

Attendees (9:30 – 11:15am)

Directors:

1. **Alexandra Gordon (AG)** – Brachers
2. **Blake McCaskill (BM)** – Republic Events
3. **Caroline Hicks (CH)** – Canterbury City Council
4. **Chris Nickols (CN)** – Canterbury Cathedral (left at 11:10)
5. **Clare Millett (CM)** – The Westgate Hall
6. **Clive Relf (CR)** – Kreston Reeves
7. **Dan Grimwood (DG)** – The Refectory Kitchen
8. **David Lewis (DL)** – Café du Soleil/Café des Amis
9. **David Lilford (DL)** – Lilford Gallery & Lilford Framing
10. **Joanna Richardson (JR)** – Shepherd Neame
11. **Jon Mills (JM)** – The Foundry
12. **Karl Elliott (KE)** – Clague Architects
13. **Marco Keir (MK)** – CCCU
14. **Paul Turner (PT)** – The Marlowe
15. **Rachel Sanders (RS)** – BoConcept
16. **Sarah Wren (SR)** – Oscar & Bentley
17. **Simon Youden (SY)** – Fenwick

BID Team:

- **Lisa Carlson (LC)** – CEO
- **Rachel Pilard (RP)** – Marketing & Comms Manager
- **Lucy Martin (LM)** – Ops Manager (Job Share)
- **Emily Wells (EW)** – Administrator

1. Welcome and Apologies

Welcome: Dr Julie Grail (JG) – The BIDs Business

Apologies: Dr Philip Pothen, University of Kent and Mark Stuart, Whitefriars

CR Welcomed all new Board members and congratulated them on their new posts. Also welcomed speaker Dr Julie Grail who is joining to run a workshop on governance. A welcome was also extended to Beverley Paton, as the Canterbury Society's new representative on the BID Board who will be joining the meeting after the governance .

Thank you extended to Jon Fitter Harding, David Redgate, Paula Gillespie and Ian Blackmore for their vital and appreciated contributions to the BID over the years. Also to Caroline Hicks, who is stepping down as a Board Director next month as she is leaving Canterbury City Council to take on a new role at Dartford Borough Council.

Introductions:

- All Board members introduced themselves, their job roles and business history in the city.
- **CN:** Cathedral now has a new Head of External Engagement, David Wilkinson, who will be the Cathedral's representative on the BID Board going forward.

Structure of today's Board Meeting (LC): Outlined how the first section of the meeting would be the formal part covering welcomes, inductions and governance matters. Then at 11:15 guest attendees will join along with the rest of the BID team to hear city centre updates and other matters that are useful to Board Directors.

2. Declarations of interest

Discuss whether all these are relevant at the Advisory Group and confirm at the 16 June BID Board meeting.

- Canterbury City Council – Service Level Agreement and WiFi agreement
- Joanna Richardson – Board Member of Visit Kent with whom the BID is an investor.

Suggest these are only relevant if the BID funds an event run by the Westgate Community Trust or the Kent Green

Hop Fortnight, in which case the declarations would be noted by the Marketing and Events sub-committee:

- Sarah Wren – Trustee at Westgate Community Trust
- Jon Mills – runs the Kent Green Hop Fortnight and also the opening festival at the Canterbury Food and drink festival

3. Minutes of Previous Meeting and Matters Arising

Previous minutes:

Minutes from BID Board meeting of 24.02.21 reviewed, agreed and signed off. Points to note:

- BID Board Minutes are of public record.
- Accounts to September 2020 have been approved by the Board (in February 2021) and are available from LC. They will be filed at Companies House by the end of June and published in full on the BID website, and also included with the Finance update at the June Board meeting for the benefit of the new Board Directors.
- BID has submitted a response to CCC's Corporate Plan which will be made public.
- CCC's Climate Change Action Plan – BID response in progress.

Actions:

- Circulate BID response to Canterbury City Council's draft Corporate Plan to the Board – LC
- DMP to be circulated to Board – LC
- Include Accounts in Finance papers for the June Board meeting – LC

Matters Arising: CH – Restart Grant timeline for processing applications is 28 days max. All details are on the CCC Website.

4. Board Resolution for Appointment & Resignation of Board Directors

LM: Canterbury BID Board Resolution -Appointment and Resignation of Canterbury Connected Board Directors: It is noted that, in accordance with the Articles of Association, an election was held between Monday 15 March and Thursday 1 April 2021 to consider the election of new Directors to the Board. It was further noted that the following individuals had been voted in as Directors of the Board, and it was resolved that they, having consented to act, are hereby appointed as Directors with effect from today's date: Alexandra Gordon, David Lewis, Joanna Richardson, Jonathan Mills, Mark Pegg, Rachel Sanders, Sarah Wren and Simon Youden

It was further noted that, in accordance with the Articles of Association, the following individuals who had either not been re-elected or stood down, would retire with effect from today's date as outgoing Directors: David Redgate, Johnathan Fitter-Harding and Paula Gillespie.

It was resolved that the appropriate forms be filed with Companies House to record the changes to the Board and that the appropriate entries be made in the Company's registers.

5. Business Improvement District – Board Governance and Structure

Dr Julie Grail from The BIDs Business ran a governance induction workshop for the Board.

JG: Congratulated BID CEO (LC) and BID Team for full and thorough BID Board election process and for the exemplary way the organization is run. Notably Canterbury BID is heralded nationally as a flagship BID and an example to set for other BIDs as one of the first to achieve The BID Foundation's Industry Standards Accreditation.

Declaration of Interest: emphasized this as one of the most critical elements of a BID and to always declare any conflict of interest regardless of insignificance. The Board will then decide whether this creates a conflict of

interest and whether they step out of the room from any discussions of matters concerning this.

Directors Briefing Induction was given. Topics covered were:

Characteristics of a 'good BID':

- Representative
- Integrity
- Evidence-Based decisions
- Visible
- Responsive
- Innovative.

Principles of Good Governance:

- Clarity of Purpose and Objectives
- Fair and Transparent Representation
- Clear Output Measures
- Stay True to the 'BID Values' -without too much distraction.

Roles and Responsibilities of Directors:

- Acting in the best Interests of the Company
- Ultimately guiding the Management Team to ensure quality delivery.
- representing levy Payers
- Ensuring Good Quality Decisions
- Maintaining a focus of delivery of the agreed Business Plan
- Ensuring appropriate financial and procurement practices

Directors Documentation:

- Legal
- Advisory
- BID Specific

Actions:

- Dates for your Diary including all Sub-committee meeting dates to be summarized in follow up email – LC
- Send Sub-committee Terms of Reference to all – LC

Governance Structure (Terms of Reference available for all sub committees):

- Finance Sub Committee Chair: PT
- Strategic Development Chair: Vacancy LC to caretake for the May meeting
- Marketing & Events Chair: CM
- BID Advisory Group Chair: CR

Process and Timing for Election of Chair and Vice Chair:

- Agree transition period of April-September 2021
- Anyone wishing to nominate themselves for Chair or Vice Chair to do so by 1 July.
- Run 2-stage election process in July
- September meeting will confirm the outcome of this and handover arrangements.

Process and Timing for Sub Committees:

- Sub-committees to run during the transition period with existing chairs
- Process for sub-committee chairs to be agreed after the Chair and Vice Chair roles confirmed.

Further items covered:

- Board Governance and Structure was unanimously approved.

Attendees (11.15 – 12noon)

The following people joined at 11:15 when the formal board meeting ended to hear the presentations from Kent Police and the Marlowe.

BID Board Observers:

1. **CI Mark Hedges (MH)** – Kent Police
2. **Beverley Paton (BP)** – Canterbury Society
3. **David Kemsley (DK)** – Alliance of Canterbury Residents Groups (ACRA)
4. **Stuart Mitchell (SM)** – New River

BID Team:

- **Julia Wierucka (JW)** – Ops Manager (job share)
- **Kathy Moulton (KM)** – Sales Exec
- **Simon Jackson (SJ)** – Ambassador
- **Jess Fuoco (JF)** – Ambassador

Guests:

1. **Deborah Shaw (DS)** – CEO, The Marlowe
2. **Paul Gillespie (PG)** – The Marlowe

3. **Guy Holloway (GH)** – Holloway Architects
4. **Deirdre Wells (DW)** – Visit Kent
5. **Stephen Allen (SA)** – One Pound Lane

6. Update from Kent Police

CI Mark Hedges, District Commander for Canterbury gave an update from Kent Police. Main points to note were:

- **City Centre Team:** Going forward, as things resume some form of normality following a unique year, the increased demand on policing is being acknowledged, specifically:
 - Four PCs in Canterbury now have individual responsibility areas, covering the night-time economy, homelessness and begging, shoplifting and the Cathedral area.
 - Two PCSOs.
 - Shoplifting makes up a large proportion of crime in the city so important to work in partnership to counter this. Where there is positive identification of a suspect, for example from CCTV, there is almost 100% positive disposal rate through the criminal justice system or other means.
 - Guy Thompson is the Community Safety Unit Inspector and has joined BID meetings in the past.
 - Three Sergeants responsible for partnerships, CPT and city team, and the coast.
- **Night-Time Economy:** Lots of planning going on including an uplift in resources for when students return at key times. Safety as well as policing of young people is a priority, and team will be working with the Zero Tolerance campaign in the city to assist with this.
- **E scooters:** Police not responsible for trial run by KCC but will support and host joint operation with CCC to help manage any issues, and also with Trading Standards to work the outlets selling them to educate. Only Bird e-scooters are permitted.

LC: outlined the BID's commitment to the safety of the city with the Purple Flag accreditation and joint-working with the Community Safety Unit.

7. The Future of The Marlowe KIT

Presented by: Deborah Shaw, Paula Gillespie and Guy Holloway

- **Mission and Vision:** Briefed the Board on the new project from the Marlowe KIT, also known as the Poor Priests Hospital on Stour Street, formerly the Heritage Museum. The Marlowe's vision is to restore and revive the building and to become a "national exemplar of a cultural learning space" to expand the Marlowe's capacity to work with a diverse range of young people across the region. The centre will concentrate on improving skills, literacy, academic achievement, health and wellbeing. Essentially it will provide active learning and the chance to give young people direct exposure to artists in an inspiring heritage environment.

Centre Use:

- **Student use:** Learning space for all ages but will mainly focus on young people and schools. The Marlowe's Partnership with East Kent College is already piloting this project with their Performing Arts Dept, giving 16-19 year-olds an opportunity to work with artists and enable additional diverse avenues into employment and training.
- **Commercial use:** Commercial activity is essential to the project with huge potential in both the location (proximity to river and Greyfriars Gardens) and the venue with its hospitality facilities which will maximize commercial opportunities.
- **Community use:** Details are still underway on enabling the public to access the building.

- **Building Design and Vision:** Board was shown slides giving further detail to the location and the building itself. Emphasized the Marlowe's key purpose of preserving and celebrating the building's heritage and historical value to the city, bringing the new and the old together. Working with various bodies such as Historical England to bring this vision to life and to ensure people come to explore and enjoy the building and the location around it. Proximity to the river means it would link to the tourist boats to take them around the city and the on-site café will overlook the river and Greyfriars park.
- **Finance:** Work so far has been funded by Architectural Heritage Fund. Surveys, archaeological reports, fundraising strategy and cost analysis's have all been done to clarify current financial position. NHLF -will hear back from them in next few weeks, then preparation will take place for funding (private and corporate funds) which will need to be organized. Leveling Up Fund acknowledges the two themes of City Centre Regeneration and Cultural Investment in Heritage Spaces.
- **Next Steps:** Open Day (led by young people) will happen in July where all stakeholders will have opportunity to come and understand benefits of building and the project's purpose in the community. Stakeholder Consultation is now underway with the presentation to the BID Board today being a key part of it. Therefore, any feedback from Board Directors will help shape and strengthen project going forward.

Comments:

DW: An opportunity to offer experiences for visitors ie behind the scenes and for flexible events for commercial purposes would be very useful.

RS: Q: Funding amount sought? A: £6.5m with £1m recoverable as VAT

CM: Q: Evening Performances? A: Not part of the plan for hospitality area to be an events space.

8. AOB

- **Reopening and Recovery Roadmap updates** - *circulated with Board papers*
- **Future agenda items:** Climate Change, SELEP, Investor Forum, Funding (eg, Community Renewal Funding, Levelling Up)

Summary of Actions

- Circulate BID response to Canterbury City Council's draft Corporate Plan to the Board – LC
- DMP to be circulated to Board – LC
- Include Accounts in Finance papers for the June Board meeting – LC
- Dates for your Diary including all Sub-committee meeting dates to be summarized in follow up email – LC
- Send Sub-committee Terms of Reference to all – LC

Summary of Decisions

- Board Resolution for Appointment & Resignation of Board Directors approved
- Transition period for Chair, Vice Chair and sub-committee chairs approved.

Next Board Meeting Dates

All Wednesdays from 9:30 to noon):

- 16 June 2021, 15 September 2021, 17 November 2021

Signe



Date: 16.06.2021

Clive Relf, BID Board Chair