

## Attendees

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### Directors:

1. **Blake McCaskill** – Republic Events
2. **Clare Millett** – The Westgate Hall
3. **Clive Relf** – Kreston Reeves
4. **Dan Grimwood** – Refectory Kitchen
5. **David Lewis** – Café du Soleil/des Amis
6. **David Lilford** – Lilford Gallery & Framing
7. **David Wilkinson** – Canterbury Cathedral
8. **Joanna Richardson** – Shepherd Neame
9. **Jon Mills** – The Foundry
10. **Karl Elliott** – Clague Architects
11. **Marco Keir** – CCCU
12. **Mark Pegg** – Loake Shoemakers
13. **Paul Turner** – The Marlowe
14. **Rachel Sanders** – BoConcept
15. **Sarah Wren** – Oscar & Bentley

16. **Suzi Wakeham** – Canterbury City Council

### Observers:

- **Beverley Paton** – Canterbury Society

### BID Team:

- **Lisa Carlson** – CEO
- **Lucy Martin** – Ops Manager (Job Share)
- **Julia Wierucka** – Ops Manager (Job Share)
- **Rachel Pilard** – Marketing & Comms Manager
- **Emily Wells** – Administrator
- **Kathy Moulton** – BID Team
- **Simon Jackson** – BID Ambassador

## 1. Welcome and Apologies

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### Apologies:

- **Mark Stuart** – Whitefriars
- **David Kemsley** – ACRA
- **Dr Philip Pothén** – UoK
- **Alexandra Gordon** – Brachers
- **Simon Youden** – Fenwick
- **Mark Hedges** – Kent Police

Introductions were made, including details of businesses they represent and groups/boards each Board Director sits on. LC mentioned new BID Ambassador, Drew Tucker, who starts on 21 September.

### Handover of outgoing BID Board Chair, Clive Relf, to new Chair, Clare Millett, took place:

- CR: Thanked and congratulated the strong Board and BID team for making time as Chair an exceptional experience.
- LC: Thanked CR for leading the Board and the BID team these last seven years.
- CM: Thanked CR and assured all she would be approachable and open to all suggestions from fellow Board members as her new role as Chair of the BID Board.

**Paul Turner was welcomed as the new Vice Chair.**

## 2. Declarations of interest

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- **SW** – Canterbury City Council (Service Level Agreement)
- **JR** – Board Member of Visit Kent with whom the BID is an investor

## 3. Minutes of Previous Meeting and Matters Arising

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### Previous minutes:

Minutes from BID Board meeting of 16.06.21 reviewed, agreed and signed off.

### Actions:

- Notes on the informal discussion to be removed before publishing the minutes.
- Recirculate link to trade waste audit and plastic free survey

## 4. Board Sub-Committee Reports

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### **Marketing and Events (CM)** Clare Millett and Rachel Pilard

Last meeting was on: 29.06.21

Next meeting scheduled for: 02.11.21

#### **Summer of Rewards Campaign:**

Campaign offered 25 deals and discounts over 6 weeks leading to a surge in MyCanterbury signups and engagement:

- Digital report with data on full reach statistics of campaign was shared with Board.
- Excellent take-up rate by businesses
- Increased sign-ups to MyCanterbury platform meant high demand for the MyCanterbury card
- Campaign has invigorated the MyCanterbury brand

#### **Gift Card:**

- 107 businesses are now signed up.
- Corporate purchasing (incentives, prizes etc) will be promoted
- Load my Card will be available at The Beaney for people who don't want to wait for the post
- Point of Sale strategy and marketing to be looked at to promote greater awareness.

#### **Canterbury Quarters:**

- The Cathedral Quarter and King's Mile Quarters have engaged with each other well and with the M&E group.
- The formation of the Castle Quarter continues to progress and a meeting is planned between the three quarters.

#### **Christmas Campaign:**

2021 Christmas Committee includes Whitefriars, Goldsmiths, The Beaney, Canterbury Cathedral, Visit Canterbury, The Marlowe, Rockhopper (organisers of the Christmas Market) and Southeastern.

- Christmas Guide: all advertising sold, delivery 1 November
- Lego Trail: 1-24 December, tied in to Merry Brickmas at The Beaney
- Christmas Light Switch-on: 12 November
- Visit Canterbury dedicated Christmas landing page
- Christmas Window Competition: 4 December
- Heart FM Radio Campaign: Mid-Nov – Mid Dec
- ITV Advert: 2 week campaign
- Campaign Toolkit will be circulated to businesses: 'Make your Christmas'
- BID Budget £16k, Contribution from partners: £12k

#### **Pride:**

Total attendees more than 15,000 however data will be released shortly and shared for Marketing and Events committee.

### **Strategic Development (LC):**

Last meeting was on 07.07.21

Next meeting scheduled for 20.10.21

### **Planning:**

- **Biggleston Yard (former Nasons)** – the challenges with pollution run-off into the Stodmarsh Nature Reserve continues to cause a delay to this development. Discussions ongoing with developers, CCC, Southern Water, Natural England and national government to find a solution.
- **Guildhall Quarter (former Debenhams)** – Some works have been done by new businesses 15:17 but no opening date announced. Similar problem as Biggleston Yard re the Stodmarsh.
- **Former Curry's** – DWP is going to take over this space but with no further details at present.
- **Former Barretts** – The site will operate as student accommodation from mid-Sept to early July and as a boutique hotel during the summer months. Public access during the week and on the weekends is tbc. The class use for the site is sui generis which may offer some protection from classifying it as residential at ground floor level. We are in discussions with Paul Roberts to have some digital visitor economy signage on that building, as well as some indoor space dedicated to visitor welcome.

### **Customer Survey :**

BID has been undertaking a Customer survey bi-annually since 2011 in order to help better understand the behaviour of current users of the city. An independent company called Latimer Appleby conducted the research between 20 and 25 July 2021. The research took the form of an on-street survey to explore topics such as demographics, travel time and mode, visit motivation, dwell time, and visit frequency, as well as quantifying shopping spends. Five locations were selected for sampling: St Peter's/High Street, St Margaret's, St Dunstan, King's Mile, and Burgate, to allow for comparative analysis. One party in three was approached as a form of random sampling, and no demographic quotas were used in the interviewing process. The full report is on BID website: [canterburybid.co.uk/city-centre-performance/](http://canterburybid.co.uk/city-centre-performance/)

CR: Could this be done more frequently, ie every year. Also, could the data be maximized more? Must be offset against relatively expensive cost of conducting survey.

### **St Georges Redevelopment:**

LC to attend Regeneration Committee on 30.09.21 to speak in favour of the investment into the redevelopment of St George's Street, as per the consultation workshop we held in June.

### **Advisory Group:**

#### **Governance**

- The Board pack included a handout with a list of the various groups the BID either chairs or attends on behalf of businesses, and also a handout of the Board and Team structure.
- LC reminded the Board about the four standing sub-committees of the Board (Marketing & Events, Finance, Strategic Development and Advisory Group) – terms of reference for each were circulated at the June Board meeting.
- Roles: Paul Turner is remaining as Chair of the Finance sub-committee as well as Vice Chair, and we are looking for a new Chair of Marketing & Events and Strategic Development. As soon as these roles are appointed, we can confirm meeting dates for the remainder of Year 3 (Oct 2021-Sept 2022).
- CM, as Chair of the Board, is also Chair of the Advisory Group, which is a group responsible for governance and HR.

#### **AGM**

- The BID normally holds an AGM every year in the spring as a networking / engagement event where we publicly report on the activity of the BID (including the statutory accounts). However, due to pandemic the AGM event didn't take place this year. We have gone beyond our statutory obligations, as we do every year, but publishing our accounts in full on Companies

House and on the BID website.

- An update on the BID's activities will be circulated with levy bills in mid-October, and we are considering whether to hold a virtual AGM-style event in October or to resume our normal AGM event in Spring 2022. Given the need to focus on maximizing business support over the coming months, we are likely to hold an event in the spring / early summer, in person if possible.

**Actions:**

- Expressions of interest for sub-committee chairs to LC – any Board Director
- Schedule of BID events/meetings to be prepared and shared with board – LC

## 5. Year 3

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### **Report from the BID Chief Executive (LC):**

**Business Plan Mission Statement:**

To help make Canterbury a vibrant, exciting, well connected and successful business community, and an attractive, clean, green, safe, enjoyable destination for everyone – staff, visitors, shoppers, residents. The key objective of the BID remains to deliver projects that meet the needs of the business community.

**Three areas of activity**

1. Promote and animate
2. Support and represent
3. Improve the experience#

**Results and Impact of Year 2:**

This is documented in Year 2 Ops Reports, which are produced ahead of each Board meeting and published on the BID website. These are currently being collated for the leaflet to be sent out with the BID levy bills mid-October.

**Key Stats and deliverables from Year 2 (October 2020-September 2021):**

- All covered in Ops Reports and Annual Report.
- In summary, despite the year's challenges, the BID carried on and delivered the activity promised, albeit some adapted or delayed because of the pandemic – all tracked in the BID's Covid Recovery Action Plan and monitored by the Strategic Development sub-committee. For example 2020 printed guides were halted and replaced with digital marketing (for example, campaigns like #iPledge and Summer of Rewards). We also introduced the Canterbury Gift Card.

**Income and funding (year 2, 2020-21):**

Despite lower levy collection rate, new sources of funding such as the Reopening the High Street Safely (RHSS) and Welcome Back grants, the furlough grant, and continued voluntary contributions, meant our projected income increased following initial adjustments due to the pandemic. To summarize:

- Prior to the pandemic, we budgeted income of £552k
- Throughout the pandemic, we operated budget scenarios and projected income of between £385k and £492k.
- Now projecting £503k

**Potential new sources of funding for the city:**

- Safer Streets – working with Kent Police and the Community Safety Unit. Some funding already approved for new CCTV. Awaiting outcome of the “Violence Against Women and Girls” funding bid.
- Levelling Up – Steering Committee due to meet in October to support CCC’s bid in the spring.

**Key Highlights from last year (to be included in the BID’s annual report sent out with levy bills in October)**

**Promote & Animate:** To maximise footfall and spend and create a positive atmosphere.

- Following BID Board election in April 2021, 11 new directors joined the Board.
- Over 30 new business openings
- Footfall monitored closely, reaching over 90% of 2019 levels in August.
- Ringfenced £28,000 to be spent in over 100 registered businesses in Canterbury by launching the Canterbury Gift Card.
- Increased customer reach: Sent out 495,000 MyCanterbury emails promoting businesses and events across the city and increased Facebook reach by 170% in the last year.
- Increased business reach: BID’s Instagram following increased by 18% in the last year while our daily Twitter feed created 46,000 impressions.
- Produced 20 videos including training webinars, promotional reopening videos along with a digital Christmas Light Switch-on culminating in a reach of over 90,000
- Displayed 360 hanging baskets, 5 miles of Christmas lights and 150 window vinyls in the city, including the Christmas Selfie Trail and a vinyl series celebrating Canterbury’s green spaces and pollinators.
- Promoted over 70 local businesses through the Canterbury Summer Guide with 20,000 copies distributed between July and September.
- Released £14,000 in event sponsorship to the following events to keep the city vibrant and to drive footfall and spend: Wimbledon at Whitefriars, Pride Canterbury, Canterbury Festival, Student Shopping Night, City Feast, Summer Festival at the Marlowe (with bOing), Green Hop Beer Fortnight and The Hound of the Baskervilles in the Westgate Gardens.
- Celebrated reopening with a special edition Canterbury Shopping Map, including door to door distribution to encourage residents to shop locally. The map now includes the location of refiling water stations and defibrillators.

**Support & Represent Providing business support and ensuring your voice is heard.**

- Lobbied for businesses interests at 17 steering groups & forums (including road works, transport & access, rough sleeps, night time economy, graffiti, heritage, marketing)
- Supported the formation of the new Castle Quarter forming
- Launched a new Investor Forum alongside our existing sector groups to involve property owners and asset managers in consultations and discussions about the future of the city.
- Leveraged additional funding from the government’s Reopening the High Street Safely and Welcome Back fund for bunting, photo shoots for our hospitality industry, short films to support reopening, pavement stickers, reopening guide & print outs and advertising for the Summer of Rewards campaign.
- Held 23 training, sector group, networking and consultation sessions covering transport, legal advice, inward investment, marketing, property law and more.
- Formed online consultation groups enabling businesses to discuss city centre consultations including parking, St George’s St, Local Plan and the Council’s Corporate Plan.
- BID CEO Lisa Carlson continues to represent Canterbury at the All Party Parliamentary Group for Town Centres while also chairing the Association of Town and City Management.

- Joined the board of Canterbury Climate Action Partnership and the Council's Climate Change Partnership, and joined Plastic Free Canterbury, to represent business interests in the transition to a net zero economy.

#### **Improving the Experience: Creating a positive atmosphere for customers, clients, staff and visitors**

- Partnered with Canterbury City Council to roll out free city wide WiFi – providing new data for the city and a reason for people to dwell.
- Received Purple Flag accreditation for the 8th year.
- Deep-cleaned the High Street, distributed free graffiti wipes and tackled graffiti hot spots, cleaning and treating with anti-graffiti paint.
- Attended weekly Tactical Coordination Group meetings with Kent Police, CCC Enforcement, Licensing, District Watch and other statutory groups, to work on solutions to business crime, safety and security.
- Created awareness campaigns around Purple Flag, the Safety Hubs, District Watch and provided a new support directory for businesses to use for reporting purposes.

#### **Year Ahead:**

##### **Promote and Animate**

- Animate the city with Christmas lights (going ahead this year with an event, more info available in next few weeks) and hanging flower baskets,
- Lights Switch-on event and Christmas marketing campaign (incl TV campaign and the Beaney's Merry Brickmas campaign)
- Funding and organising for events and festivals - ongoing
- Seasonal campaigns focused on dwell time and spend, always looking for new ways to tell our city's story.
- Levelling Up bid
- BID Strategic Development subcommittee – focus on inward investment.
- MyCanterbury and Canterbury Gift Card going from strength to strength – develop website and reach even further

##### **Support and Represent**

- Free business support continues with popular training and networking programme, Ambassador service and city performance reports (with a new-style infographic for city performance launching next month).
- Dedicated support for climate change, including active campaigns, such as Plastic Free Canterbury, business support for the transition to net zero, a new programme for trade waste. We are also gathering case studies for Climate Action Week to help share best practice. LC to attend COP26 with the Canterbury Climate Action Partnership.
- Lobbying: locally, regionally and nationally.
- Working with Canterbury quarters (King's Mile, Cathedral and Castle Quarters, and newly forming group in the St Dunstan's area)
- Continued support and representation from the Association of Town and City Management, the All Party Parliamentary Group for Town and City Centres and The BID Foundation.
- Forums and working groups – where we get things done

#### **Improve the Experience:**

- **Cleaning** - New cleaning and trade waste service data available through KCC's Upcycling Survey in addition to BID's own survey. Recycling bins being looked at to be funded by BID for High Street going forward.
- **WiFi** -installed and active already. BID monitoring improvements to the service.

- **Signage and Wayfinding** -Levelling Up fund may provide access to improved wayfinding in the city. Finger posts are short term projects that need to be looked at. SW: looking at what CCC can do to bring wayfinding up to an acceptable standard
- **Vacant Units** – vinyls and “meanwhile” use.
- **Graffiti Removal** - BID has topped up CCC’s service to enhance the appearance of city centre. Once CCC’s position for year ahead is clarified this will enable better planning going forward by the BID
- **Safety and Security (Crime reduction partnership)** – support reactivation of District Watch scheme following furlough, Purple Flag (host 2022 Awards), investigating possible Diverted Giving and Pay It Forward schemes

### **Finance (year 3 budget, surplus, levy billing and year 2 summonses) (PT):**

Last meeting was on 06.07.21

Next meeting: 08.09.21

#### **In Summary:**

- The Year 2 budget comes to an end at the end of September, our current levy collection rate is 79% and we are optimistic that this will increase to 85%. We have tracked the budget throughout the year based on three scenarios; a 75%, 85% and 95% collection rate due to the pandemic.
- Currently we are showing a surplus of £25,000 from this year. That is largely due to a delay in the WiFi contract with CCC and our decision to postpone the new website. We came into the year with £210,000 in the bank. We had costs relating to Year 1 of £44,000 and income relating to Year 1 of £16,000 which means Year 2 really started on £182,000. Subtracting reserves of £70,000 and VAT deferral of £15,500 left us with an actual surplus of £96,000 (due to projects postponed because of the pandemic and savings due to furlough). We agreed in March to release £40,000 of that surplus and spread the rest over the next three years.
- The Year 2 accounts will be prepared by Burgess Hodgson and it is hoped the first draft will be available in January 2022.

Court summonses for years 1 & 2 will be issued in December.

#### **Y3 Budget Review:**

Once again the Year 3 budget contains three scenarios for levy collection: 95% (our normal pre-Covid target), 85% and 75%. We anticipate a deficit budget in Year 3, following two years of surplus due to COVID. It is our duty to spend levy payer money and invest in the projects detailed in our Business Plan, which is reflected in the Year 3 budget. Clive Relf and Paul Turner proposed that the budget be approved.

For the Year 3 levy bills, businesses can sign up to e-billing which should make the process easier and more environmentally friendly for all.

**Decision:** Board voted unanimously to agree the position of the finances and the budget for Year 3.

#### **Actions:**

- Any board member who has changed address to notify Lucy for Companies House – All
- BID customer service training to be included in the new year training programme – RP

### **Summary of Actions**

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- Notes on the informal discussion to be removed before publishing the minutes.
- Recirculate link to trade waste audit and plastic free survey
- Expressions of interest for sub-committee chairs to LC – any Board Director
- Schedule of BID events/meetings to be prepared and shared with board -LC
- Any board member who has changed address to notify Lucy for Companies House – All
- BID customer service training to be included in the new year training programme – RP

## Next Board Meeting Dates

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### **2021-22 Board Meeting Dates** (all Wednesdays from 9:30 to noon):

- 17 November 2021
- 19 January 2022
- 23 March 2022
- 18 May 2022
- 20 July 2022
- 14 September 2022
- 16 November 2022

### **Sub-Committee meeting dates:**

- **Marketing & Events:** 2 November 2021 (*postponed due to busy Christmas period*)
- **Finance:** 12 October 2021
- **Strategic Development:** 20 October 2021
- **BID Advisory Group:** tbc

### **BID Networking**

- Wednesday 27 October, 12:30-2:30 at The Foundry (Climate Action Week)
- Wednesday 23 November, 5-7pm, location tbc

Signed:



Date: 16.11.2021

Clive Relf, BID Board Chair