

Attendees

Directors

Andrew Dodd (AD) - Canterbury Cathedral
Blake McCaskill (BM) – Republic Events (from 10am)
Claire Bogan (CB) – Fenwick (from 10am)
Clare Millett (CM) – The Westgate Hall
Jon Mills (JM) – The Foundry BrewPub
Karl Elliott (KE) – Clague Architects (10-11:20)
Marco Keir (MK) – CCCU
Paul Turner (PT) – The Marlowe Theatre
Simone Davies (SD) – University of Kent

Observers:

Hilary Brian (HB) – Canterbury Society
John Woodward (JW) – Kent Police

BID Team:

Lisa Carlson (LC) – CEO
Rachel Pilard (RP) – Marketing & Comms
Lucy Martin (LM) – Ops Manager

1. Welcome and Apologies

Welcome: Josh Williams, Partner, Brachers (observer)

Apologies: Bill Hicks, Rachel Sanders, David Lilford, David Lewis, Dan Grimwood, Mark Stuart

Clare congratulated the team and board on the successful renewal ballot and informed the Board that she would be staying on the board but stepping down as Chair to focus on the Westgate Community Trust. Paul will carry on as Vice Chair and in that capacity will Chair Board meetings whilst we conduct the usual governance review at the beginning of a new BID term, ready for January 2025. The current board will stay in situ until then.

The team and board thanked Clare for serving as Chair since September 2021.

2. Declarations of Interest

None

3. Minutes of previous meeting (15.05.24) and Matters Arising

The BID Board minutes from 15 May 2024 were approved and signed off.

4. Sub-committee and Ops Reports

Ballot report

Businesses voted overwhelmingly in support of renewing the BID for another 5-year term from October 2024 to September 2029 with 90% in favour by number (up from 69% in 2019) and 93% by rateable value (up from 74% in 2019) with a 45% turnout. Turnout by number of votes was in line with 2019.

This result enables Canterbury BID to put £3.6m investment collected from BID levy payments and additional income sources, back into the city from 2024 to 2029, including providing the city's Christmas lights and festive marketing, the MyCanterbury loyalty card and gift card scheme, Visit Canterbury tourism website, local and national marketing campaigns, safer streets programmes, additional street cleaning, flower baskets, business training and numerous seasonal events that bring thousands of people to the city.

The 2024-2029 Business Plan is available on the BID website.

Finance

- **Summary Position:** Year 5 total income is £617,631 and total expenditure £720,982, giving us a current planned budget balance of -£103,351, as we are investing the final remaining surplus from the pandemic. Levy collection may be under the anticipated 95% collection rate and so our budget is based on a 93% collection rate.
- The main adjustment made to the budget since we last met is that sponsorship income has increased from £21.5k to £24.5k due to UKSP funding for the Medieval Pageant and sponsorship from CCCU.
- **Reserves Policy:** The Reserves Policy was updated to take into account that the Gift Card contract has a one year notice to enable a smooth transition for businesses.
- **BID 3 budget:** We will review the detailed budget for the first year of the third BID term at the next Finance sub-committee meeting in September. This will be presented to the board for sign off at the next meeting.
- **Levy billing:** conversations are ongoing with CCC about how levy billing will work going forward, with the preference that the BID takes this on in-house.

Marketing & Events

- **BID sponsorship since we last met:** Canterbury Wine Festival, City Sound Project, Pride Canterbury, Gin Fling, Canterbury Society's Blue Plaque Trail. Coming up: Canterbury City Show and Canterbury Shakespeare Festival.
- **Visit Canterbury (Jan-May in review):**
 - In January Visit Kent created a new Group Travel Strategy for Canterbury, funded by Visit England. This comes in advance of the Levelling Up Fund project work, which is due to be completed in 2025, adding a number of new assets to the city's portfolio including the reopening of Canterbury Castle.
 - Following the news that Canterbury was to receive its 12th Purple Flag (for partnership working in the nighttime economy), Visit Canterbury ran the 'Best Night Out' Campaign between February and March. A new digital guide was created and hosted on the homepage of Visit Canterbury which focused on the different kinds of nights out you can enjoy and encouraged overnight stays.
 - From early April, with the freshly planted Westgate Gardens and spring in the air, a flurry of new, user generated content started to stream in, giving a huge boost to Visit Canterbury's social platforms. It was also the moment to launch a new series of blog posts written by local businesses. The first features included Simpson Wine (English Wine Week), The Foundry BrewPub (fresh from winning several awards), Canoe Wild with many more on their way.
 - Visit Canterbury has joined the Visit Kent summer campaign 2024 which will allow us to feature in their successful It's In Our Nature campaign. The package includes a

feature page on Visit Kent's campaign homepage, a dedicated blog, social posts, competition data sharing to help boost our mailing list and more.

- **Medieval Pageant:**
 - Approx 10,000 people enjoyed the parade and the trail activities at 20 venues around the city from St Dunstons to St Martins.
 - Press coverage was more extensive than ever before including BBC, The Times MSN, Telegraph and the Observer.
 - Feedback surveys are being analysed now and there will be a full impact report as per usual.
 - One business
 - Huge thank you to the Cathedral for welcoming the Pageant into the precincts.
 - Next year is the 10th Anniversary. Save the date: 5 July 2025
- Upcoming projects include Welcome Back to School, Freshers, Halloween, Christmas
- The Marketing and Events sub-committee will meet again in September.

Strategic Development

Recent focus has been on numerous Council consultations, Canterbury Tales of England feasibility study and the Events Policy meeting.

- **Local Plan:** recent responses are being analysed by the Council. Our response focused on the need to protect commercial areas of the city and is available on the BID website.
- **Transport Strategy** – summary of BID feedback:
 - A bus-led strategy is arguably needed but we quite simply don't have the infrastructure to enable people to access the city from our rural communities and towns without cars, including getting to work, reaching schools and essential services.
 - We also risk losing shoppers to other retail destinations. Canterbury's commercial offering is a core part of what attracts people to the city, and with it, the services and jobs that we need. A vibrant commercial offer will attract people and investment and we would like to see the city's business community better acknowledged and protected in the Local Plan and catered for in the new Transport Strategy, that, at the moment, doesn't allow for the needs of employers or employees in a predominately rural community, nor for the needs of shoppers who want to access the city.
 - We met recently with the Council, Canterbury College, CCCU and UoK about developing a transport campaign to help people understand how best to access the city, and also to discuss staff, student and customer take up with Park & Ride.
 - Suggestion to collate best practice and impact of transport campaigns, and options on dynamic pricing (for example, different days of the week).
- **Levelling Up:** The BID team have attended and fed back on every LUF consultation, including the most recent ones related to Wayfinding and Story Gardens. The Council sends progress updates via email on Leveling Up projects. Anyone can sign up here: canterbury.gov.uk/business-and-investment/levelling-fund-connected-canterbury/levelling-updates
 - **Wayfinding:** We re-iterated the need to include the quarters in the overall wayfinding and are waiting to hear when the revised designs will be ready for us to see. The BID is undertaking some urgent signage support for the Castle Quarter in the form of bollard covers given the disruption from street trading pitch locations and challenges with footfall. The King's Mile have lamppost banners which work

because of the specification of the lamp posts in that area. Lamp post banners were also discussed as an option as part of the Levelling Up wayfinding project, for example to help support events.

- **St George's Clock Tower kiosk:** we continue to object on two grounds – one is that once a space has been established as a kiosk, it could be used for any retail, including, for example, vapes, rather than flowers. Secondly, we feel the budget could be better spent elsewhere,
- **Castle:** The stone-by-stone survey is now complete and the Council will soon be tendering for a specialist contractor to stabilise the structure. Bat surveys have indicated the presence of bats, but it is hoped that these will not delay the work once mitigations are in place. Work is expected to start in the autumn and will run until spring, depending on the weather. An architect has been appointed to design the walkway and platforms at the castle.
- **Stour Street:** Stour Street is a route to the Castle. Considering the developments around the Castle and the Marlowe KIT, this route will be even more important in future, but it is not pedestrianised, nor is the pavement and lighting fit for purpose. Could this be considered as part of LUF or CTOE?
- **Westgate Square:** Tender documents are being finalized. It is hoped work will start early 2025.
- **Routes including the city wall:** Improvements to the walking routes have been submitted to KCC for S278 approval and work will start late autumn and continue into the new year. This includes recommendations from Direct Access to improve accessibility and improvements to lighting and surfacing.
- **Story Gardens:** HTA Design continue to develop the landscape designs with input from accessibility consultant, Direct Access, who are feeding their recommendations into the design process. Currently RIBA Stage 4. The Council has recently appointed Simon Leach Design as their interpretation consultants. They will draw together the rich wealth of stories, both historic and contemporary, that Canterbury is blessed with for the nine Story Gardens and design interpretation 'panels' for each site.
- **Marlowe KIT:** see separate notes from Paul Turner below.
- **Events Policy.** On Thursday 11 July the Council held a meeting on the Events Policy to gather feedback ahead of a formal consultation in the Autumn. Rachel Pilard, Clare Millett and Blake McCaskill attended from the BID board.
- **Cultural Strategy:** We discussed the need for a cultural Strategy for Canterbury to enable everyone to play their part, and also discussed Creative Kent and Medway and the Canterbury Culture Group that formed following the Culture Kent pilots in 2017.

Canterbury Tales of England Board – update on BID and Council funded feasibility study

Three projects are part of the BID and CCC co-funded feasibility study: The Castle area (beyond what is being considered as part of LUF), the Station Road West area and the Sidney Cooper building. The report will be presented to the CTOE board on 23 July.

Ops Reports

The BID Operations Report contains information on BID activities and can be shared with contacts as a way of communicating the ongoing impact of the BID. The report includes:

- City performance data: footfall, sales and occupancy, latest openings and closures
- MyCanterbury and BID: impact of social channels and marketing campaigns, as well as Gift Card, Local Offers Card and Guides
- Visit Canterbury: latest projects, campaigns and impact stats

- Safter Streets initiatives
- Training and Networking updates
- Ambassador reports
- Press coverage

A new Ambassador will now be recruited following the successful ballot.

Actions:

- Collate best practice and impact of transport campaigns, and options on dynamic pricing (for example, different days of the week) – LC
- Organise follow up transport meetings with CCC and different sectors to monitor the impact of car parking price increases and the appetite / barriers to entry for Park & Ride – LC
- Ambassador recruitment – JW

5. Marlowe Theatre update including Capital Projects

Paul Turner presented a Marlowe Theater update including

Topline impact stats:

- Impact on the local economy is £44 million per annum
- Sustained engagement with 22 schools and 3,800 young people, with £330k invested in youth, community and artistic development programmes
- 380,000 people attended 450 performances of 90 different productions in 2022 with 35% first time bookers
- 230 people employed plus 42 local work experience students
- 80% of trading activity with local suppliers
- One of the UK's leading independent theatres with multiple awards

Kent's powerhouse for the performing arts

- A world-class programme of theatre, musicals, dance, opera, music and comedy
- Commissioning, developing and producing new work in Kent
- The largest performing arts employer in the region

Making Kent a great place to live, work and study

- Enriching the lives of audiences
- Inspiring, empowering and educating young people
- Training the next generation of theatre-makers
- Co-creating with communities

An economic driver in the heart of the city

- As an unsubsidised charity, any surplus is reinvested
- Driving footfall to the city, supporting local businesses
- Proven track record as a successful investment partner

Next steps – two landmark developments for Canterbury:

“This next chapter builds on a decade of artistic and commercial success in the heart of the city, with The Marlowe expanding to match our creative ambitions as the engine house of the performing arts in Kent. Responding to growing needs, and to help our city fulfil its potential, we propose two landmark developments for Canterbury.” Deborah Shaw, Chief Executive

1. Expanding The Marlowe Theatre in order to

- Realise potential as a first choice venue for iconic, large-scale productions
- Grow a skilled workforce and retain regional talent
- Create new productions right here in Canterbury

2. Reimagining The Marlowe Kit

- Currently home to The Marlowe Youth Company, Youth Voice, Projekt Europa, The Writers’ Room and 22 associate schools
- To secure the building’s future and reveal its unique history
- To deliver a purpose-designed space where young creative minds can flourish
- To offer a hireable event space in a spectacular setting

enabling the Marlowe to

- Increase access to Learning and Participation programmes to more young people from diverse and challenging backgrounds
- Inspire a new generation of theatregoers and theatre-makers
- Offer free public access to a unique heritage destination
- Generate income which can be invested in the upkeep and running of the building

Benefits of these two developments to the city and wider area:

- Reinforce Canterbury’s status as the performing arts capital of Kent
- Contribute to a rich and revitalised city centre
- Build a sustainable, highly-skilled regional workforce
- Boost the local economy
- Make Canterbury a better place to live, study and work

6. Plans for BID 3

- Operating Agreement and Service Level Agreement with CCC in progress.
- Detailed year 1 budget will be reviewed by the Finance sub-committee in September ready to present to the next board meeting.
- The beginning of term governance review is scheduled for September-October ahead of bringing on new directors in the first part of 2025.
- Pay review and benchmarking is also scheduled for September – October and the board agreed to backdate any changes to the start of the BID year in October.

Decisions and Actions

Actions:

- Transport: Collate best practice and impact of transport campaigns – LC
- Organise follow up transport meetings with CCC and different sectors to monitor the impact of car parking price increases and the appetite / barriers to entry for Park & Ride – LC
- Ambassador recruitment – JW
- Schedule BID team pay review and board governance review – LC
- Set up schedule for 2024-25 board meetings once governance timetable in place – LC

Decision: to backdate the pay review to the start of the BID year financial year (1 Oct 2024).

Upcoming Board meetings

- Marketing and Events sub-committee – 2 September
- Finance – 11 September
- Governance and HR – pay review and governance review to be scheduled in September and October which needs to be signed off by the board

Full board – will be scheduled for October once we have a date for the governance review

Signed:



Date: 16 October 2024

Paul Turner, Interim BID Board Chair