

Proposal 2019-2024

27 March 2019



**A Proposal for Canterbury
Business Improvement District**

Contents

Introduction	3
Our Mission	3
Five Years of Achievement	4
Cost Savings	4
Improving the City	4
Promoting Canterbury	4
Supporting Business	5
What do Businesses want in BID 2?	5
What Will BID 2 Deliver?	7
Promote & Animate	7
Support & Represent	8
Improve the Experience	9
Reporting and Evaluating	10
City's Performance	10
BID's Performance	10
Management and Governance	11
The Purpose of BIDs	11
The Board	12
The BID Team	13
Keeping Levy Payers Informed	13
Industry Partners	14
Canterbury BID Rules	14
Canterbury BID Levy Rules	15
The Ballot	16
The BID Area	16
Proposed Budget 2019-2024	19
Without the BID?	20
Appendices	21
Appendix 1: Consultation: 2015 to 2019	21
Appendix 2: Partnership and Influence – Working Groups and Forums	22
Appendix 3: Endorsements from the Business Community	24
Appendix 4: Baseline Statements	25

Introduction

Canterbury Business Improvement District (BID) is an independent, business-led, not-for-profit initiative voted for by the businesses and organisations who operate in the city in 2014 to ensure continued investment in the city centre. BIDs are funded by the businesses that benefit from them by raising a levy based on rateable value, and the money is ring-fenced so that it can only be spent within the BID area on initiatives that have been agreed to in a formal business plan by the business community.

All of the money raised by the BID – from the levy, voluntary contributions, sponsorship and commercial income – is invested directly back into Canterbury. We have delivered on our promise to give value back to the business community. In the first BID term (2014-2019), we raised 20% on top of the levy, totalling £430,000 over the five years, bringing the total amount invested to over £2.9m.

Nationally, there are 300 BIDs in the UK, investing over £130m every year, giving business an independent voice and investing in business-led initiatives. Canterbury has changed enormously over the first term of the BID. We are in a rapidly changing retail environment nationally; our higher education institutions, hospitality, attractions and entertainment offering is developing; and of course there is the uncertainty of Brexit. We need to work together as a business community to face these challenges and opportunities. Canterbury BID has succeeded in making Canterbury a better place – we are transparent, inclusive, approachable and focused on building partnerships to enable change. BID 2 is our opportunity to ensure we continue to build on that success by building a strong trading future for our city.

The ethos of Canterbury BID is to leverage partnership working amongst the levy-paying community, their customers and clients and, just as significantly, the organisations and institutions which influence the city's operation and vitality, including: Canterbury City Council (CCC), Kent County Council (KCC), Kent Police, Kent Fire & Rescue, the higher and further education institutions, resident's groups and other public and community organisations. We also represent Canterbury at All Party Parliamentary Groups for Town and City Centres and lead the South East for the Association of Town and City Management.

Through recent consultation we listened to what the business community thinks we have done well, what we could improve further and what new initiatives they would like to see introduced to make Canterbury the best it can be. This proposal sets out the priorities to establish Canterbury BID for a second term to operate from 13 October 2019 to 12 October 2024. The ballot for a second BID term will take place from 13th June to 11th July (with the final Ballot Day on 11th July 2019).

We are asking for your support to ensure that Canterbury grows as a vibrant and professionally managed place and to ensure that all the sectors represented in Canterbury's city centre economy are supported and nurtured. Together we are a stronger voice, and we look forward a second term and all that we can deliver for Canterbury and the business community.

Our Mission

As a Business Improvement District, our mission is to work towards making Canterbury a more vibrant, connected, successful and profitable place in which to do business.

Five Years of Achievement

Overseen by a voluntary, elected board of levy-paying directors, the past five years have seen us deliver demonstrable change and progress across a range of key issues outlined in our first Business Plan – a plan directly influenced by businesses in Canterbury.

Here are a few highlights of the success we have seen over the last five years:

Cost Savings

- By sourcing **additional income streams** and encouraging voluntary contributors, the BID increased the levy investment into the city by 20% totalling an investment of £2.9million during the first term (an additional £430k on top of the levy). The average annual levy in the first BID term was £731 and 85% of businesses (those with a rateable value of £100k or less) paid an average of £389 per year – for a spend of over half a million each year.
- 2,917 people attended **BID funded networking** events, taking place in 50 city centre businesses, showcasing their activities and facilities.
- All BID businesses were invited to **free training** sessions on business rates, digital content strategy, search engine optimization, employment law and social media, GDPR, visual window display, digital marketing, low carbon grant applications, cyber security and anti-terrorism, with each session at full capacity.

Improving the City

- 13 miles of city streets were **cleaned** including 2,320 hours of deep cleaning and graffiti removal.
- By funding **anti-graffiti paint** to be applied to graffiti hot spots, which allows graffiti to be removed with water and soap.
- By funding the **Christmas lights and switch-on event**, and co-ordinating with the city council, Whitefriars and city-wide businesses on publicity, we now have a joined-up city-wide launch for Christmas.
- By providing 370 hanging **floral displays** across the city from June to September each year bringing a plethora of colour to the city streets.
- By **winning awards** for tourism, floral displays and the evening and night time economy.
- The BID has continued to increase its involvement with Kent Police, meeting regularly to discuss the issues of our businesses and delivering workshops on shoplifting and anti-social behavior. The Police liaise regularly with the BID Ambassadors and are part of the Purple Flag Steering Committee.

Promoting Canterbury

- 142 million people reached through **BID-funded marketing campaigns** focused both on the national and international market.
- £205,000 invested in **funding events and festivals**, bringing locals, international visitors and national press, including Pride Canterbury, Wise Words Festival, City Sound Project in the Park, King's Mile Trick or Treat, the Christmas Lights Switch On, Canterbury Festival and more.
- The BID **introduced a Medieval Pageant** reaching an audience of 5,000, with a record 4,000 Medieval Trail visits in 2018 to historic venues and local businesses throughout the city.
- The **BID's marketing platform, MyCanterbury** created 10 city guides, a total of 213,000 City Guides circulated. In December 2018 alone, MyCanterbury's Facebook organic posts featuring local businesses reached 21,000 users.

Supporting Business

- £20,000 **invested in business-led initiatives** including the provision of security for the Kings Mile's Trick or Treat annual event and supporting the new Cathedral Quarter with branding and a promotional video.
- By **representing the needs of businesses** on 16 different steering groups and forums amounting to over 1,560 hours of lobbying on topics affecting the health of the city centre, from securing a reduced rate for coaches using the Coach Park to securing cost savings for businesses through the utility cost evaluation service, saving an average of £1,365 per year (see Appendix 2: Partnership and Influence).
- 70 businesses and local authority departments are active members of **BID co-ordinated Forums and Steering Groups** (see Appendix 2: Partnerships and Influence).
- Our award-winning **BID Ambassadors** walk the city streets 362 days of the year. 20,000 visits were made to levy payers, who reported over 4,000 issues, including cleaning, graffiti, anti-social behaviour and shoplifting – 77% of which were resolved.
- The BID is a member of the **All Party Parliamentary Group for Town Centres** which has led to lobbying for Diverted Giving and calling for a review of Business Rates in favour of High Street businesses, and the BID's Chief Executive is the **South East Chair for the Association of Town and City Management**.
- **Vacancy rates** are well below the regional and national average, and lower than they were in 2013, prior to the BID.
- **49 City Centre Reports**, created by the BID, provide businesses with essential information about their trading environment (vacancy rates, footfall, sales performance, tourism).
- A **Springboard footfall counter** was purchased by the BID, to monitor and report footfall and these reports are circulated through the BID's website, eNewsletters and City Performance Reports.

What do Businesses want in BID 2?

Canterbury BID is focused on delivering projects and services for the benefit of the businesses and organisations that operate in the city centre, so it is important we understand what is of greatest value to them. This Business Proposal has been created bearing in mind the continuous dialogue between the BID team and its levy payers over the past five years.

In addition, we ran an extensive consultation process from September to November 2018 to communicate with those who will be voting in the ballot. A consultation document was produced in hard copy and digital format that was distributed to 100% of business voters at a local and national level and was also made available on the BID website. We followed up on this with direct contact via the BID Ambassadors, the BID Team and the BID Board (see Appendix 1 for more on the consultation process).

During the consultation we asked the business community to rate the value of projects and services, and to let us know about future priorities. Below is a snapshot of the results:

Consultation with Businesses (September-November 2018):



What Will BID 2 Deliver?

A second BID term will see us build on the strong foundations established over the past five years and take on board the new challenges the city centre is facing.

The dedicated BID team will work to provide leadership and representation to champion business within the city and ensure a strong voice on the issues that matter most. We will enhance the trading environment and user experience, generating tangible value and cost savings for businesses, promoting and supporting those trading in the city – as well as inspiring new visitors (locals and tourists) to discover all we have to offer.

We will fine-tune the projects and services that businesses value most, such as cleaning, marketing, training, city-wide Christmas and floral displays and funding for business-led events and traders' associations. We will introduce and develop new initiatives based on the priorities expressed by the business community, such as:

- In partnership, deliver a WiFi-enabled and connected city (including lobbying on 4/5G) – the number one priority identified during consultation
- Fresh marketing campaigns to encourage visitors, dwell time and spend in the city, along with targeted offers for employees of local businesses.
- Vibrant window vinyls to reduce the impact of vacant units
- New ways of tackling anti-social behavior in partnership with those responsible for city centre safety and security.

Canterbury BID is now firmly established as a key partner in the management of the city centre and is respected by the council, business, community and industry partners at a local, regional and national level.

During a second BID term, we will deliver projects and activities based on the priorities of the business community, focused on **Promoting & Animating** the city, **Supporting & Representing** businesses and **Improving the Experience** for those who work, live, study and visit here. The projected expenditure over the BID 2 term under each heading is set out below.

Promote & Animate

Supports Canterbury City Council's Corporate Plan objective of "Inspiring people through a wide range of cultural activities and opportunities" and "Making city, towns and villages places to be proud of"

➤ **Over 5 years: £998,021**

It is essential that Canterbury remains a top destination for visitors, locals, students and staff. The BID will fund fresh promotional campaigns focused on encouraging dwell time and spend. This means we will maximise busy periods of the year and boost footfall and dwell time during quieter periods of the year.

Reaching out to higher-spending visitors

Canterbury is the no.1 destination in Kent with 7.8 million visitors per year generating a spend of £387 million. Only 8.4% of visitors are currently staying overnight and yet they generate 38% of the total spend. We are yet to capitalise on the full potential of this visitor market. The BID has funded a new visitor economy strategy – the Destination Management Plan (DMP). It will help shape the city-wide promotional strategy over the next five years and bring the Canterbury story to life through high impact, targeted

campaigns – promoting Canterbury as a first class cultural heritage destination, particularly to the visiting friends and relatives market and the group travel trade.

Providing promotional material for businesses

The BID will help supply a free repository of high-quality photography, and video content, itineraries and stories that can be shared by all businesses to their clients and customers and press.

Reaching out to locals

Marketing to inspire locals to be tourists and shoppers in their own city is essential, including residents, staff and students. The people who are going to spend money on a regular basis are those who live within 30 minutes of the city and those who work in and around the city. Over 64,000 people work in Canterbury and the BID will be targeting this market to encourage local spending.

Support events to drive footfall and dwell time

Events bring increased footfall, encourage dwell time and overnight stays, and attract visiting friends and relatives. In the first BID term, BID-supported events brought 285k+ visitors to the city. The BID will continue to support events to ensure our city remains a vibrant and creative destination for everyone.

Animating the city

One of our main priorities is to illuminate and decorate the city so that it is an attractive and appealing place to be. Christmas lights from mid-November to early January and floral displays from June to September are significant ways of generating a positive lasting impression, for both locals and visitors. Without the BID, these wouldn't happen. An improved environment means people are more likely to stay longer and spend more.

Support & Represent

Supports Canterbury City Council's Corporate Plan objective of "Enabling infrastructure improvements to regenerate our urban spaces and deliver economic growth"

➤ Over 5 years: £875,063

Knowledge is essential and the BID will ensure that all levy paying businesses have access to city centre data, statistical reporting, and the latest news from the City and County councils and national government to help with day-to-day support and longer-term strategic challenges.

Business Insights

The BID will continue to provide the popular e-newsletters that contain Springboard's footfall insights along with updates from across the city. We will also continue to produce monthly city centre reports that pull together information from Canterbury City Council, Springboard, British Retail Consortium, local businesses, Stagecoach, Southeastern, Whitefriars and others. The business insights, research and market intelligence are there to assist all levy payers with decision making to benefit their businesses.

Representing your voice

Canterbury BID will continue to represent businesses at committees and working groups, ensuring the voice of business is heard covering topics such as transport and access, cleaning and graffiti, connectivity, public realm improvements, marketing and events, the night time economy, heritage, and anti-social behaviour (see Appendix 2: Partnership and Influence). Financial investment in projects and activities isn't the only role of the BID. It's this kind of persistent, joined up working that will make a difference to all of us.

Free networking and training

The BID will continue to provide free training and workshops on topics such as business rates, cyber security, window displays and business grants. We will also continue the popular monthly networking, a great opportunity to showcase our businesses, and introduce new sector forums on issues affecting business to help share and network ideas and best practice. Going forward, monthly networking will be spread over different times of the day and different days of the week to enable a variety of businesses to attend.

Utility bill savings

Many businesses have made substantial cost savings on utilities through ZTP's free utility cost evaluation service, saving an average of £1,365 per year.

Traders' Association support

The BID will continue to support the development of traders' associations such as The King's Mile and the Cathedral Quarter in order to ensure that visitors to the city are aware of the rich mixture of diverse and unique businesses situated in the city.

Ambassadors

The BID Ambassadors work closely with the Council's Enforcement team, Whitefriars Security and the Police, in addition to being on the District Watch radios which means there is a joined-up communication channel between those people who are in the city centre observing and reporting. They are members of the Rough Sleeper Forum, Litter Round Table and Safety Tasking Group and provide invaluable knowledge to all that attend.

Improve the Experience

Supports Canterbury City Council's Corporate Plan objectives of "Making city, towns and villages places to be proud of" and "Keeping the district clean"

➤ Over 5 years: £535,272

First impressions are important and ensuring everyone has a positive lasting impression of our city is high on our agenda. We are determined to help make Canterbury clean, safe and enjoyable for those who work, live, visit and study in Canterbury.

WiFi and connectivity

The number one priority identified during consultation was connectivity – both WiFi and 4/5G. We will support and lobby for 4/5G coverage and dedicate funds to support the development of public WiFi in Canterbury in order to boost growth and development opportunities. This will help everyone across the city on a daily basis and will enable visitors to find their way and discover our city without having to use their mobile data.

Cleaning

The BID will bring back the popular and much-needed deep street cleaning and introduce a new service to help tackle graffiti. Of 660 customers surveyed in December 2018, 40% stated graffiti removal and deep street cleaning were their top priority for the high street.

Signage and wayfinding

We will deliver projects to improve how people find their way into and around the city to encourage visitors to explore different areas of the city, helping spread footfall and spend.

Enhancing the public realm

Working in association with partners we will improve the streetscape and attractiveness of specific areas of our city centre, including window vinyls to reduce the impact of vacant units. We will also lobby on behalf of businesses for public realm improvements to the street-scape, including St George's Street, St Margaret's Street and Castle Street.

Improving security

The BID will work with partners to develop and deliver an enhanced strategy for reducing anti-social behaviour in the city centre, and continue to lead on Purple Flag accreditation, promoting a safe and vibrant night time economy. Our Purple Flag committee includes representatives from Canterbury Christ Church University, Christ Church Student Union, the University of Kent, Kent Union, Canterbury City Council, District Watch, Kent Police, local security firms, as well as owners and managers from businesses that operate in the early evening, night time and late-night economy. This shows what can be achieved when we work together in the best interest of the city.

Reporting and Evaluating

The BID will regularly evaluate and report its success to levy payers throughout the term. A number of indicators will be used to evaluate the city's performance and the BID's return on investment to levy payers.

City's Performance

We will continue to produce monthly city performance reports, which provide vital intelligence on the city's trading performance including footfall, vacancy rates, and sales performance to help us better understand the trends and impact on different industry sectors and areas of the city.

The BID team will work to ensure that the information gathered is relevant, timely and able to be measured against national benchmarks to provide 'information for action' throughout the five years of the BID.

We will undertake a regular Customer Perception Survey, measuring amongst other things demographics, travel time and mode, visit motivation, dwell time, and visit frequency. We will share the results with you to review quality and management standards of the city's services.

The BID Ambassadors provide reporting and monitoring of city-centre issues, enabling us to understand what the issues are across the city, and street-by-street, which helps inform decisions on how to make improvements. They are also a direct route to the city centre business community for the purposes of consultation and disseminating communication messages.

BID's Performance

Return on Investment (ROI) is a key component of the BID and it is essential that the ROI is clear for levy payers.

The key measure is that every levy payer receives over £500,000 back annually in direct investment in the city centre. In the first BID term, businesses with a rateable value of £100k or less (85% of levy payers) paid an average of £389 per year. That represents a significant return on investment.

The BID will provide robust appraisals of projects and will report back to levy payers through our newsletters, website, operations reports and through the production of an annual report. Our annual accounts are published in full on the BID website.

Events coordinated by or sponsored by the BID will be monitored using attendance numbers, ticket sales (where applicable) and event evaluation reports will be made available on the BID website.

The BID will continue to seek Purple Flag accreditation and to earn awards for floral displays and tourism and will participate in all relevant meetings related to crime reduction and anti-social behavior.

The number of businesses participating in BID groups (Board, steering committees, working groups and forums) is also a key indicator of the BID's performance. In the first BID term 70 different businesses and local authority departments were represented in our working groups, a total of 114 business voices being heard. In turn we will continue to represent Canterbury's businesses in external steering groups (we currently sit on 14).

Finally, we will continue to consult and request business feedback throughout the term of the BID and will undertake an independent mid-term review.

Management and Governance

The Purpose of BIDs

Business Improvement Districts (BIDs) are business-led and business-funded organisations formed to improve the commercial wellbeing of a specified geographical area. The projects carried out by a BID must be beyond the statutory responsibilities of the local authorities and the police.

BIDs are funded by the businesses that benefit from them by raising a levy on the rateable value (RV) of all businesses in the BID area, and the money is ring fenced so that it can only be spent within the BID area on initiatives that have been agreed to in a formal business plan. The levy charged can be between 1 – 3%. In Canterbury's case the levy will be 1.6% with discounts for non-retail charities and Whitefriars shopping centre tenants. If the BID ballot is successful, the BID levy will be mandatory for each business hereditament located in the BID area with a Rateable Value of over £1,700 for a five year period.

The BID levy is collected by the local authority, put into a ring-fenced account, and passed to the BID Company for use on the projects and services set out in the BID Business Plan. All BIDs are non-political and work only in the best interests of their levy payers.

BIDs are governed by the Business Improvement Districts (England) Regulations 2004 and Part 4 of the Local Government Act 2003.

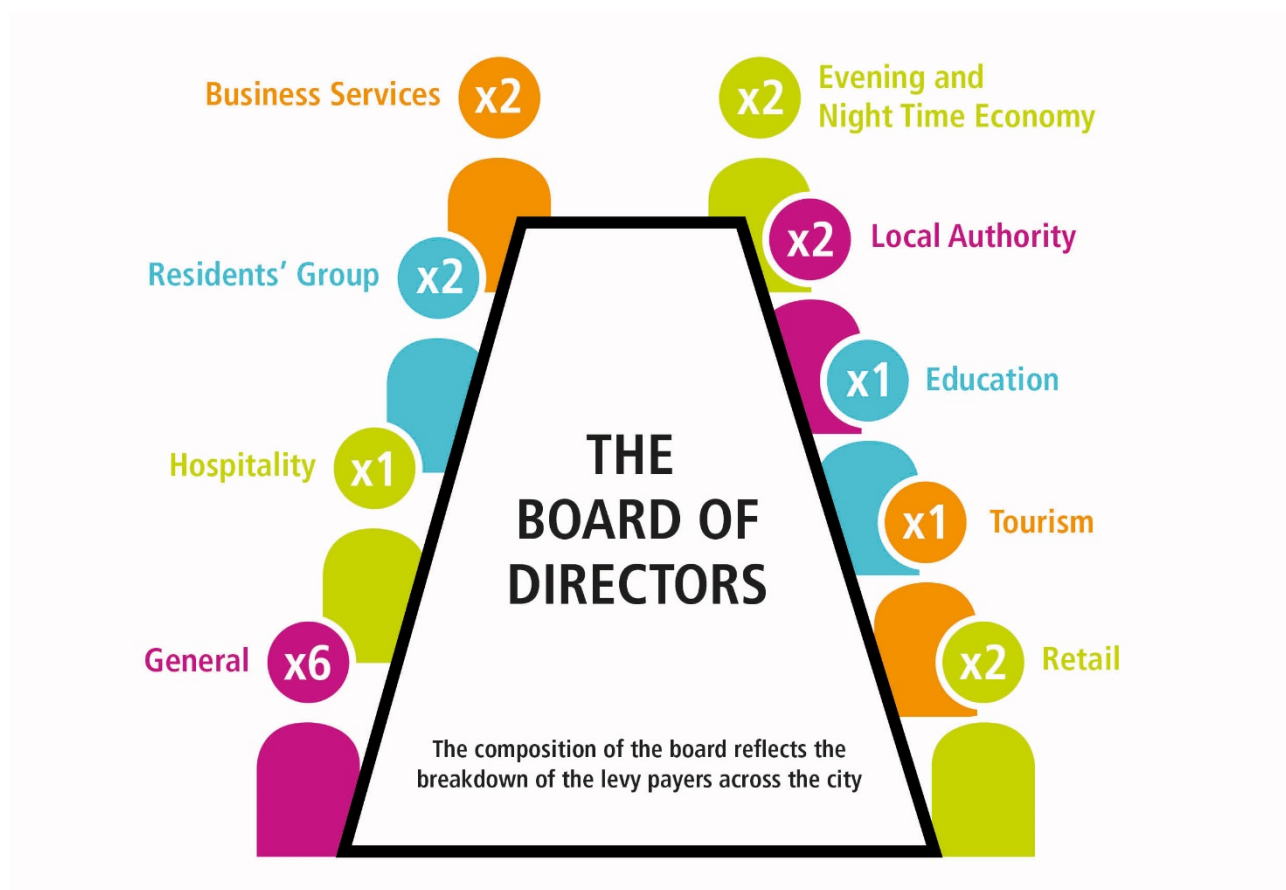
Canterbury was the first BID established in Kent and has operated successfully in its first term. There are now two additional BIDs in Kent – in Maidstone and Tunbridge Wells.

The Board

Canterbury BID is delivered by businesses for businesses, with a BID team led by a voluntary, elected Board of Directors, representing the business sectors who operate in the city and including the Cathedral, Whitefriars Shopping Centre, Canterbury City Council, Kent County Council, and observers from residents' groups. The composition of the Board reflects the breakdown of the levy payers across the city. Allowing residents groups to be observers ensures our commitment to including the voice of the wider community. Effective governance of the BID is essential for clear decision-making and the ability for businesses to have their ideas become reality. Canterbury BID Board meets regularly to ensure best practices and best value in all that we do. Board minutes, operations reports and annual accounts are published in full on the BID website.

The Board takes responsibility for the strategic and financial management of the BID. Alongside the Board there are a variety of working groups and forums that feed into the Board.

It is the responsibility of the Board of Directors to ensure good management of the BID and to ensure accountability and transparency within its Governance Arrangements.



Membership of the BID Board at the time of submitting this proposal:

Clive Relf, Chair – Kreston Reeves
Peter Scutt, Vice-Chair – Whitefriars
Alex Ridings – Think Studio
Paul Turner, Finance Chair – The Marlowe Theatre
Jonathan Fitter-Harding, Business Development/BID2 Chair – Dodgems & Floss

Clare Millett, Marketing & Events Chair – The Westgate Hall
David Lilford – Lilford Gallery & Lilford Framing
Andrew Edwards – Canterbury Cathedral
Caroline Hicks – Canterbury City Council
David Hughes – Kent County Council

Blake McCaskill – Republic Events
Karl Elliott – Clague Architects
David Redgate – Girlings Solicitors
Dan Grimwood – The Refectory Kitchen
Marco Keir – Canterbury Christ Church University
Paula Gillespie – The Marlowe Theatre

CI Mark Weller, Observer – Kent Police
Ian Blackmore, Observer – Immense Tours
Richard Scase, Observer – Canterbury Society
Sue Langdown, Observer – Alliance of Canterbury Residents' Groups

The BID Team

The professional and passionate team have a wealth of expertise and are responsible for the day-to-day management and delivery of the projects and services outlined in this proposal. The management team will be a combination of salaried and contracted resource depending on the needs of the business during the term of the BID.

Keeping Levy Payers Informed

An important part of the BID is to provide the business community with the intelligence needed to stay ahead. We will continue to produce regular city performance statistics. We make it our business to meet regularly with levy payers in one to one meetings with the Board, Team and Ambassadors, through working groups & forums and free networking. This ensures we constantly listen to the views of the business views so we can reflect them in our work.

Each year, we produce a transparent and detailed Annual Report to illustrate what has been achieved and what has still to be accomplished and our annual accounts are published in full. This provides tangible progress reporting and return on investment for every business to see.

We will continue to host and update the BID website and this coming year we will be introducing sector breakfasts and lunchtime networking. We look forward to serving the Canterbury city centre business community in the years ahead.

We will keep you updated through:

- Email newsletters and updates
- Board meeting minutes and operations reports published on the BID website
- Annual reports and meetings
- One-to-one business meetings
- BID Ambassador visits and reports
- Website and social media
- Sector breakfast meetings

Industry Partners

We recognise the benefit of keeping up to date with industry knowledge and best practice through a variety of industry partners including:



Canterbury BID Rules

For the purposes of marketing during consultation and in the BID business plan, the ballot is referred to as a 'renewal ballot'; however, the BID proposer will be asking for a ballot to be held to consider "BID proposals" (as defined in Section 49 of the Local Government Act 2003), rather than renewal proposals (as defined in the 2004 Regulation (as amended)). This is because the proposals put forward by the BID proposer for 2019-2024 consist of new projects and services and an increase to the BID levy (although, due to the 2017 rates re-evaluation, not an actual increase in the ratable value for 64% of businesses). Thus, those entitled to vote in the forthcoming ballot will be the non-domestic ratepayer (as at the time of the Notice of Ballot 30th May 2019) of those hereditaments which will be liable for the BID levy.

Canterbury Connected CIC will be responsible for overseeing the delivery of the BID proposal. Canterbury Connected is a Community Interest Public company, registered with Companies House.

Provided that the BID is meeting the objectives set in this business proposal, and subject to full consultation with the BID Board, it shall have the ability to vary service delivery and expenditure allocation according to the changing demands of levy payers. However, any change to the BID ballot or the levy rate would require an alteration ballot.

The BID will enter into the following agreements with Canterbury City Council:

1. **An operating agreement** will define the contractual arrangements for the collection and enforcement of the BID levy collection, which will be carried out by the Council who are the billing authority, on the BID's behalf. This contractual relationship is in line with the requirements of the BID legislation.
2. **A service level agreement** will define additional services that the Council would like the BID to provide on their behalf in return for a financial contribution. The services provided will be of benefit to the BID area.

Statutory services must continue to be provided by the relevant authorities; however, both statutory and discretionary service levels are always subject to resource constraints and the BID will work with the providers to minimise the impact of such pressures. Baseline statements have also been formed with Canterbury City Council, Kent County Council and Kent Police. These are set out in Appendix 4 of this proposal document.

As part of our normal course of business, the BID will be entering into legally-binding contracts which may last over several years. In order to ensure value for money for significant purchases, research will be carried out on the goods or services in question and a relevant specification drawn up. Written quotes will be obtained, or the contract put out for tender. The BID has developed a Procurement Policy and has a tender process in place for a second BID term.

Canterbury BID Levy Rules

The following rules must be read in conjunction with the Business Improvement Districts (England) Regulations 2004 and Part 4 of the Local Government Act 2003. The term of the BID will be five years from 13 October 2019 to 12 October 2024.

1. Hereditaments subject to the BID levy:

- 1.1. All Non-Domestic ratepayers will be subject to an annual BID Levy in respect of a hereditament if, on the 1st October in the year of the collection of the levy, the hereditament is in the defined Canterbury BID area and is in the rating list on that day for the Canterbury billing authority.
- 1.2. All new hereditaments entering the Rating List after 13 October 2019 will be levied at the rates listed below in rule 2 at the start of each chargeable year.

2. The BID levy: The annual BID levy will be calculated as rateable value (RV) x BID multiplier and will be fixed as at 13 October 2019 based on the 2017 Rating List (subject to inflationary adjustments in rule 2.4):

- 2.1. 1.1% of the RV for Whitefriars shopping centre tenants that are liable for a full service charge.
- 2.2. 1.4% of RV for Whitefriars shopping centre tenants that are liable for a partial service charge.
- 2.3. 1.6% of RV on all other hereditaments except those listed above.
- 2.4. Non-retail charities will receive 80% relief on the BID levy.
- 2.5. Non-income generating public toilets and communication stations will not be charged a BID levy.
- 2.6. A threshold of £1,700 rateable value will be applied, exempting any business hereditament within the defined BID area falling below this rateable value.
- 2.7. The BID levy is projected to increase by an annual discretionary inflationary factor of up to 2% ie. up from 1.6% multiplier to 1.62% in year 2 and so on).
- 2.8. VAT will not be charged on the BID levy.
- 2.9. The BID will not take into account any changes to the ratings regime during its five year term.
- 2.10. The BID levy will not be affected by small business rates relief or any other discretionary relief grant.

3. Collection of the BID levy:

- 3.1. The levy will be charged annually in advance for each chargeable period from 13 October to 12 October, starting on 13 October 2019 utilising the prevailing values on the 2017 Rating List.
- 3.2. The levy is an annual charge payable in advance as a single payment and no refunds will be made on the BID levy.
- 3.3. Any adjustments to the rateable values will only be applied to the BID levy at the fixed date of the subsequent chargeable year but will remain on the 2017 Rating List for the term of the BID.
- 3.4. The levy will be on a Chargeable Day basis and due as a single annual payment in October. If a hereditament changes tenant during the course of a year no refund will be paid to the departing tenant who will have to seek an accommodation or otherwise with the new tenant.
- 3.5. Where a property is subject to change of use from business to residential then the levy will cease in the year after which the change takes place. No refund or part levy will be payable in this instance.
- 3.6. The levy will be payable in one instalment collected by Canterbury City Council and is payable within 14 days. Collection and enforcement of the BID levy will be similar to those applied to business rates.

4. Persons / Organisations Liable for the BID levy:

- 4.1. Liability for the BID Levy will be the responsibility of the ratepayer of the hereditament on 13 October in the year of the collection of the levy.

- 4.2. In the case of an empty or untenanted premises, the property owner (the subsequent eligible ratepayer) will be liable for the BID levy with no void period, and will be entitled to vote in the BID ballot. For this purpose the owner is the person entitled to possession under section 65(1) of the Local Government Finance Act 1988.

The Ballot

The BID legislation of 2004 sets out the rules and regulations under which the BID ballot must be carried out and the framework under which the BID must operate. Below is a summary of the timeline and the procedures:

- The Secretary of State and Canterbury City Council (the billing authority) will be notified of the ballot on 21 February 2019.
- The ballot will be conducted by Canterbury City Council Electoral Service Department.
- The Notice of Ballot and Publication of Business Plan will be sent to all businesses on 30 May 2019.
- The Last day for Issue of ballot papers is 13 June 2019 - Canterbury City Council will be responsible for sending hereditaments entitled to vote in the BID ballot a ballot paper.
- Each hereditament subject to the BID levy will be entitled to one vote in respect of the proposal in a 28-day postal ballot, which will commence on 13 June 2019 and close at 5pm on 11 July 2019. Ballot papers received after 5pm on 11 July 2019 will not be counted.
- In order for the proposal to be successful at ballot the result will need to meet, as a minimum, two independent criteria: (a) of those ballots returned by the close, those voting in favour must exceed those voting against, and (b) of those ballot papers returned by the close, the total rateable value of those properties or hereditament which vote in favour, must exceed the total of those voting against.
- If successful at ballot, the second term of the BID will commence on 13 October 2019 and will continue for a period of five years to 12 October 2024.
- The result of the ballot will be announced on Friday 12 July 2019.

The BID Area

The Business Improvement District for Canterbury covers the heart of the city centre and contains the main retail, office and leisure areas. The BID area was defined as a result of detailed consultation with representatives of each of the key business sectors to gain an understanding of the extent and strength of support for inclusion within the area. From this it was then possible to construct an outline of the area, the result of which is shown below. The proposed BID area is the same as it was in the first BID term.

The following streets are included, either in whole or in part:

Abbots Place
Adelaide Place
All Saints Lane
Beer Cart Lane
Best Lane
Black Griffin Lane
Blackfriars Street
Burgate
Burgate Lane

Butchery Lane
Canterbury Lane
Castle Row
Castle Street
Church Lane
Cobden Place
Dane John
Duck Lane
Gas Street

Gravel Walk
Guildhall Street
Hawks Lane
High Street
Hospital Lane
Iron Bar Lane
Jewry Lane
King Street
Knott's Lane

Lavender Mews
Link Lane
Longmarket
Marlowe Arcade
Marlowe Avenue
Mercery Lane
Mill Lane
Northgate (58-74 & 75-89)
Orange Street
Palace Street
Pound Lane
Rose Lane
Rosemary Lane
St Alphege Lane
St Dunstan's Street (5-27 &

67-95)
St Edmunds Road
St Georges Lane
St Georges Street
St John Lane
St Margaret's Street
St Marys Street
St Peters Grove
St Peters Lane
St Peters Street
St Radigund's Place
St Radigunds Street
Stour Street
Sun Street
Sun Yard

The Borough
The Friars
The Parade
The Precincts
Tower Way
Turnagain Lane
Water Lane
Watling Street
Westgate Hall Road
Whitefriars Arcade
Whitefriars Street
Whitehorse Lane
Worthgate Place

Proposed Budget 2019-2024

The BID will deliver projects and activities for the BID area and levy payers for a five year period from 13 October 2019 until 12 October 2024 funded by the levy, voluntary income and sponsorship described in this document.

BID 2 Budget							
	Year 1	Year 2	Year 3	Year 4	Year 5	Total	%
Levy Income	£463,000	£472,260	£481,705	£491,339	£501,166	£2,409,471	83%
Commercial Income	£25,000	£25,000	£25,000	£25,000	£25,000	£125,000	4%
Voluntary Membership	£25,000	£25,000	£25,000	£25,000	£25,000	£125,000	4%
Grants & Sponsorship	£20,000	£20,000	£20,000	£20,000	£20,000	£100,000	3%
Service Level Agreement (CCC)	£19,000	£19,000	£19,000	£19,000	£19,000	£95,000	3%
BID 1 funds*	£50,000					£50,000	2%
Total Income	£602,000	£561,260	£570,705	£580,339	£590,166	£2,904,471	100%
Projects Expenditure							
Promote & Animate	£193,238	£196,358	£199,540	£202,787	£206,097	£998,021	34%
Support & Represent	£170,920	£171,827	£175,089	£174,010	£183,217	£875,063	30%
Improve the Experience	£116,805	£102,227	£103,778	£105,360	£107,056	£535,227	18%
Total Projects	£480,963	£470,413	£478,408	£482,157	£496,370	£2,408,310	
Other Expenditure							
Management & Overheads	£72,559	£71,351	£72,159	£72,983	£73,823	£362,875	12%
Levy Collection	£11,200	£11,424	£11,652	£11,886	£12,123	£58,285	2%
Contingency	£15,000	£15,000	£15,000	£15,000	£15,000	£75,000	3%
Total Expenditure	£579,722	£568,188	£577,220	£582,025	£597,317	£2,904,471	100%

- *Projected underspend from BID 1
- Figures included for voluntary contributions and sponsorship income are estimated but cannot be guaranteed.

Without the BID?

Without a BID, Canterbury would lose £2.9m of direct, business-led investment into the city. The projects and services currently delivered by the BID would not be taken forward, including:

- Ringfenced investment totalling over £2.9m over the five years
- City-focused business insights, research, market intelligence to assist in decision making
- Ambassador support services, reporting and intelligence
- Lobbying for business-led priorities
- Purple Flag, Tourism or Bloom awards to raise the profile of the city
- Christmas Lights and Lights Switch-On Event
- Funded advertising in London and international through England's Historic Cities
- Seasonal MyCanterbury City Guides
- National representation and best practice exchange through the wider BID industry
- BID cost savings project and services
- Free hanging floral baskets for businesses
- Free training programmes such as Window Display, GDPR and Marketing
- Financial support for Traders Associations

Appendices

Appendix 1: Consultation: 2015 to 2019

2015-2019	Annual AGM/Conference open to all levy payers, 60+ attendance at each
	BID Ambassador feedback from data collected on business visits and street issues reporting
	Weekly newsletters to over 500, 37% open rate
	Annual report every October posted and emailed to all levy payers, and published on the BID website
	Monthly networking showcasing different businesses each month, attended by over 2,700 people over the past 5 years
	Canterbury 4 Business (C4B) is the District's public/private economic partnership and a presentation and frequent updates have been made to the C4B Board. C4B is explicitly supportive of a BID for Canterbury city centre. Updates on the BID have been included in the monthly C4B newsletter which is sent electronically to businesses in the city and beyond. [minutes sent to councillors]
	BID team meetings and engagement with businesses over the past 4 years
	Canterbury City Council Members were kept informed of the BID in HEX meetings and as of January 2019, councillors will be sent the BID's Operations Reports so they have more detailed updates on the work of the BID.
2017	<p>Mid-term survey:</p> <p>In January 2017, Canterbury Business Improvement District (BID) commissioned Canterbury City Council to undertake an independent survey on their behalf, in order to ascertain levy paying organisations' views on the BID and the activities it provides. The survey was sent to 650 levy paying organisations between 30 January and 17 March 2017, with the option to reply online or return a paper version of the questionnaire. 103 replies were received, equating to a response rate of 15.8%.</p>
2018	14 March – Annual Conference/AGM
	23 May – Presentation to Canterbury Society
	27 September – BID Conference to launch consultation (70 attendees) – document and questionnaire circulated to every business and all head office contacts
	<p>September-November: Board consultation:</p> <ul style="list-style-type: none"> • 9 November: Consultation meeting with language schools • 9-24 November: Six board members visited businesses with a BID Ambassador (visiting 3-6 businesses each) • 14 November: Consultation networking event at the Marlowe • 7 December: Consultation meeting with New River (Managing Agent for Whitefriars Shopping Centre who work with 32 shopping centres and six BIDs around the UK) • Tenants meeting with Whitefriars • Consultation meetings with all voluntary contributors (Lenleys, CAT, University of Kent, CCCU, Distinctive Bars, Kings School)
	<p>December: Consumer Survey</p> <p>Feedback from locals through an online survey (over 600 responses)</p>

2019	
	7 January – BID Operations Report sent to CCC ward councillors and chairs and vice-chairs of committees as part of a new way of keeping councillors informed about the projects and activities of the BID
	6 February – Open House at The Westgate Hall
	The BID will discuss specific projects and activities with the local civic society, The Canterbury Society, and the Alliance of Canterbury Resident's Associations in order to incorporate the views of residents in the work of the BID. The Canterbury Society has expressed support for the BID and will encourage support from others.
	Other planned engagement / networking events: <ul style="list-style-type: none"> • Orange Street businesses, hosted at BoConcept • Business and professional services, hosted by Kreston Reeves and Think • St Margaret's Street businesses, hosted at MicroRoastery

Appendix 2: Partnership and Influence – Working Groups and Forums

BID-Managed Working Groups and Committees

Acronyms: **CCC**: Canterbury City Council | **KCC**: Kent County Council | **CCCU**: Canterbury Christ Church | **UoK**: University of Kent

Bloom	Purple Flag	Medieval Pag	Transport and access	Digital	Marketing & Events	Landlord Forum	Board
CCC - Contracts Officer	CCC - Safer Neighborhoods	St Augustine's Abbey	Whitefriars	Republic Events	Antoine et Lili	Whitefriars	Kreston Reeves
East Kent Parks Forum	CCC - Licensing	Beane - Collections	The aBode	CCC Property and Regen.	Visit Kent	Whitehead Monckton	Whitefriars
Westgate Parks Officer	UoK – Communications Dep.	Canterbury Cathedral	Conker Conservation	Burke and Best	Visit Canterbury	Btf Partnership	Think Agency
CCC - Environment Officer	UoK - Student Services	CCCU – History Dep.	Marlowe Theatre	Whitefriars	Immense Tours	CCC Planning	Marlowe Theatre
Abbots Mill Project	Kent Union	The Canterbury Tales	Stark Gallery	X Drive Computing	Student Republic	Pearson Gore	Dodgems & Floss
St Peters Primary School	CCCU	The Pound	Kreston Reeves	Dodgems & Floss	Lilford Gallery	Furley Page	The Westgate Hall
The Marlowe Theatre	CCCU Students' Union	Marlowe KIT	Moreton Hayward	Think Agency	Westgate Hall	Pearson Gore	Lilford Gallery & Lilford Framing
Canterbury Society	The Marlowe Theatre	Marlowe Theatre	Lilford Gallery	Scivisum Limited		CCC Property	Canterbury Cathedral
Abbots Mill Project	Westgate Hall	Bob Martin					Canterbury City Council
Kentish Stour Countryside Partnership	Akon Security	Beane - Learning					Kent County Council
Whitefriars	Canterbury	CCC Property					Republic

	District Watch	and Regen.					Events
University of Kent - School of History	Club Chemistry	Whitefriars					Clague Architects
Kentish Stour Countryside Partnership	Club Chemistry	The University of Kent					Girlings Solicitors
Stour Officer	Jolly Sailor Inn	The Canterbury Tales					The Refectory Kitchen
CCCU - Sustainability	McDonalds	Big Bash Music					Canterbury Christ Church University
Whitefriars Canterbury Unit Trust	Republic Events	St Peters Anglican Church					The Marlowe Theatre
Canterbury Cathedral	Edd Withers	St Pauls Church					Immense Tours
CCC - Environment Department	Street Pastors	St Dunstons Church					Canterbury Society
CCC - Councillor	Curzon Cinemas	St Augustine's Abbey					Alliance of Canterbury Residents' Groups
Friends of Kingsmead		Martin Crowther					
Rough Old Wife		Canterbury Festival					
OHSCA		Milites Du Bec					
		Conroi					
22	18	23	8	9	7	8	19

TOTAL BUSINESSES REPRESENTATIVES	114	NO. BUSINESSES REPRESENTED	70
--	-----	----------------------------------	----

Other Working Groups and Committees attended by the BID Team, Ambassadors and Board

1. **Canterbury for Business (C4B)**: chaired by Paul Barrett, meets quarterly; Lisa Carlson, Clive Relf, Caroline Hicks and Karl Elliott attend
2. **Canterbury 2030**: new group in 2018, met twice in 2018, organised by CCC Chief Exec; Lisa Carlson attends
3. **City Centre Action Group**: organised by CCC, meets monthly; Lisa Carlson and Peter Scutt attend
4. **Canterbury District Economic Development Group**: organised by Carol Barron (Kent Invicta Chamber of Commerce and UoK) and includes Stagecoach, CCC, Locate in Kent amongst others; meets quarterly; Lisa Carlson attends
5. **Higher Education and Further Education Strategic and Community Groups**: organised by CCC and includes resident groups, developers, student landlords, Universities, Unions, Police; meets every two month; Lisa Carlson attends
6. **Heritage Strategy / Workshops**: in development and being organised by CCC
7. **Rough Sleeper Forum**: organised by CCC and meets monthly; Ambassadors attend
8. **Safety Tasking Group**: organised by CCC and meets monthly; Ambassadors attend.
9. **Zero Tolerance**: organised by UoK; Lisa Carlson and Ian Blackmore attend

10. **Becket 2020:** organised by Canterbury Cathedral and meets quarterly; Lisa Carlson and Rachel Pilard attend
11. **Canterbury Culture:** organised by Gulbenkian and others; meets 2-3 times per year; Lisa Carlson, Rachel Pilard, Blake McCaskill, Clare Millett and Ian Blackmore have attended
12. **Graffiti User Group**
13. **Association of Town and City Management:** Lisa Carlson is the ATCM Chair for the South East
14. **All Party Parliamentary Group for Town and Centres**

Appendix 3: Endorsements from the Business Community

As a Business Improvement District, our mission is to work towards making Canterbury a more vibrant, connected, successful and profitable place in which to do business. of Achievement

Role of BIDs in place management

"BIDs are absolutely critical. BIDs are the first time we've had a mechanism whereby retailers have a voice, and businesses in town centres have a voice, and are represented by a commercial business that has complete understanding about where they want to go and what they want to achieve. They speak the same language as business and businesses respond to that, and they can pull in the appropriate decision makers and implementers within a geography, to gain the advantage that everyone needs - so they're absolutely critical." Springboard's Marketing and Insights Director Diane Wehrle

Connecting our businesses:

"The challenges of any small business are enormous in the early stages of trading and never so much as now. The ability to quickly plug into a thriving business community via Canterbury BID has been helpful in allowing us to establish a support mechanism, work with other businesses to promote our area and have a likeminded network. It's hard to see how this could have happened as quickly in the absence of our BID. I can honestly say that BID has been a positive influence on my business." BoConcept

Working to make Canterbury a safe place:

"The police, the council, the BID team, shop keepers and residents, we all work together to make sure any issues with the city are addressed and we understand them together to try to make it a more harmonious and safe city for everyone that comes to visit it" Sgt Ben Cook, Kent Police

"Especially worthy of note is the energy, drive and enthusiasm of the entire BID board and the Purple Flag Steering Committee in their vision for a vibrant and safe night time economy in Canterbury," Purple Flag Judges, 2017

Welcoming new businesses:

"As a brand new business, the BID and their ambassadors have been invaluable in helping us promote ourselves – using their social media and MyCanterbury platform, providing practical advice and support." Lily's Bistro

Attracting people to the city:

"Canterbury in the past has perhaps not had the strongest identity but the BID has really raised its profile, raised how it is seen. We attract staff from around the world and to be able to say Canterbury is a great place to live and work is vital" Director of Corporate Communications, University of Kent

Supporting our businesses:

“After attending the BID event we applied for the LOCASE grant which allowed us to install new equipment.” Canterbury Brewers & Distillers and winners of Taste of Kent for their Canterbury Gin.

Marketing our businesses locally and nationally:

“Every single customer at the Gin Night had booked via our MyCanterbury email provided by the BID.” The ABode

Bringing people together to make an award-winning city:

“Especially worthy of note is the energy, drive and enthusiasm of the entire BID board and the Purple Flag Steering Committee in their vision for a vibrant and safe night time economy in Canterbury,” Purple Flag Judges 2017

Appendix 4: Baseline Statements

Canterbury City Council

Service	Property and Regeneration
Head of Service	Caroline Hicks
Telephone	01227 862 054
Email	caroline.hicks@canterbury.gov.uk
Baseline Activity	Economic Development Policy
Notes of Service	The aim is to help create the right local conditions for economic success using both proactive and reactive interventions that have outcomes focused on achieving long-term and sustainable net economic benefits to the district. It uses and develops dedicated strategy and policy (e.g. economic) but also influences and contributes to the formulation of the Corporate agenda while interpreting Government and other policy in relation to the economy and specific to local economic development. As part of this, the collection, development and analysis of economic intelligence is of paramount importance as this underpins strong policy and drives forward and helps provide the rationale for local economic interventions. These activities are often carried out at a corporate and strategic level and as such will often include facilitation, enabling, lobbying, strategy, consultation, advocacy and partnership building which may not be visible or tangible but are essential in enabling interventions to happen.
Statutory or Discretionary?	Discretionary
Timing of activity	Year round - Monday to Friday
Staffing and equipment levels	1.5 FTE
Key Performance Indicators	<ul style="list-style-type: none"> • % of working age population in employment • % of people working in knowledge-based businesses • Average weekly wage level • Level of new employment floor space available in the district (m2). • Wide range of economic intelligence (e.g. demography, businesses, employment/unemployment, skills etc.) these provide insights into

	the general health of the local economy. It also assists understanding of how jobs created/supported (economic impact) through our activities are leading to longer term economic improvements for the district.
Boundary area	Canterbury District
Baseline Activity	Business Support
Notes of Service	<p>The team offers business support and advice, maintains and generates economic intelligence as well as acting as an advocate for the economy and strategic partner for businesses in the district. Areas of work include:</p> <ul style="list-style-type: none"> • Signposting to business support information • Delivery of small-scale business support and networking events • Signposting to access finance • Start My Biz and Grow My Biz projects • Operating an online commercial property register • Promote and attract commercial investment • Support and promote initiatives and activities that facilitate the provision of physical infrastructure • Support business development as well as employment, skills and inclusion initiatives • Managing the relationship with Canterbury Connected BID and associated SLA which is concerned with some aspects of city centre management • Supports Canterbury 4 Business by managing its website, arranging all meetings and events (such as its annual conference) and providing general administration services • Acting in an advocacy role to raise the profile of the local economy wherever and whenever this will advantage the Council's strategic aims for the local economy.
Statutory or Discretionary?	Discretionary
Timing of activity	All year round - Monday to Friday
Staffing and equipment Levels	1.5 FTE
Key Performance Indicators	<ul style="list-style-type: none"> • Client enquiries (by type). • Jobs created/supported (economic impact). • External funding/value of support levered into Council and wider district. • Demand – the Team monitors and measures expressed demand for commercial property and take up of new build floor space. • Case studies (on specific enquiries, projects etc.) showing inputs, outputs and outcomes. • Wide range of economic intelligence (e.g. demography, businesses, employment/unemployment, skills etc.) – these provide insights into the general health of the local economy. It also assists understanding of how jobs created/supported (economic impact) through our activities are leading to longer term economic improvements for the district.
Boundary area	Canterbury District
Baseline Activity	Tourism

Notes of Service	Tourism Marketing, Visit Canterbury Partnership, Visitor Information provision, projects and development, navigation and signage
Statutory or Discretionary?	Discretionary
Timing of activity	Ongoing, year round
Staffing and equipment levels	1.5 FTE
Key Performance Indicators	<ul style="list-style-type: none"> • Number of overnight stays to CCC district per annum • Number of visitors overall to CCC district per annum • Number of Visit Canterbury partners • Number of unique users to Visit Canterbury websites • Volume of bookings through Visit Canterbury websites • Visitor spend
Boundary area	Canterbury District
Baseline Activity	Property Services
Notes of Service	Management of council owned properties: <ul style="list-style-type: none"> • Red Dog Studios, studio space for creative industries in the city centre • Whitefriars Shopping Centre and car park
Statutory or Discretionary?	Discretionary
Timing of activity	Ongoing, year round
Staffing and equipment levels	6 FTE
Key Performance Indicators	<ul style="list-style-type: none"> • Vacancy rates • Income to council • Number of users of Whitefriars and car park • Average basket spend of Whitefriars users
Boundary area	Canterbury District

Service	Cultural and Commercial Development
Head of Service	Caroline Cooper
Telephone	01227 862571
Email	caroline.cooper@canterbury.gov.uk
Baseline Activity	Voluntary Sector grants and support
Notes of Service	Provides grants, concessions, advice and information to voluntary sector organisations. Includes assistance applying for external funding, governance advice etc. NB grant funding levels cannot be guaranteed for future years
Statutory or Discretionary?	Discretionary
Timing of activity	Ongoing
Staffing and equipment Levels	2 FTE

Key Performance Indicators	<ul style="list-style-type: none"> • % of successful external funding bids supported by the CDOL service • Number of community and voluntary sector organisations supported each year • Amount of external funding attracted to the area
Boundary area	Canterbury District
Baseline Activity	Cultural Development
Notes of Service	<p>Developing local, regional and national partnerships with key stakeholders</p> <ul style="list-style-type: none"> • Grant funding available to local artists for projects (Innovation Grants) • Act as lead partner in larger Arts Council funding opportunities • Explore opportunities for City of Culture • Fund and support delivery partners- each project provide further job opportunities for local cultural organisations. • Support and development of CICs- i.e. Beach Creative
Statutory or Discretionary?	Discretionary
Timing of activity	Ongoing
Staffing and equipment levels	1 FTE Office/ Desk/ Computer/ Phone/ Internet and Email
Key Performance Indicators	<ul style="list-style-type: none"> • Increased number of cultural activities in the area • Successful funding bids and match funding for cultural projects • Annual survey/ questionnaire
Boundary area	Canterbury District
Baseline Activity	Provision and Support of Cultural Activities and Events
Notes of Service	<ul style="list-style-type: none"> • Fund and support major delivery partners- estimated total attendance of 170,000. • Overseeing management and facilitation of public art • Development of Cultural Strategy with local partners. • Involvement with Beaneys programming meetings
Statutory or Discretionary?	Discretionary
Timing of activity	Ongoing support. Delivery partner activity takes place between April and October.
Staffing and equipment levels	1 FTE Office/ Desk/ Computer/ Phone/ Internet and Email
Key Performance Indicators	<ul style="list-style-type: none"> • Evaluation of projects • Annual survey/ questionnaire
Boundary area	Canterbury District
Baseline Activity	Museums
Notes of Service	<ul style="list-style-type: none"> • Strategic direction and delivery of: Beaneys Museum, Canterbury Heritage Museum, Roman Museum, Herne Bay Museum, Whitstable Museum and the Oast, and oversight of the Westgate Towers, including Collections management, Exhibition and Events Programming, Audience Development, Learning and Engagement, Marketing, and Commercial Services. The museums service is

	<p>commissioned to deliver Visitor</p> <ul style="list-style-type: none"> Services on behalf of the tourism team.
Statutory or Discretionary	Discretionary, however we have a statutory obligation to preserve and protect the Scheduled Ancient Monuments of the Roman Pavement and the Westgate Towers
Timing of activity	Ongoing
Staffing and equipment levels	6.5 FTE curatorial staff as well as 2 in marketing team and 10 FTE Visitor Services
Key Performance Indicators	<ul style="list-style-type: none"> Number of visitors Annual turnover Number of children and young people engaged Proportion of UK visitors from lower socio-economic groups
Boundary area	Canterbury District
Baseline Activity	Facilitate use of public open space for events
Notes of Service	<ul style="list-style-type: none"> Operate a fair and transparent application process for use of public open space Liaison with multi agency events group, and other internal/external agencies Work closely with community to develop skills in event management and develop a range of local community events Develop opportunities for commercial events Oversee use of public open space with aims to provide a safe, cultural environment
Statutory or Discretionary?	Discretionary
Timing of activity	Ongoing support
Staffing and equipment levels	1FTE Office/ Desk/ Computer/ Phone/ Internet and Email
Key Performance Indicators	<ul style="list-style-type: none"> Attendance at events Increased number of activities taking place in the district Evaluation from particular projects Ongoing high profile for cultural events Income generated from commercial events Economic impact generated from events
Boundary area	Canterbury District

Service	Commissioned Services
Head of Service	David Ford
Telephone	01227 862526
Email	David.ford@canterbury.gov.uk
Baseline Activity	Grounds Maintenance

Notes of Service	Grass cutting and grounds maintenance in parks and gardens. Management and monitoring of the grounds maintenance contract with Serco
Statutory or Discretionary?	Discretionary
Timing of activity	Ongoing
Staffing and equipment levels	A small part of the role of Commissioned Services (street scene).
Key Performance Indicators	Number of complaints Inspections of maintenance standards
Boundary area	Canterbury District
Baseline Activity	Graffiti
Notes of Service	Facilitate Serco Graffiti Busters for graffiti removal. Also make graffiti wipes available to local groups for graffiti removal.
Statutory or Discretionary?	Discretionary
Timing of activity	Ongoing
Staffing and equipment levels	A small part of the role of Commissioned Services (street scene).
Key Performance Indicators	<ul style="list-style-type: none"> • Number of complaints • Number of incidents • Serco removal response times
Boundary area	Canterbury District
Baseline Activity	Fly Tipping
Notes of Service	Contract with Serco to remove fly tipping on demand. Not a major problem in Canterbury city centre. SSEO's deal with more of litter and trade waste.
Statutory or Discretionary	Statutory
Timing of activity	5 days a week (SSCE) and 7 days a week (Serco).
Staffing and equipment levels	Enforcement team officers action as part of their daily activities
Key Performance Indicators	<ul style="list-style-type: none"> • WasteDataFlow fly tipping data from Environment agency measure response times. • Number of complaints • Number of incidents
Boundary area	Canterbury District
Baseline Activity	Dog Fouling
Notes of Service	Cleared with street sweeping function. Education (school and public) as a preventative measure via Street Scene Enforcement officers (SSEO's). Empty bin daily.
Statutory or Discretionary?	Statutory
Timing of activity	Ongoing
Staffing and equipment levels	Enforcement team officers' action as part of their daily activities.

Key Performance Indicators	Numbers of complaints
Boundary area	Canterbury District. Not a major problem in Canterbury City Centre
Baseline Activity	Pavement Litter
Notes of Service	Contract with Serco for litter picking and collection, street cleansing and bin emptying.
Statutory or Discretionary	Statutory
Timing of activity	7 days per week
Staffing and equipment levels	Enforcement team – action twice per week (CEO's) SSEO's – action 5 days a week Serco – action 7 days a week
Key Performance Indicators	As per Serco Contract
Boundary area	Canterbury District. Standard of cleanliness dependant on area (higher in city centre). City Centre is on a constant cleaning regime.

Service	Safer Neighbourhoods
Head of Service	Douglas Rattray
Telephone	01227 862363
Email	douglas.rattray@canterbury.gov.uk
Baseline Activity	Market Management
Notes of Service	<ul style="list-style-type: none"> • Operate three weekly markets in Canterbury city centre, a Saturday Market in central Herne Bay, the hosting of a Whitstable Market on Thursday mornings in Gorrell Tank and a Sunday Boot Fair at Wincheap Park & Ride • Manage the safe set up and dismantling of the market and boot fair. • Manage the street cleansing and waste disposal needs related to • Coordinate and collect fees from traders • Promote the market where possible. • The Thursday Green Shoots market in Canterbury is specifically focused on young and starts up businesses and supports the Start My Biz programme. This market also operates from 10am to 7pm to support Thursday late night shopping
Statutory or Discretionary?	
Timing of activity	
Staffing and equipment levels	
Key Performance Indicators	
Boundary area	Canterbury District
Baseline Activity	Licensing Admin and Enforcement

Notes of Service	<ul style="list-style-type: none"> • Processing applications and issue of licenses • Conducting Hearings • Health Act • Sunday Trading • Sex Entertainment Venues and Boatmen • Alcohol and entertainment • Gambling • Taxis and private hire vehicles drivers • Street trading permits • Street and house to house collection permits • Lotteries • Enforcement of licences and permits • Licensing inspection visits
Statutory or Discretionary?	Statutory
Timing of activity	7 days/week. Enforcement works also carried on during out of office hours
Staffing and equipment levels	2 FTE Officers 1 Manager (PT)
Key Performance Indicators	<ul style="list-style-type: none"> • No of complaints • No of hearings (Licensing Enforcement related) • No of license revoked • Positive review outcome (high compliance premises)
Boundary area	Canterbury District
Baseline Activity	Community Safety and Control Room
Notes of Service	<ul style="list-style-type: none"> • Canterbury Community Safety Partnership (CCSP) including support for District Watch and Neighbourhood Watch schemes • Work closely with Police to reduce crime and fear of crime. Also increasing the number of offenders brought to justice in Canterbury district • Community Safety Officers coordinating local community projects, surgeries etc. in addition to patrols and reporting • Coordinating Partnership Anti-Social Behaviour Group • CCMU out of hours service for both council and outside Organisations (e.g. Serco etc.)

	<ul style="list-style-type: none"> • Lifeline services – 1374 private (23.3% CT1 postcode users) and 1750 council (10.3% CT1 postcode users), either via hardwired systems or a dispersed unit • ANPR System – helping police to identify direction of travel of wanted vehicles • CCTV network - a total of 345 cameras monitored from the control room located at Canterbury City Council. <ul style="list-style-type: none"> • 132 main cameras covering open spaces, car parks, internal council owned buildings in Canterbury, Whitstable and Herne Bay. • 161 other cameras located on EKS elderly scheme front doors (ISDN line) to ensure residents safety. Also monitor outside venues that are not council owned. • 5 mobile cameras (WCCTV) used to survey areas at short notice • 12 static cameras (within the council) to monitor public areas, interview rooms and CCMU front internal door. • 11 cameras installed at Marlowe theatre (inside & outside) • 24 cameras installed at Beaney institute and Museum • Partnership working to increase awareness of issues and ensure reduction in acquisitive crime, ASB, Violent crime, Domestic violence and substance misuse. Also hold multi-agency awareness events. • Coordinated approach to road safety. Local Road Safety awareness to reduce crash rate incidents across Canterbury district. • Establish Speed Watch Schemes within the Canterbury district • Proactive work in Student areas to ensure residents (students and public) safety • Targeted and coordinated work with street drinkers – Canterbury • One stop shop – runs weekly at Canterbury and Herne Bay for DV victims • Neighbourhood Tasking Group – working with partner agencies to work with the community to resolve community • issues, such as ASB, graffiti, nuisance, etc. Coordinate tasking group to address the need of the community • Alcohol Control Zone in Canterbury district including the city centre.
Statutory or Discretionary?	Community Safety Partnership is statutory. Others are discretionary
Timing of activity	<p>Community Safety Partnership meets four times a year. Neighbourhood Tasking Group meets fortnightly. CCTV operators work a twelve hour shift commencing at 0600 hrs or 1800 hrs. CCTV Control Room Supervisor, Control Room Manager and Community Safety Officer work office hours (37 hrs per week) CCTV Control Room Supervisor also work to cover shifts when needed. Lifeline Co-ordinators works 8am – 4pm Monday to Friday CCTV monitored 24 hours a day, 365 days a year.</p>

Staffing and equipment levels	2 FTE Community Safety Officers 1 Community safety project officer (FT) 1 Community safety manager (PT) 1 Control Room Manager (PT) 1 CCTV control room supervisor (FT) 9 CCTV Operators (7 FT and 2 PT). Lifeline Co-ordinators (1FT, 1PT)
Key Performance Indicators	<ul style="list-style-type: none"> • Successful delivery of CCSP Priorities Action Plan with all milestones achieved. Priorities include acquisitive crime, violent crime, domestic violent, substance misuse, road safety and ASB. • ASB local indicators - linked to ASB Nuisance, ASB Personal and ASB Environment. • DV local indicators - repeat victims of Domestic Violence • Lifeline complaints resolved within 2 days (faults and lost pendants) • % of private lifeline installed to those returned • Customer's call response time (within 60 seconds) • Management performance report • Daily and monthly CCMU briefing reports
Boundary area	Canterbury District
Baseline Activity	Environmental Health
Notes of Service	<ul style="list-style-type: none"> • Statutory Nuisance (noise, smoke, drainage complaints) • Food Safety (food premises inspections, investigation of food complaints, investigation of food poisoning allegations) • Health & Safety (investigation of accidents and premises inspections) • Public Health Matters (public health burials, infectious diseases) • Food sampling (shellfish, sea water samples, food samples) • Water safety (private water supplies) • Animal Licensing (Zoos, dangerous wild animals, pet shop, dog breeders, animal borders, performing animals, horse riding establishments) • Air Quality (AQ management plan, AQ management areas, monitoring and reporting)
Statutory or Discretionary?	Statutory
Timing of activity	Monday to Friday with call out available for emergencies
Staffing and equipment levels	10 FTE
Key Performance Indicators	<ul style="list-style-type: none"> • Number of food premises scoring 3,4 or 5 out of five • AQ data capture • AQ NOX measured • Food inspections completed in time • Scheduled food inspections completed within 28 days • New Food premises inspected within target • LAEMs monitoring • % requests for service received digitally • EP requests for service completed with target • EP requests for services 1st response within target • Income generated from food hygiene courses

Boundary area	Canterbury City
Baseline Activity	Street Scene Enforcement
Notes of Service	<p>Deals with enforcement and monitoring of Council services provided by external contractors to ensure that the statutory services of refuse and recycling collections, street scene services are delivered to the required standard. It is the first contact point for the public on many street scene activities</p> <p>Enforcement to ensure compliance include:</p> <ul style="list-style-type: none"> • Street cleansing • Public conveniences • Trade waste – duty of care on waste disposal (right days & time) • Domestic waste – duty of care on waste disposal (right days & time) • Dog Control orders – ensure dog are on leads and not causing nuisance • Un taxed Cars – report to DVLA • Abandoned bikes – attach notice and order removal after 14 days • Fly posting – facilitate removal by Serco (large/on high speed road). Otherwise remove as part of daily activities
Statutory or Discretionary	Policy statutory, enforcement discretionary
Timing of activity	8am – 5pm 5 days a week
Staffing and equipment levels	4 SSEO's (FT)
Key Performance Indicators	<p>As per Serco Contract</p> <ul style="list-style-type: none"> • Number of complaints • Number of incident
Boundary area	Canterbury District
Baseline Activity	Car Parking – Enforcement
Notes of Service	<p>Enforcement to ensure compliance including:</p> <ul style="list-style-type: none"> • Car parking enforcement • Liaison with Transportation to provide improvements to car parks, facilities, the local environment and personal safety • Resident on street parking • Pay and display on street parking • Administration of parking permits, cards and mobile phone options • Management of off-street parking including three Park and Ride car parks one Multi Storey and 12 variable stay City centre car parks (numbers of spaces and pricing vary). • Provision of direct customer services at the City Council Offices, website and online application and payment portal. • Preparation of annual On and Off Street orders (including tariffs), publicity and consultation
Statutory or Discretionary?	There is a statutory duty to provide off-street car parking. The level of provision is at the discretion of the local authority.

Timing of activity	<ul style="list-style-type: none"> Daily patrol (including hot spots) between 7.45am – 8.45pm (7 days/week including bank holidays). Car park charges currently apply Monday to Sunday 7am to 9pm (free outside these times) * Customer Services desk during City Council opening times 9am – 5pm (*) Daily cash collections and banking (*) Weekly site inspections linked to annual capital improvement programme (*) Annual preparation of official parking Orders (*)
Staffing and equipment levels	<p>Enforcement admin team; 2.6 staff and 16 parking attendants (13 FT and 3 PT).</p> <p>Parking Management; 5.2 FTE's including 3 Parking Officers (*)</p> <p>CCTV car park monitoring is provided by Canterbury City Council.</p>
Key Performance Indicators	<p>CEO's monitoring and performance management</p> <p>Parking income (*)</p> <p>Parking acts (*)</p> <p>Park and Ride usage (*)</p> <p>Park & Ride income (*)</p>
Boundary area	<ul style="list-style-type: none"> CCTV city centre based Car parks provided district wide - details of city centre car parks can be found at www.canterbury.gov.uk/parking
Baseline Activity	Abandoned Cars
Notes of Service	Contract with 'Reclamme' to remove abandoned cars on demand.
Statutory or Discretionary?	Statutory
Timing of activity	5 days a week (SSCE) and 7 days a week (Serco). Cars are removed within 7-15 days.
Staffing and equipment levels	'Reclamme' contacted to remove cars as demand arises.
Key Performance Indicators	<ul style="list-style-type: none"> Number of incidents Number of incidents dealt with within set time frame
Boundary area	Canterbury District. Not a major problem in Canterbury City Centre
Baseline Activity	Coach Park
Notes of Service	<ul style="list-style-type: none"> Dedicated site with 44 coach bays and 10 motorhome spaces close to City Centre. £15 daily parking tariff or half day option. Amenity building with facilities and shop selling maps and guides. Riverside walks to City
Statutory or Discretionary?	Discretionary
Timing of activity	<ul style="list-style-type: none"> Open 24/7 Daily cash collection, reconciliation and banking Daily cleaning and site inspection

Staffing and equipment levels	<ul style="list-style-type: none"> • 0.25 FTE • Other services under contract • Pay station with a range of payment options • Mobile phone payment alternative • Traffic capacity counters and approach signs • Winter maintenance plan
Key Performance Indicators	<ul style="list-style-type: none"> • Number of Parking Acts • Revenue • Complaints/compliments
Boundary area	Canterbury City
Baseline Activity	Car Parking
Notes of Service	<ul style="list-style-type: none"> • Twelve variable stay city centre open car parks, one Multi Storey car park and one 2 storey decked car park (railway area) under construction to provide additional spaces • Three Park & Ride sites (detailed separately). • Five variable stay car parks located outside the centre but providing parking for it • One Leisure Centre car park • One dedicated central disabled car park • Management of on street bays and signs • Provision and management of a range of permits and discount schemes • Liaison with CCC Enforcement staff • 24/7 CCTV coverage on most sites
Statutory or Discretionary?	There is a statutory duty to provide off street parking. The level of provision is at the discretion of the local authority.
Timing of activity	<ul style="list-style-type: none"> • Open 24/7 • Main car park charging times from 7am to 9pm (free outside these times) • Daily cash collection, reconciliation and banking. • Monthly site inspections with reporting to Transportation with details of safety issues • Annual Capital Improvement programme • Management of Parking Orders including annual public consultation procedures • Management of web site and emergency notifications
Staffing and equipment levels	<p>2.5 x FTE</p> <ul style="list-style-type: none"> • 1 x contracted payment machine engineer • Other services under contract • Range of modern pay and display and pay on foot options including ANPR facilities at most major car parks with online registration/payment options • Mobile phone payment option • CCTV provided by Central Services Unit
Key Performance Indicators	<ul style="list-style-type: none"> • Number of Parking Acts • Revenue • Complaints/compliments
Boundary area	Canterbury City

Baseline Activity	Park & Ride
Notes of Service	<ul style="list-style-type: none"> • Canterbury City Council managed service from 3 sites. • 600 to 730 car spaces per site including disabled and parent/toddler bays • Contracted bus fleet providing 3 vehicles per route running to an 8 minute service at peak times. • Average 1million return passengers per annum. • Motorhome parking available with grey water drop/ fresh water pipes, wide bays and extended turning circle • Sites used for variety of community uses including parent drop off parking to local schools.
Statutory or Discretionary?	Discretionary
Timing of activity	<ul style="list-style-type: none"> • 7am to 7:30pm Monday to Saturday from all sites • 10am to 6pm Sundays from 2 sites • Seasonal and event extensions and additions • Closed Christmas Day and New Year's Day • Daily cash collection, reconciliation and banking • Daily site inspections and cleaning • Priority winter maintenance plan • Management of web site and emergency notifications
Staffing and equipment levels	<p>2.75 FTE.</p> <ul style="list-style-type: none"> • Other services contracted • Terminal buildings at each site with toilet facilities (including disabled) and baby changing area • ANPR with barriers and payment kiosks additionally offering online registrations • CCTV (24/7) • Assistance intercoms • Remote control of equipment
Key Performance Indicators	<ul style="list-style-type: none"> • Number of parking acts • Number of passengers • Frequency of timetable • Complaints/compliments
Boundary area	Canterbury City
Baseline Activity	Emergency Planning and Safety Advisory Group
Notes of Service	<ul style="list-style-type: none"> - Chair the district Safety Advisory Group for high risk or large-scale events in the district - Write and maintain the Major Emergency Plan and functional plans including the City Centre Evacuation Plan - Maintain and recruit staff to Emergency Contacts list to respond during a major emergency that requires local authority involvement - Manage Business Continuity within the Council - Promote and give Business Continuity advice to businesses - Work with parishes around the district to give advice and guidance

	for emergency planning <ul style="list-style-type: none"> - Maintain the Council's Emergency Centre - Work with community groups to promote and establish resilience - Work with partner agencies to ensure the district is safe and has contingency plans in place for incidents
Statutory or Discretionary?	Statutory (Civil Contingencies Act 2004)
Timing of activity	Monday to Friday with availability out of hours for emergencies
Staffing and equipment levels	1FTE
Key Performance Indicators	<ul style="list-style-type: none"> - Ensuring claim back from Government schemes to ensure further service delivery - Number of trained emergency staff - BC plans reviewed annually - Debriefs within reasonable time (1 month of incident) - Guidance for residents through website and materials - Exercising of staff to keep awareness up - SAG meetings for events that have proved to be challenging to organise in the past to ensure smooth delivery
Boundary area	Canterbury District

Service	Transportation and Environment
Head of Service	Richard Moore
Telephone	01227 862 419
Email	Richard.moore@canterbury.gov.uk
Baseline Activity	Outdoor Leisure
Notes of Service	Regeneration of parks and green open spaces and community engagement in the management of the open spaces. Current activity includes supporting the Riverside Strategy and engagement / plans for in Abbot's Mill, Solly's Orchard, Miller's Field, Butterfly Gardens and Greyfriars. The next major improvement project will be in 2019 in the Dane John Gardens.
Statutory or Discretionary?	Discretionary
Timing of activity	Westgate Parks main capital works programme runs from Sept 2013 - May 2014 / Five year community engagement worker in post until November 2018 with smaller capital pot for ongoing works. All other outdoor leisure work is ongoing.
Staffing and equipment levels	3FTE

Key Performance Indicators	<ul style="list-style-type: none"> - % of local residents surveyed reporting improvements to areas of local open space - % of local residents surveyed reporting improved play facilities - % of people who have got together with other people to improve things in the local area or given unpaid help to groups or organisations
Boundary area	Canterbury City
Baseline Activity	Transportation
Notes of Service	<ul style="list-style-type: none"> - Joint responsibility with Kent County Council for the District's Transport Strategy. - Traffic management through enforcement of parking restrictions. - Responsibility for the Canterbury Parking Strategy and implementation of actions - Providing transportation advice and input through the Local Plan. - Respond to planning applications ensuring that parking and sustainable transport aspects are given due consideration. - Deliver transport improvements using S106 Transport Contributions, external funding and through the capital programme. - Staff travel plan.
Statutory or Discretionary?	Discretionary
Timing of activity	On-going
Staffing and equipment levels	2x FTE.
Key Performance Indicators	<ul style="list-style-type: none"> - Number of vehicle movements in city - Journey time monitoring
Boundary area	Canterbury City
Baseline Activity	Transport – Pedestrians
Notes of Service	<ul style="list-style-type: none"> - Delivery of walking improvements and promotional initiatives. - Delivery transport and public realm improvements through the capital programme - Responsibility for pedestrian 'finger post' direction signage - Responsibility for seats and benches - Pavement parking bans - Enhanced maintenance of pedestrianised areas
Statutory or Discretionary?	Discretionary
Timing of activity	On-going

Staffing and equipment levels	Included in Transportation function
Key Performance Indicators	<ul style="list-style-type: none"> - City centre footfall figures - Travel Plan monitoring
Boundary area	Canterbury City
Baseline Activity	Transport – Cyclists
Notes of Service	<ul style="list-style-type: none"> - Delivery of cycling network improvements - Cycle promotional initiatives. - Cycle parking - Cycle signage
Statutory or Discretionary?	Discretionary
Timing of activity	On-going
Staffing and equipment levels	Included in Transportation function
Key Performance Indicators	<ul style="list-style-type: none"> - Annual monitoring of cycle journeys - No. of kms of cycle route - No of cycle stands
Boundary area	Canterbury City
Baseline Activity	Transport – Public Transport
Notes of Service	<ul style="list-style-type: none"> - Joint production of the Transport Strategy with KCC and implementation of actions - Role within the Quality Bus Partnership which includes implementing roadside infrastructure improvements and promotion etc. - Maintenance and provision of bus shelters. CCC own 85 bus shelters and have an agreement with Adshel for 40 more. - To increase rural bus provision through the Kent Karrier (dial-a-ride) service- 3 buses operate in our District (KCC fund 2 and the City Council 1). - Public realm improvements around public transport hubs -
Statutory or Discretionary?	Discretionary
Timing of activity	On-going
Staffing and equipment levels	Included in Transportation function

Key Performance Indicators	<ul style="list-style-type: none"> - Targets for Buses running to timetable Bus patronage - No. of new/upgraded bus shelters Complaints/Compliments - No. of buses with min Euro 4 engines
Boundary area	Canterbury City

Kent County Council

Service	Kent County Council Highways & Transportation
Head of Service	Simon Jones
Telephone	03000 41 81 81
Email	simon.jones@kent.gov.uk
Baseline Activity	Highway Maintenance
Notes of Service	Overview: Kent County Council Highways & Transportation (KCC H&T) are the responsible authority for the entire public highway in the Bid area and surrounding parts of Canterbury. Highways England manages the A2 which bypasses Canterbury running from London to Dover. One of the statutory requirements of Kent County Council as Highway Authority is to manage the road network so as to ensure, as far as reasonably practical, the safe movement of not only traffic, but also pedestrians and other vulnerable road users. Highway schemes within Canterbury are developed based on safety criteria. Resurfacing and surface treatment works are prioritised on a county wide economical ranking basis. All KCC roads and footways within the BID area have safety inspections carried out at regular frequencies. All safety defects are repaired based on their urgency.
Statutory or Discretionary?	Statutory
Timing of activity	Kent County Council Highways & Transportation is committed to continue with the routine maintenance works to the highway. Highways Management ongoing for the life of the Business Improvement District
Staffing and equipment levels	Information not available.
Key Performance Indicators	None
Boundary area	Canterbury Business Improvement District area and throughout Kent.
Baseline Activity	Maintenance of Non-Illuminated Traffic Signs
Notes of Service	Non-illuminated traffic signs which may be regulatory, warning, direction signs or advice and information signs placed by the Highway Authority for highway purposes. Relevant Legislation Section 41 of the Highways Act 1980 imposes a duty on the Highway Authority (Kent County Council) to maintain those roads which are maintainable at public expense.
Statutory or Discretionary?	Statutory
Timing of activity	Ongoing for the life of the Business Improvement District
Staffing and equipment levels	Information not available.
Key Performance Indicators	None
Boundary area	Canterbury Business Improvement District area and throughout Kent.

Baseline Activity	Structural Maintenance
Notes of Service	KCC H&T have the responsibility for maintenance of structures within the city which include subways. Currently KCC H&T are working with Canterbury City Council (CCC) to remove graffiti from the subways. In addition KCC H&T maintain structures on the highway network which includes the overbridge adjacent to Canterbury East station. The bridge is regularly inspected and maintenance carried out on a needs/priority basis. Whilst CCC is responsible for most of the soft estate maintenance within the BID area, KCC H&T carry out maintenance of highway verges and roundabouts.
Statutory or Discretionary?	Discretionary
Timing of activity	Ongoing for the life of the Business Improvement District
Staffing and equipment levels	Information not available.
Key Performance Indicators	None
Boundary area	Canterbury Business Improvement District area and throughout Kent.
Baseline Activity	Footways and Carriageways
Notes of Service	All footways and carriageways within the BID area have safety inspections carried out at regular frequencies and any safety defects are repaired within prescribed time scales.
Statutory or Discretionary?	Statutory
Timing of activity	Ongoing for the life of the Business Improvement District
Staffing and equipment levels	Information not available.
Key Performance Indicators	None
Boundary area	Canterbury Business Improvement District area and throughout Kent.
Baseline Activity	Licensing for Tables & Chairs, 'A' boards and Skips
Notes of Service	KCC H&T are the licensing authority for tables & chairs, 'A' boards and skips on the highway within the BID area.
Statutory or Discretionary?	Discretionary
Timing of activity	Ongoing for the life of the Business Improvement District
Staffing and equipment levels	Information not available.
Key Performance Indicators	None
Boundary area	Canterbury Business Improvement District area and throughout Kent.
Baseline Activity	Street lights, Illuminated Signs and Bollard Maintenance
Notes of Service	The majority of street lights and illuminated signs & bollards within the bid area are maintained by KCC H&T. All KCC maintained street lights are regularly inspected and faults repaired according to priority.
Statutory or Discretionary?	Discretionary
Timing of activity	Ongoing for the life of the Business Improvement District

Staffing and equipment levels	Information not available.
Key Performance Indicators	None
Boundary area	Canterbury Business Improvement District area and throughout Kent.
Baseline Activity	Highways Winter Maintenance
Notes of Service	KCC H&T have a winter service plan for the City of Canterbury. The main roads around the centre are a primary salting route whilst the arteries through the BID area are secondary routes – treated during prolonged periods of ice and snow. During winter emergencies, the footways within the city centre are treated on a priority basis as detailed in the local plan.
Statutory or Discretionary?	Discretionary
Timing of activity	Ongoing for the life of the Business Improvement District
Staffing and equipment levels	Information not available.
Key Performance Indicators	None
Boundary area	Canterbury Business Improvement District area and throughout Kent.
Baseline Activity	Drainage
Notes of Service	KCC H&T is responsible for the surface water drainage within the BID area. All road gully's are checked once a year, in addition any localised flooding is dealt with as a priority
Statutory or Discretionary?	Discretionary
Timing of activity	Ongoing for the life of the Business Improvement District
Staffing and equipment levels	Information not available.
Key Performance Indicators	None
Boundary area	Canterbury Business Improvement District area and throughout Kent.

Kent Police

Service	Kent Police
Head of Service	CH/INSP 46009826 Mark Weller
Telephone	07980 770444
Email	mark.weller@kent.pnn.police.uk
Baseline Activity	City Centre Policing
Notes of Service	Working with our partners we will provide a first class service protecting and serving the people of Canterbury District and making it a safer place for people to live, work and visit. We will identify those who cause the greatest harm to the people who live, work and visit Canterbury District by lawfully, ethically and with integrity deterring, diverting, disrupting and detaining them; seeking the most appropriate 'brought to justice' outcomes for victims

	<p>and offenders. We aim to achieve this by:</p> <ul style="list-style-type: none"> • Local Policing Teams will work within the National Intelligence Model and Tasking and Co-ordinating Group processes to reduce incidents of theft, violence against the person, criminal damage and Anti-Social Behaviour (ASB). • Community Safety Unit (CSU) will work as part of the Community Safety Partnership (CSP) to work with the community (including commercial) to resolve community issues such as Anti-social behaviour (ASB), graffiti, begging, drunkenness, vandalism etc. • CSP Neighbourhood Tasking Group will deal with issues impacting on the wider safety of the community. • Active involvement with District Watch to keep persistent offenders away from Canterbury retail premises. • Active involvement with District Watch, in the night time economy, to keep persistent offenders away from Canterbury licensed premises. • Active involvement with Canterbury City Centre Partnership to address the needs of the business community.
Statutory or Discretionary?	Statutory
Timing of activity	24 hours per day 365 days a year
Staffing and equipment levels	<ul style="list-style-type: none"> • Canterbury City has 5 Local Policing Teams consisting of an Inspector, Sergeants and Police Constables who respond 24/7 365 days to calls for service. These calls are prioritised via the Force Control Room (FCR) based at Maidstone. • Canterbury Community Safety Unit deals with crime and ASB calls and consists of an Inspector, Sergeants, Constables and Police Community Support Officers. This includes a team of officers dedicated to policing Canterbury town centre. • Vulnerability Investigation Teams – Consists of Inspectors, Sergeants and Constables who investigate crimes committed against the most vulnerable in society. This includes sexual offending, adult and child protection and domestic abuse. • Missing and Child exploitation Team – Consists of Sergeants, Constables and Police Community Support Officers who focus their efforts on working with missing children, reducing the instances of missing and safeguarding them from exploitation. • Operation Raptor team – Consists of a detective Sergeant and Detective constables who focus on disrupting and detecting matters relating to county line activity. • Tactical Operations support – Firearms officers, traffic and Police Dog Handlers can be bid for to support the district with appropriate activities, and these resources regularly patrol the Canterbury area.
Key Performance Indicators	N/A
Boundary area	Canterbury District