

## Attendees

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### Directors:

1. **Alexandra Gordon (AG)** – Brachers
2. **Beverley Paton (BP)** – Canterbury Society
3. **Blake McCaskill (BM)** – Republic Events
4. **Clare Millett (CM)** – The Westgate Hall
5. **Dan Grimwood (DG)** – The Refectory Kitchen
6. **David Lewis (DL)** – Café du Soleil/Café des Amis
7. **David Lilford (DL)** – Lilford Gallery (left at 11am)
8. **Joanna Richardson (JR)** – Shepherd Neame
9. **Jon Mills (JM)** – The Foundry
10. **Karl Elliott (KE)** – Clague Architects
11. **Marco Keir (MK)** – CCCU
12. **Mark Pegg (MP)** – Loake Shoemakers (left at 10am)
13. **Paul Turner (PT)** – The Marlowe
14. **Philip Pothen (PP)** - University of Kent
15. **Rachel Sanders (RS)** – BoConcept
16. **Sarah Wren (SR)** – Oscar & Bentley
17. **Simon Youden (SY)** – Fenwick
18. **Suzi Wakeham (SW)** – Canterbury City Council

### BID Team:

- **Lisa Carlson (LC)** – CEO
- **Rachel Pilard (RP)** – Marketing & Comms Manager
- **Lucy Martin (LM)** – Ops Manager (Job Share)
- **Julia Wierucka (JW)** - Ops Manager (Job Share)
- **Kathy Moulton (KM)** – Sales Executive
- **Emily Wells (EW)** – Administrator
- **Simon Jackson (SJ)** – BID Ambassador

## 1. Welcome and Apologies

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### Welcome:

- **Sinead Hanna (SH)** - Pillory Barn
- **Peter Davies (PD)** – Director of Strategy & Improvement, Canterbury City Council

### Apologies:

- **David Wilkinson (DW)** – Canterbury Cathedral
- **Clive Relf (CR)** – Kreston Reeves
- **David Kemsley (DK)** – ACRA
- **Mark Hedges (MH)** – Kent Police
- **Mark Stuart (MS)** – Whitefriars

## 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. The Future of Visit Canterbury – RP (BID)

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Canterbury City Council is proposing to close the destination management site, Visit Canterbury. RP presented a proposal, developed with Visit Kent, for the future of Visit Canterbury – to run the website and DMO in a consortium model. The proposal will be sent to the Council following the board's feedback.

The presentation was compiled following research with other BIDs, looking at other models and taking into consideration financial constraints and the role the BID, Visit Kent and other stakeholders can play in creating the best possible model for Canterbury.

**The presentation laid out the following:**

• **Current DMO Landscape:**

MyCanterbury – City focused with a predominately local audience, run by Canterbury BID

Visit Canterbury – Canterbury District focused run by Canterbury City Council

Visit Kent – county-wide, run by Visit Kent with Canterbury getting a section of their larger marketing tool.

• **Why Invest in Canterbury?**

Research shows in the past few years, competitor DMOs have invested in their marketing platforms significantly more than Canterbury. Conclusion is without significant investment in our DMO, we cannot compete without neighbouring tourism cities which has implications for investment, jobs students, trade and more.

• **National DMO Picture - 2021 Review**

The de Bois review, an independent review of DMO's in England concluded the following, fed through to central government:

- Destination Marketing Organisations should be public/private/community partnerships, not based solely in a Local Authority but working in close partnership with them.
- Local authorities should involve their DMO in any policy decision-making affecting the visitor economy.
- Reduce duplication and remove competition within destinations.
- The Government should bring in a tiering approach, using an accreditation process to create a national portfolio of high performing DMOs that meet certain criteria

• **Visit Canterbury Proposal:**

**Essential concept would be to:**

- Merge and enhance MyCanterbury and Visit Canterbury - idea is to have group of stakeholders heavily invested in canterbury to lead - representing all businesses with strong governance. Also to create a dual-purpose platform for tourism and visitors and also investors and locals too.
- Continue with county-wide promotion through Visit Kent

**Proposal would include:**

- New dynamic website with possible option to book
- Subscription model that ensures the platform is content rich, ideally with all BID businesses on there
- Strategic marketing to feed into Kent wide campaigns (Visit Stokholm very good example of this)
- Website that encourages inward investment
- Travel trade engagement
- PR activity
- Business engagement.
- Proactive engagement with press, travel trade, meeting planners and other key sectors, including the film industry.
- A set of engaged strategic stakeholders.
- Mixed funding model delivering good value for both public and private sector partners.
- Access to high quality, informative research to inform campaigns and strategy.

• **Projected Cost:**

Essentially by combining the work of the BID, VC and VK there is the option of creating a powerful and effective platform with a proposed annual cost £90k to encompass:

- Website development
- Content creation and management
- Staffing
- Internal and external research and reporting

**Feedback was as follows:**

Following a discussion, the board approved the proposal to send to the Council.

#### Questions/Comments/Clarifications:

- If £90k if not achievable what could or would be compromised? If £90k not achieved, BID would need to consider scope of what can be delivered
- Regarding timeline, with decision making imminent at CCC and the current website running until June 2022, an element of urgency is required in next 4 weeks to get all items discussed up and running. Expected timeline would realistically be by end of the calendar year
- Keen to see detailed cost structure and Business Plan to support proposal -essentially to ensure the appropriate budget would be in place to support the continuity, development and management of website content to ensure it stays regularly updated and runs as effectively as it should
- Phased approach would be advised, once existing site closes. Therefore it's important a clear development plan is there for implementation over the next year/18 months.
- Domain name would stay (@canterbury.co.uk) City WiFi also links into this
- A refresh of the brand could be considered further on down the line, however the immediate priority would be to focus on the transition period.
- Important to ensure the adequate level of tech know-how is applied to website to ensure the appropriate information is being fed in, in order to drive out personalised and appropriate content to consumers. Perhaps see what the other "best practice" cities do with the consumer data they collect and how they leverage this to drive promotion of other activities

## 4. Using LinkedIn for your Business and the BID – SH (Pillory Barn)

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“Making the Most of LinkedIn” was presented by SH from Pillory Barn with the aim of raising awareness of the platform and the importance of having an up-to-date LinkedIn profile as a BID Board Director and BID Brand Ambassador.

**Action:** Circulate slides from LinkedIn presentation to Board -LC

## 5. Minutes of Previous Meeting and Matters Arising

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#### Previous minutes:

Minutes from November BID Board meeting (17.11.21) reviewed, agreed and signed off. Points to note:

#### Matters Arising:

- Vinyling the former Currys site (now DWP offices) remains a top priority for the BID, especially prior to the Queen's Jubilee
- No update for Riverside development however a site visit may be an option soon.
- Typo to be amended on P5
- Food and Drink Festival will be running this year due to Events Umbrella being granted an extension.

#### Ongoing Actions from 18.11.21:

- Develop Inward Investment business case – LC (in progress)

## 6. Board Sub-Committee Reports

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### A) Marketing and Events – RP

Report delivered of the 2021's Make Canterbury Christmas Campaign.

**Christmas Committee consisted of following stakeholders**, chaired by Canterbury BID: Visit Canterbury, Whitefriars, Goldsmiths, The Beaney, Canterbury Cathedral, The Marlowe Theatre, Christmas

Market organisers Rockhopper, Southeastern

**Key highlights of the report are as follow:**

- Campaign planning started Sept 2021
- Campaign run time: 01 Nov 2021-04 Jan 2022
- Objective: ensuring maximum reach, rich content, media focuses and shareability
- Campaign reach in numbers: 3,805,360
- Campaign media streams: Radio (Heart FM, Smooth FM), TV (ITV & ITV Hub), Social Media (Visit Canterbury, BID channels), BID B2B eNewsletters, Christmas Maps & Guide, Visit Canterbury, KM Group (online & radio), Train Station Posters
- Footfall for period:
  - November: 638,351
  - December: 679,669
  - Canterbury saw footfall increase by 19.1% compared to 2020
- Whitefriars Giving Tree raised £262.62

**Action:** Full Christmas Campaign 2021 review to be sent out to group -RP

**B) Strategic Development – RS**

**Summary:**

- Working on questionnaire to plan for Strategic Workshop, scheduled for 23 Feb, to understand how to utilise the strengths, skills and identify any gaps from the BID Board and SD Subcommittee groups
- Barretts update - planning has been granted and window vinyls display new plans. Key entry suite to city so possible that VC marketing can possibly be displayed with digital element of particular interest to enable regular updates.
- Stodamarsh still holding things up at Nasons and Debehams. SW: CCC written to government to try unlock the issue

**Action:** Update regarding Stodmarsh and Govt response to be sent through to group once received -SW (CCC)

**C) Finance – PT**

**Summary:**

- Levy collection rate 78% of billed amount at year end Sept 2021. Now up to 88%, exceeding our projections.
- Collection rate for previous year increased by £55k.
- Summary of position of year end currently showing surplus of £25,000 from this year, largely due to delay in WiFi contract with CCC and BID decision to postpone new website.
- Collection rate for new BID year (YR3) as of end of Dec is 75%. Highest ever rate for this period.
- Service level agreement - CCC and Civica -almost complete
- Next meeting looking at outturn and accounts for last period of BID (Y2)

**D) Advisory Group – CM**

Meeting date to be arranged soon to conduct the salary review which has been postponed for two years during the pandemic.

## 7. City Performance Indicators - (LM)

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LM gave an insight into the BIDs City Performance indicators, the main one being BID's Monthly City Centre Performance Report (part of the Service Level Agreement to CCC). Full range of indicators contributing to the report are:

**Footfall:**

- Live footfall camera tracker on St Peter's Street (Tui) -feeds to Springboard, leading footfall trend analysts.
- Springboard then generate weekly and monthly footfall reports,

**Vacancy Rates:**

- BID area monitored with monthly survey conducted by BID Ambassadors and sent to Springboard.
- Data from survey then feeds into a bigger picture for regional and national comparison
- Travel data also used (Southeastern, Stagecoach, Car Parks, P&R, Coach parks etc)
- Tourism data from Visit Kent, quantities and also proportions of sectors ie domestic, European and international

**Sales Performance:**

- Sales percentage increase/decrease figures (not actual figures) requested from 25-30 local businesses.
- Main area of focus is quality, consistent like-for-like retail and F&B data.
- Information gathered is treated with confidence and is used purely for trend comparison over time.
- Getting regular updates can be challenging - anyone wishing to contribute is welcome

**Infographics:**

- City Centre Performance Infographic is available for all to use, published on a dedicated page on the BID website, displays performance statistics in easily digestible format, showing Footfall, Sales, Vacancy Rates, Premises type, Gift Card Stats and Transport Use.
- Springboard's data sets are also displayed in an infographic, showing footfall reports from Canterbury and the UK.

**Shopper Reports:**

- Contains a wealth of useful and detailed information on shoppers' habits in the city.
- Basic infographic to display this information is being planned

**Actions**

- Ideas of how City Centre performance data can be otherwise utilised pls let LM know -ALL
- Any F&B/retail wishing to contribute toward sales data pls contact LM -ALL

## 8. Round Table

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**SW (CCC):**

- Business Grants teams looking at criteria for ARG (Additional Restriction Grant).
- Local Plan: current focus on site assessments, housing numbers and lower density req, transport modelling plus a focus on town centre strategy. Timescale: public consultation in the summer likely, with longest deadline summer next year for public consultation. SW to keep board updated via LC
- Levelling Up Fund: Currently team finalizing content in draft form, to come back to stakeholders. Likely for May 2022 submission.
- Platinum Jubilee - CCC aligning diary with others currently.
- St George's –Removal of 5 current trees deferred temporarily by KCC. 14 mature trees to go in, meaning carbon emissions will be same in years and then improved. New Deputy Director of Place is joining CCC on 21 Feb to head up project. Will include looking street trading, events and concessions, how the city centre can be used effectively and how we make best use of public realm. May very well be opportunities for current street traders to continue but important to have a refresh. New director will be liaising regularly with the BID.
- Restructuring process currently underway at CCC.

**BP (Canterbury Society):** Please see Canterbury Society website for all updates, events, working group and meetings <https://www.canterburysociety.org.uk/>

**RP (BID):**

- Very pleased to be working with BP on 3 Cities Garden, the Bison Vinyling Project and Chuffs, Litter Picking projects and the Biodiversity projects that feed into 2022 Canterbury in Bloom
- Purple Flag Awards are being hosted here in Canterbury on 24 March -lots to look forward to and plan for. More information will follow.
- Working with SEK, as a partner on the breaking Barriers CRF Fund, for us to share information for them
- Climate Action support, Go Green and Electric Vehicle Conference
- Signage and wayfinding -city centre finger post signage being cleaned and updated
- Park and Ride Survey is live until end of Jan -important we all feed into this.
- Jubilee -Looking at options including bunting and vinyls, but importantly looking at collaborating as a city. Important any plans to be fed into group to discuss including street parties etc

**Actions:**

- CCC Park and Ride consultation - ALL

## Summary of Actions

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- Circulate slides from LinkedIn presentation to Board – LC
- Full Christmas Campaign 2021 review to be sent out to group – RP
- Update regarding Stodmarsh and Govt response to be sent through to group once received – SW
- Ideas of how City Centre performance data can be otherwise utilised pls let LM know – ALL
- Any F&B/retail wishing to contribute toward sales data pls contact LM – ALL
- CCC Park and Ride consultation – ALL

Carried over action:

- Inward Investment business case – LC

## Next Board Meeting Dates

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**2022 Board Meeting Dates**

- 23 March (workshop and training)
- 18 May
- 20 July
- 14 September
- 16 November

**M&E** – 29 June, 10:30 to noon

**Finance** – 6 July, 10 – 11:30

**SD** – 7 July, 10-11:30

**Advisory Group** – tbc

**Signed:**



**Date:** 23.03.22

**Clare Millett, BID Board Chair**