

# Canterbury BID Interim Board Meeting Minutes

Date			
<b>Date</b>	Wednesday 25 February 2015	<b>Location</b>	Whitefriars Board Room
<b>Attendees</b>	Clive Relf (CR) – Reeves and Chairman Bob Jones (BJ) – Canterbury City Partnership Adam Bateman (AB) – Fenwick Caroline Hicks (CH) – Canterbury City Council David Lilford (DL) – Lilford Gallery & Lilford Framing Ian Blackmore (IB) – The Jolly Sailor Jennifer Williamson (JW) – Reeves Jeremy License (JL) – Furley Page		Lindsay Ridley (LR) – The Canterbury Tales Marco Keir (MK) – Christ Church University Mark Arnold (MA) – Kent Police Peter Scutt (PS) – Whitefriars Tim Less (TL) – Canterbury Society Lisa Carlson (LC) – MyTown, MyCity Lucy Martin (LM) – Canterbury City Partnership
Item			
<b>1</b>	<b>Welcome, introductions &amp; apologies</b>		
<b>1</b>	<b>Apologies:</b> Alex Ridings (AR) – Think Agency Dan Grimwood (DG) – The Refectory Dave Hughes (DH) – Kent CC		Declan Kelly (DK) – The Abode Edd Withers (EW) – Student Republic Georgia Lord (GL) – CJ’s and Brunch Therese Heslop (TH) – Canterbury Cathedral
Item			
<b>2</b>	<b>Minutes of the board meeting held 14 January 2015</b>		
<b>2</b>	Minutes of last meeting approved and will be posted on the BID website.		
Item			
<b>3</b>	<b>BID Levy Collection</b>		
<b>3</b>	<p>The BID has now reached the target of £488,000 worth of levy collected. A total of forty one summonses were issued, twenty one of which were taken to court and nineteen liability orders were issued on the 19 January 2015. Two businesses have been adjourned to the 10 March to reappear before the magistrates because they contested the levy. There will be a meeting with Canterbury City Council’s collection team EKS on the 4 March to discuss what the follow up procedures will be.</p> <p>Of the remaining businesses that haven’t paid their levy there are seven businesses that have agreed a payment plan with the BID of four equal payments set over an agreed time line as they approached the BID to advise that they could not pay their levy in full by the time they were required to do so. There are five businesses paying by instalments in an unauthorised manner. The BID has written to those who are paying by instalment to inform them that they are required to pay their levy in full by the 31 March 2015. It was recommended that the new permanent Board should make a decision on how to proceed with those paying by instalment.</p> <p>BJ asked the advice of the Board for one business who has not paid their levy and has advised that they are unable to pay it. They have been offered the same opportunity as the other businesses that have approached us with a similar issue of a four part payment plan; however they have requested eight payments. The Board agreed that they have to agree to the four payments otherwise the matter will be referred back to EKS who will follow the agreed course of action.</p> <p>JL advised the board that there is a semantic point in that before a liability order is issued that is classed as them not paying the levy, after a liability order is issued it’s a criminal offence not to pay a court ordered amount of money.</p> <p>Any representative of a levy paying business/organisation that has paid its levy in full by 12 noon on Friday 27 February 2015, before the BID Board Nominations open at 9am on Monday 2 March 2015, is eligible to be a Member of the BID Company and can therefore be a Director and serve on the Board.</p> <p>Lastly St Peters Primary School is liable for the full levy but has expressed concern about this as it is not part of their current year budget. BJ asked that the Board agree to an 80% charity relief in recognition of the status of the Primary School and its role in the community. The school would be keen to be part of the BID under this arrangement. BJ recommended this to the Board which they agreed to.</p>		

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	Action	Responsible	Date for completion
	BID team to meet with Canterbury City Council's collection team EKS on the 4 <sup>th</sup> March to discuss what the follow up procedures will be for those businesses which have liability orders.	CR & LM	04/03/2015
<b>Item</b>	<b>Finance</b>		
<b>4</b>	<p>JW talked the Board through the finances. The finance sub-committee which is made up of JW, BJ, LM and AR met on 16 February. A summary sheet of the current finances was circulated to the Board which shows the income received to date and the committed spend to date across the year. In terms of income the BID has received £513,606, with £421,252 allocated as committed funds, i.e. where the money has already been spent or where we accept there is a liability to continue payment for the remainder of the BID year and £136,348 as uncommitted funds against the Year 1 budget. This equates to a shortfall of £43,994 but that is because the BID hasn't received the full amount of expected income to date. To be prudent income is not accounted for unless it has hit the bank. The document will be updated on a monthly basis so that when there is a conversation about spend the Board are full equipped to make a decision about committing funds.</p> <p>JW advised that the commercial income which covers MyCanterbury has been reduced slightly as we are far enough into the year to know that the income that wasn't generated in the first few months of the BID financial year is not likely to be made up in the remainder of the year. There is scope for other commercial income to come in so that we are not wholly reliant on MyCanterbury and CR is going to visit Lincoln as the BID model there is interesting as only a third of their income comes from the levy and the rest comes from commercial activity and sponsors. There are some sizable companies which Lincoln has that we don't have in Canterbury, but it will be interesting to see if we can learn something in order to generate additional income. One of the priorities for the new Board might be investigating ways in which the BID can derive additional income.</p> <p>JW circulated another document which shows the difference between the original budget and the current budget to identify where things have moved as there were several unknowns when the first budget was pulled together. In addition it highlights the amendments that need to be made to account for The Welcome People, who will provide BID ambassadors, as this will be a five year budget change not just a year one change. This gives an idea of where these material items of over or under spend are looking to impact on the budget for the full five years. The proposal is to reduce spend in other areas in order to accommodate any over spend. The majority of the over spend in years 2 to 5 for the ambassadors will be taken from the Destination Management Plan (DMP)/ Strong Brand budget as the ambassadors will fulfil some of the objectives of the DMP.</p> <p>The Board recognise that in October/November 2015 there will be continuing commitments and spend in terms of salaries and Christmas lights, and we won't have the income in by then so there is a conversation to be had about how the interim period will be funded. There has been a conversation previously with the Council about their ability to support us financially and there is also the bank option. CH advised that the bank might be the better option as it is possible that Canterbury City Council might be getting state aid issues with the quantum of support in a set time period and the financial value of that support. CH advised that the quantum is support over £200,000 over a 3 year period however she will need to double check this detail. The best estimate for October and November 2015 is that the BID will need approximately £52,000 per month. The reason for this is the Christmas lights as the average run rate is approximately £32,000 per month per year. There is already a planned reserve of £15,611 for year 1 and it is likely that this will increase as we are aiming to underspend this year however it unlikely that it will be enough to sustain the BID in October and November 2015 should there be a delay in the levy being received.</p>		
	<b>Action</b>	<b>Responsible</b>	<b>Date for completion</b>
	JW and BJ to develop a planned budget in order to sustain the BID during October and November 2015 which can be rolled out for future years	JW/BJ	25/03/2015

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Item	The Welcome People		
5	<p>Representatives from Canterbury BID visited Cambridge BID, which has a team of ambassadors, following the presentation from The Welcome People. The first thing to note from the visit is that our Park and Ride is extremely good value as in Cambridge you pay £1 to park and then £2.70 per person to ride on the bus, plus it takes 50 minutes to get into the centre as the traffic congestion is significantly greater than Canterbury's. The takeaway lesson for the Board is that we need to visit other places in order to understand the context in which our city compares to other places.</p> <p>The team met with the Chief Executive and the BID manager as well as two of their BID ambassadors. The ambassadors were very friendly and knowledgeable about Cambridge and clearly understood that although they were employed by The Welcome People they worked for Cambridge BID and all the businesses in the BID area. One of the differences between our BID and their BID is that Visit Cambridge doesn't have the same traction that either Visit Canterbury or Visit Kent have and so Cambridge BID has to pick up a lot of the visitor marketing work. Interestingly when asked what one project Cambridge BID team would keep if their budget was reduced significantly, their response was the BID ambassadors.</p> <p>The Board agreed that they would like to contract with The Welcome People however they debated whether strategically the current Interim Board should make that decision or whether politically it should be left up to the Permanent Board. BJ advised the Board that The Welcome People propose to contract with Canterbury BID concurrently with our BID term but with break clauses at 1 and 3 years to give us some flexibility. It would take approximately 2 months to get the Ambassadors up and running to account for recruitment and training. If the Interim Board made the decision the Ambassadors would be up and running in early May, if it was left the permanent Board they would be in place by early July. The Board agreed that the ambassadors need to be in place before the summer and given there is a break clause the strategic decision by the Interim Board was to contract with The Welcome People now.</p>		
	LM to request a draft contract be sent to the BID team and set up a meeting with The Welcome People to discuss next steps.	LM	27/02/2015
Item	Traders associations		
6	<p>BJ met with the Kings Mile Association (KMA) on 27<sup>th</sup> January to talk about how they want to work with the BID which will then form a template for traders associations in other parts of the city. BJ circulated to the Board a proposal about developing Traders Associations in the BID area. In short, the purpose of the Traders Associations is to enable and empower local business people to make decisions on their 'quarter' in how it is branded and promoted, how local events are developed in their 'quarter', how their 'quarter' engages with wider BID activity: Christmas lights, Bloom, marketing, city wide events like the Food &amp; Drink Festival; and how they can influence the BID, the City and County Councils about the future of their 'quarter'</p> <p>There are a number of areas of the city that form 'natural neighbourhoods' that could be viable locations for associations to be established namely: St Dunstons, St Peters, St Georges, The Cathedral Quarter, The Castle Quarter, as well as the existing Kings Mile. Whitefriars is already organised internally and has its own management team and meeting schedule for traders there.</p> <p>Following discussion with the KMA, the starting point needs to be a meeting with traders in each area for a discussion about the appetite and motivation there for this approach. Some may be 'ready to go', others may take a number of years to develop/feel comfortable/adopt this approach. It is clear that it is up to the traders, not the BID, to decide on this. The BID's role is to facilitate the opportunity for the traders.</p> <p>Initially, if an area is ready to adopt this approach a number of things need to happen. An Association with some informal constitution needs to be formed and a bank account opened to handle any funds; a Chair, Secretary and</p>		

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	<p>Treasurer need to be appointed; a plan about proposed activity needs to be developed and agreed by the businesses; an action plan developed from the proposal needs to be agreed and costed; and finally, an application for a £1,000 grant from the BID needs to be presented to the BID Board for consideration and signed off by the Board.</p> <p>Where Traders Associations have a subscription from members in their area over and above the BID Levy, the BID will match fund that income to a maximum of £500 per annum per association. This would ensure an income of £2,000 pa for those Traders Associations that draw down additional funds from their members.</p> <p>Additionally, where a Traders Association wants to deliver a project which will cost significantly more than is allowed for, they can apply for special project funding of a further £1,000 once in the life of the BID 5 year cycle. The BID Board will assess the potential impact on the 'quarter' and how this aligns with the BID Business Plan as part of the 'sign off' process.</p> <p>The board agreed that this is a great opportunity but it needs to be organic and the opportunity promoted whether that is online, through the ambassadors or through the Board members of the new Board who will represent different areas within the city.</p>		
	<b>Action</b>	<b>Responsible</b>	<b>Date for completion</b>
	The Board to debate the funding for the Traders Associations before the BID team set up meetings with traders in each area for a discussion about the appetite and motivation there for this approach.	All	25/03/2015
	Once the Board has agreed the funding then the opportunity needs to be promoted to businesses.	BJ/LM	On-going
<b>Item</b>	<b>Operational update</b>		
<b>7</b>	<p><b>Christmas Lights</b> The subcommittee had a walk around to look at the lights on the 15<sup>th</sup> December, to review what we currently have and make suggestions for additional lights in 2015. Paul Hussey from Gala Lights was in attendance and has provided a quote for the additional lights. A proposal will be submitted to the Christmas Lights subcommittee.</p> <p><b>Floral Displays</b> We have contracted with Windowflowers for 2015 and they work with a number of BIDs across the country. The budget for floral displays across the city is £30,000 which will buy approximately 300 hanging baskets fully maintained from June to September. The next stage of the process will be to get permissions from landlords to attach brackets to their buildings for the purpose of dressing the city centre rather than individual premises. IB asked for the colour scheme to be circulated so that those businesses that can't take baskets may be able to participate in some other way.</p> <p><b>Cleaning</b> <b>General:</b> The BID cleaning team are currently working Monday to Thursday 8pm to 6am. Due to an issue in the Wilkinson's area the team were moved away from the bottom of the high street and will now work their way down from St Georges to St Peters Street. There have been claims that the cleaning team is taking out the grout from between the paving slabs however the contractor has sent through 'before and after' pictures and what appears to be the case is that there was no grout in the first place, just dirt which is being steamed out, hence highlighting the cracks between the slabs. BJ has asked Kent County Council several times to come and visit the team in operation just to make sure that they are happy with the work carried out to date however he is yet to receive a response.</p> <p><b>Graffiti:</b> Whilst the BID team is not responsible for graffiti removal, it's the responsibility of the owners of the</p>		

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property; it is something that needs to be addressed. However it is an expensive operation in that it's not simply a case of removing the graffiti but also the making good of the surface afterwards as the removal process does tend to discolour the surface of the property. The best solution would be to provide an anti-graffiti covering however this is very expensive. The BID can provide the labour but there is no budget for the materials required to remove the graffiti or the making good of the treated surface. The BID will work with Canterbury City Council and the BID cleaning contractor to come up with a solution.

**Subways:** Canterbury City Council (CCC) has some section 106 money (developer contributions) to invest in subways. Subways have two jurisdictions, the primary one being Kent County Council as it is part of the highway and their remit is to make sure they are structurally sound and safe. CCC has previously had budget devolved to it to manage the cleanliness of them which, due to recent budget cuts, has ceased. The developer contribution will be used to refurbish them by improving the lighting, drainage the walkway and the walls, as well as installing CCTV. They have just appointed artist Todd Hanson to design the artwork to go on the walls and work is due to start in spring 2015. The next issue is how to maintain them and they have approached the BID to see how we can work together. The BID team have advised that we cannot allocate the cleaning team to clean the subways without a financial transaction. The BID also strongly advised CCC to invest in a high end anti-graffiti covering as it is long lasting and is easy to clean.

### MyCanterbury

The MyCanterbury subcommittee met on 5 February to consider the draft agreement between Think Agency and the BID with regards to the MyCanterbury platform, and to consider our expectations for the platform in order to be 100% accountable to levy payers. The aim was to objectively "overview" the product and draft agreement before framing a recommendation to the Board. Recommendations are in draft form for:

1. Franchise agreement
2. KPIs – what they should be and how they are tracked
3. Product development – a wish list for what additional features it needs before it is a finished product

BJ advised that as a founding franchisee an agreement needs to be put in place around what ongoing benefit will there be for Canterbury BID both from selling the platform outside of Canterbury and what stake the BID would have if the platform was ever sold.

### Statistics

- Online registrations (includes downloads): 11,336 as of 18 Feb
- Downloads : 10,239 as of 18 Feb
- Plastic cards issued : c 8,000
- Profile of users: 78% locals, 13% students, 9% visitors
- Active businesses: 200 on 16 Feb 15
- Paying businesses : 39 up from 34 in Dec 14
- User engagement:
  - Deals viewed: 66,178 = 4,564 per month/ 1,100 per week
  - Deals taken: 10,066 = 694 per month / 160 per week

### Recent and upcoming highlights:

- MyCanterbury in conjunction with Whitefriars and Kuoni are running a Valentine's / Kuoni holiday competition to win a 5 star holiday to Mauritius for one lucky couple. To date there have been 856 entries since 29 January 2015 (3 weeks) which has increased average weekly downloads since the competition launch from 75 to 150. The competition is being promoted through Heart FM radio, MyCanterbury and Whitefriars websites, Enewsletters, Social Media, A1 posters, A5 leaflets distributed via other Whitefriars retailers, a full page ad in the Whitefriars magazine 'Wedding' edition mid Feb to 48,000 households in district plus 5,000 available within the city centre, a full page ad in the KM Wedding Day magazine, a MyCanterbury Gazebo Day on Saturday 14 February and Stagecoach posters.
- Mother's Day competition: Win a whole day of prizes for your mother on 14 March with prizes from Fenwick,

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Chez Joel, Swarovski, The Fragrance Shop, Rush, Kings Mile Florist, ABode Hotel, The Refectory Kitchen and Curzon Cinema. It is being promoted through MyCanterbury and Whitefriars websites & MyCanterbury App, Enewsletters social media, a full page ad in the Whitefriars magazine.

The Board agreed that that MyCanterbury is an investment, a service for BID levy payers and a key communication channel for all.

## Utility Savings

Zero Trace Procurement (ZTP) is working hard to raise awareness of the free utility review service and engaging with levy payers. To date three businesses has signed up. Once the ambassadors are on board there will probably be more interest. At the moment businesses are either happy to do it search for cost savings themselves or they are unsure who ZTP are and want to find out more before signing up to the service.

## Destination Management Partnership (DMP)

The group met in January and another meeting is due to be scheduled. The BID team are having regular meeting with Visit Canterbury and Visit Kent on a monthly basis to solidify their relationship. There are a several things that that the team are working on:

- The coach park: A meeting with stakeholders has been convened on the 12 March to talk about the Coach Park which is currently underperforming and is down -16% Year on Year (YoY) in terms of numbers using the park. The price increase from £10 to £15 has had an impact on this. Something also needs to be done about the services offered there, the opening times are quite ad hoc, the welcome and signage isn't great either.
- Online Resource tool: This will be a resource tool where businesses, residents, visitors and the press can access the Canterbury shared story, itineraries based on the key themes and stories, copy, images, image guidelines and press releases etc.

## Food and Drink Festival

We are talking to The Event Umbrella who runs the Food and Drink Festival about what the programme will be for this year and also the launch of Green Hop Beer. We are currently scoping out whether the BID would want to run a Hop Pocket Race on the eve of the festival from the Westgate Towers to Whitefriars. Any money raised would go to our local charities, Porchlight, Turning Point and Catching Lives who in turn can focus on dealing with the issues that our businesses are facing such as rough sleepers and rough drinkers.

## Purple Flag

A group needs to be established to oversee the full reaccreditation of Purple Flag status for the city this autumn.

## Training

The BID is committed to providing training for businesses both in terms of providing training itself and promoting training opportunities that partners are running across the city that will be valuable to businesses in the BID area.

We are hosting in conjunction with Canterbury City Council, Kent Resilience Forum and Canterbury District Watch a counter-terrorism training event for local businesses on Thursday 26<sup>th</sup> March. The training will be run by Thames Valley and Kent Police as part of Project ARGUS, developed by the National Counter Terrorism Security Office (part of MI5). Project ARGUS is a multi-media terrorist attack simulation that will allow you to make decisions about what you, your staff and your business will need to do in helping to prevent and survive a terrorist attack. This training has been developed specifically for local businesses.

## Working Groups

Once the Board elections have taken place the Chief Exec will approach Board members to ask if they would like to nominate themselves to chair the working groups.

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	Action	Responsible	Date for completion
	LM to submit a proposal for the additional lights for Christmas 2015 to the Christmas lights subcommittee and make a recommendation to the Board	LM	Ongoing
<b>Item</b>	<b>Governance</b>		
<b>8</b>	<p>Canterbury Connected BID was established on 13th October 2014. When the BID was in development, we appointed a 'shadow' Board, and when the ballot was successful this group became the 'interim' Board to support the establishment of the BID. In accordance with the published BID Rules, a permanent board must now be appointed and we are seeking nominations from among the BID levy payers.</p> <p>Canterbury City Council Electoral service department are running the process on the BIDs behalf and sent Election packs to every business in the BID area on the 17 February. Any representative of a levy paying business/organisation that has paid its levy in full by 12 noon on Friday 27th February 2015, before the Nominations open at 9am on Monday 2nd March 2015, is eligible to be a Member of the BID Company and can therefore be a Director and serve on the Board. A letter was sent out to all those with outstanding debts to advise them of this. Voluntary Contributors are not eligible to vote but can serve as non-voting Observers e.g. Kent Police.</p> <p>There are nineteen places on the BID Board and six of them are allocated to Canterbury City Council, Kent County Council, Canterbury Cathedral, the BID CEO and two non-voting observers. The remaining thirteen Board places are available for levy payers to nominate themselves, eight of which are explicitly for certain sectors i.e. large retail, small retail, night time economy, and so can only be taken by a levy payer from these sectors; five of them are open to any levy payer, irrespective of sector, size or location: Nominations close on Friday 13th March 2015 at 12 noon.</p> <p>If the exact number or fewer nominations are received, then those qualifying nominees will be appointed to the Board, no ballot will be held and the result will be announced at 12 noon 17th March 2015 on the Canterbury Connected BID Website. If more nominations are received in total than there are Board places available then a Ballot will be held, run by Canterbury City Council Electoral Services Department and each levy paying business/organisation will have the opportunity to vote for their preferred candidate/s in each of the categories.</p> <p>The meeting on the 25<sup>th</sup> March will be the last meeting of the Interim BID Board as the permanent BID Board will convene for their inaugural meeting on the 22 April 2015. CR and BJ thanked all the Interim Board members for their contributions and support to date.</p>		
<b>Item</b>	<b>AOB</b>		
<b>9</b>	<p><b>Magna Carta</b> There will be a free family trail through the City visiting various heritage sites including the Westgate Towers, the Eastbridge Hospital, the Beaney, the Cathedral and the Canterbury Archaeological Trust. The trail will feature characters from the Magna Carta story and hands-on activities. The BID is contributing £500 to the tours on the 13 June 2015 which is the national 800<sup>th</sup> celebration date of the sealing of the Magna Carta. We have brokered in Stagecoach who will have a Magna Carta bus back promotion for their Canterbury to Faversham route and the Canterbury Guides will be providing free tours of the city based on the Magna Carta.</p> <p><b>St Margaret's Street Gate</b> A planning application has been submitted for an architectural gate to be instated between Yorkshire Building Society and Superdry. It's designed to do something interesting in that space but also to strop the anti-social behaviour that takes place in the yard behind.</p> <p><b>Employability Points</b> BJ advised the BID has been approached by the University of Kent to sponsor their employability point's scheme which helps students gain employment. The employability point's scheme has been running for four years and its</p>		

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aim is to encourage students to engage with activity that makes them more employable. It's a loyalty scheme and the more things that the students do e.g. volunteering; going to lectures outside of their curriculum that is business based etc. they accumulate points. It's been adopted by approximately 5000 students since its conception and has been nominated for a Times Higher Award two years ago and is a very highly regarded scheme. It has in the region of 100 businesses currently offering prizes, which include Coca Cola, Enterprise car rental etc. It prequalifies students who have shown initiative, enterprise and entrepreneurship and makes those that study in our city more employable.

They have asked whether the BID would like to offer a three month paid internship to a student. BJ has suggested that a student could be involved with creating an online shared resource centre for the DMP comprising of the shared Story & its rationale, a how to use it guide, a Copy bank, press releases and Image library in order to make the city more marketable. It would cost the BID approximately £3,000 which BJ asked the board to sign off on. The Board agreed to this as it is actually providing resource to a project that needs to be funded anyway.

IB raised the point that Christ Church run something similar and LC advised that she had been invited to an event by Sam Clark at Christ Church on the 14<sup>th</sup> March which is run in conjunction with the University of Kent about getting students placements with local SMEs. BJ has already met with Jane Lovell who runs the tourism department at Christ Church and discussions have been had about sending her the opportunity for her students to be ambassadors, helping with the resource platform ongoing and a potential projection onto the Westgate Towers. In 2017 it's the 75<sup>th</sup> anniversary Baedeker raids and discussions are also taking place about how the BID can support them to commemorate it with a light collective installation in St Georges.

### **Canterbury City Council**

Due to the elections the council will be going into purdah from the 13<sup>th</sup> March.