



# ANNUAL REPORT 2022–23

www.derbycathedralquarter.co.uk



# CHAIR'S INTRODUCTION

Welcome to Cathedral Quarter Business Improvement District's (BID) Annual Report for 2022-2023.



Martin Langsdale мве

As we complete our final year of the third term we can reflect on the challenges and achievements of the past five years. They certainly have been like no other terms we have had, with the adaptations of COVID and lockdown having a major impact on business activity and the restriction on the ability to deliver projects that would normally aim to focus on encouraging footfall. The Cathedral Quarter BID team has been a driving force behind numerous projects and activities which you, the businesses, have identified as being important to you.

This year we welcomed the return of events to the city centre following the COVID 19 pandemic, with the BID funded 'A Jurassic Day Out in Cathedral Quarter' and the BID sponsored 'Derby Festé' and Derby Folk Festival attracting thousands of people to our area, allowing us to showcase that the area is a great place to visit for leisure time. Collaborative working with businesses proved a massive success with events such as 'Celebrate Sadler Gate' and 'Friar Gate Friday' having their inaugural events and we are looking for more of these this coming term. It was also fantastic to have Christmas entertainment back in the city with the return of the Cathedral Quarter Ice Rink, the launch of the first Cathedral Quarter Santa's Grotto, and more in our streets.

Despite continued difficult trading conditions, there are many reasons for Cathedral Quarter businesses to remain positive as new local housing developments near completion, such as the Nightingale Quarter, and Castleward, bringing new people and breathing new life into the city centre. We also have the Becketwell development which is making great strides with phase one due to be completed in Spring 2023.

I would urge all businesses to get involved, and benefit from the projects and investment that has taken place. 2023 will see the start of the fourth term of the Cathedral Quarter BID, presenting another five years of opportunities, all of which will be openly available for your participation and we can continue to work together to transform our city for the benefit of all. If you would like to know more about how you can get involved or what benefits, advice or support we are able to provide you and your business, please do not hesitate to contact the BID team at any time.

### Martin Langsdale MBE – Chair of Cathedral Quarter BID Board

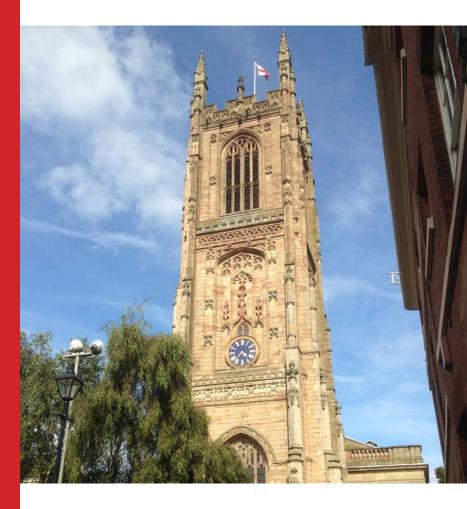
Chartered Surveyor, Raybould & Sons

# THE CATHEDRAL QUARTER VISION

"To support and enable all businesses to benefit from the Cathedral Quarter as a place which is attractive and vibrant with a sense of community and a lifestyle which is individual, diverse and inspiring."

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# BOARD MEMBERS

The Cathedral Quarter BID Board is elected by members Cathedral Quarter Derby Ltd, drawn predominantly from those who pay a levy in the area and made up of a representative cross-section of businesses, stakeholders and key agencies associated with the successful delivery of the BID project.

The role of the Board is to safeguard the interests of the levy payers by ensuring that the BID operates in line with the Business Plan and offers consistent value for money in line with its targets.



Surveyor, Raybould & Sons











NADINE PEATFIELD

Derby Labour Councillor, Shadow
Cabinet Sustainability &
Environment, Derby City Council



# CATHEDRAL QUARTER BID TEAM

Cathedral Quarter BID is project managed by Partnerships for Better Business Ltd (pfbb UK), who are a BID Management Consultancy specialising in the delivery and development of BIDs and led by Ian Ferguson and Melanie Ferguson-Allen.















**DEBBIE JARDINE** 

# **OBJECTIVE**



## **KEY STATS**

3520

Hours of BID Rangers on duty

3993

Business visits undertaken

253

Ambassadorial engagements carried out by the Rangers

40

Storewatch radios provided together with St Peters Quarter

82

Businesses signed up to DBCRP Scheme

# THE CATHEDRAL QUARTER EXPERIENCE

The Cathedral Quarter BID has been created, funded and led by the local business community since 2007 with the aim to make the area a more individual, inspiring and diverse place for visitors and workers alike. We continue to invest your levy payments into making the area a safer, more attractive and more entertaining place for all.



# THE CATHEDRAL QUARTER RANGERS

Your **BID Rangers**, Jon and Scott, are available to support you, providing information and guidance on BID projects, initiatives and opportunities that will benefit your business. The Rangers also continue to work with partners to address crime and ASB in the area.

#### **CRIME PREVENTION SCHEME**

Cathedral Quarter BID and Derby
City Council continued to offer a
Crime Prevention Scheme for
CQ businesses, providing advice
and solutions for installation within
premises. A number of Businesses
benefitted from additional security
measures such as CCTV, being installed

during the course of the last year.



#### STOREWATCH RADIO

Cathedral Quarter BID continues to provide the **Storewatch Radio** loan scheme to ground floor located businesses. The radios help businesses maintain contact with one another, the Rangers and other partners, such as the Police and CCTV.



### DERBYSHIRE BUSINESS CRIME REDUCTION PARTNERSHIP (DBCRP)

Cathedral Quarter continues to fund the **Derbyshire Business Crime Reduction Partnership** (DBCRP), providing levypaying businesses with access to the county-wide

scheme free of charge.

Users can download the DISC app which gives them the ability to share intel, report incidents to the Police, view offender photo galleries, and receive crime alerts and newsletters.

If your business would like to join the scheme, please contact the BID office.





We teamed with St Peters Quarter BID and the DBCRP to run a monthly drop in **Crime and ASB** meeting. This presented a fantastic opportunity for businesses to speak face to face with the Police, PCSO's and PPO's and discuss any crime and ASB related issues that businesses may be experiencing and to also share any intelligence that they may have. The meeting also allows attendees to get updates regarding DISC usage. Look out for the announcements of dates and locations in our weekly ebulletins for this years events.

### **SECURITY PATROLS**

The BID once again funded the muchappreciated overnight **Security Patrols** in the period between
Christmas and New Year. This helped give businesses piece of mind that external premises were being regularly monitored.



#### **TRAUMA KITS**

The Police and Crime Commissioner in partnership with the Cathedral Quarter and St Peters Quarter BIDs

supplied further trauma kits to businesses in the city centre to be used in an emergency if somebody has suffered life threatening knife injuries.

# MAINTENANCE OF DEFIBRILLATOR

In 2019, the BID installed a **defibrillator** on Friar Gate, situated at Norman House, next door to Smith Partnership. We continue to fund the maintenance of this unit, providing essential lifesaving equipment within the Cathedral Quarter area.



#### **PURPLE FLAG ACCREDITATION**

Following an assessment in April, it was announced that Derby has retained its **Purple Flag status** for a ninth consecutive year. Cathedral Quarter BID supported Derby City Council and other partners in its application to the Association of Town and City Management (ATCM). First achieved in 2013, Purple Flag is an international accreditation scheme which recognises a town's excellence in managing the evening and night-time economy.



## **KEY STATS**

39

Hanging baskets installed

20

Summer three-tier planers

18

Solar hanging Christmas trees



This year the BID funded the installation of a number of floral displays and bunting, helping to decorate and brighten up the streets from late spring, through until the Autumn. We also funded additional lighting including new animated projections during the Festive season.

Cathedral Quarter BID was also awarded Additional Restriction Grant (ARG) funding from the government following the period of lockdown to help bring vibrancy and animation back into the area. The money was used for several projects including window vinyls, lighting and graffiti installations.



# FOR THE **SUMMER** MONTHS...

The Cathedral Quarter BID installed **bunting** on Sadler Gate throughout the summer months this year. The bunting was installed at the start of June in time for the Celebrate Sadler Gate event and other Summer events and was in place until October.

The Cathedral Quarter BID provided funding to install a large number of eye-catching **3-tiered planters** and **hanging baskets** in the BID area.

Working alongside Derby City Council, the floral displays were in place throughout the summer months and into autumn.

# AND FOR THE **WINTER** MONTHS...

Cathedral Quarter BID worked with Derby City Council to ensure that the city continued to have **festive lighting** coverage. Cross street lighting was once again installed alongside some **mini trees** on shop frontages. The BID also funded a number of solar powered mini trees which hung from hanging basket fixtures along the streets.

Working in partnership with QUAD, we also funded some **lighting animations** in the area. The Cathedral tower featured a **cascade of poppies** in celebration of Armistice Day, which then became



a **cascade of snowflakes** over the festive period. We also lit the top windows of the old Bennetts building with a number of **animations**.

A **light switch** on took place on Saturday 12th November, organized by Derby City Council and included a **lantern parade** led by Surtal arts.

#### **ARG GRAFFITI PROJECT**

The BID commissioned local graffiti artist Hecho to produce some artwork for some boarded windows in the lock up yard. He was given the brief that we wanted something to represent the two businesses that reside in the yard, The Tiger Bar and S Bailey fish mongers, and he came up with this fantastic design of a tiger with a mermaid's tail. The artwork adds a vibrant splash of colour to the area.





# ARG ART AND POETRY PROJECT

Working with landlords of vacant units and owners of businesses, we have installed a number of window and poetry vinyls around the BID area. The artwork was all provided by local creatives including Lynne Hollingsworth who was involved with the Derby Ram Trail, and a number of artists from Artcore, based on Albert Street. The poetry was provided by James McInerny who runs the worldwide Poetry Project initiative.





#### **CELEBRATE SADLER GATE**

In July, the BID worked with businesses in Sadler gate to bring back the party atmosphere to the Cathedral Quarter with live music. Disney Princesses, Baby Dinosaurs, Dance Troupes, DJs and more! Visitors on the day enjoyed tucking into some wonderful food from businesses that provided BBQ's, Ice Cream, Pizza, and other delights, whilst there was face painting, a magician and circus acts to entertain the kids. A huge thank you to the business community of Sadler Gate and beyond for helping to make the event a great success and here's to repeating it in 2023!

# A JURASSIC DAY OUT IN CATHEDRAL QUARTER

In July we welcomed a number of prehistoric friends to the BID area for 'A Jurassic Day Out in Cathedral Quarter'. The City Centre came alive with Dinosaurs roaming the streets and parading the arena at Cathedral Green, entertaining the crowds of people that flocked to see them. Footfall on the day increased by over 25% compared to the previous weekend and a roaring good day was had by all! This event is set to return in 2023 so get thinking about how your business can be involved!



# THE QUEENS PLATINUM JUBILEE CELEBRATIONS

The Cathedral Quarter BID sponsored the Derby City Council event that saw four tribute acts entertain the crowds in the Market Place on Saturday 4th June as part of the **Queen's**Platinum Jubilee celebrations.

We also funded the Platinum Ticket Prize Draw which saw twelve lucky entrants win £100 of shopping vouchers each to spend in Cathedral Quarter and St Peters Quarter Businesses.



### **KEY STATS**

8

Events funded

5

Events sponsored

6

Events supported

25%

Rise in footfall compared to previous weekend for a Jurassic Day Out in Cathedral Quarter







#### FRIAR GATE FRIDAY

Friar Gate came alive in November with roving entertainment and street food vendors, whilst venues hosted live music, DJ's, competitions and even a kids' rave! Revellers were entertained by Deep Down Brass and illuminated circus acts popping up in venues, whilst our outdoor stage hosted The Cover Brothers and DJ Subrex. One lucky winner also won a £100 bar tab in a Friar Gate venue of their choice by completing the Friar Gate Friday trail on the Loyal Free app.





### **ASSEMBLE**

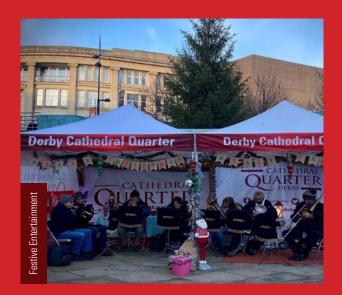
Assemble: 'Derby's Making Festival' returned to the Museum of Making in October and was sponsored by the BID. The family-friendly showcase of invention, creativity, and resourcefulness brought together artists and makers to share their passion and skills with the public and to encourage them to have a go at making themselves. This year's event welcomed Aardman Animation as special guest makers and the BID also had fun giving away some CQ branded crayons and enjoying a colouring session with young attendees!



### **DERBY FOLK FESTIVAL**

The BID once again sponsored the Derby Folk Festival which returned to the Market Place from 30th September to 2nd October. Alongside the concerts in the marquee, a special 'Fringe Festival' saw events take place at The Old Bell Hotel and at Derby Cathedral across the weekend.

The BID also supported events throughout the year such as the Furthest From the Sea Festival, Fundamental, St Georges Day, Peace Doves and Gaia at Derby Cathedral and The Forest for the Future.





#### **CHRISTMAS ENTERTAINMENT**

Cathedral Quarter BID funded **free festive entertainment** each Saturday from the 3rd — 17th December. The first Saturday welcomed music acts situated at the Waterfall in the Market Place, whilst the second and third Saturdays featured a brass band and roaming entertainment in the form of mischievous elves.

#### **SANTA'S GROTTO**

The BID funded a free Santa's Grotto in Sadler Gate on the 3rd, 10th, and 17th December. It welcomed over 2000 visitors wanting to meet Santa and his elves and received some wonderful feedback due to the fact that it was a free attraction. Children also took away a CQ branded goodie bag which contained a Cathedral Quarter themed Colouring book which was designed by local artist Carla Dee of Lovelalaland, as well as some sweet treats and other items donated by local businesses.





#### **SNOW GLOBES**

The BID funded some huge snow globes this year which were in place in at the Waterfall on the Saturday 10th & 17th December. The inflatable installations allowed people to climb inside and be whisked away into a winter wonderland! Over 800 visitors used the free attraction during the 2 days it was in place.



Christmas 2022 saw us partner once again with St Peters Quarter BID to deliver the Golden Ticket prize draw. Four lucky entrants won £500 of shopping vouchers each to spend in Cathedral Quarter and St Peters Quarter Businesses. The aim of the Golden Ticket Prize Draw was to encourage and drive footfall into the city centre as entrants could only enter by picking up a ticket from businesses and posting it in one of 20 post boxes located in businesses across the two BID areas.

#### WINDOW WONDERLAND COMPETITION

This year we partnered with St Peters Quarter BID to take over the **Window Wonderland competition** that has been run by Derby City Council since 2018. Fifty Three businesses took part this year which is the biggest number since the competition started. The public vote, which took place via the LoyalFree app and well as QR codes in the entrants windows, saw Airbrush Body UK scoop 1st place, with Hatchett Harrys in 2nd and Padley Hub in 3rd, each winning a cash prize.

An independent judging panel also chose their favourite display from each area with Selena's Contemporary Florists winning the accolade in Cathedral Quarter.



The BID Sponsored Cathedral Quarter Ice Rink which returned to the Market Place in December. This year the rink was covered to protect skaters from the elements allowing frosty fun in all weathers!





# OBJECTIVE



### **KEY STATS**

3

BID Newsletters issued

# **20K**

CQ Summer Life magazines distributed across Derby

# 165K

Festive Guides distributed across Derbyshire

3%

Increase in Twitter followers

14%

Increase in Instagram followers

33%

Increase in Facebook followers

511%

Increase in Linkedin followers

74

eBulletins distributed to a mailing list of over 3000 subscribers

# THE CATHEDRAL QUARTER BUSINESSES

By utilising a variety of mediums we continue to build the local, regional and national reputation of the Cathedral Quarter brand. We are helping to attract new visitors into the city increasing footfall, dwell time and spend.





### CQ SUMMER LIFE

CQ Summer Life Magazine was released in June with 20,000 copies being distributed via a targeted household mailing and to city centre businesses. The magazine was also available digitally on the CQ website and was promoted via other online platforms to gain maximum exposure.

The magazine featured information on businesses in the Cathedral Quarter and all the events and attractions that visitors to the BID area could enjoy throughout the summer.



#### **FESTIVE GUIDE**

Christmas 2022 saw us collaborate with Derby City Council to produce the 'Festive Derby' Guide.

Featuring all City-wide events and activities, the booklet was being distributed to over 165,000 households in Derby & Derbyshire giving the Cathedral Quarter area a greater reach than ever before via a printed mailing.

# CATHEDRAL QUARTER BID NEWSLETTERS

Over the course of the year the BID Project team published three Cathedral Quarter BID Newsletters to update businesses on BID projects and activities.







# REPRESENTATION AT STUDENT EVENTS

The BID attended the Freshers Fair at the University of Derby and an event at Derby College to promote the BID and the Loyal Free app to local students. We also helped to promote night-time safety in the area by informing students about the different schemes across the area such as Purple Flag and the Street Pastors.



### **LOYAL FREE**

In September we launched our new partnership with **LoyalFree**, the place promotion app. This app will eventually replace the CQ I Love, and I Work loyalty card scheme when it expires in February 2023.

The app allows you to promote your business for free to hundreds of local app users through offering incentives, deals and digital loyalty schemes, as well as advertising your events and running in app competitions.

We have also created a number of trails within the app to encourage footfall around the BID area including a 'Family Friendly Places to Eat' trail and a 'Student Favourites' trail. Search for 'LoyalFree' in your smartphones app store to download and discover deals and more in the area!

# SOCIAL MEDIA AND BUSINESS PROMOTION

Cathedral Quarter has continued to build its online presence, generating a larger network of followers and interacting with audiences to encourage footfall back into the City Centre.

This year we added TikTok as a promotional channel for the BID. We continue to share appropriate posts from businesses where the BID is tagged and encourage your business to keep doing so in order for us to promote the quality offering in CQ.

# CQ WEBSITE BUSINESS PROFILE

Each business in Cathedral Quarter benefits from its own profile page on the CQ website business directory. Get in touch if you would like to update anything on your page.

# EBULLETINS AND BUSINESS COMMS

Weekly communications are sent to advise businesses of important and relevant information regarding BID projects, developments in the area, your good news and much more besides. To receive these updates, please email the BID office — enquiries@derbycathedralquarter.co.uk



# **WEEKLY WHATS ON GUIDE**

The BID produces an e-shot which advertises all known events across the city centre each weekend. This is distributed to a database of over 2k subscribers. If you would like your event featured, please contact the BID team — enquiries@derbycathedralquarter.co.uk

# OBJECTIVE



### **KEY STATS**

52

Retail Sales Monitors Distributed

4

Vacancy Surveys undertaken



# CATHEDRAL QUARTER BUSINESS GROWTH & INVESTMENT

A considerable amount of work has taken place behind the scenes this year to continue to encourage growth, development and investment of businesses which complement and build on the strengths of the Cathedral Quarter.



# BECKETWELL REDEVELOPMENT

With work almost complete on the 259 build to rent apartments named **Condor**, attention now turns to the development of the multi-purpose public space, **Springwell Square**. This will be a place for people to relax between adjoining buildings and with both of these projects set

to complete this spring, we won't have to wait long. Focus is also now on the commencement of the 3,500 seater venue which will be operated by ASM Global.

#### **EASTERN GATEWAY**

Planning was recently submitted for the first phase of the **Eastern Gateway project** including the installation of an indoor karting circuit and a supermarket in the location of the Eagle Market.

Following on from this there are plans to develop up to 850 new homes with ground floor retail and leisure to service them. Reimagining Bradshaw Way will also create up to 5000 square meters of office space, enhancing the city skyline as you enter the city from the South...



# UNIVERSITY OF DERBY BUSINESS SCHOOL

On the northern boundary of the Cathedral Quarter, work is well underway developing the **University of Derby Business School**, set to Open in 2024.

Thousands of students and hundreds of educational staff situated in this new development and the law school just opposite, will bring a vast amount of footfall to our area. It will also be aiming for net zero carbon emissions both during the construction and in operation.



#### **DERBY MARKET HALL**

With the roof completed last year work now turns to phase 2 of the build — the interior.

Focusing on retail and leisure the Market Hall will be reimagined, allowing for traditional markets, events and pop-ups.

There will also be a new outdoor space in Osnabruck Square, enticing the public into the area. This grade II listed building, once complete, will be protected for many years to come.

#### **GEO-SENSE**

The BID carried out the installation of a new **footfall monitoring system** called GEO-Sense this year. The dedicated sensors gather anonymised data providing information on unique visitor counts which provides enhanced reports such accurate visitor numbers, dwell time, visitor movements and frequency of visits. This crucial data can then be used to aid the attraction of new businesses and investment to the Cathedral Quarter

#### PERFORMANCE MONITORING

Partnerships for Better Business (pfbb uk), contract managers for Cathedral Quarter and St Peters Quarter BIDs, have continued to operate a weekly sales and footfall monitor scheme covering both BID areas. This data is crucial in helping to monitor the performance of the city. The data is also a vital tool in helping to attract new businesses and investment into Cathedral Quarter. The BID undertakes a quarterly vacancy survey which assists in evaluating the economic health

and performance of the area whilst also informing future projects and initiatives

# REPRESENTING CATHEDRAL QUARTER BUSINESSES

As well as delivering projects and activities within the Cathedral Quarter BID area, the BID has been represented at a variety of meetings, summits and conferences over the course of the year. This helps build the profile of Cathedral Quarter both locally and nationally, ensuring that the views of the BID and its businesses are taken into consideration

Examples of such occurrences include:

- City Centre Task Force
- Future High Street Fund
- Marketing Derby Bondholder events
- Association of Town & City Management conferences
- Pubwatch
- Proactive Engagement Partnership (PEP)
- Transforming Cities Project





# CO BID FINANCIALS

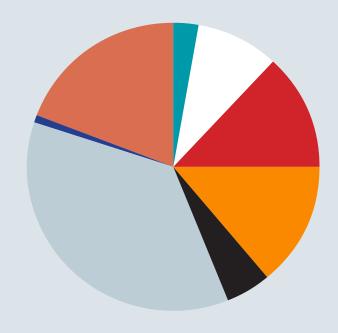
Unaudited accounts including estimated accruals as at January 2023.

	Budget per objective £	Actual & Estimated spend as at Jan 23
Objective 1 – Experience	197,042	200,298
Objective 2 – Businesses	74,860	60,653
Objective 3 – Growth and Investment	62,770	62,752
	_	_
BID Renewal / Accrual	50,002	45,911
Central Admin & Overheads	24,359	35,190
Levy Collection costs	12,000	15,997
Contingency	10,000	10,000
TOTALS	431,033	430,801

As of end of December 2022, £284,522 of levy had been collected by Derby City Council and we thank businesses for their prompt payment which has enabled the BID to continue providing support and delivering priority projects.

Over the course of 2022, the Cathedral Quarter BID was able to generate over £98,000 in grants, savings and in-kind funding for projects and activities in support of Cathedral Quarter Businesses. This included £18,921 from the ARG Vibrancy Fund to deliver public realm and vibrancy projects.

# **SECTOR BREAKDOWN**



- CULTURE 3%
- **EVENING ECONOMY** 11%
- FOOD AND DRINK 14%
- HEALTH AND BEAUTY 17%
- LEISURE 4%
  - PROFESSIONAL SERVICES 33%
- SCHOOL, COLLEGE, UNIVERSITY 1%
- SHOPPING 17%

# LOOKING TO THE FUTURE CATHEDRAL QUARTER BID 2023-2028

In November businesses in the Cathedral Quarter voted to renew the area's status as a Business Improvement District (BID) for a fourth term and therefore, a further five years.

There was a strong turnout for the ballot with 85% of businesses by number and 89% of the aggregate rateable value voting in favour, giving a clear mandate to continue building upon the achievements of the BID. The new BID officially launches on 1st March 2023 with a budget for the five-year programme of £1.5 million — made up of the levy payments and supplemented by voluntary, private and public-sector contributions.

#### **BID VISION & OBJECTIVES FOR 2023-2028**

# **VISION**

Through a business-led programme our vision is for: The Cathedral Quarter to be seen as a vibrant destination where people feel welcome and comfortable, where businesses can thrive and prosper and which is recognised as a place which is 'individual, diverse and inspiring'.

# The Cathedral Quarter Objectives:

# **OBJECTIVE 1:** CQ EXPERIENCE

To develop a welcoming, vibrant and attractive place, where businesses can thrive and where people want to spend time and enjoy themselves.

# **OBJECTIVE 2:** CQ BUSINESSES & ORGANISATIONS

To raise the profile of CQ, its businesses, organisations and all it has to offer through marketing campaigns and initiatives to attract new visitors and increase footfall, customers, clients, dwell time and spend.

# **OBJECTIVE 3:** CQ GROWTH & INVESTMENT

To encourage growth, development and investment of businesses which complement and build on the strengths of the Cathedral Quarter.



# **GET INVOLVED IN YOUR BID**

The greater your involvement and the more activities you take advantage of, the better the value for money you will receive from your BID levy. The following are just a number of ways in which you can get involved:

- Keep abreast of BID news and opportunities by reading the Cathedral Quarter ebulletins and social media;
- Attend Cathedral Quarter BID working groups and/or social events;
- Liaise with your BID Project Manager, BID Project Executive and the Cathedral Quarter rangers for information on projects and opportunities;
- Become a member of the Cathedral Quarter BID enabling you to attend the AGM and vote on BID company matters;
- Join the Cathedral Quarter Board to monitor the effectiveness of BID activities and ensure compliance with BID regulations;
- Look out for opportunities to quote for the supply of BID products and services.

# PAYING YOUR BID LEVY

Every business in the Cathedral Quarter is required to pay a levy which is in addition to Business Rates and needs to be paid separately (regardless of how you pay the Business Rates)

Prompt payment will help ensure that the objectives that were voted on in the Business Plan come to fruition.

You can pay your levy in the following ways. Please always quote your BID account reference. This is an eight digit number starting with a 5.

- By debit or credit card, telephone 0345 600 1982 or online – www.derby.gov.uk/payments
- Online by creating a new payee for the Derby City Council and using the following account details: Lloyds Bank sort code 30 92 59 account number 00008503.

If you have any questions, please contact the Business Rates office at Derby City Council.

Tel **01332 642428** 

or email business.rates@derby.gov.uk

The Cathedral Quarter BID levy criteria can be found in the BID Business Plan, available to view online or on request from the BID office.

