just minutes from the town centre. Already £1.8 million funding has been secured to upgrade local parks, improve wayfinding and our railway station gateway in advance of this. Our neighbouring city Coventry will be the **City of Culture** in 2021, which will bring even more visitors to the region.

OUR BUSINESS PLAN PRIORITIES

Love Leamington and Courage to Create

A sign on the window of a local business, Nova Fine Art has continued to lift our spirits throughout the recent period. This message is also reflected across the key priorities of our BID Business Plan which we continue to deliver. Though the focus has shifted in recent months, we are looking forward to re-igniting our BID agenda which brings our town centre to life every year. This includes:

Marketing, Promotions and Events

- ✿ Delivering **creative and innovative events**, promotions and digital activity throughout the year to attract and retain visitors and serve our different business sectors.

Enhancing the Experience

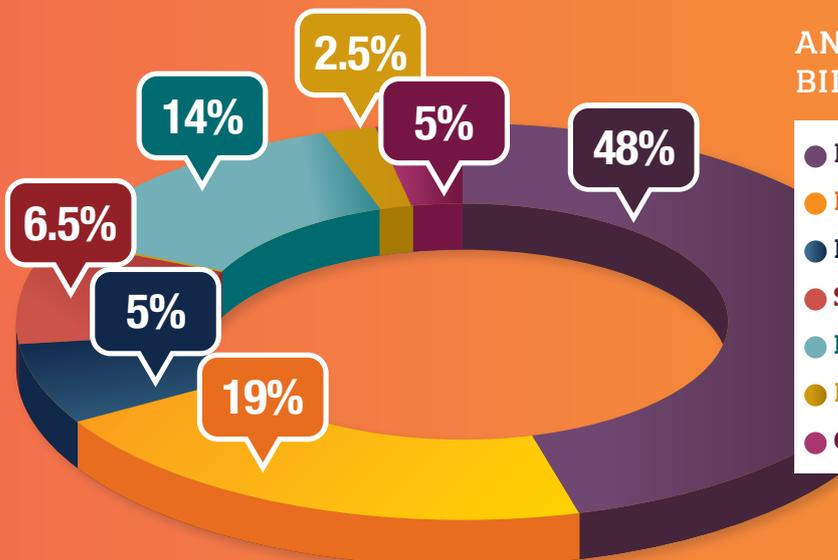
- ✿ Making the town centre **beautiful and welcoming** through the provision of floral hanging baskets, Christmas lighting and other sustainable and creative enhancements, whilst managing antisocial behaviour.

Supporting Businesses

- ✿ Continuing to **support our members** in any way possible - this might be advice, training, business events and networking. This means being **responsive, adaptable and working with partners** to ensure we can leverage our resources.

Influencing and Inspiring

- ✿ We are constantly **monitoring the business environment, lobbying** for greater support, seeking knowledge, **best practice and inspiration** from our strategic partners and offering up our learning in return.



ANALYSIS OF PROJECTED BID EXPENDITURE 2020/21

- **PROMOTING, MARKETING & EVENTS 48%**
- **ENHANCING THE RLS EXPERIENCE 19%**
- **INFLUENCING & INSPIRING 5%**
- **SUPPORTING BUSINESS 6.5%**
- **MANAGEMENT & OPERATIONAL COSTS 14%**
- **LEVY COLLECTION 2.5%**
- **CONTINGENCY 5%**

*We will be back... brave and strong,
The people and businesses, we know and love,
The smiling face of your favourite barista,
The creative genius,
Of your amazing hairdresser,
Delicious plates of food, shared with friends,
Our events and festivals,
Parades and performances,
Connections and creations will flow forth again.*

*As we all re-emerge...
It will take heart and soul,
Kindness and cooperation,
Your help and understanding,
And creativity and inspiration,
As we adapt and navigate new spaces.*

*This is a challenge we are well placed to meet...
Our town centre, is our community centre,
And it's no surprise it's beautiful,
And we've done great things,
It's full of caring people,
Hundreds of volunteers,
And brilliant businesses with dedicated staff,
We have their back, as they have got yours,
We will do this together,
As we welcome each other,
Back into Leamington.*



WEBSITES

www.bidleamington.com
www.royal-leamington-spa.co.uk
www.tasteleamington.com
www.leamingtonfoodfestival.co.uk
www.leamingtonlanternparade.co.uk
www.loveleamington.com

YOUR BID SUPPORTING YOU

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 Royal Leamington Spa Town Centre
Leamington Food & Drink Festival
BID Leamington

 @LeamingtonGuide
@TasteLeamington

 @royal_leamington_spa
@tasteleamington

 Royal Leamington Spa Town Centre

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