

# BID PROPOSAL AND BUSINESS PLAN CATHEDRAL QUARTER BUSINESS IMPROVEMENT DISTRICT

2018 – 2023



CATHEDRAL  
**QUARTER**  
DERBY

[www.derbycathedralquarter.co.uk](http://www.derbycathedralquarter.co.uk)

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# **Cathedral Quarter Business Improvement District (BID) Proposal and Business Plan 2018 – 2023**

## **1. Foreword**

### **Message from the Chair of Cathedral Quarter Co Ltd**

It has been almost ten years since the Cathedral Quarter BID first came into existence. Since then there have been a huge number of changes and some challenging times for businesses, from the impact of the Westfield Centre opening, through a period of economic recession and then, more recently, the aftermath of the 'Brexit' vote and uncertainty created by a national election.

Through it all the Cathedral Quarter has developed into a quality lifestyle destination, outperforming regional and national trends and culminating in the BID's success in being named both ATCM BID of the Year and 'Best City Location' at the Great British High Street awards in 2016.

Such accolades serve as a timely reminder of what can be achieved when businesses come together for a common goal. Without businesses working together as part of the BID, the Cathedral Quarter would not exist, would never have been entered into the awards and would not be receiving the national recognition that it so richly deserves.

It also highlights the importance of thinking positively and promoting the area in the best possible light. The list of blessings on which the Cathedral Quarter can count is a long one; a rich and colourful history, fantastic architecture, a unique mix of high-quality independent and national businesses, nationally acclaimed events and cultural venues, award-winning food and drink establishments and a vibrant nightlife. It is vitally important that collectively we shout about this whilst at the same time building for the future and addressing any challenges head on.

The projects and initiatives in this BID Proposal and Business Plan aim to address factors affecting both the day to day operations of businesses in the Cathedral Quarter as well as those impacting on the future success of the area, such as the development of a new cultural venue, redevelopment of key strategic sites, and attracting investment in retail, leisure and office space to cater for new businesses and to allow existing businesses to grow.

This BID Proposal and Business Plan has been created by the Cathedral Quarter Board and Management Group consisting of business people like you and with a wide range of business experience. They have listened to your feedback via the many surveys, workshops and one-to-one meetings undertaken as part of the research process and have incorporated your thoughts. The activities contained within have been designed to be even more inclusive of businesses across the full extent of the BID area and with a greater emphasis on the growing early evening, evening and night-time economies. Provision has also been made to account for the continued changes in the way people use their towns and city centres as well as the growing use of digital media, ensuring that the Plan will remain relevant throughout the BID term.

We feel that the investment we are seeking from businesses in the BID is modest in relation to what collectively can be achieved. For the smallest business in the business improvement district the daily cost is equivalent to less than half the price of a postage stamp and, even for larger businesses, the daily cost is less than that of a single cinema ticket.

Our cumulative investment will provide a business-driven focus to ensure that our businesses not only survive, but prosper. This investment will set standards which reflect our own aspirations as businesses with a total budget over the five year BID lifetime of over £1.5 million. This is a realistic plan with realistic targets at a realistic cost and we feel it will really benefit your business.

Through working together as part of the BID you have helped create a Cathedral Quarter that truly is 'Great'. You now have the opportunity to be a part of something more than that, to help take the Cathedral Quarter and your business to another level and to create a destination which others aspire to be a part of.

We urge you to look carefully at the proposal and make it happen by voting 'YES' at the formal BID ballot in October.

Martin Langsdale  
Chair of Cathedral Quarter Board and Management Group  
Chartered Surveyor, Raybould & Sons

## Cathedral Quarter BID Steering Group Members

The Cathedral Quarter Board and Management Group has worked as one to form a Steering Group for this ballot to ensure that the business views represented were as broad as possible by both geography and business sector in the Cathedral Quarter area. This Steering Group has acted on behalf of the Cathedral Quarter Co Ltd, which has 'proposed' the BID for the purposes of the BID Statutory Provisions.

Cathedral Quarter Co Ltd is a company limited by guarantee and will be responsible for the implementation of the BID plan. The membership of the board of the company continues to be open to all businesses in the BID area.

The members of the BID Steering Group are as follows:

Name	Position	Business
Martin Langsdale (Chair)*	Chartered Surveyor	Raybould & Sons
Ian Beardmore (Secretary)*	Managing Partner	Flint Bishop
David Nelson*	Partner	Smith Cooper
James Hurdis*	Owner	Canopy
Mohammed Suleman*	Director	Derby Museums
Carley Foster*	Professor	University of Derby
Debbie Jardine*	Director	Dream Doors
Cllr Martin Rawson *	Deputy Leader	Derby City Council
Dr Alex Rock	Development Officer	Derby Cathedral
Rachel Morris	Chapter Steward (CEO)	Derby Cathedral
Fraser Cunningham	Partner	The Smith Partnership
Matt McGuinness	Director	Furthest From the Sea
Linda Aston	Owner	The Mecca
Patrick Chapman	Marketing Director	WDA Marketing
Kate Martin	Head of Faculty	Derby College
Asad Moghal	Corporate Communications Manager	Marketing Derby
*Directors		



## 2. Executive Summary

### How BIDs work

Business Improvement Districts are created by businesses and organisations which come together to collaborate on initiatives that improve the location where they trade or do business. Business Improvement Districts are driven by participating businesses who work together to draw up a business plan which is voted on and, if agreed, is then funded through a levy based on business ratable values, as well as trying to lever in additional funding where possible for investment into the delivery of projects for the benefit of businesses.

This levy is collected by the council and paid directly to the Business Improvement District Company, Cathedral Quarter Co Ltd. This is a not for profit company set up by the businesses to manage the delivery of the business improvement district business plan and is accountable to the businesses in the BID area.

### The benefits of the Cathedral Quarter Business Improvement District

In 2007, businesses in this part of the city centre voted in favour of a Business Improvement District (BID) plan to support businesses in facing the challenge of the opening of Westfield and the relocation of the key footfall drivers, Marks and Spencer and Debenhams. The Cathedral Quarter was born.

Before then this part of the city centre had no identity or collective vision. There was a genuine fear amongst the remaining businesses that this area would become a ghost town with high vacancy rates and low footfall. The first Business Plan (2008-2013) was aimed at 'establishing the Cathedral Quarter as a destination' and without question it achieved this, creating a coherent area which was both conducive to great business and an attractive place to work and visit. Not only did the Cathedral Quarter survive a deep recession, it thrived, outperforming many other towns and cities across the UK.

The second Business Plan (2013-18) sought to build on this, by 'enabling all businesses to benefit from the Cathedral Quarter's values' and to build on the sense of community and lifestyle which had been created during the initial five year BID term. Through working together this has been achieved, increasing the profile of the Cathedral Quarter locally, regionally and nationally. In the last five years the likes of Dr Martens, Joules, White Stuff and Cosy Club have moved into the area which, alongside the unique range of quality independents, has created a business mix that cannot be found anywhere else in the city. The Cathedral Quarter has also received national recognition, securing the ATCM BID of the Year and 'Best City Location' at the Great British High Street awards in 2016. These were unquestionably justified and gratefully received but should be seen as a conduit to help achieve the next stage in the Cathedral Quarter's development.

There are still many challenges that lie ahead. The changing use of town and city centres combined with the economic turbulence of 'Brexit' means the need for businesses to work together for a better future has never been greater. The benefits of a BID do not just come from their ability to deliver projects and services from a guaranteed budget but also from the collective influence of the businesses and the ability of the BID to provide one strong voice to lobby for positive change.

Many of the challenges and opportunities faced by businesses in the Cathedral Quarter are extremely complex, requiring the input of numerous agencies and partners such as the local authority, the local economic partnership and the Police to obtain productive outcomes. The BID, backed by businesses across all sectors, is in the best position to be able to build these relationships, helping to co-ordinate actions and ensure that the limited resources available are allocated to achieve the greatest return.

This new business plan has been developed to ensure that it:

- is balanced to cover all business sectors
- clearly defines the role of the BID
- seeks to create and take advantage of new opportunities
- has focused activity but remains relevant for the next five years
- has deliverable and achievable objectives

It clearly lays out a business-led programme of investment to tackle issues identified by businesses with the aim of creating a positive and more profitable trading environment to potentially benefit all business sectors. To achieve this, the BID levy will be 2% of rateable value with all charges rising in line with inflation each year for five years.

### **The Area**

The Cathedral Quarter Business Improvement District is the historical commercial part of Derby's city centre and covers the area bordering the inner ring road in the north to Victoria Street and Albert Street in the south, where it runs along the edge of St Peters Quarter BID. The boundary is defined in the east by the river and in the west by Friar Gate. The boundary has been extended for 2018-2023 to include the Council House and ancillary car park and buildings on Corporation Street.

### **The Vision**

Through this business-led programme of investment the vision for the Cathedral Quarter Business Improvement District (BID) area is:

'To continue 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.'

### **Strategic Objectives and Projects**

The programme of investment will be delivered through the three strategic objectives and their related projects.

#### **1. The Cathedral Quarter Experience**

To continue to develop the great CQ lifestyle experience for visitors and people working in the area to enjoy

#### **2. The Cathedral Quarter Businesses**

To continue to build the local, regional and national reputation of the Cathedral Quarter as a great place for the evening and night-time economy, retail, leisure, culture, and professional services

### **3. Business Growth & Investment in the CQ**

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

#### **Costs and funding**

The budgeted income over the five year period of the BID is approximately £1.5 million. The yearly income will be made up of some £265,000 from the levy revenues and a sum of around £30,000 from voluntary, private and public sector contributions.

Subject to a successful vote in October 2017, the new BID will start on 1<sup>st</sup> March 2018.



### **3. What is a Business Improvement District?**

A Business Improvement District (BID) is a precisely defined geographical area within which the businesses have voted to invest collectively in local improvements to enhance their trading environment.

BIDs were enabled by parliament through the Business Improvement Districts (England) Regulations 2004. This legislation was based on the experience of some twenty years of successful BID activity in America and Canada. Since 2004, over 270 BIDs have been proposed and approved by business communities in England and Wales. These include large cities such as Nottingham, Leeds, Birmingham and Manchester besides smaller towns such as Lichfield, Loughborough and Leamington Spa.

There are over ninety BID areas which have been operating for more than five years and have gone through a renewal ballot, whilst more than twenty have now entered their third term having gone through a third ballot. These include Lincoln, Swindon and Birmingham Retail BID. BIDs have brought significant improvements to the trading environment of the businesses based in these locations. Further details are available on the Association of Town and City Management web site: [www.atcm.org](http://www.atcm.org).

The lifetime of the BID is prescribed by the Regulations and is set at no more than 5 years. It is possible for a BID to be extended by proposing a new Business Plan at the end of the BID lifetime for a fresh formal vote by the businesses.

The purposes of a BID are to provide new or expanded works and services or environmental enhancements within the prescribed BID area, funded via a BID Levy charge. All services/improvements will be additional to those already provided by Derby City Council. This charge is payable by non-domestic rate payers and is collected by the Council in much the same way as business rates. The manner in which the BID Levy charge is calculated is defined in Section 13.

All works and services will be contracted by Cathedral Quarter Co Ltd, the BID body for the BID area. The objectives and aspirations of Cathedral Quarter BID are set out in this BID Proposal and Business Plan.

This BID Proposal and Business Plan has been prepared in line with best practice and guidelines of the 'Industry Criteria and Guidance Notes' prepared by the British Retail Consortium (BRC) and the ATCM.

A set of definitions for terms used throughout this document is contained in Appendix 1.

#### **The vote**

In order for the proposals set out in this Business Plan to go ahead, more than 50 per cent of business ratepayers who vote have to vote 'yes'. Those in favour also have to represent more than 50 per cent of the combined 'rateable values' of those who vote. If these two criteria are met, the Business Plan is activated and all businesses in the area concerned will be required to pay the levy.

The persons entitled to vote, and to be liable for the levy, are the ratepayers of non-domestic premises in the Business Improvement District. Properties with a rateable value of less than £2,000 will be excluded from the vote and levy.

The council's Director of Governance and Monitoring Officer will be the ballot holder for the Business Improvement District vote. Details of voting procedures and how you can confirm persons entitled to vote can be found by contacting Derby City Council's Director of Governance and Monitoring Officer, Janie Berry by telephone on 01332 643616 or by emailing [Janie.berry@derby.gov.uk](mailto:Janie.berry@derby.gov.uk).

### **Alteration of arrangements**

The Business Improvement District, its boundaries, Business Plan and the levy percentage cannot be altered without an alteration ballot, although its board can adjust projects and spend as they feel appropriate, provided the basic tenets and budgets are not compromised.

### **The levy**

A levy of 2% of rateable value (RV) is proposed for businesses with an RV of £6,000 or more, and a levy band for those below an RV of £6,000 but more than £1,999, which fall within the levy criteria laid down in Section 13. This levy arrangement will generate around £1.35 million of ring fenced funding over the five year life of the BID and will also be used to lever in additional funds where possible adding a further £145,000 over the life of the BID. This will be used to fund the projects identified in this Business Plan.

### **Duration**

Our proposal is for the Cathedral Quarter Business Improvement District Plan to operate for five years and to commence on the 1<sup>st</sup> March 2018. After five years, in 2023, it can be extended or renewed – but only after being subject to a renewal ballot.

## Timescales

Action Point	Action	Day and Date
1	Establish Register of Businesses as specified in BID proposal	Sun 27 August 2017
2	Notice by BID Proposer to Billing Authority & Secretary of State of intention to hold ballot (at least 84 days before Ballot Holder requested to hold ballot Action Point 4)	Thu 25 May 2017
3	BID Proposer requests Billing Authority to instruct Ballot Holder to hold a Ballot (BID proposals need to be completed)	Latest Date: Wed 20 September 2017
	BID Proposer mail out copies of the BID Prospectus to potential levy payers	Wed 06 September 2017
4	Billing Authority formally requests Ballot Holder to hold ballot	Latest Date: Wed 20 September 2017
5	Ballot Holder issues Letter to Business Ratepayers to give information about the ballot and identify named person to receive ballot paper (latest date is 42 days before Ballot Day)	Latest Date: Wed 20 September 2017
6	Ballot Holder publishes Notice of Ballot (latest date = 42 days before ballot day) also to send copy to Secretary of State , a copy of the published notice of ballot, as per Schedule 2 3(d) of the 2004 Business Improvement Districts (England) Regulations	Latest Date: Wed 20 September 2017
7	Ballot Holder Issues ballot papers (at least 28 days before Ballot Day)	Wed 04 October 2017
8	Last day to appoint a proxy (tenth day before Ballot Day)	Sun 22 October 2017
9	Replacement of lost and spoilt ballot papers (from the fourth working day before the Ballot Day)	Thu 26 October 2017
10	Ballot Day (up to 5pm)	Thu 02 November 2017
11	Count and announcement of result	Fri 03 November 2017

All businesses in Cathedral Quarter Business Improvement District area will benefit from BID initiatives.

## 4. The Cathedral Quarter BID – the first ten years

Ten years ago the Cathedral Quarter Business Improvement District was established by businesses in this part of the city to address the challenges faced by the opening of the Westfield Centre and the relocation of the key footfall drivers, Marks and Spencer and Debenhams.

The prevailing mood at the time was a sombre one with many businesses fearing for their future. Ten years on and the area has developed immeasurably into one with an impressive business mix, a unique and quality offer, and with a reputation nationally which has seen the Cathedral Quarter BID pick up two major awards in the last year.

One of the first tasks of the BID was to develop the Cathedral Quarter as a destination in its own right. There can be no doubt that it has done that – in 2007 this part of the city centre did not have a name. Today it is difficult to imagine a time when this area was not known as the 'Cathedral Quarter' so ingrained has the name become in people's consciousness. The BID has worked hard to achieve this, creating a brand identity which is easily recognisable, highly visible, with a reputation for quality, and as an address which carries a kudos and has a value.

It is no coincidence that over the last ten years more than £138m of investment has been attracted to the Cathedral Quarter. In 2007 there were no hotels – there are now three, including one named after the area itself. In QUAD the Cathedral Quarter is fortunate to have a culture and arts centre which has received global recognition and which attracts artists and exhibitions from across the world. Derby City Council's Connect project revolutionised the concept of office space and through its four sites in the Cathedral Quarter has generated a substantial increase in the number and quality of creative industries in the area. Both Derby College and the University of Derby have invested heavily in the area with campuses extended and residential accommodation created.

There have been some challenging times along the way. A recession which rocked the economy and whose impact was felt for many years. The way in which people use their towns and city centres has seen considerable changes. Technology (and peoples use of technology) has moved apace and continues to evolve and developments in local and national politics, of which the full impact we still await to see.

Through it all the Cathedral Quarter has not only survived but has grown. Vacancy rates have improved significantly. Demand for commercial property in the area has remained high whilst highly-respected independent and national brands have chosen to invest in the area. Sales have been consistently up year on year. Where the majority of towns and cities across the UK have seen decreases in footfall, the Cathedral Quarter has actually seen some increases and where it has decreased, it has been significantly less than the UK national average.

Over the last ten years the Cathedral Quarter BID has continually invested in projects and activities which you, the businesses, have identified as your priorities. Below are just some of the initiatives undertaken during the first two BID terms; without businesses working together and providing funding via the BID levy none of these activities would have been possible.

### **Cathedral Quarter BID 2008 – 2013**

- Establishing the Cathedral Quarter as a destination through a coherent branded delivery of activity which was ‘individual, diverse and inspiring’
- Introducing a visible welcome on the streets, extra eyes and ears for the police, and support for businesses through the CQ Rangers
- Making the most of our great architecture through working with the Council on the THI shop front improvement schemes on The Strand and Wardwick, now held up as a national model of best working practise
- Reducing crime and ASB in problem parts of the Cathedral Quarter through the installation of protective gates
- Improving access and navigation into and around the Cathedral Quarter by working with Derby City Council to install branded wayfinding signage for pedestrians and displaying the Cathedral Quarter on brown directional road signage.
- Directly targeting, supporting and initiating investment by new independent businesses into the CQ
- Welcoming visitors to the area with Cathedral Quarter branding on all car parks and bus stops in the area
- Promoting businesses and organisations to a wider audience with the CQ Life magazines, as well as adverts and editorials in targeted publications
- Creating a festive atmosphere and encouraging footfall at a key retail period through the provision of quality Christmas lights
- Guiding visitors around the area and promoting the Cathedral Quarter with the CQ Mini Guide
- Monitoring sales, footfall and vacancy rates to help attract investment and provide businesses with important KPI data with which to benchmark their business

### **Cathedral Quarter BID 2013 – 2018**

- Working towards safer streets through the continued monitoring of CCTV cameras
- Creating an animated environment and attracting footfall through the CQ Saturdays range of events
- Encouraging repeat spend with the CQ loyalty schemes
- Developing the Cathedral Quarter website and social media to provide information to visitors and businesses and to help promote the area and its businesses
- Attracting key national brand names into the Cathedral Quarter and producing material such as the ‘Cathedral Quarter Prospectus’ to attract further investment and development
- Improving the attractiveness of the area and creating a festive feel with floral displays, flags, banners and bunting
- Promoting the cultural and events offer to attract visitors at all times of the day and night
- Attracting footfall by providing festive entertainment and supporting major events such as the Cathedral Quarter Christmas Ice Rink, Furthest From the Sea Festival, Derby Folk Festival and Feste
- Helping business relationships and development through CQ Socials, training and networking events
- Achieving local, regional and national recognition for the area by taking part in, and winning, the ATCM BID of the Year and Great British High Street ‘Best City Location’ award 2016

Through the BID all levy paying businesses, regardless of size, have had access to these projects and initiatives, whilst the BID has provided businesses in the BID area with a collective voice which has significantly influenced key decisions and agendas impacting on the future of the Cathedral Quarter and its businesses.



## 5. Cathedral Quarter BID - Working together will make a difference

After a deep recession and now the economic turbulence of 'Brexit', the need for businesses to work together for a better future has never been greater. Besides the challenges of the economy, lifestyles are changing and influencing the way in which we use our time and spend our money. Technology continues to develop and change the way we live, work and use our town and city centres both as individuals and as businesses.

By 2018, over half the population in at least 500 towns and cities across the country will be frequent e-commerce users. Customers and visitors are researching places and services from their smartphone and the Cathedral Quarter must embrace this if it is to continue to develop. In addition, the requirements of what a city centre destination must deliver have changed significantly with visitors now demanding a much broader experience. Increasingly, we need to think about ways in which businesses and organisations can continue to work together to encourage visitors to extend their stay in the Cathedral Quarter and to make increasing use of the retail, leisure, food and drink, culture and accommodation offer.

The Cathedral Quarter has many assets which appeal to an increasingly wide demographic. The area is fortunate to have a unique heritage and fantastic architecture, including the grade II listed Victorian Market Hall, the recently renovated Old Bell Hotel, Derby Cathedral with its 16<sup>th</sup> Century tower and the elegant crescent of The Strand. It is home to a wealth of cultural venues with QUAD, Deda, Silk Mill Museum, Museum & Art Gallery, Guildhall Theatre and Derby Cathedral providing a rich and diverse experience. It is also the heart of the evening and night-time economy with a huge range of quality venues offering everything from a la carte menus to a real ale scene which led the Lonely Planet to describe the city as 'the real ale capital of the world'.

This lifestyle element is one of the Cathedral Quarter's key strengths and it deserves a wider audience, bringing people from across the Midlands and beyond to sample the unique experience it provides. The area received national recognition in 2016 by being named the 'Best City Location' at the Great British High Street awards and by working together under the auspices of the BID the Cathedral Quarter can continue to develop as an individual, diverse and inspiring destination.

There are also a number of developments planned which will have a significant and positive impact on the Cathedral Quarter. The future of the Becketwell area has taken a big step towards being finalised following the purchase of the old Debenhams site and adjacent buildings by Derby City Council. Middleton House, off St Mary's Gate and Bold Lane, has gone to market and is earmarked for mixed-use or residential development. The redevelopment of the Assembly Rooms and the commitment from Derby City Council to build a new cultural venue around a 'reinvented' Market Place will increase the number and range of visitors, attract a more varied cultural offer and boost the early evening and night-time economy in the area.

We have already started to see the emergence of new residential accommodation in the Cathedral Quarter, with high quality developments on St James Street, St Mary's Gate and Cathedral Green providing city centre living for professionals in the area. Demand is growing, largely driven by young professionals working at large corporations such as Rolls Royce and Bombardier as well as in the creative industries, many of whom have also chosen the Cathedral Quarter in which to locate their businesses.

Developments such as Castleward, Nightingale Quarter and Weaver's Point on the outskirts of the city will boost footfall in the Cathedral Quarter, as will the new developments in neighbouring St Peters Quarter. The University and College continue to increase their presence in the Cathedral Quarter with new developments at Cathedral Road and Heritage Gate as well as just outside the BID boundary on Agard Street. All of these changes will create a new demand for more local amenities and services from which Cathedral Quarter businesses can benefit.

This business plan has identified the opportunities that exist and has taken account of the needs and challenges faced by businesses across the area. By working together through a Business Improvement District there is even greater potential to exploit the assets the area has, to develop an even better business offer and to establish the Cathedral Quarter nationally as a great place to live, work and visit.

## 6. Where will Cathedral Quarter BID operate?



Ordnance Survey © License Number 100057711

The Cathedral Quarter BID area is very similar to that defined in the previous BID term. The boundary has been revised slightly for 2018-2023 to include the Council House and ancillary car park and buildings on Corporation Street to the south-east.

A full list of streets within the BID area is shown in Appendix 2. All non-domestic hereditaments within the BID area will, if the BID is approved, be liable for the BID levy (as defined in section 13). The BID covers those businesses whose rateable value is £2,000 or greater. Thus banks, building societies, car parks, Council facilities, restaurants, clubs and pubs, estate agents, leisure operators, recruitment agents, retail and health and beauty outlets, office based businesses and organisations, transport and travel agents and all other non-domestic hereditaments are included within the BID and will, subject to the detailed levy criteria in Section 13, contribute to the BID's collective funding and activities flowing from the combined budget.

The BID area includes any smaller business areas located off these roads or streets that are located within the boundary of the defined BID area and any other road or street in the shaded area illustrated on the map, even if they are not listed in Appendix 2 and will include any new road or street which is developed or created during the life of the BID which is within the shaded area illustrated on the map.

## 7. Services provided by Derby City Council

### Council's Support for Cathedral Quarter BID

Derby City Council fully supports the Cathedral Quarter BID. In particular, it continues to endorse the fundamental principle of additionality within the BID by agreeing to maintain the provision of existing services from the Council to businesses at their current level (subject to budgetary constraints) across Cathedral Quarter BID area. Thus, in line with BID legislation, BID services within Cathedral Quarter BID will be additional to (not in substitution for) those provided by the Council. If there is a need for any change in service levels provided by the Council these will not be disproportionate to other parts of Derby City's area outside the BID area.

The Council's commitment to Cathedral Quarter BID and the working relationships between the Council and Cathedral Quarter BID Company are set out in complementary documents agreed between the Council and Cathedral Quarter Co Ltd, the BID Company.

- A Memorandum of Understanding and Operating Agreement which defines the working relationship between the Council and Cathedral Quarter BID Company and sets out the Council's Operational Support to the BID on a number of specific issues.
- A set of Baseline Statements, each defining the benchmark for a specific service provided by the Council and other agencies to the businesses in the area.

### Council's Vision for the BID

Beyond its clear commitments set out in the Memorandum of Understanding, the Council welcomes the opportunity offered by the BID disciplines to develop a strong and dynamic partnership between the Council itself and Cathedral Quarter businesses. The Council intends that this forward looking relationship with businesses should take shape along the following lines during the five year BID period:

- Maintaining and continuing to develop a serious dialogue with Cathedral Quarter businesses on issues that can promote a stronger trading environment for them.
- Continuing to explore even more effective means of delivering council services to businesses. This will include more cohesive ways of tailoring and delivering specific services to Cathedral Quarter.

### Council Services for Business

Businesses will continue to benefit from all the standard council services provided for the benefit of all stakeholders in the town (cleaning, access, safety, maintenance and public amenities). In addition, the Council delivers a wide range of services either directly or indirectly specifically for businesses, these include:

- Business Support and Advice
- Grants, help and support
- Sustainable development
- Licensing and street trading
- Travel Planning
- Health and Safety

- Commercial waste and recycling
- Business rates
- Energy efficiency
- Parking permits

Details of these services can be found on the Council's web site. The information on these pages gives support and advice to new and existing businesses. There are also links to organisations that can help with a range of business issues.

### **Individual Baseline Statements**

In full support of the above commitments, Heads of Service within the Council will draw up Baseline Statements on the specific services they are responsible for. These documents define the benchmarks for the provision of these services and the fact that any change will not disproportionately impact upon the BID area more than any other area outside the BID within the borough's administrative boundary. They also cover how the services will be measured. The Council attaches particular importance to the incorporation of value for money principles and measures within all the Baseline Statements.

The Baseline Services are defined below:

- CCTV
- Christmas Lights
- City Centre Space Hire
- Community Safety
- Environmental Health
- Events, Street Markets and Entertainment
- Grounds Maintenance and Arboricultural Services
- Highway and Visitor Information and Signs
- Highways Maintenance
- Licensing – this potentially includes licenses for food businesses etc.
- Parking
- Public Transport
- Street Cleansing and Waste Service
- Street Lighting
- Tourism Services
- Trading Standards

The process of having the baseline statements proves valuable to both the service providers and the BID Company. The development of these partnerships and the additional focus on the services provided in the area, will give tangible benefits over and above those derived from the projects outlined below.

### **Council's Operational Support for Cathedral Quarter BID**

The Council's support for the BID will take practical shape in the following specific ways:

- Conducting, through the council's Democratic Services, the formal BID vote in accordance with current BID legislation and procedures.



- Assuming a positive outcome to the BID vote, collecting the BID levy defined in the BID Business Plan from Cathedral Quarter businesses and transferring the levy sums direct to the Cathedral Quarter BID Company. The Council proposes to make a charge for the BID levy collection and will pay the gross levy sums to Cathedral Quarter BID Company within 30 days of collecting it.
- Provide a Councillor to sit as a Director on the BID Company Board.
- Provide a senior council officer to deliver a business-focused dynamic link on all BID matters with senior council staff.
- Paying the appropriate BID levy set out in the Business Plan in respect of all its own hereditaments within Cathedral Quarter BID area.

### **Monitoring and Review**

The Council is committed to the regular monitoring of the operation of the BID Operating Agreement and reviewing its effectiveness in conjunction with Cathedral Quarter BID Company. This will be carried out as follows:

- An annual monitoring of each of the specific services for which a Baseline Statement is shown above. This will be led by the respective Head of Service who will provide an account to Cathedral Quarter BID of how the service commitments have been actually delivered during the period, and if necessary update the service levels to reflect the services each will provide in the following year.
- An annual review of the overall effectiveness of the Operating Agreement. This will be led by the Cabinet member with responsibility for the BID and will reflect the Executive's commitment to address any shortfalls and propose measures to evolve the partnership to the mutual benefit of the Council and Cathedral Quarter BID. These reviews will be scheduled to best effect for the Council's and Cathedral Quarter BID Company's yearly budgeting cycles.

## 8. The Research and Consultation Process

### Background

A considerable amount of work has been undertaken to ensure that all businesses in the area have had an opportunity to shape the BID proposal and Business Plan.

Extensive research has been undertaken across a wide range of stakeholders to ensure that the plan which has emerged has an in depth understanding of the views and aspirations of the businesses in the area as well as an appreciation of the perceptions of those who visit and work in the area.

In addition, the feedback received has provided the BID with an excellent understanding of how the area has developed over the last ten years, a period covering two consecutive BID terms. The most recent findings can be compared to those obtained in both 2007 and 2012 to give not only a better understanding of the development of place but to also ensure that the next five years is based on a Business Plan which is both progressive and aspirational.

The research encouraged participation from all businesses across the Cathedral Quarter:

- A launch and information event at the start of the project.
- All businesses in the proposed BID area were mailed survey forms and asked to complete them seeking their opinions on a variety of issues.
- All businesses were included in mailings of publicity including BID newsletters and frequently asked questions and e-bulletin updates where e-mail addresses were available.
- 27% of businesses which meet the levy criteria in the Cathedral Quarter participated in detailed one-to-one interviews, workshops and completed detailed four page surveys.
- There were 566 personal visits to businesses which meet the levy criteria to discuss the BID.
- A series of six area workshops aimed at setting the BID vision and objectives were held at the start of the development process, with all businesses invited to discuss their challenges, opportunities and their vision for the future of the Cathedral Quarter.
- Three sector-specific workshops were held to discuss budget setting and to provide businesses with the opportunity to allocate funds to projects emerging from the research process.
- A workshop was held with both Derby College and the University of Derby to discuss how these organisations could continue to increase their presence in the BID area and to assess ways in which businesses in the Cathedral Quarter could benefit from their involvement in the BID.
- A series of one to one meetings with commercial property agents both within and external to the BID area to discuss the future of the Cathedral Quarter and to look at opportunities

for future growth and investment in the area.

- BID ebulletins promoting all of the events and workshops and providing feedback opportunities for businesses to contact the BID development team.
- Active participation and decision making by the business representatives from the BID Cathedral Quarter Steering Group in all aspects of the development of this plan.

The research also considered key plans and strategies which cover the city centre to inform the activities of the BID business plan.

### **What were the aims of the research?**

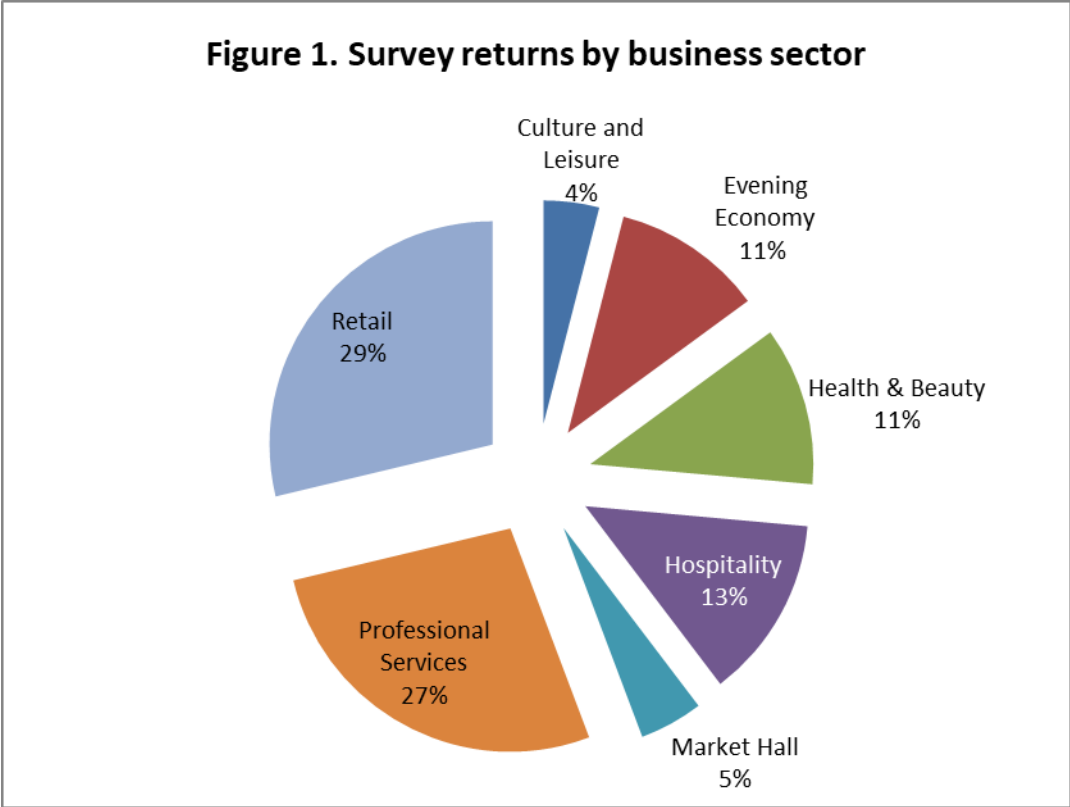
The objective of the research was to:

- Identify the key issues which impact upon all businesses in the area, across all business sectors, and to develop solutions to address these which will help businesses achieve their own internal objective.
- Identify any specific issues and opportunities by area to ensure that impacts on businesses of the different environments were fully appreciated.

The survey form was comprehensive and probing, asking open questions as well as providing quantitative assessment through multiple choice answers and rating of opportunities and challenges.

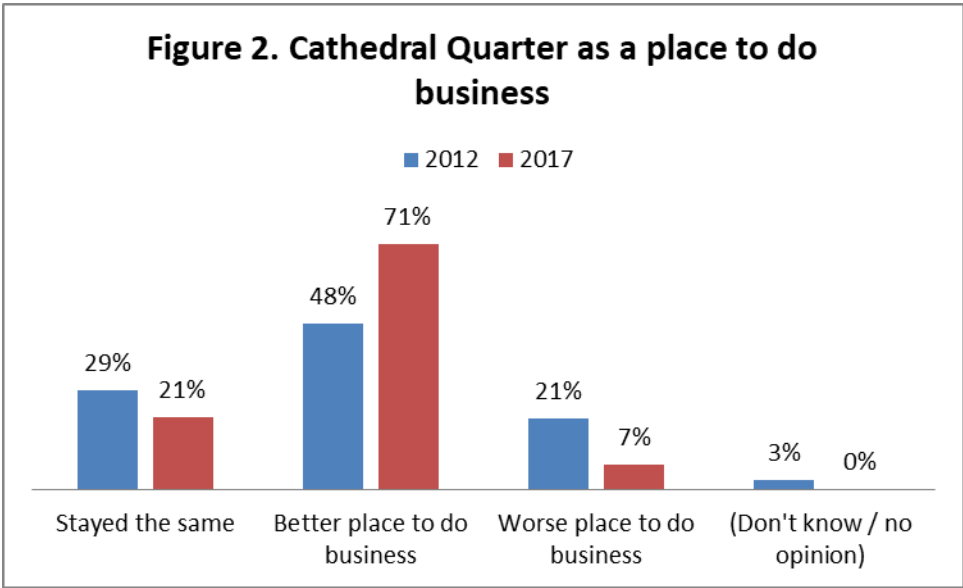
**Research results**

Surveys and interviews were carried out across a range of businesses from all sectors and all parts of the Cathedral Quarter.



### The Cathedral Quarter - a better place to do business

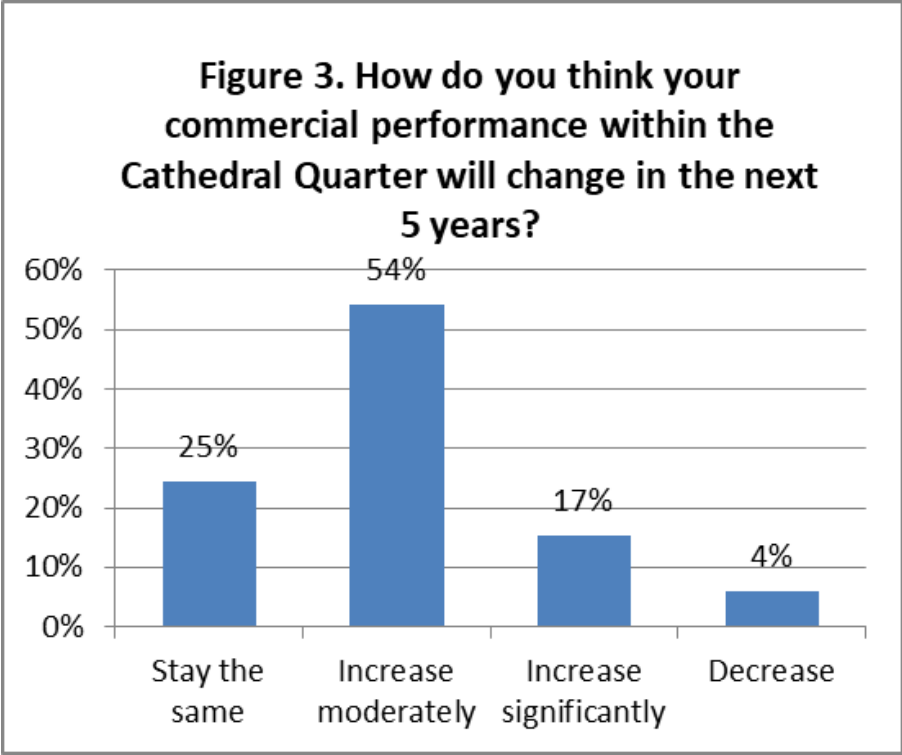
When assessing the response from businesses it was reassuring to learn that there were a significant number of businesses who felt that the Cathedral Quarter had become a better place to do business over the last five years. 71% of respondents stated that they perceived the area was now a better place to do business. Compare this to the 48% of respondents in 2012 towards the end of the first BID term and one can see an upward trend in business satisfaction. In addition, the percentage of businesses who perceived that the area had become a worse place to do business had also fallen notably, from 21% in 2012 to 7% in 2017.



**Business confidence in the Cathedral Quarter**

When asked how they expect their business to change in the next five years, businesses in the Cathedral Quarter were overwhelmingly optimistic with 17% stating they expected to see commercial performance increase significantly and 54% increase moderately. Only 4% of businesses surveyed replied that they expected commercial performance to decrease.

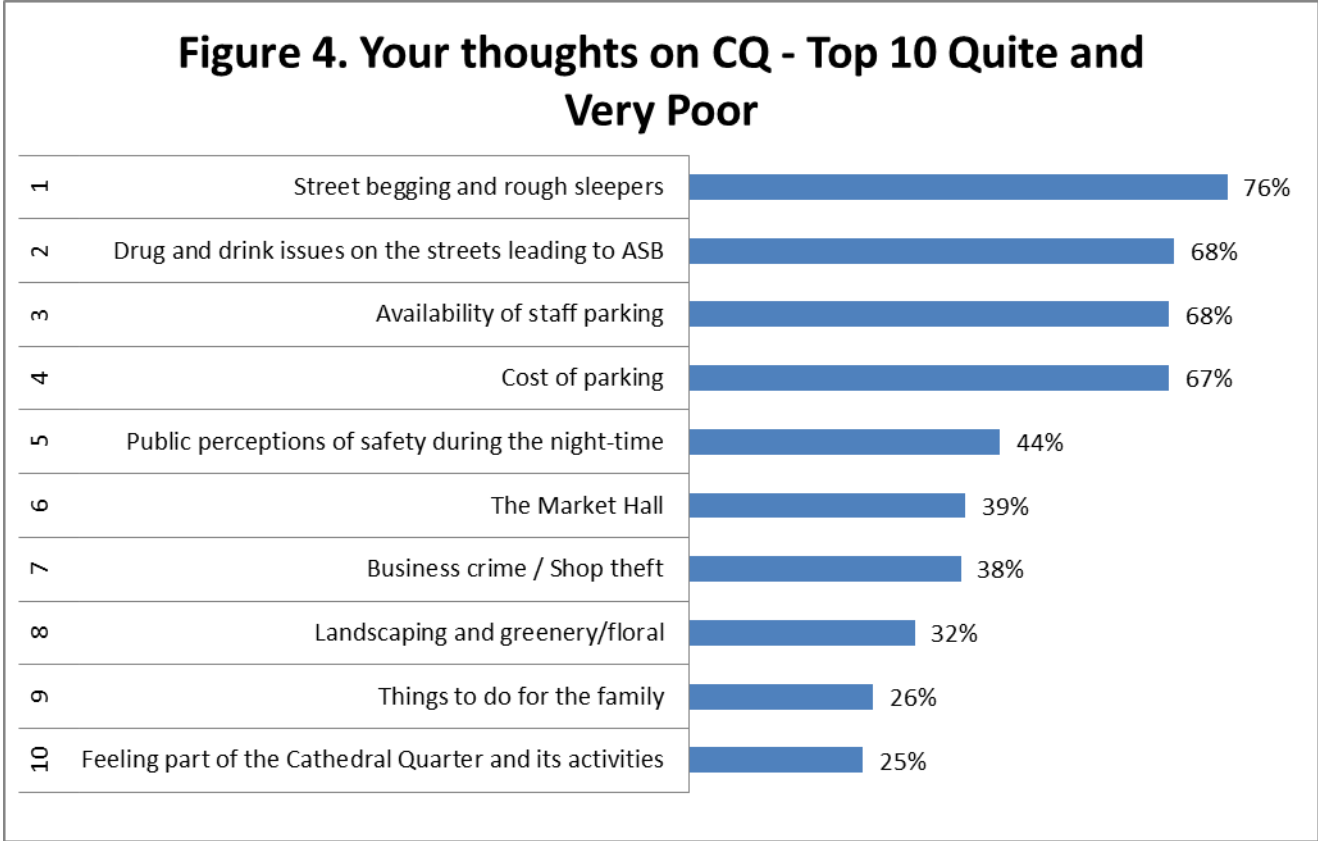
Such figures are all the more heartening when one considers the relatively uncertain times in which businesses currently trade. The national economy is yet to see the full impact of 'Brexit', whilst changing lifestyles and developments in technology continue to change the way we live, work and use our town and city centres, both as individuals and as businesses. Many challenges are sure to lie ahead but Cathedral Quarter businesses remain confident that they are in a position to be able to not only adapt but to capitilise on these changes.





### The Cathedral Quarter Experience

Throughout the extensive consultation process it became very clear that the ‘Cathedral Quarter experience’ is that aspect of the overall picture which businesses value the most and consider increasingly important in the future success of the area.



Two general themes stood out above all others as causing concern amongst Cathedral Quarter businesses at present.

Street begging and rough sleeping as well as drink and drug issues leading to ASB came out top of the list with 76% and 68% respectively of businesses rating these issues as quite or very poor in the Cathedral Quarter. It was clear from further discussions with businesses that they feel that these issues are deterring people from visiting the area as well as causing them concern at times for their own personal safety. It is perhaps not surprising therefore that businesses value the presence of the Cathedral Quarter Rangers and the work which they undertake with partner agencies such as the Police and No Second Night Out. 69% of businesses stated that they would like to see this work continue into the new BID and considered this the fourth most important activity undertaken during the current BID term.

Crime, or the perception of crime, also featured on the top ten listing of aspects considered quite or very poor and methods associated with addressing this issue rated highly on the activities businesses would like to see continue or be introduced under the new BID. 62% of businesses stated that they would like to see funding attributed to an enhanced policing service in the Cathedral Quarter, whilst the establishment of a business crime reduction scheme and the

extension of current CCTV coverage saw 59% and 53% of businesses respectively state that they would like to see this addressed.

Parking was the second biggest concern amongst businesses with 68% rating availability of parking for staff as quite or very poor followed by 67% for the current cost of parking. Of the many options put forward for potential new activities over the next five years, parking initiatives for both customers and staff came out as the top two requests with 75% and 68% of businesses requesting this. The strategic review of parking in the city recently undertaken by Derby City Council together with the feedback from the surveys completed by BID businesses will inform future activities in this respect. When exploring access issues in more depth, many businesses also felt that the Cathedral Quarter was not very well served by public transport networks with bus stops and routes not adequately represented in the area.

The importance of maintaining a vibrant and animated atmosphere within the Cathedral Quarter both day and night was also evident in the responses received from businesses. Promoting the cultural offer, providing events and supporting external organisations' events and festivals all featured highly on the list of activities to continue in the new BID with over half of businesses believing this is a crucial aspect of providing a better overall experience. Interestingly it was the work of the BID at Christmas which businesses said they particularly valued with Christmas lights, campaigns, events and entertainment the activities considered both the most beneficial during the current BID (56%) and those they would like to see continue into the new BID (76%).

The visual appearance of the Cathedral Quarter was also considered to be important with 61% of businesses stating they would like to see hanging baskets continue to be installed under the new BID and 55% of businesses suggesting additional targeted or 'hot spot' cleaning should be considered.

## **The Cathedral Quarter Businesses**

Building on the success of the Cathedral Quarter to date and increasing the BID's profile locally, regionally and nationally was a recurring theme in discussions with businesses throughout the consultation process.

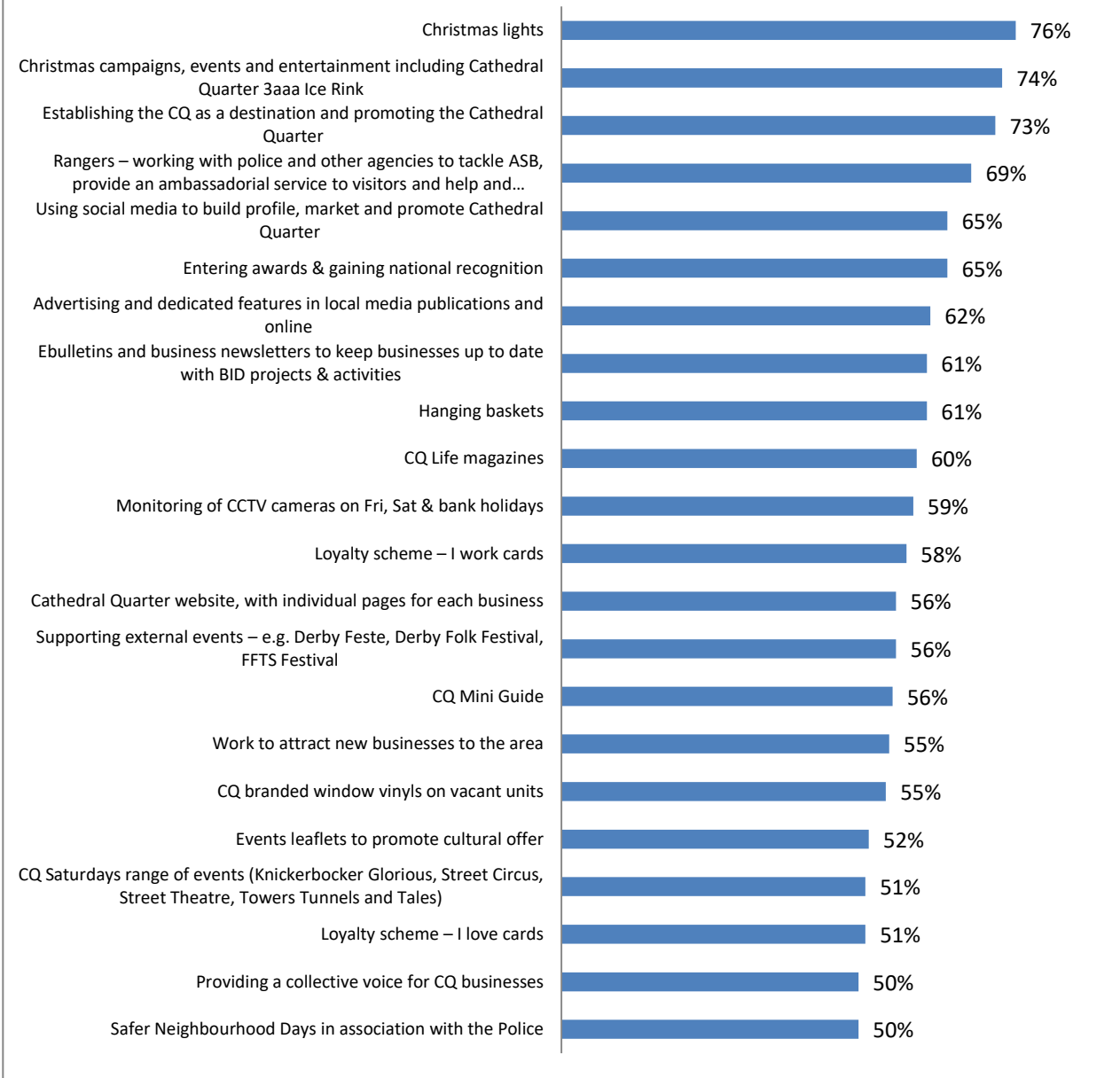
Continuing to establish and promote the Cathedral Quarter as a destination was viewed by 73% of businesses as an important activity under the new BID. 65% of businesses felt that using digital and social media to continue to build the area's profile and to market and promote the Cathedral Quarter was important whilst sector-specific marketing campaigns were also considered worthwhile with 60% of businesses wishing to see the CQ Life magazines continue and 62% valuing additional advertising and dedicated features in local media publications and online.

77% of businesses felt that the rise in residential accommodation in and around the Cathedral Quarter would have a positive impact on their business. Together with the increasing presence of both Derby College and the University of Derby in the Cathedral Quarter, this is an important consideration going forwards and discussions with businesses indicated a desire to target this wider demographic.

Businesses continue to see the value in a Cathedral Quarter loyalty scheme with 58% stating that they would like to see the I Work scheme continue and 51% the I Love. Further discussions with

businesses have indicated that you would like to see the scheme improved to increase business engagement and to enable data on usage to be collated for business use. There was a similar theme with the Cathedral Quarter website where 56% of businesses said they would like to see this continue. Discussions in workshops, however, indicated that businesses would like to see the website updated to encourage more visitor traffic and make it more interactive and user-friendly for businesses.

**Figure 5. Activities to continue into the new BID**



## **Business Growth & Investment in the CQ**

With the Cathedral Quarter now firmly established as a destination in its own right, discussions with businesses frequently touched on how the BID can increase support for, and encourage relationships between, existing businesses.

52% of businesses felt that the introduction of a scheme which would help businesses within the CQ work together would be a worthwhile new initiative. Interestingly, only 36% of businesses thought that networking events or seminars would be of benefit indicating that alternative means of developing working relationships need to be explored.

It was also acknowledged that the Cathedral Quarter needs to continue building on its considerable strengths to encourage further investment and attract quality new businesses to the area if it is continue on its upwards trajectory. 55% of businesses stated that they would like BID activities to continue in this respect whilst 65% thought that entering awards and gaining national recognition was a worthwhile initiative.

## 9. The BID's response

During the extensive research process, it was apparent that many businesses place great value on the activities undertaken by the BID in the current term and would wish to see many of these continue over the next five years. The BID has therefore made a commitment to continue with these activities whilst also reviewing processes and adding additional initiatives which will take the Cathedral Quarter to the next level, ensuring that the needs of businesses are met not only in the present but also in the future.

Whilst the vision and objectives contained within this Business Plan may have seen only subtle changes, the activities therein are substantially different, specifically designed to take advantage of opportunities as they may arise whilst tackling those issues identified by businesses.

A quarter of businesses surveyed reported that they did not sufficiently feel a part of the Cathedral Quarter and its activities. It was clear from individual discussions and workshops that this applied particularly to those businesses and organisations towards the edges of the BID area as well as to some evening and night time economy venues.

Clearly this is an issue that needs to be addressed. We feel that the activities outlined within this Business Plan will help to do this. Readers of both this and the previous Business Plan will note changes to the activities which have been designed to be more inclusive and with an increased emphasis on the evening and night time economy.

Derby has once again, with considerable input from the BID and its businesses, retained its Purple Flag status, an accreditation which rewards standards of excellence in managing the evening and night time economy. Not only this, but in 2017 it was awarded the ATCM Night Time Economy Management Award, further recognition of the city's vibrant evening and nightlife. This is a growing sector in the Cathedral Quarter with many award-winning businesses and a real ale scene which led the Lonely Planet to call the city 'the real ale capital of the world'. We need to be more vocal about it and engage with these businesses to ensure that their needs are being met fully.

Elements of the BID which have served businesses well in the past, such as the loyalty schemes and website, require modernisation and improvement to keep abreast of the latest technological improvements and the changes in peoples lifestyles. The increase in the resident population in and around the Cathedral Quarter together with the increased presence of Derby College and the University of Derby in the area opens up a whole new demographic to which the Cathedral Quarter lifestyle will appeal. There has been a clear desire expressed by businesses to capitilise on this.

Discussions with businesses and commercial agents both within and outside of the BID area continue to assert the importance of parking on the development of the Cathedral Quarter. The availability of staff parking is of significant concern to current residents and may well be a factor in deterring potential new businesses from relocating to the Cathedral Quarter. The cost of parking and the condition of the multi-storey car parks has also been flagged as a significant concern with many businesses of the belief that this discourages visitors to the area and/or forces them to park and visit elsewhere in the city. Both of these scenarios need to be addressed working in conjunction with both the local authority and private car park operators.

It is clear that many businesses see the future success of the Cathedral Quarter inextricably linked with finding a solution to the anti-social behavior issues which increasingly impact on town and city centres across the UK. This business plan recognises these concerns and has identified specific activities which will address this problem, working in partnership with key agencies and stakeholders to introduce long-term and sustainable solutions. There is also provision within the plan to introduce a business crime reduction scheme to help businesses prevent incidences of theft and break-ins.

To summarise, businesses stand to benefit from the following projects and activities which have been identified as crucial to the future of business success in the Cathedral Quarter:

- To continue to develop the great CQ lifestyle experience for visitors and people working in the area to enjoy
- To continue to build the local, regional and national reputation of the Cathedral Quarter as a great place for the evening and night-time economy, retail, leisure, culture, and professional services
- To encourage growth, development and investment of businesses which complement and builds on the strengths of the Cathedral Quarter

#### **How will the delivery be monitored?**

Monitoring and measuring the performance and effectiveness of the BID activities is an integral and essential part of the plan. Businesses need to be confident that their levy money is being invested as productively as possible to maximise results.

The effectiveness of the measures undertaken will be gauged by key performance indicators monitored and relevant for each project area, including footfall, customer surveys, business surveys, photographic evidence, vacant properties and footfall trends. These measures and key performance indicators are identified for each objective and will be monitored on a regular basis throughout the life of the BID.

## 10. Vision and Objectives

Assuming a positive BID vote by a majority of businesses by both rateable value and number, BID operations will start on 1<sup>st</sup> March 2018 and will continue for a total of 5 years.

### The Vision

Through this business-led programme of investment the vision for the Cathedral Quarter Business Improvement District (BID) area is:

‘To continue 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.’

### Strategic Objectives and Projects

The programme of investment will be delivered through the three strategic objectives and their related projects.

#### 1. The Cathedral Quarter Experience

To continue to develop the great CQ lifestyle experience for visitors and people working in the area to enjoy

#### 2. The Cathedral Quarter Businesses

To continue to build the local, regional and national reputation of the Cathedral Quarter as a great place for the evening and night-time economy, retail, leisure, culture, and professional services

#### 3. Business Growth & Investment in the CQ

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

## Objectives, Activities and Results

### Objective 1: The Cathedral Quarter Experience

To continue to develop the great CQ lifestyle experience for visitors and people working in the area to enjoy

#### Amount the BID will spend:

An initial budget of £122,000 p.a, increasing to £125,000 by year 5 – a total of £618,000 over five years.

#### Activities

- a) Working with key partners and stakeholders in the city, including Derby City Council, Police and voluntary organisations to address begging, anti-social behaviour and crime issues which impact negatively upon businesses and the visitor experience.



- b) Establish and introduce a business crime reduction scheme within the Cathedral Quarter whilst working with (and where appropriate) lobbying partner organisations such as Derby City Council and the Police to improve CCTV coverage and extend the period of live monitoring.
- c) Employ uniformed Cathedral Quarter Rangers to:
  - work closely with the Police and other agencies in tackling anti-social behaviour and crime issues which impact upon businesses and/or the visitor experience;
  - help promote the area, to welcome visitors and to provide support for the implementation of events and animation in the streets and open spaces;
  - support businesses in tackling and communicating issues which affect their business on a day to day basis;
  - liaise with businesses on the benefits and opportunities which exist through BID projects and activities.
- d) Work closely with, and where appropriate lobby, Derby City Council and private operators of car parks to improve the parking experience in the area, the availability of parking information and to encourage commercially sustainable pricing structures, schemes and payment methods which increase patronage and better satisfy the requirements of visitors, businesses and their staff in the Cathedral Quarter.
- e) Work closely with public transport operators to improve information about, and access to, the Cathedral Quarter, including a review of services and pick up and drop off points which both encourage visitors to the Cathedral Quarter and improve access for those who work in the area.
- f) Continue to work with organisations and key partners to develop, organise, co-ordinate and promote events which create a more animated feel to the area and attract and extend the length of stay of visitors to the Cathedral Quarter.
- g) Work with businesses and partners to improve the 'Christmas experience' for visitors to the Cathedral Quarter, developing a quality events and entertainment programme, expanding and updating festive lighting, and delivering effective promotional campaigns.
- h) Improve the appearance and vibrancy of the streets and open spaces in the Cathedral Quarter by influencing the use of, or adding to, creative lighting, signage, street furniture, public art, floral displays, and street decorations in such a way as to complement and develop the character of the area.
- i) Where appropriate, and to improve the appearance of the street scene and physical environment, provide cleaning services and/or targeted 'hotspot' cleaning in addition to those services provided by Derby City Council.

### **Measures and Results:**

- Regular flow of information and sharing of intelligence to support business crime and ASB prevention
- Reduction of incidents of crime and anti-social behaviour
- Increased number of events and street entertainment and a greater perception of things happening measured through surveys of visitors

- Increased numbers of cars using car parks and street parking in and adjacent to the Cathedral Quarter
- Improved perception of the 'parking experience' in the Cathedral Quarter
- Improved perception of physical attractiveness of the area measured through surveys of visitors and those who work in the Cathedral Quarter.

## **Objective 2: The Cathedral Quarter Businesses**

To continue to build the local, regional and national reputation of the Cathedral Quarter as a great place for the evening and night-time economy, retail, leisure, culture, and professional services

### **Amount the BID will spend:**

An initial budget of £71,000 p.a, increasing to £73,000 by year 5 – a total of £360,000 over five years.

### **Activities**

- a) Build on the success of the Cathedral Quarter to date to increase the BID's profile locally, regionally and nationally, as a place to visit and experience at all times of day and night.
- b) Review and develop the use of PR, digital and social media channels to take advantage of the increased presence of the College, University and residents in and around the area and to appeal to all those who would appreciate the Cathedral Quarter lifestyle day and night.
- c) Continue to develop the Cathedral Quarter's online and mobile presence, enabling the discovery of businesses, events and leisure experiences through targeted campaigns which take advantage of the latest digital media trends.
- d) Develop and expand the Cathedral Quarter loyalty schemes, both online and offline, in such a way as to:
  - Increase business engagement across all business sectors and in all areas of the Cathedral Quarter;
  - Maximise benefits for both those who work in, and visit, the area;
  - Instil feelings of community and belonging which encourage repeat visits and spend;
  - Improve measurability and provide the BID and its businesses with valuable data on usage
- e) Develop improved methods of communication between the BID and its businesses, utilising new technology and the latest methods to keep businesses across the whole of the Cathedral Quarter engaged and informed of BID activities, events, developments in the area and potential opportunities.

### ***Evening & Night-time Economy***

- f) Working with businesses and partners, continue to develop the early evening, evening and night-time economy which appeals to a broad range of people in a safe, vibrant and accessible environment.
- g) Design and co-ordinate promotional campaigns which highlight the strength and diversity of this sector within the Cathedral Quarter and enables businesses to take advantage of increased patronage and new commercial opportunities.

### ***Retail and Health & Beauty***

- h) Assess the requirement for a Digital High Street Strategy taking into account the revolutionary impact of digital technology and the changing demands of consumers and, where appropriate, introduce measures to take advantage of new opportunities and trends.
- i) Design and co-ordinate campaigns which focus on key retail trading periods, highlight the particular strengths of the sector in the Cathedral Quarter and take advantage of new trading opportunities.

### ***Professional Services***

- j) Develop specific campaigns to enable the Professional service businesses in the Cathedral Quarter to raise their profile locally, regionally and nationally and to benefit from their association with the award-winning Cathedral Quarter brand.
- k) Host events which support professional service businesses and provide an opportunity for networking, promotion and developing working relationships whilst also promoting the strengths of the different sectors to clients both within and external to the Cathedral Quarter.

### ***Culture & Leisure***

- l) Raise the profile and awareness of the quality and diversity of the culture and leisure offer in the Cathedral Quarter increasing the number of visitors to venues and events at all times of day, evening and night.
- m) Work with partner organisations to ensure that there is greater integration and coordination between key events in the Cathedral Quarter which provide businesses with increased participation opportunities and improves the overall visitor experience.

### **Measures and Results:**

- Footfall to the area which is stronger than national high street trends
- Increased levels of sales activity
- Increased occupancy levels in hotels in Cathedral Quarter
- Increased visits to cultural venues

- Numbers of businesses actively engaged in BID activities, joint initiatives and the use of and their association with the Cathedral Quarter in their own marketing and promotion
- Positive coverage of the Cathedral Quarter in press and media
- Increased number of visits year on year to the Cathedral Quarter web site and increased number of active users of other forms of digital media promoting the Cathedral Quarter and its businesses
- Increased number of active users of digital media promoting Cathedral Quarter and its businesses.
- Increased uptake by customers and increased business engagement in the loyalty scheme

### **Objective 3: Business Growth & Investment in the CQ**

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

#### **Amount the BID will spend:**

An initial budget of £34,000 p.a, increasing to £35,000 by year 5 – a total of £172,000 over five years.

#### **Activities**

- a) Work with Derby City Council, landlords and agents to provide short term and interim solutions to improving the appearance and marketability of derelict sites and vacant properties across the Cathedral Quarter area.
- b) Working with Cathedral Quarter businesses across all sectors, encourage greater inter-trading and the development of influential working relationships to achieve tangible improvements in business performance and drive future business development.
- c) Work with Derby City Council, Marketing Derby and others to influence and encourage a range of cultural, retail, leisure, office and residential developments which continue to rejuvenate the Cathedral Quarter as a desirable place to visit, live, work and play.
- d) Work with other industry experts to monitor footfall and commercial performance locally, regionally and nationally, providing regular reports and updates for existing businesses and access to key data for potential new businesses and developments within the Cathedral Quarter.
- e) Actively seek match funding, grant opportunities and sponsorship to increase value for Cathedral Quarter businesses and to enhance the BID budget, broadening the potential scope of projects and activities to maximise impact and benefits.

## Measures and Results:

- Reduced levels of vacant and derelict properties in the Cathedral Quarter area
- Improved perception of physical attractiveness of the area measured through surveys of visitors and those who work in the Cathedral Quarter
- Monitoring of footfall and sales performances across the Cathedral Quarter with regular reports and feedback to businesses
- Numbers of businesses actively engaged in award schemes for customer care and businesses performance.

## 11. Organisation, Resources and Delivery

Cathedral Quarter Co Ltd is a not for profit BID company, limited by guarantee. It is legally and operationally responsible to the businesses in the BID area for all BID activities and acts on their behalf.

The Board is elected by the members of the Cathedral Quarter BID Company, drawn predominantly from those paying a levy in the area and made up of a representative cross-section of the businesses and stakeholders of the area and key agencies associated with the successful delivery of the BID project. It will continue to be driven by the private sector and will include one Councillor from Derby City Council as a Director.

The main role of the Board is to safeguard the interests of levy payers by ensuring that the business operates in line with the BID plan, is professional and offers consistent value for money in line with its targets. The Board will ensure that the implementation of the BID will be monitored and delivered cost-effectively, through keeping overheads to a minimum and using methods which will optimise the use of the revenue budget and add real value to the delivery of the plan.

All businesses will continue to be encouraged to be actively involved in the Board and associated working groups to represent the levy payers. Through specific working groups, the Board will be instrumental in prioritising the requirements of the levy payers into deliverable projects which address their needs, within the framework of the business plan.

The Board will continue to provide a consistent, collective and effective voice for the businesses in the Cathedral Quarter on all matters of concern to the levy payers.

All roles on the Board and specific working groups are voluntary and are undertaken with a commitment to represent the interests of all businesses in the area.

Collaborative working between businesses and other organisations in the city centre will be actively encouraged to build upon the sense of business community in the area and to ensure that the skills and resources available for delivery of the BID are enhanced and deliver best value.

There will also be hands-on dedicated project management to support the initiatives from the working groups. This management role will also provide administrative support and project delivery for the BID Company as well as coordinating activity with partner organisations and ensuring cost-effective delivery of projects through tendering and careful management of contracts.

The Cathedral Quarter BID financial accounts and governance arrangements will be audited annually. The effectiveness of the measures undertaken will be gauged by key performance indicators for each project area, including footfall, customer surveys, business surveys, photographic evidence, car parking usage and retail turnover movement. The full list of measures are identified in this plan alongside each objective in section 10.

Besides regular newsletters and other forms of bulletins, there will be an annual report providing details on activities and performance of the company against the objectives of the delivery plan for the previous year.

All levy payers shall be entitled to be members of the BID Company. There will be an annual general meeting at which all members are invited to attend and vote and at which Directors will be retired by rotation and new Directors elected in accordance with the articles of the company.



## 12. Cathedral Quarter BID Budget and Finances

Derby has faced the same challenges as many towns and city centres across the UK with a turbulent economy, changing lifestyles and rapidly changing technology creating different dynamics which impact directly upon businesses based in them.

Over the last ten years the Cathedral Quarter has been remarkably resilient to these challenges, going from strength to strength and culminating in the area gaining national recognition as the 'Best City Location' at the Great British High Street awards in 2016. Without the BID this would not have been achieved.

A BID provides the opportunity for businesses to have a real influence on their local environment to ensure that collectively we can take advantage of the new opportunities these changes will bring.

In the next five years we will strive to ensure that our collective voice and the relatively modest budget will make a real difference to the businesses which exist in the area and the lives of those who work in the area. We will strive to lever in additional cash funding and value in kind, as we successfully did in the first two BID terms, to support the delivery of this plan and add to the investment made by Cathedral Quarter businesses through the BID.

We feel that the investment we are seeking from businesses in the BID is modest in relation to what can be achieved. For the smallest business in the Business Improvement District, the daily cost is less than half that of a first class postage stamp and even for a very large business the daily cost is less than the price of a single cinema ticket.

Martin Langsdale  
Chartered Surveyor, Raybould & Sons  
Chair of Cathedral Quarter BID Steering Group

With levy bands and a 2% levy, the indicative costs to a business are:

Rateable Value	Levy Rate	Annual	This equates to: Weekly	This equates to: Daily
<b>£1 - £1,999</b>	Zero	Zero	Zero	Zero
<b>£2,000 - £5,999</b>	£105	£105	£2.02	£0.29
<b>£6,000</b>	2%	£120	£2.31	£0.33
<b>£12,000</b>	2%	£240	£4.62	£0.66
<b>£25,000</b>	2%	£500	£9.62	£1.37
<b>£75,000</b>	2%	£1,500	£28.85	£4.11
<b>£150,000</b>	2%	£3,000	£57.69	£8.22
<b>£350,000</b>	2%	£7,000	£134.62	£19.18

## Cathedral Quarter BID 5 year Budget: 2018 – 2023

	Year 1	Year 2	Year 3	Year 4	Year 5	Total	% to total
<b>Income</b>							
BID levy revenue (Note 1)	£ 265,131	£ 270,434	£ 275,842	£ 281,359	£ 286,986	£ 1,379,752	90%
Other Income (Note 2)	£ 28,000	£ 28,560	£ 29,131	£ 29,714	£ 30,308	£ 145,713	10%
<b>Total Income</b>	<b>£ 293,131</b>	<b>£ 298,994</b>	<b>£ 304,973</b>	<b>£ 311,073</b>	<b>£ 317,294</b>	<b>£ 1,525,465</b>	<b>100%</b>
<b>Expenditure</b>							
Objective 1 – CQ Experience	£ 122,000	£ 122,816	£ 123,649	£ 124,498	£ 125,364	£ 618,326	41%
Objective 2 - CQ Businesses	£ 71,074	£ 71,549	£ 72,034	£ 72,529	£ 73,034	£ 360,220	24%
Objective 3 - CQ Growth & Investment	£ 34,000	£ 34,227	£ 34,459	£ 34,696	£ 34,937	£ 172,320	12%
Central Management Costs, Administration, Office (Note 3)	£ 40,800	£ 41,616	£ 42,448	£ 43,297	£ 44,163	£ 212,325	14%
Levy Collection costs	£ 12,000	£ 12,240	£ 12,485	£ 12,734	£ 12,989	£ 62,448	4%
Contingency (Note 4)	£ 13,257	£ 13,522	£ 13,792	£ 14,068	£ 14,349	£ 68,988	5%
<b>Total Expenditure</b>	<b>£ 293,131</b>	<b>£ 295,971</b>	<b>£ 298,868</b>	<b>£ 301,822</b>	<b>£ 304,836</b>	<b>£ 1,494,628</b>	<b>100%</b>
Accrual for Renewal (Note 5)	£ -	£ 3,022	£ 6,105	£ 9,250	£ 12,458	£ 30,836	

### Notes

- 1 Assumes a 95% collection rate and 2% per annum inflation
- 2 Including income from landlords, associate members of the BID and other sources (including in-kind)
- 3 Central admin, office and fixed overheads
- 4 Calculated as 5% of total levy billed
- 5 Accrual retained from levy revenue to provide for costs of renewal of the BID for any further term, otherwise they will be spent on additional projects in the final year

### Cost of the BID Development

The costs incurred in undertaking the research, developing the BID proposals and holding the ballot in October 2017 were met by Derby City Council for which we give sincere thanks.

### Sources of Additional Funding

The BID Company is committed to seeking additional funding where possible to increase the benefits that can be delivered by the BID to businesses. Other possible income sources will include grants where the criteria matches the aims of the business plan, voluntary contributions from companies or organisations outside the BID area, property owners and those not liable for the levy. It is estimated that this could be around £145,000 over the five year period.

Through discussion, developers, property owners and other stakeholders in the area will be invited to participate in the Business Improvement District and improve delivery against the business plan objectives even further.

### **Application of BID Funds**

The BID funds will be ring-fenced and will be controlled by the BID Company and the levy payers. Details of the BID Company's accountability to the business levy payers are given in Sections 11 and 14.

The budget headings and the project costs can be altered within the constraints of the revenue received through the levy. The BID Company will be empowered to move funds between budget headings to provide the services which best meet the requirements of the BID area. Such adjustments will be fully accountable to the businesses through the performance monitoring arrangements set out in Sections 7, 9 and 10.

### **Governance and management of the BID Budget**

The Board will monitor and gauge the effectiveness of the BID operations and activities to ensure that the projects remain relevant and continue to address needs and priorities of the businesses in Cathedral Quarter during its five year life.

If the Board deem it appropriate they will make adjustments to the allocations of the expenditure budget for each of the main projects and the management and administration of the BID, and will ensure that all the main aims of the BID, stated in Section 10, continue to be addressed and that all BID activity contributes towards the achievement of the vision.

### 13. BID Levy Criteria for Cathedral Quarter BID

Every BID has to establish its own levy rules. Reference has been made to the 'Industry Criteria and Guidance Notes' prepared for the British Retail Consortium (BRC) and the ACTM in developing the rules which will apply to Cathedral Quarter BID.

The Cathedral Quarter Board has tried to balance the ambitions of businesses in the BID plan against the affordability of the levy and the requirement to ensure that the BID is able to deliver best value.

1. Assuming a positive BID vote by a majority of businesses by number and rateable value (R.V.) of those who vote, the BID levy will be charged on all hereditaments listed in the local Non-Domestic Rating List located within the BID area. This applies irrespective of whether or how a business has voted in the formal BID ballot. Legislation within the Local Government Finance Act (2003) enables the local authority to issue a bill for the levy. The levy is collected by the Billing Authority, Derby City Council. The Cathedral Quarter BID Company will invoice the Billing Authority, Derby City Council, for the levy collected for exclusive use of the BID.
2. All businesses which fall within the class of non-domestic ratepayers which are liable for the BID levy, on the date the ballot holder, Derby City Council, publishes the notice of the ballot, shall be entitled to vote for the BID proposal in a 28 day postal ballot which will commence on 4<sup>th</sup> October 2017, with the close of ballot at 5pm on 2<sup>nd</sup> November 2017. The result will be announced the following day or as soon as possible thereafter.
3. If successful at the ballot, the BID will commence operation on 1<sup>st</sup> March 2018, and will be for a fixed term of 5 years
4. The levy amounts will be applied as follows:
  - a. The BID levy will be 2% of the 2017 rateable value shown on Derby City Council's (the billing authority's) NNDR billing system as at 1<sup>st</sup> September 2017 for each defined business within the scope of the BID, with the exception of those premises with a rateable value of less than £6,000 showing on the billing authority's NNDR billing system as at 1<sup>st</sup> September 2017.
  - b. Ratepayers with a RV of less than £6,000 but more than £1,999 will pay a fixed contribution of £105.
  - c. Ratepayers with a rateable value of less than £2,000 will pay nothing for these properties and will not have a vote for these properties although they will enjoy the benefits that come with trading in the BID area. Any business with a rateable value which falls below this will be encouraged to enter into a voluntary arrangement direct with the BID Company so that they can benefit from the full range of services provided by the BID.
5. The levy will be due from businesses who are liable to pay business rates, including empty properties (even if they are listed under the 'Planning (Listed Buildings and Conservation Areas) Act 1990 or is included in a list compiled under section 1 of that Act', other than those businesses that are exempt within the criteria laid out in Section 13 of this BID Proposal and Business Plan (this section).

6. The liable person is the business ratepayer liable for occupied or unoccupied premises. In accordance with the Non-Domestic Rating (Collection and Enforcement) (Local Lists) Regulations 1989 (S.I. 1989/1058) and the Non-Domestic Rating (Collection and Enforcement) (Miscellaneous Provisions) Regulations 1989 (S.I. 1989/1060), Derby City Council will be responsible for the imposition, administration, collection, recovery and application of the BID levy. The Council will also be responsible for any enforcement action that may be appropriate in case of non-payment of the levy.
7. There will be an annual inflationary increase of all levy charges year on year for the duration of the Business Improvement District. This will be a minimum of 2% increase year on year or the inflation percentage as determined by the Consumer Price Index as at the 1<sup>st</sup> December of the year before the next billing process, whichever is the greater, rounded to the nearest tenth of a penny. (e.g. if a levy bill is £200 the inflation applied to this at a level of 2% would be £4.00 per annum). Negative inflation will not apply. Inflation will not apply for the first full billing cycle in 2018. Therefore the first billing cycle, which will be in 2018, will be 2% of rateable value without any inflation applied.
8. The levy will be charged annually in advance.
9. Any changes during the life of the BID will be handled as follows:
  - a. New premises, or properties which were not on the rate valuation list but become subject to rates in the BID area or new streets raised in the BID area after the BID is in force will be expected to pay a BID Levy based on the % criteria for that year, in relation to its new/current rateable value.
  - b. Where property is split, two or more BID levies should be made on the revised premises from the date of split on the basis of the revised new/current rateable values
  - c. Where premises are merged the BID Levy should be charged at the appropriate % of the revised properties new/current valuation.
  - d. Any change of use or ownership (or the creation of a new business within the BID (boundary) will be liable to the levy rate current at the time of the change.
  - e. Where the status of the hereditament changes from one where a levy is due within the meaning of the levy criteria in this Section 13 to one where it is not due
  - f. No amendments will be made to the rateable value of any property in the BID area as a result of any general or property specific re-valuation within the life of the BID other than for the criteria listed above or unless the rateable value of the property falls below £2,000.
  - g. If a property is deleted from the rating list adjustments will be made. Revised bills will be issued and the charge will be calculated pro rata between the date of the change and the date of the financial year end. If as a result of any change listed above the original bill equates to an overpayment, refunds will be honoured subject to the conditions in paragraph 10 of these criteria.
10. Refunds will only be honoured for any changes referred to in the levy criteria in this Section 13 if the relevant business applies for the refund in writing to Derby City Council as the Billing Authority and the amount due on the charge or refund is £5 or more. BID levy refunds will only be fulfilled in the method deemed acceptable by the Billing Authority.

11. No other relief will be given to any class of non-domestic ratepayer and there is no distinction made between occupied or unoccupied hereditaments, both occupancy status attracting the full BID levy, unless it is a hereditament: -
- a. whose owner is prohibited by law from occupying it or allowing it to be occupied.
  - b. which is included in the Schedule of monuments compiled under section 1 of the Ancient Monuments and Archaeological Areas Act 1979.
  - c. where, in respect of the owner's estate, there subsists a bankruptcy order within the meaning of section 381(2) of the Insolvency Act 1986.
  - d. whose owner is entitled to possession of the hereditament in his capacity as trustee under a deed of arrangement to which the Deeds of Arrangement Act 1914 applies;
  - e. whose owner is a company which is subject to a winding-up order made under the Insolvency Act 1986 or which is being wound up voluntarily under that Act.
  - f. whose owner is a company in administration within the meaning of paragraph 1 of Schedule B1 to the Insolvency Act 1986 or is subject to an administration order made under the former administration provisions within the meaning of article 3 of the Enterprise Act 2002 (Commencement No. 4 and Transitional Provisions and Savings) Order 2003.
  - g. whose owner is entitled to possession of the hereditament in his capacity as liquidator by virtue of an order made under section 112 or section 145 of the Insolvency Act 1986.
  - h. where it is a place of religious worship

in which case the hereditament will be exempt.

12. For clarity a hereditament which is the subject of a building preservation notice within the meaning of the Planning (Listed Buildings and Conservation Areas) Act 1990(a) or is included in a list compiled under section 1 of that Act will be subject to levy unless its use is covered by any of the other exemptions listed in Section 13 of this BID Proposal and Business Plan (this section).
13. The BID levy contribution will not be reassessed if the rateable value is amended after the end of the BID. New or altered properties entered into the valuation list will become liable for the levy from the date they appear in the list.
14. Businesses with a rateable value of less than £2,000 will be exempt from the levy and will not be permitted to vote in the ballot. Any business with an RV which falls below this will be encouraged to enter into a voluntary arrangement direct with the BID Company so that they can benefit from the full range of services provided by the BID.
15. Charitable shops, theatres, arts centres and dance studios, where the rates are paid by a charitable organisation will be exempt from the levy for that hereditament only and will not be permitted to vote for this hereditament in the ballot. Any other hereditament where rates are paid by a charitable organisation will be included. Places of religious worship will be excluded. No other discounts or reductions shall apply. Charity shops, theatres, arts centres and dance studios will be permitted to enter into a voluntary arrangement with the BID company.
16. The BID financial year will start on 1<sup>st</sup> March and last for 365 days (366 in a leap year). The BID charge is a daily charge based on rateable value. It is to be paid in full in advance, the payment date being the 1<sup>st</sup> March of that year. The daily BID levy charge for each individual

ratepayer is to be calculated by multiplying its rateable value by the BID percentage levy and dividing the result by the number of days in the financial year.

17. Subject to this criteria stated above and within the BID boundary as defined in this document, the BID levy is a statutorily compulsory payment regardless of whether the business exercised its vote or voted against the BID.



## 14. Risk analysis

### The responsibilities of BID Company

The BID Company will be a legal entity and a significant business in its own right. It will not only have all the attendant risks and responsibilities that go with this but also, subject to the vote in favour of the BID, will have a mandate from the businesses in the area to deliver the BID Business Plan. This is a significant responsibility which has an influence over the commercial prosperity of the Cathedral Quarter, the businesses in the area and their staff who rely upon it for their living.

It is important therefore, to articulate some of the external and internal issues that have a direct bearing on the ability of the Company to trade successfully, as well as highlight the consequences of not adopting the principles of the BID and the benefits that accrue from the delivery of the plan.

### BIDs in other places

BIDs have been proving their worth and commercial value across the UK over the last ten years as effective mechanisms to improve trading environments for all sorts and types of businesses. Where BIDs have reached the end of their first term the majority have seen even greater votes in favour and larger turn-outs than the first time of voting. They are seen as providing businesses with very effective returns on investment.

Most major towns and cities in the Midlands now have Business Improvement Districts. These include Lichfield, Derby (St Peters Quarter), Nottingham and Birmingham which has 11 BIDs.

### The Importance of Voting 'YES'

If you want the BID and its collective influence and all its associated benefits to continue and support your business you will need to vote for it. If the vote does not get sufficient votes in favour both by number and rateable value the BID and all its associated activities will stop as of 28 February 2018 and businesses will be left to face the challenges and uncertainties of the future alone.

### Working with key partners

In order to deliver exceptional value for money within the framework of the aims and objectives of the plan, the BID will work closely with other key stakeholders such as property owners, developers, the City Council and the Police. It will seek, wherever possible to influence and shape larger projects to the benefit of its own aims while supporting others to achieve their own objectives.

In working with others, the over-riding principle of the BID should not be compromised i.e. that the BID is providing services and benefits additional to those which would have happened if the BID had not been in existence.

### Sustainable mechanism for the development of the Cathedral Quarter

The BID is a unique mechanism which combines solid business support with a compulsory payment scheme which creates benefit for all on an equitable basis. It also guarantees constant cash flow to deliver the projects and priorities identified by the businesses. It provides a solid platform for the BID Company to control costs, plan over the longer term and rise to the

expectations of its stakeholders.

A contingency is contained within the budget, meaning, that should the income from the additional voluntary contributions fall short of those budgeted for any period, costs can be adjusted accordingly.

In the unlikely event that circumstances beyond the control of the BID Company mean that it fails to bring about the benefits envisaged, the business electorate will have the final say. At the end of the 5 years, if no discernable difference is detected then a vote against renewal can simply “switch off” the BID and with it all business contributions.

There is no plan to rely upon bank or other financial support other than the levy and so there is no prospect of financial insecurity. In any event, the Company will produce monthly management accounts and financial forecasts for information for the Board. Appointed auditors will produce end-of-year accounts, made available to all contributors and the local authority and these will be filed at Companies House in the normal way.

The Company is VAT registered to ensure that the tax can be reclaimed on expenditure. It also benefits from mutual trading status meaning that it is exempt from any Corporation Tax liability.

## 15. Final thoughts

A Business Improvement District provides us with an opportunity to forge even stronger links between us and work on projects which we initiate and which are important to us as committed and hardworking business people. Towns and cities across the UK are changing rapidly and we need to ensure that the Cathedral Quarter does not simply look to the past but takes advantage of its many strengths to forge a better future.

As businesses within the Cathedral Quarter we have an opportunity to build on the solid foundations of the last ten years and to play an increasingly significant role in the continued development of this part of the city both over the next five years and beyond. We need to raise the bar to another level and to do this some significant changes and developments are required.

The BID can be instrumental in this process but partners and key stakeholders will also have a big part to play. The redevelopment of key regeneration sites such as the Assembly Rooms, Becketwell and Middleton House can be a catalyst which attracts further investment elsewhere in the Cathedral Quarter, helping to address the shortage in premium office accommodation and quality retail units.

The Cathedral Quarter has become a nationally recognized, award-winning destination renowned for the quality of its businesses and the lifestyle opportunities it provides for employees and visitors alike. It is not the finished article, however, and there is much still to be done to improve the offer and to attract an increasing number of people who can benefit from all that this unique area can provide.

This plan delivers a clear direction for this exciting new era. I urge you to get involved and work together for the future of the Cathedral Quarter and our businesses by voting YES in the ballot in October.

Martin Langsdale  
Chair of Cathedral Quarter Board and Management Group  
Chartered Surveyor, Raybould & Sons

# Appendices

## Appendix 1 – Definitions

- The following terms, used throughout this Proposal document, shall have the same meaning as provided in the Local Government Act 2003 and the Business Improvement Districts (England) Regulations 2004.
- This document is a BID proposal for the purposes of the Act. If approved it will become the BID arrangements which govern the way in which the BID levy can be used.
- “the 2003 Act” means the Local Government Act 2003.
- “the 1988 Act” means the Local Government Finance Act 1988.
- “BID” means Business Improvement District.
- “BID ballot” means a ballot under section 49(1) of the Local Government Act, 2003.
- “BID body” means, the body (whether corporate or not corporate) responsible for the implementation of the arrangements: Cathedral Quarter BID Steering Group.
- “BID proposer” means a person who draws up BID proposals: Cathedral Quarter BID Steering Group
- “commencement date” subject to regulation 9(12) of the Business Improvement Districts (England) Regulations 2004, means the day, pursuant to section 53 of the 2003 Act, the BID arrangements are to come into force.
- “hereditament” means anything which is or is treated as being a hereditament by virtue of the provisions of or any provisions made under section 64 of the 1988 Act including any hereditament to which regulation 6 of the Non-Domestic Rating (Miscellaneous Provisions) Regulations 1989 applies but otherwise excluding any hereditament to which regulations made under section 64(3)(b) of the 1988 Act apply.
- “renewal ballot” means a ballot under section 54(2) of the 2003 Act.

## Appendix 2 – Streets included in the BID Area listed alphabetically

Street	Definition
Agard Street	Part only (at the junction of Ford Street)
Albert Street	North side only
Amen Alley	
Bold Lane	
Cathedral Road	
Chapel Street	
Cheapside	
College Place	
Cornmarket	
Corporation Street	Council House and car park only
Curzon Street	Part (junction with Wardwick only)
Ford Street	
Friar Gate	Part (to junction with Ford Street north and south sides of junction only)
Friar Gate Studios, Ford Street	
Full Street	
George Street	
George Yard	
Heritage Gate	
Iron Gate	
Jury Street	
King Street	Part
Lock Up Yard	
Market Hall	
Market Place	
Old Blacksmith's Yard	
Queen Street	
Sadler Gate	
Sadler Gate Bridge	
Sowter Road	To junction with St Alkmunds Way
St Alkmunds Way	Between Ford Street and Causey Bridge
St James Street	
St James Yard	
St Marys Gate	
St Michaels Lane	
Tennant Street	
The Strand	
The Strand Arcade	

Victoria Street	North side only
Walker Lane	
Wardwick	
Willow Row	

The BID area includes any and all of the smaller business areas, courtyards and parks located off these roads that are located within the boundary of the defined BID area as per the shaded area on the map shown in Section 6 in this Business Plan, even if they are not listed in the table. It will also include any roads yet to be constructed and named and any new development sites created within the shaded area of the map shown in Section 6 in this BID Proposal and Business Plan.

## **Acknowledgements**

The Cathedral Quarter BID would like to acknowledge the support of the following in preparing this BID Proposal and Business Plan.

Derby City Council  
Partnerships for Better Business Ltd

## **Further information**

For more information about the BID or to discuss any aspect of this business plan please contact the BID office on 01332 419053 or email [enquiries@derbycathedralquarter.co.uk](mailto:enquiries@derbycathedralquarter.co.uk)





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