

# *The Derwent Valley*

The Valley that changed the World

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DERWENT VALLEY MILLS  
WORLD HERITAGE SITE  
MANAGEMENT PLAN  
2014-2019



United Nations  
Educational, Scientific and  
Cultural Organization



**Derwent Valley Mills**  
inscribed on the World  
Heritage List in 2001







*Cromford Mills*





## FOREWORD BY ED VAIZEY, MINISTER FOR CULTURE, COMMUNICATIONS AND CREATIVE INDUSTRIES

Stretching from Matlock Bath in the north to Derby in the south, the Derwent Valley Mills World Heritage Site defines a cultural landscape of exceptional significance. It was in the Derwent Valley during the 18th century that the factory system was born – an event which transformed economies and landscapes far beyond the valley itself. Within the boundaries of the Property are a series of pioneering historic mill complexes and the watercourses that powered them. No less important are the settlements that were built for the mill workers, the canals, railways and other structures – all grouped within a distinctive landscape setting which has changed little over two centuries.

The Derwent Valley is a complex site in a living landscape, which is home to over 30,000 people. The sites and monuments are in a complex mosaic of ownership and management by local authorities, charities, private companies and individuals. Since gaining inscription in 2001, much has been achieved through working together, often supported by the invaluable work of volunteers.

This plan aims to ensure that the preservation, enhancement and promotion of the site is sensitively and appropriately managed. There is a clear ambition to establish sustainable income streams and a commitment to learning, supporting the arts and sustaining tourism. It also summarises how the obligations arising from the World Heritage Convention will be met in the coming five years, building on the Government's own national policies for protection of World Heritage Properties through the planning system.

I am grateful to all those organisations and individuals who have worked to produce this document, which will shape the direction of this remarkable place in the years to come.



**The Rt Hon Ed Vaizey MP**  
**Minister for Culture, Communications and Creative Industries**

Department for Culture, Media & Sport

## PREFACE FROM THE CHAIR OF THE DERWENT VALLEY MILLS WORLD HERITAGE SITE BOARD

The Derwent Valley is a truly beautiful place in which to live, work and relax. Its natural beauty is outstanding and it has been a destination for tourists since the 18th century. It has long been known as one of the key sites of Britain's industrial revolution. Its inscription as a World Heritage Site in 2001 recognised its international role in the development of the modern factory system and workers communities in the late 18th century. What happened here was of global significance. It demonstrated an entrepreneurial spirit which was linked to technological and organisational innovations whose influence can still be seen today. Despite major changes within the British economy we are still a major manufacturing nation and a world leader in creativity and innovation.

World recognition has brought both challenges and opportunities within a large site with many different interests and agendas. The World Heritage Site Partnership has to recognise this and produce a Management Plan that is owned and agreed by the stakeholders within it. I believe that the concept of 'Heritage' is not a dead thing. Conserving and celebrating what has happened in the past is important to our sense of place and our concept of who we are. What is left to us is an inheritance, and it is up to us to use this wisely. The past four years have seen an increase in awareness of the DVMWHS. This is testimony to the efforts of so many organisations and individuals, many of them volunteers, who actively support it.

This Plan includes an analysis of the issues, opportunities and threats that face the Property at the moment. This has been based on a major piece of consultation and discussion with key partners. Following on from this listening exercise it sets out a vision and mission for the Property, linked to a realistic set of aims which inform a range of policies that the Board will strive to deliver. In what will remain a very difficult economic climate, it sets a clear direction for the protection, enhancement and promotion of the Property over the next five years.

I would like to take this opportunity to thank all my colleagues on the Board for the time and effort they have devoted to the development of the Management Plan, and on whose behalf I have the pleasure to sign off this document. I would also like to thank the Derwent Valley Mills World Heritage Site Team for delivering so much of the previous plan and for their continuing enthusiasm in developing this one. Particular thanks are due to the Management Plan Working Group and the Director, Mark Suggitt, who have devoted so much time and thought into the current Plan.



**CLlr Ellie Wilcox**  
**Chair, Derwent Valley Mills World Heritage Site Board**

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# EXECUTIVE SUMMARY

## THE DERWENT VALLEY MILLS WORLD HERITAGE SITE



The Derwent Valley Mills and the surrounding landscape were inscribed as a World Heritage Site by UNESCO in 2001. The reason for this international recognition is that the valley saw the birth of the factory system, when new types of building were erected to house new technology for spinning cotton. The need to provide housing and other facilities resulted in the creation of the first modern industrial settlements. The Property's Statement of Outstanding Universal Value as expressed through its Values and Attributes is the golden thread which runs through this Plan and the work of the Partnership.

### **A Global Heritage**

This recognition comes with a responsibility as laid out in the World Heritage Convention, to ensure that the Property is 'protected, conserved, presented and transmitted to future generations'. The UK signed this international treaty in 1984. It informs governments how World Heritage Sites are to be managed. UNESCO sees this duty of care resting with the UK government as devolved to the Derwent Valley Mills World Heritage Site (DVMWHS) Partnership.

### **Managing the World Heritage Site**

Managing the DVMWHS is complex. It stretches 15 miles (24 km) along the river valley from Matlock Bath to Derby. The sites within it are owned by many different land and property owners and protected through a variety of UK planning and conservation laws. It is also a popular destination for local people and tourists. The aims of the Property are not solely about conservation and protection. It has always had socio-economic aims within its vision and mission.

The Property now has a Management Board which has arisen from a locally-based partnership. The partnership is funded by



the local authorities, particularly Derbyshire County Council. It also receives advice from specialists and regional, national and international agencies. The Board and the DVMWHS team manage the relationship between the diverse partners to co-ordinate activity, and provide advice, facilitating partners to achieve mutually supportive aims. The structure of panels, working groups and the engagement of volunteers ensures that communities have a role and a voice within the management of the Property.

### **The Management Plan**

The vision for the DVMWHS is set out within this Plan, which has been developed through extensive consultation with stakeholders and the public. It presents an analysis of the current issues and opportunities facing the Property and presents an implementation and action plan which aims to address them.

### **Our Vision and Mission**

#### **Vision: The Derwent Valley Mills will...**

***Celebrate the Outstanding Universal Value of DVMWHS, enabling the global community to enjoy, engage with and be inspired by it.***

***Be renowned for best practice in WHS management and for its contribution to the local and regional economy.***

***Be a popular, quality tourist destination, shaping a creative future and become a symbol of regional and national pride.***

**Mission: To maintain the Outstanding Universal Value**

**of the Derwent Valley Mills World Heritage Site by protecting, conserving, presenting, enhancing and transmitting its unique culture, heritage, economy and landscape in a sustainable manner.**

**Aim 1 is to protect, conserve and enhance the Outstanding Universal Value of the DVMWHS.** Here, policies focus on the statutory and policy framework that will protect the Property against development that will impact on its Outstanding Universal Value and the monitoring and conservation activities that need to be undertaken to ensure that it is effective.

**Aim 2 is to promote public awareness of and access to the DVMWHS** through a range of social media, publications and activities, including the successful Discovery Days festival. It also examines transport issues within the Property and ways to encourage the use of public transport and generate new users.

**Aim 3 is to promote the development of sustainable tourism within the DVMWHS.** The development of the Property as a sustainable tourist destination is an important one. This aim covers marketing activities, arts projects and the actions required by the partnership members to improve the infrastructure and offer of the attractions within the Property.

**Aim 4 is to enhance the economic and social wellbeing of the DVMWHS and its communities** so that local people and businesses feel engaged with the Property and can gain benefits from it. Data collected on its economic and social impact will assist future funding opportunities.

**Aim 5 is to promote public understanding of the**

**DVMWHS by facilitating research.** It builds upon an existing body of research and publication into the history of the Property and aims to strengthen partnerships with neighbouring universities. A key objective is the production of a Research Framework for the Property.

**Aim 6 is to promote educational use of the DVMWHS for formal and informal learning.** The Property is a destination for local and regional schools. This section aims to develop partnerships and projects within the Property and also with schools, colleges and universities to enable it to become both a subject for study but also an inspiration for other areas of creativity and informal learning.

**Aim 7 is to build strong partnerships with volunteers and local, regional national and international stakeholders.** Strong partnerships are essential to the future of the Property in terms of credibility, visibility, delivery of projects and future funding. The role of working with and supporting the many volunteer organisations which aid the Property will continue to be essential.

**Aim 8 is to work with partners to access funding and deliver projects** and follows logically from the previous aim. Partners within the Property benefit from advice on funding bids and need to co-ordinate bids to maximise success.

Finally, **Aim 9 is to manage the Partnership in an efficient and sustainable manner** through robust internal systems and the securing of adequate long-term revenue resources to support the Partnership. This section also considers the long-term capital projects which, although currently un-funded will have a considerable positive impact on the Property.



## A Continuing Conversation

This Management Plan sets out an ambitious but realistic programme for the next five years. In many ways it reflects the ambitions of the partners to protect, enhance and promote their own properties and also the World Heritage Site. The Plan is not intended to be an inflexible document and it is recognised that the landscape in which the Property operates will always be wind-blown by new issues, challenges and opportunities not known at the time of writing. As a result the DVMWHS Partnership will continue to welcome a dialogue between itself and the many dedicated people who live, work and relax in this exceptional cultural landscape.

**UNESCO and the World Heritage Convention**  
*World Heritage Sites are places of global significance. They are recognised by the United Nations Educational, Scientific and Cultural Organisation (UNESCO) through the World Heritage Convention, which has been ratified by 186 of the 192 member states of the United Nations. (1)*

UNESCO was established in 1945, and its constitution declares that *since wars began in the minds of men, it is in the minds of men that the defences of peace must be constructed.* The overriding purpose of the organisation is *to contribute to peace and security by promoting collaboration among nations through education, science and culture in order to further universal respect for justice, for the rule of law and for the human rights and fundamental freedoms which are affirmed for the peoples of the world, without distinction of race, sex, language or religions.* (2)

One of UNESCO'S roles is with respect to the protection of natural and cultural heritage and to ensure that the conservation of sites and monuments contributes to social

cohesion. *Insofar as monuments and sites are also spaces for sustainable development and reconciliation, UNESCO co-ordinates actions of its partners by administering the World Heritage Convention.* (3)

UNESCO further state that: *Reflecting the natural and cultural wealth that belongs to all of humanity, World Heritage Sites and monument constitute crucial landmarks for our world. They symbolise the consciousness of States and peoples of the significance of these places and reflect their attachment to collective ownership and to the transmission of this heritage to future generations.* (3)

*What makes the concept of World Heritage exceptional is its universal application. World Heritage Sites belong to all the peoples of the world, irrespective of the territory on which they are located. UNESCO seeks to encourage the identification, protection and preservation of cultural and natural heritage around the world considered to be of outstanding value to humanity.* (3)

The Convention, which was ratified by the UK Government in 1984, is exceptional in two ways. Firstly, it is international, able to be applied equally over all 186 member states, and with a global level of responsibility. Secondly, it embraces both culture and the natural environment in one designation and depends very much on the interdependence of the two dimensions of heritage. The World Heritage Convention sets out the guidance for nomination, and, once inscribed, management of World Heritage Sites. In this context, UNESCO's mission is to:

- *Encourage States Parties (Countries) to establish Management Plans and set up reporting systems on the state of conservation of their World Heritage Sites.*
- *Help States Parties safeguard World Heritage properties by providing technical assistance and professional training.*
- *Provide emergency assistance for World Heritage Sites in immediate danger.*
- *Support States Parties' public awareness-building activities for World Heritage conservation.*
- *Encourage participation of the local population in the preservation of their cultural and natural heritage.*
- *Encourage international co-operation in the conservation of our world's cultural and natural heritage.*

The implications of being on the World Heritage List are that properties have Outstanding Universal Value; a cultural and/or natural significance which is so exceptional as to transcend national boundaries and to be of common importance for present and future generations of all humanity. As such, the permanent protection of this heritage is of the highest importance to the international community as a whole. (4)

Those responsible for managing World Heritage Sites therefore have a common obligation to ensure that they are protected for present and future generations, not just through legal means, but through responsible, inclusive, sustainable management practices. This is the primary reason why a World Heritage Site must have an appropriate management framework in place, and highlights the need for this document.

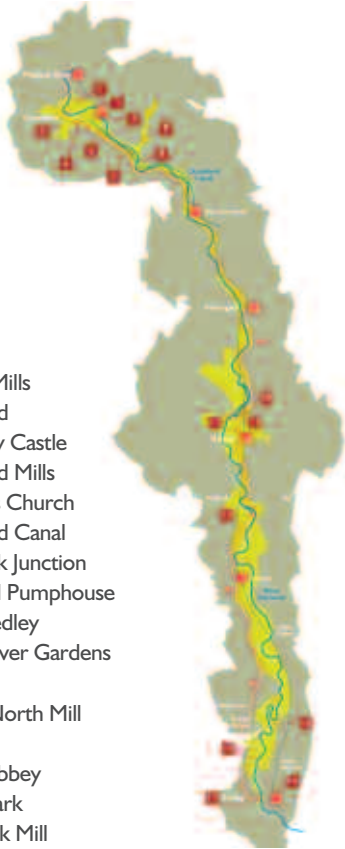
(1) As of 30 Nov 2007 (2) UNESCO Constitution 1945 (3) whc.unesco.org

(4) Operational Guidelines for the World Heritage Convention, 2008, para 49

Country	Region	Property	Location
United Kingdom	Derbyshire in the East Midlands	Derwent Valley Mills	Latitude: 53.01' 13"N Longitude: 01.29' 59" W



1. Masson Mills
2. Cromford
3. Willersley Castle
4. Cromford Mills
5. St Mary's Church
6. Cromford Canal
7. High Peak Junction
8. Leawood Pumphouse
9. John Smedley
10. Belper River Gardens
11. Belper
12. Strutt's North Mill
13. Milford
14. Darley Abbey
15. Darley Park
16. Derby Silk Mill
17. Derby Museum & Art Gallery



*Key Sites in the Derwent Valley Mills World Heritage Site*  
 ~A6 Road  
 ~River Derwent

# *Part One*





## 1.0

## INTRODUCTION AND BACKGROUND



North Street Cromford

**1.1** The Derwent Valley Mills World Heritage Site (DVMWHS) saw the birth of the factory system and is therefore one of the key sites associated with the world's first industrial revolution, which took place in the United Kingdom in the 18th century.

**1.2** The DVMWHS was inscribed on the UNESCO World Heritage List (1030) in 2001 and a Statement of Outstanding Universal Value was agreed in 2010. The boundary of the Property encloses an area of approximately 1229 hectares and it measures some 24km stretching from Masson Mills in the north to Derby Silk Mill in the south, with a buffer zone of approximately 4,363 hectares. 6,384 people live within the Property and 28,557 within the Buffer Zone. (2011 census) The majority of the buildings are in use and the changing nature of the economy and pressures for development require careful control. The key buildings and industrial settlements, and their care and maintenance, are the responsibility of numerous owners. The Government and several local planning authorities are responsible for the protection and enhancement of the historic built and natural environment through statutory planning powers. A detailed description of the site and its setting (including its Buffer Zone) is found in **Appendix One**.

**1.3 Determination of Outstanding Universal Value:** In 2007 UNESCO asked all inscribed World Heritage Properties to prepare Statements of Outstanding Universal Value. These set out clearly what the World Heritage Committee considered to be of Outstanding Universal Value and comprise a brief description of the Property, the criteria the Property was inscribed under and Statements of Authenticity, Integrity and Protection and Management. Properties inscribed before 2007 were asked to prepare Retrospective Statements of Outstanding Universal Value using the original documentation. All UK World Heritage Properties now have Statements of Outstanding Universal Value agreed by the World Heritage Committee and these form an important part of the management and conservation regimes protecting the property.

## 2.0

STATEMENT OF OUTSTANDING UNIVERSAL VALUE:  
DERWENT VALLEY MILLS (1030)

Date of inscription: 2001

Criteria ii, iv

Date of SOUV: 2010

**2.1** The Derwent valley, upstream from Derby on the southern edge of the Pennines, contains a series of 18th and 19th century cotton mills and an industrial landscape of high historical and technological significance. It began with the construction of the Silk Mill in Derby in 1721 for the brothers John and Thomas Lombe, which housed machinery for throwing silk, based on an Italian design. The scale, output, and numbers of workers employed were without precedent. However, it was not until Richard Arkwright constructed a water-powered spinning mill at Cromford in 1771 and a second, larger mill in 1776–77 that the "Arkwright System" was truly established. The workers' housing associated with this and the other mills are intact and span 24km of the Derwent valley from the edge of Matlock Bath in the north nearly to the centre of Derby in the south. The four principal industrial settlements of Cromford, Belper, Milford, and Darley Abbey are articulated by the river Derwent, the waters of which provided the power to drive the cotton mills. Much of the landscape setting of the mills and the industrial communities, which was much admired in the 18th and early 19th centuries, has survived.

*In terms of industrial buildings the Derwent valley mills may be considered to be sui generis in the sense that they were the first of what was to become the model for factories throughout the world in subsequent centuries.*

*The cultural landscape of the Derwent valley was where the modern factory system was developed and established, to accommodate the new technology for spinning cotton developed by Richard Arkwright and new processes for efficient production.*

*The insertion of industrial establishments into a rural landscape necessitated the construction of housing for the workers in the mills, and the resulting settlements created an exceptional industrial landscape. The change from water to steam power in the 19th century moved the focus of the industry elsewhere and thus the main attributes of this remarkable cultural landscape were arrested in time.*

## 2.2 Criteria for Inscription

**Criterion ii** Exhibit an important interchange of human values, over a span of time or within a cultural area of the world, on developments in architecture or technology, monumental arts, town planning or landscape design.

The Derwent Valley saw the birth of the factory system, when new types of building were erected to house the new technology for spinning cotton developed by Richard Arkwright in the late 18th century.

**Criterion iv** Be an outstanding example of a type of building or architectural or technological ensemble or landscape which illustrates (a) significant stage(s) in human history.

In the Derwent Valley for the first time there was large-scale industrial production in a hitherto rural landscape. The need to provide housing and other facilities for workers and managers resulted in the creation of the first modern industrial settlements.

## Integrity and Authenticity

## 2.3 Integrity 2010

*The relationship of the industrial buildings and their dependent urban settlements to the river and its tributaries and to the topography of the surrounding rural landscape has been preserved, especially in the upper reaches of the valley, virtually intact. Similarly, the interdependence of the mills and other industrial elements, such as the canals and railway, and the workers' housing, is still plainly visible. All the key attributes of the cultural landscape are within the boundaries. The distinctive form of the overall industrial landscape is vulnerable in some parts to threats from large-scale development that would impact adversely on the scale of the settlements.*

## 2.4 Authenticity (2010)

*Although some of the industrial buildings have undergone substantial alterations and additions in order to accommodate new technological and social practices, their original forms, building materials, and structural techniques are still intact and easy to discern. Restoration work on buildings that have been in a poor state of repair has been carried out following detailed research on available documentation and contemporary built architectural examples, and every effort has been made to ensure that compatible materials are used. In those cases where buildings have been lost through fire or demolition, no attempt has been made to reconstruct. The overall landscape reflects well its technological, social and economic development and the way the modern factory system developed within this rural area on the basis of water power.*

## 2.5 Protection and Management (2010)

A comprehensive system of statutory control operates under the provisions of the Town and Country Planning Act (1990) and the Planning (Listed Buildings and Conservation Areas) Act (1990). A network of strategic planning policies is also in place to protect the Site. There are thirteen Conservation Areas falling wholly or partly within the property. 848 buildings within the area are included on the List of Buildings of Special Architectural or Historical Interest. There are also nine Scheduled Ancient Monuments.

Management responsibility is shared by a number of local authorities and government agencies. The co-ordination mechanism is provided by the Derwent Valley Mills Partnership. This has established a close working relationship between the local authorities involved in the nominated area. This partnership has been responsible for the preparation of a management plan for the property, most recently revised in January 2007.

## 2.6 Values and Attributes

**2.6.1** The UNESCO Operational Guidelines (p. 22 paras. 82, 83) recommend that the physical attributes which embody the values for which the Property is inscribed be identified in management plans. It is hoped that the identification of key attributes will be a helpful tool for planning, conservation and education purposes. Further work will be conducted to identify specific attributes, especially those at risk.

VALUES	ATTRIBUTES
The successful harnessing of natural energy to deliver the power to drive newly devised machines housed in mills to produce goods of superior quality at an unprecedented rate.	Watermills, water courses, mill ponds, aqueducts, culverts, weirs, leats, soughs, launders, waterwheels, mill yards, bleach mills, tentering grounds, warehouses, barracks, counting houses, offices, chimneys.
The creation of a new way of life resulting from the need for people to congregate together (in factories) producing goods of superior quality at an unprecedented rate, sometimes in formerly rural (non-urban) locations, with attendant intensification of agriculture for provisioning. In the early 19th century the new way of life was further developed with the adoption of new modes of transportation.	Mill workers houses (new forms of housing built in planned campaigns), pigsties, allotments, overseers houses, mill owners houses and service buildings, mill owners parks and gardens, clergy houses, shops, chapels, churches, schools, inns, farms, field barns, etc. The relationship of the industrial installations and their dependent housing settlements to the river and its tributaries and to the topography of the surrounding rural landscape has been preserved, especially in the upper reaches of the valley, virtually intact. Similarly, the interdependence of the mills and other industrial elements, such as the canal and railway, and the workers' housing, is still plainly visible.
The dissemination of the new technology and new mode of mass production, from the Derwent Valley to other parts of the UK, Europe and North America, prior to the introduction of steam power and the transference of mill development to the coalfields of Lancashire.	A 'relict' industrial landscape, where late 18th and early 19th century industrial development may still be seen in an 18th/19th century agricultural landscape containing evidence of other early industrial activity such as hosiery, iron founding, nail making, quarrying, lead mining and smelting.
The further development of industry including the introduction of new modes of transportation and utilities.	Canals, canal wharfs, canal bridges, aqueducts, winding holes, weighbridges, tramways, pumping houses, turnpike roads, toll houses, toll gateposts, railways, railway stations, railway bridges, railway cuttings, railway junctions, railway workshops, gas works, metalled roads, paved causeways, street lighting, reservoirs, flood bunds.



## 2.7 Protection and Management (2013)

**2.7.1** A comprehensive system of statutory control operates under the provisions of the Town and Country Planning Act (1990) and the Planning (Listed Buildings and Conservation Areas) Act (1990). A network of strategic planning policies is also in place to protect the Property and its setting. There are thirteen Conservation Areas falling wholly or partly within it. 848 buildings within the Property and Buffer Zone are included on the List of Buildings of Special Architectural or Historical Interest. There are also nine Scheduled Ancient Monuments.

**2.7.2** Management responsibility is shared by a number of local authorities and government agencies. The co-ordination mechanism is provided through a Board composed of local authority elected members, business people and a Partnership Forum - the Derwent Valley Mills Partnership. This change in governance was adopted since the establishment of the SOUV by UNESCO in 2010. There is an established and close working relationship between the local authorities involved in the nominated area, all of whom have contributed to this plan.

**2.7.3** The protection of the setting this World Heritage Site is particularly important, because of the critical significance to the Property's OUV of the location of the mills and their associated settlements, within a rural landscape, arrested in time. Because it is of vital importance to the maintenance of the Property's OUV for the setting to remain rural, the respective local planning authorities have adopted policies to ensure the protection of this setting. In order to assist clarity as to what constitutes the immediate setting of the DVMWHS's setting a Buffer Zone has been defined. This has

been endorsed by UNESCO. It extends from skyline to skyline at the northern most part of the Property. As the valley's steep sides flatten out towards the south the extent of the Buffer Zone decreases. The eastern part of Belper is included because it sits on rising ground. The Property's wider setting cannot be so readily zoned and here the potential impact of exceptionally tall structures, such as wind turbines, will be considered on a case by case basis.

## 2.8 Other Values

**2.8.1** In addition to the Outstanding Universal Value outlined above, which gives the DVMWHS its international significance, there are other values which have to be taken into account in management decisions. These include archaeological and historic remains not within the SOUV, Museum and Archive Collections and nature conservation values, educational and research values and tourism and economic values. A number of these areas are included in the DerwentWISE project and will be discussed in more detail within Section Two of the Plan.

**2.8.2 Archaeology:** The archaeological study of the industrial heritage of the Derwent Valley still has much to offer in increasing our understanding of the development of industry. This is true not just for the period of the development of the factory system and its associated industries and transport systems but also of the preceding periods which are much less well known and the physical remains much less studied and understood. Lead mining and smelting began under the Romans and remained important until the 19th century. Other industries related to the woodlands such as iron working, quarrying and quern stone

manufacture all developed prior to the 18th century. The archaeology and early history of the Property is laid out in **Appendix I**.

## 3.0

## THE FUNCTION OF THE DERWENT VALLEY MILLS WORLD HERITAGE SITE MANAGEMENT PLAN



Willersley Castle, Cromford

### 3.1 The need for the Plan

**3.1.1** World Heritage Sites (WHSs) are recognised as places of Outstanding Universal Value under the terms of the 1972 UNESCO Convention concerning the Protection of the World Cultural and Natural Heritage (the World Heritage Convention). By joining the Convention, the UK Government undertook to identify, protect, conserve, present and transmit such sites to future generations (UNESCO 1972, Article 4). It is for each Government to decide how to fulfil these commitments. In England this is done through the statutory spatial planning system, designation of specific assets, and the development of World Heritage Site Management Plans.

**3.1.2** *The Operational Guidelines for the Implementation of the World Heritage Convention* (July 2012) note that management systems may vary according to different cultural perspectives and resources and also the type and characteristics of the nominated property (para. 110) The Guidelines state:

*Each nominated property should have an appropriate management plan or other documented management system which must specify how the OUV of a property should be preserved, preferably through participatory means.*

*The purpose of such a management system is to ensure the effective protection of the site for future generations (paras. 108-109).*

Since 1994 it has been UK Government policy that all UK World Heritage Sites should have Management Plans. The English Heritage Guidance Note *The Protection & Management of World Heritage Sites in England* (para 5.2) recommends:

- Each World Heritage Site should have an agreed Management Plan.
- Regional and local authority commitment to the protection, promotion and management of World Heritage Sites in their area.
- A stakeholder steering group and support from the key partners, including major owners, managers and communities.
- Effective co-ordination, normally by a dedicated co-ordinator.
- This guidance note also includes three other key elements;
- Designation of specific assets within WHSs (Listed Buildings, Conservation Areas, Scheduled Monuments etc.)
- WHS's are a key material consideration in the determination of planning applications.
- Planning Authorities should include policies in their local plan to protect the OUV, authenticity and integrity of WHS's.
- These are relevant as Management Plans are mentioned within Local Plan policies.

**3.1.3** This plan replaces the former plan of 2007 to 2012, which was a revision of the earlier documents of 2002 to 2007 and the original plan submitted for UNESCO inscription in 2001.

**3.1.4** Protection of the Property is fundamental but as it is a living community change is inevitable. Effective conservation will assist the management of those changes. Effective monitoring will ensure that the OUV is maintained through policies that also acknowledge sustainable uses within the Property for the benefit of the local population and economy.

**3.1.5 Benefits and Costs:** This plan aims to deliver a range of benefits which clearly have costs associated with them.

**Fig.1** Benefits and Costs

Benefits	Cost
Partnership Identity Conservation Social capital Learning & Education Civic Pride Regeneration Funding Tourism Events Legacy	<b>Management</b> Governance Periodic Reporting Fulfilling Management Plan with Partners Monitoring  <b>Opportunity Costs</b> Planning controls Development constraint Funding bids  <b>Related Costs</b> Marketing Infrastructure Visitor experience

*Adapted from a model developed by Price Waterhouse Coopers*

## 3.2 The status of the Plan

**3.2.1** The UK Government protects World Heritage Properties in England in two ways. Firstly individual building, monuments, gardens and landscapes are designated under the Planning (Listed Buildings and Conservation Areas) Act 1990 and the 1979 Ancient Monuments and Archaeological Areas Act and secondly under the UK Spatial Planning System under the provisions of the Town and Country Planning Acts.

**3.2.2** The National Planning Policy Framework (NPPF) and 2013 accompanying Guidance (NPPG) which replace PPG5 and Circular 07/09 recognise the need to protect, promote

and conserve the Outstanding Universal Value of World Heritage Sites and their settings including any buffer zones. Policies to protect, promote, conserve and enhance World Heritage Properties, their settings and buffer zones can be found in statutory planning documents. Developers and others proposing change that affect the Outstanding Universal Value of a World Heritage Property should consult with their local planning department and English Heritage at an early stage in their design process to ensure that the OUV is not damaged by proposals.

**3.2.3** This Plan brings together the policies and aspirations of a number of diverse bodies involved with the DVMWHS. In addition it sets out a management framework for the Property. Individual stakeholders should use the Plan to influence their own strategic plans as these are reviewed over the life of this Management Plan.

## 3.3 The Purpose of the Management Plan

**3.3.1** The UK Government protects World Heritage Properties in the England in two ways. Firstly individual buildings, monuments, gardens and landscapes are designated under the Planning (Listed Buildings and Conservation Areas) Act 1990 and the 1979 Ancient Monuments and Archaeological Areas Act and secondly under the UK Spatial Planning System under the provisions of the Town and Country Planning Acts.

The National Planning Policy Framework (NPPF) and 2013 accompanying Guidance (NPPG) which replace PPG5 and Circular 07/09 recognise the need to protect, promote and conserve the Outstanding Universal Value of World Heritage Sites and their settings including any buffer zones. Policies to



protect, promote, conserve and enhance World Heritage Properties, their settings and buffer zones can be found in statutory planning documents. Developers and others proposing change that affect the Outstanding Universal Value of a World Heritage Property should consult with their Local planning department and English Heritage at an early stage in their design process to ensure that the OUV is not damaged by proposals.

**3.3.2** The DVMWHS has, since UNESCO inscription seen itself as a 'Place Making' catalyst as well as using the WHS brand to assist in marketing the Property. Recent research (*Rebanks Consulting 2009*) has shown that the assumption that WHS status alone is an automatic catalyst for major regeneration and tourism growth is not borne out by the evidence. The impact in these areas has been limited unless accompanied by significant investment. Nevertheless WHS status has assisted funding bids from partners, as evidenced by the Belper Townscape Heritage Initiative, the PSiCA scheme, the Landscape Heritage Initiative and the first phase of the Cromford Mills master-plan.

**3.3.3** This Plan has therefore to be realistic, whilst also ensuring effective management and providing an agreed framework for long-term decision making in respect of the OUV and other agreed activities and projects to be undertaken by the DVMWHS Partnership. It sets out a long term vision, a mission statement and key aims and objectives which have developed from an analysis of current issues and opportunities. It contains management objectives and a prioritised Action Plan for the next five years.

**3.3.4** World Heritage status brings considerable prestige to the area and carries statutory controls similar to those of a

Conservation Area. However, as stated in the Government's *National Planning Policy Framework* (March 2012) inscription on the UNESCO World Heritage list is regarded as a key factor which must be taken into account by local authorities when making planning decisions.

**3.3.5** This Plan is not prescriptive or binding on landowners and management agencies, but aims to set the framework for co-ordinated management and the development of partnerships. It is intended to enhance the existing plan coverage (such as the local statutory plans and local transport plans) and will serve to inform existing and future management documents relating to the area.

## 3.4 The process of developing the Plan

**3.4.1** The Plan was developed by a steering group led by the Director of the DVMWHS. It included officers from the DVMWHS Team and the supporting local authorities. Meetings were held throughout 2011/12.

**3.4.2** The structure of the Plan was discussed with, and approved by ICOMOS UK and English Heritage at meetings in October 2011.

**3.4.3** The initial SWOT (Strengths, Weaknesses, Opportunities and Threats) and PESTLE (Political, Economic, Social, Technical, Legal and Environmental) analysis was drafted and circulated to the steering group in February 2012 and succeeding drafts were presented to the DVMWHS Board on 21 May, 21 September 2012 and 30 January 2013.

## 3.5 Consultation

**3.5.1** Stakeholders and the public were consulted throughout the production of the Plan.

- Management Plan and key issues presented in Newsletter (October 2011) with invitation to comment. (5 detailed responses)
- Questionnaire sent out to 8,000 Derbyshire residents using Derbyshire County Council Citizen's Panel. (4,268 responses)
- Questionnaire sent out to Derby Neighbourhood Forums (Allestree and Darley Abbey)
- Presentations to Derby Neighbourhood Forums.
- Electronic questionnaire placed on Derbyshire County Council and Derwent Valley Mills World Heritage Site websites. (274 responses)
- Workshop held with local businesspeople. (14 February 2012)
- Focus group with Partnership Forum. (19 March 2012)
- Focus Groups with segmented stakeholder groups held during the spring of 2012. (Young People & Teachers, Local Residents, Businesses)
- Draft to DVMWHS Panels and Working Groups. (February 2013)
- Draft on DVMWHS and Derbyshire County Council 'Have Your Say' website for 13 week period up to 14 June 2013.

**3.5.2** There was an encouraging response to the consultation. The majority of respondents placed a high value on the key issues laid out in the mission and aims. The majority of visitors came on a family day out for a combination of sight-seeing, walking and shopping and of these over 90% came by private car. The report is enclosed as **Appendix 21**.

**3.5.3** Residents and partners responding to the consultation consistently agreed that protecting and conserving buildings and landscapes within the Property should be the main priority for the Board. Other headline findings were:

- Levels of awareness for people living within/near the Property were high.
- Less awareness of the Property outside the County.
- Publicity and promotion was identified as key to promoting the Property to a wider audience.
- Various mechanisms should be used to publicise attractions and events including using social media such as the Internet and Twitter.
- Attractions and events within the Property need to ensure that they appeal to people of all ages and backgrounds.
- Attractions need to encourage young people to visit to ensure the medium/long term prosperity of the Property.
- Improvements are needed to transport including better public transport and car parking.
- Technology including high speed broadband is key to attracting businesses to the area.
- Mill buildings should be developed for mixed use.



## 4.0

## ACHIEVEMENTS



## 4.1 Evaluation of the 2007 Management Plan

**4.1.1** The previous Management Plan followed the ambitions laid out at inscription and continued to include general guidance which can now be found in supporting documents and planning guidance.

**4.1.2** It included some very high level objectives which were entirely dependent on significant local authority/public funding. These ambitions remain and are now represented in Section Four. Nevertheless, much was achieved within the life of the previous plan and these are laid out below, relating to how they match the current aims set out in this plan.

## 4.2 Key Achievements since Inscription in 2001 to 2007

- Co-ordinator post established
- Panels and Working Groups established
- *Derwent Valley Heritage Way* walking route established
- Cromford Mill viewing platform erected
- *Derwent Valley Mills and their Communities* published
- £303,000 grant from Derbyshire Economic Partnership
- Creation of website [www.derwentvalleymills.org](http://www.derwentvalleymills.org)
- Successful bid and delivery of Belper and Milford Townscape Heritage Initiative (£1,940,211)
- Successful HERS schemes in Belper, Cromford and Derby
- Economic Development Plan produced
- Transportation Plan produced
- Discovery Days established
- Learning materials developed and produced
- Improvements to stations on the Derwent Valley Line
- Purchases of paintings; *Richard Arkwright Jnr, his wife and*

*child* by Joseph Wright and *Prospect of Derby c. 1725* by Derby Art Gallery

- Public Art Strategy produced
- Souvenir Guide Book produced
- Interpretation Panels installed at key sites

## 4.3 Achievements since 2007

**4.3.1** *To protect, conserve and enhance the Outstanding Universal Value of the DVMWHS.*

- Funding secured and improvements made to Belper River Gardens
- Landscape improvements to Cathedral Green, Derby
- Restoration of Cromford Station
- Darley and Nutwood Local Nature Reserve established
- Successful Stage One bid for £2.5 million Heritage Lottery Fund Landscape Heritage Initiative in 2011
- £600,000 package of improvements to the Cromford Canal by Derbyshire County Council including £300,000 to dredge the Cromford canal in 2012/13
- Restoration of water tower at High Peak Junction
- Refurbishment of the station bridge at Whatstandwell and the railway aqueduct in 2011. (£400,000)
- Establishment of Darley Abbey Regeneration Strategy and accompanying £300,000 grant scheme
- Allocation of £50,000 PSiCA funding to projects in Cromford and Belper

**4.3.2** *To promote public awareness of and access to the DVMWHS.*

- Refreshed DVMWHS website



- Branded road signage throughout the Property (Regional Improvement & Efficiency Programme funded £104,600)
- Film ...to where it begins... produced
- Development of Facebook and Twitter to promote the Property

**4.3.3** *To promote the development of sustainable tourism within the DVMWHS.*

- Extending Discovery Days into a week-long regionally recognised festival
- Production of guidebooks and leaflets
- Establishment of Strutt's North Mill as a franchise Tourist Information Centre (TIC) with funding from East Midlands Tourism
- Establishment of extensive Cultural Events programme at Cromford Mills
- Heritage Lottery Fund (HLF) and European Regional Development Fund (ERDF) funding of £4.3 million secured for Building 17 project and DVMWHS visitor centre at Cromford

**4.3.4** *To enhance the economic and social wellbeing of the DVMWHS and its communities.*

- Introduction of hourly Matlock-Derby-Nottingham train service on the Derwent Valley Line (Monday to Saturday)
- 108% increase in passenger numbers on Derwent Valley Line from 2007/08 to 2011/12.
- Scoping exercise for 80 bed youth hostel at Cromford Mills
- Feasibility studies for Buildings 1 and 7 at Cromford Mills completed
- Establishment of Hydro Electric Power scheme at

Cromford Corn Mill

- Development of Darley Abbey Mills as a business centre

**4.3.5** *To promote public understanding of the DVMWHS by facilitating research.*

- Formation of a Collections group to protect and locate artefacts relating to the Site
- Success of Collecting Cultures award of £200,000 from HLF involving Buxton Museum, Derby Museums and Galleries and Belper North Mill Trust
- Publication of *The Arkwrights -Spinners of Fortune* by RS Fitton, *The Strutts and the Arkwrights* by RS Fitton and AP Wadsworth and *The Derwent Valley Mill and their Communities* by the Derwent Valley Mills WHS Educational Trust in 2012
- Programme of research on house of mill owners begun.

**4.3.6** *To promote educational use of the DVMWHS for formal and informal learning.*

- Oral history projects completed in Belper (Threads and Re:connaissance)
- E learning materials produced
- Education sessions based on Values and Attributes
- Modules for Nigerian school curriculum developed through access to DVMWHS website
- Winner (Derbyshire Heritage Award, Best Inspiration Project 2009 (Early Years Storytelling project at Belper and Derby)
- Enlightenment Course for secondary schools at the Silk Mill
- Learning Backpacks at Belper North Mill

**4.3.7** *To build strong partnerships with volunteers and local, regional and national stakeholders.*

- Formation of the Darley Abbey Regeneration Partnership and £300,000 grant aid scheme
- Improvements to Cromford Canal with support from East Midlands Development Agency
- Training of volunteers and staff with support from the Learning and Skills Council
- Establishment of annual Volunteer Awards
- Belper Cluster Group established
- Ambassador training scheme developed in Belper

**4.3.8** *To work with partners to access funding and deliver projects.*

- Securing funding from Derby and Derbyshire Economic Partnership for the Development Co-ordinator post
- Completion of projects within the Belper and Milford Townscape Heritage Initiative
- RIEP funding for road signage promoting the Property
- PSiCA scheme in Belper and Milford Conservation Areas. (Funding from Districts, County, Belper Town Council and English Heritage)

**4.3.9** *To manage the Partnership in an efficient and sustainable manner.*

- Increased support by local authorities
- New branding introduced
- Governance and management structure reviewed and new Board established
- Establishment of new team and appointment of Director, Business Support Officer and Co-ordinators for Heritage, Development and Learning in 2011

## 5.0

# VISION, MISSION AND KEY AIMS



## 5.1 Vision

### 5.1.1 We believe that

The Derwent Valley Mills will...

Celebrate the Outstanding Universal Value of the DVMWHS, enabling the global community to enjoy, engage with and be inspired by their legacy.

Be renowned for best practice in WHS management and for its contribution to the local and regional economy.

Be a popular, quality tourist destination, shaping a creative future and become a symbol of regional and national pride.

### 5.1.2 This will deliver a place which is

- Understood as essentially a **CULTURAL LANDSCAPE** – where the historic mills and workers communities are experienced in the beautiful setting of the Derwent Valley, which although altered by human activity has remained largely unchanged since the Industrial Revolution. This is the **SPIRIT OF PLACE** and it is this above all which needs to be protected.
- Experienced as a **WORKING LANDSCAPE** where structures and land which have lost their original function find new uses which respect their historic appearance and character and where new development is appropriate and designed to high standards.

- Managed by a strong and trusted partnership where the people living and working within it **ENGAGE IN THE PROCESS OF MANAGEMENT**. A place where the role of the individual property owner is recognised within a collaborative framework.
- An **ESTABLISHED DESTINATION** for Day and Short Stay visitors which has **ATTRACTIONS OF THE HIGHEST QUALITY** with a reputation for excellent **CUSTOMER CARE**.
- A cultural landscape which can be **ENJOYED AT DIFFERENT LEVELS**, ranging from a simple stroll along the canal or a site visit, to a long-term exploration of history, technology, archaeology or ecology.
- **A LIVING SPACE** which is an **INSPIRATION** for artists and a home for **CREATIVE INDUSTRIES**.
- A place which **INSPIRES** people to visit it and support its preservation and enhancement at different levels, ranging from investment in local shops and services to sponsorship and philanthropy.

## 5.2 Mission

To maintain the Outstanding Universal Value of the DVMWHS by protecting, conserving, presenting, enhancing and transmitting its unique culture, heritage, economy and landscape in a sustainable manner.

## 5.3 Key Aims

1. To protect, conserve and enhance the Outstanding Universal Value of the DVMWHS.
2. To promote public awareness of and access to the DVMWHS.
3. To promote the development of sustainable tourism within the DVMWHS.
4. To enhance the economic and social wellbeing of the DVMWHS and its communities.
5. To promote public understanding of the DVMWHS by facilitating research.
6. To promote educational use of the DVMWHS for formal and informal learning.
7. To build strong partnerships with volunteers and local, regional and national stakeholders.
8. To work with partners to access funding and deliver projects.
9. To manage the Partnership in an efficient and sustainable manner.



## 6.0

## MANAGEMENT



## 6.1 Context

**6.1.1 Stakeholders:** The DVMWHS is a large and complex one with a wide range of stakeholders; those people and organisations that support the work of the Partnership and to whom the Partnership can offer advice and expertise. Land and buildings within the Property are owned by a diverse range of organisations and individuals. Some have statutory responsibility for land, assets or functions within the Property. There are also agencies, charities, groups and individuals with interests spanning the economy, education, conservation and research. The DVMWHS has a range of attractions which have differing management arrangements.

<p><b>Key Stakeholders</b></p> <p><b>Local Authorities</b></p> <ul style="list-style-type: none"> <li>• Amber Valley Borough Council</li> <li>• Derby City Council</li> <li>• Derbyshire County Council</li> <li>• Derbyshire Dales District Council</li> <li>• Erewash Borough Council</li> </ul>	<p><b>Town Councils</b></p> <ul style="list-style-type: none"> <li>• Belper Town Council</li> <li>• Ripley Town Council</li> <li>• Wirksworth Town Council</li> </ul>	<p><b>Derwent Valley Mills Organisations and Businesses</b></p> <ul style="list-style-type: none"> <li>• Arkwright Society</li> <li>• Belper Civic Forum</li> <li>• Belper Historical Society</li> <li>• Belper North Mill Trust</li> <li>• Carfrae Holdings</li> <li>• Darley Abbey Community Association</li> <li>• Darley Abbey Historical Group</li> <li>• Darley Abbey Society</li> <li>• Darley Abbey Partnership</li> <li>• Derby Museums Trust</li> <li>• Derbyshire Archaeological Association</li> <li>• First Investments Ltd</li> <li>• Fleet Arts</li> <li>• Friends of Belper River Gardens</li> <li>• Friends of Cromford Canal</li> <li>• Friends and Guardians of Strutts Centre</li> <li>• Householders, property owners and tenants</li> <li>• John Smedley Ltd</li> <li>• Kingairloch Settlement Trust</li> <li>• Masson Mills</li> <li>• Milford and Makeney Community Association</li> <li>• Patterns Properties</li> <li>• Schools and colleges within the region</li> <li>• The Strutt Estate</li> <li>• Transition Belper</li> <li>• Visitors and Users</li> <li>• Willersley Castle</li> </ul>
<p><b>Parish Councils</b></p> <ul style="list-style-type: none"> <li>• Alderwasley Parish Council</li> <li>• Breadsall Parish Council</li> <li>• Crich Parish Council</li> <li>• Cromford Parish Council</li> <li>• Dethick, Lea and Holloway Parish Council</li> <li>• Duffield Parish Council</li> <li>• Little Eaton Parish Council</li> <li>• Matlock Bath Parish Council</li> </ul>	<p><b>Regional Organisations</b></p> <ul style="list-style-type: none"> <li>• Arts Council, England (East Midlands)</li> <li>• D2N2 - Derby, Derbyshire, Nottingham and Nottinghamshire Local Enterprise Partnership</li> <li>• Derbyshire Economic Partnership</li> <li>• Derbyshire and Nottinghamshire Chamber of Commerce</li> <li>• Derbyshire Victoria County History</li> <li>• Derwent Valley Line Community Rail Partnership</li> <li>• Derwent Valley Trust</li> <li>• Derbyshire Wildlife Trust</li> <li>• Heritage Lottery Fund (East Midlands)</li> <li>• Peak District and Derbyshire DMO (Visit Peak District)</li> <li>• University of Derby</li> <li>• University of Nottingham</li> </ul>	
<p><b>National Organisations</b></p> <ul style="list-style-type: none"> <li>• Arts Council England (ACE)</li> <li>• Association of Independent Museums</li> <li>• Department of Culture, Media and Sport</li> <li>• English Heritage</li> <li>• Heritage Lottery Fund</li> <li>• Environment Agency</li> <li>• ICOMOS UK</li> <li>• Local Authority World Heritage Forum (LAWHF)</li> <li>• Museums Association</li> <li>• Natural England</li> </ul>	<p><b>International Organisations</b></p> <ul style="list-style-type: none"> <li>• UNESCO</li> <li>• ICOMOS (TICCIH The International Committee for the Conservation of Industrial Heritage)</li> </ul>	

**6.1.2 Land Use:** For the most part, land and buildings within the Property are in active use, or have proposals to bring them into use. The mills themselves are mainly set within modestly sized communities, though in Derby the Property is set within an industrial and commercial city. Between the mills, it is dominated by agricultural or recreational uses within the River Derwent floodplain.

**6.1.3 Ownerships:** Due to the nature of the Property, the ownerships and interests are numerous, especially within the urban areas. Approximately two-thirds of the key properties and the overwhelming majority of other buildings are privately owned. Private owners therefore have a key role to play in respecting and promoting the OUV as well as supporting the delivery of the Management Plan. The following table (Fig.2) provides ownership information for key parts of the Property.

**6.1.4 Attractions Management:** There are a range of attractions within the DVMWHS. They have differing systems of governance and it is therefore important that they are able to work together to pool limited resources and take advantage of funding and partnership opportunities. They meet on a regular basis through a **Site Operations and Development Panel**. Table Fig.3 provides information on the management arrangement of the attractions within the site.

**Fig.2** Key Property Owners within the DVMWHS

Property	Ownership
Masson Mills, Matlock Bath	Private
Cromford Mills	Arkwright Society
Cromford Wharf, Leawood Pumphouse, High Peak Junction and the Cromford Canal	Derbyshire County Council
Willersley Castle, Cromford	Private
Rock House, Cromford	Private
Lea Bridge Mills (Smedley Mills)	Private
Dalley Farm, Belper	Private
Wyver Farm, Belper	Private
River Gardens, Belper	Amber Valley Borough Council
North and East Mill, Belper	Private
Unitarian Chapel, Belper	Private
Crossroads Farm, Belper	Private
Moscow Farm, Milford	Private
Darley Abbey: Long, West, Middle, East and New Mills	Private
Parks & Gardens at Darley Abbey & adjacent to Silk Mill	Derby City Council
Derby Silk Mill	Derby City Council

**6.1.5 Consultation:** Interaction with a 'constituency' of approximately 34,000 residents, living in several separate communities, spread along 15 miles is a considerable challenge. Optimum management of the DVMWHS depends upon the continuing support and involvement of those who live and work within the Property and Buffer Zone. The Partnership Forum, the Panels and the Cluster Groups are a recognisable cross-section of the population of the Derwent Valley.

**Fig.3** Attractions within the DVMWHS (excluding retail)

Attraction	Type of Organisation
Masson Mills, Matlock Bath	Private Museum
Cromford Mills	Charitable Trust
Cromford Canal	Derbyshire County Council
High Peak Junction & Leawood pumphouse	Derbyshire County Council
River Gardens, Belper	Amber Valley Borough Council
Strutt's North Mill, Belper	Charitable Trust
Parks & Gardens at Darley Abbey & adjacent to Silk Mill	Derby City Council
Derby Silk Mill	Charitable Trust/ Local Authority

**6.1.6 Monitoring:** World Heritage Sites have an obligation to ensure that their OUV is being maintained and interpreted to the public. A comprehensive annual monitoring report for the DVMWHS has been produced since 2004. Based on generic indicators produced by ICOMOS a set of 21 monitoring indicators have been established, tailored to the specific values of the Property. In addition there are a series of 47 monitoring views which are assessed every five years as part of the Management Plan review. **See Appendix 20**



**6.1.7** The Historic Environment Record maintained by Derbyshire County Council is the primary tool in ensuring that the archaeological implications of development proposals are properly monitored. English Heritage's Monuments Protection Programme and Heritage at Risk Register provide valuable information on the current condition of buildings and monuments.

**6.1.8** UNESCO operates a 'Periodic Review' regime for all World Heritage Sites and the latest round began in Europe in 2012. This is fortunate as the time-frame runs concurrently with the preparation of this document. The findings of the Review's self-assessment against set criteria will inform elements of this Management Plan.

**6.1.9 DVMWHS Boundaries:** The Periodic Review has revealed that the mapping of the boundaries as laid out in the inscription documentation needs to be clarified. This should be done within the life of this Plan.

## 6.2 Governance and Management

**6.2.1** Implementation of the Management Plan and strategic direction are overseen by the **Derwent Valley Mills World Heritage Site Board**. Following a governance review the Board was established in 2010. It has 11 members drawn from local authority, business and tourism sectors. It is the executive arm of the Partnership and is chaired by a Derbyshire County Councillor. The Board meets at least three times a year and receives reports from the Officers. The Board's membership and Terms of Reference are in **Appendix 13**.

**6.2.2** The **Derwent Valley Mills World Heritage Site Partnership Forum** meets twice a year. Its membership is drawn from representatives of the key stakeholders listed above. The Partnership Forum provides partners with the opportunity to communicate with the Board and for the Board to inform and communicate with the partners.

**6.2.3 Funding:** The Partnership is core-funded by contributions from Derbyshire County Council, Derby City Council, Amber Valley Borough Council, Derbyshire Dales District Council and Erewash Borough Council. It was established as a service organisation rather than a self-financing business/charity. Additional revenue support from English Heritage runs from 2011/12 to 2013/14. The Property has a socio-economic role and to become truly effective this will require additional funding. (*Rebanks 2009 p 4*) The DVMWHS team has a very small revenue budget to deliver its ambitions.

### See Policies 11, 12

**6.2.4** The DVMWHS has a team of five officers. These are as follows

- Director
- Three Co-ordinators (Heritage, Development and Learning)
- Business Services Assistant

The Team is housed within the Derbyshire County Council offices and is supported by the Cultural and Community Services and Environmental Services departments. There is a clear synergy with these departments in respect of Archives, Libraries, Museums, Learning, Conservation and Planning.

**6.2.5** The officers support and work with a range of Panels which include professional staff and members from the Partnership. These were reviewed in 2011 and now comprise the following.

- Conservation and Planning Panel (formerly Technical Panel)
- Research and Publications Panel
- Site Operations and Development Panel
- Tourism and Regeneration Panel \*

*\* This Panel will be established following research into local businesses and the efficacy of their engagement with the Property.*

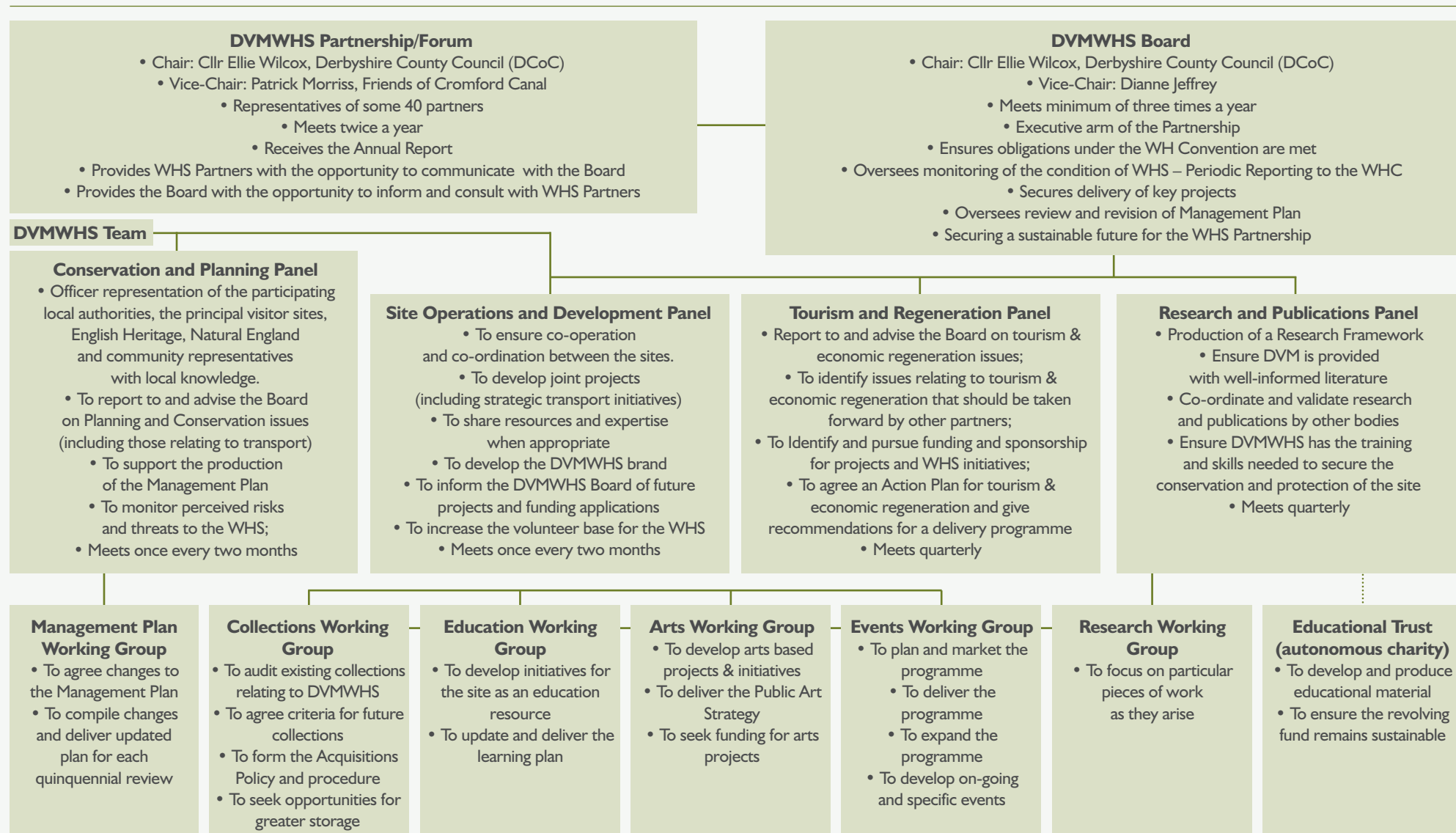
**6.2.6** The work and projects arising from the Panels are delivered through a range of Working Groups. These cover the following areas.

- Arts
- Collections
- Discovery Days
- Education
- Events
- Research

This structure is laid out as a diagram in Figure 4. Membership and Terms of Reference of the Panels are in **Appendix 13**.

**6.2.7** The Partnership is in the process of developing **Cluster Groups** for Cromford, Belper and Derby. These are designed to be informal groupings of local people, businesses and interest groups who wish to generate projects and initiatives relating to their part of the DVMWHS. The Belper cluster was the first to be developed in 2012. Its first initiative was a 'Belper Ambassador' Training Scheme. **See 9.2.6**

Fig.4 Delivery Structure – Derwent Valley Mills World Heritage Site



**6.2.10** The DVMWHS officers also attend meetings of the following;

- Active Culture (Derby)
- Arkwright Society Consultative Council
- Belper North Mill Trust
- Cromford Canal Partnership
- Culture Derbyshire Board and Officer Group
- Darley Abbey Mills Partnership
- Derbyshire Museums Forum
- Derwent Valley (Belper and Milford) Partnership (Conservation Areas)
- Derwent Valley Line Community Rail Partnership
- Local Authority World Heritage Forum
- Visit Peak District Tourism Officers Group

**6.2.11 Communication:** The **website** provides the key medium for the dissemination of information about the DVMWHS, including how it is managed. A feedback facility for visitors to the website is provided. The Property also has a *Facebook* page and *Twitter* feed which are used to develop the user base. An annual **Newsletter** is produced and widely distributed within the Property and sent electronically to a growing e-mail distribution list. Occasional meetings are also held with parish and town councils. Additionally, the DVMWHS staff and associates frequently give talks/presentations to local community/interest groups and these provide forums for more informal dialogue with individual members of the public.

**6.2.12 Marketing:** The Partnership produces an annual **Visitor Guide** which contains maps and information about all the sites and attractions. It has a print run of 65,000 and is distributed to a range of hotels, libraries and attractions

within the Derbyshire and East Midlands region. Reference copies are sent to all the main Tourist Information Centres in the United Kingdom. Marketing materials are also produced for events, including **Discovery Days**. There is also branded signage at all the major sites and settlements and entry points into the DVMWHS.

**6.2.13 Planning:** The DVMWHS officers work closely with planning professionals from the strategic planning authority of Derbyshire County Council (which includes the County Archaeologist) and the local planning authorities of Amber Valley Borough Council, Derbyshire Dales District Council, Derby City Council and Erewash Borough Council. Planning officers use existing statutory legislation and national and local planning guidance in respect of considering planning applications within the Property. All planning applications which may be considered to have an impact upon the Statement of Outstanding Universal Value (SOUV) of the DVMWHS are referred to the Conservation and Planning Panel for comment. These include not just development proposals within the Property and its Buffer Zone but also proposals which impact upon the setting of the DVMWHS.

**6.2.14** Since inscription in 2001 the DVMWHS has depended upon the County Council Environmental Service Department's Conservation and Design team for the provision of planning advice. In 2011 it established a new service level agreement which the partner planning authorities have agreed.

**6.2.15** Derbyshire County Council (Environmental Services Department's Conservation and Design team) provides the DVMWHS with a planning consultancy, at no cost to the Partnership. The DVMWHS Partnership is consulted directly,

but in the knowledge that it will obtain planning advice from the County Conservation and Design team. Where time allows this is then referred to the DVMWHS Conservation and Planning Panel for endorsement. Although it does not determine planning applications, particularly contentious or high profile planning issues are referred to the DVMWHS Board. In the case of any planning applications made by the County Council it may seek independent advice.



# *Part Two*

## ANALYSIS

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## 7.0

## THE POLITICAL LANDSCAPE



## 7.1 National:

The General Election of 2010 did not produce a majority government and at the time of writing the UK has a Conservative led government in coalition with the Liberal Democrats. The recent and continuing economic conditions have led to the Government introducing reductions in public funding which have resulted in cuts in grants to both local authorities and arts and cultural agencies. The Regional Development Agencies have been succeeded by Local Enterprise Partnerships, which have less funding than their predecessors. This will lead to increased demand and competition for funding from bodies like the National Lottery and other grant giving trusts. The latter have seen their investments reduced due to historically low interest rates. Currently National Lottery funding is healthy due to rising ticket sales.

## 7.2

The UK is party to the World Heritage Convention. World Heritage Sites are protected by statutory designation and through the planning system. Inclusion on the World Heritage list highlights the OUV of the Property as a key material consideration to be taken into account by local planning authorities in determining planning and listed building applications, and by the Secretary of State in determining cases on appeal or following call in. The Town and Country Planning (Environmental Impact Assessment) Regulations 2011 (also known as the EIA Regulations) and Circular 2/99 on Environmental Impact Assessments (EIA) set out the circumstances in which such an assessment is required. Schedule 3 of the Regulations identifies World Heritage Sites as one of the categories of “sensitive areas” for which EIAs should be required.

### 7.3

*The UK National Planning Policy Framework (2012) (NPPF) has replaced previous policy guidance and National Planning Practice Guidance - Conserving and enhancing the historic environment was issued in August 2013. The underlying principle of the NPPF is to stimulate economic growth through a presumption in favour of sustainable development. World Heritage Sites are defined as 'designated heritage assets' within the NPPF and their conservation is recognised as one of the 12 core principles of sustainable development. Conserve heritage assets in a manner appropriate to their significance, so that they can be enjoyed for their contribution to the quality of life of this and future generations. (NPPF Para. 14)*

*When considering the impact of a proposed development on the significance of a designated heritage asset, great weight should be given to the asset's conservation. The more important the asset, the greater the weight should be. Significance can be harmed or lost through alteration or destruction of the heritage asset or development within its setting. As heritage assets are irreplaceable, any harm to or loss should require clear and convincing justification. Substantial harm to or loss of a grade II listed building, park or garden should be exceptional. Substantial harm to or loss of designated heritage assets of the highest significance, including scheduled monuments, protected wreck sites, battlefields, grade I and II\* listed buildings and grade I and II\* registered parks and gardens, World Heritage Sites, should be wholly exceptional.*

Para 132

### 7.4

Para. 137 also states that local planning authorities should *look for opportunities for new development within Conservation Areas and World Heritage Sites and within the setting of heritage assets to enhance or better reveal their significance.* Para. 138 states that development that threatens buildings that do not make a *positive contribution to the significance of the Conservation Area or World Heritage Site* needs to be weighed against the public benefits of the scheme.

### 7.5 Local:

The DVMWHS is wholly located within Derbyshire. The County has a two-tier system of local government, except Derby which is a unitary authority. The Property sits within one District Council, two Borough Councils and one Unitary Council. Key services such as fire, police and ambulances are provided by the relevant authorities and funded through Council Tax and Government grant. A range of other services are provided by the District and Unitary authorities, namely:

- Amber Valley Borough Council
- Derby City Council
- Derbyshire Dales District Council
- Erewash Borough Council

The core funding to support the DVMWHS team is drawn from all four Councils and the County Council, which is the largest funder and also provides office accommodation. All provide support from their members and officers in culture, environment, planning, tourism and regeneration services.

### 7.6

Despite Local Authority budgets being under huge stress, the Property currently enjoys the support of the Councils and it is essential that it continues to do so. Councils also provide support to the main attractions within the Property, either by direct ownership and funding (Derby City Council, Derbyshire County Council); by rate relief to charitable organisations (Derbyshire Dales and Amber Valley) and by grant aid (Amber Valley to Belper North Mill Trust).

**See Policies 1, 2**



## 8.0

## THE ECONOMIC LANDSCAPE



## 8.1 Economic Development and Funding for World Heritage Site Development

**8.1.1** The DVMWHS Economic Development Plan was published in December 2005 and is included as **Appendix 15**. Since publication, the economic situation within the United Kingdom has suffered due to the financial crisis of 2007 and the ensuing global recession. This in turn has led to a reduction in manufacturing and trade, (low growth) followed by significant reductions in national and local government funding. Technological advances since 2007 mean that most businesses now expect to have high speed Broadband, which is not universal throughout the Property. The Economic Development Plan also anticipated a large rise in tourism visits resulting from the investment it recommended. That scale of investment did not occur and the visitor numbers have not been as significant as predicted. In addition there has been little reliable data collected in order to analyse and identify trends. Nevertheless the economic downturn has led to people taking more holidays and short-term breaks within the United Kingdom, despite stagnant wage settlements and rising food, transport and fuel costs. It is noted that well established destinations with quality attractions (York for example) have thrived in this environment. (see [visityork.org.uk](http://visityork.org.uk))

**8.1.2** The plan estimated capital expenditure by the partners and the private sector of around £31 million for tourism and around £55 million on economic infrastructure. It also recommended revenue expenditure of around £1.45 million on tourism related projects. Many of the funding sources were local authorities which are now faced with 27% savings to be made over four years. Nevertheless, a number of the key objectives within the Economic Development Plan have been achieved, namely

**Fig.5** Actions achieved within the Economic Development Plan

Priority	Action(s)	Date
Attracting Business	Development of Building 17 at Cromford begun Increasing occupancy at Darley Abbey	2012 2011/12
Brand Development	New brand identity New tourism headline and strapline	2009/10 2011
Destination Marketing Plan	Tourism and Marketing Plan	2011
Interpretation Framework	Interpretation Plan	2011
Silk Mill Feasibility	The Engine concept developed and Architects appointed	2011/12
North/East Mills Masterplan	Discussions on-going with owners and AVBC re. progression of a master plan for the site.	2012
Business Space Building 17	Project developing	2012/13
Through Service to Nottingham on Derwent Valley Line	Delivered	2008
WHS Co-ordinator	Three posts created for Development, Heritage and Learning	2010
Development Director	DVMWHS Director appointed	2011

**8.1.3** The Derbyshire Infrastructure Plan of spring 2012 has a range of projects that relate to the DVMWHS. A number of priorities taken from the Economic Development Plan were highlighted in the preparatory work for the Infrastructure Plan and included as aspirations within it. (See Section Four) These are

- Restoration of Cromford to Lea footpath
- Provision of a new river bridge connecting Masson Mills and Willersley Castle Park/Lovers Walk. This is supported by the Derbyshire County Council Greenway Strategy and the DerwentWISE project. (see 13.5)
- Provision of a multi user extension to a railway bridge over the road and river to a footpath through Belper Meadows. This is also supported by the Greenways Strategy.

- Improvements to redesign the road surfaces and introduce traffic calming on Mill Road, Cromford and parking restrictions on the road.
- Restoration of historic paving on North Street, Cromford

**8.1.4** The majority of buildings within the Property are privately owned and mainly ineligible for grant-aid. Private sector investment can play an important role in protecting buildings through restoration work to prepare them for commercial use. Nevertheless, given the scenario outlined in 8.1.1 the economic outlook will remain challenging for the life of this Plan. The DVMWHS will have to work very hard to secure assistance from the private sector for non-commercial projects.

**8.1.5 Business Support for the WHS:** Prior to 2012 the DVMWHS had limited engagement with businesses within the Property or those outside it with links to its history or the cotton/textile and fashion industries. Work has begun on researching these companies to further understand what benefits the DVMWHS can bring them and to test their willingness to support projects within the Property. The recent consultation showed that tourism/service related businesses are the most likely to engage with and support the DVMWHS.

## 8.2 New Development

**8.2.1 Population:** The DVMWHS is a living landscape with 6,126 people living within it and 28,139 within the Buffer Zone. The age breakdown (2011 Census) is as follows.

**Fig.6** People living within the DVMWHS

Age	World Heritage Site	%	Buffer Zone	%
0-15	967	15	4970	17
16-29	887	13	4352	15
30-44	1331	21	5785	21
45-59/64	1867	29	8317	29
Over 64	1332	22	5133	18
<b>Total</b>	<b>6,126</b>	<b>100</b>	<b>28,139</b>	<b>100</b>

These figures show higher percentages of older people with the number of people over 64 being around the national average. The Derbyshire Dales area is one of the most popular areas in the UK to retire to. (*Guardian 27 July 2012*)

**8.2.2** With the exception of Belper Meadows Edge site in Amber Valley existing Development Plans make no provision for extensive new development within the Site. The Meadows Edge site was scheduled for a mixed development and a major supermarket chain has shown considerable interest and has purchased a part of it and indicated interest in buying other areas within it. In 2011 Amber Valley Borough Council appointed consultants to produce a Supplementary Planning Document for the site and DVMWHS staff were closely involved with this process. This has now been adopted by the Council and recommends a master-plan for the site be required at the pre-application stage. It further recommends a mixed use scheme that respects and recognises the heritage of the area and the fact that it is within the DVMWHS and close to open countryside. The scale and massing of any future development should respect the OUV of the Property. In addition it concludes that a new link road to the west of Bridge Street would not be appropriate.

**8.2.3** Within the City of Derby Local Plan the Darley Abbey Mills Regeneration Strategy (**Appendix 7**) has been undertaken and the Darley Abbey Mills Partnership has been established to implement it. The Plan recognises that the protection and enhancement of the listed mill complex and its setting is the over-riding consideration. The Darley Abbey Partnership's membership is drawn from the site owners, Derby City Council, English Heritage and the DVMWHS. Derby City Council has made £300,000 available in grant aid to support refurbishment of the buildings and English Heritage has grant aided temporary urgent necessary works at Darley Abbey.

**8.2.4** Amber Valley's Local Plan, adopted in April 2006, identifies three locations for mixed use development on brown field sites; land north and south of Derwent Street, Belper, the site of the former West Mill, Belper, and the site of the former Bleaching Mill and Dye Works at Milford. The policies relating to these sites are still relevant as they are considered to be generally consistent with the advice of the National Planning Policy Framework. The Borough Council is in the process of producing its Core Strategy which is due to be adopted in 2014. This will include general policies that will assist in the appropriate management of the Property.

**8.2.5** Whilst development pressures within the Property are currently relatively low, certain areas are vulnerable to damage from even limited development. Some areas are also affected by the indirect consequences of developments elsewhere. The commercial heart of Belper, for example, which at one time centred on Bridge Street and King Street, has lost market share and footfall following the closure of the Mills in the 1980s. This has been exacerbated by the construction of two large retail stores on the south-western edge of the town centre. The town centre is characterised by small-scale retail units, which add to its diversity and character. Despite the changes noted above, recent figures (November 2012) show that Belper continues to be a healthy town centre with less than 7 % of units vacant. The recent Heritage Lottery Fund funded Townscape Heritage Initiative has been very successful in the Market Place and King Street areas, maintaining retail units of a certain size and improving the infrastructure. It will therefore be important to manage development pressure to ensure that the historic centre of the town remains vibrant. A Master Plan for the Market Place has been produced. See

<http://opengov.ambervalley.gov.uk/docarc/docviewer.aspx?docGuid=9389a06ab8de45ccb11d72c60ead0412>

**8.2.6** The demand for housing development on brown field sites (which formerly had employment uses) reduced following the financial crisis of 2007, but has shown signs of a modest recovery in the private sector, contrasting with a continuing decline in the public sector. (*National House-Building Council Survey 2012*) A challenge faced by the local planning authorities is the retention of employment uses for sites where the previous employment use has ceased, and there is no market demand for it to continue. It will be important to monitor applications where this change of use may impact on OUV.

**8.2.7** The consultation process illustrated that local people value the landscape and setting of the Property. Any new development within the DVMWHS should be of the highest possible standard of design. Local planning authorities should refer larger scale development proposals, at sketch design stage, to the Regional Design Review Panel 'OPUN'. (There are cost implications for this). This was done by Amber Valley Borough Council in respect of the development at the former Bleaching Mill and Dyehouse site at Milford.

**See Policies 1, 2**

## 8.3 Sustainable Tourism

**8.3.1** Sustainable tourism has been a key aim of the Management Plan from the outset. The Property falls within the remit of the Visit Peak District Destination Management Organisation (DMO). The Peak District is now a Visit England 'attract' brand with the aim of attracting visitors to the Peak



District and then dispersing them into Derbyshire and North Staffordshire. Tourism within the Peak District generated £1.7 billion in 2011 and supported around 27,000 jobs. The DVMWHS works closely with the DMO, which provides marketing and monitoring services for its attractions. The Property is also within the D2N2 (Derby, Derbyshire, Nottingham, Nottinghamshire) Local Enterprise Partnership (LEP), which has an economic focus on developing the visitor economy. The promotion of the Derwent Valley as a World Heritage Site has led to a modest increase in visitors, although a lack of reliable data means that no trends can be established. Individual sites have delivered improvements but there is still much to do. The tourism product has lacked investment to bring it up to current visitor expectations. There is a balance to be maintained between the economic benefits of increased tourism and environmental implications. If the Derwent Valley communities are to benefit from cultural tourism, visitors must be encouraged to use public transport and local shops, hotels, B&Bs and restaurants. Tourism was also identified as a key element within the Economic Development Strategy of 2005. **(Appendix 15)**. A revised Tourism and Marketing Plan was produced in 2011. **(Appendix 17)** The aims of this Plan and the Tourism strategy have direct linkage with the emerging Destination Management Plan of the DMO.

**8.3.2** Briefly the tourism offer can be broken down into the following areas

**Fig.7** Tourism Offer

Activity	Attraction(s)	Comment
Industrial Heritage	Masson Mills/Museum	Private museum with working machinery. Its future relies on investment from the site owner. Not a charitable trust and has limited access to grants. (Grade II* located in a CA and WHS so could access EH funding)
Industrial Heritage	Cromford Mills	Charitable Trust (Arkwright Society). Important site with no historic collections or 'main attraction'. Has 10 year master-plan to develop offer and diversify income.
Industrial Heritage	Leawood Pump House	Owned by Derbyshire County Council. Limited seasonal working reliant on volunteers.
Industrial Heritage	High Peak Junction	Owned/run by Derbyshire County Council. Displays are tired and need refreshing. Forge working relies on volunteers.
Industrial Heritage	Strutt's North Mill, Belper	Independent charitable trust museum. Professional manager and volunteers. Rents space in North Mill. Relies on grants from Amber Valley BC and Belper Town Council.
Industrial Heritage	Darley Abbey Mills	A privately owned working space and not technically an attraction but has potential for sensitive interpretation.
Industrial Heritage	The Silk Mill	Owned by Derby City Council and run by Derby Museums Trust. Professionally staffed. Currently closed during period of re-visioning which will require substantial external funding.
Outdoor/Walking	Cromford Canal	Attractive flat walking with link to High Peak Trail. Active Friends organisation of volunteers. Derbyshire County Council has invested in maintenance.
Outdoor/Walking	Cromford, Belper, Milford	Town and Village trails with guides produced by the WHS for Cromford and Belper.
Outdoor/Walking	Derwent Valley Heritage Way	Long distance trail from Upper Derwent to Shardlow. Long distance trails assist overnight stays.
Outdoor/Walking	General	An extensive network of promoted walking routes in the valley linking sites within the DVMWHS.
Leisure Shopping	Masson Mills	Large out-of-town outlet shopping experience with car parking/café etc. Leased to Edinburgh Woollen Mill.
Leisure Shopping	John Smedley Ltd	Factory shop for high quality knitwear.
Leisure Shopping	Cromford Mills	Range of specialist shops and two restaurants.
Leisure Shopping	De Bradelei Mill, Belper	Outlet centre in central Belper. Café.

**8.3.3** There have been achievements in this area (See 4.3) and the Tourism Strategy (**Appendix 17**) has been developed in response to the proposals and recommendations for tourism development as set out in earlier regional, destination and site-specific plans. It forms an approach for the short to medium to long-term development of the DVMWHS as a visitor destination, reflecting a more integrated approach to tourism within the Partnership.

**8.3.4** It has been developed in distinct phases, including initial consultation with key owners and stakeholders, a master-planning workshop involving DVMWHS partners, wider community consultation, and joint working with the former Tourism, Arts and Heritage and Technical Panels. Its production also coincided with the development of a new visual identity and associated branding strategy for the Property. The report was reviewed in 2011 and now incorporates an outline Marketing Plan.

**8.3.5** The Tourism Strategy considers the Property's current status as a visitor destination, and includes an overview of each site along the Derwent Valley. A SWOT analysis provides an external perspective, and an assessment of the current impact of tourism has been conducted from available data sources. The recent consultation exercise shows that there are high levels of customer satisfaction but also clear areas for improvement around the quality of interpretation, cafes, toilets and public transport.

**8.3.6** The strategy identifies that the overall tourism proposition which the DVMWHS offers is still to be fully developed, the current proposition being based largely on a built heritage core product. The two attractions with the greatest potential, Cromford Mill and Derby Silk Mill have

ambitious plans but are currently under-developed when compared to mature sites such as Chatsworth, The Heights of Abraham and Crich Tramway Village. Although perception of the DVMWHS as a visitor destination is growing it has no central focal point. However it has the potential for more linked interpretation, particularly in relation to the heritage sites and buildings.

**8.3.7** It does have many strengths, including its authenticity, unique proposition as the birthplace of the factory system, remarkable built heritage, and the natural beauty of the landscape, especially the River Derwent. Although the DVMWHS is not yet viewed as a significant regional destination, opportunities exist to attract greater numbers of non-heritage audiences, more staying visitors, and to establish it as a distinctive tourism offer within the East Midlands. It has the potential to attract up to 1m visitors per year without impacting on the OUV.

**8.3.8** Towards achieving this vision, the strategy considers a 'nodal' or 'hub' approach to the development of the attractions. The three hubs are around Cromford, Belper and Derby. Investment in visitor infrastructure and services is required in all three, and developments have begun at the northern and southern hubs at Cromford Mills and in Derby Silk Mill. Future developments around the North and East Mill sites in Belper and other smaller improvements within the town have the potential to develop products and services which will expand the offer within the largest settlement within the Property. Belper retains a remarkable amount of built heritage relating to the OUV. The market potential and possible economic impact of this approach are explored, although the study recognises there is lack of tourism data captured within the Property to enable accurate forecasts. A

forward strategy suggests a visitor proposition based on the strengths of the DVMWHS and the wider Derwent Valley, the key visitor markets, and a brief summary of a medium-term marketing approach. Finally, a series of key recommendations for destination development and destination marketing are identified.

**8.3.9** A significant factor is that there has been no dedicated funding to move the Economic Development and Tourism strategies forward. The sites have limited marketing budgets of their own and therefore limited capacity to pool their resources to create a central budget for the DVMWHS as a whole. This has been recognised in the recent Marketing Plan. As a result

- There is no reliable market research to inform policy and action.
- There is no central marketing budget.
- There is no partner organisation within the DVMWHS with the capacity to lead and implement the policy.

### See Policies 11, 12, 13

**8.3.10 Marketing Issues:** The DVMWHS has ambitions to develop the product at the key attractions and to begin to market them as 'cluster' destinations within the context of the main brand of 'The Derwent Valley - *the Valley that changed the World*' as laid out in the Tourism and Marketing Strategy. This was approved by the Board in January 2012 and this headline branding has been used in generic adverts. The Strategy identifies revenue spending of around £63,000 p.a. to develop and promote the DVMWHS through increased marketing activity informed by more reliable research. At present the DVMWHS does not have the core revenue

funding to do this and will have to take a more selective and focussed approach. The consultation exercise showed that 60% of respondents felt that more could be done to promote the Property. The Attractions are now providing useful visitor information which will help inform and segment markets. The Property will continue to work closely with the Visit Peak District and Derbyshire DMO.

**Fig.8** Attractions Average Visitor Numbers

Year	Visitor No's
2009/10	523,686
2010/11	566,100
2011/12	502,238 *

Figures collected from Silk Mill, Derby, Strutt's North Mill, Belper, Masson Mills Museum, Cromford Mills, Cromford Canal/High Peak Trail, High Peak Junction

\* Derby Silk Mill closed for 2011/12. Figure includes visitors to special events.

**8.3.11 Economic Impact of Tourism:** Derbyshire attracts just over 51% of visitors to the D2N2 region, although only 44% of the spend. This is because 90% of Derbyshire's visitors are domestic and only 10% inbound, the latter having a higher level of average spend. Using the Association of Independent Museums (AIM) economic value toolkit and an average of the last 3 years and assuming that 45% of visitors are local, 45% are day visitors from further afield and that 10% stay overnight it is estimated that the attractions contribute £13.38 million p.a. into the local economy through direct and secondary spending. This figure excludes the value

of primary retail spending at sites such as Masson Mills, John Smedley and De Bradelei Mills.

**See Policies 3, 4, 5, 6, 7**

## 8.4 Hydro Electric Power Generation

**8.4.1** In an area that first harnessed water power on a scale that shaped the Industrial Revolution hydro-electric power has potential as a source of clean energy. The lower Derwent is currently used for the generation of hydro-electric power, with sites operating at Masson Mills, Belper and Milford. There are also nearby sites outside the DVMWHS boundary at Pentrich near Ripley and Longbridge in Derby. These sites sell power back into the national grid.

**Fig.9** Hydro Resource in the DVMWHS

Site	Est. current annual generation (kWh/yr)	Est. current no. of homes powered	Est. current CO2 savings (tonnes/yr)
Masson Mills	963,000	292	506
Cromford Mill	70,000	21	37
Belper	1,767,000	535	928
Milford	971,000	294	510
<b>Total</b>	<b>3,771,000</b>	<b>1,142</b>	<b>1,981</b>

**8.4.2** The river has the potential to generate more power and the DVMWHS is engaged in supporting this wherever possible, whilst also ensuring it has no detrimental impact on OUV. The Belper based community organisation *Transition Belper* is currently seeking funding to create a Local Community Enterprise Company to produce renewable

energy and a funding stream from a hydro-electric project. It is hoped that the profits will fund further renewable energy generation schemes and community projects which will support a local low carbon future.

**8.4.3** There could also be opportunities to improve fish passages alongside the development of these schemes, which will need to consider the following, alongside any negative impact on OUV.

- Turbine and screening arrangements to protect fish.
- Maintaining or improving fish passage within a water body.
- Sufficient flow in any depleted reach to maintain or improve the ecology of the water body so it is compliant with relevant directives.
- Design that avoids impairing flood management structures or adversely affecting land drainage.

**See Policy 8**



## 9.0

## THE SOCIAL LANDSCAPE



## 9.1 Interpretation

**9.1.1** Interpretation is the art of communicating the themes and stories of the DVMWHS and its historic, cultural and natural significance to the local community and visitors in a range of stimulating, involving, informative and entertaining ways. It should enable them to appreciate why it is so special and that they leave with a real sense of place and an experience of pleasure in making the discovery. Interpretation includes engagement with the communities and with visitors. The DVMWHS aims to work *with* people rather than simply *for* them. As a result this Plan supports the aims of the Heritage Lottery Fund *to make a lasting difference for heritage, people and communities* and those of the Arts Council laid out in *Culture, Knowledge and Understanding*. Responsibility for the interpretation of the Property lies with the attractions and the local authority partners. Much of this activity is co-ordinated by the DVMWHS team, supported by the Research and Publications Panel.

**9.1.2** Much has been achieved between 2007 and 2012, namely:

- WHS signage at all settlements within the Property.
- Discovery Days Festival, which delivers a range of walks, talks and events which explain the Property to visitors.
- The production of walking guides for Cromford Mills and Belper.
- Interpretation panels in Cromford, Masson, Belper, Milford and Derby. (30 in place and 2 more planned) These are high quality and follow a consistent design template.
- New signage for walkers along the Cromford Canal.
- Production of video for Leawood Pumphouse.
- Interpretation Plan produced and distributed to the Attractions. **(See Appendix 18)**

- The development of the master-plan for Cromford Mills by the Arkwright Society.
- The re-visioning of Derby Silk Mill as 'The Engine' (based on a description of the Silk Mill from Daniel Defoe's *Tour thro' the whole Island of Great Britain*) which will lead to a radical new life for the building, celebrating past and current creativity through exhibitions, areas for making and experimenting and a work zone for studios and rising businesses.
- The early stage of developing the Joseph Wright centre in Derby, which will celebrate the life and work of this internationally renowned painter who worked in what is now the DVMWHS.

**9.1.3** Work will continue to secure funding for additional interpretation and other activities within the Property where they are seen to be appropriate. These could include digital and smart phone applications.

**See Policies 3, 5, 7**

## 9.2 Education and Learning

**9.2.1** The DVMWHS has enormous value as a resource for formal and informal learning. The Property is an adaptable, valuable resource for teachers, and can be used to fulfil a number of curriculum needs. It can also act as a source of inspiration for subjects such as art, design and technology and also for informal learning.

**9.2.2** Each attraction is responsible for its own educational programmes, but there is scope for integrating it into a more cohesive, joined-up offer. Derby Museums Trust, Belper North Mill and the Arkwright Society have dedicated

Learning staff. Some of the sites rely on volunteers. Educational visits are a valuable source of income to all heritage attractions and can be developed further.

**9.2.3** The DVMWHS has worked extensively with the Derbyshire County Council Environmental Studies Team and has produced a range of resources for schools. It co-ordinated the content and production of the leaflet *Bringing Learning to Life* for Key Stage 1 and 2 pupils in 2012. This highlighted the partnership between Masson Mills, Cromford Mills and Strutt's North Mill which is offering specially designed learning days. It was distributed to all schools across Derbyshire.

**9.2.4** A Learning Co-ordinator was appointed in September 2011 and he has developed resources and partnerships with a range of cultural and educational organisations. The post-holder assists partners to plan and produce educational materials and co-ordinate events. The DVMWHS successfully participated in the UNESCO World Heritage Youth Event at Greenwich in 2012.

**9.2.5** It will be important for the Partnership to monitor changes in educational policy. If the trend towards 'free' schools and Academy status continues there will be a need to maintain and improve direct dialogue with schools. The revised National Curriculum (September 2013) proposes the following areas relevant to the DVMWHS to be studied at KS3. (11 to 14 year olds)

- The Enlightenment in Europe and Britain
- Britain as the first industrial nation
- Britain's transatlantic slave trade
- Local history study

This will require developing materials suitable for children in Years 7, 8 and 9. The Government's recent emphasis on 'Heritage Schools' and local history within the larger national narrative also represents an opportunity. Education providers within the DVMWHS will also need to investigate how they can link in to other areas within the National Curriculum e.g Art and Design, Design and Technology.

**9.2.6 Informal Learning:** The Belper Ambassador Programme has provided informal learning for almost 90 participants. Retail staff and owners, service providers and other front-of-house workers in the town were given a two-hour guided walk around Belper which highlighted the heritage, activities for children and places to eat and drink, public toilets, information points etc. Feedback has been overwhelmingly positive and more sessions will be held, subject to demand. A vinyl sign for shops (indicating that they are 'visitor friendly' and showing the DVMWHS logo) has also been introduced.

**9.2.7** The Ambassador scheme will be extended to Derby and at Cromford to align with the opening of the new facilities at Cromford Mills.

**See Policy 10**

## 9.3 Research

**9.3.1** The ICOMOS-TICCIH *Dublin Principles* (2011) places considerable importance on the requirement for researching and documenting industrial structures, sites and landscapes from a historical, technological and socio-economic perspective. The DVMWHS is committed to encouraging and commissioning research into the Property and its impact on the rest of the UK and the World.

**9.3.2** The research conducted for inscription has provided a baseline to support monitoring and informed management of the Property. It has also ensured that authenticity is protected within conservation and development works. The research agenda has been set by the Research and Publications Panel, which commissions work and also referees major pieces for publication and interpretation.

**9.3.3 The Derwent Valley Mills World Heritage Site Educational Trust:** The DVMWHS benefits from the work of this Trust, (Registered Charity No. 1099279) which was established in 2003. The Trust works closely with the Board and a Board member is Honorary Treasurer. In 2011/12 the Trust published

- Second edition of the Derwent Valley Mills and their Communities
- New edition of The Strutts and the Arkwrights by RS Fitton and A Wadsworth
- New edition of The Arkwrights, Spinners of Fortune by RS Fitton
- Cromford Mills Walk booklet

**9.3.4 Research Framework:** Although there is substantial literature on the Derwent Valley (see bibliography on the website) and it features in most general works on the Industrial Revolution one key aim of the Research and Publications Panel has yet to be realised. A Research Framework is required which provides an analysis of past work, builds research foundations and sets research themes for the future. Following negotiations with English Heritage in 2011/12 a successful bid was made in partnership with Trent and Peak/York Archaeological Trust to produce a framework by 2015. This process will further engage the DVMWHS with

universities, colleges, individuals and community based research projects which may have interests that relate to the Property.

**See Policy 9**

## 9.4 The Arts

**9.4.1** The potential of the DVMWHS as a catalyst for creativity has developed since inscription with the aim of bringing the Property alive for both residents and tourists, which in turn encourages more people to visit it. The Arts Working Group has worked closely with the Derbyshire County Council's Arts department and £268,000 of projects have been delivered since 2003. These have been supported by the Arts Council, Heritage Lottery Fund and the partner local authorities. Performance (Children of the Mills) and oral history (Threads) projects have been delivered alongside a Public Art Strategy. **(See Appendix I6)** This strategy recognises the need for most projects to be of a temporary nature so that they will not impact on OUV. Any permanent pieces should not be to the detriment of OUV.

**9.4.2** The DVMWHS team will continue to seek and develop partnerships with artists and organisations to provide guidance and deliver arts-based projects within the Property. In doing so it will support the key aims of the Arts Council in promoting excellence, engaging people, supporting a diverse range of artists and promoting arts experience for children and young people.

**See Policy 6**

## 9.5 Car Usage/Motor Bikes

**9.5.1** Cars remain the most popular method of travelling to the DVMWHS, despite the high price of fuel. For many people in Derby and Nottingham the Derwent Valley is seen as 'the countryside' and will remain a popular day trip destination for sight-seeing, shopping and walking. **(See I1.0)**

## 9.6 Walking and Cycling

**9.6.1** Walking is a popular form of recreation and widely promoted as part of a healthy lifestyle. Derbyshire's local authorities have developed a thriving programme of *Walking for Health* initiatives. The Property is a popular destination for walkers as well as providing opportunities for local residents to access local services and facilities, both on foot and by bicycle. Both Discovery Days and the Walking Festival promote a wide range of guided walks around the sites within the Property.

**9.6.2** The Derwent Valley Heritage Way long distance path passes through the whole length of the Site and there are also key links for walkers, cyclists and horses riders onto the High Peak Trail at High Peak Junction which in turn provides links into Derbyshire's wider trail and greenway network. The Cromford Canal is very well used and provides an easily accessible route from the canal basin at Cromford down to Whatstandwell and Ambergate. **(See I1.0)** There are a number of promoted walking routes linking the stations and communities throughout the Property.

**9.6.3** There are opportunities for improving access along and into the Property, contributing to the Rights of Way Improvement Plans for the County and City Councils and the Greenway Strategies promoted by the County Council.



## 9.7 Leisure Shopping

**9.7.1** The DVMWHS offers a number of significant shopping experiences, namely

- Masson Mills, Matlock Bath: Large factory outlet shopping experience under one roof. Mainly mid-market clothing, gifts and accessories.
- Cromford Mills: Specialist, antiques, plants and craft shops.
- De Bradelei Mills, Belper: Designer and factory clothing outlet.
- John Smedley, Lea Mills: Premium brand factory shop.
- Unity Mill, Belper: Derwentside Antiques centre.

**9.7.2** Leisure shopping will remain a popular activity and these aspects of the Property could be jointly promoted. There is also the potential to develop a range of leisure shopping and activities, arts, crafts and gallery spaces at the East Mill in Belper, which is currently in poor condition and largely vacant.

## 9.8 Volunteering

**9.8.1** Derbyshire has a long and proud tradition of volunteering within the Heritage Sector and the DVMWHS is no exception. As a partnership, it does not directly manage any of the key attractions within it. Partners both own and manage these and there is a diversity of provision. For example the stretch of the Cromford Canal within the DVMWHS is owned by Derbyshire County Council and managed by it through the Countryside Service. It also has access to the County Council's capital programme. Nevertheless it receives voluntary support from the Friends of the Cromford Canal through advocacy and practical work on the canal itself. Leawood pumphouse and the High Peak

Junction forge could also not operate without dedicated volunteers. The DVMWHS has produced a Volunteer Policy and a leaflet highlighting volunteering opportunities within the Property.

**9.8.2 Arkwright Society: Cromford Mills:** The Arkwright Society relies on a body of volunteers who undertake a wide variety of work. This includes: tour guides, shop attendants, secretarial and administrative support, catering, Christmas staff, production and distribution of leaflets and newsletters, website development, environment and ecological monitoring, photography and habitat management. There are more volunteers than paid staff. The majority of volunteers work part time and some operate from home.

**9.8.3 Cromford Masterplan:** The first phase of the Activity Plan will recruit a Volunteer Co-ordinator for the DVMWHS in 2013, with a target of 200 new volunteers over 5 years. The purpose of the post is to establish a professionally run volunteer service including recruiting, inducting, training and managing volunteers.

**9.8.4 Belper – Strutt's North Mill Trust:** The Trust employs two part-time staff but is reliant on volunteers to ensure the museum and shop is open, to care for the collections and facilitate educational visits.

**9.8.5 Derby Silk Mill:** The Silk Mill is a part of Derby Museums Trust which employs professional staff. The Friends of Derby Museums is a registered charity, founded in 1970. It is for anyone who believes in the cultural and educational values of museums, and wishes to turn that into practical support. The group has a membership of around 150 and aims to stimulate interest and public support for the work of the museums and to raise money to augment their routine funding.

The Friends of the Museums support specific projects and the purchase of many objects have been supported by them.

**9.8.6 Friends of Cromford Canal:** The Friends are a volunteer organisation with 850 members. They are an effective advocate for the canal and currently undertake working parties during the winter months to improve the channel and banks of the canal. The Friends have successfully applied for funding to operate a pleasure vessel on the canal.

**9.8.7 Friends of Belper River Gardens:** The Friends are a volunteer membership organisation. They currently undertake working parties to maintain the gardens. They have opportunities for gardening and stewarding at events.

**9.8.8 High Peak Junction / Leawood Pumphouse:** The site is owned by Derbyshire County Council and managed by the Countryside Service. Volunteers staff the forge and pumphouse on operational days.

**9.8.9 John Smedley:** The Company Archivist leads a small team of volunteers who are currently cataloguing and storing the archive and garment collections.

**9.8.10 Strutt's Centre:** The Community Centre is an entirely volunteer run organisation. It derives income from the hire of its premises for events, talks and classes for aerobics, etc.

**9.8.11** The DVMWHS employs a small team of officers to co-ordinate the delivery of the wide range of activities demanded of maintaining and developing a World Heritage Site. Their initiatives are often only able to be delivered through working with the volunteers from the partner organisations. A major activity like *Discovery Days* relies on a group of around 100 volunteers to deliver it. This includes

individuals already committed to bodies like Belper North Mill Trust or the Arkwright Society, but also other groups and individuals like those who open their historic houses to the public during the festival.

**9.8.12** The success of the volunteer programme at the London Olympics in 2012 demonstrated that well-trained and supported volunteers can make a real difference. Most volunteering is not for a single event and demands a long-term, regular commitment extending over years not days. The table below is a sample of organisations within the DVMWHS and shows how much voluntary work is carried out and gives an approximate monetary value to it.

**9.8.13** There are a number of issues that are common across most of the sites.

- A need to attract and maintain high quality Board members.
- A need to improve induction and training of volunteers.
- A need to recruit a new cohort of younger volunteers to ensure a smooth succession as the earlier generations retire from volunteering.

**See Policies 11,13**

**Fig.10** Volunteering within the DVMWHS ~ 2011/12

Organisation	Paid staff (FTE)	No. of Volunteers	Est. Vol. days worked	Value (£) (£50 per day)
Arkwright Society	15	200	3,142	157,000
Belper - Strutt's North Mill Trust	1.2	39	706	35,300
Derby Silk Mill	1.4*	84	49	2,950
Discovery Days	5	80	174	8,700
Friends of Cromford Canal	0	800	408	20,400
Friends of River Gardens	0	30	60	3,000
High Peak Junction & Leawood Pumphouse	10 (Area Team)	50	450	22,500
John Smedley (archive)	0**	5	163	8,190
Masson Mills	3	0	0	0
<b>Total</b>	<b>35.6</b>	<b>568</b>	<b>5,152</b>	<b>258,040</b>

\* Part of a larger team within Derby Museums Trust

\*\* John Smedley does not employ FT staff on the archives

## 10.0

## THE TECHNOLOGICAL LANDSCAPE



### 10.1 Social Media:

The expansion and increasing sophistication of new technology presents opportunities for promoting and interpreting the Property. The DVMWHS website has already proven a valuable communication and information tool and now requires updating and a re-design to make it more user friendly to prospective visitors. The DVMWHS is also represented on *Twitter* and *Facebook*. The attractions also have their own websites which promote the DVMWHS. Smart Phone apps are in use at Masson Mills and tags and other apps are currently being developed for the Property.

### 10.2

The DVMWHS has developed over 1,000 followers on *Twitter* within six months. There is clearly potential to grow this audience as a cost effective way of promoting marketing activity.

### 10.3 High Speed Broadband:

This has been noted in a previous section (8.1.2) and is crucial to the economic development of the Property. Creative start-up companies need this as a minimum infrastructure requirement. It is particularly important for the future development of business lettings within the Mills at Belper, Darley Abbey and Cromford. Pattern's Properties installed high speed broadband in their Darley Abbey properties in 2012.

**See Policy 8**



## 11.0

## TRANSPORTATION IN THE DERWENT VALLEY



## 11.1 Transport Policy in the DVMWHS

**11.1.1** Transport within the Property must be managed in an effective and sustainable manner so that the historic fabric, landscape and communities will be protected from environmental damage whilst safeguarding the needs of residents and other users of the transport system, including visitors. Derbyshire County Council and Derby City Council are the respective Transport Authorities for the DVMWHS and have developed Local Transport Plans (LTPs) for their areas. The respective LTPs outline a transport vision, goals, challenges to be tackled, and a strategy covering the period 2011 - 2026.

**11.1.2** The Local Transport Plan (LTP) is an important tool to help both councils, respective partners, and local communities plan for transport in a way that reflects local needs. During the LTP period (2011–2026) both Transport Authorities will make best use of their transport assets, such as roads and support low cost and low carbon alternatives like walking, cycling, and public transport.

**11.1.3** Through their respective LTPs, both Transport Authorities will work to improve safety and air quality to achieve a transport system that is efficient, promotes healthier lifestyles, safer communities, and safeguards the natural environment. Both authorities will seek to provide better access to workplaces and services, whilst also improving choice and accessibility of transport and integrating economic, social, and environmental needs. The respective LTPs also place emphasis on supporting a resilient local economy and improving the quality of life.

## 11.2 Traffic and Transport Issues in the DVMWHS

**11.2.1** Many of the transport links within the Property have a clear link to its OUV. The canal, railway and the A6 have played a key role in its development.

**11.2.2** Travel Information has been made more accessible together with a signing strategy for the DVMWHS. Car drivers are signed from the A38 and are encouraged to enter the Derwent Valley via gateway locations. Additional signage was erected on the A38 on the approaches to the A6/A38 Roundabout in Derby in 2012.

**11.2.3** There is an excellent public transport network throughout the DVMWHS with buses and trains running the length of it and linking into the attractions within the Property and the Buffer Zone. There are also good bus services from Bakewell, Chesterfield, Ashbourne and Alfreton. Other bus services from Chesterfield and Sheffield serve Matlock, from where connecting bus and rail services link south through the DVMWHS. However, car and motorcycle remain the most popular method of travelling to the Property.

## 11.3 Vehicular Traffic

**11.3.1** The A6 is the major highway route into and out of the Property. It is an arterial route running the length of the Derwent Valley and provides access to Matlock Bath and the Peak District National Park. Given the topography of the valley, which also accommodates the river, canal, and railway measures to significantly increase capacity on the A6 are not practical and would result in impact on OUV and the environment. It is therefore inevitable that it will continue to suffer from seasonal congestion.

**11.3.2** The A6 through the central area of Belper is narrow, at some points less than 6 metres wide. The number of junctions along Bridge Street and Chapel Street impedes traffic flow, which is further reduced by bus stops, traffic signals, and parked delivery vehicles. During peak periods, traffic movement along this section is slow. Bridge Street and Chapel Street have a number of listed buildings lining them, which are very close to traffic. This limits the economic viability for owners to invest in them. The creation of a bypass to the west of the A6, for the length of Bridge Street and Chapel Street has been debated since 1935 and the recent SPD has rejected this option which would have had a serious negative impact on OUV.

**11.3.3** At Cromford, in addition to the high volume of traffic on the A6, the B5016 (The Hill) is used by a large number of heavy goods vehicles, which are mainly associated with the local limestone quarries. The gradient of 12% contributed to a number of serious collisions and the introduction of necessary, but unattractive crash barriers, which damage the character of the conservation area. This traffic also leads to some dust, noise, and fume pollution.

**11.3.4** At Darley Abbey, access to the Mills from the village is via a single lane private toll bridge, which is in poor condition. These factors discourage its use as a 'rat-run' from the A38 to the A6. The Haslam's Lane entrance from Alfreton Road is a private road used by a small amount of traffic as a short cut to the Mill and housing on the east bank of the river. As lettings increase, there is a need for more parking on the Mill site.

**11.3.5 Traffic Flows:** The Integrated Transport Study of the World Heritage Site (2003) showed that traffic flows south of Cromford were higher at weekends, with the majority of destinations in the Peak area (including Matlock and Matlock

Bath). Nearly 60% of trips were for tourism, leisure and shopping. Matlock Bath remains a popular destination for motor-cyclists, many of whom pass through the Derwent Valley on the A6.

## 11.4 Car Parking

**11.4.1** As well as being a tourist attraction, the DVMWHS also contains homes and jobs for a significant number of people, all of which generate car journeys and a need for parking.

**11.4.2 Cromford:** An increase in visitors to Cromford is likely to be accommodated at Cromford Mills rather than in the village, which has inadequate parking for residents, shoppers, and visitors. Car parks at the Mills are adequate for present, short, and medium term needs and the nearby Cromford Wharf car park offers an overspill capacity. On-road parking on Mill Lane needs to be reduced alongside public realm improvements and traffic speed reduction. The Arkwright Society is committed to sustainable tourism and has set an overall capacity for the Mill site of 250,000 visitors per annum. It is believed this level of use can be sustained without risk to the historic fabric and over-stretching the local infrastructure. At present, there are approximately 100,000 visits to Cromford Mills per year. The Society is also committed to maximizing the use of public transport as Cromford railway station is a 5-minute walk away.

**11.4.3** The Cromford Canal, for which Cromford Canal Wharf and the High Peak Junction car parks are the principal access points, is used by more than 250,000 pedestrians annually. The Canal towpath is used mainly for recreation purposes, and as a link between Cromford and High Peak Junction.

**11.4.4** Masson Mills has an extensive multi-storey car park within the complex. This charges a fee.

**11.4.5 Belper:** The town is well served for car parking (including two free car parks) which is a few minutes' walk from the Mills and historic streets. However the car parking near the North Mill visitor centre is limited, which restricts visitor numbers. The nearby River Gardens car park charges a fee.

**11.4.6 Milford and Darley Abbey:** These areas do not possess visitor attractions and the former has a car park and limited on-street parking. Darley Abbey has an adequate car park at the northern end of Darley Park. Parking on the mill site is reserved for tenants.

**11.4.7 Derby:** Derby is continuing to develop its riverfront, which is linked to the historic Cathedral Quarter and the Silk Mill development will lead to increased visitor numbers. A footbridge now connects the Silk Mill side to new residential developments. Although it has no car park, the Museum's central location is within easy reach of the city centre car parks. The Museum is accessible by pedestrians/cyclists and is well signposted within the city centre; it is only a few minutes' walk from Derby's central bus and coach station. Derby railway station is one mile away but there are frequent buses into the city centre.

**11.4.8** North of the Silk Mill, there is a continuous swathe of public parkland along the western side of the river extending to Darley Abbey. A riverside footpath through Derwent Park/Darley Abbey Park and a network of cycle paths provides good access through attractive historic parkland. Following the development of the Silk Mill there is potential to link it with Darley Abbey through improving this network. There is also the opportunity to provide cycle hire and a river-bus service. (A feasibility study was produced in 2009).

## 11.5 Public Transport

**11.5.1** Public transport services in the DVMWHS are provided by a number of private operating companies, with some services receiving financial subsidy from Derbyshire County Council. The *Derbyshire Wayfarer* combined ticket encourages visitors to use public transport. It can be used on all bus and rail services across the County, and allows visitors to the DVMWHS greater flexibility in respect to journey times. Visitors can travel by bus at any time and on rail services after 9 a.m. The ticket also extends to some locations outside the County allowing visitors from Sheffield, Uttoxeter, Burton- on-Trent and East Midlands Airport to access the Property using just one ticket. This should be actively promoted.

### Rail

**11.5.2** The DVMWHS is fortunate to have a railway line running its entire length between Derby and Matlock. The service operates hourly Monday to Saturday and two-hourly on Sunday calling at Matlock, Matlock Bath, Cromford, Whatstandwell, Ambergate, Belper, Duffield, Derby and continuing to Nottingham. This service is central to the development of sustainable transport within the Property. There is also the Ecclesbourne Valley Line which links Wirksworth to Duffield.

**11.5.3** The line benefits from a Community Rail Partnership between local authorities, the train operating company and local organisations. Its vision is *The operation of a frequent and reliable 7 days a week railway service that will attract a growing market, meet the needs of residents and visitors and support the economy of the Derwent Valley.* The Partnership aims to

improve stations and facilities, engage with local communities, promote rail travel and conduct marketing. It is supported by the Friends of the Derwent Valley Line, who share similar aims and also act as a lobby group to maintain and deliver services. In 2011/12 a total of 564,055 passengers travelled to or from local stations on the line, (a 7% increase on 2010/11). 93% of trains run on time. Between 2007 and 2012 the increase in passengers using local stations has risen by 108%. This figure illustrates a rise in use by both tourists and commuters.

**11.5.4** The line is single track from Ambergate to Matlock where it terminates. Unless dual track is re-instated or a loop introduced the service will remain hourly. The current service between Matlock and Nottingham operates using diesel trains, although electrification plans by Network Rail for the Midland Mainline north of Bedford through to Derby/ Nottingham and Sheffield affords a one off opportunity to electrify the line to Matlock by 2020 and reduce journey times. The overall Midland Mainline electrification project will require communication and co-operation with Network Rail throughout the life of this Plan. The works and their impact on OUV will need to be closely monitored, especially in respect of the Belper railway bridges.

**11.5.5** A heritage rail service is operated by Peak Rail between Matlock and Rowsley. In 2011, Peak Rail began operating its services into Matlock station. This has opened up the opportunity to run excursion trains on Sundays between the less frequent local services. The first excursion operated from London to Rowsley in May 2012 and such occasional services offer visitors the opportunity to access the DVMWHS as part of their excursion.



**11.5.6** There are car parks at all stations throughout the Property although these are limited, especially at Cromford, and vary in cost. There is the potential for cars to park at the stations and access attractions by rail but given that they have adequate parking most visitors move from attraction to attraction by car.

## Bus

**11.5.7** The DVMWHS is well served by bus services, particularly north-south. Main services within the Property include:

- Transpeak – Manchester to Derby.
- 6.1 – Bakewell to Derby via Wirksworth serving Matlock, Matlock Bath, Cromford, Belper, Duffield, Darley Abbey and Derby (hourly between Bakewell and Derby, half-hourly between Matlock and Wirksworth)
- 140 – Matlock to Alfreton via Matlock Bath and Cromford (two-hourly)
- 141 – Matlock to Ripley via Matlock Bath and Cromford (two-hourly)
- M2 – Cromford Mills to Matlock
- 17/17A Derby to Allestree Park Farm or Duffield via Darley Abbey

**11.5.8** It is important to maximise use of the existing services through promotion of bus and rail services as an integrated network. Most services operate on a commercial basis; however some only operate because of a subsidy from Derbyshire County Council. ‘Socially necessary services’ are therefore vulnerable to reductions in frequency, especially in the evenings. With the exception of some Transpeak journeys, there is spare capacity on existing bus services within the Property.

## Coach Parties

**11.5.9** Private hire coaches bring visitors to the DVMWHS. These are either commercially run tours by coach/travel companies or chartered coaches by groups such as National Trust groups, Women’s Institutes etc.

**11.5.10** Coach facilities are required to attract group operators and they require specific drop zones, close to toilets and a café on arrival and driver rest facilities and free parking. Currently there is adequate coach parking at Masson Mills, but there is no designated coach parking at the Cromford Mills car park and coaches park on Mill Lane. Belper and Milford have no designated coach parking and drop-off points. Coaches can drop off visitors to Strutt’s North Mill easily on the layby at the Mill and then park off the A6 on Goods Yard. The 2012 Supplementary Planning Document recommends a coach drop-off point in this area. (R21 p.18) In Derby there is a drop-off point on Full Street for the Silk Mill but the nearest coach parking is at the Cattle Market on Chequers Road. (1.4 miles away) The DVMWHS needs to take a more co-ordinated approach to promoting the Property as a venue for coaches and also to work with partners to ensure that there are adequate facilities for them.

## 11.6 Walking and Cycling

**11.6.1** Walking and cycling have been discussed in 9.6 as they are significant recreational activities within the DVMWHS. The Tourism Strategy highlights the opportunities to develop it as a destination for walkers. The DVMWHS Discovery Days Festival features many guided walks and a Walking Festival was introduced in 2013.

**11.6.2** The busy roads do not encourage cycling as a means of travelling to the Property. Transport of bicycles on buses is not possible and limited to two per train. Most road and off-road cyclists arrive by car. The Greenway Strategies promoted by the County Council have identified a long-term goal of providing a network of safe, off-road multi-user trails to benefit walkers, cyclists, horse riders and wheelchair users along the Derwent Valley and providing links across the Property to other routes. The 2012 scoping report on the Cromford Canal may provide opportunities if the concept of the canal as a ‘linear park’ are progressed.

## 11.7 Developing Policy

**11.7.1** The Tourism Strategy and the ambitions of the key attractions all aim to improve the product and to increase visitor numbers and revenue. If successful this will attract further traffic growth with some congestion at peak periods. Integrating tourism and transport plans and promoting public transport is essential if car usage is to be reduced. However, given the current economic climate additional capacity on bus and rail services will be dependent on sufficient extra demand. Key to generating demand is to make public transport known to, and attractive to users. The aims of this Plan is not to penalise private car users but to ensure that the greatest number of people will be able to move within the Property without damaging it.

**11.7.2** A coordinated approach to the adoption of “Travel Plans” for individual mill sites and other attractions needs to be developed. Such plans would include the transport needs of staff as well as visitors.

**See Policies 4, 5, 6, 7, 8**

12.0

## THE LEGAL LANDSCAPE



## 12.1 Planning

**12.1.1** In line with the NPPF, policy frameworks at all levels should conserve the OUV, integrity and authenticity of the Property and its setting, including the Buffer Zone. Appropriate policies for the protection and sustainable use of the DVMWHS including enhancement where appropriate, should be included in relevant plans. Policies should take account of international and national requirements as well as specific local circumstances.

**12.1.2** There are also a range of statutory and non-statutory measures which offer protection to the Property and its setting. Monitoring of the Property and the Plan will reflect changes in local and national policy.

### National

- Ancient Monuments and Archaeological Areas Act 1979
- The Town and Country Planning Act 1990
- The Town and Country Planning (General Permitted Development) Order 1995 as amended.
- The Town and Country Planning (Environmental Impact Assessment) Regulations 2011
- The Protection and Management of World Heritage Sites in England (English Heritage Guidance Note) Circular 07/09
- NPPF Practice Guidance August 2013
- National Planning Policy Framework 2012
- The Environment Act 1995
- Hedgerow Regulations 1997
- The National Parks and Access to the Countryside Act 1949
- Planning (Listed Buildings and Conservation Areas) Act 1990
- Wildlife and Countryside Act 1981

### International

- The World Heritage Convention 1972 (ratified by the UK in 1984)
- World Operational Guidelines for the Implementation of the World Heritage Convention
- The Valetta Convention 1992
- The Nara Document on Authenticity

### Local

**12.1.3** One potential threat to the OUV is the impact of new development. The critical dimension of the SOUV (see 2.1) is the protection of the landscape setting of the mills and their communities described as a 'remarkable cultural landscape arrested in time'. The need to ensure this landscape is protected received the highest level of support during the public consultation conducted in 2012. Section 54A of the Town and Country Planning Act provides that determination of development proposals under the Planning Acts must be made in accordance with the development plan, unless material considerations indicate otherwise. It is therefore essential that Local Plans, and their successor Local Development Frameworks (LDFs), contain adequate policies to protect the DVMWHS and its setting. The DVMWHS has a Buffer Zone which was approved with inscription in 2001. **(See Appendix 2)** Buffer Zones are areas surrounding World Heritage Sites which have complementary legal and/or customary restrictions placed on their use and development to give an added layer of protection to the Property and its setting.

**12.1.4** When developing Local Plan policies to protect and enhance the Property and its OUV, local planning authorities should aim to satisfy the following principles:

- Protecting the DVMWHS and its setting and Buffer Zone from inappropriate development.

- Striking a balance between the needs of conservation, biodiversity, access, the interests of the local community, the public benefits of a development and the sustainable economic use of the Property in its setting, including the Buffer Zone.
- Protecting the DVMWHS from the effect of changes which are relatively minor but which, on a cumulative basis could have a significant effect.
- Enhancing the DVMWHS and its setting where appropriate and possible through positive management.
- Protecting the DVMWHS from climate change but ensuring that mitigation and adaption is not at the expense of integrity or authenticity.

**12.1.5** The Localism Act 2011 abolished Regional Strategies. The East Midlands Regional Plan was formally revoked on 12 April 2013. Localism introduced a new right for communities to draw up a neighbourhood plan. Neighbourhood planning will allow communities, both residents, employees and business, to come together through a parish council or neighbourhood forum and say where they think new developments should go, and what they should look like. These plans can be concise or detailed and provided they are in line with national planning policy and 'the vision for the wider area set by the local authority' will allow local communities to grant full or outline planning permission in the areas where they want to see new homes and businesses. It is therefore important that the Local Plans (or equivalent) of the planning authorities within the DVMWHS and any associated neighbourhood plans recognise the role of its OUV within the planning process and that planning authorities consult the DVMWHS, English Heritage, Natural England and the DCMS at an early, preferably pre-application stage.



**12.1.6 Planning Applications:** Applications proposing any change that might affect the OUV, integrity and authenticity of the DVMWHS through development within the Property or the Buffer Zone need to submit sufficient information with their applications to enable assessment of impact on OUV. This can include visual impact assessments and archaeological and historical information. In many cases these will form part of an Environment Statement.

**12.1.7** Planning policies contained in the Local Plans of Derbyshire Dales District Council, Amber Valley and Erewash Borough Councils, Derby City Council and the Joint Minerals and Waste Local Plans of Derbyshire County and Derby City Councils also apply to the DVMWHS. Local planning authorities are in the process of preparing their Local Development Frameworks that will replace the old style Local Plans. Consideration has been given to how new planning policies may best be framed to protect the Property and its setting and representations have been submitted in response to public consultations on the draft Core Strategies.

**12.1.8 Derbyshire Dales District Council:** The adopted Local Plan includes Policy NBE 25 – Derwent Valley Mills World Heritage Site. For details of the policy NBE25 see page 84 of the plan, which can be accessed at <http://www.derbyshiredales.gov.uk/planning-a-building-control/planningpolicy/localplan>. There are also policies for conservation areas (NBE21 and NBE22), listed buildings (NBE17, NBE18 and NBE19), archaeological sites (NBE24), landscape character (NBE8), development affecting a Listed Building (NBE16) and registered historic parks and gardens (NBE23) in Chapter 6 Natural, Historic and Built Environment. The District Council's approximate timetable its draft Local Plan is submission in Autumn 2013, public examination in January 2014 and adoption in 2014.

**12.1.9 Amber Valley Borough Council:** The adopted Local Plan (2006) includes planning policy EN29 relating to the Derwent Valley Mills World Heritage Site, its Buffer Zone and Management Plan. Policies EN26 and EN27 relate to the protection of the character and appearance of conservation areas. Policy EN7 relates to landscape character areas and includes reference to the presence and pattern of historic landscape features. Policy EN32 states that planning permission will not be granted for development proposals that would have an adverse impact on the landscape character of a registered Historic Park and Garden. The policies have been saved until replaced by the Core Strategy and subsequent Local Development Framework. The Local Plan can be found at <http://www.ambervalley.gov.uk/environment-and-planning/planning/community-planning/local-plan.aspx>

**12.1.10** The Supplementary Planning Document and development brief for land within the DVMWHS between the A6 the River Derwent at Belper was adopted by Amber Valley Borough Council in 2013. Amber Valley and Derby City Council is in the process of developing their core strategies. Consultation is ongoing at the time of writing.

**12.1.11 Derby City Council:** Until the new Local Development Framework is adopted, the saved policies of the City of Derby Local Plan Review January 2006 can be seen at <http://derby.gov.uk/environment-and-planning/planning/local-development-framework>. These include policy E29 which states that proposals which would have an adverse impact on the special character of the DVMWHS will not be allowed; it also protects its setting. Policy E22 seeks to secure the retention, restoration, maintenance and continued use of locally important historic parks and gardens. These include Darley Park and Derwent

Park. R6 allows for the conversion of existing buildings in the Darley Abbey Mills complex for certain uses to secure the retention, restoration, maintenance and continued use of listed buildings, providing they are compatible with the architectural and historic character of the complex, respecting its important contribution to the DVMWHS. It was clear that having developed the conservation-led Darley Abbey Regeneration Strategy (**Appendix 7**) that the policies in the Local Plan no longer addressed the economic needs and conservation of the Mills site through Policy R6. The Core Strategy Document, to replace the City of Derby Local Plan is currently being drafted and until this has been adopted, an interim planning policy statement was put in place to address this gap (January 2012). A conservation plan for the Darley Abbey Mills site and for the stables was developed and along with a number of other informing documents fed into the Darley Abbey Regeneration Strategy.

**12.1.12 Erewash Borough Council:** The saved policies of the Erewash Local Plan can be viewed at <http://erewash.gov.uk/planning-building-control/planning-policy.html>. Policy EV19 – World Heritage Site and Buffer Zone on page 60 gives protection from harmful development. There are also policies for conservation areas, listed buildings, landscape character and registered historic parks and gardens in Chapter 6, Environment. Erewash Borough Council conducted public consultation in the winter of 2011 as part of the Greater Nottingham Aligned Core Strategy with adoption expected in 2012/13.

### 12.1.13 Derby and Derbyshire Minerals Local Plan:

The saved policy MP4 gives protection to interests of acknowledged environmental importance from irreparable or unacceptable damage resulting from mineral development proposals. The Derby and Derbyshire Waste Local Plan applies the precautionary principle relating to the risk of environmental damage from proposed waste development (Policy W4) and Policies W5, W6 and W7 give protection to identified interests of natural and built environmental importance, landscape and other visual interests. Derby City and Derbyshire County Councils conducted a series of engagement exercises on both the Minerals and Waste Plans during 2011. The process is continuing due to changes in the National Planning Policy Framework.

Further information on both the saved policies and progress on preparing the Minerals and Waste Plans can be found at [http://www.derbyshire.gov.uk/environment/planning/planning\\_policy/minerals\\_waste\\_development\\_framework/default.asp](http://www.derbyshire.gov.uk/environment/planning/planning_policy/minerals_waste_development_framework/default.asp)

**12.1.14 Special Planning Guidance:** A number of other UK World Heritage Sites (Bath, Liverpool) have produced Supplementary Planning Documents which relate to World Heritage Sites. The impact of the new Planning Policy Framework will need to be monitored and the Board may wish to consider the need for a Supplementary Planning Guidance document.

## 12.2 The Built Heritage

**12.2.1** The DVMWHS is the birthplace of the modern factory system. The first stages of this process occurred in Derby with the opening of Lombe's Silk Mill in 1721. It was followed by Richard Arkwright's Cromford Mill which provided the true blueprint for factory production. The

structures which housed the new industry and its workforce and the landscape created around them remain and the degree to which they survive is remarkable. These include those developed by the entrepreneurs Jedidiah Strutt, Thomas Evans and Peter Nightingale. They also followed Arkwright's example of developing communities for their workers. As such, the developments at Belper from 1776 to 1777, at Milford in 1781 and Darley Abbey from 1782 provided models for the creation of industrial communities. So much of the original infrastructure survives so the maintenance of these buildings and features are central to the protection of its OUV and the work of the partners within the Property.

**12.2.2** The key sites within the Property, listed at page 11 of the Nomination Document, have statutory protection, as do the majority of the properties in the DVMWHS described in **Appendix 3**. The grounds of Willersley Castle at Cromford, the River Gardens at Belper and Belper Cemetery are on the English Heritage Register of Parks and Gardens of Special Interest. However, most of the statutory lists were last revised in the mid to late 1980s, with some dating back to the 1970s. Subsequent research may identify further buildings of special architectural or historic interest. Mechanisms for their protection include identification on non-statutory local lists and spot-listing.

**12.2.3 Conservation Areas:** The DVMWHS includes the whole or part of thirteen pre-existing Conservation Areas, covering four local authorities. A further two are wholly or partly within the Buffer Zone.

**12.2.4 Conservation Area Character Appraisals:** These have been approved by Derbyshire Dales District Council for

Cromford (September 2007), Castle Top / Lea Bridge High Peak Junction (December 2006), Matlock Bath (July 2006) and Bonsall (April 2011) – the latter two including small areas in the Buffer Zone. The boundary of Bonsall Conservation Area has been amended but this does not affect the extent of the area within the Buffer Zone. The Cromford Conservation Area was extended in 2007.

**12.2.5** A character appraisal for land between the A6 and the River Derwent, Belper took place in early 2012, to better inform the writing of a Supplementary Planning Document for the development area surrounding the former Thornton's factory site. It is desirable for a Conservation Area Appraisal for the rest of Belper and Milford Conservation Area to be produced in accordance with English Heritage guidance, but resources for this are not currently available. The Darley Abbey Conservation Area Appraisal is planned for 2014/15.

**12.2.6 Conservation Plans:** A conservation plan for Cromford Mills was produced by the Arkwright Society and a Conservation Management Plan produced for the Cromford Canal by Derbyshire County Council in 2007. It was followed by the Atkins report (Preliminary Scoping and Options Study) of November 2011. A conservation plan for the terraces of mill workers' houses at Milford has been produced for Amber Valley Borough Council, to guide the restoration of lost architectural features, which was encouraged through the Belper Townscape Heritage Initiative. A conservation plan for Derby Silk Mill will be included in any future application to the Heritage Lottery Fund.

**12.2.7 Heritage at Risk:** A relatively small number of the 845 Listed Buildings (808 at the time of inscription) within the Property have been identified as being at risk through disrepair

or disuse. English Heritage's *Heritage at Risk Register* is currently limited to cover Grade I and II\* Listed Buildings and Scheduled Monuments. The 2011 revision of the Register has 13 entries within the World Heritage Site. Six of these relate to different grade II\* buildings at Dalley Farm, Belper and three to the Mill complex at Darley Abbey. Of the Grade I buildings Cromford Mill appears in the category "under repair..." but Belper's North Mill appears within the category "slow decay; no solution agreed". There are problems with flooding in the basement area and the roof is a cause for concern. English Heritage has recognised Cromford, Belper North Mill and Darley Abbey Mills as priority sites within the DVMWHS. These are the most pressing 'buildings at risk' issues which need to be addressed. The reinstatement of the severely damaged Cromford Mill Aqueduct (Grade I) remains a priority.

**12.2.8** In order that the DVMWHS can assist partners in bidding for heritage funding, a list of **Attributes at Risk** will be developed. The Values and Attributes created for the Derwent Valley Mills in 2010 are endorsed by UNESCO and are a valuable conservation and development tool for the Property and the local planning authorities.

**12.2.9 Historic Weirs:** The construction of weirs to power the mills along the River Derwent have had a significant impact in creating the distinctive landscape. They are key attributes which are central to the OUV as their construction enabled the early factories to have adequate water-power. If they are not maintained there could be a threat of collapse, the results of which would fundamentally change the shape and function of the river. A project to conduct a 'health check' on the fabric of the weirs is a part of the DerwentWISE project.

**12.2.10** An additional register is the *Derbyshire Buildings at Risk Register* compiled by Derbyshire County Council in association with the local planning authorities. It is hosted by Derbyshire Historic Buildings Trust and includes some non-designated heritage assets within the DVMWHS which contribute to the OUV. [www.derbyshirehistoricbuildings.org](http://www.derbyshirehistoricbuildings.org) It includes Grade II listed and some non-listed buildings.

**12.2.11 The Changing usage of Historic Buildings and Fabric:** Maintaining and enhancing the fabric of the built environment is central to the Plan. Changes in use, lifestyle and technology all have an effect on the architectural and historic integrity of buildings within the Property. Where historic buildings become redundant conversion to a new use can save them from dereliction but care needs to be taken to avoid damaging alterations. Where buildings retain their original use, modern requirements can result in unsympathetic alterations which may have a negative impact on the character of an area. An important example is the Strutt family's most prestigious model farm, converted from a coaching inn in the early 19th century. Crossroads Farm is a large 30-room building with unique surviving Strutt features, including iron-framed out-buildings. It is likely to be sold in 2018 when all leases expire and could be vulnerable to development pressures which could see the house and outbuildings broken into smaller units. The DVMWHS will monitor this situation.

**12.2.12** Authentic, high quality repairs to historic buildings are relatively expensive. For example, the costs of appropriate repairs to the Strutt and Arkwright workers housing may initially appear disproportionately high relative to their value. Nevertheless cultural trends continue to value historic properties with original internal and external features, thereby increasing their market value.

\* Note: This identifies the building of critical importance and is not inclusive. Other designated and non-designated assets will continue to be identified and monitored during the life of this plan.

**Fig. 11** Sites at Risk in English Heritage Register 2011\*

Site	Local Authority	Listing	Condition	Ownership
Darley Abbey Mills (3 entries for 8 buildings)	Derby	I and II*	Poor and Fair	Private
Dalley Farm (6 entries for 6 buildings)	Amber Valley	II*	Fair	Private
North Mill, Belper	Amber Valley	I	Poor	Company
Archway/Footbridge Belper	Amber Valley	II*	Fair	Company
Horsehoe Weir, Belper	Amber Valley	II*	Fair	Company
Cromford Mill	Derbyshire Dales	I	Fair	Trust



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**12.2.13 Road surfaces:** There are historic road surfaces within the DVMWHS, most notably within the Clusters at Belper and at Cromford. The former are in a complicated mosaic of private ownerships and are not adopted by the County Council. They have deteriorated over the past twenty years and funding needs to be found to ensure that they retain their integrity.

**12.2.14 Grant aid:** This can play an important role in helping to secure appropriately high conservation standards for works of repair and in encouraging the reinstatement of lost historic detail, especially for private owners. It also aids the greater understanding of individual buildings and areas. English Heritage is able to consider grant applications for repairs to Grade I and II\* Listed Buildings, and local authorities can consider grants for all historic buildings, though not all have grant schemes at present. The Property does have a PSiCA (Partnership Schemes in Conservation Areas) scheme for the Belper and Milford Conservation Areas, which has been successful. The scheme aims to promote authentic reinstatement of despoiled or missing architectural features, encourage high quality repairs in appropriate materials and promote improvement in the design and appearance of signs. Derby City Council also has a grant scheme to improve the fabric of Darley Abbey Mills.

**See Policies 1, 2, 3, 12**

## 13.0

## ENVIRONMENTAL AND CLIMATE CHANGE ISSUES



## 13.1 Background

**13.1.1** Due to its topography there will always be pressure for development within the floodplains in the urban areas of the Derwent Valley. Most of the Property's key assets are built on the floodplain. New development could cause a greater risk of flooding through reducing natural drainage. The Environment Agency (EA) is a consultee in the planning process. Flooding will become an increasingly significant factor due to global climate change.

**13.1.2** The River Derwent is one of the most intensely managed rivers in England. Utility and industrial water users make high levels of demand and licensed abstractions for mineral processing and limestone quarries can have an impact. The river is surrounded by one of the largest networks of broad-leaved woodland in northern England. Ash dieback disease (*Chalara Fraxinea*) has been identified in Southern England and it is possible that infection could spread to this area within five to seven years. Derbyshire is currently classified by DEFRA as having a low risk of infection by 2017. Changes to the landscape would have a detrimental impact on the setting of the Property and its OUV.

**13.1.3** Current predictions estimate increasingly unstable weather conditions as a result of global warming and climate change. Rainfall is expected to increase which will have implications for flooding. Projects within the DerwentWISE programme aim to address these issues through planting and improved land management.

**13.1.4** Some mills, such as Masson, produce power for the National Grid under the Government's Non Fossil Fuel Obligation Scheme. The DVMWHS Economic Development

Plan highlighted good practice of water powered electricity generation at Milford, Belper and Masson and pointed to the greater potential of the river as a source of sustainable power. The control and monitoring of the surface water system and the aquifers require co-ordinated long-term planning. Without these controls, the operation could result in falling levels of water for the Horseshoe Weir at Belper and the lowering of water levels at Belper River Gardens. This would have an impact on the significance of the Property, biodiversity, and the amenity of local communities and visitors. The Belper Mills site has the potential to increase turbine generated hydro-electric power and (subject to planning permissions) the roof of the East Mill could also host solar panels.

**13.1.5** The horseshoe weir at Belper (owned by Carfrae Holdings) is in need of repair. Discussions have been held with the Environment Agency and others to explore the options for funding essential repairs and for undertaking programmes of planned maintenance to these and other significant water features within the Property. However no source of funding, other than from owners, has been identified to date. The rock weir, downstream from the horseshoe weir is also in need of repair. The basement of the North Mill, Belper, suffers from periodic flooding. This problem has been highlighted in the National Heritage at Risk Register.

**13.1.6** Severn Trent Water wish to replace the existing bridge across the Derwent at its sewage treatment plant, off the Lea road, near High Peak Junction. The Environment Agency requires any new bridge here to provide significantly greater clearance above water level. This sets a design challenge as a higher structure will be more intrusive within this rural setting.

**13.1.7** Environment Agency requirements pose a similar challenge at Milford, where there is a wish to reconnect the opposite banks of the River Derwent with a multi-user bridge on the site of a former structure above the historic northern weir. A new bridge here would link two areas of the village and avoid the busy A6 and provide an opportunity for improving public access across the river for cyclists and horse riders. The original pedestrian bridge was elevated only a few feet above the weir but a new bridge will have to provide greater clearance to meet EA requirements.

**13.1.8** The provision of an adequate water supply for the Cromford Canal, both as an historic structure and as an SSSI is an important issue. There is a need to ensure that quarrying within the Bonsall Brook catchment area does not have an adverse impact on water supplies, that industrial processes in the Via Gellia do not extract water to the detriment of the Brook and that sufficient water is supplied to the canal.

**13.1.9** Currently, there is no provision for new land to be allocated for mining or surface mineral-working within the Property or the Buffer Zone. Any new application would be assessed against preservation of the OUV.

## 13.2 Risk Preparedness

**13.2.1** The United Kingdom and Ireland Blue Shield (UKIRB) and the International Committee of the Blue Shield (ICBS), which co-ordinates emergency response efforts on behalf of ICOMOS recognise a holistic approach to conservation, viewing deterioration of the built fabric as a continuum, with daily attrition at one end and disaster at the other. *Risk Preparedness: A Management Manual for World Heritage Culture*, published by the International Centre for the Study of

the Preservation and Restoration of Cultural Property (ICCROM), assists the care of historic properties. The Sites within the Property are aware of REDS (East Midlands Regional Emergencies and Disaster Support Service) and have been encouraged to use their disaster planning model.

**13.2.2** The principal anticipated threats are from fire, flooding and vehicle impact damage. Each key heritage building within the Property has its own Health and Safety procedures and should have its own Disaster and Business Continuity Plan, with copies held off-site and with the Emergency Services. These plans should also be designed to deal with acts of terrorism which can have an impact equal to and beyond environmental disasters.

**13.2.3** The United Kingdom has a comprehensive and reliable system of emergency services, and a number emergency plans and joint operating protocols are already in place for managing known hazards within the site. These include:

- The Derwent Valley Flood Contingency Plan.
- The Derbyshire Flood Contingency Plan.
- The Derby and Derbyshire Emergency Plan.
- The Derbyshire Joint Emergency Services Major Incident Procedures (JESMP).

## 13.3 Fire Risks

**13.3.1** The DVMWHS is covered by three separate Divisional Offices of the Fire and Rescue Service. The Matlock office covers Cromford, the Ilkeston office covers Belper and Milford and the Derby office (Ascot Drive) covers Darley Abbey and the Silk Mill. Many of the principal historic buildings within the Property are covered by existing UK fire safety legislation, e.g. The Fire Precautions Act 1971. The key

buildings within the Property need to have current Fire Action Plans within their overall Disaster Plans.

**13.3.2** UK Acts of Parliament and regulations applying to fire safety have an emphasis on protecting life. Within the DVMWHS, the importance of preserving the historic building fabric of the key buildings and sites is an additional consideration.

## 13.4 Flood Risks

**13.4.1** The Derwent Valley has suffered from frequent and extensive flooding, with twenty occasions between 1875 and November 2010. Since inscription the river has flooded in February 2002 and June 2007 with no detrimental impact on OUV. The Derwent is defined as a 'Main River' by the Environment Agency and the Department of Environment, Food and Rural Affairs (DEFRA). The Environment Agency has powers to carry out monitoring, maintenance and improvement along the watercourses in the area and it has introduced a number of flood alleviation schemes to protect the urban areas within the Property from flooding. It has identified significant parts of the Derwent Valley floodplain which should remain undeveloped, thereby maintaining water storage capacity in the event of flooding.

**13.4.2** The Environment Agency operates a 'Flood Warning Service' across England and Wales and takes the lead role in passing flood warnings to the emergency services, local councils and people at risk in order to safeguard life and property. Flood warnings are challenging for the Derwent Valley as water levels can rise very quickly. Emergency Flood Plans are in existence, which refer to the DVMWHS under "Special Considerations". These plans are regularly reviewed by the relevant Emergency Planning Authorities.



**13.4.3** Following a consultation exercise Derby City Council and the Environment Agency jointly produced *Our City, Our River* a master plan for improving its flood defences and improving the river as an amenity in January 2011. The existing flood defences offer a low standard of protection and some are coming to the end of their design life. Existing levels of flood risk have hampered regeneration and development opportunities.

**13.4.4** The plan concluded that the best way to integrate the defences into the urban environment was for some of them to be constructed as part of new development. The project will require monitoring, especially in relation to new development within the Property, any new bridge at Darley Abbey Mills and the retention of historic weirs. Simply raising the level of the existing defences is not an option and the masterplan notes that this would have a detrimental impact on OUV at Darley Abbey.

## 13.5 Landscape

**13.5.1** The historic landscape of the river valley is a major factor in determining the special character and sense of place associated with the Property. The County Council, in partnership with the Countryside Agency and the District Councils, completed a landscape character assessment for the county, outside the Peak Park, culminating in the publication of the 'Landscape Character of Derbyshire' in 2003. In addition to this, Derbyshire Dales District Council has a Supplementary Planning Document on Landscape Character and Design (July 2007) which identifies the importance of the DVMWHS. The Derbyshire work builds on the Countryside Agency's national landscape characterisation project to provide detailed descriptions of

the physical, natural and cultural elements that help to define the character of the landscape.

**13.5.2** Historic landscape data has been extracted from maps, field survey sheets and existing publications, supplemented by additional information from the findings of the historical survey undertaken for the County Council by the Peak District National Park. That survey analysed historic maps to show how the landscape has evolved over time and information has been presented in a series of 'time slices' relating to 1650, 1850 and 1996 (**Appendix 5**). A statement summarising the quality and distinctiveness of the Derwent Valley Mills cultural landscape is provided at **Appendix 14**.

**13.5.3** The DerwentWISE Landscape Heritage Initiative was awarded £1.767m by the Heritage lottery Fund in September 2013. Led by the Derbyshire Wildlife Trust the project will substantially aid the delivery of this management plan and the DVMWHS has been closely involved from its inception. The project area includes the DVMWHS and its Buffer Zone and has four key strands:

### ***Conserving or restoring the built and natural features that creates the historic landscape character.***

- An integrated approach to natural and cultural heritage and landscape character conservation.
- The delivery of significant, long lasting improvements to the condition (and extent where appropriate) of priority sites and features, and hence to the landscape character.
- Long term improvements to the landscape brought about through better understanding, engagement of land managers and communities, and land use policies and activities based on good information.

### ***Increasing Community Participation in Local Heritage***

- A celebration of the beauty, wildlife and fascinating history of the Lower Derwent Valley.
- An increased public understanding of the value of the landscape, and of the need for it to be conserved and restored.
- Increased engagement and capacity among landowners and communities to care for the landscape in the long term.

### ***Increasing Access to and Learning about the landscape and its heritage***

- Improved physical access to the area and its heritage, particularly in ways which discourage car use and promote physical activity.
- Improved access to information about the area and its heritage.
- Increased opportunities for access as part of formal education (through schools), fostering the conservationists of the future.
- Opportunities for people in areas subject to deprivation, and in traditionally hard to reach groups, to engage with all elements of the scheme.

### ***Increasing Training opportunities in local heritage skills***

- The perpetuation of traditional crafts skills for the maintenance of the landscape.
- Opportunities for local people to develop skills to enable them to engage with their local landscape and its conservation, and to benefit from personal development and improved employment prospects.

- Increased knowledge and skills among land managers and community groups caring for heritage sites and features

## See Policy 12

### 13.6 Biodiversity

**13.6.1** The promotion of sustainable recreational activity within the Property must be considered in relation to National Biodiversity Targets. Also, the European Water Framework Directive (Council Directive 2000/60/EC) which encourages member states to reach a 'good' ecological and chemical standard for inland waters by 2015. Proposals should have regard for the maintenance and enhancement of biodiversity and, wherever possible, should seek to protect priority habitats and species which could be affected, together with sites and species protected by legislation.

**13.6.2 Recent Activity:** Ecological surveys assessing the condition of Local Wildlife Sites and priority habitats have been undertaken at 12 sites within the area. Around Cromford and Matlock there has been a focus on accurately mapping Calaminarian grassland (grassland associated with lead spoil and mines) and identifying the management needs of this habitat. Belper Park, Sandbed Lane Recreation Ground and the Darley and Nutwood Nature Reserve have been surveyed to assist in identifying management priorities for these sites, whilst work has continued at Crich Chase to monitor butterfly populations. Other sites surveyed included Derwentside and the river edge at the Foundry in Milford. Management work has been undertaken by Derbyshire Wildlife Trust (DWT), Derbyshire County Council, Amber Valley Borough Council, Derbyshire Dales District Council, Derby City Council and 'Friends of' groups at Wyver Lane,

Derwentside, the Cromford Canal, Matlock Parks Local Nature Reserve, Matlock Bath Field, Dunsley Meadows Local Nature Reserve, Black Rocks, Duffield Millennium Meadow Local Nature Reserve, Belper Parks Local Nature Reserve, Belper Coppice, Alton Manor Wetland, Allestree Park Local Nature Reserve, Nutwood and Darley Abbey and Wapping Complex. Potential impacts of planning proposals on wildlife are assessed during the year as needed. The annual collation of new records for protected, rare, vulnerable or declining species was completed in May 2012 and added to the Derbyshire Biodiversity Alert Map maintained by DWT.

**13.6.3** There is a potential tension between biodiversity and usage in respect of the river bank margins. The absence of bank management by some landowners over a long period has led to the river becoming hidden for some of its length. Careful tree management would restore lost views. The development of land bounding the river can also lead to bankside tree loss. Any proposal which impacts upon river bank vegetation should be evaluated in the light of its impact upon biodiversity and landscape character, as well as flood protection considerations.

### 13.7 Vehicle Impact Damage

**13.7.1** Transport factors are discussed in 11.0. High traffic volumes increase the likelihood of vehicular impact on the fabric of historic properties. The potential is increased by the high number of heavy goods vehicle journeys generated by local industry. There are a number of locations where vehicle impact damage to heritage assets has occurred, namely

- The Gangway (overhead footway) at Bridge Foot, Belper by the North Mill

- The A6 river bridge at Whatstandwell.
- Roadside stone boundary walls abutting the former turnpike roads (now the A6) between Belper and Matlock Bath.
- The Cromford Mill Aqueduct, which was significantly damaged through vehicle impact on 8 November 2002. The majority of the structure has been removed from the site.
- Cromford Hill (the B5036) where terraces of Arkwright's workers cottages line both sides of a steep, twisting road used by large numbers of lorries.

**13.7.2** At Bridgefoot, Belper, bridge collision warning signs and sensors were installed in 2008. The sensors are activated by high sided vehicles. The Cromford Mill Aqueduct has yet to be repaired and re-erected. The reinstatement of this important cast iron structure of 1821 is a complex technical challenge. The technical solution has been agreed and listed building consent and planning permission have been granted for its repair but issues over the height of its re-instatement require resolution with the Highway Authority.

**13.7.3** Where physical measures are required they need to be designed and implemented by Derby City and Derbyshire County Councils as local highway authorities. These need to be carried out in a manner which balances traffic needs with those of protecting the character, significance and setting of historic structures. Such damage is localised and although would not present a major impact on OUV could damage authenticity in some instances. (see above)

## See Policies 5, 6, 7, 10, 11

## 14.0

## UNESCO PERIODIC REPORT 2013



## 14.1

The UNESCO Periodic Reporting process took place during the production of this Plan and was therefore able to contribute to the analysis. A draft was submitted to English Heritage in March 2013. The reporting process puts the same series of questions to all properties on the World Heritage List.

## 14.2

The responses given by the DVMWHS highlighted the following areas which will require scrutiny before the next round of reporting to UNESCO.

- Greater publicity of the buffer zone and its boundaries. **(Policies 3, 5)**
- Development of Flood Action Plan and Flooding Risk Reduction Measures. **(Policy 2)**
- Discussing the possibility of contributions with attractions charging fees within the World Heritage Site.
- Care and management of natural and man-made water channels and structures. **(Policy 2)**
- Talking to mobile phone companies to ensure new masts have minimal impact. **(Policies 1,2)**
- Encouraging quarry owners to minimise large vehicle movement and release of stone dust within the World Heritage Site. **(Policy 4)**

## 14.3

All of these areas are addressed within this plan and the relevant policies are noted above in brackets. The only exception is the third point. This will be considered but at the time of writing the attractions are not in a position to do this. It is also noted that the local authorities within the Property contribute to its budget and three of them fund attractions within the DVMWHS.



## 15.0

## SWOT ANALYSIS



**15.1** The SWOT (Strengths, Weaknesses, Opportunities, Threats) is a summary of the analysis represented in tabular form. Its relation to the policy actions are noted within the Action Plan. (Part Five)

Strengths and Weaknesses		
	Strengths	Weaknesses
1. Product	(a) Authenticity, Integrity (WHS status) (b) Diversity of offer (mills, villages, town, river, canals) (c) DVMWHS Branding and Panels (d) Derwent Valley Line (e) Publications and Research	(f) No major attractions (g) Too diverse to be seen as a single destination (h) Poor quality interpretation in some areas (i) Sites at development stage requiring major capital investment
2. Place	(a) Dramatic scenery (b) Close to Peak District (c) Close to major population centres (16 million) (d) Adequate car parking	(e) Not a cohesive location (f) Not in the Peak District (g) Few staying visitors (h) No useful trend data (i) Congestion on A6
3. Promotion	(a) Tourism and Marketing Plan (b) Websites and Social Media (c) Newsletters, Guides etc.	(d) Inadequate marketing budget (e) Not a clear brand or place (f) No market research
4. People	(a) Motivated staff and partners (b) Ethos of collaboration (c) Panels and working groups (d) Active, committed volunteers	(e) Competition between sites (f) Differing priorities (g) Limited Succession Planning (h) Need to maintain and increase numbers of volunteers
5. Protection	(a) Strong network of Planning professionals (b) Majority of buildings not at risk (c) WHS in Strategic and Local Plans (d) English Heritage support	(e) Occasional breakdown of communication (f) Three key sites on EH Risk Register (g) Failure to maintain sites, weirs and buildings by some owners (h) No Supplementary Planning Document for the DVMWHS (i) Vehicular damage to some sites
6. Finance	(a) Baseline support for DVMWHS Team	(b) Small revenue budget (c) No projects budget so hard to match fund projects (d) No marketing budget (e) Reliant on partnership funding (f) Reliant on private sector investment (g) Competition for same funding
7. Operations	(a) Diversity of organisations (b) Major sites have development plans, DVMWHS has branding guidelines and Interpretation Plan	(c) Diversity of organisations (d) Major projects not yet completed

Opportunities and Threats		
	Opportunities	Threats
8. Markets and Visitors	(a) Develop product to high standard (b) Cromford, Belper and Derby clusters (c) Promote Derwent Valley Line (d) Develop high profile projects	(e) Reduced access to match funding and competition for funds (f) Fewer school visits due to funding cuts and changes to National Curriculum
9. Political	(a) National Curriculum (b) Heritage Lottery Fund and Arts Council Lottery secure	(c) Changes to National Curriculum (d) Reduction of Local Authority support
10. Economic	(a) Economic downturn – more holidays in UK (b) Business support (c) Philanthropic giving (d) Hydro-electric power generation	(e) Economic downturn – less spending on holidays (f) On-going recession
11. Social	(a) Ageing population with propensity to visit (b) Public interest in heritage, walking and green issues	(c) Generation with memories of mill/textile working soon to pass (d) Offer of limited interest to young people aged 15 to 24 (e) BME groups under-represented
12. Technological	(a) New digital technologies for interpretation and marketing (b) Roll-out of high speed broadband	(c) Home based entertainments
13. Transport	(a) Electrification of Midland Mainline (b) Rising popularity of Derwent Valley Line (c) Rising petrol costs (greater use of public transport) (d) Coach tours	(e) Reduced investment in Derwent Valley Line (f) Reduction in bus services (g) Rising petrol costs (h) Electrification of Midland Mainline
14. Legal	(a) Protection through scheduling and planning controls	(b) Relaxation of planning controls (c) Failure to maintain routes, buildings and infrastructure (d) Traffic congestion (e) Flooding (f) Ash dieback disease
15. Environmental	(a) Develop green activities, cycling, walking etc. (b) DerwentWISE project	(c) Leisure shopping (d) Rival attractions
16. Competition	(a) Develop shopping offer within DVM (b) Develop product for non-heritage audiences (something for everyone)	(c) Better funded/marketed/attractions/destinations



# *Part Three*

STRATEGY 2014 TO 2019

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This section lays out the strategy for the next five years and the policies and actions which support the key aims. The responsible organisations within the DVMWHS Partnership, the indicative costs, timescale and a monitoring measure are included in the Action Plan in Part 5.



## 16.0

TO PROTECT, CONSERVE AND ENHANCE THE  
OUTSTANDING UNIVERSAL VALUE OF THE DVMWHS**16.1 Protection:**

The protection of the OUV will remain the primary objective of the DVMWHS over the period of this Plan. The Conservation and Planning Panel will continue to work with the local authorities to ensure that development proposals which may affect the DVMWHS are carefully scrutinised and that development will not be permitted where it would adversely affect the Property and its setting.

**16.2 Enhancement:**

The Plan recognises that change within a complex, living landscape is inevitable and that where development is permitted, opportunities will be taken, where appropriate, to enhance the Property or its setting.

**AIM 1**  
**TO PROTECT, CONSERVE AND ENHANCE THE**  
**OUTSTANDING UNIVERSAL VALUE OF THE DVMWHS**
**Policy 1 Protection - Statutory and Policy Framework**

**P 1.1** Government departments, agencies and other statutory bodies responsible for making and implementing national policies and for undertaking activities that may impact on the DVMWHS and its buffer zone should recognise the importance of the DVMWHS and its need for special treatment and a unified approach.

- DCMS to submit Plan to World Heritage Centre
- Stakeholders to endorse and implement the Plan

**P 1.2** Set within the framework provided by the Plan, key

stakeholders develop written and agreed policy guidance for the improved management and conservation of the overall character and integrity of the DVMWHS as a cultural landscape.

**P 1.3** Ensure that the DVMWHS, BZ and its OUV and setting are taken into account by all relevant planning, regulatory and policy documents (statutory and non-statutory) and by any future changes to the planning system.

**P 1.4** The relevant policies of the Plan, where appropriate, be formally incorporated within Local Development Frameworks and within other statutory plans such as Community Strategies.

**P 1.5** Development which would impact adversely on the DVMWHS, BZ its OUV or its setting should not be permitted.

**P 1.6** Maintain records of statutory and non-statutory designations for protection.

- Historic Environment Record
- Maintenance of local lists, conservation area boundaries

**P 1.7** Review the need for a Supplementary Planning Document for the DVMWHS.

## 16.3 Conservation:

The DVMWHS will continue to work with owners of buildings and land to support and encourage good practice in conservation. It will also work with the HLF funded DerwentWISE project and continue to support the PSiCA grant scheme.

## 16.4 Monitoring:

Maintaining accurate records of the Site and the monitoring views will continue, ensuring that the DVMWHS response to development issues is based on sound information.

### AIM 1 TO PROTECT, CONSERVE AND ENHANCE THE OUTSTANDING UNIVERSAL VALUE OF THE DVMWHS

#### Policy 2 Monitoring and Conservation

**P 2.1** Maintain an accurate picture of the DVMWHS and the physical condition of the built and natural environment.

- Maintain monitoring views
- Monitor condition of Scheduled Monuments
- Maintain and review Heritage at Risk Register, DCC BAR and Register of Historic Parks and Gardens of Special Interest in England.
- Monitor the operation of hydropower sites
- Produce Weirs 'health-check' through DerwentWISE
- Commission clarification check on DVMWHS and BZ boundaries

**P 2.2** Produce the UNESCO periodic review every 6 years.

**P 2.3** Conservation and Planning Panel to meet every two months to review and comment on planning applications within the DVMWHS.

**P 2.4** Encourage owners to maintain, repair and restore buildings in a sympathetic manner which respects the authenticity of the DVMWHS.

- Maintain PSiCA scheme
- Provide specialist advice to owners especially in relation to conservation plans, funding for repairs, projects etc.

**P 2.5** Ensure that new developments within the DVMWHS are of high quality design and construction through

- Pre-application dialogue
- Planning process

**P 2.6** Work with owners to produce a prospectus and master-plan (including a conservation management plan) which lays out an appropriate re-use for Belper North and East Mills.

**P 2.7** Secure Derby City Council funding for, and complete repairs to Darley Abbey Mills.

**P 2.8** Seek, where appropriate, designation for sites which support priority habitats.

**P 2.9** Deliver HLF funded DerwentWISE Landscape Heritage Initiative within DVMWHS.

**P 2.10** Implement the Canal Management Plan within the DVMWHS including dredging the Cromford Canal from Cromford to Ambergate.

**P 2.11** Ensure that Disaster/Business Continuity Plans (especially relating to fire and flooding) are in place at all key sites and reviewed and updated as necessary.

**P 2.12** Engage with flood prevention developments in the lower Derwent especially in relation to appropriate measures to alleviate flooding without impact on OUV.

**P 2.13** Identify attributes at risk.

**P 2.14** Work with Network Rail and English Heritage to ensure that the Midland Mainline electrification work does not have a negative impact on OUV.



## 17.0

TO PROMOTE PUBLIC AWARENESS  
AND ACCESS TO THE DVMWHS

## 17.1

Public awareness of the Property, at a local, regional and national level supports the objectives of the DVMWHS and its partners. It also promotes a greater sense of engagement at a local level. The Derbyshire County Council Citizen's Panel research showed that awareness of the DVMWHS across the County stood at 49%. The web based survey had a higher figure of 92%. (It is likely that the majority of respondents lived within the Property). The research also showed that the recent branded road signs have had a real impact. 63% of the Citizens Panel respondents who demonstrated awareness of the brand had seen it on the road signs.

## 17.2 Discovery Days and Events:

Discovery Days has developed into a nine day festival which celebrates the Property with over 100 separate events within it. It currently attracts around 15,000 visits and it is planned to maintain it at this level. The festival relies on the efforts of many volunteers and a considerable time commitment from the DVMWHS team to co-ordinate it. There are also additional summer events and a Walking Festival took place in May 2013.

## 17.3 Digital:

The reach and sophistication of digital communication will grow during the life of this Plan. The DVMWHS website is not visitor-focussed and requires a substantial re-design to make it more attractive to the general visitor. The DVMWHS will continue to develop its digital offer through the website, digital applications and social media.

## 17.4 Champions:

The profile of the DVMWHS can be increased by recruiting high profile ambassadors who can informally assist the Property. Their role would be as an unofficial patron and advocate, being able to lend support to and champion a cause or a project.

### AIM 2 TO PROMOTE PUBLIC AWARENESS AND ACCESS TO THE DVMWHS

#### Policy 3 Promoting Awareness

**P 3.1** Maintain and develop DVMWHS's digital presence.

- WHS website improved, maintained and developed
- Continue to use Facebook and Twitter
- Develop E-newsletter, events calendar
- Develop smart phone apps.

**P 3.2** Extend the DVMWHS road signage on to the M1 at Junction 28.

**P 3.3** Encourage attractions to use DVMWHS logo on their external signage.

**P 3.4** Produce the annual newsletter for September each year.

**P 3.5** Deliver annual Discovery Days festival in October.

**P 3.6** Deliver talks and lectures to groups, organisations and conferences.

- Deliver Walking Festival.

**P 3.7** Develop the cluster groups at Belper (2012/13), Cromford (2014) and Derby (2013) to provide awareness training for local shops and businesses.

**P 3.8** Promote the DVMWHS through tourism/twinning and regeneration activities.

**P 3.9** Recruit a small number of high profile champions.

## 17.5 Transportation:

The DVMWHS team will continue to work with the local authorities and transport agencies to support a sustainable approach to transport needs and issues within the Property. The growth of passenger traffic on the Derwent Valley Line is encouraging. Nevertheless the consultation showed that over 85% of respondents arrived at the Property by private car, usually as part of a family day out. It is also likely that most people who walk and cycle within the Property arrive by car.

### AIM 2 TO PROMOTE PUBLIC AWARENESS AND ACCESS TO THE DVMWHS

#### Policy 4 Transportation

**P 4.1** Ensure that Local Transport Plans and other transport providers take the OUV and conservation needs of the DVMWHS into account.

**P 4.2** Continue to attend meetings of the Derwent Valley Community Rail Partnership.

**P 4.3** Investigate opportunities for developing a cycle route through the DVMWHS.

**P 4.4** Continue to promote public transport options on DVMWHS promotional material.

**P 4.5** Work with partners to provide high quality access for those with mobility needs, without compromising the OUV and integrity of the Property.

**P 4.6** Work with AVBC to identify coach drop-off points and parking in Belper.

**P 4.7** Ensure each attraction effectively promotes public transport options to their site.



## 18.0

TO PROMOTE THE DEVELOPMENT OF  
SUSTAINABLE TOURISM WITHIN THE DVMWHS

## 18.1

The DVMWHS will continue, subject to funding, to work with partners and attractions to develop the Property as a tourist destination. Any tourism development will need to ensure that it does not impact on the OUV. The consultation has supported the use of The Derwent Valley headline for marketing purposes, as the majority of the respondents visited as a family day out. Development into a destination will remain challenging as this aim requires significant resources linked to an improved product. The developments at Cromford and Derby Silk Mill will greatly aid this process.

## AIM 3

TO PROMOTE THE DEVELOPMENT OF  
SUSTAINABLE TOURISM WITHIN THE DVMWHS*Policy 5 Marketing*

**P 5.1** Implement the marketing strategy as laid out in the Tourism and Marketing Strategy (subject to funding) including the use of public transport.

**P 5.2** Conduct Citizen's Panel survey on DVMWHS annually.

**P 5.3** Maintain liaison with VPD to ensure linkage with regional tourism strategy.

**P 5.4** Produce annual Visitor Guide.

**P 5.5** Produce Discovery Days leaflet.

**P 5.6** Produce trade display materials for DVMWHS.



**P 5.7** Provide information and support to local businesses, tourism providers and potential investors.

**P 5.8** Create data base and mailing list of accommodation providers.

## 18.2 Arts:

The Arts Working Group has demonstrated success in developing and delivering projects that both engage local residents and attract visitors. The public appetite for contemporary art has grown over the past two decades and the Arts Council wishes to develop the scope and ambition of arts projects within the East Midlands and this offers opportunities for the DVMWHS.

### AIM 3 TO PROMOTE THE DEVELOPMENT OF SUSTAINABLE TOURISM WITHIN THE DVMWHS

#### Policy 6 Arts

**P 6.1** Seek funding to develop arts activities, following the guidelines within the DVMWHS Arts Strategy.

- Develop Derwent Pulse project with artist Charles Monkhouse
- Contribute to Derbyshire Cultural Celebration in 2015
- Continue to support Vickers Art Prize

**P 6.2** Ensure that local and regional artists are represented within the Discovery Days festival.

**P 6.3** Maintain and develop good working relationships with local arts organisations through the DVMWHS Arts Working Group.

## 18.3 Attractions and Infrastructure

**18.3.1** The key tourist attractions (Cromford Mills and Derby Silk Mill) both have ambitious plans for development which will lift the quality of the offer and allow for more ambitious marketing. The Derbyshire County Council investment at Cromford Canal and the introduction of a boat will also make a real impact. The DVMWHS Team will continue to support these major transformative projects. The shopping attractions at Masson Mills and De Bradelei in Belper are well established destinations. The tourism potential of the Belper Mills will depend on the master planning process for the site. (see Policy 2.6) The continuing development of Darley Abbey Mills should allow for greater interpretation of the site within the public realm. Crossroads Farm in Belper is expected to be placed on the market by the Strutt Estate in 2018. Its potential for a new use linked to tourism should be considered.

**18.3.2 Cromford Mills:** The Cromford 10 year master-plan is published on the Arkwright Society website. It has a vision to develop a multi-use sustainable heritage and cultural tourism attraction which reflects the key principles, and OUV of the DVMWHS. The estimated cost of delivering the plan in full is currently £48,245,000. The project is divided into distinct phases and the key elements are

- Major interpretive facility in the original mill of 1771-74
- Improving the Retail offer
- Enhancing the Catering offer

- Recruiting posts for Volunteering, Education and Events
- Developing a Leisure Learning component
- Craft and Art studios and workshops
- Residential Accommodation
- Managed workspaces

The Society has secured the funding for the £5 million first phase which will include a visitor centre and the refurbishment of buildings which will be let to secure revenue.

**18.3.3 Derby:** The service became a trust (Derby Museums Trust) in November 2012 and is developing plans for the Silk Mill to be re-visioned as *The Engine*. This will establish it as a major regional attraction based on the principles of STEAM (Science, Technology, Engineering, Arts and Maths). It will promote making and creativity through the use of its historic collections and engagement with modern industry and engineering. The estimated cost of this project will be between £15-£20 million. The Derby Museums Business Plan 2012-2015 recognises the significance of the World Heritage Site to this project, which will establish the Silk Mill site as the major southern gateway to the DVMWHS.

**18.3.4 Belper North Mill Trust:** The Trust aims to retain its ACE Accredited status, develop the collections in line with its policy and to update the current displays. It also plans to build its sustainability through events, grant aided posts and developing volunteering.

**18.3.5 The Cromford Canal, High Peak Junction and Leawood Pumphouse:** The Derbyshire County Council *Scoping and Options Study* of the Canal (2012) presented the option of developing a 'linear park' along the full length of the Canal, which extends beyond the boundaries of the DVMWHS. If adopted, this will be a long-term project. Within the life of this Plan the Cromford Canal will continue to be a significant attraction for informal leisure activities and education groups. The DVMWHS will continue to work closely with the County Council and the Friends of Cromford Canal.

**18.3.6 John Smedley Ltd:** The Company will continue to concentrate on its commercial activities, but it has also maintained support for the cataloguing of its substantial museum collections and archive, which it is using to inform contemporary designs. The DVMWHS will continue to work with the company and support plans to develop the archive and museum collections in the future.

**18.3.7 Darley Abbey Mills:** During the life of this Plan it is expected that the Darley Abbey complex will continue to develop as a business centre. It has identified around £300,000 worth of priority repairs, the majority of which can be supported by grant-aid from Derby City Council. The DVMWHS will continue to work with the owners to develop interpretation of the site within the public realm.

**18.3.8 Belper River Gardens:** Amber Valley Borough Council is progressing the rebuilding of the tea rooms within the gardens. The DVMWHS has worked with English Heritage to ensure that the developing design does not have a negative impact on OUV.

### AIM 3 TO PROMOTE THE DEVELOPMENT OF SUSTAINABLE TOURISM WITHIN THE DVMWHS

#### *Policy 7 Attractions and Infrastructure*

**P 7.1** Deliver phase one of the Cromford Mills master-plan, including the DVMWHS visitor centre.

**P 7.2** Continue to develop the further phases of the Cromford Mills master-plan.

**P 7.3** Develop the Derby Museums Trust.

**P 7.4** Develop the re-visioning of the Silk Mill.

**P 7.5** Investigate Trust status for John Smedley archive and collection.

**P 7.6** Develop facilities on the Cromford Canal in line with its Management Plan

- Passenger Boat Service on Cromford Canal between Cromford and High Peak Junction
- Canoeing allowed from Cromford to High Peak Junction
- Construct new Access for All ramp to Leawood pumphouse
- Make towpaths up to Access for All standard

**P 7.7** Use the DVMWHS Interpretation Plan to inform future interpretation.

**P 7.8** Complete re-building of Tea Rooms in Belper River Gardens.

**P 7.9** Identify funding opportunities for development and refurbishment of displays and facilities at High Peak Junction.

**P 7.10** Develop a sustainable future for Belper North Mill Trust.

- Update displays
- Develop events and educational programmes
- Develop volunteering

**P 7.11** Continue to work with the Darley Abbey Partnership on the conservation and development of Darley Abbey Mills.

**P 7.12** Commission report into future usage of Crossroads Farm, Belper.

## 19.0

## TO ENHANCE THE ECONOMIC AND SOCIAL WELLBEING OF THE DVMWHS



Leawood Pumphouse

## 19.1

World Heritage status contributes to a sense of local pride in living and working in a special place. The attractions contribute to the local economy through direct and secondary spending. The consultation illustrated that some businesses see planning constraints as a negative impact on their business, whilst an equal percentage (22%) view being in a World Heritage Site as a positive thing.

## 19.2

Much work remains to be done on developing a more productive relationship with local businesses that have the potential to promote and support the work of the Partnership. It is unlikely that the economic environment will improve within the life of this Plan, so it will need to demonstrate the value of being within a World Heritage Site to local businesses.

## AIM 4

## TO ENHANCE THE ECONOMIC AND SOCIAL WELLBEING OF THE DVMWHS

*Policy 8 Economic and Social Wellbeing*

**P 8.1** Collect visitor data from attractions and analyse economic impact.

**P 8.2** Promote the positive benefits of WHS status to local businesses and property owners, building on the success of the Belper Cluster Group.

**P 8.3** Encourage developers to bring forward schemes that

have identifiable benefits for the DVMWHS.

**P 8.4** Encourage the generation of hydro-electric power by owners and other community groups.

**P 8.5** Continue to develop sites for economic use at

- Cromford Mills (See P 7.2)
- Darley Abbey



## 20.0

TO PROMOTE PUBLIC UNDERSTANDING OF THE  
DVMWHS BY FACILITATING RESEARCH

## 20.1 Research:

The Research and Publications Panel will continue to ensure that information published by the Partnership is accurate, well-researched and written. It will work with the DVMWHS Educational Trust to publish relevant work. A key aim is to produce a Research Framework which will inform research into the Property.

**AIM 5**  
**TO PROMOTE PUBLIC UNDERSTANDING OF THE**  
**DVMWHS BY FACILITATING RESEARCH**
*Policy 9 Encourage and promote further research into the DVMWHS*

**P 9.1** Produce a Historical & Archaeological Research Framework.

**P 9.2** Instigate research through voluntary bodies and research institutions.

**P 9.3** Develop relationships with the University of Derby, the University of Nottingham and regional museums and archives.

**P 9.4** Research & Publications Panel to meet quarterly.

**P 9.5** Work with the DVMWHS Educational Trust to publish new research.

- Publish research papers on the DVMWHS website

**P 9.6** Maintain DVMWHS Acquisition & Disposal Policy in association with Derbyshire Museums Forum.

**P 9.7** Develop international links that are relevant to the DVMWHS.

## 21.0

TO PROMOTE EDUCATIONAL USE OF THE DVMWHS  
FOR FORMAL AND INFORMAL LEARNING

Children's activities during the Discovery Days Festival

**21.1 Primary Education:**

There is currently a good provision of educational resources for Key Stages 1 and 2 and most of the sites in the DVMWHS are able to provide an informative and entertaining educational offer. Belper North Mill Trust, Derby Museums Trust and Cromford Mills employ professional learning officers. The DVMWHS Partnership has done much to encourage educational visits by schools by the publication of learning materials and school assemblies delivered by the Learning Co-ordinator. In addition there is a further publication *Get on Track for Great School Trips along the Derwent Valley Line* which as well as providing practical information to schools' educational visit organisers on travelling by train also provides information about educational opportunities in other sites and attractions across the wider Derwent Valley. At a time of economic constraint it is important that the DVMWHS disseminates these publications more widely to try and increase the number of primary age children accessing the educational offers available. A priority for the Education Working Group is to update the learning offer in line with any changes to the National Curriculum.

**21.2 Secondary Education:**

Educational resources at Key Stages 3 and 4 are significantly fewer across the DVMWHS as unsurprisingly sites have concentrated on the younger age groups who have the capacity within the Curriculum to engage in organised trips. The Learning Co-ordinator intends to set up a task group of both teachers from different secondary schools in the area and members of the DVMWHS Education Group with the specific aim of researching and creating learning materials for use at the sites with groups of young people at Key Stage 3



and 4. There is also the opportunity to develop work with external partners such as Rolls Royce whose graduate/apprentices have a responsibility to develop an engineering challenge into a deliverable activity into local schools.

### 21.3 Further Education:

There is potential to develop stronger links with colleges in Derby and Chesterfield. The Arkwright Society is currently working with Derby College.

### 21.4 Higher Education:

The current partnership between Derby University and the DVMWHS is a key one. Currently trainee primary teachers have received training input from the DVMWHS. Teachers engaged in learning opportunities beyond the classroom have been encouraged to lead educational visits to the Property. There is a need to develop this partnership to include an input to courses offering teacher training at secondary level, and also with other universities like Nottingham and Nottingham Trent. There is also an opportunity to develop an induction and training pack which could be used by the sites with graduate volunteers from tourism and heritage courses.

### 21.5 Informal Learning for Adults and Families:

The demographic breakdown of visitors to the DVMWHS indicates that there is a real development opportunity to increase the numbers of families visiting the Property. The Learning Co-ordinator is aiming to address this by increasing the number of events with family activities. The annual Discovery Days festival held in October half term will particularly include events tailored to families, and other

opportunities to develop such activities throughout the calendar will be explored.

## 21.6

The Education Working Group will continue to monitor changes in the learning sectors and aims to produce a new Learning Plan for the Property which will be linked to marketing the offer to local schools, colleges and other providers. They will also be working to encourage greater data collection which will monitor the impact of the learning offer.

### AIM 6 TO PROMOTE EDUCATIONAL USE OF THE DVMWHS FOR FORMAL AND INFORMAL LEARNING

#### Policy 10 Promoting Learning

**P 10.1** Maintain and develop links with the formal and informal learning sector, heritage sites and museums to share best practice and potential partnerships, providing a dynamic and flexible learning offer for people of all ages, abilities and backgrounds.

- Maintain Education Working Group
- Develop the DVMWHS Learning Plan
- Monitor and respond to changes in National Curriculum and schools governance

**P 10.2** Develop formal and informal learning resources based on the DVMWHS.

- Work with groups of young people in developing web-

based resources and smart phone applications which will help make the DVMWHS more accessible to an identified target audience.

- Encourage schools and colleges to use public transport to the DVMWHS.

**P 10.3** Develop projects involving local schools, colleges and community groups.

As partnerships continue to grow with local schools at both primary and secondary level there is the opportunity to develop a variety of projects around DVMWHS initiatives including

- Arts
- Literature
- History
- Involving young people in the strategic development of the DVMWHS

**P 10.4** Conduct market research and produce promotional materials for learning markets.

**P 10.5** Develop relationships with the Universities of Derby, Nottingham and Nottingham Trent in respect of

- Joint projects
- Teaching
- Student attachments and resources

**P 10.6** Produce on-going qualitative and quantitative evidence of the role of learning in the work of the attractions, including income generation.



22.0

## TO BUILD STRONG PARTNERSHIPS WITH VOLUNTEERS, LOCAL, REGIONAL, NATIONAL AND INTERNATIONAL STAKEHOLDERS



## 22.1 Volunteers:

The DVMWHS is heavily reliant on volunteer contributions and will continue to work closely with them to ensure that there is a high standard of customer care at the attractions and that projects and publications are also of a high quality. The key issues will centre on retaining and recruiting volunteers to ensure that organisations within the DVMWHS remain sustainable and can plan for succession as the existing cohort of volunteers retires. The Activity Plan for the Cromford Mills includes a Volunteer Co-ordinator post to support volunteering within the DVMWHS. The DVMWHS was awarded an HLF *All Our Stories* grant in 2012 and this has been used to develop volunteer training and networks across the Property.

## 22.2 Local:

The DVMWHS will continue to maintain and develop relationships with the local partners identified in the Stakeholder analysis. (6.1.1).

## 22.3 Regional:

The DVMWHS will continue to maintain and develop the relationships it has with the key regional agencies of the Arts Council, English Heritage and the Heritage Lottery Fund. It is not only reliant on all three for future funding but is also an active partner in assisting them evaluate and deliver their agendas. The DVMWHS will also continue to develop its relationships with Universities such as Derby, Nottingham, Nottingham Trent, Sheffield and Sheffield Hallam which can assist partnerships and promote academic research into the Property.

## 22.4 National:

DVMWHS will continue to play an active role within the Local Authority World Heritage Forum (LAWHF) and ICOMOS UK. It will also continue to engage with the Museums Association and English Heritage.

## 22.5 International:

The impact and influence of the industrial development within the Derwent Valley can be seen across the World. The DVMWHS has developed an excellent relationship with the Blackstone River Valley in the United States which house Slater's Mill in Pawtucket. The Arkwright Society has also good contacts with the Cromford Mill in Ratingen, Germany. There is more work to be done in this area and it is hoped that the Research Framework will lead to new avenues of international enquiry.

### AIM 7 TO BUILD STRONG PARTNERSHIPS WITH VOLUNTEERS AND LOCAL, REGIONAL, NATIONAL AND INTERNATIONAL STAKEHOLDERS

#### Policy 11 Partnership Working

- P 11.1** Develop regular liaison with volunteer organisations through
- DVMWHS Partnership Forum
  - DVMWHS Panels
  - Parish Councils
  - Informal Cluster groups

- P 11.2** Continue annual awards for volunteers.

- P 11.3** Develop training programmes for volunteers.
- Deliver HLF All Our Stories project in 2013

- P 11.4** Maintain and develop sound working relationships with EH, NE, ACE and HLF at a regional and national level.

- P 11.5** Maintain and develop sound working relationships with regional Universities, especially Derby, Nottingham, Nottingham Trent and Sheffield.

- P 11.6** Maintain and develop sound working relationships with local and regional organisations through attending meetings of and liaising with
- AS and BNMT
  - DVLCRP
  - DMF
  - CVS

- P 11.7** Develop relationships with local companies and the Darley Abbey Mills Partnership to encourage corporate support of the DVMWHS.

- P 11.8** Develop links with international sites influenced by the Arkwright system.

## 23.0

## TO WORK WITH PARTNERS TO ACCESS FUNDING AND DELIVER PROJECTS



John Smedley knitwear. Made in the DVMWHS

### 23.0 To work with partners to access funding and deliver projects.

**23.1 Key Capital Projects:** During the life of this Plan the two major capital developments will be at the Cromford Mills site and the Silk Mill in Derby. The successful completion of these projects will be of tremendous importance to the Property, delivering two high quality attractions at the northern and southern gateways to it. The DVMWHS team will continue to work with both the Arkwright Society and Derby Museums Trust to deliver them. In addition the second phase of the DerwentWISE project should deliver major improvements to the landscape within the Property as well as contributing to other aims and objectives within this plan.

**23.2 Co-ordination of projects:** The DVMWHS Team will continue to advise on bids and co-ordinate ones arising from within the Partnership to ensure there is no overlap, that the funding bodies are aware of impending bids and therefore have the best possible chance of achieving success.

#### AIM 8 TO WORK WITH PARTNERS TO ACCESS FUNDING AND DELIVER PROJECTS

##### Policy 12 Partnership Funding

**P 12.1** Co-ordinate funding bids from within the Partnership and inform key funders (ACE, HLF etc.)

**P 12.2** Identify funding sources and disseminate information to the Partnership.

**P 12.3** Secure a mechanism which allows DVMWHS to apply directly for funding.

**P 12.4** Map businesses within the DVMWHS and investigate how they can become involved and supportive of DVMWHS activities.

**P 12.5** Work with and support the DerwentWISE project.



24.0

## TO MANAGE THE DVMWHS PARTNERSHIP IN AN EFFICIENT AND SUSTAINABLE MANNER



## 24.1

The establishment of the Board and the Partnership Forum has been successful and the increase in the number of officers has enabled the DVMWHS team to increase its engagement with stakeholders. The Partnership must ensure that it is outward looking and able to seek new opportunities which add value to the Property.

## 24.2

The analysis of the Property (Sections One and Two) highlighted the shortcomings of the DVMWHS budget in relation to projects and the development and marketing of the Property as a tourist destination.

### AIM 9 TO MANAGE THE DVMWHS PARTNERSHIP IN AN EFFICIENT AND SUSTAINABLE MANNER

#### *Policy 13 Managing the Partnership*

**P 13.1** Co-ordinate the adoption and implementation of the Management Plan and liaise with partners to maintain and enhance the present partnership approach.

**P 13.2** DVMWHS Board to meet at least 3 times a year and set strategic direction. Forum to meet twice a year.

**P 13.3** Assist succession planning at Masson Mills and BNMT.

**P 13.4** Produce Annual Work-plan setting out actions linked to key aims.

**P 13.5** Prepare for revision of Management Plan in 2018.

**P 13.6** Provide funding for DVMWHS subject to adequate resources

- Key stakeholders to provide adequate baseline funding
- Seek new forms of revenue income
- Maximise income from grant giving organisations

**P 13.7** Identify long-term capital projects and monitor opportunities for achieving them. (See Policy 14)



# *Part Four*

## LONG TERM STRATEGIC AIMS

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## 25.0

## INTRODUCTION

## 25.1

The aim of this plan is to produce and deliver aims and objectives that are realistic and can be achieved by the DVMWHS within a five-year period. There are however a number of significant aims that should be addressed over a longer period of time. The current state of public finances makes it likely that these will take years to be achieved. This section outlines these.

## 26.0

## PARTNER'S CAPITAL PROJECTS

## 26.1

There are major capital works that need to be undertaken by public and private owners, especially in relation to those identified on the English Heritage 'At Risk Register'.

## 26.2

**Cromford Master-plan: See 18.4.2**

## 26.3

**Darley Abbey Mills:** The owners are continuing to invest in the fabric of the site in line with rising levels of occupation by tenants. The recently acquired West Mill requires substantial work.

## 26.4

**Derby Silk Mill: See 18.4.3**

## 26.5

**Renovation and re-use of Belper North and East Mills:** These buildings have considerable conservation and repair requirements and are both currently under used. Discussions are on-going with the owners and Amber Valley Borough Council regarding the progression of a prospectus and master-plan for the site.

## 27.0

## INFRASTRUCTURE PROJECTS

## 27.1

A number of key capital projects have been identified within Derbyshire County Council's Infrastructure Plan of 2012. The funding for these large projects will only be realised through Section 106 agreements and major central and local government capital schemes. These projects will deliver economic benefits to the Property, its attractions and the people living within it.

### 27.2 Repair of historic roads in the Clusters, Belper:

The surviving early road surfaces within the Clusters are an important feature but neglect is making them difficult to use and the historic features are eroding. An options paper for their repair was delivered through the Townscape Heritage Initiative. Costs were not obtained but are estimated to be around £1 million.

### 27.3 Restoration of Historic Paving in North Street, Cromford:

This would improve the aesthetics of one of the most important streets within the Property, but would require landowner consents. Costed at around £300,000.

### 27.4 Restoration of the historic Cromford to Lea footpath:

This is currently costed at £500,000 and would open up an attractive walk from one of the Hub sites and John Smedley's factory shop.

### 27.5 Multi-user River Bridge at Masson:

This would provide a new river bridge connecting Masson Mills to Willersley Castle and the historic Lovers Walk into Matlock Bath. It would provide a safe route from Matlock Bath which would avoid the busy A6. The projected costs would be around £5 million.

### 27.6 Multi-user River Bridge at Milford:

This would replace a former bridge which was destroyed in the floods of 1965. It would connect the East and West sides of the village and also allow safe access, to a greenway standard, avoiding the busy A6. This would also cost around £5 million. Both this and the Masson Bridge offer opportunities for public art commissions.

### 27.7 Multi-user River Bridge Extension at Cromford:

This would provide an extension to the existing railway bridge over the road and the river, to a new route to a greenway standard through Cromford Meadows to the mill and wharf sites. This is estimated at £5 million. Derbyshire County Council has invested in a range of improvements at the station (including lighting and signage schemes) which have improved passenger safety. Pedestrian access over the narrow river bridge remains an issue.

### 27.8 Mill Road Improvements:

This would re-design Mill Road as it passes through the Cromford Mills and Wharf complex. It would improve the appearance of the Cromford Mills site and also slow down the traffic. This is costed at between £3 and £5 million.

#### AIM 9

#### TO MANAGE THE DVMWHS PARTNERSHIP IN AN EFFICIENT AND SUSTAINABLE MANNER

##### *Policy 14 Long-Term Capital Projects*

**P 14.1** Completion of Cromford Mills master-plan.

**P 14.2** Completion of repairs to Darley Abbey Mills.

**P 14.3** Completion of Silk Mill as major attraction.

**P 14.4** Production of master-plan for Belper North and East Mills.

**P 14.5** Repair and conservation of road surfaces, Belper Clusters.

**P 14.6** Repair and conservation of paving, North Street Cromford.

**P 14.7** Restore Cromford to Lea footpath.

**P 14.8** Multi-user bridge at Masson Mills.

**P 14.9** Multi-user bridge at Milford.

**P 14.10** Multi-user river bridge extension at Cromford.

**P 14.11** Improve design and traffic flow at Mill Road, Cromford.

# *Part Five*

## IMPLEMENTATION

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28.0

## INTRODUCTION



### 28.1

This section of the Plan outlines the strategy, relating to the key aims and the resulting actions laid out in the Policies. It also links to the SWOT analysis and identifies the responsible organisations and an indication of timescale, costs and a monitoring measure.

### 28.2

The Action Plan is intended to be as comprehensive as possible, but cannot be definitive as it is expected that new opportunities and projects will arise and existing ones will be revised according to changes in circumstances. The funding landscape of the cultural and heritage sector has always been subject to policy change and it is the mark of any good plan to have the ability to change when required.

### 28.3

The DVMWHS is a complex partnership and the success of this Management Plan will require the support and participation of all the partners and stakeholders. Central to this is ensuring that senior executives, officers and politicians within all organisations and agencies are fully aware and supportive of the Plan.

29.0

## ACTION PLAN



The Silk Mill, Derby

## List of abbreviations

<b>ACE</b>	Arts Council England	<b>SOUV</b>	Statement of Outstanding Universal Value
<b>AS</b>	Arkwright Society	<b>ST</b>	Staff Time
<b>AVBC</b>	Amber Valley Borough Council	<b>TPA/YAT</b>	Trent Peak Archaeology/YAT
<b>BNMT</b>	Belper North Mill Trust	<b>U</b>	Universities
<b>DC</b>	Derby City Council	<b>VPD</b>	Visit Peak District Destination Management Organisation
<b>DMT</b>	Derby Museums Trust		
<b>DCC</b>	Derbyshire County Council		
<b>DCMS</b>	Department for Culture, Media and Sport		
<b>DDDC</b>	Derbyshire Dales District Council		
<b>DEFRA</b>	Department for Environment, Food and Rural Affairs		
<b>DHBT</b>	Derbyshire Historic Buildings Trust		
<b>DFR</b>	Derbyshire Fire and Rescue Service		
<b>DMF</b>	Derbyshire Museums Forum		
<b>DVLCRP</b>	Derwent Valley Line Community Rail Partnership		
<b>DVMWHS</b>	Derwent Valley Mills World Heritage Site		
<b>DVT</b>	Derwent Valley Trust		
<b>DWT</b>	Derbyshire Wildlife Trust		
<b>EA</b>	Environment Agency		
<b>EBC</b>	Erewash Borough Council		
<b>EH</b>	English Heritage		
<b>FC</b>	Forestry Commission		
<b>FCC</b>	Friends of Cromford Canal		
<b>HLF</b>	Heritage Lottery Fund		
<b>LPA</b>	Local Planning Authority		
<b>MM</b>	Masson Mills		
<b>NE</b>	Natural England		
<b>O</b>	Owners		
<b>OUV</b>	Outstanding Universal Value		
<b>PP</b>	Pattern's Properties, Darley Abbey		
<b>PC/TC</b>	Parish/Town Councils		

**AIM 1**  
**TO PROTECT, CONSERVE AND ENHANCE THE OUTSTANDING UNIVERSAL VALUE OF THE DVMWHS**

**Policy 1 Protection - Statutory and Policy Framework**

Action	SWOT ref	Responsibility	Timescale	Resources (£)	Measure
<b>P 1.1</b> Government departments, agencies and other statutory bodies responsible for making and implementing national policies and for undertaking activities that may impact on the DVMWHS and its buffer zone should recognise the importance of the DVMWHS and its need for special treatment and a unified approach. <ul style="list-style-type: none"> <li>• DCMS to submit Plan to World Heritage Centre</li> <li>• Key stakeholders to endorse the Plan</li> </ul>	5 (e)  DCMS	All	2014 to 2019	ST	Use of Plan in respect of DVMWHS issues
<b>P 1.2</b> Set within the framework provided by the Plan, key stakeholders develop written and agreed policy guidance for the improved management and conservation of the overall character and integrity of the DVMWHS as a cultural landscape.	5 (e)	LPAs, O, EH, NE	2014 to 2019	ST	Guidance produced
<b>P 1.3</b> Ensure that the DVMWHS, BZ and its OUV and setting are taken into account by all relevant planning, regulatory and policy documents (statutory and non-statutory) and by any future changes to the planning system.	5 (e)	LPAs, DCC	2014 to 2019	ST	Policies in place
<b>P 1.4</b> The relevant policies of the Plan, where appropriate, be formally incorporated within Local Development Frameworks and within other statutory plans such as Community Strategies.	5 (c)	LPAs	2014 to 2019	ST	Policies inc.
<b>P 1.5</b> Development which would impact adversely on the DVMWHS, its OUV or its setting should not be permitted.	1 (a)	LPAs	2014 to 2019	ST	% of success in applications
<b>P 1.6</b> Maintain records of statutory and non-statutory designations for protection. <ul style="list-style-type: none"> <li>• Historic Environment Record</li> <li>• Maintenance of local lists, conservation area boundaries</li> <li>• Nature designations, e.g. SSSIs</li> </ul>	5 (a)	EH, DCMS LPAs	2014 to 2019	ST	Records up to date and usable
<b>P 1.7</b> Review the need for a Supplementary Planning Document for the DVMWHS	5 (h)	DVMWHS, LPAs	2014 to 2019	ST	Decision made



**AIM 1**  
**TO PROTECT, CONSERVE AND ENHANCE THE OUTSTANDING UNIVERSAL VALUE OF THE DVMWHS**

**Policy 2** *Monitoring and Conservation*

Action	SWOT ref	Responsibility	Timescale	Resources (£)	Measure
<b>P 2.1</b> Maintain an accurate picture of the DVMWHS and the physical condition of the built and natural environment. <ul style="list-style-type: none"> <li>• Maintain monitoring views</li> <li>• Monitor condition of Scheduled Ancient Monuments</li> <li>• Maintain and review Heritage at Risk Register, DCC BAR and Register of Historic Parks and Gardens of Special Interest in England.</li> <li>• Monitor the operation of hydropower sites</li> <li>• Produce Weirs 'health-check' through DerwentWISE</li> <li>• Commission clarification check on DVMWHS and BZ boundaries</li> </ul>	5 (b)	DVMWHS, LPAs EH EH, DCC, DC, DHBT, BNMT EA, O DVMWHS DVWHS	2014 to 2019  2014 to 2014 2014 to 2014	ST  2,500 8,000	Annual Report  Completion Completion
<b>P 2.2</b> Produce the UNESCO periodic review every 6 years.	1 (a)	DVMWHS	2019	ST	Plan produced
<b>P 2.3</b> Conservation and Planning Panel to meet every two months to review and comment on planning applications within the DVMWHS.	14 (b)	DVMWHS, LPAs	2014 to 2019	ST	Annual Report
<b>P 2.4</b> Encourage owners to maintain, repair and restore buildings in a sympathetic manner which respects the authenticity of the DVMWHS. <ul style="list-style-type: none"> <li>• Maintain PSiCA scheme</li> <li>• Provide specialist advice to owners especially in relation to conservation plans, funding for repairs, projects etc.</li> </ul>	5 (g) 15 (c)	EH, DCC, DC, DDDC, AVBC  DVMWHS, DCC, LPAs, NE, O	2014 to 2019	ST	C&P Panel Annual Report
<b>P 2.5</b> Ensure that new developments within the DVMWHS are of high quality design and construction through <ul style="list-style-type: none"> <li>• Pre-application dialogue</li> <li>• Planning process</li> </ul>	1 (a)	LPAs	2014 to 2019	ST	% of appeals
<b>P 2.6</b> Work with owners to produce a prospectus and master-plan (inc. a conservation management plan) for an appropriate re-use of Belper North and East Mills.	15 (c)	FI, AVBC	2014 to 2019	1st Investments budget	Completion

**AIM 1**  
**TO PROTECT, CONSERVE AND ENHANCE THE OUTSTANDING UNIVERSAL VALUE OF THE DVMWHS**

**Policy 2** *Monitoring and Conservation Cont...*

Action	SWOT ref	Responsibility	Timescale	Resources (£)	Measure
<b>P 2.7</b> Secure DC funding for, and complete repairs to Darley Abbey Mills.	15 (c)	PP, DC	2014 to 2019	300,000	Completion
<b>P 2.8</b> Seek, where appropriate, designation for sites which support priority habitats.		NE, DWT, LPAs	2014 to 2019	ST	Annual Report
<b>P 2.9</b> Deliver HLF funded DerwentWISE Landscape Heritage Initiative within DVMWHS.		DWT, HLF	2014 to 2019	1,767,000	Stage 2 pass and completion
<b>P 2.10</b> Implement the Canal Management Plan within the DVMWHS including dredging the Cromford Canal from Cromford to High Peak Junction.	7 (d)	DCC, NE	Sept 2012 to March 2013	300,000	Canal navigable and SSSI maintained
<b>P 2.11</b> Ensure that Disaster/Business Continuity Plans (especially relating to fire and flooding) are in place at all key sites and reviewed and updated as necessary.	15 (e)	O, EA, DFR	2014 to 2015	ST	Plans in place
<b>P 2.12</b> Engage with flood prevention developments in the lower Derwent especially in relation to appropriate measures to alleviate flooding without impact on OUV.	15 (e)	DVMWHS, DC	2014 to 2019	ST	Maintenance of OUV
<b>P 2.13</b> Identify attributes at risk	5 (g)	DVMWHS, LPAs	2014 to 2015	ST	Maintenance of OUV
<b>P 2.14</b> Work with Network Rail and English Heritage to ensure that the Midland Mainline electrification work does not have a negative impact on OUV.	13 (h)	DVMWHS, LPAs	2014 to 2019	ST	Maintenance of OUV

**AIM 2**  
**TO PROMOTE PUBLIC AWARENESS AND ACCESS TO THE DVMWHS**

**Policy 3 Promoting Awareness**

Action	SWOT ref	Responsibility	Timescale	Resources (£)	Measure
<b>P 3.1</b> Maintain and develop DVMWHS's digital presence. <ul style="list-style-type: none"> <li>WHS website improved, maintained and developed (possibly in association with DerwentWISE)</li> <li>Continue to use Facebook and Twitter</li> </ul>	12 (c) 11 (d) 3 (b)	DVMWHS	2014 to 2015	20,000	Inc. in visits  Inc. in likes and followers
<b>P 3.2</b> Extend the DVMWHS road signage on to the M1 at Junction 28.	1 (f)	DVMWHS, DCC	2014 to 2019		Installation
<b>P 3.3</b> Encourage attractions to use DVMWHS logo on their external signage.	4 (e)	DVMWHS	2014 to 2019	ST	% usage
<b>P 3.4</b> Produce the annual newsletter for September each year.	3 (c)	DVMWHS	2014 to 2019	7,000 pa	Production & circulation
<b>P 3.5</b> Deliver annual Discovery Days festival in October.	1 (b)	DVMWHS	2014 to 2019	7-10,000 pa	Delivery
<b>P 3.6</b> Deliver talks and lectures to appropriate groups, organisations and conferences.	3 (a)	DVMWHS	2014 to 2019	ST	Annual Report
<b>P 3.7</b> Develop the cluster groups at Belper (2012/13), Cromford (2014) and Derby (2013) to provide awareness training for local shops and businesses.	4 (b)	DVMWHS	2014 to 2015	ST	Groups operational
<b>P 3.8</b> Promote the DVMWHS through tourism/twinning and regeneration activities.	3 (a)	DCC, DC, AVBC, DDDC, EBC	2014 to 2019	ST	Inc. profile
<b>P 3.9</b> Recruit a small number of high profile Champions.	3 (a)	DVMWHS	2014	ST	Recruitment successful



**AIM 2  
TO PROMOTE PUBLIC AWARENESS AND ACCESS TO THE DVMWHS**
**Policy 4 Transportation**

Action	SWOT ref	Responsibility	Timescale	Resources (£)	Measure
<b>P 4.1</b> Ensure that Local Transport Plans and other transport providers take the OUV and conservation needs of the DVMWHS into account.		WHS, DCC, DC	2014 to 2019	ST	C&P Panel Annual Report
<b>P 4.2</b> Continue to attend meetings of the Derwent Valley Community Rail Partnership.	13 (e)	DVMWHS, DVCRP	2014 to 2019	ST	Meetings attended
<b>P 4.3</b> Investigate opportunities for developing a cycle route through the DVMWHS.	10 (a)	DVMWHS	2014 to 2019	ST	
<b>P 4.4</b> Promote public transport options on DVMWHS promotional material.	13 (e) 13 (f)	DVMWHS	2014 to 2019	ST Existing budgets	Monitor publications
<b>P 4.5</b> Work with partners to provide high quality access for those with mobility needs, without compromising the OUV and integrity of the Site.		LPAs, O	2014 to 2019	ST Capital Schemes	
<b>P 4.6</b> Work with AVBC to identify coach drop-off points and parking in Belper.	13 (d)	AVBC, DVMWHS	2014 to 2019	ST	Sites identified
<b>P 4.7</b> Ensure each attraction effectively promotes public transport options to their site.		O	2014 to 2019	Existing Budgets	

**AIM 3**  
**TO PROMOTE THE DEVELOPMENT OF SUSTAINABLE TOURISM WITHIN THE DVMWHS**

**Policy 5 Marketing**

Action	SWOT ref	Responsibility	Timescale	Resources (£)	Measure
<b>P 5.1</b> Implement the marketing strategy as laid out in the Tourism and Marketing Strategy. (subject to funding)	2 (e) 3 (f)	DVMWHS	2014 to 2019	65,000 pa (510,000)	Inc. in visitors
<b>P 5.2</b> Conduct Citizen's Panel survey on DVMWHS annually.	2 (h) 3 (f)	DVMWHS, DCC	2014 to 2019	ST	Useful baseline data
<b>P 5.3</b> Maintain liaison with VPD to ensure linkage with regional tourism strategy.	2 (f) 2 (g)	DVMWHS, VPD	2014 to 2019	ST	DVMWHS with strategy
<b>P 5.4</b> Produce annual Visitor Guide.	16 (b)	DVMWHS	2014 to 2019	7,000 pa	Production & circulation
<b>P 5.5</b> Produce Discovery Days leaflet.	16 (b)	DVMWHS	2014 to 2019	7,000 pa	Production & circulation
<b>P 5.6</b> Produce trade display materials for DVMWHS.	16 (b)	DVMWHS	2014	15,000	Production
<b>P 5.7</b> Provide information and support to local businesses, tourism providers and potential investors.	3 (e)	DVMWHS	2014 to 2019	ST	Derby/Cromford clusters developed
<b>P 5.8</b> Create data base and mailing list of accommodation providers.	16 (b)	DVMWHS	2014	ST	Produced

**AIM 3**  
**TO PROMOTE THE DEVELOPMENT OF SUSTAINABLE TOURISM WITHIN THE DVMWHS**

**Policy 6 Arts**

Action	SWOT ref	Responsibility	Timescale	Resources (£)	Measure
<b>P 6.1</b> Seek funding to develop arts activities, following the guidelines within the DVMWHS Arts Strategy. <ul style="list-style-type: none"> <li>• Develop Derwent Pulse project with artist Charles Monkhouse</li> <li>• Contribute to Derbyshire Year of Culture in 2015</li> <li>• Continue to support Vickers Art Prize</li> </ul>	11 (d)	DVMWHS DVMWHS DVMWHS	2014 to 2015 2015 to 2015 2014 to 2019	ST ACE funding ST ST	Funding achieved
<b>P 6.2</b> Ensure that local and regional artists are represented within the Discovery Days festival.		DVMWHS	2014 to 2019	ST	Programme content
<b>P 6.3</b> Maintain and develop good working relationships with local arts organisations through the DVMWHS Arts Working Group.		DVMWHS	2014 to 2019	ST	Meetings held



**AIM 3**  
**TO PROMOTE THE DEVELOPMENT OF SUSTAINABLE TOURISM WITHIN THE DVMWHS**

**Policy 7 Attractions and Infrastructure**

Action	SWOT ref	Responsibility	Timescale	Resources (£)	Measure
<b>P 7.1</b> Deliver phase one of the Cromford Mills master-plan, including the DVMWHS visitor centre.	I (f) 7 (d)	AS, HLF	May 2014	5,000,000	Completion
<b>P 7.2</b> Continue to develop the further phases of the Cromford Mills master-plan.	I (f) 7 (d)	AS	2014 to 2019	Phased budgets	Bids submitted
<b>P 7.3</b> Continue to develop Derby Museums Trust.		DC	2014 to 2019	ST	Sustainable organisation
<b>P 7.4</b> Develop the re-visioning of the Silk Mill.	I (f) 7 (d)	DC, DMT	2014 to 2019	15-20 million	Successful HLF applications
<b>P 7.5</b> Investigate Trust status for John Smedley archive and collection. <ul style="list-style-type: none"> <li>• Develop master-plan for enlarging shop and adding museum and café</li> <li>• Develop mill tours</li> </ul>		JS, DVMWHS	2014 to 2019	ST	
<b>P 7.6</b> Develop facilities on the Cromford Canal in line with its Management Plan. <ul style="list-style-type: none"> <li>• Passenger Boat Service on Cromford Canal between Cromford and High Peak Junction</li> <li>• Canoeing allowed from Cromford to High Peak Junction</li> <li>• Construct new Access for All ramp to Leawood pumphouse</li> <li>• Make towpaths up to Access for All standard</li> </ul>	I (b)	FCC, DCC, NE FCC, DCC, NE DCC DCC	2013 2014 2014 to 2019 2014 to 2019	tbc ST	Boat operational NE approval
<b>P 7.7</b> Use the DVMWHS Interpretation Plan to inform future interpretation.	I (g) 7 (c)	AS, DC, BNMT, DCC	2014 to 2019	ST	Survey
<b>P 7.8</b> Replacement of Tea Rooms in Belper River Gardens appropriate to their location on the EH Historic Parks and Gardens List.		AVBC	2014 to 2019	c. 500,000	Completion

**AIM 3**  
**TO PROMOTE THE DEVELOPMENT OF SUSTAINABLE TOURISM WITHIN THE DVMWHS**

**Policy 7 Attractions and Infrastructure Cont...**

Action	SWOT ref	Responsibility	Timescale	Resources (£)	Measure
<b>P 7.9</b> Identify funding opportunities for development and refurbishment of displays and facilities at High Peak Junction.	1 (h)	DCC	2014	ST	Funding success
<b>P 7.10</b> Develop a sustainable future for Belper North Mill Trust. <ul style="list-style-type: none"> <li>• Update displays</li> <li>• Develop events and educational programmes</li> <li>• Develop volunteering</li> </ul>	4 (g)	BNMT, AVBC	2014 to 2019	c. 90,000 (HLF bid)	Funding success
<b>P 7.11</b> Continue to work with Pattern's Properties on the conservation and development of Darley Abbey Mills.	1 (f) 7 (d)	PP, DVMWHS	2014 to 2019	310,000	DC Grant used on repairs
<b>P 7.12</b> Commission report into future usage of Crossroads Farm, Belper.		DVMWHS	2016 to 2018	10,000	Report delivered

**AIM 4**  
**TO ENHANCE THE ECONOMIC AND SOCIAL WELLBEING OF THE DVMWHS**

**Policy 8** *Economic and Social Wellbeing*

Action	SWOT ref	Responsibility	Timescale	Resources (£)	Measure
<b>P 8.1</b> Collect visitor data from attractions and analyse economic impact.	2 (h)	DVMWHS	2014 to 2019	ST	% increase / decrease in visits
<b>P 8.2</b> Promote the positive benefits of WHS status to local businesses and property owners.		DVMWHS	2014 to 2019	ST	Sponsorship
<b>P 8.3</b> Encourage developers to bring forward schemes that have identifiable benefits for the DVMWHS.	5 (g)	DVMWHS	2014 to 2019	ST	Sponsorship
<b>P 8.4</b> Encourage the generation of hydro-electric power by owners and other community groups.	10 (d)	DVMWHS, O, TB	2014 to 2019	ST	Take up
<b>P 8.5</b> Continue to develop sites for economic use at <ul style="list-style-type: none"> <li>• Cromford Mills (See P.7.2)</li> <li>• Darley Abbey</li> </ul>		AS,PP	2014 to 2019	ST Partners Budgets	Full occupancy

**AIM 5**  
**TO PROMOTE PUBLIC UNDERSTANDING OF THE DVMWHS BY FACILITATING RESEARCH**

**Policy 9** *Encourage and promote further research into the Property*

Action	SWOT ref	Responsibility	Timescale	Resources (£)	Measure
<b>P 9.1</b> Produce a Historical & Archaeological Research Framework.	I (e)	DVMWHS, EH TPA/YAT	2014 to 2015	30-50,000 ST	Completion
<b>P 9.2</b> Instigate research through voluntary bodies and research institutions.	I (e)	DVMWHS	2014 to 2019	ST	Research produced
<b>P 9.3</b> Develop relationships with the University of Derby, the University of Nottingham and regional museums and archives.	I (e)	DVMWHS, U	2014 to 2019	ST	No of successful projects
<b>P 9.4</b> Research & Publications Panel to meet quarterly.	I (e)	DVMWHS	2014 to 2019	ST	Meetings held
<b>P 9.5</b> Work with the DVMWHS Educational Trust to publish new research. <ul style="list-style-type: none"> <li>• Publish research papers on the DVMWHS website</li> <li>• Secure funding to publish Cromford Revisited</li> </ul>	I (e)	DVMWHS DVMWHS Educational Trust	2014 to 2019	20,000 ST	Publication
<b>P 9.6</b> Maintain DVMWHS Acquisition & Disposal Policy in association with Derbyshire Museums Forum.	I (e)	DVMWHS, DMF	2014 to 2019	ST	Policy meets Registration requirements
<b>P 9.7</b> Develop international links that are relevant to the DVMWHS.	I (e)	DVMWHS	2014 to 2019	ST	Inc. knowledge of international impact



**AIM 6**  
**TO PROMOTE EDUCATIONAL USE OF THE DVMWHS FOR FORMAL AND INFORMAL LEARNING:**

**Policy 10 Promoting Learning**

Action	SWOT ref	Responsibility	Timescale	Resources (£)	Measure
<b>P 10.1</b> Maintain and develop links with the formal and informal learning sector, heritage sites and museums to share best practice and potential partnerships, providing a dynamic and flexible learning offer for people of all ages, abilities and backgrounds. <ul style="list-style-type: none"> <li>• Maintain Education Working Group.</li> <li>• Develop the DVMWHS learning plan.</li> <li>• Monitor and respond to changes in National Curriculum and schools governance</li> </ul>	8 (f)	DVMWHS  DVMWHS DVMWHS DVMWHS	2014 to 2019  2014 to 2019 2014 to 2015 2014 to 2019	ST  ST 5,000 ST	Inc. schools usage  Meetings held Produced Relevant plan
<b>P 10.2</b> Develop formal and informal learning resources based on the DVMWHS. <ul style="list-style-type: none"> <li>• Work with groups of young people in developing web-based resources and smart phone applications which will help make the DVMWHS more accessible to an identified target audience.</li> <li>• Encourage schools and colleges to use public transport to the DVMWHS.</li> </ul>	8 (f)	DVMWHS, DC, AS, BNMT  DVLGRP	2014 to 2019	ST	Inc. schools usage
<b>P 10.3</b> Develop projects involving local schools and community groups. As partnerships continue to grow with local schools at both primary and secondary level there is the opportunity to develop a variety of projects around DVMWHS initiatives including <ul style="list-style-type: none"> <li>• Arts • Literature • History</li> <li>• Involving young people in the strategic development of the DVMWHS</li> </ul>	8 (f)	DVMWHS	2014 to 2019	ST	Inc. schools usage
<b>P 10.4</b> Conduct market research and produce promotional materials for learning markets.	3 (d) 8 (f)	DVMWHS	2014 to 2019	ST, 10,000	% increase in usage
<b>P 10.5</b> Develop relationships with the Universities of Derby, Nottingham and Nottingham Trent in respect of <ul style="list-style-type: none"> <li>• Joint projects • Teaching • Student attachments and resources</li> </ul>	1 (e)	DVMWHS, U	2014 to 2019	ST Grants	Over two partnerships developed
<b>P 10.6</b> Produce on-going qualitative and quantitative evidence of the role of learning in the work of the attractions, including income generation.	3 (d)	AS, BNMT, DMT, DCC	2014 to 2019	ST	Usable data produced

**AIM 7**  
**TO BUILD STRONG PARTNERSHIPS WITH VOLUNTEERS AND LOCAL, REGIONAL, NATIONAL AND INTERNATIONAL STAKEHOLDERS:**

**Policy 11 Partnership Working**

Action	SWOT ref	Responsibility	Timescale	Resources (£)	Measure
<b>P 11.1</b> Develop regular liaison with volunteer organisations through <ul style="list-style-type: none"> <li>• DVMWHS Partnership Forum</li> <li>• DVMWHS Panels</li> <li>• Parish Councils</li> <li>• Informal Cluster groups</li> </ul>	2 (e)	DVMWHS	2014 to 2019	ST	Continuing engagement
<b>P 11.2</b> Continue annual awards for volunteers.	4 (d)	DVMWHS	2014 to 2019	ST	Continuing engagement
<b>P 11.3</b> Develop training programmes for volunteers. <ul style="list-style-type: none"> <li>• Deliver HLF Our Stories project</li> </ul>	4 (d)	DVMWHS DVMWHS	2014 to 2019 2013	ST 7,300	Improved visitor experience
<b>P 11.4</b> Maintain and develop sound working relationships with EH, NE, ACE and HLF at a regional and national level.	6 (e)	DVMWHS, ACE, HLF, EH, NE	2014 to 2019	ST	High profile and funding support
<b>P 11.5</b> Maintain and develop sound working relationships with Universities, especially Derby, Nottingham, Nottingham Trent and Sheffield.	1 (e)	DVMWHS	2014 to 2019	ST	Higher profile and academic output
<b>P 11.6</b> Maintain and develop sound working relationships with local and regional organisations through attending meetings of and liaising with <ul style="list-style-type: none"> <li>• AS and BNMT</li> <li>• DVLCRP</li> <li>• DMF</li> </ul>	4 (e)	DVMWHS	2014 to 2019	ST	Higher profile
<b>P 11.7</b> Develop relationships with local companies to encourage corporate support of the DVMWHS.		DVMWHS	2014 to 2019	ST	Level of support
<b>P 11.8</b> Develop links with international sites influenced by the Arkwright system.		DVMWHS	2014 to 2019	ST	Increased knowledge sharing

**AIM 8**  
**TO WORK WITH PARTNERS TO ACCESS FUNDING AND DELIVER PROJECTS**

**Policy 12 Partnership Funding**

Action	SWOT ref	Responsibility	Timescale	Resources (£)	Measure
<b>P 12.1</b> Co-ordinate funding bids from within the Partnership and inform key funders (ACE, HLF etc.)	4 (e) 4 (f)	DVMWHS	2014 to 2019	ST	No duplication of bids
<b>P 12.2</b> Identify funding sources and disseminate information to the Partnership.	6 (g)	DVMWHS	2014 to 2019	ST	Co-ordinated bidding
<b>P 12.3</b> Secure a mechanism which allows DVMWHS to apply directly for funding.	6 (b)	DVMWHS and DVMWHS Educational Trust	2014	ST	Solution achieved
<b>P 12.4</b> Map businesses within the DVMWHS and investigate how they can become involved and supportive of DVMWHS activities.	10 (b)	DVMWHS	2014 to 2015	ST	Mapping completed and inc. support
<b>P 12.5</b> Work with and support the DerwentWISE project.	15 (b)	DerwentWISE DVMWHS	2014 to 2019	1.767 million	Phase 2 pass Delivery

**AIM 9**  
**TO MANAGE THE DVMWHS PARTNERSHIP IN AN EFFICIENT AND SUSTAINABLE MANNER**

**Policy 13 Managing the Partnership**

Action	SWOT ref	Responsibility	Timescale	Resources (£)	Measure
<b>P 13.1</b> Co-ordinate the adoption and implementation of the Management Plan and liaise with partners to maintain and enhance the present partnership approach.		DVMWHS	2014 to 2019	ST	Key aims of Plan are met
<b>P 13.2</b> DVMWHS Board and Partnership Forum to meet at least 3 times a year and Board to set strategic direction.		DVMWHS	2014 to 2019	ST	Meetings held
<b>P 13.3</b> Assist succession planning at Masson Mills and BNMT.	4 (g)	DVMWHS, MM, BNMT	2014 to 2015	ST	Plans in place
<b>P 13.4</b> Produce Annual Work-plan setting out actions linked to key aim.		DVMWHS	2014 to 2019	ST	Plans produced
<b>P 13.5</b> Prepare for revision of Management Plan in 2018.		DVMWHS	2018	ST	Ready for submission in 2018
<b>P 13.6</b> Seek adequate funding for the DVMWHS <ul style="list-style-type: none"> <li>• Key stakeholders to provide adequate baseline funding</li> <li>• Seek new forms of revenue income</li> <li>• Maximise income from grant giving organisations</li> </ul>	6 (b) 6 (c) 9 (c)	DVMWHS, DCC, DC, AVBC, DDDC, EBC	2014 to 2019	ST	DVMWHS is financially sustainable
<b>P 13.7</b> Identify long-term capital projects and monitor opportunities for achieving them. (See Policy 14)		DVMWHS	2014 to 2019	ST	Ability to take advantage of opportunities



**AIM 9**  
**TO MANAGE THE DVMWHS PARTNERSHIP IN AN EFFICIENT AND SUSTAINABLE MANNER**

**Policy 14 Long-Term Capital Projects**

Action	SWOT ref	Responsibility	Timescale	Resources (£)	Measure
<b>P 14.1</b> Completion of Cromford Mills master-plan.	8 (a)	AS	2014 to 2024	44.5 million	
<b>P 14.2</b> Completion of repairs to Darley Abbey Mills.	8 (a)	PP	In development	Not known at present	
<b>P 14.3</b> Completion of Silk Mill as major attraction.	8 (a)	DMT	In development	15-20 million	
<b>P 14.4</b> Production of master-plan for Belper North and East Mills.	8 (a)	First Investments	In development	Not known at present	
<b>P 14.5</b> Repair and conservation of road surfaces, Belper Clusters.	8 (a)	O	No start date	1 million	
<b>P 14.6</b> Repair and conservation of paving, North Street Cromford.	8 (a)	O	No start date	300,000	
<b>P 14.7</b> Restore Cromford to Lea footpath.	15 (a)	DCC	No start date	500,000	
<b>P 14.8</b> Multi-user bridge at Masson Mills.	15 (a)	DC	No start date	5 million	
<b>P 14.9</b> Multi-user bridge at Milford.	15 (a)	AS	No start date	5 million	
<b>P 14.10</b> Multi-user river bridge extension at Cromford.	15 (a)	O, EA	No start date	5 million	
<b>P 14.11</b> Improve design and traffic flow at Mill Road, Cromford.	8 (a)	DCC	No start date	3-5 million	

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