

# Canterbury Connected Business Improvement District Board Meeting Minutes

Date	Wednesday 3 June 2015	Location	Whitefriars Board Room
Attendees	Clive Relf (CR) – Reeves and Chairman Bob Jones (BJ) – Canterbury Connected BID Adam Bateman (AB) – Fenwick Caroline Hicks (CH) – Canterbury City Council David Hughes (DH) – Kent CC Declan Kelly (DK) – The Abode Ian Blackmore (IB) – The Jolly Sailor		Jeremy License (JL) – Furley Page Peter Scutt (PS) – Whitefriars Robert Brady (RB) – Regal Estates Tim Less (TL) – Canterbury Society Lisa Carlson (LC) – Canterbury Connected BID Lucy Martin (LM) – Canterbury Connected BID
Item	<b>Welcome, introductions &amp; apologies</b>		
1	<b>Apologies:</b> Alex Ridings (AR) – Think Agency Dan Grimwood (DG) – The Refectory David Lilford (DL) – Lilford Gallery & Lilford Framing Edd Withers (EW) – Student Republic		Georgia Lord (GL) – CJ’s and Brunch Marco Keir (MK) – Christ Church University Mark Arnold (MA) – Kent Police Therese Heslop (TH) – Canterbury Cathedral
Item	<b>Declarations of interest</b>		
2	<b>Name</b>	<b>Company</b>	<b>Reason</b>
	Jeremy License Clive Relf Caroline Hicks	Furley Page Kreston Reeves Canterbury City Council	Supplier of services: Legal Supplier of services: Accounting Manager of the Service Level Agreement between Canterbury City Council and Canterbury Connected BID
Item	<b>Minutes of the board meeting held 22 April 2015</b>		
3	Minutes of last meeting approved and will be posted on the BID website on 3 June 2015		
Item	<b>Matters Arising</b>	Responsible	Date for completion
	The Memoranda & Articles of Association have been submitted to companies’ house. The final stage is for the Canterbury City Partnership Board Directors to sign off the April to September 2014 accounts	CCP Board Directors	29/06/2015
	A job description for the role of Deputy Chair be drafted and presented to the Board at the next Board meeting for review.	BJ & CR	29/07/2015
Item	<b>Communications update</b>		
4	<p><b>Key messages for every levy payer:</b></p> <ul style="list-style-type: none"> <li>Value for money – demonstrate that the levy is being well spent</li> <li>Reduction in costs – through marketing via MyCanterbury and utility reduction via ZTP</li> <li>Increase in turnover – bringing footfall into the city</li> <li>Improved location – street cleaning and floral displays</li> <li>Problem resolution – the Ambassadors</li> <li>Voice of city centre business/influence – policies on key areas such as transport and access</li> </ul> <p><b>Key channels:</b></p> <ul style="list-style-type: none"> <li><b>Ambassadors:</b> each account manage 220 businesses, with 1 visit per business every 8 weeks (3 business visits per day) with every business visited 3 times a year.</li> <li><b>Newsletter:</b> on-line every month plus 2 copies per annum in year 1; Winter 2014 and Summer 2015; 4 hard</li> </ul>		

copies per annum going forward: February; May; September; November.

- **Networking:** every month in different locations as an opportunity to talk about the important issues and opportunities in the city, meet new contacts and generate new business. Everyone encouraged to ‘bring a friend’. Could at least 3 BID Board members attend each event?
- **BID Team and Board:** nothing replaces a personal invitation
- **Repetition:** Latest marketing research suggests that people make decisions only after "11 touches (repetitions of the same message) and 4 locations (e.g., social media, blog, website, email)"
- **Digital** – website, e-newsletters and social media

**Current picture**

- **Ambassadors:** 51 member visits to date and 1,876 visitors welcomed
- **Newsletters:**
  - E-newsletters: 1 per month + Board Election Results and Training Invitation and Survey
  - Hard copy newsletters: Winter 2014 and Summer 2015 – 750 copies delivered by hand to all levy payers by the Ambassadors
- **MyCanterbury Newsletters (email) = 60 B2C + 8 B2B**
- **Networking events:** 1 per month with 10-20 attendees per event. 53 unique attendees at networking events since November 2014 plus 6 Board members plus BID team (usually all 4 of us) = 63. Amongst those, there are 8-10 who attend regularly.
- **Press:** Press releases = 6 and Press clippings = 16
- **Blogs = 3**
- **Social media:**
  - Twitter: 496 followers. Minimum 3 tweets per week
  - LinkedIn: Company page set up and team have linked to it. Suggest all Board Members do the same
  - Instagram - setting up now.

**Ideas for the future:**

1. **Leaders’ lunches:** monthly lunch for 8 invited levy payers with BID Chair and CEO
2. Increase **blogging** to minimum 2 per month
3. Increased **social media** activity from BID Business Manager and BID Ambassadors, including targeted campaigns with hashtags where relevant. Twitter, LinkedIn and Instagram.
4. **Press:** monthly press release on key topics, including the stats the BID pulls together each month; CEO to write a monthly article for Gazette/Times?
5. **Repetition** of key messages via other networks - Whitefriars and The Kings Mile to start with. For example, invitation to networking and information about other events and opportunities.
6. **Board Members:** dedicated communication with levy payers in their ‘constituencies’ (area or sector)
7. **Annual Conference:** to update levy payers on what has happened over the past year and plans for the future.

	<b>Action</b>	<b>Responsible</b>	<b>Date for completion</b>
	CH and PS to meet to discuss KPI’s and ROI	CH & PS	29/07/2015
	LC to send an email to Board members to explain how to connect with Canterbury BID on LinkedIn	LC	29/07/2015
	LC to arrange a meeting with those Board members who have an interest in social media to explore how we join up what we want to communicate and get it out there	LC	29/07/2015

<b>Item</b>	<b>BID Levy Collection</b>
<b>5</b>	Canterbury City Council’s collection team East Kent Services (EKS) has collected 98.4% of the available levy with £7,500 outstanding. EKS are managing the standard collection process for the eleven businesses who received liability orders. Two businesses have been adjourned to 10 June to reappear before the magistrates because they are contesting the levy. EKS have made an offer to settle out of court with the levy payers and are awaiting a

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	<p>response. Five businesses are paying by instalments without an agreement with EKS and two have now paid the levy in full.</p> <p>BJ flagged that there is an outstanding balance of £20,000 levy due to be paid by Canterbury City Council to Canterbury BID which was invoiced in March. A discussion needs to be had moving forward about the payment process as the BID will need the levy as quickly as possible in October and November to pay for the Christmas lights.</p>		
	<b>Action</b>	<b>Responsible</b>	<b>Date for completion</b>
	<p>CH to make enquiries about the outstanding levy balance owed to Canterbury BID</p> <p>BJ to discuss the payment process with Canterbury City Council Finance Department and develop a planned budget if required in order to sustain the BID during October and November 2015 which can be rolled out for future years</p>	<p>CH</p> <p>BJ</p>	<p>29/06/2015</p> <p>On-going</p>
<b>Item</b>	<b>Finance</b>		
<b>6</b>	<p>BJ talked the Board through the finances. A summary of the current finances was circulated to the Board which shows the income received to date, the amount spent to date, the projected spend for the rest of the year and any remaining budget left unspent. In addition a more detailed budget was circulated to show specific spend across all areas of BID activity. For Year 1 the plan was to collect £557,500 and that is what we would spend. The forecasted income to date and for the rest of the year is £565,908 and £491,668 expenditure, which leaves a surplus of £74,219 above reserves. The main reason for the surplus is that the Ambassadors started mid-way through the BID term. We are deliberately underspending to give us sufficient funds to carry us through October and November 2015.</p> <p>The Board reviewed the five year forecast to make some key decisions:</p> <ul style="list-style-type: none"> <li>• Christmas Lights - we currently spend just under £45,000 on lights and £10,000 for the switch- on event per annum. The Christmas lights committee reviewed of the current lights scheme and have met to discuss the enhancements that could be made to increase coverage across the city. Our contractor has provided a quote for this and it will cost the BID an additional £34,000 for the product and £17,000 per year for the installation. Our contractor has agreed to give us a 10% discount if we purchase the product upfront as opposed to spreading the cost of it over the next four years as we currently do with the current product. This means that we would need to spend an additional £47,500 in year 2 and an additional £17,000 in years 3 to 5. The Board were required to make a decision on this at the Board Meeting in order for the executive team to commence organising permissions and infrastructure installation well in advance. The Board agreed to commit the additional spend.</li> <li>• The DMP Collaborative Marketing group agreed that priority should be given to a city wide participation in the Visit Kent London Marketing campaign in 2016. The cost of this is £25k annually and comprises the development by Saatchi of an image for the Kent Contemporary campaign which represents the city; we will use the DMP Shared Story to define this image. In order to fund this, resources need to be allocated for a minimum 3 year period in order to maximise the benefit of the investment and Whitefriars and the City Council have confirmed that they will contribute £5k each, while Canterbury Tales have committed £1k in the first year. The BID investment would need to be £14k in 2015/16 and potentially £15k in future years. We will invite two Board members to visit London with VK colleagues and the BID executive team to see what the campaign delivers on 17 July and we will also receive a presentation from VK colleagues at the Board on 29<sup>th</sup> July before a decision can be made on this opportunity.</li> </ul> <p>Taking these two factors into account, at the end of the five years we would have accrued a £100,000 reserves and we would operate a surplus of £18,000.</p>		

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	Action	Responsible	Date for completion
	The BID executive team will place the order with the Christmas lights contractor and commence organising permissions for infrastructure installation	BJ/LM	05/06/2015
<b>Item</b>	<b>Operational update</b>		
<b>7</b>	<p><b><u>BID Ambassadors</u></b> The Ambassadors started on 5<sup>th</sup> May and they have been working on their induction programme with a range of activities organised with partners as well as intensive training from The Welcome People (TWP) including Global Host, conflict resolution and emergency resuscitation training which they all passed. They are starting on their rolling shift pattern on Monday 1<sup>st</sup> June and we have also agreed the areas they will each cover:</p> <ul style="list-style-type: none"> <li>• <b>Lauren:</b> Kings Mile &amp; Cathedral Quarter</li> <li>• <b>Albina:</b> St Georges/High Street, Whitefriars and Castle Quarter</li> <li>• <b>Daniel:</b> St Dunstons &amp; St Peters</li> </ul> <p>The BID has signed up to the District Watch radio scheme and received the radios and training as well as signed the information sharing protocol. The general reception the team has received has been very positive and the BID received very good press coverage of the team in both the Gazette and the Times.</p> <p><b><u>Floral Displays &amp; Canterbury in Bloom</u></b> Windowflowers, our contractor, has been installing brackets and testing existing fixings, where it's been possible and we have received permission, over the last two weeks and report good if slower than expected progress. The baskets will arrive in the next two weeks and of the 245 ordered we have locations agreed for 225 with a further 20 held in reserve for any business that decides they want one at the last minute. Windowflowers themselves have received great media coverage on both the BBC 2 documentary on Harley Street where they supply floral displays and on BBC2 Gardeners World where they were featured as hanging basket experts. The Bloom campaign is developing well and Whitefriars display is now in place and looking excellent. In particular, the new book commissioned by Whitefriars from Martyn Barr, 'A Young Person's Guide to Water World', is outstanding. The Bloom Judges Notes are to be submitted by 13<sup>th</sup> June and the BID team will do that. The Judges Visit is scheduled for the morning of 13<sup>th</sup> July.</p> <p><b><u>Cleansing</u></b> This continues and St Margarets Street has now been completed, including a substantial improvement around the Slatters site. We have introduced the Citrica and ambassador teams to each other and agreed a protocol for communication and liaison. The on-going programme will be posted onto the BID website each month. The next period will focus on Longmarket Lane, Butchery Lane, Mercery Lane, Sun Street and Palace Street.</p> <p><b><u>MyCanterbury</u></b></p> <ul style="list-style-type: none"> <li>• <b>User engagement:</b> 11,224 downloads (+269 since 22 April). Approximately 3,500-4,000 unique active users.</li> <li>• <b>Business engagement:</b> 222 (+9 since 22 April). A third of all levy payers. 47 paying to be promoted.</li> <li>• <b>Competitions:</b> Current - Noa Noa, Pop Up Opera (Spitfire Ground), Wise Words Poetry Slam – Gulbenkian</li> <li>• <b>Income:</b> Oct 2014 –Apr 2015 = £8,023. Plan for Year 1 is £19k with 5 months remaining.</li> <li>• <b>Next steps:</b> MTMC Franchise agreement, Visit Canterbury/MyCanterbury cross-promotion, MTMC version 2.0 schedule. Key events - Food &amp; Drink Festival + "Summer in the City Guide", bOing Festival promotion</li> </ul> <p><b><u>Utility Reduction Scheme: (from Martyn young at ZTP)</u></b> 249 businesses directly contacted, and in total 13 of the targets on the list have closed or moved.</p> <ul style="list-style-type: none"> <li>• Pubs and restaurants – 78% showing interest of those contacted</li> <li>• Shops – 10.7%</li> <li>• Offices – 7.4%</li> <li>• Other 10%</li> </ul> <p>One of our existing clients is opening a branch into the BID area so we will shortly show 5 shops.</p>		

As of Wednesday 27<sup>th</sup> May ZTP have appointed Connor Addinton to work 4 days a week on the BID to build on any momentum from the Ambassadors. This will involve more physical visits than we have made so far. The most recent saving was £61 or 9.8% for a small shop. At least two Levy Payers have used our analysis to obtain better deals with their existing broker, and these do not show in our figures. Generally there still seems to be suspicion / reluctance to engage, especially where we are talking to staff rather than the business owner. There seems to be little interest in benchmarking current brokers, which is disappointing considering it is a free benefit for Levy payers, and some of these have told us they are with brokers who we know have high commission rates.

#### **Destination Management Plan**

**Media Centre:** as part of the DMP, we are developing in partnership with Visit Canterbury (VC) the media centre on the VC website to offer open source resources to support levy payers and encourage journalists and others to feature the city positively in various media. The BID contribution is the provision of an intern from the UoK Employability Points Scheme and we have appointed Blanca Chavez from the School of Politics & International Relations where she is completing her Masters; originally from the USA and with experience in administration at the University of Washington in Seattle, Blanca is a highly qualified candidate and will be managed by Lisa Carlson for the three months internship, end June to end September.

**Collaborative marketing:** the group met and agreed a number of protocols. Most importantly, the group agreed that priority should be given to a city wide participation in the Visit Kent London Marketing campaign in 2016 as previously mentioned. The collaborative marketing group will also be looking at the marketing of the city this Christmas.

#### **Events:**

The Hop Pocket race organisation is on-going and a full report will be made in July. However, discussions have indicated that a calendar of events is required and two additional options have been identified: a fashion & design event each March (in partnership with Whitefriars) and a music/entertainment outdoor festival in the summer months. We will progress discussion on both these in the coming months.

#### **Purple Flag**

Accreditation will now take place in November/December and the city will be assessed at that time by a team from ATCM. We are organising a first meeting for the PF group in June to start the accreditation process, for which we have allocated a budget of £2k each year to cover entry fee and associated costs. Our approach will be to coordinate and partner with exiting organisations and capture existing best practice to highlight in our application, as we do with the Bloom campaign, rather than attempt to initiate change ourselves. PF Weekend nationally is 2/3<sup>rd</sup> October this year.

#### **Transport & Access Group**

A group of levy payers met on 12 May with Richard Moore, CCC and Philip Norwell, Stagecoach for an initial briefing from each of them about their areas of accountability. The key recommendations emerging from this meeting are:

- Buses returning through the Westgate Towers will not happen due to the incompatibility of vehicle and structure, and the issue is actually about providing a service to the St Peters Place/St Dunstons areas. Stagecoach is looking at how best they can achieve this. A key element of the last decade has been the enormous increase in bus passengers, without which the city's transport infrastructure would not have coped. Greater understanding of this service is needed by business to optimise the service into and out of the city.
- Car parking: there is no support from levy payers for any reduction in city centre car parking.
- The A2 off slip from London at Wincheap is a strategically vital development, especially in light of the cancellation of a P&R site in Harbledown. This must be delivered before any discussion on city centre parking takes place.
- P&R is the Council's preferred option for city centre access but the usage is static. Marketing is poor/non-existent and Stagecoach, who run the service are keen to help improve marketing and usage.

- The BID supports the Council plan for road improvements to facilitate the Local Plan and also the efforts to improve bus access (e.g. introducing the bus lane down the entire length of the Sturry Road).

The next step is that we will produce a detailed response from the meeting expanding on the above points and this, once agreed by the group, will be presented to the BID board with a recommendation to adopt key action points as BID policy.

**Tourism Symposium 2015**

BJ and CH attended the Tourism Society annual symposium on Tuesday 2 June which is a national event. It was a two day event 1 – 2 June, day one was based in Ashford and day two was based at The University of Kent. Our Three Ambassadors were present at the event. The presentation by Dreamland by Eddie Kemsley the CEO and Wayne Hemingway, the designer was of particular interest. The hipsters of East London are not decanting into Margate due to the High speed rail service which is driving businesses to settle in Thanet. The other presentation of note was from Paramount Park which is due to open in Easter 2020. It is the only project with a business and enterprise focus that is a nationally important infrastructure project which is a designation given by government which means the planning is handled by DCLG. 27,000 people will be employed; there will be a 1500 seat theatre, a 5000 seater entertainment bowl and 1400 car parking spaces, river side frontage and it will also have its own junction on the A2. They are equating it to the size of Disneyland and they are talking about 40,000 visitors per day, 5,000 related overnight stays but only 25% of those will be on the park itself and so we need to think about what the Canterbury proposition will be by 2020 such as what we want to be offering.

<b>Action</b>	<b>Responsible</b>	<b>Date for completion</b>
BJ to look at scope of cleaning budget to see what other things the team can address in addition to the deep street cleaning.	BJ	29/07/2015
LC to investigate whether those businesses who received savings through ZTP would be happy for their names to be made public to encourage other businesses to take advantage of the free utility review service.	LC	Ongoing

**Item Board member roles and responsibilities**

**8** A matrix has been produced which shows the allocated Board member area representations and sector representations as well as those Board members who are on working groups and sub committees. All the working groups and subcommittees cover the areas detailed in the BID business plan. The matrix was handed out to the Board and agreed that the Board members should review the document and volunteer for the various working groups/ area representative positions. BJ reminded the Board that part and parcel of being a Board member is to be a conduit between the Board and the levy payers. It was agreed that the matrix be circulated electronically along with terms of reference for each working group and committee and the BID Board members are to volunteer for the various working groups and area representation positions.

<b>Action</b>	<b>Responsible</b>	<b>Date for completion</b>
BJ to send a draft terms of reference for each group and positions as well as allocated budgets if applicable.	BJ	29/07/2015
The Board member roles and responsibilities matrix be circulated electronically and Board members to volunteer for the various working groups and area representation positions. BJ to send a brief overview of what will be expected from each position and what the role will entail.	BJ & All	29/07/2015

**Item AOB**

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<p><b>9</b></p>	<p><u>Travellers</u> There was a sizeable group of travellers that arrived in the city recently. The problem is that these large groups which have no ties with the local area don't care about how they treat the city. The first time the Night Time Economy businesses knew about the travellers was when large groups of men tried to enter the premises causing problems. The various authorities need to inform the businesses so that they can prepare accordingly. LM advised that she brought this up at the City Centre Action Group meeting with the Community Safety Unit (CSU) and requested that when this occurs the intelligence is put out on the District Watch radio scheme. IB has also flagged this to District Watch and Chief Inspector Mark Arnold.</p> <p><u>Westgate Towers Projection</u> The Pound has said that they would pay half for the installation of the projector which would be approximately £11,000. Canterbury City Partnership has approximately £5,000 left over and so the BID would have to pay for the deficit. The other factors to take into consideration is the ongoing maintenance and designing of the content to be projected, planning permissions and Visit Kent's appetite to give up one of their meeting rooms as this will be where the projector needs to be based, plus rent to use the space. As there are a number of factors at play it won't be a quick turnaround.</p>		
<p><b>Item</b></p>	<p><b>Briefing for Board on CEO selection process</b></p>		
<p><b>10</b></p>	<p>CR gave a progress update on the CEO selection process. It was decided that the role be put out to tender for transparency reasons. A sub group comprising of CR, CH, RB and AB are managing the process. At the last meeting of the group they produced a draft job description which was circulated to the Board at the meeting. In terms of the process it was suggested that the job be advertised on the Association of Town and City Management (ATCM), British BIDs and Canterbury BID website as well as the Gazette. It was suggested that the application cut-off point will be the end of June, taking into the account the amount of notice people will need to give in order to start at the end of October when BJ's contract runs out. The CVs will then be reviewed in July and a candidate selected.</p>		
	<p><b>Action</b></p>	<p><b>Responsible</b></p>	<p><b>Date for completion</b></p>
	<p>Board to review the job description and feedback to CR</p>	<p>All</p>	<p>05/06/2015</p>
	<p>AB to get advice from the Fenwick HR manager in terms of the recruitment process</p>	<p>AB</p>	<p>05/06/2015</p>