

## 5 Year Management Plan Engagement Activity

### Final Report

November 2018

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Director



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# 1. EXECUTIVE SUMMARY

<p><b>1. BACKGROUND</b></p> <ul style="list-style-type: none"> <li>• UNESCO require each World Heritage Site to produce a Management plan.</li> <li>• UK government requires World Heritage Sites to review their plans every 5 years.</li> <li>• The DVMWHS plan will be renewed in 2019.</li> <li>• When the Plan was last reviewed in 2014, there was little engagement with local communities and other stakeholders.</li> <li>• This was raised as an issue during the review of the 2014 Plan.</li> <li>• In preparing the 2019 plan, the decision was taken to engage with local communities and as wide a range of other stakeholders as possible.</li> </ul>	<p><b>4. KEY OUTCOMES</b></p> <p>At the Steering Group event, it was suggested that the focus of the Plan should sit under 2 headings : Protect and Promote.</p> <p><b>4.1. Protect</b></p> <ul style="list-style-type: none"> <li>• Councils &amp; Planning - Inappropriate Development             <ul style="list-style-type: none"> <li>◦ Biggest perceived direct threat by communities.</li> <li>◦ C&amp;P panel noted the need to secure appropriate level of LPA understanding and expertise on the Significance of WHS and the need to build consensus through a Strategic Development Masterplan across all LPAs in the WHS.</li> <li>◦ Steering Group raised a need to educate Council Officers.</li> </ul> </li> <li>• Finance             <ul style="list-style-type: none"> <li>◦ Communities and the Steering Group reflected the insecurity of public funding (Local, UK and EU) and the need to secure other sources.</li> <li>◦ Communities noted weakness in the budget planning process, supported by Partners who want a prioritised, agreed, coherent action plan responsibilities.</li> <li>◦ L&amp;R noted that Financial sustainability needs to be in the Purpose.</li> </ul> </li> <li>• Communication - Engagement             <ul style="list-style-type: none"> <li>◦ Communities perceive a lack of partnership between Councils and the DVM, which is borne out by the levels of attendance at invited Panel events.</li> </ul> </li> </ul> <p><b>4.2 Promote</b></p> <p>Communication - Marketing &amp; Visitor Economy</p> <ul style="list-style-type: none"> <li>• Biggest perceived weakness by Communities, with lack of marketing for the site as a whole being a key issue, which was directly supported by Development.</li> <li>• L&amp;R talked about better promotion of collections.</li> <li>• Partners talked about jointly raising profiles.</li> <li>• Development want a “Proud Brand” for use by associated sites and businesses.</li> <li>• Communities and Development noted a lack of social media presence.</li> </ul> <p>Communication - Hubs &amp; Groups</p> <ul style="list-style-type: none"> <li>• Biggest perceived opportunity by Communities to strengthen communication between Hubs, the community and the DVM Sites. This was supported by L&amp;R who called for more integration and collaboration.</li> </ul>																																										
<p><b>2. ACTIVITY</b></p> <ul style="list-style-type: none"> <li>• 3 Community events were held at Cromford, Belper and Darley Abbey:             <ul style="list-style-type: none"> <li>◦ Widely advertised through media, social media and community groups.</li> <li>◦ Drop-in events over a 5 hour period to allow maximum coverage.</li> <li>◦ Centred around a 10 minute slideshow and 15 questions.</li> </ul> </li> <li>• 5 Invited events were held:             <ul style="list-style-type: none"> <li>◦ Learning &amp; Research Panel, including Collections and DVMWH Educational Trust.</li> <li>◦ Conservation &amp; Planning Panel, including Council Planning Officers.</li> <li>◦ Project Partners.</li> <li>◦ Development Panel, including Sites and Attractions.</li> <li>◦ The DVMWHS Steering Group.</li> </ul> </li> <li>• These were:             <ul style="list-style-type: none"> <li>◦ By invitation to specific individuals or organisations.</li> <li>◦ 2 hour workshop events, tailored to the specific knowledge of each group.</li> </ul> </li> </ul>																																											
<p><b>3. ENGAGEMENT</b></p> <table border="1"> <thead> <tr> <th>Community</th> <th>Attended</th> <th>Comments</th> <th>Panel</th> <th>Attendees</th> <th>Comments</th> </tr> </thead> <tbody> <tr> <td>Cromford</td> <td>21</td> <td>329</td> <td>Learn. &amp; Res.</td> <td>13</td> <td>91</td> </tr> <tr> <td>Belper</td> <td>44</td> <td>569</td> <td>Cons. &amp; Plan.</td> <td>10</td> <td>63</td> </tr> <tr> <td>Darley Abbey</td> <td>26</td> <td>203</td> <td>Project Partners</td> <td>8</td> <td>70</td> </tr> <tr> <td></td> <td></td> <td></td> <td>Development</td> <td>12</td> <td>162</td> </tr> <tr> <td></td> <td></td> <td></td> <td>Steering Group</td> <td>8</td> <td>29</td> </tr> <tr> <td><b>TOTAL</b></td> <td><b>9</b></td> <td><b>1,101</b></td> <td><b>TOTAL</b></td> <td><b>51</b></td> <td><b>415</b></td> </tr> </tbody> </table>	Community	Attended	Comments	Panel	Attendees	Comments	Cromford	21	329	Learn. & Res.	13	91	Belper	44	569	Cons. & Plan.	10	63	Darley Abbey	26	203	Project Partners	8	70				Development	12	162				Steering Group	8	29	<b>TOTAL</b>	<b>9</b>	<b>1,101</b>	<b>TOTAL</b>	<b>51</b>	<b>415</b>	
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	<p><b>5. AGREED ACTIVITY</b></p> <ul style="list-style-type: none"> <li>• There was an intent to run an invited event for Strategic Influencers, hosted by the DVMWHS Chair as part of the engagement process. This would include Senior Council officers, D2N2, ICOMOS, Derby City &amp; County Culture Boards, and DMCS.</li> <li>• It was decided that this would be more useful to do with the results of the engagement activities and a Draft plan to base the event on.</li> </ul>																																										

## 2. ATTENDANCE

### Community Events

Place	Attended		Comments	
	No.	%	No.	%
Cromford	21	23	329	30
Belper	44	48	569	52
Darley Abbey	26	29	203	18
TOTAL	91		1101	

### Panel Events

Event	Invited	Accepted		Declined		No Response		Attended		Accepted didn't attend	Notable Non Attendees
		No.	%	No.	%	No.	%	No.	%	No.	
Learning & Research	46	12	26	20	43	14	30	13	28	1	Panel Chair. North Mill Trust.
Conservation & Planning	20	9	45	4	20	7	35	11	55	0	* <sup>1</sup> AVBC & DCCC Planning Officers. HE East Mids.
Project Partners	31	7	23	2	6	22	71	10	32	0	DerwentWISE. D2N2.
Development	44	11	25	10	23	23	52	11	25* <sup>2</sup>	1	Derbys Dales DC. Derbyshire CC. Darley Abbey Mills. Masson Mills.
Steering Group	18	7	39	4	22	7	39	8	44	0	Visit Peak District & Derbyshire. Derby City C. AVBC.
TOTAL	159	46	29	40	25	73	46	53	33	2	

- The level of engagement is troubling, given that these events are inputting to the Site's Management Plan for the next 5 years.
- There was very low attendance from Learning members of the L&R Panel.
- The highest Attendance percentage is for the Conservation & Planning Panel, but even this is just over half with significant parties not attending (\*1).
- There is no formal meeting structure that the Project Partners normally attend and attendees reflect the organisations that are already active in the WHS.
- The lowest % attendance (\*2) was the Development Panel, representing asset owners and organisations who have an economic connection with the Site.
- There was low response and attendance from the Steering Group, whose role is to advise and help DCC and WHS Partnership to achieve their goals.

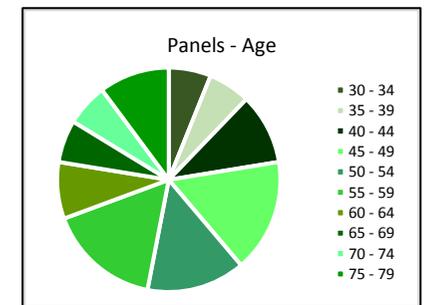
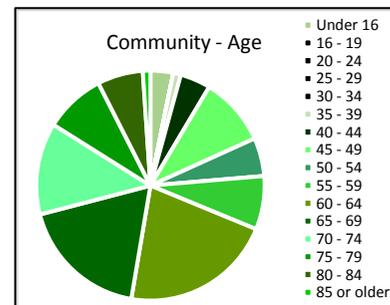
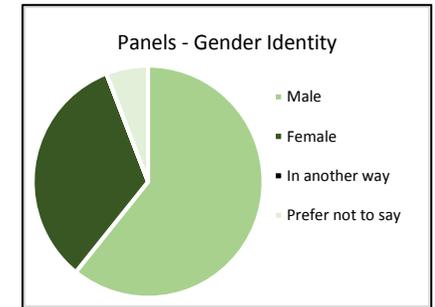
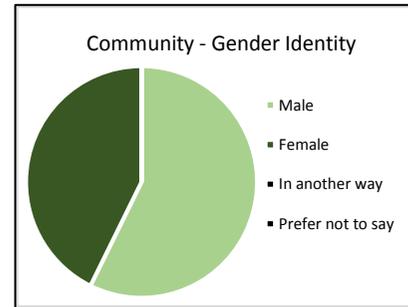
### 3. DEMOGRAPHICS

		Comm	Panels
<b>1</b>	<b>Which of the following options best describes how you think of your gender identity?</b>		
	Male	31	51
	Female	17	38
	In another way	0	0
	Prefer not to say	3	0
		<b>51</b>	<b>89</b>

- There is a male bias across all areas.

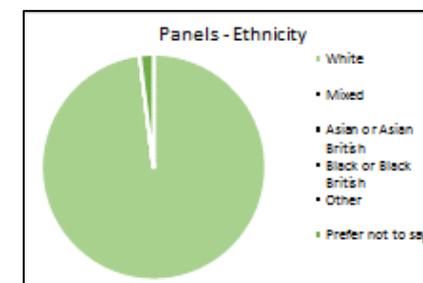
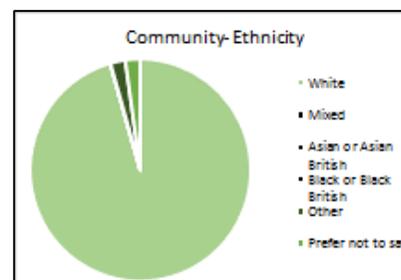
<b>2</b>	<b>Which of the following age groups do you belong to?</b>		
	Under 16	0	3
	16 - 19	0	0
	20 - 24	1	0
	25 - 29	0	0
	30 - 34	3	0
	35 - 39	3	1
	40 - 44	5	4
	45 - 49	8	9
	50 - 54	7	5
	55 - 59	8	7
	60 - 64	4	20
	65 - 69	3	17
	70 - 74	3	12
	75 - 79	5	8
	80 - 84	0	6
	85 or older	0	1
		<b>50</b>	<b>93</b>

- The age range for the community events was higher than for the panel events.



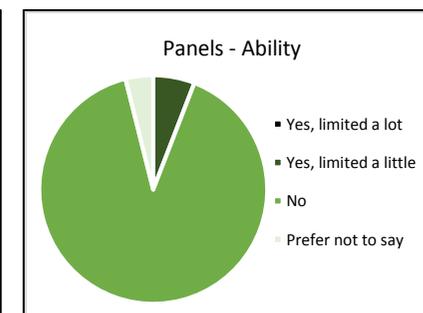
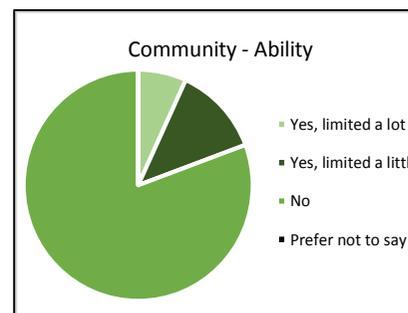
		Comm	Panels
<b>3</b>	<b>What is your ethnic group?</b>		
	White	50	87
	Mixed	0	0
	Asian or Asian British	0	0
	Black or Black British	0	0
	Other	0	2
	Prefer not to say	1	2
		<b>51</b>	<b>93</b>

- Comparison of ethnic group with the last available census data for Derbyshire (2011) shows an under-representation of Asian or Asian British.
- No other notable variances.

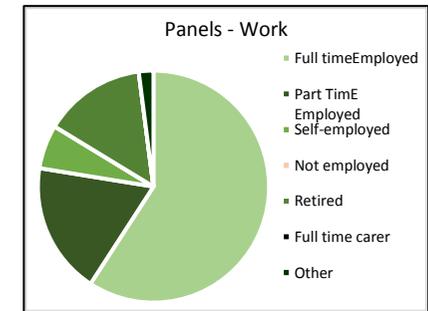
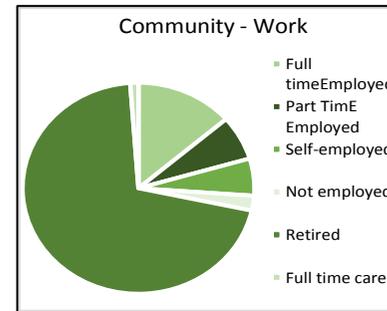


		Comm	Panels
<b>4</b>	<b>Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months?</b>		
	Yes, limited a lot	0	6
	Yes, limited a little	3	11
	No	46	71
	Prefer not to say	2	0
		<b>51</b>	<b>88</b>

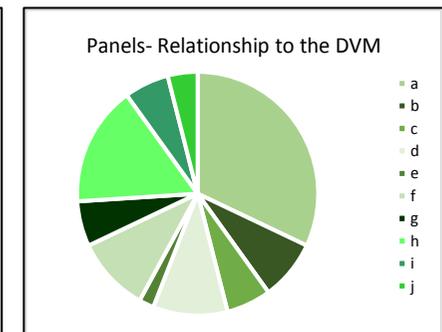
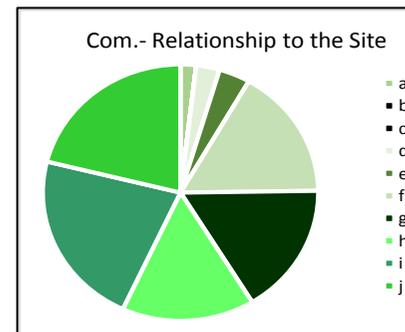
- Comparison of limitations on activity with the last available census data for Derbyshire (2011) shows an under-representation of people who are limited a little.
- No other notable variances.



		Comm	Panels
<b>5</b>	<b>Which of the following options best describes how you work?</b>		
	Full time Student	0	0
	Full timeEmployed	29	12
	Part TimE Employed	9	6
	Self-employed	3	5
	Not employed	0	2
	Retired	7	62
	Full time carer	0	1
	Other	1	0
		<b>49</b>	<b>88</b>



<b>6</b>	<b>Which of the following most closely describes your existing relationship to the DVMWHS</b>		
<b>a</b>	I work for or on the World Heritage Site in a publicly funded role.	16	2
<b>b</b>	I work for the owners of an Asset of the World Heritage Site.	4	0
<b>c</b>	I work for an organisation based within an Asset of the World Heritage Site.	3	0
<b>d</b>	I work in the World Heritage Site.	5	3
<b>e</b>	I work in the World Heritage Site Buffer Zone.	1	4
<b>f</b>	I volunteer directly at a World Heritage Site venue.	5	18
<b>g</b>	I volunteer in another group, where the main focus is the World Heritage Site or other local Heritage and Historical issues.	3	18
<b>h</b>	I regularly visit parts of the World Heritage Site.	8	17
<b>i</b>	I live in THE World Heritage Site.	3	24
<b>j</b>	I live in the World Heritage Site Buffer Zone.	2	23
		<b>50</b>	<b>109</b>



## 4.1 COMMUNITY EVENTS REPORT

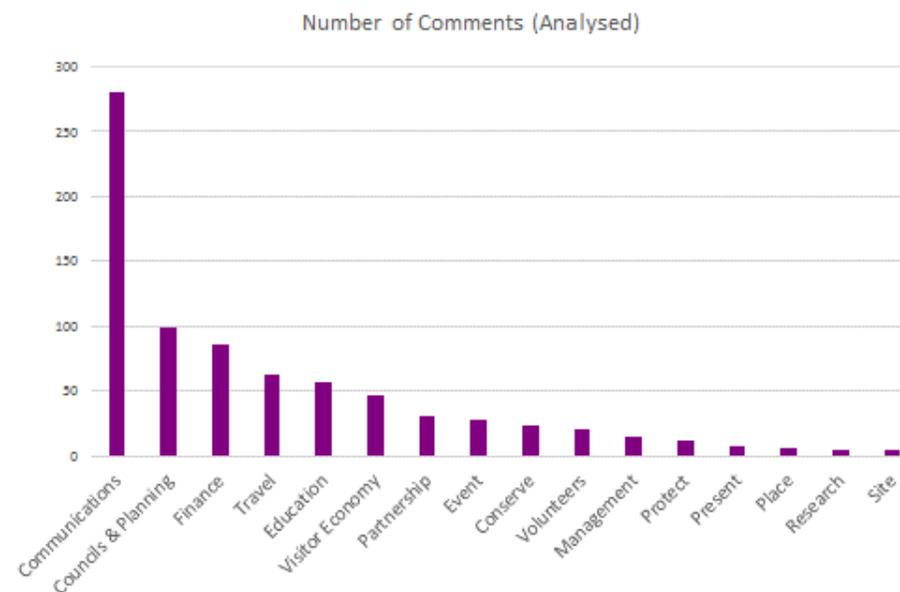
1. EVENTS				
Hub	Date	Location	No. Attended	No. Comments
Cromford	06 / 09 / 18	Cromford Community Centre	21 (23%)	330 (30%)
Belper	13 / 09 / 18	Strutt Centre	44 (48%)	569 (51%)
Darley Abbey	17 / 09 / 18	St Michael's Church	26 (29%)	206 (19%)
Total			91	1105

**Activity**

- Open access events.
- Locations chosen for ease of travel and accessibility.
- Widely advertised - social media, Partnership groups, website, local press.
- Timings from 14:30 to 19:00 to suit widest possible catchment.
- Demographics captured as people entered (Section3).
- Film "... to where it begins ..." showing on a continuous loop.
- Full size map of the Site and Buffer Zone on show.
- Key points - Values and Attributes / Management structure - around the room for reference.
- Presentation shown as groups gathered.
- 15 Questions around the room with post-it notes to add comments.

## 2. DATA OVERVIEW

- The highest recurring 2 - 3 responses each question were pulled together (see 3.)
- 4 Questions (Q5, Q9, Q10, Q13 - 319 responses) were removed from the analysis, as they are event / place specific rather than generic questions about the management and future of the Site. (See Appendix 1).
- The Remaining data was sorted into 16 headings :



- Each subject was then further analysed (see 4.), showing :
  - A SWOT analysis.
  - A breakdown of WHERE the comments were COLLECTED.
  - A breakdown of WHERE the comments were ABOUT.
- Each breakdown is shown as both a pareto and a 100% bar.
- The highest recurring 5 subject areas have been further broken down into Key Words, which were also analysed using SWOT, where collected and where about.

<p><b>3. QUESTIONS (Highest recurring responses and Total No. responses)</b></p> <p><b>Q1 - What do we do well that we can build on in the next 5 years (90)</b>  (24) Discovery Days.  (11) Supporting, co-ordinating effort and education for volunteers.</p> <p><b>Q2 - What are we not currently doing that we need to do in the next 5 years (91)</b>  (34) Marketing (Residents, Partnership and Visitor Economy)</p> <p><b>Q3 - Who should we link with to improve management in the next 5 years and why (75)</b>  (12) Local businesses - get them involved  (11) Local residents and communities - Know / Care / Do  (10) Local Authorities - Educate about WHS</p> <p><b>Q4 - What threats are facing the DVMWHS and how should we tackle them in the next 5 years (129)</b>  (33) Insecure funding / loss of EU funding / financial burden on Local Authorities.  (28) Building Development - LPA focus and understanding / appropriateness.  (16) Travel and transport - traffic / not enough alternatives.</p> <p><b>Q5 - What ideas do you have for bringing a building, space or area back into use or into better use (71)</b>  (20) Belper North and East Mills</p> <p><b>Q6a - To support the long term future how can we work better with existing businesses (28)</b>  (13) Create links with and between businesses - tie in to events / Heritage training</p> <p><b>Q6b - To support the long term future what other sorts of businesses will we need (26)</b>  (15) Tourism businesses  (4) Technical conservation skills development - the next generation of craft / restorers</p> <p><b>Q7 - How do we build a sustainable future for the 3 Hubs (64)</b>  (16) Stronger links between sites and towns - complement not compete  (9) Better public transport and alternative transport links</p>	<p><b>Q8 - How can communication from and about the DVMWHS be improved (59)</b>  (30) More emails / social media / on website  (14) More posters / leaflets</p> <p><b>Q9 - What is your favourite place / activity and what makes it special (98)</b>  (16) Cromford Canal and Birdswood  (13) Discovery Days / Walks / Talks</p> <p><b>Q10 - What DVMWHS related events or activities have you or your family and friends enjoyed and would like to see more of (90)</b>  (27) Walks  (26) Discovery Days</p> <p><b>Q11 - What do you think is the most important duty / role of the WHS Team (89)</b>  (36) Protection  (19) Attract visitors</p> <p><b>Q12 - If you would like to get actively involved with supporting, volunteering or working with the DVMWHS, how can we make it easier for you (33)</b>  (17) Easier to find opportunities</p> <p><b>Q13 - In 2021 the Inscription will be 20 years old. How would you like us to celebrate this milestone (61)</b>  (16) Really special discovery days</p> <p><b>Q14 - If you could have anything happen within the DVMWHS, what would that be (62)</b>  (21) Improved travel and traffic options - public / cycle / walking / parking</p> <p><b>Q15 - Do you have any other comments or ideas about the DVMWHS, its management or its future that you have not already covered (40)</b>  (8) More involvement with local residents and how they can get involved  (7) More promotion / visitor centres / promotional resources that others can use</p>
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#### 4. ANALYSIS BY SUBJECT AREA

##### SWOT

- Strengths in Events and Management, reflecting Discovery Days, Walks and Talks, and recognising the efforts of the team.
- Weaknesses in Communications and Present, reflecting that the Site is not marketed well or sufficiently, and that more needs to be done to pull the different Site assets together.
- Opportunities in most areas but notably in Communications, Travel, Economy and Partnership, reflecting comments about more actively involving local businesses and communities.
- Threats are identified in Councils & Planning, Finance, Conserve and Protect.

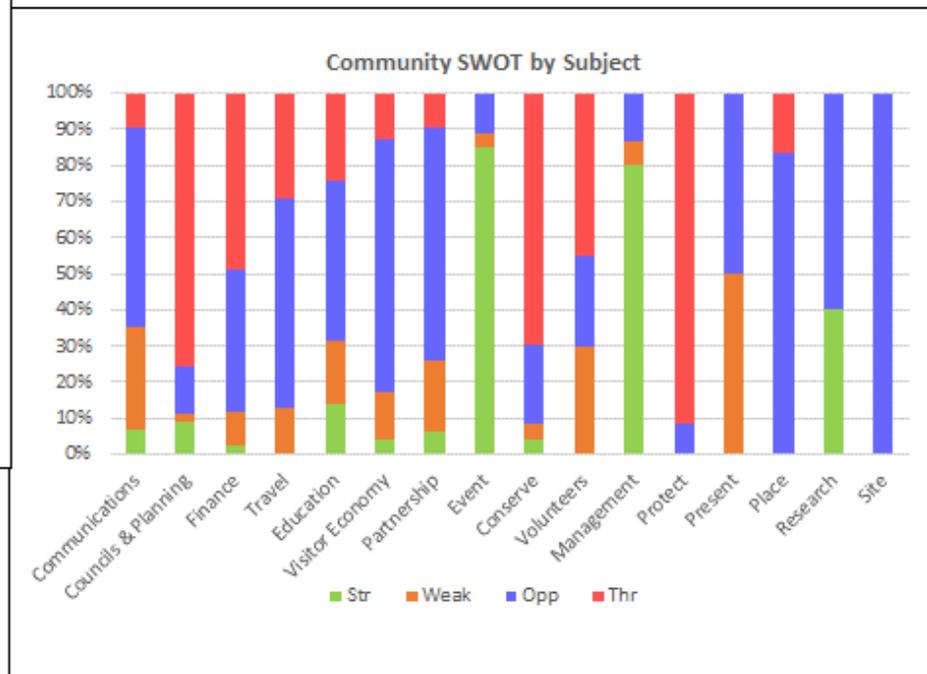
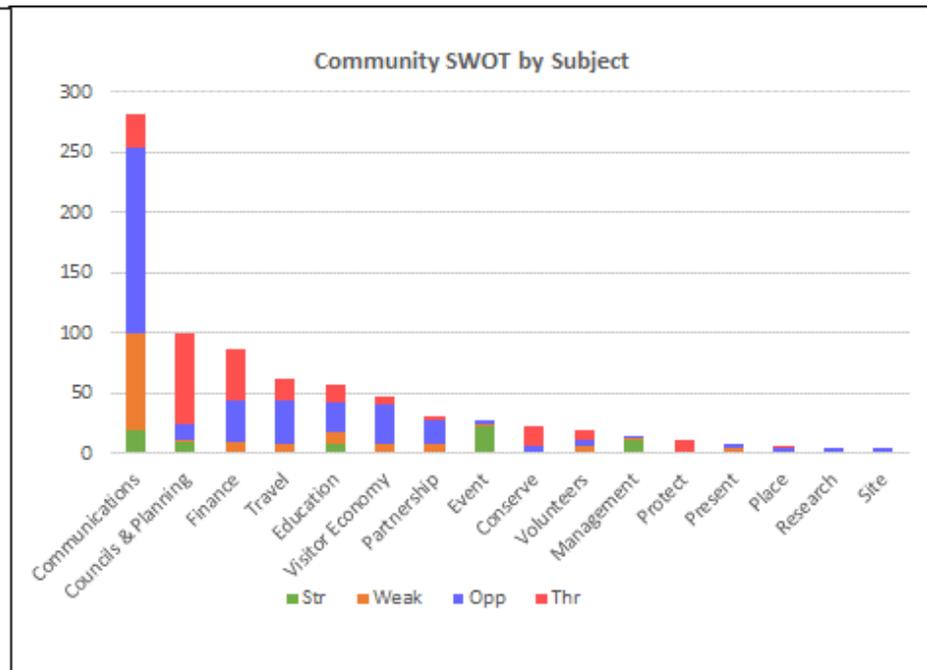
##### Where data was Collected

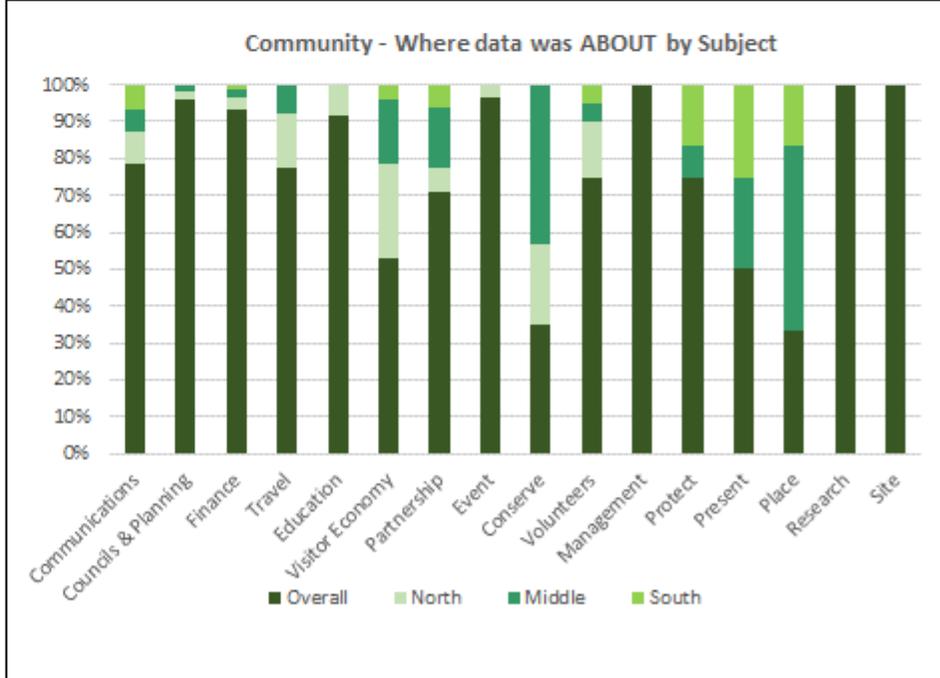
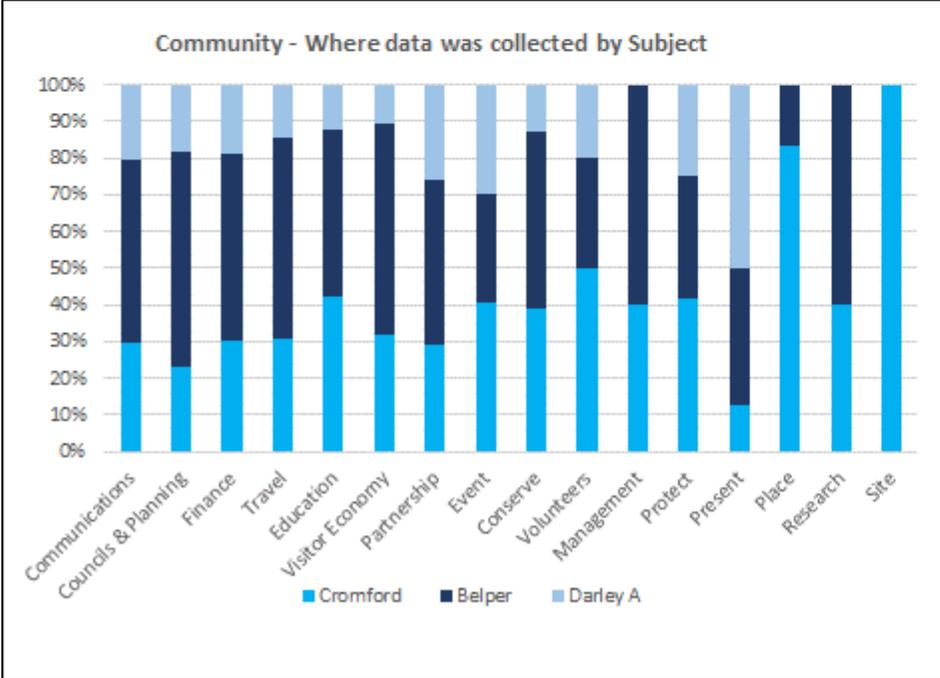
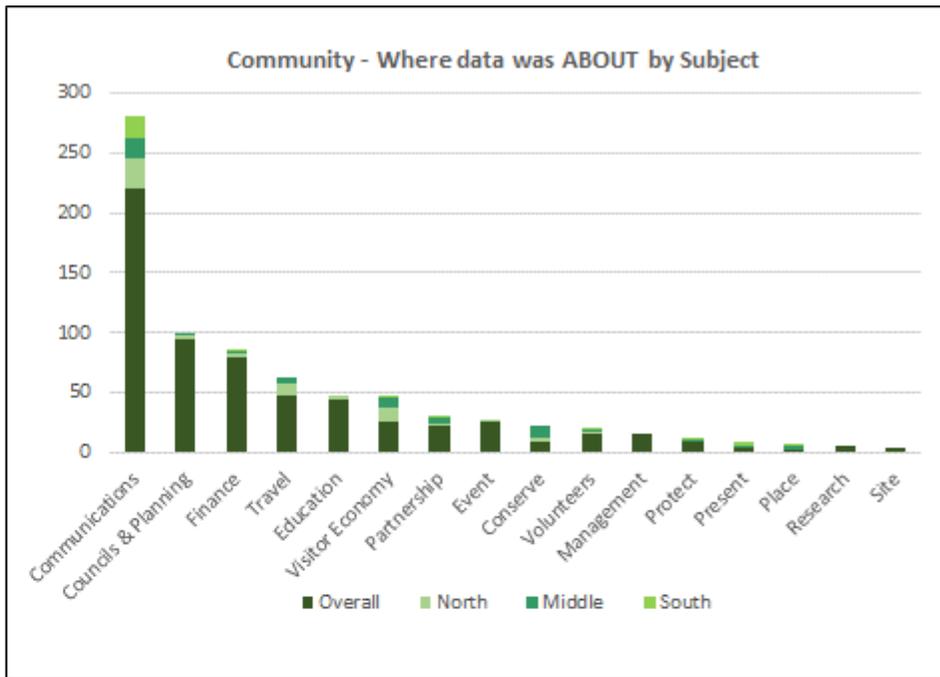
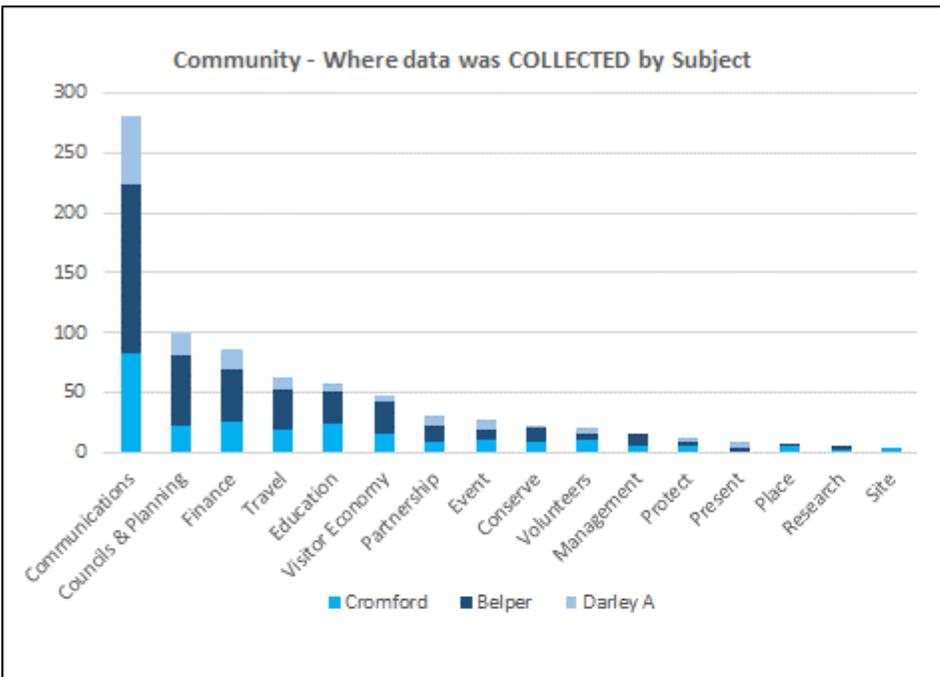
The number of responses at each location broadly reflects the number of attendees.

- Cromford
  - A higher representation in Education and Events, reflecting a need to involve the local communities and businesses more.
  - A higher representation in Volunteers, reflecting concerns about where the next generation of volunteers will come from and how they will be trained.
- Belper
  - A higher representation in Councils & Planning, reflecting the ongoing housing pressures in the town.
  - A higher representation in Visitor Economy, reflecting both the growing visitor economy and the opportunity to grow more.
- Darley Abbey
  - A higher representation in Event, Present and Partnership, reflecting a low existing visitor offering and lack of connection to the community.

##### Where data was collected About

The vast majority of comments were about the Site overall.





### 5.1 HIGHEST RECURRING RESPONSES - COMMUNICATIONS

#### SWOT

- Opportunity to strengthen communication between Hubs and the Community Groups within them and to deliver stronger marketing for the Site as a whole and individual elements within it.
- This was also the main thrust of weaknesses for Marketing and Social Media.
- Weaknesses around volunteer information and recruitment in particular.

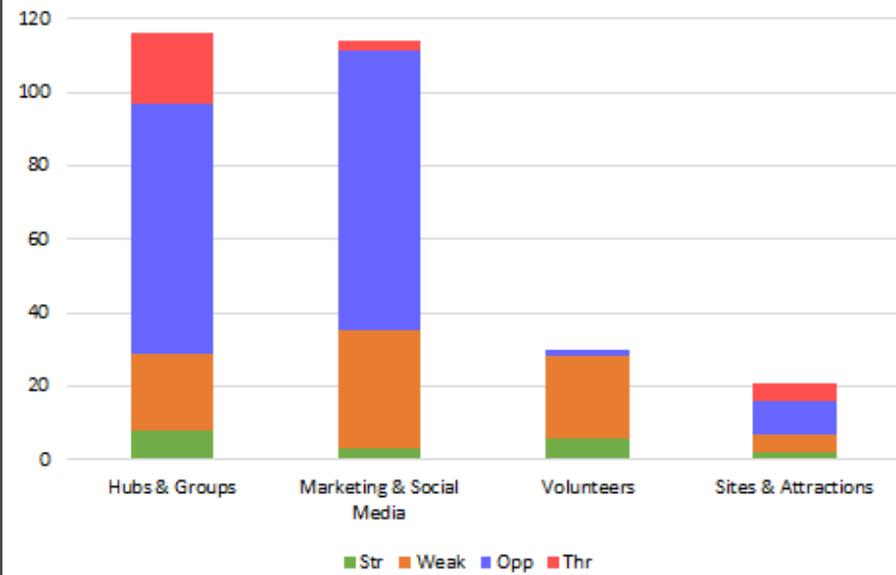
#### Where data was Collected

- Cromford - issues about connection and communication with the local community.
- Belper - issues about marketing of the Site and it's invisibility within the town.
- Darley Abbey - issues about connection and communication with the local community

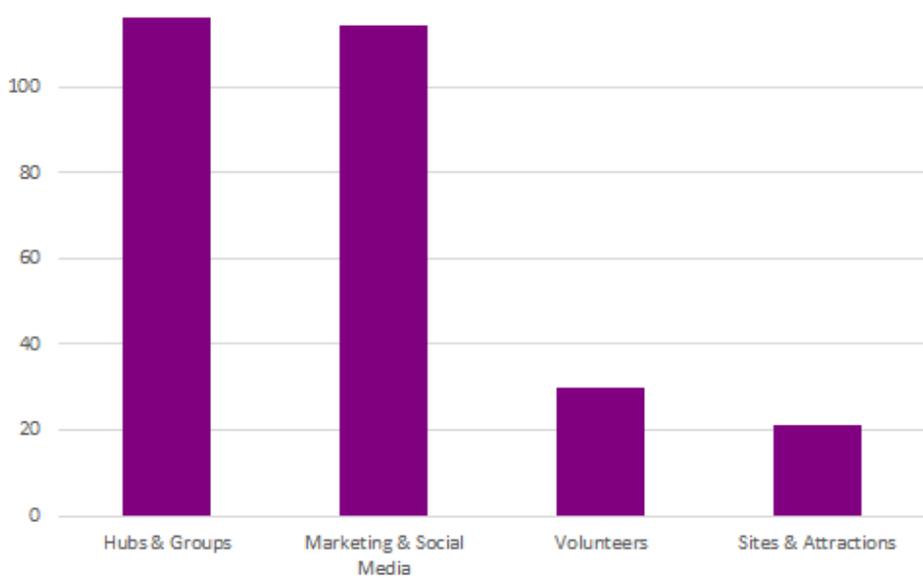
#### Where data was collected About

- Overall issues about lack of and un-coordinated marketing for the Site.
- Overall issues about difficulty for volunteers and potential volunteers to get Site wide information.

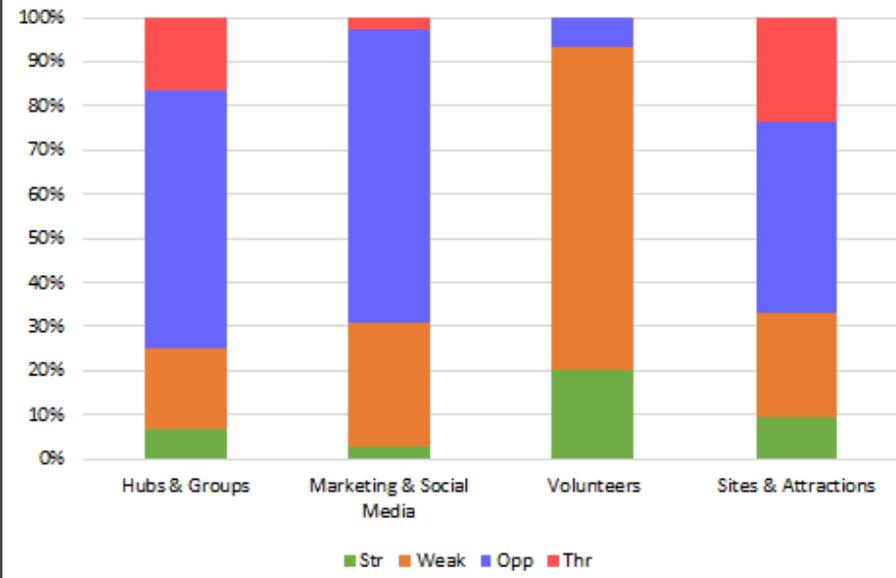
Communications by Key Word - SWOT

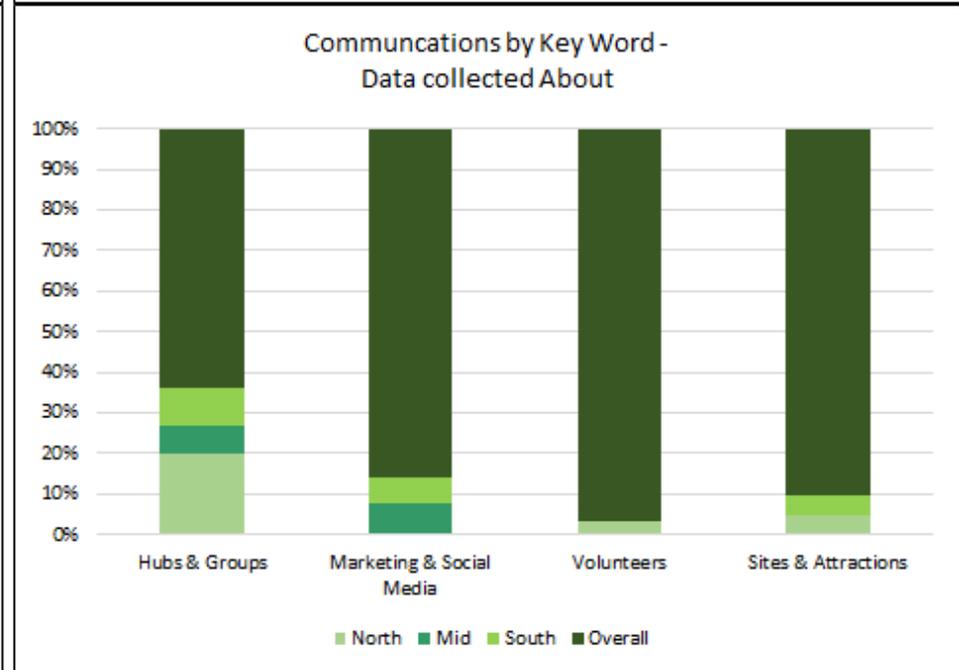
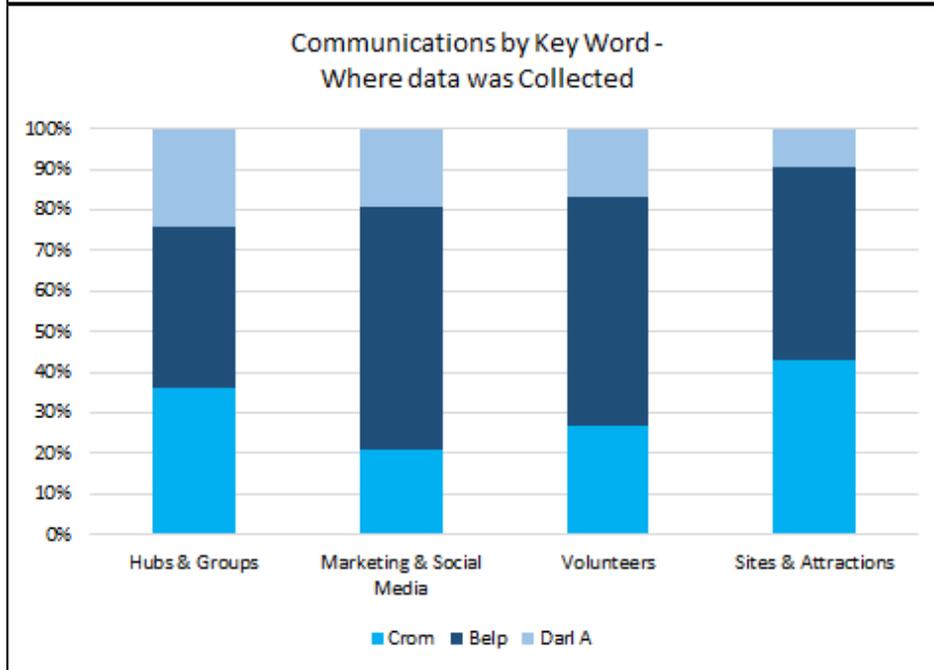
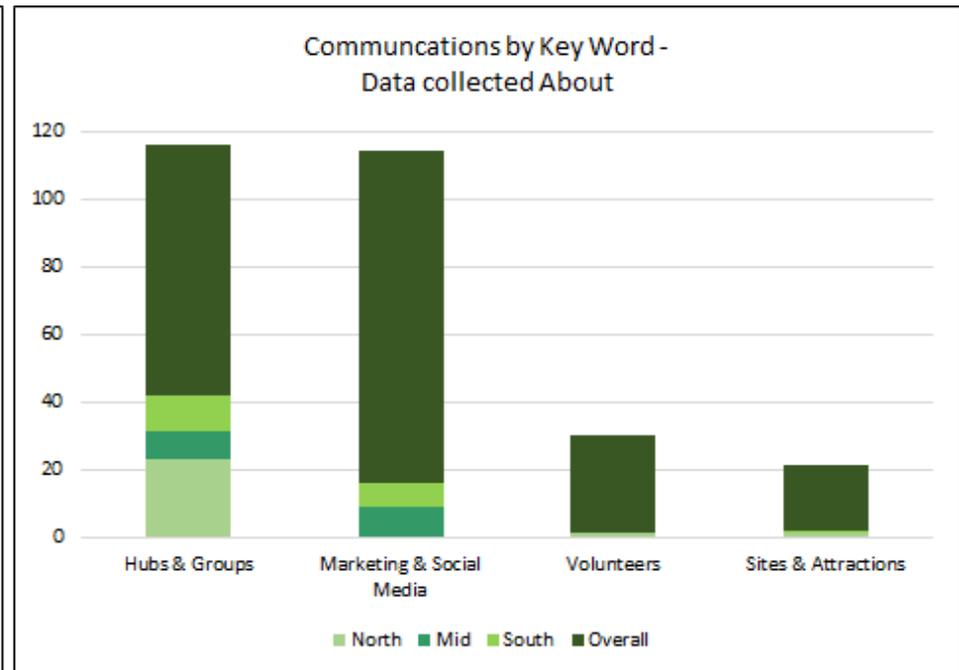
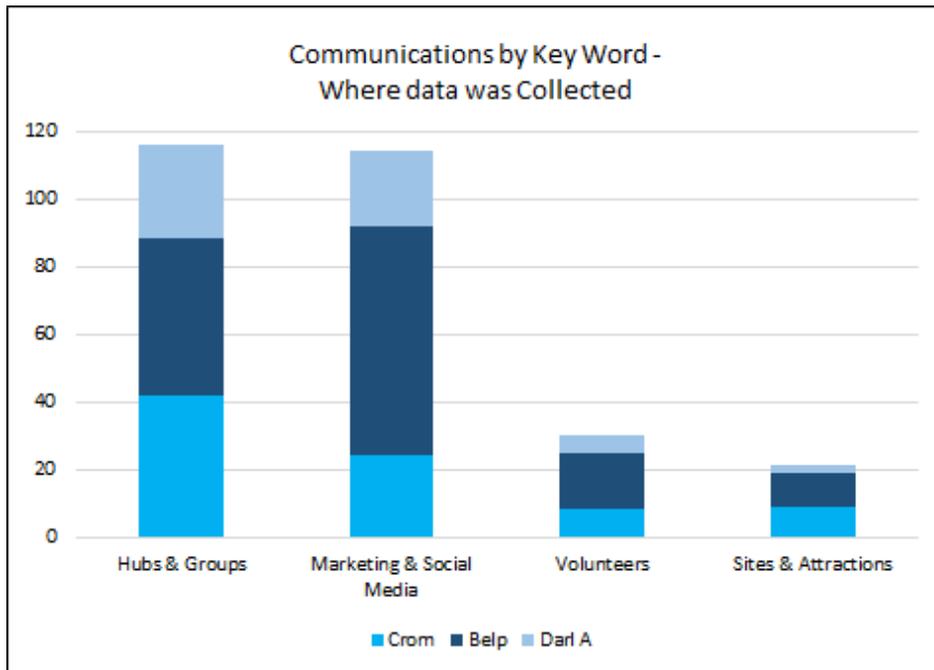


Communications Key Words



Communications by Key Word - SWOT





## 5.2 HIGHEST RECURRING RESPONSES - COUNCILS & PLANNING

### SWOT

- Inappropriate development is the biggest issue here, seen as a direct threat and a perceived lack of partnership between the Councils and the DVM.
- Restructuring to provide a Council or Planning Officers specific to the WHS is seen as an opportunity.

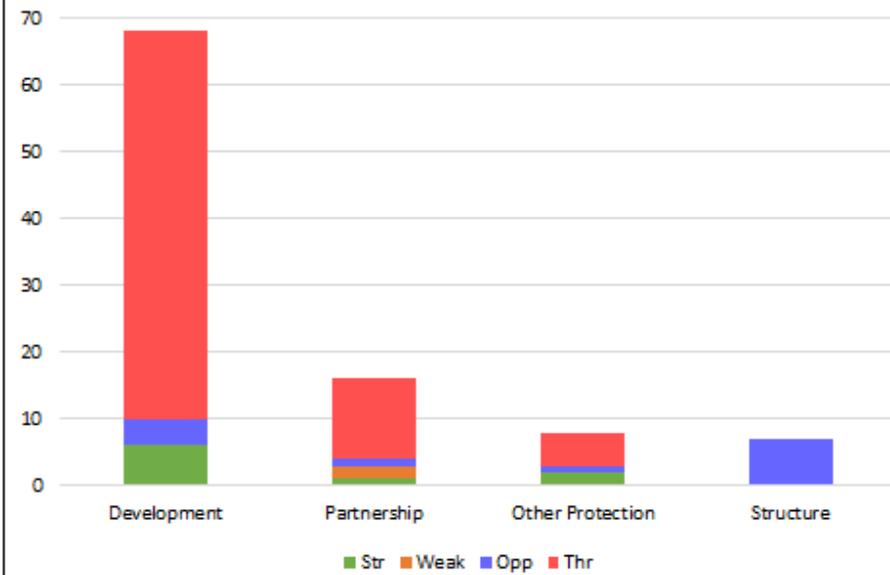
### Where data was Collected

- Cromford - The suggestion of a separate council was strongest here.
- Belper - Inappropriate development driven by poor engagement and understanding by Council officers was the biggest issue.

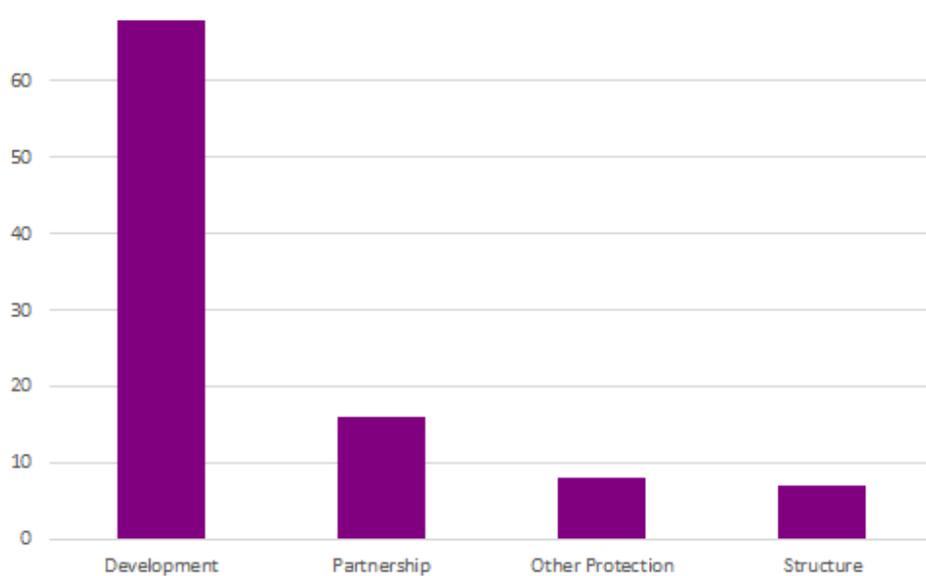
### Where data was collected About

The vast majority of comments were about the Site overall.

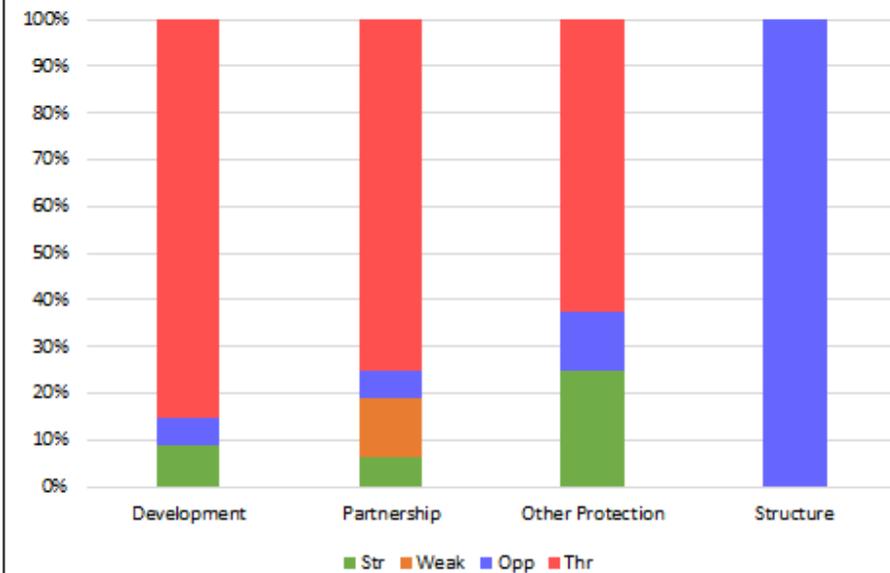
Councils & Planning by Key Word - SWOT

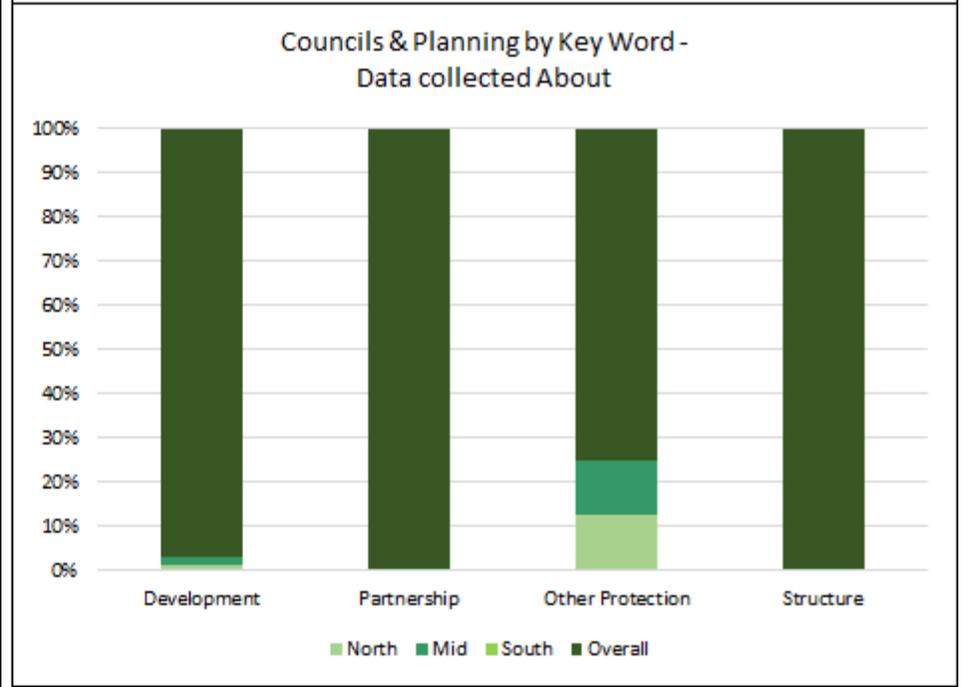
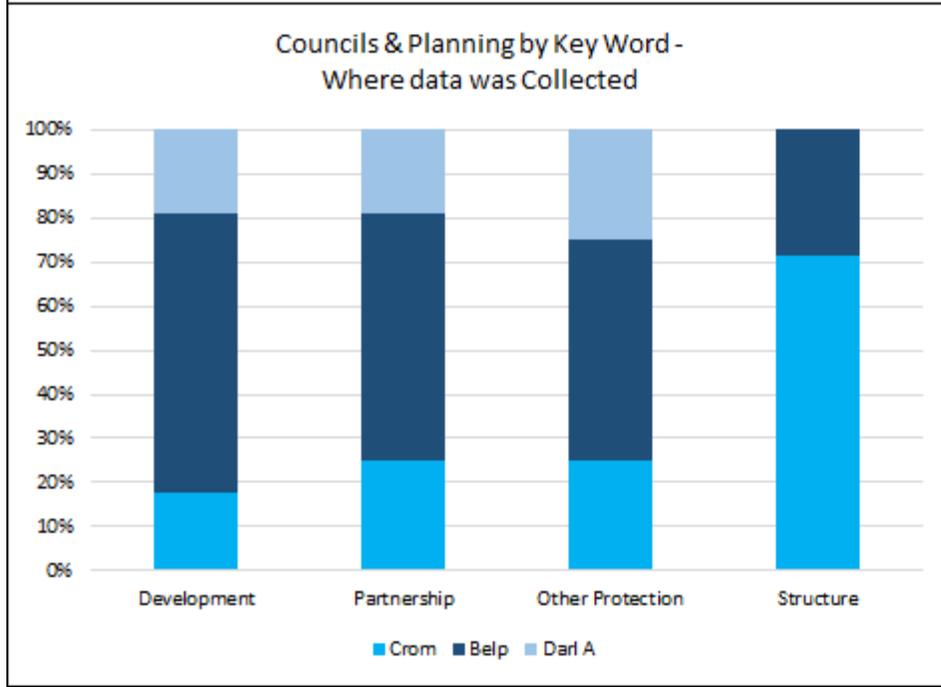
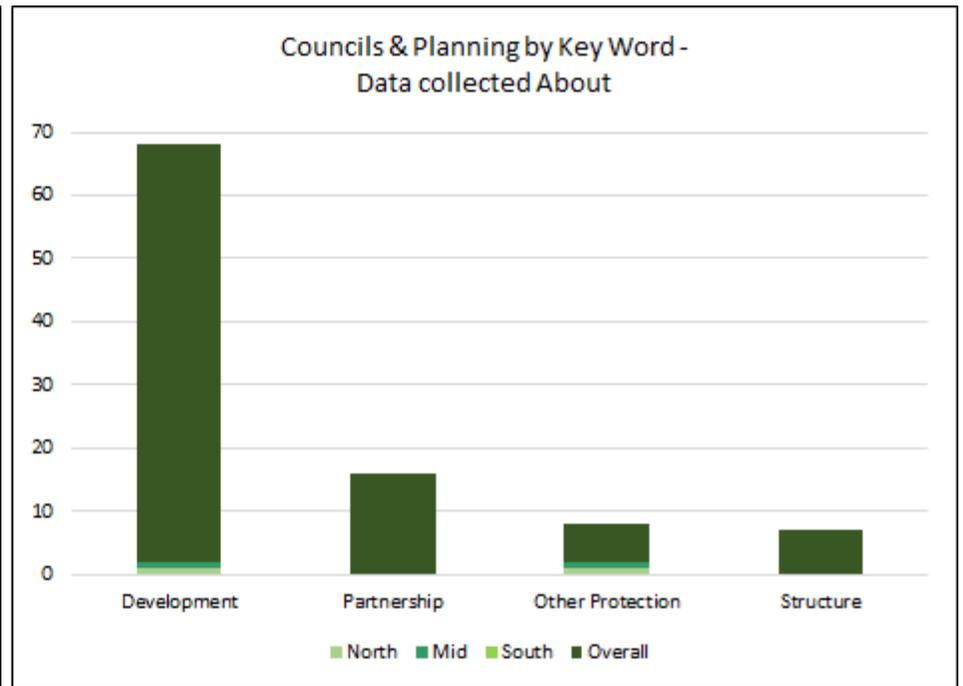
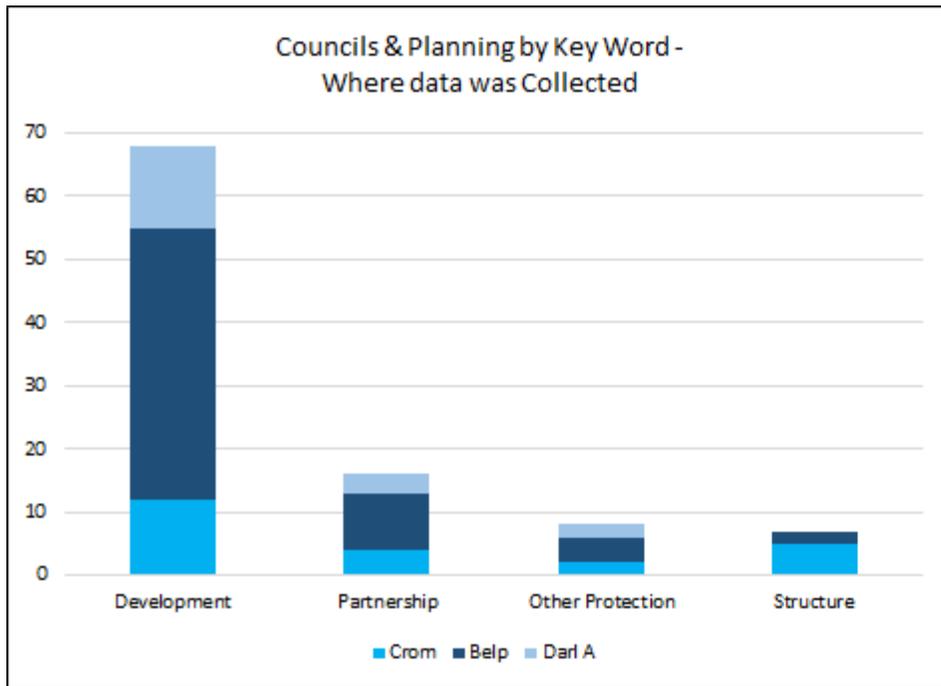


Councils & Planning Key Words



Councils & Planning by Key Word - SWOT





### 5.3 HIGHEST RECURRING RESPONSES - FINANCE

#### SWOT

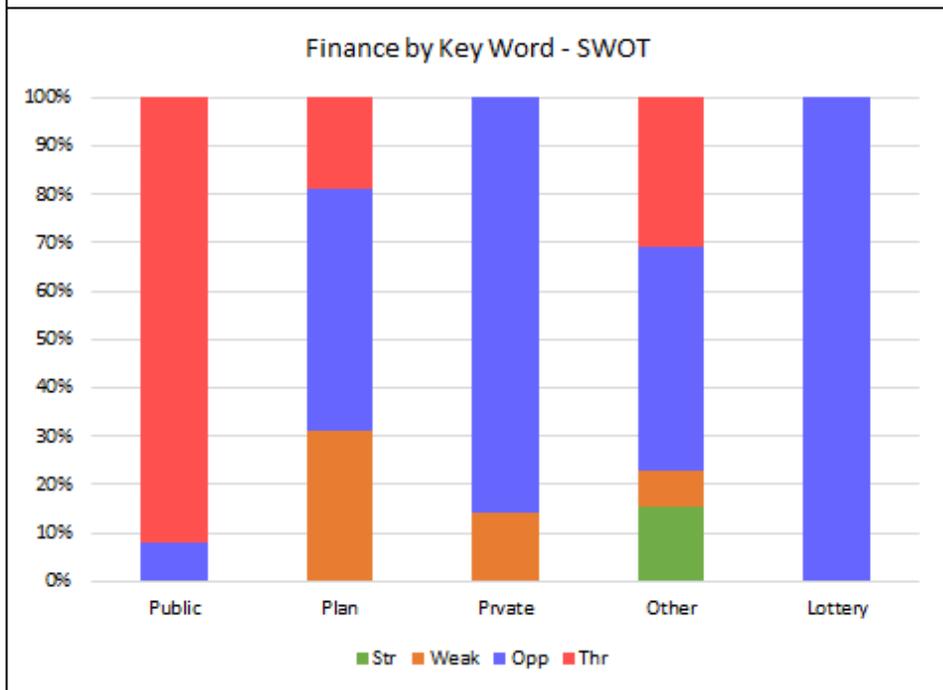
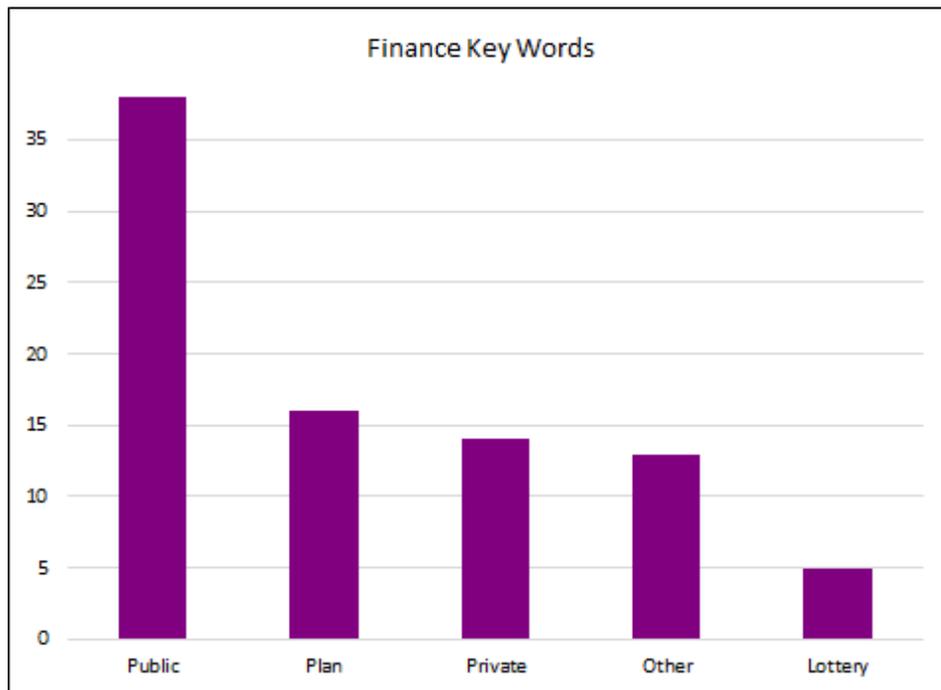
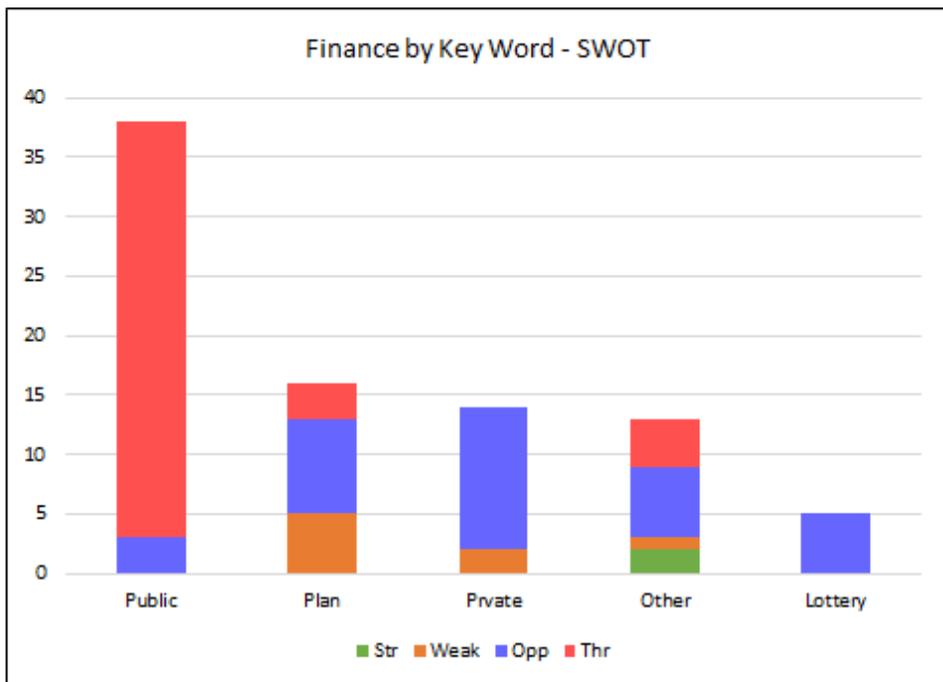
- The insecurity of public funding (Local, UK and EU) is reflected.
- Weaknesses in the budget planning process (Plan), but also opportunities to improve were identified
- Opportunity to obtain private / business funding is identified.

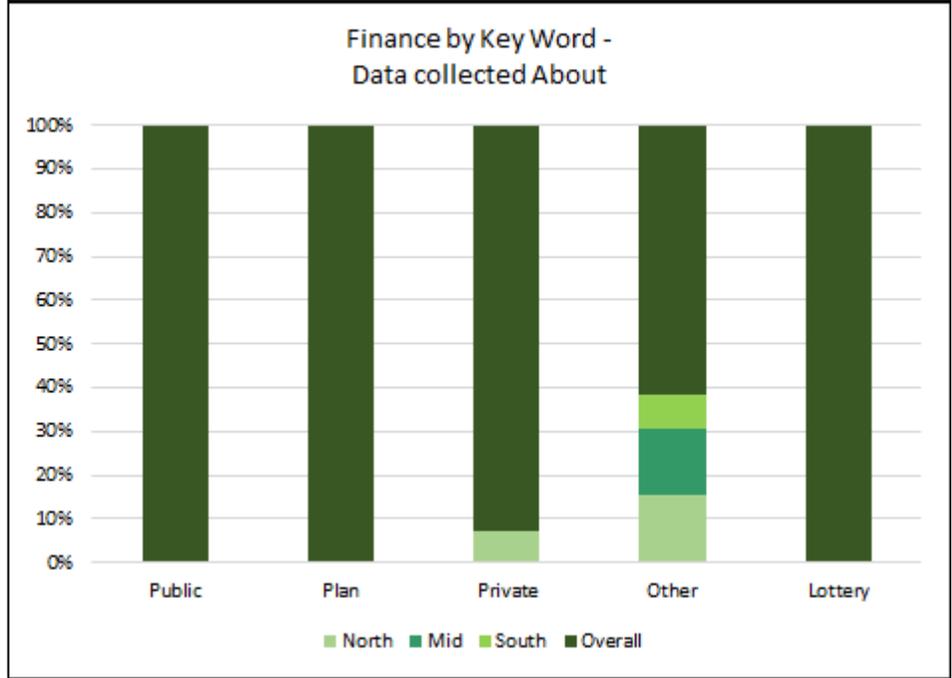
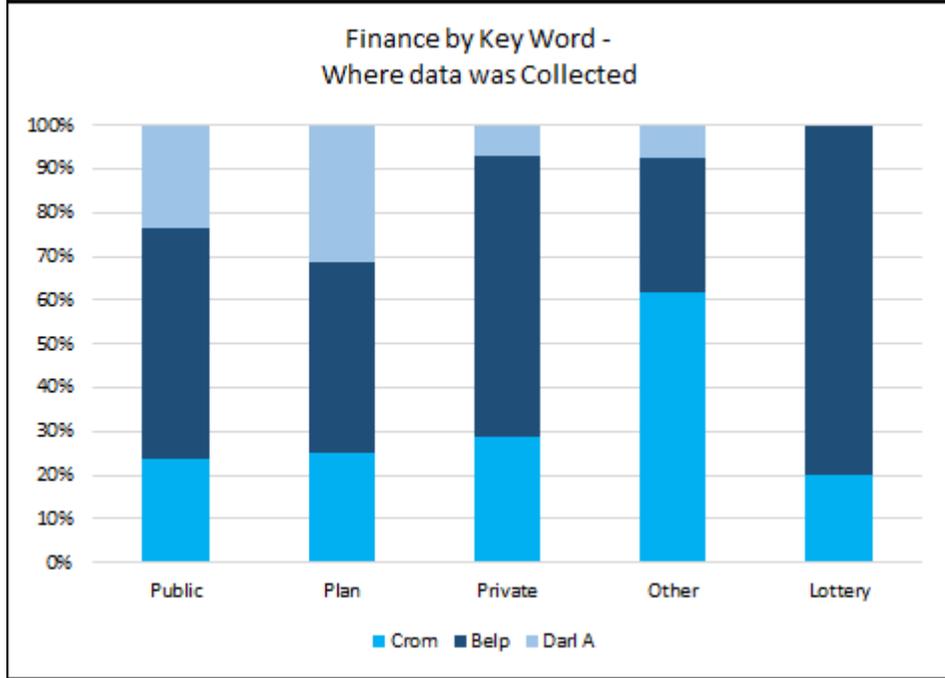
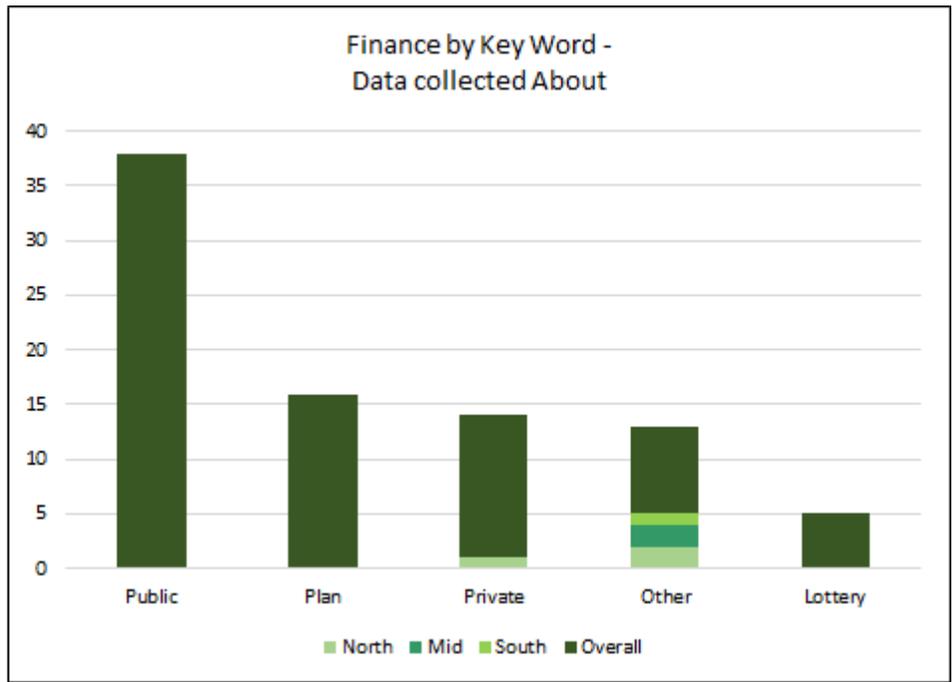
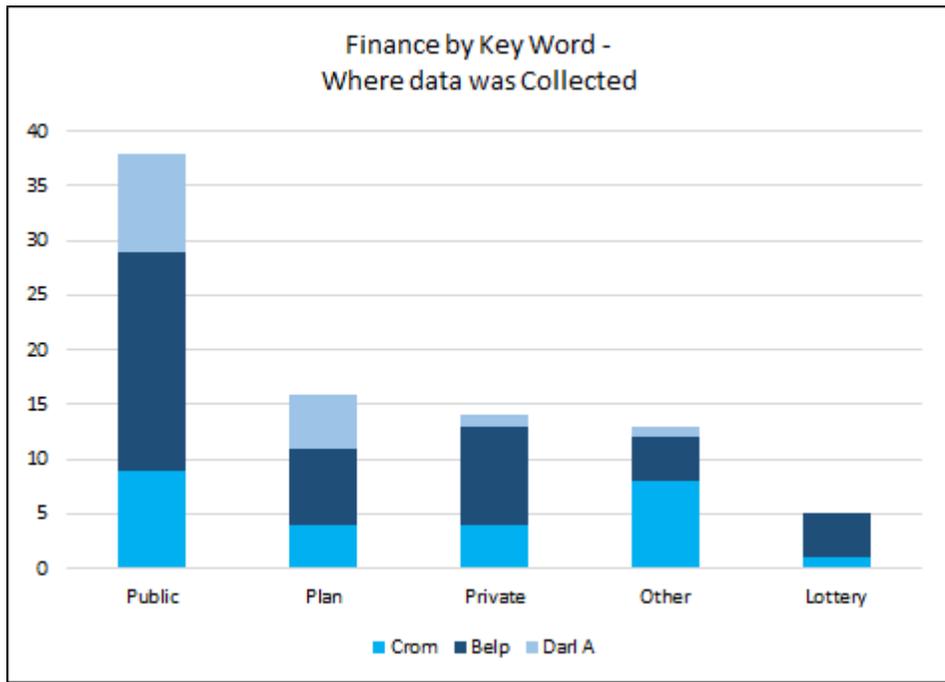
#### Where data was Collected

- The number of responses at each location broadly reflects the number of attendees.
- Cromford - there are requests for investment to support activities away from the Mill complex.

#### Where data was collected About

The vast majority of comments were about the Site overall.





#### 5.4 HIGHEST RECURRING RESPONSES - TRAVEL

##### SWOT

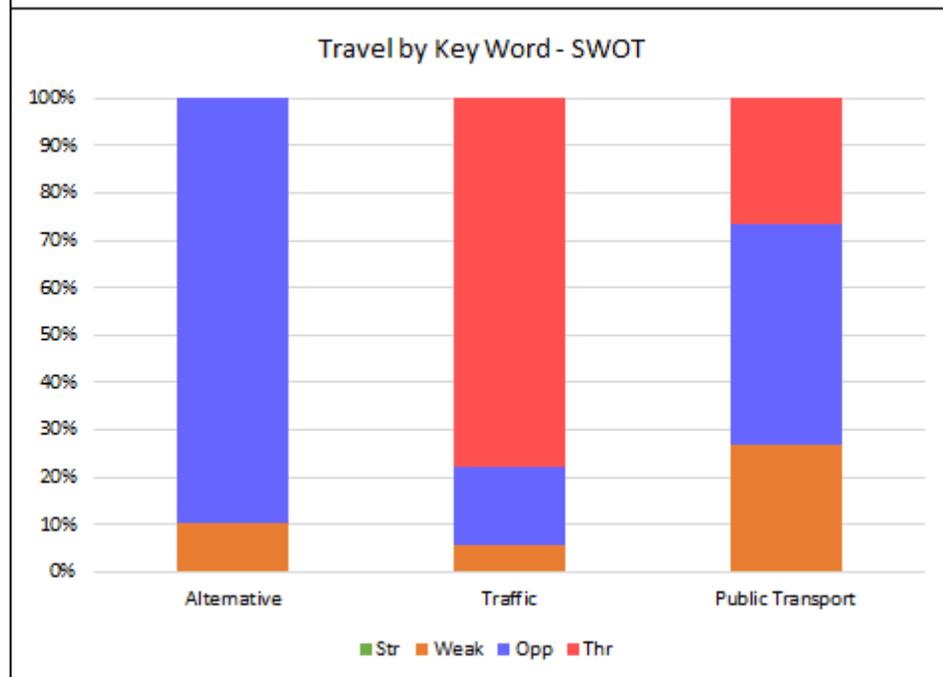
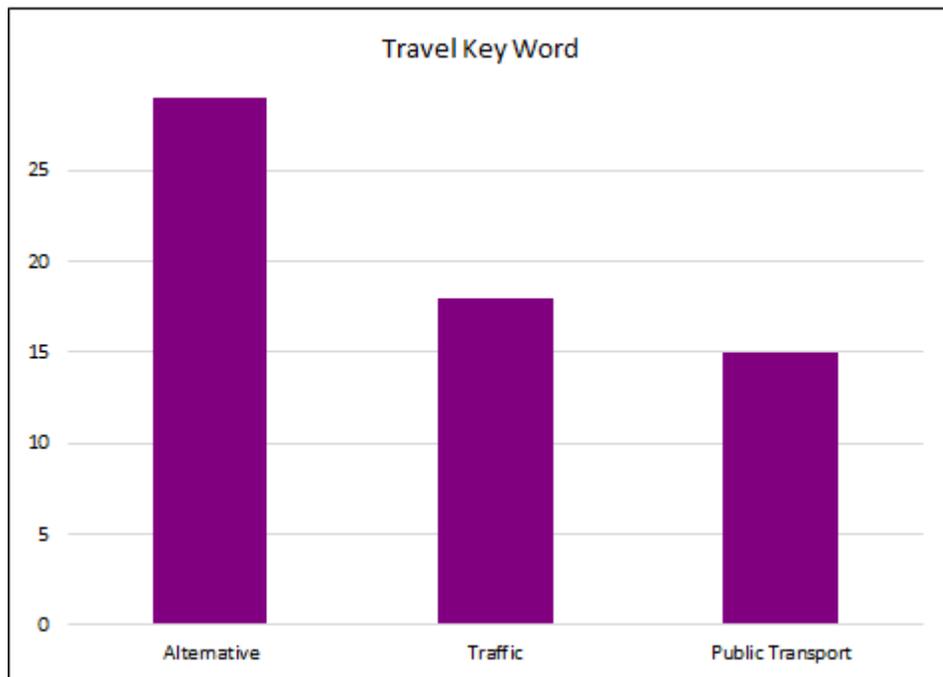
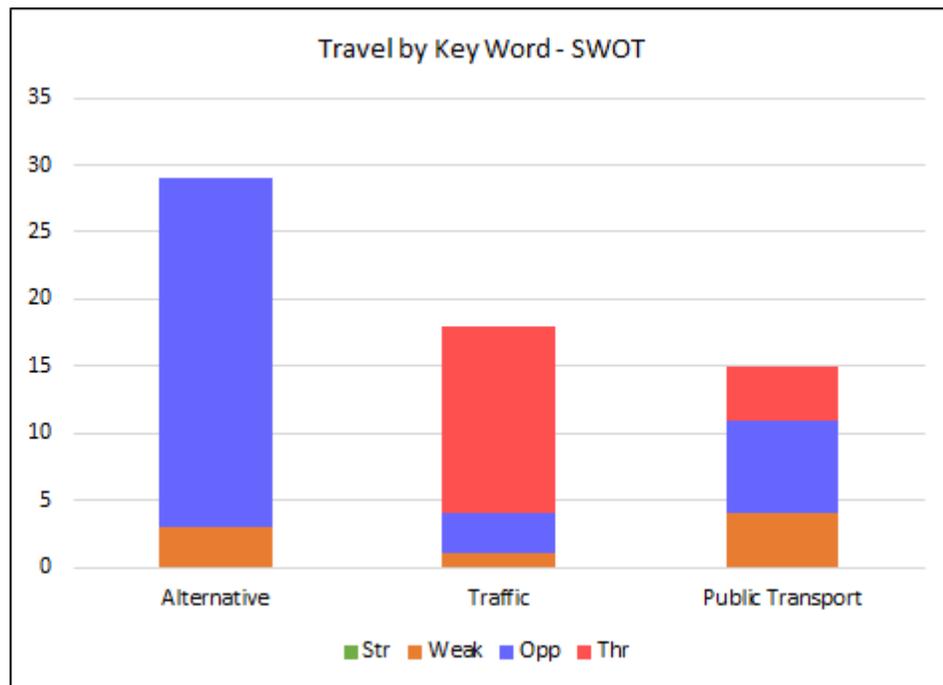
- Public transport is seen as both being under threat and a weakness
- Alternative transport (walking, cycling) are the biggest opportunities.
- Traffic is already a problem and a perceived future threat.

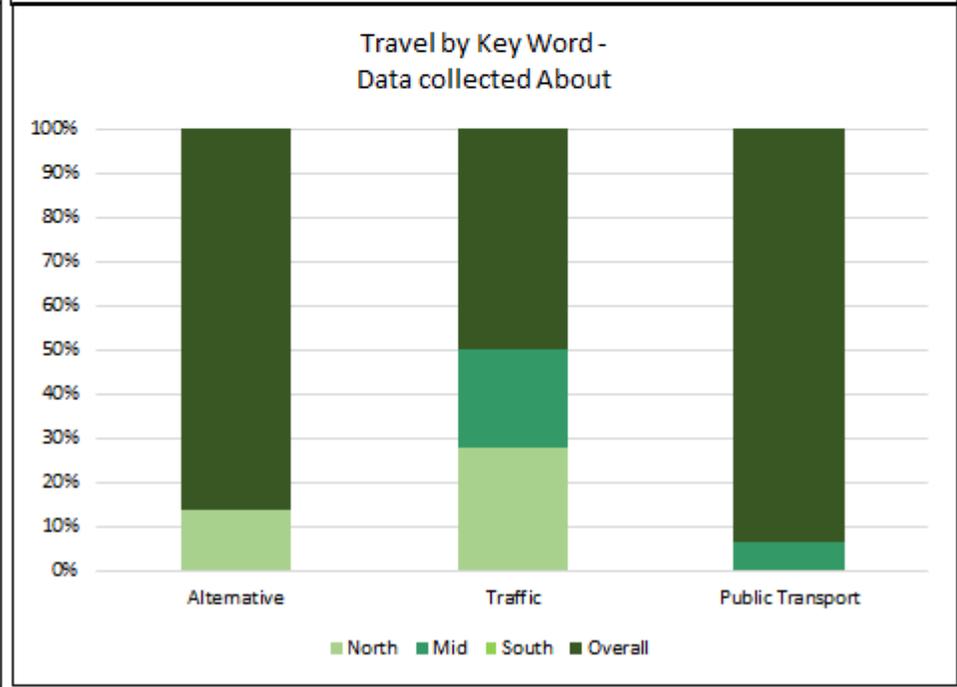
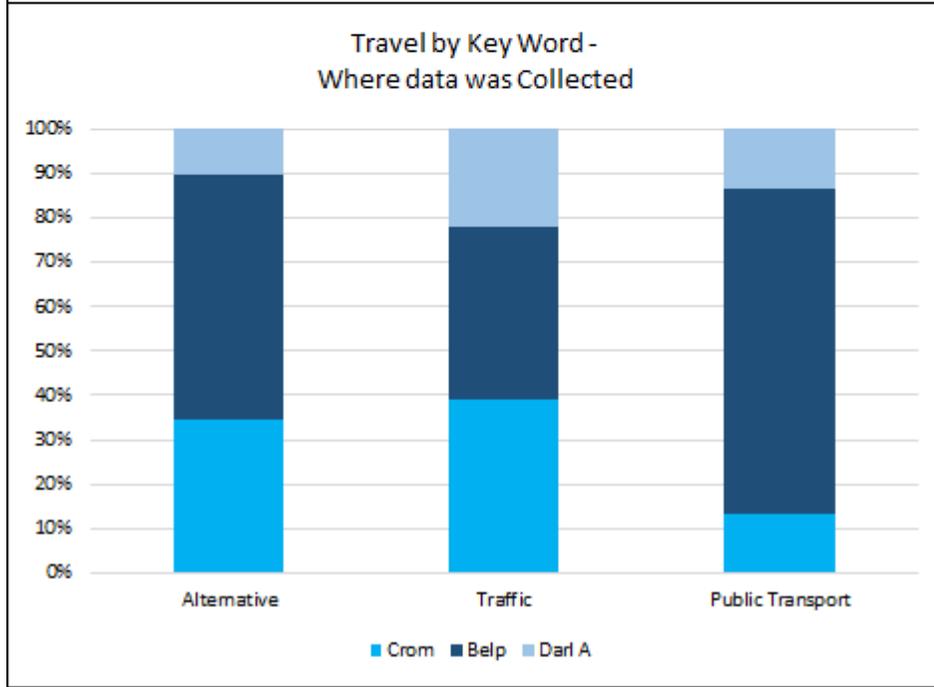
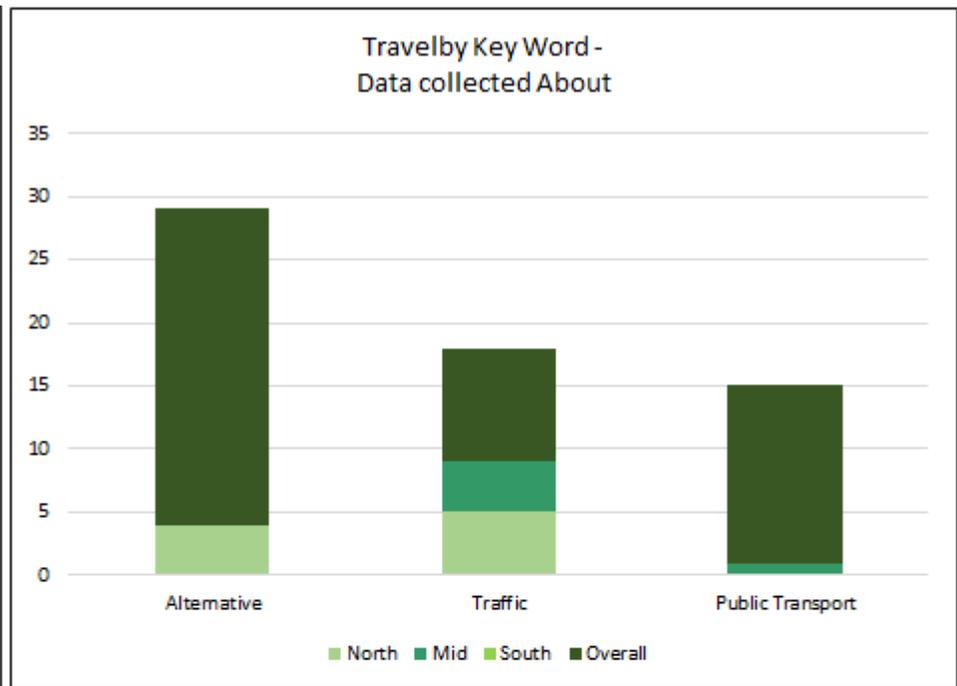
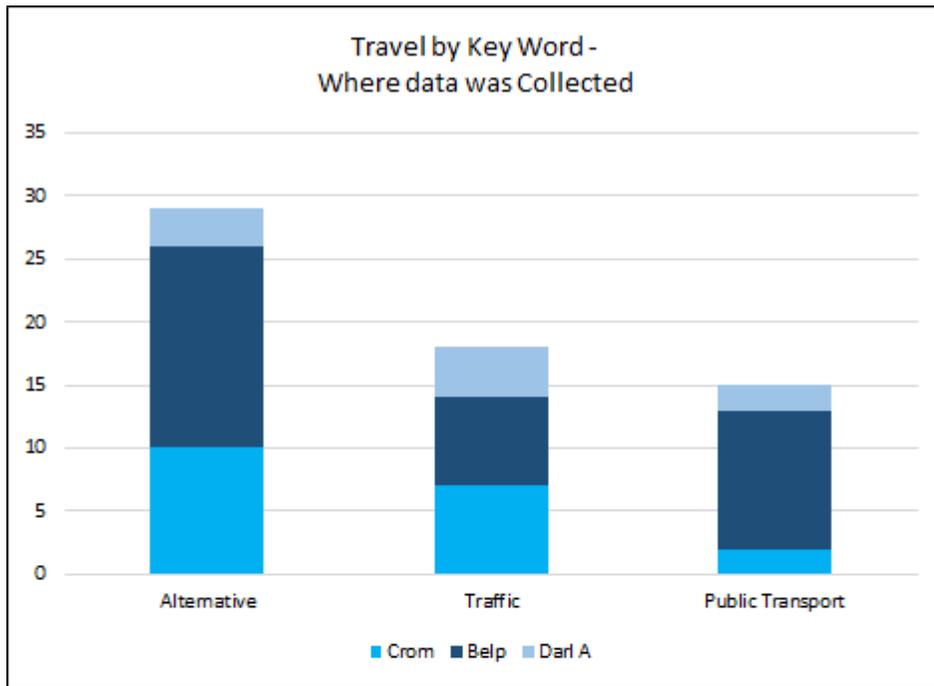
##### Where data was Collected

- Cromford - traffic is an issue here.
- Belper - bus services is an issue here.

##### Where data was collected About

- The vast majority of comments were about the Site overall.
- Traffic issues are a problem in the North and Centre, relating to car parking as well as volume of traffic.





## 5.5 HIGHEST RECURRING RESPONSES - EDUCATION

### SWOT

- Opportunities are seen to engage more with all age groups in the local community and local businesses (YP = Young People)
- The threat is failing to engage, so local people do not continue to come forward to volunteer and support the Site.

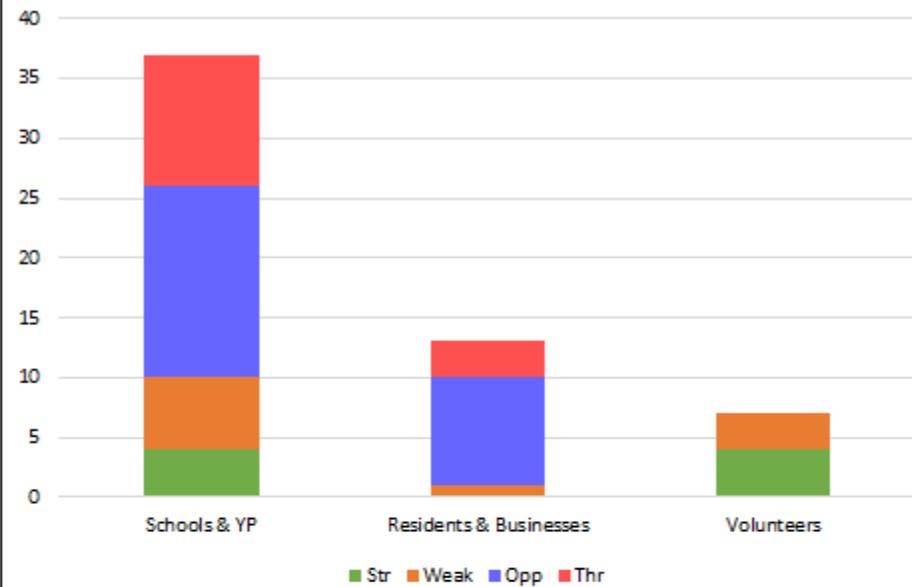
### Where data was Collected

- Cromford - praise for volunteer training and engagement is balanced by a need to engage the local community.
- Belper - the opportunity to do more with Schools and young people is the main issue.

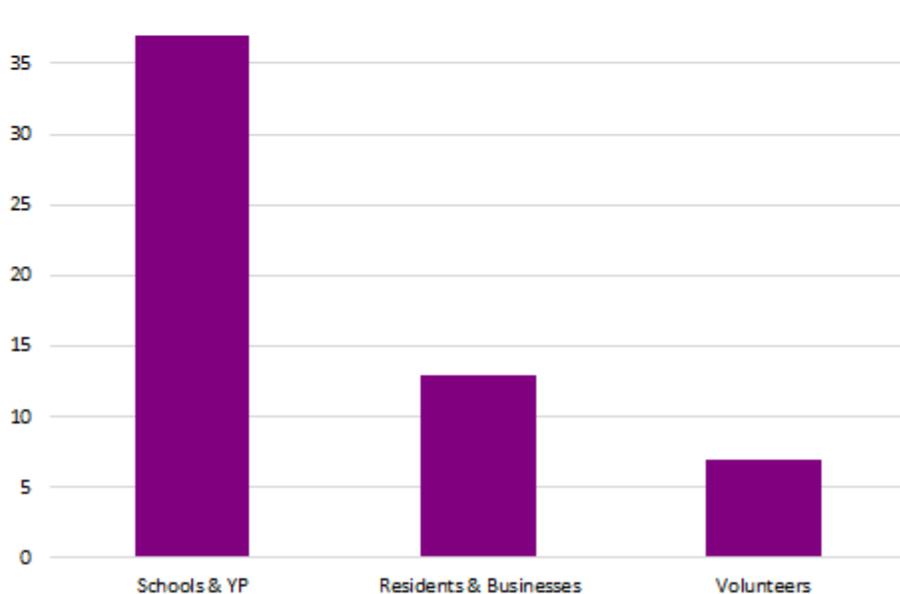
### Where data was collected About

The vast majority of comments were about the Site overall.

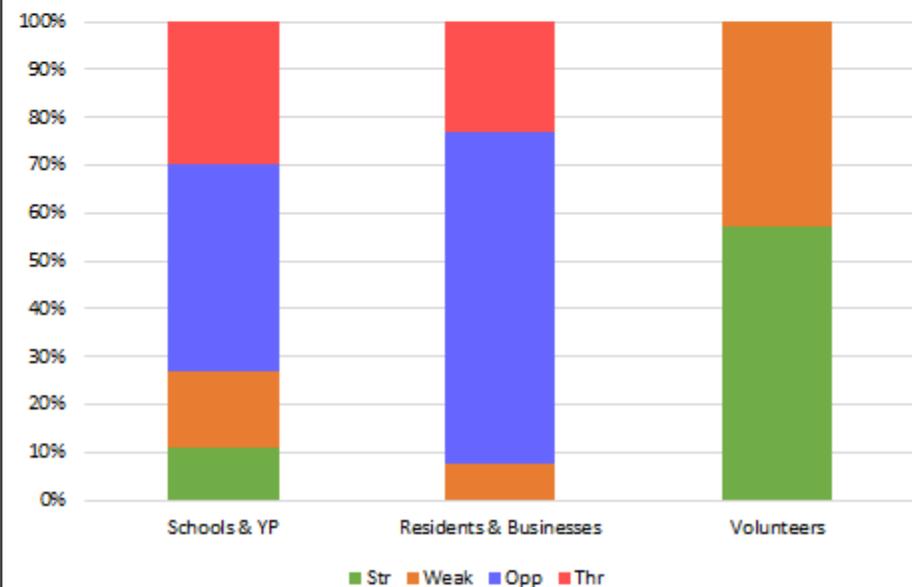
Education by Key Word - SWOT

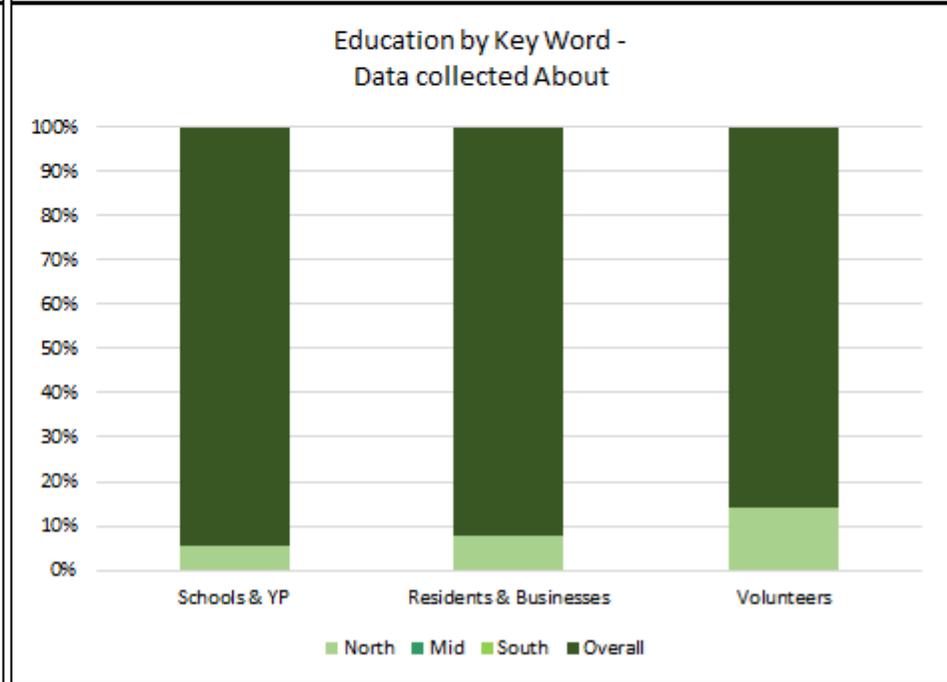
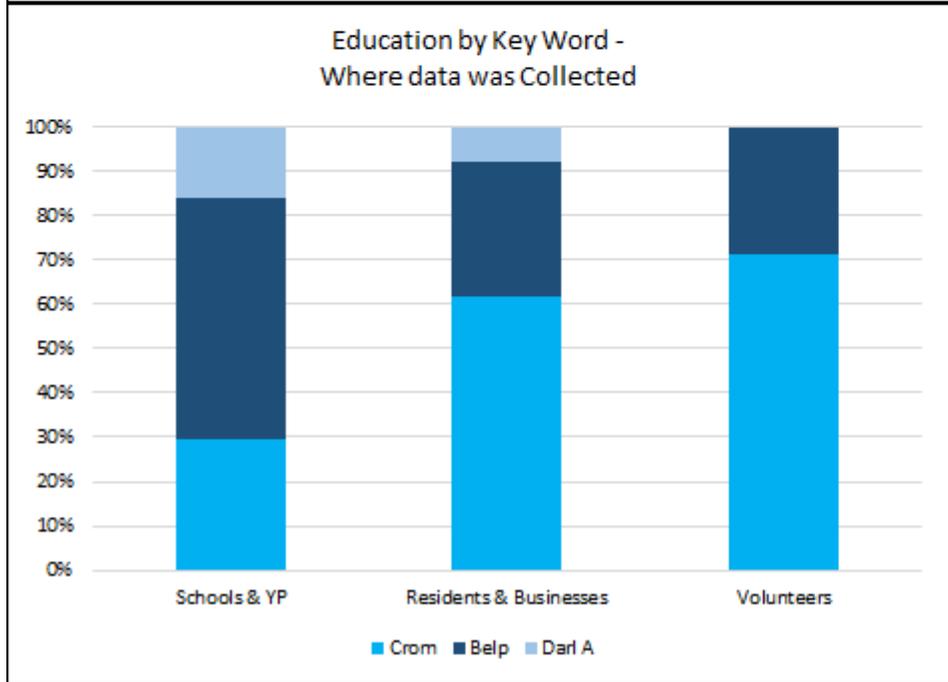
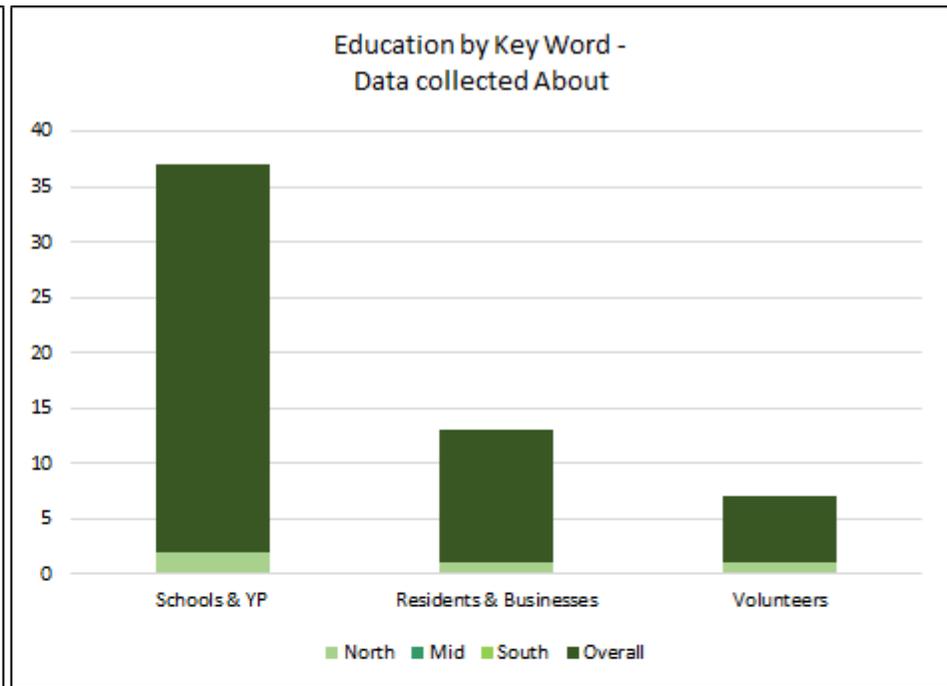
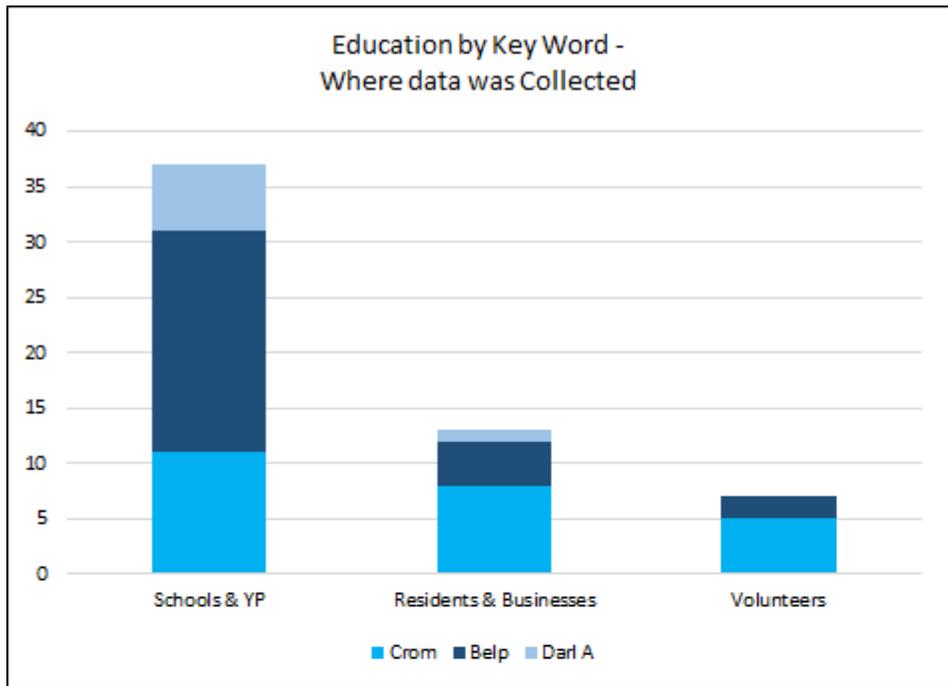


Education Key Words



Education by Key Word - SWOT





## 4.2 COMMUNITY RESPONSES

### 1 What do we do well in the DVMWHS that we can build on in the next 5 years?

1	Discovery days
1	Engage and enable volunteers and groups / Keep volunteers In touch
1	Introducing volunteers to the rest of the WHS / Training Tours / Partner Tours
1	Learning programmes - education on local history and relevance of DVMWHS now
1	Excellent working team - well co-ordinated, more of the same
1	Fighting inappropriate development / contribute to planning inquiries
1	Critical Friend on planning applications / local plan development
1	Getting the message out there
1	Supporting and connecting local groups / partnerships
1	Work with Historic England - expertise around planning
1	Get local politicians involved to support what you do to protect the site
1	Local promotion of awareness
1	Do you work to help schools understand? / Secondary school projects?
1	Walking Festival
1	I don't know enough of the full picture of what you do to respond to this
1	Talking to Site owners
1	Co-ordinate Partnership forum
1	Funding Assistance
1	Working with all statutory organisations
1	Preservation of local heritage
1	Sell what you do to others (sites)

(Note : Questions 5,9,10 and 13 are shown in Appendix 2 as they are place / event specific, not part of the general analysis)

1	Making research known between local groups
1	Encourage local involvement
1	Appeals to a wide range of interests
1	"Millworker's Christmas" play that schools can pick up script / staging off website
1	Discovery days are the only specific activity that I can identify in the DVMWHS
1	It's not clear how widely these (Disc Days) are promoted
1	Extend events (Disc Days) to appeal to wider non-retired audience
1	Keep restoring and helping to find new uses for Mill buildings
1	Continue research to development for both new an existing discoveries
1	Uncovering unique and special history
1	Do more on the innovative buildings architecture
1	Digital register of local research
1	The rot of the 60s /70s has been well and truly stopped.
1	Belper vision group had positive impact. Needs resurrecting and similar in Cromford and Darley Abbey if locals support
1	Including smaller partners to participate and feel valued
1	It would be good to have a young people's working party (uni students, work away schemes)
1	Keep an eye on projects to ensure future funding
1	Engage with additional funding parties / businesses

**2 What are we not currently doing in the DVMWHS that we need to do in the next 5 years?**

2	Publicity / More promotion / Promotion of the whole site together
2	Create a Tourism Office in King Street
2	More school involvement / more proactive about the site as an education tool
2	Get more funding / funding plan
2	Include more residents / Work with people who live here / more public meetings
2	Use the Derwent River - is it navigable / boat between Derby and Darley Abbey
2	Save the Weirs
2	Bring legal authorities responsible for WHS together (DCC / AV/DD) and Politicians so they all appreciate their responsibility
2	Repair / restore aqueduct to mill at Cromford
2	Working with others in the valley, explain events, know what each other are doing
2	Greater awareness of DVMWHS in local communities
2	Shared ticket options with other nearby attractions / marketing
2	Customer service skills need work
2	Wider promotion of awareness of heritage within Derbyshire and Nationally
2	Greater volunteer and charitable organisation involvement
2	Heritage training / training on our own research
2	Pathway along the Derwent for bikes & pedestrians
2	Work more with others / stakeholders - future focussed
2	Funding of local small scale events
2	Help raise funds to keep structures of archaeological interest that have no owner are kept in good repair, ie Cromford Bear Pit
2	Repair North Mill
2	Include Lumsdale before its damaged too much
2	It would be nice if windows on Cromford Hill were encouraged to be less inappropriate

2	Explain conservation to residents
2	Today has really opened my eyes
2	Very little promotion of Darley abbey - Cromford Mills Diorama doesn't show that there are mills in the village
2	Work with other WH Sites and grab good ideas, especially on promotion
2	Engage with Masson Mills and make key site with working water powered machines
2	Work with events at Cromford Meadows to Cromford Mill activity
2	Promotion of interest in family connections for those who wish to develop this
2	Smaller engagement events in / out zones (Hubs)
2	Season tickets that cover all mills, so can visit all over a period of time
2	Attract more tourists
2	On-Street interpretation boards
2	Better signposting
2	Coach tour with a guide stopping at each Hub
2	Better promotion of North Mill - tourists say they stumble on it by accident
2	Better tourist facilities - toilets / hotels etc
2	No visitor centre at Darley Abbey
2	More inclusive and accessible activities and facilities
2	Cafes actually around the venues
2	Present ourselves like the Peak District
2	Discovery Days during Celebrating Cromford festival
2	Make good use of the historic buildings (many are an eyesore)
2	Art Installation of the bridge at King Street Belper
2	Connecting with other Georgian attractions in Derbyshire
2	Support development of Masson Mills working museum with working water frame

2	Use Mill to create a History of Fabric / Fabrication in the valley
2	Working equipment at Cromford visitor centre
2	Encourage varied transport to the valley and between centres
2	More about the history of the actual River
2	Draw together research by individuals so its not lost and done to a required standard
2	More hydropower
2	Links with Parish Councils
2	Reach out beyond the current interested groups
2	There are 4 separate groups around Cromford (Arkwright, Canal, Workshop, Pumphouse) and other activities, but no attempt by DVMWHS to co-ordinate
2	More information about DVM work shared with volunteers
2	Funding of local artist to disseminate WHS into community / city

### 3 Who should we link with to improve the DVMWHS's management in the next 5 years, and why?

3	Local people / residents / communities
3	Local Authorities and Parish Councils
3	Local businesses
3	Schools / Colleges / Universities / Education Department
3	Tourist businesses / Tourist organisations
3	Historical and voluntary groups
3	Lottery Funding
3	UNESCO
3	Owners of key structures and listed building
3	Other UK World Heritage Sites
3	Central government to replace EU funding
3	Private sponsorship / Local businesses
3	D2N2
3	Protect Belper
3	National promotion would help
3	Closer co-ordination between all involved parties to create co-ordinated clustering of actions so visitors experience a diverse day out
3	Better representation from the individual sites
3	Business outside, but close to DVMWHS
3	Marketing Derby
3	Accessible Belper
3	Active Derbyshire
3	Other tourist attractions close to DVM, eg Denby Pottery, Crich, Wirksworth
3	Young people's groups
3	Derwent Valley Trust
3	Cromford community centre
3	No Government funding is a big surprise
3	Film companies

**4 What threats are facing the DVMWHS and how should we tackle them in the next 5 years?**

4	Austerity - by 2022 DCC will be unable to meet statutory obligations / insecure funding
4	Inappropriate development / past and future
4	Traffic on A6 / Pollution / Parking
4	Local authority economic focus leading to lack of value by decision makers
4	Lack of maintenance of listed building and structures
4	Loss of EU funding / Brexit
4	Lack of publicity / not known about - better marketing
4	Less trains and buses / sustainable travel options
4	Lack of volunteers in the future (increasing retirement age)
4	East / North Mill not moving quickly enough
4	2020 closure of North Mill Museum
4	Greater inter site collaboration rather than everyone fighting for their own pot
4	Sewage farm smell at High Peak Junction
4	Derwent Valley as an area / council, as per Peak District / Single DV authority
4	Central government interest in heritage improved
4	Competition from Peak District rather than working with Valley
4	Traffic in Cromford getting worse - A6, Market Place and Water Lane
4	Non-development of green fields
4	Climate change - flood assessment - risk assess and mitigate (hydro power)
4	Local resistance to change - could Strutt have built the mills now
4	Remove planning decisions in WHS from existing LA and create single new department responsible for whole site and buffer
4	Lack of maintenance of canal and surrounding buildings
4	Make use of sites to aid with preservation
4	Demographics show limited audience - reach out

4	A southern gateway in Derby is needed
4	Tourism needed for economy
4	Digital technology is reduction in real tourism in favour of virtual tourism
4	Tunnel from Via Gellia could help
4	Reinstate railway electrification by using bi-mode trains
4	Lack of technical expertise
4	Development of heritage education at school, build into curriculum programmes
4	Dedicated publicity staff to promote
4	The River Gardens Tea rooms
4	Development of sites and farms
4	How do you keep the sites for future generations? - willingness to engage
4	More paid staff - less reliance on volunteers
4	Have a budgeted plan to know the scale of the issue
4	Commercial activities not making money
4	Costs not being covered by DVM becoming an economic burden to Local Authorities and not an asset helping the health of local businesses and services

## 6 To support the longterm future of the DVMWHS :

### a how can we work better with existing businesses?

6a	Create links with and between businesses
6a	Provide heritage training / appreciation / understanding / promotion
6a	WHS logos for businesses - DVM support / quality award / environmental good practice / innovation / local produce
6a	Tie in to local businesses on event days
6a	Darley Abbey Mills improves all the time - how to use old buildings for business
6a	Involvement with creative industries
6a	Work with developers to help them understand the importance of heritage and find a balance / compromise on developments
6a	Take into account the businesses in the Buffer Zone - include villages more
6a	Matlock Bath needs as much help as it can get
6a	Improve collaboration with First Investment to bring East Mill to reality
6a	Business portal on website for bids and opportunities and for volunteer recruitment
6a	Support sustainability and development of heritage skills and businesses
6a	Affordable rents in Cromford Mills (compare badly with Via Gellia)
6a	Publicise grants for accessibility
6a	Training grants
6a	Repair and maintenance grants
6a	Grants to restore shop fronts

### b what other sorts of businesses will we need?

6b	Tourism businesses
6b	Similar to inspired by Peak District (incl. businesses outside site) / co-ordination of visitor offer
6b	Premiere Inn type accommodation - vacant buildings in Belper
6b	Encourage green tourism
6b	Use existing facilities (eg HP Workshop Forge) for training / apprenticeships for a new generation of crafts people
6b	Development of technical conservation skills - people leave these professions due to job uncertainty and poor pay
6b	Breakfast clubs / produce sales at Mills
6b	More things for visitors to do
6b	No Youth Hostel in Valley (HQ is in Matlock!)
6b	Licensed tourist guides so the money comes back to the DVM
6b	Walking / cycling related
6b	Coach Parking
6b	Opportunity for popup / start-up businesses to have a go before big investment

### 7 How do we build a sustainable future for the DVMWHS's 3 Hubs?

7	Stronger links between sites and towns - complement not compete
7	Better marketing / wider audiences
7	Save Buffer Zone from development / Protect Site
7	Better public transport links bus and rail
7	Cycle route
7	Building economic input to create supportive network locally that is connected to the wider environment / more investment / more employment
7	More interaction between 3 hubs / discourage competition / combined body
7	Sensible development / assist for income generation
7	Co-ordinate activities with town voluntary groups (like Belper Vision)
7	Involve community in a way that makes sense to them (language / type of event)
7	Better signage within hubs - info boards with walking info from all car parks
7	Fun and engaging sites for tourists
7	Anyone who wins grant or financial backing using DVMWHS name in bid must pay back ONGOING in marketing, financially (licence), etc
7	Didn't know there were 3 hubs
7	Connect village to mills with pedestrian underpass or bridge
7	Cafes
7	Make areas such as Bullsmoor into public spaces
7	Links to other local attractions
7	Derby undersells itself as a tourist location
7	Get tourist parking out of the village - shops are suffering as locals can't park
7	Help local ideas and short / small projects to grow into long-term activities
7	Better volunteer training and support

7	Build on what is special to DVMWHS - renewable energy, local food as per 1800s
7	Small specialised crafts, skills, businesses, etc
7	Rebuild circular mill and clock tower
7	Improve cosmetics of Darley abbey mills
7	Repair and re-use all weirs to produce hydropower (as we had at the start)
7	Build an acceptable cycle / walk way corridor from Darley Abbey to Silk Mill
7	Unified car park charges
7	Limit numbers of tourists as homes becoming too expensive and holiday lets
7	Limit numbers of tourists as locals are getting pushed out
7	Limit numbers of tourists as roads / parking can't cope
7	Better integration of commercial enterprises into the historic elements
7	Ensure adequate funding in place for sites not directly owned

### 8 How can communications from and about the DVMWHS be improved?

8	More on social media
8	More leaflets / posters / email newsletters (but don't deluge)
8	Single website where people know what's on throughout the valley - all the historic groups to be encouraged to add to listings
8	Employ someone who knows what they are doing and can co-ordinate all the sites, venues and organisations
8	Posters & Maps on community noticeboards
8	More local publicity link to local websites & events (eg Go Wirksworth, Derby City events)
8	I could not find a detailed map of WHS on the website - make interactive - click on for more information
8	Integrate into mobile devices / reminders / text, etc - make an app

8	Email distribution list for specific areas of interest
8	Many people fighting development on WHS green fields use WHS to protect. Do they understand, help and participate in WHS?
8	Use local shops to market - maybe entry fee vouchers
8	More of today
8	Cross the A6 and promote the village
8	More accessible to younger people - fun and interactive, not policies and definitions
8	More in local schools
8	More big public notices for North Mill around the town
8	Annual promotion + Wha'ts on
8	There is nothing in Belper Town to indicate you are in a WHS
8	More accessible formats to allow more people to be involved
8	Tourism Office on King Street
8	More publicity
8	Consistent corporate message / image for all sites
8	Have a stand at Darley Park Concert
8	Advertise on the Pentagon or other roundabouts in Derby
8	Car Parking on the A6 to flag up parking at the mill to take it out of the village
8	More interest shown when people offer to get involved
8	Maintain a list of Friends / Friend scheme with access and offers
8	Discovery Day during Celebrating Cromford Festival

**11 What do you think is the most important duty / role of the World Heritage Site Team?**

11	Protection / preservation of all that makes up the Site, against destructive new development
11	Encourage others to appreciate it - attract more visitors
11	Coordinate and support the many parts, groups volunteers, businesses - the glue
11	Maintain Site / Status
11	Keep local people interested
11	Protection of the environment
11	Get young people interested
11	Develop site
11	Identify inadequately protected features (eg The Old Vicarage School at Darley Abbey, remains of Darley House, historical allotments)
11	Monitor site
11	Balance protection of heritage with required development for city economy
11	Preservation of protected features inside listed buildings (eg Proto fireproof building beam plaster cladding in Darley Abbey)
11	Accurate historical information in all literature / presentations (eg Trent Barton advert for Cromford Mills ignores the Silk Mill, Cromford Mills leaflet says picture is Belper when it is Darley Abbey)
11	Encourage at least some uses of sites / buildings that are in keeping with manufacturing origins
11	Keep running discovery days
11	Inclusion - follow through with those showing interest
11	Planning ahead
11	Bring money into the area

**12 If you would like to get actively involved with supporting, volunteering or working with the DVMWHS, how can we make it easier for you?**

12	Better communication / clarify appointments / make easy to find / social media
12	Already fully involved / involved in other / no time
12	Maintain a Friends group and email opportunities
12	Link to other local groups - churches, sports teams
12	Out of office hours and weekend opportunities
12	Be open to allowing volunteers the scope to put ideas into practice
12	Follow up enquiries and do something with them
12	More fun things to do
12	Publicise ad-hoc volunteering opportunities (not just long term)
12	More in Cromford
12	Funding / supporting local community projects

**14 If you could have anything happen within the DVMWHS, what would that be?**

14	Cycleway and path by the Derwent Derby to Matlock
14	Belper Mills looking like someone cares about the WHS
14	Better public transport - buses run later in evening
14	DV as a separate council
14	A planning regime that recognises the value of the WHS
14	Encourage younger generations / schools to take an interest
14	Celebrate Green Ind Revolution - diff to other Ind. Rev sites
14	More of canal open to narrow boat traffic - to Ambergate
14	Improved walking and way marked routes
14	North Mill purchased from FI
14	Manage countryside and woodland to preserve heritage and landscape

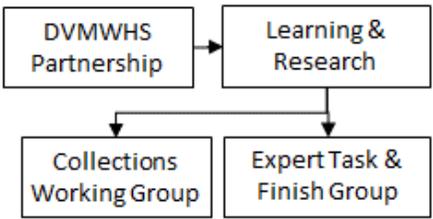
14	Clean up the place
14	Better promotion of the Attributes
14	Fireworks site after site, night after night
14	More information boards around Belper
14	Less traffic
14	Link assets in the DVM by transport and / or paths
14	Education boat in canal station section
14	Business group crossing all hubs - can link to towns and public
14	Blue Sky - rebuild clock tower and circular mill in Belper - volunteers use rescued old bricks
14	Regional V&A based on textiles / liked businesses / low carbon in Belper Mills
14	Body which looks strategically at Art development policy long term
14	Bypass under A6 at Cromford - adapt original mill Leat
14	Welcome Bridge over A6 extending existing walkways to Scarthin Rock
14	Visitor centre to promote the canal
14	Visitor hub at Belper for the whole WHS
14	More hotels
14	Pedestrianisation of Bridge Street and King Street
14	River Garden Tea rooms
14	WHS beer / chocolate / gin / cheese
14	Put some bridges back (or new) - A6 and river
14	Increased Parking
14	All councils working together for the good of the site
14	Bigger trust to manage it
14	Secure DVM team future for 10 years (core funding)
14	More money for sites such as Bear Pit, East Mill, etc
14	Lottery win and generous donor
14	Assist cash strapped Local Authorities to improve infrastructure
14	National and local government should properly fund our Heritage - a dream

**15 Do you have any other comments or ideas about the Derwent Valley Mills World Heritage Site, its management or its future that you haven't already covered?**

15	Keep it up Team and Volunteers - thank you for the exceptional work
15	Try to involve more local residents / more pride in valley and WHS
15	More promotion (as a Derby person born and raised here, I only know of this via 2018 WWI lottery project)
15	Pop-up displays / banners / maps for use by everyone
15	Publicise who owns the buildings that are falling into disrepair
15	More visibility of issues and how to help
15	More information about specific projects along the Site
15	Link to scout groups - enthusiastic youngsters + parents
15	One place needs to take precedence and become the know location of the DVMWH
15	Shunt piled flood walls left looking like rusting old iron
15	Use your limited resources to promote co-ordination between existing resources
15	DVMWHS organised tours - walking / cycling / accommodation / move bags
15	More visitor centres (can be unmanned, like Monsall trail)
15	Induction (this presentation) for everyone who works on the WHS, councillors, groups, everyone
15	Be careful with road signs, its not a theme park
15	Need cycle track (White Peak loop) completed to Cromford and extending to Derby, working with Sustrans and DCC
15	Make it clearly known that the team is small and needs help from all parties
15	Consider apprenticeships - young people and skills
15	Volunteer Team to work alongside DVM team that has same broad focus
15	Being managed by Council has some negative impact - politics / freedom to act / GDPR
15	How do you do what you do with almost no money?

15	Local lottery scheme
15	Get Councils to consider new funding sources, eg Corp Social Resp payments on procurements
15	Help owners of all the historic buildings financially
15	Need to consider the cons of floating off as a trust have done - not necessarily good value long term. Eg Derby University

## 5.1 LEARNING & RESEARCH PANEL REPORT, including Collections and DVMWH Educational Trust

<p><b>1. BACKGROUND</b></p>  <pre> graph TD     A[DVMWHS Partnership] --&gt; B[Learning &amp; Research]     B --&gt; C[Collections Working Group]     B --&gt; D[Expert Task &amp; Finish Group]     </pre> <p><b>Purpose :</b></p> <ul style="list-style-type: none"> <li>• Deliver the aims of the Management Plan relating to learning and research.</li> <li>• Support the development of a coherent learning offer across the DVMWHS.</li> <li>• Maintain high standards of historical accuracy across learning projects, publications and interpretation.</li> </ul>	<p><b>3. WORKSHOP ACTIVITIES contd.</b></p> <p><b>W3. Priorities</b> List the top 2 priority aims and actions for the next 5 years, for the Site overall and for each of the Hubs (Cromford, Belper &amp; Milford, Darley Abbey &amp; Derby).</p> <p><b>W4. Longer Term</b></p> <ul style="list-style-type: none"> <li>• What specific (learning, research and engagement) projects or actions would you want to include in a longer term plan for the DVMWHS?</li> <li>• How do you see Learning and Research evolving in the longer term?</li> </ul>						
<p><b>2. EVENT</b></p> <p><b>Date :</b> 18 September 2018      <b>Location :</b> St John’s Chapel, Belper  <b>Attendance :</b> Invited - 46    Attended - 13    Apologies - 20    No Response - 14      Main Non-Attendees : Panel Chair, North Mill Trust</p> <p><b>Focus :</b></p> <ul style="list-style-type: none"> <li>• UNESCO requirement for research. (Operational Guidelines, Item M, para 15)</li> <li>• Understanding of the current expectation. (2014/19 Mgt Plan, Sects 20 &amp; 21)</li> <li>• Focus and priorities for the next five years.</li> <li>• Image of development longer term.</li> <li>• Hub specific issues.</li> </ul> <p><b>Working Groups :</b></p> <ul style="list-style-type: none"> <li>• Research &amp; DVMWH Educnl Trust</li> <li>• Collections</li> <li>• Learning</li> </ul>	<p><b>4. KEY OUTPUT THEMES</b></p> <ul style="list-style-type: none"> <li>• <b>Communication</b> <ul style="list-style-type: none"> <li>◦ Broaden audience and engagement; include wider community, families, tourists.</li> <li>◦ Integration and collaboration within and between sites, groups, volunteers, staff, other researchers.</li> <li>◦ Links with other WHSs and research databases.</li> <li>◦ Digitisation of Panel’s work - documents, projects, modelling, public accessibility.</li> <li>◦ Research framework needs to be accessible in broadest sense - digitised, promoted, wider use, different audiences (esp. young people).</li> <li>◦ Research to capture the imagination and encourages visitors, not just academic or educational.</li> <li>◦ Promote Collections - what is there, where is it, what is accessible.</li> <li>◦ Focus Groups to develop Learning projects and delivery to wider audiences.</li> </ul> </li> <li>• <b>Economic / financial sustainability:</b> <ul style="list-style-type: none"> <li>◦ Financial sustainability needs to be in the Purpose.</li> <li>◦ Opportunity around the green agenda - power, transport, commercial - use to drive income, develop infrastructure and raise visitor numbers.</li> <li>◦ The need to generate income skews Learning delivery away from DVM heritage.</li> </ul> </li> <li>• <b>Operation of the Panel and Working Groups</b> <ul style="list-style-type: none"> <li>◦ How the panel should work needs review - make-up of the panel and working groups, meeting timeframes and structures.</li> <li>◦ Better focus and align activities around OUV, and Values and Attributes.</li> <li>◦ Broaden panel focus to include engineering, science, arts.</li> <li>◦ Collections need a co-ordinated strategy.</li> <li>◦ Engagement with Learning needs to be addressed (non-attendees).</li> </ul> </li> </ul>						
<p><b>3. WORKSHOP ACTIVITIES</b></p> <p><b>W1 Purpose and Aims</b></p> <ul style="list-style-type: none"> <li>• Looking at the Purpose, do these statements reflect the priorities for Learning and Research for the next 5 years?</li> <li>• Looking at the Aims:             <ul style="list-style-type: none"> <li>◦ What, if anything is no longer relevant?</li> <li>◦ What, if anything, is missing?</li> <li>◦ Is this statement sufficient to guide the work of the group for the long term?</li> <li>◦ If not, what else does it need to include?</li> </ul> </li> </ul> <p><b>W2 Policy Progress</b> Categorise progress against current policies as follows:</p> <table border="0"> <tr> <td>1. In place – no further action required.</td> <td>2. In place – ongoing regular action.</td> </tr> <tr> <td>3. Started.</td> <td>4. Not started - priority.</td> </tr> <tr> <td>5. Not started - not priority (5 yr timeframe).</td> <td>6. No longer relevant.</td> </tr> </table>	1. In place – no further action required.	2. In place – ongoing regular action.	3. Started.	4. Not started - priority.	5. Not started - not priority (5 yr timeframe).	6. No longer relevant.	
1. In place – no further action required.	2. In place – ongoing regular action.						
3. Started.	4. Not started - priority.						
5. Not started - not priority (5 yr timeframe).	6. No longer relevant.						

## 5.2 Learning and Research Workshop Question Responses

### Activity 1 : Purpose

Q	Group	Question	Group		
			Research	Collections	Learning
<b>1</b>		<b>Does the purpose reflect the priorities for L&amp;R for the next 5 years</b>			
1	Research	Sustainability	1		
1	Research	Coherent but sustainable learning offer	1		1
1	Research	Building on successes of the past	1		
1	Research	Enthusing business through learning	1		
1	Research	Outward looking	1		
1	Research	Linking with other WHS (US, Far East) - Global reach	1		
1	Collections	L&R = Dry sounding		1	
1	Collections	Engagement - prefer Excitement		1	1
1	Collections	Erosion of built environment and landscape - how YOU / YOUR involvement affects the OUV		1	
1	Collections	Lobby to get same process as National Parks		1	
1	Learning	OUV at the heart - making the values and attributes interesting and exciting.			1
1	Learning	Not just history, but engineering, arts, crafts, science, maths, english			1
1	Learning	Not just for academic research			1
1	Learning	All audiences - families, tourists, schools			1
1	Learning	Panel split between Learning (tend to be employed, time poor, need to make money) and Research (tend to be volunteers, retired, does for interest)			1
1	Learning	Education trust is Research, not Learning = confusing			1

<b>2</b>		<b>Which aims are Relevant</b>			
2	Research	Accuracy but lively	1		
2	Research	Co-production of research with community, using framework	1		

<b>3</b>		<b>What aims are Missing</b>			
3	Collections	Collecting strategy - ?revive from 1990s		1	
3	Collections	Coherent policy - who collects what - public currently unaware		1	
3	Collections	Where collections are currently housed		1	
3	Collections	Collections help to define OUV, therefore need to reflect UNESCO's changed attitude		1	
3	Collections	Therefore need to have collections mentioned		1	

3	Learning	L&R too narrow, needs to engage			1
3	Learning	Interpretation			1
3	Learning	Learning - all ages, abilities, formal, informal			1
3	Learning	Research			1
3	Learning	Events			1
3	Learning	Volunteers			1
3	Learning	Not just panel and working group meetings are the best way, need to explore options			1

<b>4</b>		<b>Are the aims Sufficient to guide the work of the group</b>			
4	Collections	Yes (provided collections included)			1
4	Learning	Aim 7 overarching, not just relevant to L&R			1

<b>5</b>		<b>What else needs to be included</b>			
5	Learning	Sustainable financially			1

#### Activity 2 : Policy Scores

1. In place – no further action required. 2. In place – ongoing regular action. 3. Started.  
4. Not started - priority. 5. Not started - not priority (5 yr timeframe). 6. No longer relevant

Q	Policy No	Policy	Score		
			Research	Collections	Learning
<b>2</b>		Vision / Aims / Policies / Actions - too many layers!			
<b>2a</b>	<b>Policy 9</b>	<b>Encourage and promote further research in the DVMWHS</b>			
2a	9.1	Produce an Historical & Archaeological Research Framework.	2	1 & 2	
2a	9.2	Instigate research through voluntary bodies and research institutions.	3	3	
2a	9.3	Develop relationships with the University of Derby, the University of Nottingham and regional museums and archives.	2	3	
2a	9.4	Research & Publications Panel to meet quarterly.		6	
2a	9.5	Publish Cromford Revisited		1 & 2	
2a	9.5	Work with Educational Trust		3	
2a	9.6	Maintain DVMWHS Acquisition & Disposal Policy in association with Derbyshire Museums Forum	2	3	
2a	9.7	Develop international links that are relevant to the DVMWHS	3	3	
2a			<b>Comments</b>		

2a	9.2	Start with Encourage, not Instigate		1	
2a	9.4	L&R Panel and 2 subgroups to meet quarterly	1		
2a	9.4	Reformatted and newly named	1		
2a	9.5	Plus digital needs promotion	1		
2a	9.7	Can do more, need to co-ordinate		1	

### Activity 3 : Five Year Priorities

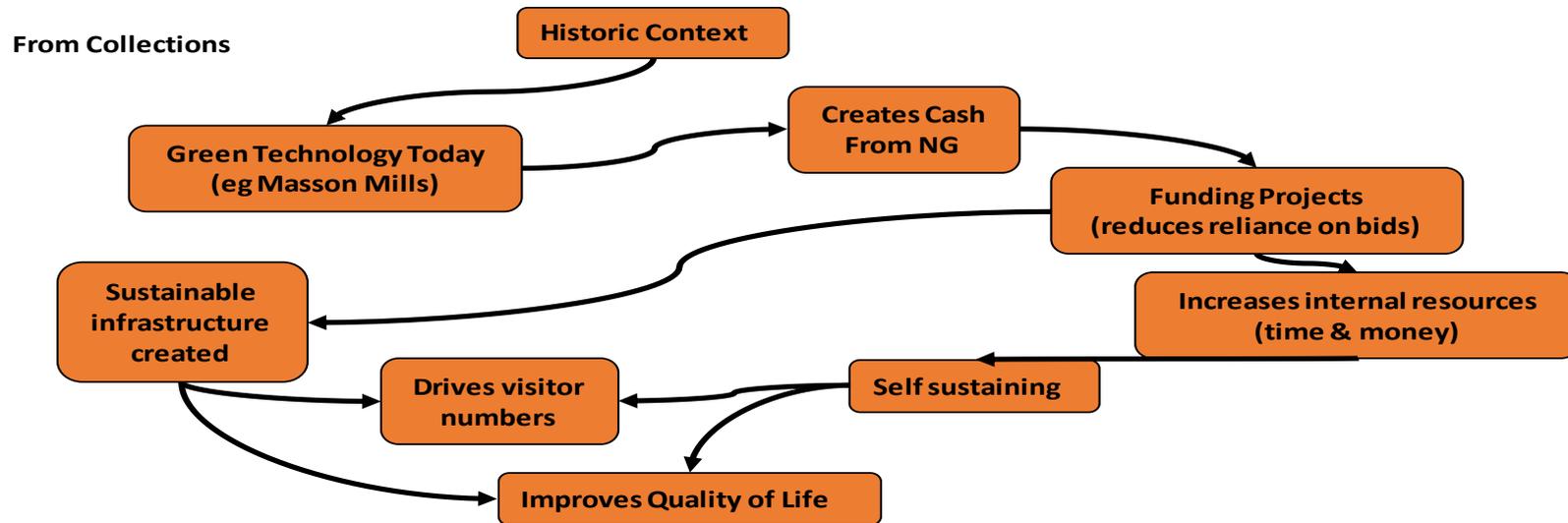
Comment	Comment By			Comment About			
	Research	Collections	Learning	Overall	C	B & M	DA & D
Better integration between individuals and groups within WHS framework	3		1	4			
Digital projects - mapping	1			1			
Linking to key current international research databases	1			1			
Education Trust - find more work to publish and funding to enable it to be published	1			1			
Co-production - sites involved in governance	1			1			
WHS needs to engage with wider public to enlist support, endorsement and justification of expenditure	1			1			
Get young people involved in research - they won't pick up the Research Framework	1			1			
Research framework - great, but not sufficient in itself	1			1			
Research Framework - encourage wide use involving all stakeholders	1			1			
Research Framework - identify research happening that contributes	1			1			
Research Framework - pursue to conversion to updateable digital resource	1			1			
Prioritise capturing research (focus on Southern end)		1		1			
Strategic collections policy		1		1			
Raise visibility and access to collections		1		1			
Internal and external mapping of assets (eg collections map)		1		1			
Learning is focussed on DVMWHS, OUV, V&A, by using the support of a central engagement support, plus expertise for sites and organisations			1	1			
Learning is both at sites and away from sites and is a high quality, professional standard			1	1			

Cromford - Detailed, published study of mill complex	1				1		
Cromford - Access to archives	1				1		
Cromford - More opportunities for learning and exchange between staff, volunteers and other researchers	1				1		
Cromford - For all sites / organisations and attractions to be collaborating and engaged			1		1		
Cromford - Develop a cohesive informal learning offer			1		1		
B & M - Detailed, published study of mill complex - following model of Boar's Head Mills	1					1	
B & M - Digital models of lost heritage at Milford (University of Derby)	1					1	
B & M - More opportunities for learning and exchange between staff, volunteers and other researchers	1					1	
B & M - Capture what we have making archival sources known to people	1					1	
B & M - Research on Strutts in the wider world	1					1	
B & M - Collections not accessible and at risk		1				1	
B & M - Promote and increase learner visitor numbers - all types of learning			1			1	
B & M - Secure a learning venue			1			1	
DA & D - More interpretation using community led approach	1						1
DA & D - Silk research and links with groups with expertise	1						1
DA & D - More opportunities for learning and exchange between staff, volunteers and other researchers	1						1
DA & D - Different sites to lead the way with their approaches to heritage, with other sites (D Museums and Anthony at DA)	1						1
DA & D - Identify and develop a formal learning offer for DA			1				1
DA & D - Ensure the learning offer is linked to DVMWHS and OUV			1				1

#### Activity 4 : Long Term Priorities

Comment	Comment By		
	Research	Collections	Learning
Research Framework - a digital, interactive framework with examples of research projects	1		
Go beyond 18th & 19th centuries to 20th & 21st - need more initiative	1		
List projects on WHS website	1		

Partnerships with international museums / universities.	1		
Focus on research for capturing imagination and encouraging visits, rather educational and purely informative		1	
Georgians - TV visibility (George Eliot) / Derbyshire Poldark		1	
Georgians - as a hook / theme to develop from		1	
Capturing the imagination of the general public through ... X		1	
Green Agenda - power in the valley		1	
Green Agenda - promote as a test site / innovation		1	
Green Agenda - Masson = carbon neutral		1	
Green Agenda - Transport		1	
Green Agenda - commercial apps - green technologies		1	
Stories of Change "Utopia Works" Dr Joe Smith (OU)		1	
Focus groups with each audience to help direct the planning, projects and delivery that happens, eg teachers, families, professors, students, etc			1
Move towards cross-site provision of movable experts and professionals - central bank of delivery team members for learning			1
Re-engagement of learning provision collaboration.			1
Peer reviewing and quality checking for learning - shared standard to maintain the high quality DVMWHS brand			1
A diverse learning offer celebrated			1

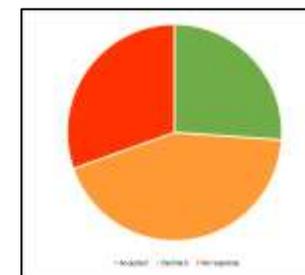


### 5.3 Learning & Research Event Attendees

Organisation	Response		Attendance	
	Accept	Decline	Attend	Not Attend
Amber Valley CVS				
Arkwright Society 1		no		
Arkwright Society 2		no		
Arkwright Society 3	yes		yes	
Belper North Mill Trust 1		no		
Belper North Mill Trust 2		no		
Belper North Mill Trust 3		no		
Belper North Mill Trust 4	yes		yes	
Buxton Museum 1		no		
Buxton Museum 2		no		
Panel Chair				
Crich Tramway Village		no		
Darley Abbey Hist Group		no		
Derby City Council				
Derby Local Studies Library, Mgr	yes		yes	
Derby Museums Trust 1				
Derby Museums Trust 2				
Derby Museums Trust 3	yes		yes	
Derby Museums Trust 3		no		
Derby University	yes		yes	
Derbyshire Arch Society				
Derbyshire CC 1	yes		yes	
Derbyshire CC 2		no		
Derby Cales Dist Council		no		
Derbyshire Record Office	yes		yes	
DerwentWISE		no		
DVMWHS 1			yes	

DVMWHS 2			yes	
DVMWH Ed Trust 1	yes		yes	
DVMWHS Ed Trust 2				
DVMWHS Ed Trust 3				
DVMWHS Ed Trust 4				
DVMWHS Ed Trust 5		no		
DVMWHS Ed Trust 6		no		
DVMWHS Ed Trust 7		no		
Friends of Crom Canal				
Historic England				
ICCIH				
Independent researcher	yes		yes	
John Smedley Archivist	yes			no
Nottingham University 1		no		
Nottingham University 2	yes		yes	
Peak Mining Museum				
Salford University		no		
Trent & Peak Arch	yes		yes	
Univeristy of Derby 1				
Univeristy of Derby 2		no		
Wildlife Trust		no		

Invited	46
Accepted	12
Declined	20
No response	14
Attended	13
Accepted but did not attend	1



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## 6.1 CONSERVATION & PLANNING PANEL REPORT, including Planning Officers

<p><b>1. BACKGROUND</b></p> <div style="border: 1px solid black; padding: 5px; margin-bottom: 10px; text-align: center;">DVMWHS Partnership</div> <div style="text-align: center;">↓</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 10px; text-align: center;">Conservation &amp; Planning</div> <p><b>Purpose :</b></p> <ul style="list-style-type: none"> <li>• To deliver coordinate the aims of the DVMWHS Management Plan relating to Conservation and Planning.</li> <li>• To provide expertise and guidance to the DVMWHS Team and the Steering Group of the DVMWHS in respect of:             <ul style="list-style-type: none"> <li>◦ Conservation and Protection Issues.</li> <li>◦ Planning Policy and Guidance.</li> <li>◦ Planning Applications for developments within the DVMWHS and Buffer Zone.</li> </ul> </li> <li>• To liaise with the Planning and Conservation Officers of the local authorities with the DVMWHS.</li> </ul>	<p><b>3. WORKSHOP ACTIVITIES contd.</b></p> <p><b>W2 Purpose and Aims</b></p> <ul style="list-style-type: none"> <li>• Looking at the Purpose, do these statements reflect the priorities for Learning and Research for the next 5 years?</li> <li>• Looking at the Aims :             <ul style="list-style-type: none"> <li>◦ What, if anything is no longer relevant?</li> <li>◦ What, if anything, is missing?</li> <li>◦ Is this statement sufficient to guide the work of the group for the long term?</li> <li>◦ If not, what else does it need to include?</li> </ul> </li> </ul> <p><b>W3 Threats and Enhancements</b></p> <p>What can you identify as threats and possible enhancements to the DVMWHS, which can be controlled and / or delivered through Conservation and Planning?</p> <p><b>W5 Priorities and Longer Term</b></p> <ul style="list-style-type: none"> <li>• What are the top 2 conservation and planning support priorities for the DVMWHS Team, for the next 5 years?</li> <li>• What specific conservation and planning projects or actions would you want to include in a longer term plan for the DVMWHS?</li> </ul>
<p><b>2. EVENT</b></p> <p><b>Date :</b> 25 September 2018      <b>Location :</b> Ripley Town Hall, Ripley</p> <p><b>Attendance :</b> Invited - 20    Attended - 9    Apologies - 3    No Response - 8</p> <p style="padding-left: 40px;">Main Non-Attendees : AVBC and DDDC Planning Officers, HE East Mids.</p> <p><b>Focus :</b></p> <ul style="list-style-type: none"> <li>• Definitions and understanding of Buffer Zone and Setting.</li> <li>• Roles and responsibilities in planning.</li> <li>• Threats to the DVMWHS.</li> <li>• Enhancing DVMWHS through planning.</li> <li>• Support required from DVM team.</li> </ul> <p><b>Working Groups :</b></p> <ul style="list-style-type: none"> <li>• Derbyshire County and Derby City Councils.</li> <li>• Conservation and Communities.</li> </ul>	<p><b>4. KEY OUTPUT THEMES</b></p> <ul style="list-style-type: none"> <li>• <b>Education</b> <ul style="list-style-type: none"> <li>◦ Secure appropriate level of LPA understanding and expertise in UNESCO management guidelines through training :                 <ul style="list-style-type: none"> <li>▪ Significance of WHS and understanding of Balance within NPPF</li> <li>▪ development control</li> </ul> </li> <li>◦ Regular training to achieve a consistent and appropriate LPA response to OUV.</li> </ul> </li> <li>• <b>Build Consensus</b> <ul style="list-style-type: none"> <li>◦ Engage with the WHS by LPA representatives.</li> <li>◦ Strategic Development Masterplan across all LPAs in the WHS and its setting.</li> <li>◦ Incorporate WHS management objectives in Local Plans and other strategic plans.</li> <li>◦ Understand the potential economic value of the Site.</li> <li>◦ Adequate LPA staff resourcing and retention of knowledge and experience (potential dedicated conservation officer across LPAs).</li> <li>◦ Beneficial adaptation of historic buildings (eg Belper North and East Mills).</li> </ul> </li> <li>• <b>Environmental Issues</b> <ul style="list-style-type: none"> <li>◦ Pressure on Greenbelt land.</li> <li>◦ Flood and climate change threats / mitigation.</li> </ul> </li> </ul>
<p><b>3. WORKSHOP ACTIVITIES</b></p> <p><i>NOTE : Workshops 1 and 4 were not completed due to significantly delayed start.</i></p> <p><b>W1 Definitions and Understanding</b></p> <ul style="list-style-type: none"> <li>• Rate the grid below for how well each group of people understand the elements of a World Heritage Site.</li> <li>• Generate ideas for how understanding could be improved. Consider what Councils should do internally and what help could be given by the DVM Team.</li> </ul> <p><b>W4 Effective Planning Processes</b></p> <p><i>What do we need to do to better prepare our processes to protect the Site, so that less resources (time, money and energy) are wasted on managing individual development proposals?</i></p> <p><i>Consider before pre-application, Pre-application, Full Application and Appeal</i></p>	

## 6.2 Conservation & Planning Workshop Question Responses

### Activity 2 : Purpose

<b>1</b>	<b>Does the purpose reflect the priorities for L&amp;R for the next 5 years</b>	<b>DCC &amp; DC</b>	<b>Cons &amp; Comms</b>
1	To empower and assist the planning and conservation officers of the LPAs within the DVMWHS, to consistently and appropriately respond to the Site's OUV, and the application of the priorities and aims of the Management Plan	1	
1	To engage with and assist the officers and Members of the Planning Authorities		1
<b>2</b>	<b>Which aims are Relevant</b>		
<b>3</b>	<b>What aims are Missing</b>		
3	Aim 4 needs to include Environment	1	
3	To secure an appropriate level of understanding and expertise in the UNESCO Management Guidelines by LPA officers and members		1
<b>4</b>	<b>Are the aims Sufficient to guide the work of the group</b>		
<b>5</b>	<b>What else needs to be included</b>		
5	Aim 1 tighten wording to "harm" and "negation"	1	

### Activity 3 : Threats and Enhancements

<b>1</b>	<b>Threats</b>	<b>Made by</b>		<b>Made about</b>				<b>Overall</b>
		<b>DCC &amp; DC</b>	<b>Cons &amp; Comms</b>	<b>AV</b>	<b>DC</b>	<b>DDDC</b>	<b>DCC</b>	
1	Greenbelt housing / Housing pressure	1	1	2				1
1	Belper North Mill	1		1				
1	Lack of Asset at Milford	1		1				
1	Belper East Mill	1		1				
1	Fish passage	1		1				
1	Model farms	1		1				
1	Inadequate staff resources and retention of staff in LPA		1	1				

1	Tall buildings and inadequate policies	1	1		2			
1	Political Engagement	1	1		2			1
1	Lack of understanding of OUV		1		1			
1	Flooding and defence / mitigation	1			1			
1	Connection between Cromford and Cromford Mills	1				1		
1	Threat of diminishing human resources		1				1	
1	Climate change	1						2
1	Fragmentation of the Partnership	1	1					1
1	Loss of participation in Panel by the Planning Authorities		1					1
1	Insufficient weight being given to C&P Panel comments by LPAs		1					1
1	Loss of experience	1	1					2
1	Inconsistency	1						1
1	Inadequate incorporation of WHS management objectives in Local Plans and other Strategic plans		1					1
1	Impact of highways - continual erosion	1						1
1	Rail Electrification	1						1
1	Light pollution	1						1
1	Lack of education	1						1
1	Apathy	1						1
1	Lack of finance	1						1
1	Buildings at risk and condition monitoring	1						1
1	Legal reputation of Partnership	1						

<b>2</b>	<b>Enhancements</b>							
2	Belper North Mill	1		1				
2	Lack of Asset at Milford	1		1				
2	Belper East Mill	1		1				
2	Fish passage	1		1				
2	Model farms	1		1				
2	Political Engagement	1			1			
2	Flooding and defence / mitigation	1			1			
2	Connections between Silk Mill and Darley Abbey	1			1			
2	B&R Strategy	1			1			

2	Allotments	1			1			
2	Connection between Cromford and Cromford Mills	1				1		
2	Biodiversity gain	1						1
2	Archaeological gain	1						1
2	Transport co-ordination	1						1
2	Community Infrastructure Levey (CIL)	1						1
2	Green infrastructure	1						1
2	Beneficial adaptive reuse of Historic buildings (including / especially At Risk	1	1					2
2	Historic environment record and records office	1						1
2	Further outreach engagement of OUV	1						1
2	Restoration of historic paving and other townscape enhancements		1					1
3	Maintenance of historic fabric and landscape, eg de-vegetation of railway structures		1					1

#### Activity 5 : Five Year Priorities and Longer

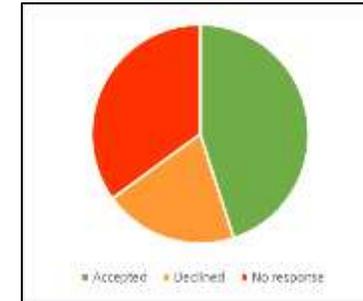
	Comment	Comment By	
		DCCC & DC	Cons & Comms
<b>1</b>	<b>What are the top 2 conservation and planning support priorities for the DVMWHS Team for the next 5 years?</b>		
1	Better co-ordination of LPA resource (development control)	1	
1	Better training programme (development control)	1	
1	Clearer communication of significance of WHS	1	
1	Balance and NPPF	1	
1	Schedule of training	1	
1	Economic value	1	
1	Have a consensus "road map" to East and North Mill (Belper)	1	
1	Higher levels of engagement with the panel ie good attendance by the LPA representatives		1
1	Greater focus on major developments and strategic policy planning		1
1	Dedicated conservation officer for the WHS		1

<b>2</b>	<b>What specific conservation and planning projects or actions would you want to include in a longer term plan for the DVMWHS?</b>		
2	Promotion of agricultural dimension : Model Farms	1	
2	Delivery of Belper East and North Mill	1	
2	Historic landscape character and setting - understanding of setting	1	
2	Heritage at risk reduction strategy		1
2	Strategic Development Masterplan across all LPAs within WHS and its setting		1

### 6.3 Conservation & Planning Event Attendees

Organisation	Response		Attendance	
	Accept	Decline	Attend	Not Attend
AVBC 1				
AVBC 2				
AVBC 3				
Conservation Area Advisory Committee (Derby)	yes		yes	
Conservation Area Advisory Committee (Derbys Dales)	yes		yes	
Derby City Council 1	yes		yes	
Derby City Council 2	yes		yes	
Derbyshire CC 1	yes		yes	
Derbyshire CC 2		no		
Derbyshire CC 3	yes		yes	
Derbyshire CC 4	yes		yes	
Derbyshire CC 5		no		
Derbyshire CC 6	yes		yes	
Derbys Dales DC				
DVMWHS			yes	
Historic England 1				
Historic England 2		no		
Historic England 3				
ICOMOS UK	yes		yes	
RIBA				
Steering Group		no	yes	

Invited	20
Accepted	9
Declined	4
No response	7
Attended	11
Accepted but did not attend	0



## 7.1 PROJECT PARTNERS REPORT

<p><b>1. BACKGROUND</b></p> <p><b>Partnership working in UNESCO World Heritage Convention</b></p> <p><b>Article 39</b> : A partnership approach to nomination, management and monitoring provides a significant contribution to the protection of World Heritage properties and the implementation of the Convention.</p> <p><b>Article 40</b> : Partners in the protection and conservation of World Heritage can be those individuals and other stakeholders, especially local communities, indigenous peoples, governmental, non-governmental and private organizations and owners who have an interest and involvement in the conservation and management of a World Heritage property.</p>	<p><b>3. WORKSHOP ACTIVITIES contd.</b></p> <p><b>W4 Growing the Network</b></p> <ul style="list-style-type: none"> <li>• The sheet has on it the DVMWHS Team and the names of all the Partnership Organisations that were invited today. Please will you add other organisations or groups that you have in your network that you feel should be involved in <i>“protecting, conserving, presenting, enhancing and transmitting the DVMWHS’s unique culture, heritage, economy and landscape”</i>.</li> </ul> <p><b>W5 Other Comments</b></p> <ul style="list-style-type: none"> <li>• Please add any comments about the DVMWHS Management Plan that have not already been covered</li> </ul>
<p><b>2. EVENT</b></p> <p><b>Date</b> : 02 October 2018                      <b>Location</b> : Strutt Centre, Belper</p> <p><b>Attendance</b> : Invited - 31    Attended - 10    Apologies - 9    No Response - 12 Main Non-Attendees : DerwentWISE, D2N2</p> <p><b>Focus :</b></p> <ul style="list-style-type: none"> <li>• Clarify the Partnership’s role in protection of the OUV of the Site.</li> <li>• Benefits of being part of the WHS Partnership.</li> <li>• Joint priorities for the WHS and the Partner organisations.</li> </ul>	<p><b>4. KEY OUTPUT THEMES</b></p> <ul style="list-style-type: none"> <li>• <b>Finance and Management</b> <ul style="list-style-type: none"> <li>◦ Need a prioritised, agreed, coherent action plan with roles and responsibilities.</li> <li>◦ Need more strategic thinking from DVM panels - business / forward thinking.</li> <li>◦ Association with the Site is beneficial for funding bids.</li> <li>◦ DVM Team are a useful resource / point of contact.</li> <li>◦ Need better representation at each other’s boards (Partner orgs and DVM).</li> </ul> </li> <li>• <b>Marketing</b> <ul style="list-style-type: none"> <li>◦ Opportunity for partner organisations and DVM to link and raise brand profiles.</li> <li>◦ Consider how to share contacts and introductions both ways.</li> </ul> </li> <li>• <b>Environmental Issues</b> <ul style="list-style-type: none"> <li>◦ Forward looking landscape is opportunity to improve: <ul style="list-style-type: none"> <li>▪ Green infrastructure.</li> <li>▪ Management of natural habitat.</li> <li>▪ Local community access and wellbeing.</li> </ul> </li> <li>◦ Pressure for fish passage will increase as downriver issues are resolved.</li> </ul> </li> <li>• <b>Transport</b> <ul style="list-style-type: none"> <li>◦ Sustainable travel should be a key feature of the site.</li> <li>◦ Routes and ways can create tourism destinations in their own right (Canoe trail will be unique, Horse trail).</li> <li>◦ DCC Key Cycle Network should take account of DVMWHS.</li> </ul> </li> </ul>
<p><b>3. WORKSHOP ACTIVITIES</b></p> <p><b>W1 Benefits of being Associated with the WHS</b></p> <ul style="list-style-type: none"> <li>• In what ways has being associated with the DVMWHS benefitted your organisation over the last 5 years. (Consider community, reputation, finance, projects, etc.)</li> <li>• In what ways could your organisation benefit more from being associated with the DVMWHS over the next 5 years.</li> </ul> <p><b>W2 Need from the DVM Team</b></p> <ul style="list-style-type: none"> <li>• What are the top 3 actions that the DVMWHS Team could take to enable your organisation to engage with them more effectively.</li> <li>• What are the top 3 actions that the DVMWHS Team should stop that deter your organisation from engaging with them effectively.</li> </ul> <p><b>W3 Supporting each other’s Aims</b></p> <ul style="list-style-type: none"> <li>• Note the top 2 ways (for each DVMWHS Aim) that your organisation’s goals and objectives could support the DVMWHS Partnership in achieving that Aim over the next 5 years.</li> </ul>	

## 7.2 Project Partners Workshop Question Responses

### Activity 1 : Benefits

		Arkwright	DHBT	DVT	DWT	EA	Smedley	DCC	Overall
<b>1</b>	<b>In what ways has being associated with the DVMWHS benefitted your organisation over the last 5 years?</b>								
1	Benefited from WHS status in funding bids	1						1	
1	Very little		1				1		
1	Very little but helps make the case for sustainable transport			1					
1	Some raised profile				1				
1	Reputationally beneficial					1			
1	Don't really acknowledge - Discovery days profile raised						1		
1	Better transport, especially rail							1	
1	Resource to provide co-ordination of activity days, walking festivals, etc							1	
1	Education opportunities (forest school)							1	
1	Focus for research (Research Framework)							1	
1	Other parts of the WHS benefitted in funding bids (Belper THI, Darley Abbey Mills)								1
1	Networking at a high level								1

<b>2</b>	<b>In what ways could your organisation benefit more from being associated with the DVMWHS over the next 5 years?</b>								
2	Buildings / Projects	1							
2	BAR project		1						
2	Should be associated with the organisation - clearer in the management plan		1						
2	Horse and canoe travel			1					
2	Sustainable travel should be a key feature			1					
2	Moving through "The Valley", not just the sites			1					
2	For the landscape to be future looking and consider future needs for nature's recovery				1				
2	Acknowledge the impact of the river as part of its management				1				
2	More projects to engage with					1			
2	If the WHS raised its profile and "brand" so JS could use it						1		
2	Better awareness of WHS and role of DCC in its stewardship							1	
2	Better understanding of regeneration of the WHS (harness its power)							1	

2	Better green infrastructure to help reduce burden on DCC (eg Adult care and wellbeing)							1	
2	Highlight benefits from individual projects								1
2	Be cautious not to look back too much								1
2	Encourage owners to be guardians of the landscape								1
2	DVMWHS becoming more "sexy"								1
2	Joint ticketing by visitor sites								1
2	Business engagement including strategic								1

### Activity 2: Need from the DVM Team

		DHBT	DWT	DVT	Smedley	Overall
<b>1</b>	<b>What are the top 3 actions that the DVMWHS Team could take to enable your organisation to engage with them more effectively?</b>					
1	Prioritise an agreed and coherent action plan with clear guidelines on who does what					1
1	See how the DVMWHS fits into the wider scene					1
1	Raise the profile of the DVMWHS - How can it hit the headlines					1
1	Identify more clearly points of contact					1
1	Volunteer support for the whole valley, building knowledge, training and support					1
1	Have a volunteer networking role					1
1	Have a representative on each of the Partner organisation boards	1				
1	Understand Partner organisations' strategic goals and how DVMWHS can play a part (including advocacy)		1			
1	Have DWT on the board		1			
1	Be the key to the network and linking of heritage and craft skills in the valley			1		
1	Have a structure and panels that are more strategic than current				1	

<b>2</b>	<b>What are the top 3 actions that the DVMWHS Team should stop that deter your organisation from engaging with them effectively?</b>					
2	Acting with an hierarchical outlook					1
2	Danger of sub-groups becoming too detached					1
2	Lack of engagement by key players					1
2	Lack of continuity by key agencies and bodies					1

**Activity 3 : The top 2 ways that your organisation's goals and objectives could support the DMWHS Partnership in achieving that Aim over the next 5 years.**

		Arkwright	DHBT	DVT	DWT	EA	Smedley
	<b>AIM 1 - Conservation and Planning : Protect, conserve and enhance the Outstanding Universal Value of the DVMWHS.</b>						
1	Conservation of the remaining Mill buildings and further developments of the Cromford Site	1					
1	Improved management of woodlands, meadows and natural habitat in the Cromford area	1					
1	Our similar aims to conserve and enhance Historic Buildings and attract 10,000 members and inform and educate them		1				
1	We have a shadow board working with the North Mill Trust to progress plans for the rescue, repair and sustainable use of the North and East Mills in Belper		1				
1	Committed to seeking the repair and sustainable re-use of all historic building in the DVMWHS which are at risk		1				
1	Work will enhance access to sites by providing sustainable methods of visiting, reducing traffic and parking issues			1			
1	Project to upgrade Wyver Lane will improve access to wildlife reserve and bird hide, which should lead to more visitors			1			
1	Canoe trail down the river would be a USP for DVMWHS (part of a build site, rather than a natural wonder)			1			
1	Nature's recovery should be part of the valley that continues to change the world. WE can support that				1		
1	Natural flood management can help mitigate risks to the OUV in the valley				1		
1	Having an outstanding natural environment in the form of "living Derwent forest" that could be a new OUV				1		
1	Our desire for improved fish passage could link to weir repairs or conservation work to structures / buildings					1	
1	Maintain the fabric of our site to reflect the development of the factory over time and into the future						1

	<b>AIM 2 - Engagement : Promote public awareness and engagement with the DVMWHS through formal / informal learning, volunteering, events, interpretation and encouraging research.</b>						
2	New informal learning post to develop a wider range of educational activities	1					
2	Development of community programme to raise local awareness	1					
2	Tie in with other DVM sites to share best practice and knowledge	1					
2	Countrywide BAR survey and membership drive will engage thousands of people who could be interested in the DVM		1				
2	In the process of building a community of supporters and volunteers for further its work		1				

2	Public awareness of the WHS as a whole would be enhanced by slower personal means of travel along the valley			1			
2	A canoe trail from Cromford to Matlock would become a unique experiential way of understanding how the river power was used			1			
2	Promotion of project could include more on how project fits with DVMWHS aims			1			
2	14000 members from Derbyshire can support nature's recovery in the valley				1		
2	Research can include the ecosystem's services to Health and Wellbeing				1		
2	Promote historic Derwent fishing and importance to local community / workers					1	
2	Continue to make collection accessible - working towards museum accreditation and offering access to the site						1
2	Continue aim of JS Archive to become a centre of research site - publishing articles and share books						1

	<b>AIM 3 - Development and Tourism : Promote the sustainable (Environmental, Economic and Social) development of the DVMWHS to provide a world-class destination where people are proud to live, work and visit.</b>						
3	Online marketing and ticketing to make it easier for visitors to engage	1					
3	Further business services and development to help people work and grow in the Derwent Valley	1					
3	The rescue and protection of BAR in the valley will help enhance the tourism value		1				
3	Development of sustainable access together with appropriate interpretation would benefit tourism and reduce traffic			1			
3	Routes and Ways create a tourist destination in their own right (like Monsal Trail)			1			
3	Ensure Nature's Recovery is at its heart and demonstrate the economic benefits of this				1		
3	Wildlife tourism could link to DVMWHS tourism ensuring / encouraging people to stay longer and explore more					1	
3	Able to promote and deliver projects which will improve environmental and social aspects					1	
3	Continue policy of making the factory as energy efficient as possible						1
3	Continue to work towards offering increased number of factory tours / access to archive						1

	<b>AIM 4 - Communities : Enhancing the social wellbeing of the DVMWHS communities and maximise the benefits of the Site's cultural value at a local, regional, national and international level.</b>						
4	Continue development to provide more jobs and opportunities in the local area	1					
4	Provide facilities for local groups and individuals to pursue interests and enhance relationships with WHS	1					

4	Sustainable travel and promoting an holistic approach to art / craft venues will assist community wellbeing			1			
4	Allows for cycle travel between sites in preference to car travel. More social so promoting community wellbeing			1			
4	Canoe trail provides a unique way of interacting with the Site and the natural landscape around it.			1			
4	Must have nature's recovery as a key part of the Brand				1		
4	Connect people from the communities around to the WHS				1		
4	Use the archive as a catalyst for cultural archiving - talks / events etc						1
4	Promote the heritage of the company and the WHS through the international links - particularly Japan						1

	<b>AIM 5 - Transport and Accessibility : Develop an integrated and sustainable approach to meeting and promoting the transportation and accessibility needs of the DVMWHS and its users.</b>						
5	Enhance car parking, yard and accessibility to site	1					
5	Explore ways to link to Cromford station / other sites / visitor centres to provide bus service links	1					
5	Off road cycleway, horse trail, canoe trail, Heritage Way walk should be integral to DVMWHS transport and access plan				1		
5	Can draw people to the natural environment - have it as a key part				1		
5	Accessibility - consider promoting public transport options						1
5	Continue to improve visitor experience for all (accessibility issues addressed incrementally) using AV / digital / print						1

	<b>AIM 6 - Spatial Priorities : Promote a cohesive and coherent understanding of the DVMWHS by identifying its differing spatial needs and priorities.</b>						
6	Review and update the Visitor Centre information annually to give cohesive picture of DVMWHS	1					
6	Work towards standard signage - onsite message and marketing strategy	1					
6	Travelling slowly through the valley enhances the understanding of the different spacial needs				1		
6	Canoe trail at different stages - established through Matlock Bath and from Darley Abbey into the City				1		
6	We will support / participate in priorities of the northern area of the DVMWHS						1

**Activity 4 : Other Contacts – please see the additional documents in the electronic files**

**Activity 5 : Other Comments**

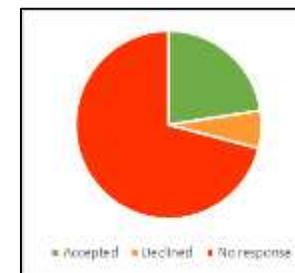
DVT	DCC in the proces of defining the "Key Cycle Network". This should take account of the DVMWHS. Not sure it does at the moment
DVT	Support with contacts the other way - can Partner organisations get "introductions" from the DVM Team
DWT	Living Derwent Forest - action to encourage residents to contribute to overall OUV by helping in info. And support for restore / adapt etc (like National Parks?)
EA	Currently addressing the last Fish passage barrier before the WHS, so in next 5 years, pressure to address Fish passage through WHS will increase

### 7.3 Project Partners Event Attendees

Organisation	Response		Attendance	
	Accept	Decline	Attend	Not Attend
Amber Valley Borough Council				
Arkwright Society	yes		yes	
Arts Council				
D2N2				
Darley Abbey Mills				
Derby City Council				
Derby Museums Trust 1				
Derby Museums Trust 2		no		
Derbyshire CC 1		no		
Derbyshire CC 2			yes	
Derbyshire Dales District Council	yes		yes	
Derbyshire Historic Buildings Trust 1	yes		yes	
Derbyshire Historic Buildings Trust 2/ Derwent Valley Trust 1				
Derbyshire Historic Buildings Trust 3/ Derwent Valley Trust 2				
Derbyshire Wildlife Trust	yes		yes	
Derwent Valley Trust 3				
Derwent Valley Trust 4				
DerwentWISE 1			yes	
DerwentWISE 2				
DVMWHS			yes	
Environment Agency				
Heritage Lottery Fund	yes		yes	

John Smedley 1	yes		yes	
John Smedley 2				
Marketing Peak District & Derbyshire				
Natural England				
Nottingham Art Exchange	yes		yes	
Nottingham University				
Quad 1				
Quad 2				
Trent Rivers Trust				
University of Derby				

Invited	31
Accepted	7
Declined	2
No response	22
Attended	10
Accepted but did not attend	0



## 8.1 DEVELOPMENT PANEL REPORT, including Sites and Attractions

<p><b>1. BACKGROUND</b></p>  <pre> graph LR     A[DVMWHS Partnership] --&gt; B[Development]     B --&gt; C[Discovery Days / Events / Workshop Group]     B --&gt; D[Retail Working Group]     </pre> <p><b>Purpose :</b></p> <ul style="list-style-type: none"> <li>• Deliver the aims of the Management Plan relating to tourism and regeneration.</li> <li>• Encourage all sites to work together more collaboratively.</li> <li>• Harness the strengths and expertise of local businesses in securing a sustainable future for the DVMWHS.</li> <li>• Develop the potential of the Site as a driver of social / economic development.</li> <li>• Promote the value of the DVMWHS to local businesses.</li> </ul>	<p><b>3. WORKSHOP ACTIVITIES contd.</b></p> <p><b>W3 Financial Security</b></p> <ul style="list-style-type: none"> <li>• What ideas do you have to secure the future of your site / attraction ?</li> <li>• What contingency plans do you have in place if there were no central team to co-ordinate the Site?</li> </ul> <p><b>W4 Working with others</b></p> <p>What ideas do you have for:</p> <ul style="list-style-type: none"> <li>• working with other sites / attractions to better secure your future?</li> <li>• improving travel links between sites / attractions, and along the whole valley ?</li> <li>• improving marketing of your site and the whole WHS ?</li> </ul> <p><b>W5 Priorities and Longer Term</b></p> <ul style="list-style-type: none"> <li>• Considering the DVMWHS, what are the top 3 priorities for your organisation for the next 5 years?</li> <li>• What is the longer term vision of your organisation’s relationship with the DVMWHS?</li> </ul>
<p><b>2. EVENT</b></p> <p><b>Date :</b> 11 October 2018      <b>Location :</b> Arkwright Mills, Cromford</p> <p><b>Attendance :</b> Invited - 44    Attended - 12    Apologies - 7    No Response - 25</p> <p style="padding-left: 40px;">Main Non-Attendees : DDDC, DCC, Darley Abbey Mills, Masson Mills</p> <p><b>Focus :</b></p> <ul style="list-style-type: none"> <li>• Resilience if there were no DVM Team.</li> <li>• Common plans and priorities.</li> <li>• How the Panel could be organised to give more value to these organisations.</li> <li>• How the partnership can facilitate closer working relationships.</li> </ul> <p><b>Working Groups :</b></p> <ul style="list-style-type: none"> <li>• Accessible Derbys / CRP / VPDD.</li> <li>• AVBC / Belper NMT / Derby Mus. / FCC.</li> <li>• Arkwright Soc. / FCC/ DCC Count. / High Peak Junction / Leewood Pump.</li> </ul>	<p><b>4. KEY OUTPUT THEMES</b></p> <p><b>Communication</b></p> <ul style="list-style-type: none"> <li>• Visible presence on VPDD maps and website</li> <li>• Centralised marketing - the Site as one whole is invisible</li> <li>• A proud “brand” that all associated sites and businesses can use - logo, #.</li> <li>• Dedicated Tourism website - too many messages / audiences on current one.</li> <li>• Learn from and connect to other WHSs.</li> <li>• Better use of Social Media about all things DVM</li> </ul> <p><b>Partnership</b></p> <ul style="list-style-type: none"> <li>• Needs to be mutually beneficial</li> <li>• Panel purpose needs to be better communicated and broader</li> <li>• DVM Team doesn’t have to always do/lead - facilitate partner groups (Belper Vision)</li> <li>• Need better and shared information about visitor demographics</li> </ul> <p><b>Transport</b></p> <ul style="list-style-type: none"> <li>• Aim for integrated, environmentally sustainable public transport</li> <li>• Need to have strategy for ease of movement between sites and “last mile” travel</li> </ul> <p><b>Accessibility</b></p> <ul style="list-style-type: none"> <li>• Inclusion and accessibility missing from the messages, including the Purpose.</li> <li>• Ask each site to have an accessibility “pledge” (a public statement of future intent)</li> <li>• Free accessibility audit and training available for each site and transport links</li> </ul>
<p><b>3. WORKSHOP ACTIVITIES</b></p> <p><b>W1 Purpose and Aims</b></p> <ul style="list-style-type: none"> <li>• Looking at the Purpose, do these statements reflect the priorities for Learning and Research for the next 5 years?</li> <li>• Looking at the Aims :             <ul style="list-style-type: none"> <li>◦ What, if anything is no longer relevant?</li> <li>◦ What, if anything, is missing?</li> <li>◦ Is this statement sufficient to guide the work of the group for the long term?</li> <li>◦ If not, what else does it need to include?</li> </ul> </li> </ul> <p><b>W2 Working with the DVMWHS Team</b></p> <p>What are the top 3 things that the Team:</p> <ul style="list-style-type: none"> <li>• are doing that you value highly?</li> <li>• could do to enable your organisation to engage with them more effectively.</li> <li>• should stop that deter your organisation from engaging with them effectively.</li> </ul>	

## 8.2 Development Panel Workshop Question Responses

### Activity 1 : Purpose

1	Looking at the Purpose, do these statements reflect the priorities for Regeneration for the next 5 years, including Economic Development, Tourism and Transport,?	Group 1	Group 2	Group 3
1	Some groups not currently feeding into panels formally (eg Accessibility)	1		
1	Lack of awareness about what panels currently exist and who is on them	1		
1	Current statements not inspirational or aspirational	1		
1	The purpose is not exciting currently	1		
1	Links to other groups / partners / panels - needs clearer role		1	
1	Need mutually beneficial activities to work together better		1	
1	Relies on altruism and mutualism - does this work?		1	

2	What, if anything, is no longer relevant?			
2	Focus on fewer solid outcomes		1	

3	What, if anything, is missing?			
3	People not currently mentioned at all	1		
3	Inclusion / Accessibility not mentioned at all	1		
3	Sustainable transport not currently mentioned	1		
3	Break down into hubs so have more in common with local attractions and meet more regularly		1	
3	Community Involvement not currently mentioned			1
3	More on environmental sustainability (eg Electric power from mills, links to Public Transport, between cyclists and pedestrians)			1
3	Clarity on objectives - realistic and achievable objectives and aims			1

4	Are these statement sufficient to guide the work of the group for the long term?			

5	If not, what else does it need to include?			
5	Look to other industrial WHS and how they work for help		1	

**Activity 2 : Benefits of working with the DVM Team**

		<b>Group 1</b>	<b>Group 2</b>	<b>Group 3</b>
<b>1</b>	<b>What are the top 3 things that the DVMWHS Team are doing that you value highly?</b>			
1	Linking the people / businesses within the sites together : co-ordination	1	1	1
1	Great Discovery Days	1		
1	Encouraging a cohesive approach	1		
1	Strategic positioning and funding accessibility		1	
1	Team expertise and wider perspective		1	
1	Promotion of WHS - Discovery Days, Visitor Guide, Website			1
1	Grant bids, eg Vital Valleys, DerwentWISE			1

<b>2</b>	<b>What are the top 3 actions that the DVMWHS Team could take to enable your organisation to engage with them more effectively?</b>			
2	Broaden membership of the panels to include accessibility	1		
2	Broaden membership of the panels to include sustainable transport	1		
2	Promotion of "The Team" eg meet the team on website / brochures, etc	1		
2	Improve understanding of the purpose of the team, eg website, twitter, linked in	1		
2	Under resourced / over committed		1	
2	Governance structure and collaboration		1	
2	Link businesses within the valley			1
2	Social media - it isn't being used to full effect to link sites and their activities			1
2	Better communication with groups as to the intention of the team			1

<b>3</b>	<b>What are the top 3 actions that the DVMWHS Team should stop that deter your organisation from engaging with them effectively.</b>			
3	Bureaucratic - slow auctioning		1	
3	Potential fear created from own perception - stop innovative projects		1	

**Activity 3 : Security of the Site**

		Acc Derb	Ark Soc	AVBC	Birds wood	Comm Rail	Derby Mus	DCC Count	FCC	Lea wood	North Mill
<b>1</b>	<b>What contingency plans for does your organisation have in place if there were no central team to co-ordinate the Site?</b>										
1	Review assets to maximise return from use, ie development of empty, disused buildings		1								
1	Apply grants			1							
1	Business support			1							
1	Developer engagement			1							
1	Further pledges to work in collaboration with partners				1						
1	Contingency plan = Hand back the keys to the Council						1				
1	Income generation from visitor centres, car parks, concessions, rent and grant income							1			
1	None at present, but operation of trip boat is currently self-funding								1		
1	Look for possible funding by formalising group structure									1	
1	Focus is to stop the April 2020 potential closure										1
1	We have no contingency plans, but we have plans for survival which are very active										1

<b>2</b>	<b>What ideas does your organisation have to secure the future of your site / attraction ?</b>										
2	Businesses within the sites, ie small retail do not have a "proud" link or a standard for business promotion - cannot see the "brand"	1									
2	DVWHS tour branded bus	1									
2	Learn from experience of other WHSs / emphasise connection with other WHSs	1									
2	Makers festival to showcase new talents and crafts	1									
2	Pass that links all sites	1									
2	Slideshow film of WHS story on website for schools	1									
2	Use a HLF grant to generate positions to help drive the site re communication, education, marketing		1								
2	Central marketing by Visit Peak District			1							
2	Economic development teams step up to fill some gaps			1							
2	Partner groups and facilitate activity (eg Belper vision group)			1							
2	Community asset transfer of canal ownership				1						

2	Continue to promote the valley and mills that can visit by train					1					
2	Promote better use of train and bus to visit sites and offer incentives / discounts					1					
2	Capital development						1				
2	Commercial hire and functions						1				
2	Donations on site						1				
2	Strategic plan for 50 : 50 Private : Public by 2020						1				
2	Internal promotion to liaise with key local partners							1			
2	Continued support of DCC CS to maintain canal from profit from Birdswood								1		
2	Obtain grants for doing work, particularly volunteers								1		
2	Develop relations with other venues									1	
2	Develop website further									1	
3	Engage with publications to enhance advertising, also media, radio									1	

#### Activity 4 : Working with Others, including Transport and Marketing

		Acc Derbs	Arkwrt	AVBC	Birds wood	Comm Rail	DCC Countsd	Derby Mus	Lea wood	Mktg Peak	North Mill	Social Media
<b>1</b>	<b>What ideas does your organisation have for working with other sites / attractions to better secure your future?</b>											
1	Accessibility champion within each organisation	1										
1	All DVMWHS businesses attend free Access Exchange conference	1										
1	Training to all sites to improve accessibility awareness (currently free through MPDD)	1										
1	Offer sites funded accessibility audits to all attractions and wish list for improvements	1										
1	Looking at local businesses to collaborate in joint activities / ticketing		1	1					1	1	1	
1	Working with Crich Tramway and Cromford Canal on joint admissions ticketing		1									
1	Talk to one another / develop joint activities				1				1			
1	Work with local partners (Ark Soc, FCC, Leawood) on site management and activities						1					

1	Consistent use of DVMWHS at sites to raise profile (logo in particular)									1		
1	We have written a paper on collaboration which sets out our views										1	

<b>2</b>	<b>What ideas does your organisation have for improving travel links between sites / attractions, and along the whole valley ?</b>											
2	Branded, stylish, sexy bus that is accessible to all - level entry, audio description, different languages. Showcase all sites and route on side.	1										
2	Audit accessibility of current transport structure along DVMWHS	1										
2	Existing master plan suggests a shuttle bus between the sites		1									
2	Shuttle bus ideally electric vehicles driven by renewable energy from river hydro		1									
2	Information sources											
2	Capacity / frequency of public transport			1								
2	Last mile			1								
2	Ease of movement between sites			1								
2	Enable individual freedom to travel - eg car club for 1/2 day etc			1								
2	General leaflet highlighting options around the site				1							
2	Improved Sunday rail service (?hourly from 2021/22 - maybe sooner)					1						
2	Promote Derwent Valley Heritage way walking route						1					
2	Promote Cromford Canal as a valley link						1					
2	Quantitative Research on need							1				
2	Specific transport links between sites in summer month weekends								1			
2	We have developed a proposal for an integrated sustainable transport approach									1		
2	Make whatever travel links exist easy to find out in real time online, eg app updating traffic or bus / train delays			1								1
2	Consistent timetabling for buses and taxis											

<b>3</b>	<b>What ideas does your organisation have for improving marketing of your site and the whole WHS ?</b>											
3	Accessible Derbyshire awards evening includes WHS section award	1										
3	Link DVMWHS with Accessible Derbyshire and Access for All UK - eg "in partnership with ..."	1										
3	Ensure events that are public cater for all needs "pledge" - mobiloo, viewing platforms, accessible parking	1										
3	Branded logos for access needs - vision, hearing, mobility, dementia, autism	1										
3	Create a WHS section on Accessible Derbyshire (needs funding)	1										
3	In our Resilience Heritage grant we are employing a marketing manager to maximise our visibility using all mediums		1									
3	Collaborate on joint marketing - social media, video		1	1						1		
3	Separate dedicated website / social media for tourists - too many messages and audiences on current site			1								
3	National campaign / draw (eg Liverpool Giants)			1								
3	Attraction to move up and down valley or trail to move people around			1								
3	Social media is key - need expertise and good imagery / video			1							1	
3	Staff Training in WHS and a consistent level of verbalisation to customers				1							
3	Connect individual organisation websites				1							
3	Joint marketing between attractions and transport					1						
3	Better materials, ie commissioned photography						1					
3	Advert in VPPD attractions map						1					
3	Improved presence on VPDD website						1					
3	An app (or central website) with summary info about all partner sites (map, opening times, what's there, etc) and link to each site's page								1			1
3	Bookable itineraries									1		
3	More effectively use / advertise with Tourist Board									1		

3	Videos										1		
3	Create # that is used by all sites / activities										1		
3	Kids version with challenge to complete at each site. Can tick off when you've been and get an electronic badge when done (?) 10												1
3	Get all museums involved in tweeting on subjects together(eg museum meme day)												1
3	Co-ordinated marketing / tweeting schemes to create sense of unified presence online												1
3	Light Up project to illuminate buildings - add music / event / atmosphere												
3	Accommodation link - WHS Holidays												

#### Activity 5 : Priorities

		Acc Derbs	Arkw	Birds wood	Comm Rail	Derby Mus	Mktng Peak	North Mill	Group 1	Group 3
<b>1</b>	<b>Considering the DVMWHS, what are the top 3 priorities for your organisation for the next 5 years?</b>									
1	Create accessibility champions on all sites	1								
1	Perform audits, training, wish lists to improve access at all sites	1								
1	We have a presence on important Boards to do with WHS so access is given a priority	1								
1	Sustainability (environmental) of the organisation		1							
1	Grow passenger numbers			1						
1	More visitors by train - improved Sunday service by 2021				1					
1	Establishing business case to make trains every 30 minutes through infrastructure improvements (passing loop) and funding to deliver it				1					
1	Build and Open Museum of Making by 2020					1				
1	Raise the profile of WHS status						1			
1	Increase overnight visitors to the DVM area						1			
1	Drive more visitors to the various sites						1			
1	Work more cohesively with site to promote to national and international audiences						1			
1	Ensure survival of North Mill as visitor attraction (world class and worthwhile) - grant support, sustainable income, support of WHS partners, marketing offer							1		

1	There is not enough qualitative research to identify what people are coming to Derbyshire for, beyond the Key Attractions								1	
1	Increase income generation									1
1	Increase visitor footfall									1

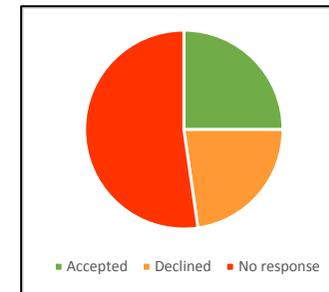
<b>2</b>	<b>What is your longer term vision of your organisation's relationship with the DVMWHS?</b>									
2	Create an accessibility leaflet / map of WHS	1								
2	Create a WHS accessibility Pledge that sites and people work towards	1								
2	Our WHS becomes renown as an accessible destination and renown globally for it - Setting the Standard	1								
2	How to create an accessible WHS for all	1								
2	Deliver Access Exchange conference sharing good practice between sites within WHS (showcase examples and learn from each other)	1								
2	Branding Partnership with Access for All, so it can be seen at other WHSs	1								
2	Utilise gateway to promote WHS (the original intention)		1							
2	Commercial sustainability - increase commercial income		1							
2	12 Seater disabled boat			1						
2	Closer working with site to achieve mutual goals and utilise joint funding opportunities					1				
2	Work more closely to make Marketing Peak the obvious choice to carry our wider marketing						1			
2	Continue to support via both Steering Group and Development Panel						1			
2	Maintain partnership / develop site for wider visibility								1	
2	WHS developed as cultural element of regional strategic agencies (Midland Engine / Arts Council / LEP)								1	
2	Share data / research on audience's Reason for Visiting (demographics, why don't stop as travelling through valley, cross sectors)								1	

### 8.3 Development Panel Event Attendees

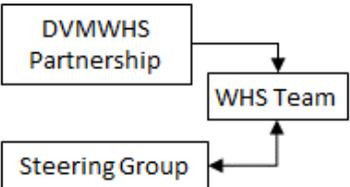
Organisation	Response		Attendance	
	Accept	Decline	Attend	Not Attend
Accessible Derbyshire 1	yes		yes	
Accessible Derbyshire 2				
AVBC 1	yes		yes	
AVBC 2	yes			no
Arkwright Society 1				
Arkwright Society 2				
Arkwright Society 3				
Belper North Mill Trust 1	yes		yes	
Belper North Mill Trust 2		no		
Community Rail Part	yes		yes	
Countryside Services	yes		yes	
Crich Tramway				
Darley Abbey Mills 1		no		
Darley Abbey Mills 2		no		
Darley Abbey Mills 3				
Derby City Council 1		no		
Derby City Council 2				
Derby City Council 3				
Derby City Council 4				
Derby City Council 5				
Derby Museums Trust 1				
Derby Museums Trust 2				
Derby Museums Trust 3				
Derbyshire CC 1		no		
Derbyshire CC 2		no		
CC 3				
Derbys Dales DC 1		no		
Derbys Dales DC 2		no		

Derbyshire Economic Partnership				
Friends of Belper River Gardens			yes	
Friends of Crom Canal 1	yes		yes	
Friends of Crom Canal 2				
Friends of Crom Canal 3	yes		yes	
John Smedley 1				
John Smedley 2	yes		yes	
Leawood Pumphouse	yes		yes	
Marketing Derby		no		
Marketing Peak District & Derbyshire	yes		yes	
Masson Mills 1				
Masson Mills 2				
Peak Rail				
Trent Barton				
Willersley Castle		no		

Invited	44
Accepted	11
Declined	10
No response	23
Attended	11
Accepted but did not attend	1



## 9.1 STEERING GROUP REPORT

<p><b>1. BACKGROUND</b></p>  <p><b>Purpose :</b></p> <ul style="list-style-type: none"> <li>To provide advice and help to the DVMWHS Partnership and Derbyshire County Council to achieve the aims and objectives of the DVMWHS.</li> <li>To monitor the delivery of the DVMWHS Management Plan 2014 – 2019.</li> </ul>	<p><b>4. KEY OUTPUT THEMES</b></p> <ul style="list-style-type: none"> <li><b>Communication</b> <ul style="list-style-type: none"> <li>Keep the new Plan simple and understandable :           <ul style="list-style-type: none"> <li>Protect (given, and includes monitoring)</li> <li>Promote (this is where the gaps are)</li> </ul> </li> <li>Copy “Inspired by the Peak District” to have “Inspired by the Derwent Valley”.</li> <li>Copy Marketing Derby bondholder strategy.</li> </ul> </li> <li><b>Operation of the Group</b> <ul style="list-style-type: none"> <li>An alliance rather than an asset to the Site.</li> <li>Not clear what the Group has achieved - needs a clear Mission Statement.</li> <li>Vulnerable to unravelling - sustainability of resources.</li> <li>Need to clarify roles and responsibilities</li> <li>Site needs to be seen as an economic driver.</li> <li>Need to involve local businesses :           <ul style="list-style-type: none"> <li>Measure / evidence value of the WHS to the local economy</li> <li>Representation on the Steering Group</li> <li>Engage the LEP</li> </ul> </li> </ul> </li> <li><b>Rating</b></li> </ul> <table border="1" data-bbox="1182 839 2074 1070"> <thead> <tr> <th rowspan="2"></th> <th colspan="3">Unique Culture</th> <th colspan="3">Heritage</th> <th colspan="3">Economy</th> <th colspan="3">Landscape</th> </tr> <tr> <th>1</th> <th>2</th> <th>Av</th> <th>1</th> <th>2</th> <th>Av</th> <th>1</th> <th>2</th> <th>Av</th> <th>1</th> <th>2</th> <th>Av</th> </tr> </thead> <tbody> <tr> <td>Protect</td> <td>3</td> <td>3</td> <td>3.0</td> <td>4</td> <td>4</td> <td>4.0</td> <td>2</td> <td>2</td> <td>2.0</td> <td>5</td> <td>4</td> <td>4.5</td> </tr> <tr> <td>Conserve</td> <td>3</td> <td>3</td> <td>3.0</td> <td>3</td> <td>4</td> <td>3.5</td> <td>2</td> <td>2</td> <td>2.0</td> <td>3</td> <td>4</td> <td>3.5</td> </tr> <tr> <td>Present</td> <td>4</td> <td>2</td> <td>2.7</td> <td>4</td> <td>2</td> <td>3.0</td> <td>2</td> <td>3</td> <td>2.5</td> <td>2</td> <td>4</td> <td>3.0</td> </tr> <tr> <td>Enhance</td> <td>2</td> <td>4</td> <td>3.0</td> <td>3</td> <td>4</td> <td>3.5</td> <td>1</td> <td>2</td> <td>1.5</td> <td>3</td> <td>4</td> <td>3.5</td> </tr> <tr> <td>Transmit</td> <td>2</td> <td>2</td> <td>2.0</td> <td>2</td> <td>4</td> <td>3.0</td> <td>1</td> <td>2</td> <td>1.5</td> <td>3</td> <td>4</td> <td>3.5</td> </tr> <tr> <td></td> <td colspan="12">Higher score = Discovery Days</td> </tr> </tbody> </table>		Unique Culture			Heritage			Economy			Landscape			1	2	Av	Protect	3	3	3.0	4	4	4.0	2	2	2.0	5	4	4.5	Conserve	3	3	3.0	3	4	3.5	2	2	2.0	3	4	3.5	Present	4	2	2.7	4	2	3.0	2	3	2.5	2	4	3.0	Enhance	2	4	3.0	3	4	3.5	1	2	1.5	3	4	3.5	Transmit	2	2	2.0	2	4	3.0	1	2	1.5	3	4	3.5		Higher score = Discovery Days																				
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<p><b>2. EVENT</b></p> <p><b>Date :</b> 24 October 2018      <b>Location :</b> County Hall, Matlock</p> <p><b>Attendance :</b> Invited - 18    Attended - 8    Apologies - 4    No Response - 6</p> <p>Main Non-Attendees : AVBC, Visit Peak District &amp; Derbyshire.</p> <p><b>Focus :</b></p> <ul style="list-style-type: none"> <li>Focus and priorities for the next five years.</li> <li>Summary of the Plan to date</li> <li>Summary of Panel workshops</li> </ul>	<p><b>5. PANEL SUMMARY</b></p> <ul style="list-style-type: none"> <li>Summary of attendance and comment numbers by event</li> <li>Summary of emerging themes :       <ul style="list-style-type: none"> <li>Engagement - looked at significant non-attendees for each Panel.</li> <li>Communication - marketing, social media, joining up the Hubs.</li> <li>Councils &amp; Planning - educate Officers, protect from inappropriate development.</li> <li>Finance - security, sources.</li> <li>Travel - alternative forms, public transport, traffic.</li> <li>Education - residents, businesses, young people, volunteers.</li> </ul> </li> </ul>																																																																																																							
<p><b>3. WORKSHOP ACTIVITIES</b></p> <p><b>W1 Purpose</b></p> <ul style="list-style-type: none"> <li>Looking at the Purpose, do these statements reflect the priorities for the Steering Group for the next 5 years?</li> <li>What, if anything is no longer relevant?</li> <li>What, if anything, is missing?</li> </ul> <p><b>W2 Achievement of Purpose</b></p> <ul style="list-style-type: none"> <li>To what extent do we feel that the DVMWHS Partnership is fulfilling its role? Consider the actions of Protect, Conserve, Present, Enhance, Transmit against the aspects of Unique Culture, Heritage, Economy, Landscape and rate from 0(not at all) to 5 (completely).</li> <li>For each combination that you rated as 2 or less:       <ul style="list-style-type: none"> <li>Identify those which potentially threaten the existence of the DVMWHS in the next 5 years.</li> <li>What ideas do you have for systems, processes or actions could be put in place to raise the score?</li> <li>What actions does this Steering Group need to take to raise the score?</li> </ul> </li> </ul>																																																																																																								

## 9.2 Steering Group Workshop Question Responses

### Activity 1 :Purpose

		Group 1	Group 2
<b>1</b>	<b>Do these statements reflect the priorities for the Steering Group for the next 5 years?</b>		
1	An alliance rather than an asset to the DVMWHS	1	
1	Reduced management resources	1	
1	Big issue of sustainability of the management arrangements	1	
1	Vulnerability of the partnership to unravelling	1	
1	Steering Group has monitored the delivery of the 2014 - 19 management plan		1
1	Redraft Paragraph 1 - steer or guide rather than advise or help		1

<b>2</b>	<b>What, if anything, is no longer relevant?</b>		
2	What has been achieved in the last 5 years?	1	
2	Not clear		1

<b>3</b>	<b>What, if anything, is missing?</b>		
3	Group is too passive	1	
3	Needs to be seen as an economic driver	1	
3	Clarification of roles and responsibilities of Steering Group and Derbyshire CC		1

### Activity 2a : To what extent is the DVMWHS fulfilling its role with regard to the following?

Rate the grid below from 0 (not at all) to 5 (completely)

	Unique Culture			Heritage			Economy			Landscape		
	1	2	Av	1	2	Av	1	2	Av	1	2	Av
<b>Protect</b>	3	3	3.0	4	4	4.0	2	2	2.0	5	4	4.5
<b>Conserve</b>	3	3	3.0	3	4	3.5	2	2	2.0	3	4	3.5
<b>Present</b>	4	2	2.7	4	3	3.0	2	3	2.5	2	4	3.0
<b>Enhance</b>	2	4	3.0	3	4	3.5	1	2	1.5	3	4	3.5
<b>Transmit</b>	2	2	2.0	2	4	3.0	1	2	1.5	3	4	3.5
	<i>Higher score = Disc. Days</i>											

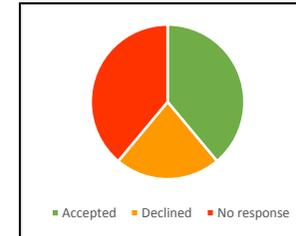
**Activity 2b : Threats and Ideas for Combinations Scoring 2 or Less**

		Group 1	Group 2	General Comments
<b>1</b>	<b>Identify those which potentially threaten the existence of the DVMWHS in the next 5 years.</b>			
1	Collapse of the partnership - local authorities pulling out and loss of revenue funding	1		
1	Housing development pressures	1		
1	Congestion in the Derwent Valley	1		
1	Prime asset (eg Belper Mill) inappropriate development		1	
1	Functioning (effective) Steering Group		1	
<b>2</b>	<b>What ideas do you have for systems, processes or actions could be put in place to raise the score?</b>			
2	Persuade local authorities of the benefits of the WHS	1		
2	Improve bus services			
2	Clarity (mision statement) on Derbyshire CC Role		1	
2	Measure the value of the WHS and data collect to evidence the benifit (eg understand the value and volume of overnight stays versus visit for the day). Involve local businesses and all WHS events in data collection		1	
2	Copy "Inspired by the Peak District" for "Inspired by the Derwent Valley"			1
2	Copy Marketing Derby bondholders strategy			1
2	Keep the new Management Plan simple : 1 - Protect (this is a given, that includes monitoring) : 2 - Promote (this is where the gaps are)			1
<b>3</b>	<b>What actions does this Steering Group need to take to raise the score?</b>			
3	Business improvement Group	1		
3	Get buy in from LEP / influence the successor to the LEP post Brexit	1		
3	Hydro-electric power potential	1		
3	Closer working with Local Authorities, and key partners (MPDD, 4 key sites, Derby Uni) and clarification of value		1	
3	Representatives from the business community on the Steering Group			1
3	Representation for the visitor economy			1
3	Prioritise through a clear Mission Statement for the Group			1

### 9.3 Steering Group Event Attendees

Organisation	Response		Attendance	
	Accept	Decline	Attend	Not Attend
AVBC				
Arts Council				
Belper Community Rep	yes		yes	
Retired				
Derby City Council 1				
Derby City Council 2		no		
Derby Community Rep	yes		yes	
Derbyshire CC 1			yes	
Derbyshire CC 2	yes		yes	
Derbyshire CC 3	yes		yes	
Derbys Dales DC				
DVMWHS Partnership	yes		yes	
Heritage Lottery Fund	yes		yes	
Historic England 1				
Historic England 2		no		
ICOMOS UK	yes		yes	
Marketing Peak District & Derbyshire		no		
University of Derby		no		

Invited	18
Accepted	7
Declined	4
No response	7
Attended	8
Accepted but did not attend	0



## APPENDICES

### APPENDIX 1 :

#### Community Responses Place / Event Specific

##### 5. What ideas do you have for bringing a DVMWHS building, space or area back into use or into better use?

5	Darley Abbey heritage / visitor centre
5	Milford needs more awareness
5	Babbington Hospital Gatehouse as Tourist Information
5	Silkolene mill building
5	Great northern Railway Derby Friargate goods shed before it falls down
5	Cromford Bear Pit - at least try to keep it and the conduits around it in good condition - no money coming forward - who is going to take responsibility
5	Collaboration with local theatre performance spaces relating to WHS
5	Make good use of the North Mill, eg warehouse, flats
5	East Mill Heritage Site? Largest building at centre of WHS
5	Redevelop East Mill for Residential / Shopping / Housing / Hotel
5	Use of the listed parts of the Babbington site / community use / hotel
5	Develop aqueduct cottage and area
5	Co-ordinated development of North, East and West Mill sites
5	Restore victorian summer house on Derby & Nutwood LNR (Evans family)
5	Install some water power (eg turbine ) at Cromford Mills
5	Develop Labout Club
5	Sell Belper East Mill to the man who developed Saltaire
5	Restore the workings at the belper Mill
5	Peckwash Mill
5	Thorntons on Derwent Street

5	Develop Brownfield Sites - they are an eyesore
5	Fund restoration of the Cromford Canal to Ambergate
5	Link places by walks with start / end options
5	Develop whole riverside as a walk / cycle route
5	Restore River Gardens tea room
5	Crossroads Farm to be saved - model farm/visitor centre, showing farming revolution by the Strutts for them to feed workers. As per Welbeck Estate - local brewers, cheese, veg, etc
5	Extend North Mill museum / world class museum of fabric making / community use
5	Wharfshed to accomodate visitor groups - interpretation & visitor resource
5	Why was the Wharf building abandoned as an outdoor activity centre?
5	Develop Cromford along the example of Saltaire
5	Viewing platform at Belper East Mill
5	Allestree Hall was at one time going to house natural history section from museum
5	Regular openings to see Fish Pass on the Island (Darley Abbey)
5	More Darley Abbey walks and talks
5	Churches / Fisherman's Hut used for special music evenings, popup exhibitions

**9. What is your favourite place / activity in the DVMWHS and what makes it special?**

9	Belper Goes Green (DVM make more of the publicity opportunity)
9	Belper mills tours
9	Open houses
9	Cromford Canal - it has everything - history, nature, exercise, events and accessible, buildings and architecture
9	Belper River Gardens - Perfect park
9	Belper - history, scenery, buildings, people
9	Leawood Pumphouse - everything which is unique about WHS
9	North Mill building / exhibits / tours - size and structure
9	Birdswood - delighting visitors, so enjoyable
9	Cromford Mill - feel the history
9	High peak junction workshop
9	Darley Park
9	Black Rocks overlooking Cromford and Derwent
9	Scarthin book shop
9	Cromford - many places of interest
9	The aqueduct
9	Belper Landscape / Deer Park
9	Belper / Milford and its social history - family connections
9	Silk mill
9	Veranda at Darleys
9	Darley Abbey Village - mill cottages
9	DV Heritage way - so much interest
9	Matlock Bath
9	North Street Cromford - feels like stepped back in time
9	Willersley Castle
9	The Clusters - re-instating the roads
9	No28 Market Place
9	Belper Memorial Gardens
9	Belper Weirs - tranquil to watch

9	The old teashop (or whatever it is) needs repairing.
9	Milford
9	Lumsdale - when its included
9	Derby Museum
9	The mill view from Darley Toll Bar
9	Walking Tours - educational as well as social and enjoyable
9	Discovery Days
9	Adrian's talks
9	Walks along the valley
9	Waterways / weirs / sluices

**10. What DVMWHS-related events or activities have you or your family and friends enjoyed and would like to see more of?**

10	Discovery Days walks and talks
10	Discovery Days especially with disabled people in mind
10	Walks should be free
10	More year round organised walks
10	Different walks - flora and fauna / more for all ages
10	More arts and music
10	Warm wet and windy conference / event was excellent
10	Would like to take boat trips on all parts of the river
10	Cycling along the valley
10	Open the canal beyond Ambergate for walking
10	Problem is accessing walks and talks on a Sunday as there is no bus from home
10	Guided walks are good, everywhere
10	Historical talks
10	Cromford Visitor Centre - interactive sessions
10	Derby museums
10	Cromford Canal Boat

10	Talks about related areas / aspects, eg Florence Nightingale / USA mills
10	More Darley Abbey events - its under exposed
10	Encourage / guide walks along the Heritage Way
10	Access to some different historic buildings
10	More different activities at Belper North Mill eg classic bike day at Heage
10	There is not actually a lot see at Cromford
10	Leawood pumpouse and HPJ Workshop
10	I take part and organise events, but rarely attend others
10	I invite friends and family to se me stoking the boiler at Leawood. It boosts my ego!
10	Walking festival

**13. In 2021 the Derwent Valley Mills World Heritage Site Inscription will be 20 years old. How would you like us all to celebrate this milestone?**

13	Get local and national publicity
13	Launch Interactive app / map with brief info if hover over and click through to individual websites. Access through QR code on every DVMWHS sign.
13	With a specific conservation / restoration project - involve local communities / crafts / trades - lasting legacy
13	Don't spend money - use the day to clean up the areas and then have pie & pea suppers
13	Repair all the weirs
13	3 Very large working models of the valley from 1821, (40 ft) trailers that can travel around
13	Series of talks / exhibitions / conference - free to encourage attendance and as a thankyou. Really special well advertised Discovery Weekend / week / month
13	Party / Community Festival
13	Drama / performances / artists / musicians on the history
13	Lights / illuminate buildings / son et lumiere down the valley

13	Marathon / fun run
13	Georgian festival with Chatsworth and Buxton Crescent
13	Torch / baton relay along the valley
13	Walk the boundary (incl Buffer Zone)
13	Guided bus trips visiting all the sites
13	Also 250 years since Arkwright's arrival - double celebration
13	Co-ordinate groups to act together to plan events
13	Invite other WHSites
13	Link with Darley Abbey Day
13	Link to events in each location
13	Opening of River Gardens Tea Rooms
13	Nothing - put your energy into coordinating the activities within the site
13	Sculpture / Monument
13	Open new attractions at each site
13	Competitions for relevant prizes
13	Project about architecture and building of site
13	Completion of Derwent Valley Cycleway and celebratory ride
13	Something with buses and railways (get to new audiences)

## APPENDIX 2 :

### Project Partners Activity 4 - Other Contact

	Arkwright	DHBT	DVT	DWT	EA	Smedley	VV
Architectural Heritage fund	1						
European R... of Industrial Heritage	1						
Historic England	1						
Masson Mill	1						
Society for the Preservation of Ancient Buildings	1						
World Heritage UK	1						
Bonsall Field B... Project		1					
Buxton Crescent Trust		1					
Denby Pottery		1			1		
Derby Civic Society		1					
Derbyshire Archaeological Society		1					
Derbyshire Life		1					
Nata Mill Trust		1					
British Canoeing			1		1		
British Horse Society			1				
Cycle England			1				
Cycling UK			1				
Derby City Council			1				
Derwent Valley Arts crawl			1				
Derwent Valley on Demand			1				
National Cycle Network			1				
Quarndon Parish Council			1				
Rambler's Association			1				
Sustrans			1				
Transition Belper				1			
Farms and Landowners					1		
National Trust					1		
Peak District National Park					1		

Severn Trent Water					1		
Angling clubs					1		
Grayling society					1		
Derbyshire Arkwright Society						1	
Dress & Textile Societies						1	
Lea, Dethick & Holloway Parish Council						1	
Local Artists						1	
London college of Fashion and other fashion Courses						1	
Milford & Makeney crafting Group						1	
Nottingham museum - Textile and Costume collection						1	
NTU / John Smedley						1	
Other textile manufacturers (eg Johnstons of Elgin)						1	
R....F'work Knitters						1	
Royal Warrant Holder's Association						1	
Smiths Clocks						1	
V&A						1	
Winters of Derby (Phot networks)						1	
Autism and Dementia Groups							1
Belper Arts Festival							1
Belper Goes Green							1
Blue Box / Drop Inn							1
Business Networks							1
Catchment Partnership							1
Community Arts / Theatre							1
Contemporary visual arts network							1
Derbyshire Creative Heritage Network							1
Festivals							1
Fleet Arts							1
Food / Restaurants							1
Parish Councils							1
The East Midlands D...							1
Town Councils							1

Walking for Health							1
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