

Attendees

<u>Directors</u>	<u>Team</u>
Andrew Dodd – Canterbury Cathedral	Lisa Carlson (LC) – CEO
Blake McCaskill – Republic Events	Rachel Pilard (RP) – Marketing & Comms
Bill Hicks – Canterbury City Council	Lucy Martin (LM) – Ops Manager
Clare Millett – Westgate Hall	
Dan Grimwood – Refectory	Guest:
David Lilford – Lilford Gallery	Leah Brown, Wayfinders Group
David Lewis – Café du Soleil / des Amis	
Joshua Williams (JW) – Brachers	
Karl Elliott (KE) – Clague Architects	
Paul Turner (PT) – The Marlowe	
Rachel Sanders – BoConcept	

1. Welcome, Apologies and declarations of interest

- **Welcome back:** Leah Brown, The Wayfinders Group (re Governance Review)
- **Apologies:** Claire Bogan (CB) – Fenwick; Jon Mills (JM) – The Foundry; Mike Weed (MW) – CCCU; Mark Stuart (MS) – Whitefriars
- **Declarations of interest:** Canterbury City Council (BH) – Service Level Agreement

2. Minutes of previous meeting (22.01.25) and Matters Arising

- The BID Board minutes from 22 January 2025 were approved and signed off.
- Matters arising
 - Devolution and Local Government Reorganisation: District councils are submitting proposals for new unitaries on Friday 21 March. We could know what the new boundaries will be by November 2025. A second round of Strategic Mayoral Authority submissions is likely in this government term.
 - Transport campaign – Rail200 second round of funding postponed to 2026, so we are seeking alternative sources of funding.
 - Some Social Enterprise Kent training for SMEs may take place in the BID office.

3. Governance

Summary

At the beginning of every BID term, there is a review of governance and this time, the Board wanted to consider business representation (sectors and diversity), terms of appointment, member and director roles, and also business continuity. Progress updates were provided at the 16 October and 22 January board meetings and the final report was presented to the board at this meeting by Leah Brown

from the Wayfinders Group, who was commissioned to conduct the review. We have reviewed several BID Articles as part of this exercise including Bath, Wimbledon, York, Croydon and Exeter amongst others. After extensive consideration, it was deemed desirable to simplify the Articles where possible without diluting the relevant provisions.

It was proposed that some changes be made to the existing articles of association to maintain the continuity and expertise on the Board from time to time, whilst also ensuring that the BID Board is reflective of the community it seeks to serve.

Proposals

- **Terms of appointment:** Currently Directors serve five-year terms in keeping with the BID cycle. Going forward, Directors shall serve three-year terms up to a maximum of nine years. A shift to three-year terms ensures continuity between five-year BID cycles and ensures that the BID is compliant with best governance practices which presupposes that Directors shall vacate office after nine years' service. It also means that new Directors selected in 2028 will be involved in the development of the strategic direction of the BID for the next term.

Karl Elliott, Dan Grimwood and David Lilford were thanked for their longstanding commitment to the BID and the Board over the last 10 years.

- **Board meetings frequency** – The full board will meet 4 times per year, bearing in mind the efficiencies of the subcommittees, some of which can also include non-directors, for example Marketing & Events and Strategic Development.
- **Advisory / Nominations Committee:** The Advisory Committee will serve as the Nominations Committee. Every three years, vacancies will be identified, and members will be invited to self-nominate, and if there are more nominations than vacancies, an election will take place prior to the AGM. If there is a vacancy within the three-year term, the Board may choose to co-opt a replacement until the next nominations / elections cycle.
- **Members:** Members are defined as levy payers, voluntary or otherwise. Accordingly, we have dispensed with share classes and simplified membership by falling into one of two categories: Levy Payer or Voluntary Levy Payer. The distinction between classes A, B, and C, was in relation to director appointments and limiting the voting rights of such directors in certain circumstances, and in the case of class D, prohibiting voting entirely. This is not necessary in practice and disrupts the cadence of the Board. Kent Police and Canterbury resident and civic groups shall fall within the definition of Observers.
- **Observers:** Board "Observers" are resident / civic groups and Kent Police. These entities are not voluntary levy payers and don't pay to be Observers, but their voice is valued by the Board. We have amended the definition of Observers in the New Articles to clarify that Observers are not members.
- **Sector changes and diversity** Presently, the BID recruits directors within the BID area by sector and industry. It is proposed that charity / social enterprise sector be added to the list of sectors for which there is a director allocation in the New Articles. Furthermore, the BID team and Board will make every effort to encourage representation from the business community in Canterbury as a result of these sectors being widened to increase participation and ensure we are being inclusive in our activities.
- **Designated members:**
 - It is proposed from an economic and business sector perspective that the existing "Designated Members" be extended to include the Marlowe Theatre. In practice this means that the Marlowe Theatre will continue to have a representative on the Board in the event that the current Board representative has to retire under the term

proposals and/or elects to leave employment with the Marlowe Theatre from time to time.

- In light of forthcoming local government reform, it is proposed that the New Articles refer to “**the Local Authorities**” rather than Kent County Council and Canterbury City Council as defined in the New Articles.
- The revised definition of “Designated Members” shall read “Whitefriars Shopping Centre, Relevant Local Authorities, Marlowe Theatre, Canterbury Cathedral, Canterbury Christ Church University and the University of Kent.

TIMELINE FOR ADOPTION OF NEW ARTICLES AND DIRECTOR ELECTIONS



The proposals were unanimously approved by the Board.

4. BID reports

Operations Report (LC) – Team, District Watch, Choose Canterbury

- **Team:** We are nearly back to full capacity, having filled two of our three vacancies. Jamie Bentley has been appointed Operations Manager for Safe & Secure and Street Scene, replacing Julia Wierucka, and Megan Smith has been appointed into the new Street Team Officer role, replacing an Ambassador vacancy. We are currently recruiting for another Street Team Officer.
- **District Watch:** The integration of DW into Canterbury BID is underway. The first meeting of the Safe & Secure Roundtable together with DW members is taking place on 27 March, and work is underway to complete the transfer of licenses and kit from DW to Canterbury BID. Canterbury BID will issue invoices to DW members from 1 April.
- **Choose Canterbury:** Canterbury BID has been delighted to support the launch of Choose Canterbury - a new one-stop-shop website providing key information on setting up a business in Canterbury, including a property search tool for office and commercial space. The website features useful details on living, working and investing in Canterbury, and includes stories and case studies from businesses already here or who have just relocated here.
 - Choose Canterbury has also captured all the information from the website and produced a downloadable booklet which we encouraged businesses to pass on to potential investors.
 - Two businesses who recently opened in Canterbury feature as Case Studies, explaining why they chose to set up in the city: Kesson Pilates in the Marlowe Arcade and Howden Insurance on the High Street, with more coming.

- Find more information on choosecanterbury.co.uk

Marketing & Events Report (RP)

The February M&E Meeting was cancelled as there were a number of diary clashes, however we will be meeting again in April. The circulated Ops Report covers the majority of activities we have been overseeing, but below are a few additional projects coming up:

- **The Local Offers Card** had a huge boost of orders in January / February with over 1,300 cards requested. Given that each card is a cost to the BID we are looking at the financial viability of the service and will be looking at digital alternatives.
- **Visit Canterbury** is currently involved with two coastal projects: Time & Tide trail app for Herne Bay and Whitstable Harbour microsite, both to be housed on the Visit Canterbury website. While the platform continues to grow, the cost of hosting is also increasing. To be able to build, grow and compete with other DMOs, we will need additional funding, both through UKSPF (which hasn't increased since 2022), and also through advertising.
- **Medieval Pageant** is taking place on Saturday 5 July 2025. It will be the 10th anniversary with a Canterbury Tales theme which is fitting given the reopening of Canterbury Tales Attraction in May. We are in conversation with the Normandy Government regarding the 2027 William the Conqueror anniversary (1,000 since his birth) and hope to bring a Norman Encampment to Canterbury's Norman Castle for the Medieval Pageant 2027.

Finance Committee Report (PT/LM)

- The finance sub-committee met with Burgess Hodgson to go through the first draft of the Accounts ending 30 September 2024, and a few corrections and amendments were made. The Finance subcommittee will review them at the next meeting in April before submitting them for Board approval at the meeting on the 14 May.
- BID 3, Year 1 total income is at £693,172.82 and expenditure at £721,669.39, giving us a balance of -£28,496.57, a planned deficit budget to invest the remaining surplus from the pandemic (£33,339.20).
- Year 1 levy collection is at 84.6% (of the total billed) which compares to 75% collection rate at the same stage for Year 5. We continue to soft chase those that we can. Summons were issued on the 07/01/25 and liability orders granted on the 31/01/25. We are waiting to hear when the pre-enforcement letters can go out as they usually generate more payments.
- The BID team are engaged in ongoing conversations with CCC about levy billing arrangements.
- Claire Bogan has joined the finance sub-committee.

5. Roundtable (all)

- Paul Turner has joined the Kent and Medway Economic Partnership and the Business Advisory Group.
- Lisa Carlson has joined the KMEP Business Advisory Group and Kent Ambassadors.

CCC – Connected Canterbury (formerly Levelling Up) project updates:

- **See the website for updates on plans, artists impressions and timelines:**
<https://www.canterbury.gov.uk/business-and-investment/levelling-fund-connected-canterbury>
- **Blakedown Landscapes** have just been appointed as the contractor carrying out the work in the Dane John gardens, city wall and Castle Row car park. CCC are discussing the programme with them and a confirmed schedule will be releasing to residents, businesses

and the public via the website, newsletter and social media as soon as it is available. In preparation for them to start work, Castle Row car park will be closed from 24 March and work is expected to start in the garden in early April. Plans, artists impressions and expected timescales can be found on the website.

- Acknowledged BID concerns about the state of Castle Street multi storey being used as an alternative to Castle Row car park as there are health and safety issues with it.
- Details were provided on **current known closures** etc at **Pound Lane Car Park** – loss of 24 spaces from Feb to December 2025 (TBC); **Castle Row Car Park** from 24 March 2025 to January 2026 (TBC); and **Westgate Towers** from 22 April 2025 to March 2026 (TBA) with a one way system with diversion in place allowing traffic to flow in one direction only through the towers. Pedestrian access will be maintained at all times.
- Questions asked about hording strategy and banners on haras fencing as works are ongoing as a way to promote the reason why the works are taking place and to reassure visitors that businesses are open as usual.
- Suggestion to brief ANPR staff about the ongoing works as they are asked regularly by drivers.
- Cultural Strategy refresh coming up
- Stour Environmental Credits Ltd created between CCC and Ashford Borough Council to unlock developments that have been held up by wastewater treatment issues related to the Stodmarsh Nature Reserve.
- Debenhams – applying pressure on the owners and asset managers to get the work done asap and expect mesh fencing to be in place by the end of March so the fencing can come down.
- The market will start again on St George’s Street from 2 April
- Water fountain installation taking place on Longmarket in May courtesy of the Rotary Club who are donating the fountain to CCC.

Republic Events: City Sound Project multi-venue event returning at the end of May bank holiday and looking to tie in with the Westgate Hall 10th anniversary programme of events.

Refectory Kitchen: West End meeting took place on 10 March – new person working on socials for the group and discussion around the impact of St Dunstan’s road works and upcoming Westgate Tower area works.

Café du Soleil / des Amis: Quiet start to the year with low footfall. Ongoing challenges for hospitality with rising costs but recruitment improving. Hosting events to help raise awareness and provide new experiences – Pizza & Painting, Comedy nights, Floer making, wine tasting).

Canterbury Cathedral:

- The process of appointment a new Archbishop of Canterbury (ABC) is underway, led by the Crown Nominations Commission, and a public consultation was launched on 17 March (<https://www.canterburydiocese.org/our-life/our-people/the-archbishop-of-canterbury/>). The hope is that a new ABC will be appointed in October 2025 and the enthronement taking place in Canterbury in March 2026.
- The Christmas market will be welcomed back into the precincts for Christmas 2025.
- Open Precincts trial – cost implications too significant for the Cathedral to run open precincts on a regular basis. Instead, free access will be based around big events (eg, Christmas, Medieval Pageant) and free access is also available year round to those on universal credit, refugees, residents and those who work in the area.

- The Cathedral has launched a new [Strategic Plan 2025-2036](#) with three core themes: three Core Themes: Journeys of Spirituality and Faith; Wellbeing and Sustainability; Sanctuary and Hope, to be followed by masterplanning and delivery plans.

Marlowe

- New Season launch coming up on 21 March with an exciting new season ahead.
- Commissioned a new play to be produced by the Marlowe Theatre based on the Mitford Sisters.
- KIT project on Stour Street heading to the next phase of funding and works.
- Looking to develop Victoria Walk.
- Attended Skills 25 on 18 March, hosted by the Kent Invicta Chamber of Commerce, a cross-sector skills summit with ambitions to serve as a dynamic platform for exploring and advancing essential skills driving Kent and Medway's future.

Brachers

- Breakfast with Brachers coming up on 2 April at the Westgate Hall.

Lilford Gallery

- Very quiet first quarter, footfall down.
- The following businesses closing in the King's Mile: Smile Labo, Moo Like a Monkey, Canterbury Glass Art

BoConcept

- Quiet first quarter, January better than February.
- Burns Night a big success
- New Global Artistic Director, Helena Christiansen, with a new line launched recently.

Westgate Hall

- International Women's Day the larges yet with 100+ people.
- Culture Forum had 35 in attendance, an informal working group ahead of the Council's Cultural Strategy refresh, to help inform the strategy.
- Canterbury Wine Festival 16-17 May, with vineyards now on the waiting list. This year will launch a new tradition with a blessing of the wine and a procession from Canterbury Cathedral to the Wine Festival.

6. Summary of Actions and Decisions

- Complete BID 2, Year 5 accounts for board authorization on 14 May – LM
- Arrange May EGM / Networking – BID team
- Set up Board nomination / election process – LC / LM
- BID levy billing arrangements – LM
- Future funding proposal for Visit Canterbury / UKSPF to CCC – RP
- Complete integration of District Watch into Canterbury BID – LC / JB
- Unanimous approval New Articles of Association

Signed:



Date: 14 May 2025

Paul Turner, Interim BID Board Chair