

# TOURISM STRATEGY

2011 - 2016

Derwent Valley Mills World Heritage Site

November 2011

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## Executive Summary

This Tourism Strategy and associated Marketing Plan have been developed in response to the proposals and recommendations for tourism development as set out in earlier regional, destination and site-specific plans. It forms an approach for the short to medium to long-term development of the Derwent Valley Mills World Heritage Site (DVMWHS) as a visitor destination, reflecting a more integrated approach to tourism within the Partnership. The bulk of the work was conducted by Jim Oribine Associates with additional input from the Director and the Regeneration and Tourism Panel of the DVMWHS.

It has been developed in distinct phases, including initial consultation with key owners and stakeholders, a master-planning workshop involving DVMWHS partners, wider community consultation, and joint working with the DVMWHS Tourism, Arts & Heritage Panel and Technical Panels. Its production has also coincided with the development of a new visual identity and associated branding strategy for DVMWHS. The report has also undergone a complete review in the spring of 2011, incorporating a new project looking specifically at the marketing of the DVMWHS. This had involved further research and widespread consultation.

The Tourism Strategy considers DVMWHS current status as a visitor destination, and includes an overview of each site along the Derwent Valley. A SWOT and competitor analysis provides an external perspective, and an assessment of the current impact of tourism has been conducted from available data sources.

The strategy identifies that the overall tourism proposition which the DVMWHS offers is still to be fully developed, the current proposition being based largely on a built heritage core product which, as yet, has limited appeal. There has been an improvement in branding and signage but there is little perception of DVMWHS as a visitor destination. The WHS consists of a diverse range of buildings and landscapes; it is not a single destination site with a clearly identified identity.

It has however many strengths, including its authenticity, unique proposition as the birthplace of the factory system, remarkable built heritage, and the natural beauty of the landscape, especially the river Derwent. The Partnership is well managed, and the commitment from partners substantial and consistent. Although DVMWHS is not yet viewed as a significant regional destination, opportunities exist to attract greater numbers of non-heritage audiences, more staying visitors, and to establish the WHS as a unique tourism offer within the East Midlands, attracting potentially up to 1m visitors per year, including many from overseas.

Towards achieving this vision, the strategy considers a 'nodal' or 'hub' approach to the development of the DVMWHS attractions, with particular regard to investment in visitor infrastructure and services at the northern and southern hubs at Cromford (as the main centre for WHS interpretation) and city of Derby. The market potential and possible economic impact of this approach are explored, although the study recognises there is lack of tourism data captured within the DVMWHS to enable accurate forecasts. A forward strategy suggests a visitor proposition based on the strengths of DVMWHS and the wider Derwent Valley, the key visitor markets, and a brief summary of a medium-term marketing approach. Finally, a series of key recommendations for destination development and destination marketing are identified.

# 1. Introduction

## Background

1. This Tourism Strategy has been developed in response to the proposals and recommendations for tourism development as set out in earlier regional, destination and site-specific plans. It forms an approach for the long-term development of the Derwent Valley Mills World Heritage Site (DVMWHS) as a visitor destination, reflecting a more integrated approach to tourism within the Partnership.
2. In developing this strategy however, we recognise the significance of internal and external forces, particularly those which impact upon the ability for the Partnership to deliver a long term plan. For it to have relevance and practical use, any such approach must be flexible and adaptive, while keeping the long term vision clearly in sight.
3. DVMWHS is already the subject of a comprehensive Management Plan and Economic Development Plan, as well as an arts strategy and transportation strategy, all of which feature tourism as a key driver.
4. The **Management Plan** offers guiding principles in relation to certain tourism activities, and identifies the need for a balanced approach which takes into account the potential positive and negative impacts.
5. The **Economic Development Plan** examines tourism within the wider economic context, but recognises that the tourism product is still in an early development stage. It considers the main products within the world heritage site, examines available information on current visitor markets, and identifies the site's strengths and shortcomings as a visitor destination. The plan suggests:
  - a strategy based on a 'nodal' or 'hub' approach to the development of the WHS product, which focuses particular investment at the northern and southern hubs.
  - for the WHS to be developed as a core feature within a wider Derwent Valley visitor product.
  - the concept of a connecting Peak-Valley-City product, an enabling structure within which agencies and stakeholders can flourish to develop the visitor economy.
  - that if this tourism potential is to be realised, then effective resources (both personal and financial capital) will need to be given to the project to ensure that its wider aspirations can be delivered.
6. At a regional level, the DVMWHS had been identified by East Midlands Tourism (EMT) as an important development project, particularly being the only world heritage site within the East Midlands. EMT's **Tourism Investment Opportunities Assessment** (TIOA) carried out by Scott

Wilson in 2007 acknowledged its potential as a future tourism driver, while also recognising that at present, it does not have the same brand recognition as long established and well-known destinations like the Peak District, Chatsworth & Sherwood Forest.

7. The TIOA identified the need for a comprehensive assessment that would:
  - consider the potential of the DVMWHS as a tourism asset
  - provide an indication as to how this potential could manifest itself
  - suggest how any potential could be delivered
  - identify what resource allocation would be required.
  
8. As a result, Scott Wilson recommended two key actions for DVMWHS
  - REM22 Seek a framework for delivering the tourism potential of the DVMWHS, detailing the current state of the individual components of the area, and the capacity of existing and future assets for delivering a high quality experience for visitors, both individually and collectively. This should include an overall vision for tourism based on the principles of sustainable development, and the measures that will need to be implemented to achieve this overall vision.
  - REM23 Investigate with the DVMWHS Tourism Panel the most appropriate management structure and delivery vehicle for implementation of this tourism vision and associated development proposals, including the identification of funding requirements

## **Aims and purpose**

9. Experience from other world heritage sites suggests that although the designation confers a quality mark on the site, this does not necessarily imply a motive to visit for most of the general public. At present, DVMWHS does not form a lead proposition or 'attractor' in regional or destination-based marketing campaigns.
  
10. Suggested aims for DVMWHS as a visitor destination are therefore:
  - i. To define and develop the product(s) to make the disparate parts of the 15 mile linear DVMWHS into a recognisable coherent entity with a rich and diverse visitor proposition.
  - ii. To maximise the marketing opportunities available to DVMWHS by closer association with the wider Derwent Valley visitor product and by developing stronger links with the Peak District destination and city of Derby.
  - iii. By 2020, to establish DVMWHS as a world class visitor attraction in its own right, and as a significant tourism driver within the East Midlands, attracting up to 1m visitors.
  
11. As the next step towards achieving these aims, and following the research, consultation and strategic planning already undertaken by DVMWHS and EMT, the purpose of the Tourism Strategy is therefore to:

- i. consider the overall potential of the DVMWHS as a tourism asset, by assessing the character, quality and visitor appeal of its individual heritage, landscape and social history components.
- ii. provide an overall indication as to how this potential could manifest itself in terms of the market, the volume of visitor trips, their value to the economy, and the return which could be achieved on any investment levied.
- iii. identify where the flagship attractions should be within the DVMWHS, and estimate potential movement patterns of visitors within the 'hub' structure.
- iv. establish a long term vision for the DVMWHS as a visitor destination, based on the principles of sustainable development.
- v. Marketing approach which will identify opportunities and priorities for development that will achieve a more co-ordinated approach to realise tourism as a key economic driver for the WHS.
- vi. identify potential negative impacts, and areas where sustainable practices can be adopted and introduced to ensure the required balanced approach to development is achieved.

## **The planning process**

12. The development of the Tourism Strategy represents the next stage of planning from previous work undertaken by DVMWHS and EMT, and has been carried out in four distinct phases:
- i. Consultation with an agreed range of key owners and stakeholders to discuss tourism opportunities, priorities for development and potential barriers to progress. Consultees were Amber Valley Borough Council, Derby City Council, Derbyshire Dales District Council, John Smedley Ltd, Masson Mills, Strutts North Mill, The Arkwright Society, Visit Peak District & Derbyshire DMP.
  - ii. A Master-planning workshop held in early December 2008, involving around 25 partners from the DVMWHS. The purpose was to identify current strengths and weaknesses within the tourism product, explore the concept of the site as a visitor destination, and agree a draft long-term vision.
  - iii. Preparation of a first draft followed by consultation with the DVMWHS Tourism, Arts and Heritage Panel and DVMWHS Technical Panel.
  - iv. Development of the first draft of the Strategy.
13. By building on previous work, and by taking this consultative approach, the Tourism Strategy aims to:

- bring clarity to the DVMWHS tourism product for partners and stakeholders.
- achieve more co-ordinated approach to funding applications, and provide potential investors and funders with a clearer understanding of the added value that the WHS site can bring.
- give confidence to the local community and conservation organisations that their interests will not be compromised through the development of increased visitor activity.

14. In 2010, an additional and related project was commissioned, to create a marketing plan for tourism in DVMWHS. This work has involved further and wider consultation within the WHS partnership, and included an extensive review of the first draft of the tourism plan.

The Tourism Strategy now incorporates a recommended marketing approach for the period up to and during the first year of operation of the Gateway Centre at Cromford Mill, around 2014. **At this milestone, we recommend that the Tourism Strategy, and particularly the marketing element, is reviewed and adjusted.**

## 2. Tourism and the Derwent Valley Mills WHS

### Tourism in the Peak District & Derbyshire

15. Tourism contributes an estimated £1.4 billion to the local economy in the Peak District and Derbyshire, and the area attracts over 35 million visitors per year. The area's tourism sector employs over 24,000 people both directly and indirectly, and its economic impact has increased dramatically by 17% between 2003 and 2009. In terms of visitor numbers:
1. Over 3.6 million visitors stay overnight each year with an average stay of three nights
  2. Approximately 31.5 million day visitor trips are made annually generating spend of £912 million in 2008

16. The Peak District is nationally recognised and a major brand within the region, famous for stunning landscapes, a rich and diverse cultural heritage and nationally important historic homes. This area covers not only the Peak District National Park itself, but also the adjoining areas within High Peak, Derbyshire Dales and Staffordshire Moorlands, that contain many attractive market towns and historic villages. The National Park receives more than 22 million visits annually and is the second most visited in the world.



17. The wider Peak District area includes parts of Staffordshire, Cheshire and the city of Sheffield. It is a well-established tourist destination, containing major attractions such as Chatsworth House, Carsington Reservoir and popular tourist towns such as Buxton and Matlock Bath, which contains one of the World Heritage Site mills. The area experiences high numbers of day visitors where sustainable tourism initiatives, visitor management and public transport are priorities. Many of the attractions within the Peak District & Derbyshire have industrial or transport themes, which along with World Heritage status, offer significant tourism potential.

This is a popular visitor destination that has developed niche markets for factory shopping, film locations and events. Tourism as an economic driver continues to have huge potential for the Peak District, Derbyshire and surrounding areas. Its distinctive attributes, assets and experiences offer a wide range of opportunities for extended marketing coverage to boost the local economy through increased tourism activity, resulting in further stimulation of the local private sector.





18. The visitor economy in Derby currently delivers an annual spend of £280m from 7m visitors (STEAM 2009) although this largely comprises day visitors and overnight business visitors. There is great potential to improve the value of the visitor economy in the city - hotels report low occupancy at weekends and an increasing number of bed spaces available opens up the opportunity to attract larger conferences and events. Derby has not traditionally been a destination for domestic visitors with no significant profile and a perceived weak offer. However, recent developments have greatly improved the potential visitor offer with the result that the experience is now perhaps better than the perception. An increased choice of accommodation is available offering independent boutique experiences and the familiar, respected national chain hotels. Transportation to and around city is much better and the city centre environment has been improved through a number of public realm projects. Derby's diverse local economy has bucked the national trends to withstand the recession.



### **World Heritage Site status and tourism**

19. The 2008 DCMS paper 'World Heritage for the Nation' considers the benefits of WHS designation across a variety of areas, including tourism. It questions the often quoted suggestion that WHS status provides a promotional advantage which attracts additional visitors, and confirms that evidence indicates only a marginal effect (0-3% increase.) Additionally, it recognises that "if sites do not have adequate infrastructure already, are not marketed effectively and are not currently well linked with the common UK tourism routes, then they are unlikely to gain many additional visitors."
20. The 2008 Price Waterhouse Coopers' report 'The Costs and Benefits of UK World Heritage Site Status' comes to a similar conclusion. Whilst it recognises that heritage is a very important motivator for tourism in the UK, the study "does not provide enough evidence for a conclusive answer as to whether WHSs contribute to increases in tourism numbers." It also confirms that "whilst it is entirely likely that some sites have gained an increased profile as a result of their status and this status may lead to increased visitor numbers, identifying the chain causality is difficult." Also, that "overall, the number of tourists visiting these sites is likely to be affected by several factors such as awareness, location and access, intrinsic quality, links to other 'flagships', local heritage critical mass and a number of other factors.."

### **Heritage tourism in the UK**

21. There is clearly a high level public interest in the historic environment in the UK. The MORI poll commissioned by English Heritage in 2000 met with positive reactions from the majority surveyed. 51% of the population had visited a historic attraction during the previous year, (compared to only 17% who had attended a football match), and 98% felt that heritage was important to educate children about the past.

22. Visit Britain's annual report 'Visitor Attractions Trends in England' (September 2008) showed a strong increase in visits to visitor/heritage centres in 2007 (up 12%). 72% of venues reported an increase in visits compared with 51% among attractions as a whole. Long-term trends also demonstrated a steady increase in the numbers of visits to this type of attraction. The period from 1989 to 2007 has seen an 82% rise, the highest of all categories recorded.
23. The 2010 edition of the report revealed that all categories of attractions showed growth in 2009, with the most striking increases observed for historic houses/castles (12%). Museums/art galleries reported a 3% increase, somewhat lower than the 7% reported in 2008. Visits to visitor/heritage centres have shown significant growth in recent years and this trend continued in 2009, visitor admissions increasing by 5%.
24. In March 2010 Heritage Lottery Fund published a groundbreaking report 'Investing Success: Heritage and the UK Economy', which demonstrated that heritage is a major motivation behind the tourism expenditure of domestic and overseas visitors. The research underpinning the report concluded that the size of the heritage tourism sector by expenditure is in excess of £12.4 billion a year, supporting an estimated 195,000 (FTE) jobs. This includes natural heritage including visits to parks and wider countryside. £7.3 billion of this expenditure is based on built heritage and the museums sector. 60% of the spend is by UK residents on day trips and UK holidays.
25. The HLF report confirms that heritage tourism is a key component of the UK economy, stating "the breadth, beauty and cultural importance of our heritage are the most important factors behind 10 million holiday trips made by overseas visitors." 40% of leisure visitors cite heritage as the primary motivation for their trip to the UK – more than any other single factor.
26. The economic contribution of heritage tourism is further evidenced through research into the impact associated with HLF funded projects. This research has found that spending by visitors within local economies is much higher than their spending at the heritage attractions themselves. 68% of spend on a heritage related visit is actually made around the attraction itself in nearby hotels, restaurants cafes and shops.
27. Recently published data from *Taking Part*, a national survey of culture and sport participation, shows that in the 12 months to March 2010, the percentage of adults in England who had attended at least two heritage sites in the last year was 59.2%, an increase on 56.9% measured in the 12 months to March 2009. This equates to almost one million more adults attending at least two heritage sites in the last 12 months.

## Visiting the DVMWHS

28. As the reputed 'cradle of the factory system', the DVMWHS extends approximately 15 miles north to south along the Derwent Valley, stretching from Masson Mills at Matlock Bath to the Industrial Museum housed in Derby's Silk Mill. Along this section of the River Derwent, visitors can enjoy the rural splendour of the Derwent Valley and explore 16 distinct places of interest, each providing a unique insight into the industrial and social life during the 18th and 19th centuries.



1. Masson Mills
2. Cromford village
3. Willersley Castle
4. Cromford Mill
5. St. Mary's Church
6. Cromford Canal
7. High Peak Junction Workshops
8. Leawood Pumphouse
9. John Smedley's Mill
10. Belper River Gardens
11. Strutts North Mill
12. Belper town
13. Milford
14. Darley Abbey
15. Darley Park
16. The Silk Mill

29. The main A6 road route runs north-south along the valley, with connecting routes eastwards to the A38 and M1 meeting it at Ambergate, and west to Ashbourne joining at Belper. DVMWHS has a good network of bus and rail services, which provide visitors with an alternative to the busy A6, particularly in the summer. The Derwent Valley rail line also runs north-south, with stations at Derby, Duffield, Belper, Ambergate, Whatstandwell, Cromford, Matlock Bath and Matlock.
30. Popular walking routes generally follow the route of the river. Some form part of the Derwent Valley Heritage Way which stretches from Ladybower Reservoir in the north to Shardlow, south of Derby.
31. The DVMWHS Economic Development Plan suggested three types of tourism product within the site, reflecting different levels of 'intensity':

- Destinations where there is an historical or heritage 'pull' because of interpretive or exhibition activity directly related to the WHS subject areas, e.g. The Silk Mill – Derby's Museum of Industry and History, Belper's Derwent Valley Visitor Centre, Cromford Mill complex and Masson Mills.
  - Locations which have little or no interpretation which are part of the WHS portfolio of assets - Belper town and riverside, Cromford village, canal, river and Willersley, Darley Abbey Village.
  - Riverside and canal side areas which are part of the story but which are relatively passive as visitor experiences.
32. In reality, the overall tourism proposition which the DVMWHS offers is yet to be fully developed. Even some of those built heritage products which are judged to have 'pull' do not attract large numbers of people or provide adequate facilities to meet the expectations of most visitors. As product offerings in the tourist and day visit market and even as amenities for local people, the WHS attractions compare poorly with their nearby neighbours.
33. Many of the sites and components of the DVMWHS are free to visit or enter, making it difficult to measure visitor numbers or establish the economic impact of any tourism activity. Few places track or analyse visitors, making it equally difficult to distinguish participation by tourists or residents. Some postcode analysis has been conducted by the Silk Mill.
34. Much of the unique quality of the DVMWHS lies in its spectacular natural location, and in its riverside setting. Participation by visitors taking advantage of this scenery - possibly involving walking, cycling and generally outdoor exploring – probably goes largely undetected and unrecorded, making it difficult to gauge the real importance of this aspect of the site.
35. Marketing material and information for DVMWHS is of a high quality, as is the website, and a new strong visual brand identity has recently been developed. Visit Peak District and Derbyshire DMP supports the WHS in its flagship publications, the Visitor Guide and Welcome magazine, as well as featuring it within the main destination website [www.visitpeakdistrict.com](http://www.visitpeakdistrict.com).
36. The WHS has branded signage to all the key sites and the name signs of the major settlement all have WHS branded signs. These were introduced in 2011. There are also branded interpretation panels at all the key sites along the site. and orientation material along the WHS is still generally lacking, and there is little on the ground to encourage dispersal of visitors between sites. Nevertheless, more can be done. The M1 for example makes no reference to the fact that a World Heritage Site can be found just a few miles away. No market research has yet been conducted, but it is likely that public awareness of the WHS beyond the Derwent Valley itself is fairly low.

37. In and around the WHS, there is a fairly wide choice of accommodation stock for staying visitors, including B&Bs and self catering establishments. However, the range of serviced accommodation is poor, except in the city of Derby where there is evidence of a rapidly growing good quality hotel sector. Some venues in the Derwent Valley have direct associations with some of the key historical figures, e.g. Alison House B&B (Arkwright) & Makeney Hotel (Strutt).
38. EMT's Investment Tourism Opportunities Assessment identified the following concerns about DVMWHS currently as a destination:
- the lack of a strong 'brand' identity for the WHS as a whole
  - the lack of harmonisation of the built heritage, landscape and wildlife value of the valley as a coherent visitor offer
  - inadequate signage to the WHS from key access routes, including the M1, A38 and rail line
  - The potential for improved interpretation of the WHS, particularly in relation to the heritage sites and buildings which remain along with Derwent Valley
  - insufficient accommodation within the WHS for large groups (i.e. coach trips) to encourage overnight stays
39. It is fair to say that the overall tourism offer within the core world heritage site is currently largely underdeveloped, inconsistent in quality and fragmented in nature. In the face of other major conservation priorities in the ten years since achieving WHS designation, tourism development has understandably not been a significant strategic driver for many of the organisations involved, as conservation needs have had to take precedence. However, huge strides have been and are still being made by many in restoring and conserving the built heritage, as well as the commitment by local authorities to preserve and protect the natural landscape.

**The following sections (40 to 57) describe the main sites to be found along the WHS corridor, and their current propositions for visitors.**

40. **Masson Mills** - Sir Richard Arkwright's 1783 showpiece Masson Mills are the finest surviving and best preserved examples of an Arkwright cotton spinning mill, and this imposing building is an iconic visual gateway to the world heritage site at the northern end. Today, some 80% of the mill forms a successful shopping village (including Edinburgh Woollen Mills), licensed restaurant and conference facility, and the ground floor and basement house a working textile museum incorporating authentic historic working machinery. The owner has recently created a private museum of cotton textile production, based on his own collection. The museum is open daily, but whilst it attracts heritage enthusiasts and many school groups from all over the midlands (around 15k people), there is little use of the facility by the hundreds of thousands of visitors for whom Masson is a purely retail experience.



This retail offer is currently likely to be the greatest single attractor of visits to any of the DVMWHS sites, and consequently that which has the greatest economic impact, although shopper numbers are not openly available. The riverside setting is spectacular but little used as part of the visitor offer, except for those taking the museum tour. Excellent on-site parking facilities are available for cars and there are dropping off points for coaches. There is some interpretation material about the Mill within the museum area, but none about the surrounding area or WHS as a whole.

41. **Cromford Village** - Cromford is the factory community developed by Sir Richard Arkwright and his son Richard Arkwright Junior. The village has many interesting historic features, including the Market Place, Greyhound Hotel, mill workers' housing, village Lock Up, former corn mill, ponds and mill water courses. Grant-supported work is gradually helping to repair and restore many buildings and other parts of the village fabric revealing its original character. Regular walking tours for visitors are delivered by the Arkwright Society based at nearby Cromford Mill, but there is no formal recording of visitor numbers in the village, and no site specific or WHS interpretation material. The village contains a good selection of small independent retailers and eateries which add to its visitor appeal, and a long-established and well known bookshop which contains a cafe. The historic home of a manager of Arkwright's mills (Alison House) provides bed and breakfast and conference facilities. In recent years however, a number of businesses including a bank, filling station and greengrocers have disappeared, and the post office has been threatened with closure. "Celebrating Cromford", a weekend festival celebrating the village and the talents of the people who live here, started in June 2005 and has become an annual event. Through the central parts of Cromford, the visitor experience is affected by traffic congestion and the heavy aggregate trucks which move daily through the village on their way to and from sites on the A5012 and B5036.
  
42. **Willersley Castle** – this is a 200 year old Grade II listed building, built on the outskirts of Cromford for Sir Richard Arkwright. Set in 60 acres of historic parkland, the house retains many original features, including the striking 'Well Gallery' with its glass dome. It now operates as a Christian Guild hotel and is open to non-residents for light refreshments. Historically, public access has not been available to the hotel grounds, and the owners have been strongly opposed to the idea of a footpath being created across the meadow next to the river – the main consequence of this is that a continuous riverside footpath connection between Cromford Bridge and Lovers Walk in Matlock Bath does not exist. However the Guild is gradually moving towards a more open approach to tourism, and under new management the opportunity for closer integration with the rest of the world heritage site and nearby visitor attractions now exists.
  
43. **Cromford Mill** - the site of the world's first successful water powered cotton spinning mill, built by Richard Arkwright in the years following 1771. His achievements are acknowledged throughout the world, and the mills at Cromford became models for others throughout Britain and abroad. Cromford Mill is now home to conference facilities, a small range of shops and a popular restaurant in the mill yard serving lunches and light refreshments seven days per week. Tours of the mills are available to visitors on most days, and educational tours for visiting groups are also well catered for, now in conjunction with Masson Mills. The Arkwright Society estimates around 100k visits are made to the site each year, although this is impossible to gauge accurately.



Interpretation panels at Cromford Mill have been introduced although there is scope to develop the visitor's understanding of its significance. Modest parking charges have recently been introduced, but coach parking at the Mill is restricted due to structural limitations of the current car park. Beyond the mill buildings themselves, pavements are restrictive in places, and pedestrian traffic across Mill Lane to the canal wharf is not managed. The planned refurbishment of Building 17, a Grade I Listed building, is the next phase of a project that over the last thirty years has saved from dereliction and brought back in to use this range of world famous industrial buildings.

44. **Cromford Station** – this was created in 1855 and its platform buildings have been recently restored by the Arkwright Society and private owners. The Downside building has been converted for rental as office space, whilst the Upside Waiting Room has been converted as self catering accommodation by private owners. These are the only original station buildings within the DVMWHS and constitute an important surviving fragment of the former Midland Railway line to Manchester. It is envisaged by the Arkwright Society that the station will, in time, become part of the northern 'gateway' to the DVMWHS for those people travelling by train, and will include venue ticketing, information and a possible transport interchange. There are issues concerning the pedestrian link between the station and the Cromford Mill/Wharf area and village, not least the restriction to pedestrian and road traffic presented by the narrow Cromford Bridge. The Cromford Historic Paving Restoration Project completed by Atkins in 2004, explored a number of practical issues around the area.
45. **St Mary's Church** - Cromford's parish church was built originally as a private chapel for Sir Richard Arkwright within the parkland of Willersley Castle. It contains the family vaults. The interior is decorated with striking wall paintings and stained glass by the Victorian artist, A.O. Hemming. Access is by prior arrangement only, although the church now appears regularly on the Arkwright Society's calendar of guided walks and in the annual programme of Discovery Days. The footpath between the Church and the main A6 road towards Masson Mills is now a highly picturesque pedestrian route which runs between the river and the Scarthin Rock, although the riverside view is largely obscured by overgrown vegetation.
46. **Cromford Canal Wharf and Cromford Meadows (including Wheatcrofts Wharf)** – this site provides the largest area of car parking and outdoor leisure within the northern area, and is popular with both locals and visitors to the area. The car parking areas are owned and managed by Derbyshire County Council and have capacity for around 80 cars. The larger DCC area is also suitable for coaches, and has public toilet facilities. The historic wharf buildings are owned by the County Council and let to the Arkwright Society, which rents out the Gothic Warehouse for events & meetings and operates another canal side building. Wheatcrofts Wharf, a popular cafe-restaurant and book shop restaurant, offers homemade foods, refreshments, books, wildlife articles, maps and walking accessories.
47. **Cromford Canal** - the 10.5km section between Cromford and Ambergate which lies within the WHS was constructed in the early 1790s but is essentially disused as a waterway. It is a Site of Special Scientific Interest for its entire length from



Cromford to Whatstandwell, and the 3.3km southern section from Whatstandwell Bridge to Ambergate is a local nature reserve. The canal-side path is now hugely popular with walkers of all ages and abilities, attracting an estimated 250,000 each year. The canal is well managed by Derbyshire County Council in the context of its World Heritage and SSSI status to accommodate a mixture of recreational, educational, tourist and ecological uses, and the route also forms part of the Derwent Valley Heritage Way. The Cromford Canal partnership is currently commissioning a scoping report on a range of options for the re-development of the canal. The walk from Cromford Wharf to High Peak Junction is suitable for pushchairs & wheel chairs, although cycling is not permitted due to the restricted width of the tow-path. There is little on-site interpretation of the history of the canal (as distinct from the mills), and currently no guided walks or tours are offered for visitors. The canal was until recently able to take a horse drawn narrow boat, but plant growth has made this difficult. Dredging of the canal would provide an additional attraction. The canal is supported by the Friends of Cromford Canal who have the long-term aim of restoring the canal.

48. **The High Peak Junction Workshops** – these are some of the world’s oldest surviving railway workshops, built around 1830 and restored to how they would have looked in the 1880s. They lie at the junction of the Cromford Canal and the High Peak Trail, a 17.5 mile trail which extends to Dowlow near Buxton. Within the DVMWHS, High Peak Junction represents a unique point (both physically and historically) which links the mills, railway, water transport and natural landscape, and the background story is to some extent interpreted around the site. The workshop houses a small museum (with audio guide) and shop, both open to the public during the summer months. The site, which also provides picnic areas and toilets, is very well managed by Derbyshire County Council, although there is potential to further develop some aspects, including its catering facilities. Although a number of waymarked walks start from here, the site not easily accessible for all, i.e. over a footbridge from the car park or a walk down the canal from Cromford Wharf. The smell from the nearby sewage treatment plant, particularly in summer, is also a major problem which damages the overall visitor experience.
  
49. **Leawood Pump House** – this is situated a few minutes walk away across the canal from the High Peak Junction Workshops. Leawood Pump is a steam powered beam engine built in 1849 to pump water from the River Derwent into Cromford Canal, and now has regular ‘steaming’ dates throughout the year from Easter until October when the operating engine can be seen by visitors. Demonstrations are run by volunteers (whose enthusiasm and devotion is clear) and the mix of sights, sounds and smells adds to a rich visitor experience. It is an impressive experience and it is unfortunate that the engine is not seen in action more often and by more people, although financial constraints restrict its operation. Derbyshire County Council owns the site and finance major items of repair, whilst voluntary donations on open days raise money for coal and maintenance.
  
50. **John Smedley’s Mill** – located in Lea Bridge, this has seen continuous textile production for 226 years. It now forms the manufacturing headquarters of John Smedley Ltd, renowned throughout the world as a leader in the production of fine gauge knitwear products. The complex has at its heart the Arkwright pattern mill built in 1783 by Arkwright’s financier and landlord Peter Nightingale. The factory is not currently open to the public but a ‘seconds’ factory shop, which



offers a range of cotton and knitwear products, is very popular and open throughout the year. A major site development project is planned, which may involve a new visitor reception, retail for men and women's John Smedley clothing, and a cafe/restaurant. The company also hopes to offer factory tours, which will add to its overall appeal as a visitor attraction.

51. **Belper River Gardens** – located just off the A6, next to Strutt's North Mill, the gardens have flowerbeds, an arboretum, bandstand, water gardens, children's playground and boating facilities. Visitors can enjoy attractive views of the River Derwent and, throughout the summer, listen to band concerts, watch outdoor theatre performances and hire rowing boats. The gardens have no WHS interpretation material, but are undoubtedly the most visitor-friendly riverside experience along the world heritage site.

52. **Strutt's North Mill, Belper** – this historic building on the River Derwent at Belper, is William Strutt's pioneering 'fire proof' cotton mill of 1804. It houses the Derwent Valley Visitor Centre and high quality displays of hand spinning wheels, Hargreaves's Spinning Jenny and many more exhibits. Visitors can follow the cotton process from plant to thread, see unique collections of hosiery and join guided tours of the mill building and areas of the historic settlement of Belper. Strutt's North Mill contains the best example of mill interpretation within the valley, as well as some material for the whole of the WHS. The



operators are supported financially by Amber Valley Borough Council, and the centre has in recent years also become a Tourist Information Point for Peak District & Derbyshire. Parking is a major problem at the site, and space limitations are currently restricting the development of the Trust's educational role with schools. The Mill is staffed largely by volunteers and its opening hours are limited to afternoons 5 days per week in the summer and afternoons at weekends only in winter months.

53. **Belper** – the scale of Belper, its town centre retail offer, central position, and its transport connections make it an important economic hub in the WHS. However it is not known as a tourist destination, and although historically significant as perhaps the first mill town, does not have the more rural visual charm of Peak District towns to the north. The old part of Belper is the factory community created by the Strutt family for their mill workers from the 1780s. The Strutt's mill complex and greater part of the associated housing have survived almost without loss. The houses, farms and public buildings, together with the documentary material collected, represent a unique archive for visitors to view, particularly through guided tours & at the mill's exhibition. None of the residential properties are open to the public. The De Bradelei Mill Store, one of the main retail attractions within the WHS, is also located in the town on the main A6. Beyond the confines of the North Mill, the town contains a small amount of good quality interpretation material about its role within DVMWHS.

54. **Milford** - the village is situated between Duffield and Belper, with the A6 running through its centre. It has a church, a chapel, garden nurseries, as well as a number of pubs with a good

reputation for food and ales. Jedediah Strutt had established two water powered cotton spinning mills here by 1793, and built cottages and other buildings for his workforce. None of the residential properties are open to the public, although access to one or two is usually given on Discovery and Environmental Days. The Heritage Way walking route detours away from the river at Milford. There are a number of WHS interpretation boards in the village.

55. **Darley Abbey** - within walking distance of Derby City centre is the small factory village of Darley Abbey, created by the Evans family from the 1780s onwards, and the site of one of the most complete early textile mill complexes. The mill now houses a number of small business units and is currently not an attractive environment for visitors. On site, there is a high quality restaurant which has views over the river and weir. Next to the mill complex is Darley Abbey village - this has a 13<sup>th</sup> century inn, attractive restored mill cottages built in rows or around squares, and is a popular destination for visitors. There are a number of good quality information panels in the village, along the riverside, in the park (provided by the Darley Abbey Society.)

56. **Darley Park** – this attractive park borders the village and was once part of the Evans family estate. It is popular with locals and visitors, having attractive flower beds, shrubberies and woods, as well as lawns, wildflower meadows and open grassland. Darley Park also has a National Collection of Viburnums and Hydrangeas, a tree trail, a very popular café, and small children’s play area. Darley Barn provides outdoor and environmental education activities. The river Derwent flows through the park providing a natural path to follow along one side of it, and visitors can return through Darley Playing Fields on the opposite bank. The park is also host to one of the city’s most enjoyed annual events held just before schools return from summer holidays, the Darley Park Concert - an evening of classical music with a firework display.

57. **The Silk Mill, Derby’s Museum of Industry and History**

– this museum is located in the city centre on the banks of the River Derwent, around a mile south from Darley Abbey. It is on the site of one of the world’s oldest factories, John Lombe’s Silk Mill of the early 1720s – England’s first ‘modern’ factory. With a potential 4,000 square metres of internal space, and southern gateway to the Derwent Valley Mills World Heritage Site, the Silk Mill is a major city landmark and an integral component of the city’s regeneration. The existing museum was opened in 1974 but the museum is now in major need of overhaul. A rigorous process was completed in 2010 to identify the preferred option for the future of the Silk Mill, and concluded that the current museum offer should be replaced. One of the potential outcomes is to realise a major visitor attraction to inspire and engage people in relation to science, technology, engineering and mathematics (STEM). This initiative relies on building a partnership – national in scope – with industry, education and others across the city and the region. The Silk Mill is currently ‘mothballed’ whilst Derby Museums and Galleries move towards ‘trust’ status. It remains busy and open to the public with a variety of targeted events.



58. **Events, tours and Discovery Days**

The largest organised event in the Derwent Valley Mills World Heritage Site calendar is the annual Discovery Days which take place over a nine day festival period each October half term. In 2010 it attracted over 11,500 visitors and included around 100 activities and events. 2011 saw over 100 events and over 12,500 visitors. The mix includes guided walks, talks, exhibitions and children's events - the first weekend focussing on Belper and Derby and the second on the Cromford area.

Other activities included walks to Lea Mills via the Cromford Canal towpath from High Peak Junction, presentations and guided walks along the canal, and an evening talk on Cromford author Alison Uttley. Promotional support from the Peak District and Derbyshire Tourist Board helped to bring in visitors from across the UK, including Kent, Yorkshire, Cumbria and the Midlands, some staying the full week.

Throughout the year, Masson Mills and the Arkwright Society run regular guided tours and educational group visits, mainly based around the main Cromford Mill complex and Cromford Village. Other guided walks and tours include regular visits to Slinger Wood and to individual heritage sites such as St. Mary's Church and John Smedley at Lea Mills.

## **Current markets & the impact of tourism**

59. At a regional level, the DVMWHS was identified by East Midlands Tourism (EMT) as an important development project, particularly being the only world heritage site within the East Midlands. EMT's Tourism Investment Opportunities Assessment (TIOA) carried out by Scott Wilson in 2007 acknowledged its potential as a future tourism driver, while also recognising that at that time, it did not have the same brand identity as well established destinations.
60. A self-generated survey (conducted by the WHS) of 693 visitors to the key sites within the DVMWHS between April 2007 and March 2008 revealed the following data:
- Percentage of education visitors = 8.7%
  - Percentage of foreign visitors = 9.2% (nationalities: Netherlands, Yemen, USA, New Zealand, France, Denmark, Cyprus, Italy, Brazil, Greece, Switzerland, Sweden, Australia, Germany, Ireland, Japan, Holland, Canada, South Africa, Spain, Poland.)
  - Percentage of repeat visitors 16.7%
  - Age split: under 24 -12%; 24 to 44 - 18%; 45 to 59 - 33%; over 60 - 37%.
  - Percentage who knew they were visiting part of a World Heritage : 58%
  - Percentage of visitors rating their visit 'excellent' 75%
61. Between April 2007 and March 2008, the [www.derwentvalleymills.org](http://www.derwentvalleymills.org) website was visited on 143,425 separate occasions, an average of 392 visitors per day. The average length of stay was around 6 minutes. Of those who visited, 934 were from China, the largest number for a single

country outside the UK or US. Sweden followed at 663 and Japan at 628. The website was visited by people from 99 different countries.

62. Accurate research on the visitors to the DVMWHS is currently lacking, and true visitor numbers to the WHS are impossible to gauge accurately. Using a combination of data from different sources, only a rough picture of the impact of visitors in and around the WHS can be established.
63. STEAM data for 2008 estimates the number of staying visitor trips (both overseas and domestic) to have been 3.52m in the Peak District & Derbyshire area. The number of day visitor trips to the destination is substantial at around 32m, of which 22m are to the Peak District itself. This represents a huge leisure market which is largely visiting the area to the north of the WHS and around its northern half.
64. Published data on visitor numbers to various attractions in Derbyshire show the substantial visitor numbers and reflect this 'northern' factor:
- Upper Derwent Reservoirs: Ladybower, Derwent, Howden - 2m visitors in 2005
  - Carsington Water Visitor Centre – 850,000 in 2007
  - Chatsworth: stately home, gardens, farmyard, shops, restaurants and cafes - around 600,000 visitors per year.
  - Denby Pottery: pottery tours, cookery demonstrations, shops and museum - 218,000 visits in 2005.
  - Midland Railway Centre: museum and a standard gauge railway - approximately 110,000 visits in 2006
  - Caudwell's Mill: craft shops, gift shop, artist's gallery and café - 97,400 visits in 2000.
  - Gulliver's Kingdom: family theme park – estimated 90,000 visitors annually
  - Heights of Abraham – estimated 100,000 visitors annually
  - Crich Tramway Village: restored period village with preserved trams. 117,000 visits in 2005.
  - Peak District Mining Museum – approximately 80,000 visits in 2008
  - Hardwick Hall & Gardens – 125,000 visitors in 2006
  - Kedleston Hall - 91,000 visits in 2005
  - Haddon Hall – 57,000 visitors in 2005
  - Bolsover Castle: 55,000 in 2005
65. By comparison, recorded visitor numbers to sites within the DVMWHS are relatively modest:
- The Silk Mill, Derby's Museum of Industry and History - approximately 36,000 visits
  - Derwent Valley Visitor Centre (Strutts Mill, Belper) – approximately 10,000 visitors annually
  - Masson Mill Knitwear Museum – around 15,000 annually (including school trips but excluding visitors to the shopping centre)
  - Arkwright's Mills at Cromford – approximately 100,000

66. In the south, the city of Derby is yet to become established as a credible destination for leisure visitors. Its tourism offer is under-developed and the city's staying visitors (approx 360k in 2006) continue to come largely from the business sector. However, a significantly expanding day visitor market is now well catered for by the Westfields shopping centre and the evening economy by numerous bars and restaurants in the city centre. The influx of new hotels, improvements to the Railway Station, and the regeneration of the Cathedral Quarter and riverside will significantly improve the leisure product in coming years. The city's arts, cultural and heritage offer (including QUAD) is also playing an important role, and forms the main conceptual link with the WHS.
67. 2007 STEAM data for Amber Valley (in which most of the DVMWHS is located) shows that the main market to the area is the day tripper, with overnight stays accounting for around only 8% of the total visitor numbers. However, in neighbouring Derbyshire Dales to the north and west, staying visitors represent some 15%.
68. The spread of serviced and self catering accommodation provision for staying visitors also reflects the wider distribution of leisure visitors at the northern end of the WHS. Records show that Derbyshire Dales contains around 9 times the number of establishments (at around 1300) than Amber Valley. In 2005, 137,000 visitors were recorded to have stayed in Amber Valley and 541,000 in Derbyshire Dales.
69. In most cases, visitor numbers to the WHS attractions are only estimated (e.g. Cromford Mill at 100,000) and at most other sites no figures are available. No customer facing research measures numbers of visitors to Cromford village, Belper town or Darley Abbey. It is very likely that most popular attractions within the DVMWHS (in terms of visitor numbers) are the shopping experiences of De Bradelei at Belper, Masson Mill at Matlock Bath and the John Smedley factory shop at Lea.
70. Some data on visitor numbers is captured from people counters and car parking charges, but income at retail operations and catering outlets cannot be separated-out to isolate visitor spend from that of local residents. Studies suggest that Cromford Canal and High Peak Trail attract some 200,000 visitors a year, which is not far short of capacity given the Site of Special Scientific Interest (SSSI) status. Many of the outdoor activities and experiences are free of charge, and the current visitor spend per head along the WHS corridor is likely to be fairly low.
71. Special interest and education groups visit a number of sites, and they are an important part of the heritage role organisations such as Strutts North Mill in Belper, the Arkwright Society at Cromford Mill and Masson Mills. There is little co-ordination of data capture which would enable a systematic analysis.

## SWOT analysis of DVMWHS

### Strengths and Weaknesses

	Strengths	Weaknesses
<b>1. Product</b>	<ul style="list-style-type: none"> <li>(a) Authentic and unique (WHS status)</li> <li>(b) Diversity of offer (mills, villages, town, river, canals)</li> <li>(c) DVM Branding and Panels</li> <li>(d) Discovery Days</li> <li>(e) Unique in East Midlands</li> <li>(f) Flexible buildings capable of re-use</li> <li>(g) Of interest to schools and colleges</li> <li>(h) Village town and city experiences</li> </ul>	<ul style="list-style-type: none"> <li>(i) No major attractions</li> <li>(j) Too diverse to be seen as a single destination</li> <li>(k) Poor quality interpretation in some areas</li> <li>(l) Venues spread over 15 miles, no central point</li> </ul>
<b>2. Place</b>	<ul style="list-style-type: none"> <li>(a) Dramatic scenery</li> <li>(b) Close to Peak District</li> <li>(c) Close to major population centres (16 million)</li> <li>(d) Good transport links (cycle routes, M1, A 38 Derwent valley Line)</li> <li>(e) Other high quality attractions nearby</li> </ul>	<ul style="list-style-type: none"> <li>(f) Not a cohesive location</li> <li>(g) Not in the Peak District</li> <li>(h) Few staying visitors</li> <li>(i) No useful trend data</li> <li>(j) A6 congested at weekends/holidays</li> <li>(k) Lack of suitable accommodation mix e.g. no YHA or budget hotels</li> <li>(l) Niche heritage appeal</li> </ul>
<b>3. Promotion</b>	<ul style="list-style-type: none"> <li>(a) Tourism and Marketing Plan</li> <li>(b) Website</li> <li>(c) Newsletters</li> <li>(d) Overseas links to Germany and USA</li> </ul>	<ul style="list-style-type: none"> <li>(e) Inadequate marketing budget</li> <li>(f) Not a clear brand or place</li> <li>(g) No market research</li> <li>(h) Limited public perception of textile history</li> <li>(i) No DVMWHS champions</li> </ul>

	<b>Strengths</b>	<b>Weaknesses</b>
<b>4. People</b>	<ul style="list-style-type: none"> <li>(a) Motivated staff and partners</li> <li>(b) Ethos of collaboration</li> <li>(c) Panels and working groups</li> <li>(d) Active volunteers</li> </ul>	<ul style="list-style-type: none"> <li>(e) Competition between sites</li> <li>(f) Differing priorities</li> <li>(g) Limited Succession Planning (loss of knowledge)</li> </ul>
<b>5. Finance</b>	<ul style="list-style-type: none"> <li>(a) Baseline support for DVM Team</li> </ul>	<ul style="list-style-type: none"> <li>(b) No WHS marketing budget</li> <li>(c) Limited local authority support for tourism</li> <li>(d) All sites need capital investment</li> </ul>
<b>6. Operations</b>	<ul style="list-style-type: none"> <li>(a) Diversity of organisations</li> <li>(b) Major sites have development plans</li> </ul>	<ul style="list-style-type: none"> <li>(c) Diversity of organisations</li> <li>(d) Major sites not completed</li> </ul>

## Opportunities and Threats

	<b>Opportunities</b>	<b>Threats</b>
<b>7. Markets and Visitors</b>	<ul style="list-style-type: none"> <li>(a) Lottery funding remains high</li> <li>(b) Invest in high quality product</li> <li>(c) Develop product groups and linkages within the WHS (clusters)</li> <li>(d) Improving transport links between the clusters</li> <li>(e) Increase cross selling of sites within WHS</li> <li>(f) Develop high profile projects</li> <li>(g) Attracting more staying visitors</li> <li>(h) Develop non-heritage audiences</li> <li>(i) Develop shopping offer</li> <li>(j) Increase marketing of WHS</li> <li>(k) Joint marketing with other attractions</li> </ul>	<ul style="list-style-type: none"> <li>(l) Reduced access to match funding and increased competition</li> <li>(m) Fewer school visits due to funding cuts</li> <li>(n) Reduced funding for Visit Peak District DMP</li> </ul>
<b>8. Political</b>	<ul style="list-style-type: none"> <li>(a) Stable National Curriculum</li> <li>(b) Heritage Lottery Fund and Arts Council Lottery secure</li> </ul>	<ul style="list-style-type: none"> <li>(c) Reduction of Local Authority support</li> </ul>
<b>9. Economic</b>	<ul style="list-style-type: none"> <li>(a) Economic downturn – more holidays in UK</li> <li>(b) Business support (sponsorship)</li> <li>(c) Philanthropic giving</li> </ul>	<ul style="list-style-type: none"> <li>(d) Economic downturn – less spending on holidays</li> <li>(e) Ongoing recession</li> <li>(f) Reduction in investment on Derwent Valley Line</li> </ul>
<b>10. Social</b>	<ul style="list-style-type: none"> <li>(a) Ageing population with propensity to visit</li> <li>(b) Public interest in heritage and green issues</li> </ul>	<ul style="list-style-type: none"> <li>(c) Generation with memories of mill/textile working soon to pass</li> <li>(d) Offer of limited interest to young people aged 15 to 24</li> <li>(e) BME groups under-represented</li> </ul>
<b>12. Technological</b>	<ul style="list-style-type: none"> <li>(a) New digital technologies for interpretation and marketing</li> </ul>	<ul style="list-style-type: none"> <li>(b) Home based entertainments</li> </ul>



	<b>Opportunities</b>	<b>Threats</b>
<b>13. Environmental</b>	(a) Develop green activities, cycling, walking etc	(b) Failure to maintain buildings and infrastructure  (c) Traffic congestion  (d) Flooding
<b>14. Competition</b>	(a) Develop shopping offer within DVM  (b) Develop product for non-heritage audiences (something for everyone)	(c) Leisure shopping  (d) Rival attractions  (e) Sites competing for the same funding

## Summary

- i. The overall tourism proposition which the DVMWHS offers is yet to be fully developed – the current proposition is based largely on a built heritage core product which has limited appeal and which compares poorly against neighbouring established visitor attractions.
- ii. DVMWHS is not yet viewed as a significant regional project, although there is evidence from other World Heritage Sites that regional and European funding mechanisms are important mechanisms which fuel tourism operations.
- iii. Its many strengths include its authenticity, unique proposition as the birthplace of the factory system, the natural beauty/landscape/river/canal/gorge/diverse landscape throughout the site, and the fact that it is the only WHS in the East Midlands.
- iv. It is located close to the Peak District National Park and is centrally located within the UK, near large centres of population, with some 16 million people living within 1 hour's drive.
- v. There is potential for the WHS to be developed as a core feature within a wider Derwent Valley visitor product, and to maximise the marketing opportunities brought by closer association with nearby attractions and by developing stronger links with the Peak District and city of Derby.
- vi. Opportunities exist to attract greater numbers of non-heritage audiences, more staying visitors, and to establish DVMWHS as a significant tourism driver within the East Midlands, attracting potentially up to 1m visitors per year, including many from overseas.
- vii. There is currently little perception of DVMWHS as a destination, it has a low profile brand identity, and inadequate signage from key access routes, including the M1, A38 and rail line.
- viii. DVMWHS has no central focal point, no TICs, and a lack of linked interpretation of the WHS, particularly in relation to the heritage sites and buildings which remain along the Derwent Valley.
- ix. Although they may have equal historical or cultural merit within the context of the WHS story, not all sites within DVMWHS have the potential or the desire to attract significant numbers of tourist visits.
- x. An existing strategy is based on a 'nodal' or 'cluster' approach to the development of the WHS product – this recommends particular investment and focus on visitor infrastructure at the northern and southern hubs at Cromford (as the main centre for WHS interpretation) and Derby.
- xi. Visitor management at the hubs and within the WHS could be based upon the concept of 'attract and disperse', using sustainable transport solutions where possible along the connecting 'threads' of road, rail and river.
- xii. Delivery structures for tourism are not yet in place, and there is currently insufficient resource (both personal and financial) to implement a tourism vision or manage DVMWHS as a 'destination'.
- xiii. There is a need for a more co-ordinated approach to funding bids.

### 3. The potential DVMWHS destination

#### DVMWHS and the wider area – attractions, settlements and trails

72. The DVMWHS Economic Development Plan considered a wide area of study, defined by a number of administrative wards, to enable the economy of the area to be profiled over time. These included the WHS itself, the buffer zone and the hinterland overlooking the WHS area including two wards in Derby, the whole of Belper, Matlock Bath and the southern part of Matlock. By following a similar principle, a much broader visitor product may be considered, including many well established visitor attractions and sites.
73. This broader ‘valley wide’ approach has already existed for many years, and has been particularly championed by The Derwent Valley Trust, a charitable trust supported by all the local authorities and many other organisations and businesses. The Trust was established to secure recognition of the Derwent Valley and its immediate corridor for its landscape, wildlife and heritage. The Trust wishes to promote these to a wider audience whilst encouraging visitors to protect the environment by using their cars less and adopting sustainable means of transport such as walking, cycling and public transport. The Trust has secured the trademark “The National Heritage Corridor” to further its aims.
74. The DVMWH Economic Development Plan considered the concept of a National Heritage Corridor to be weak in marketing terms although recognising its conceptual strength in that it refers to a more broadly defined valley. Although it has no organisational structure to hold it together for branding, development and marketing purposes, such a wider geographical area has a stronger tourism offer and potential.
75. Many of the valley’s attractions, settlements and trails have heritage themes or in some cases direct links with the world heritage site itself. A broader valley-wide visitor experience therefore also includes the following sites and attractions:
- Matlock Bath
  - The Heights of Abraham
  - Peak District Mining Museum
  - High Peak Junction to Middleton Top
  - Wirksworth & The Ecclesbourne Valley Railway
  - The National Stone Centre
  - Crich Tramway Village
  - Heage Windmill
  - Derby Pottery and Visitor Centre
  - Midland Railway Butterley
  - Kedleston Hall
  - Derby Museum & Art Gallery

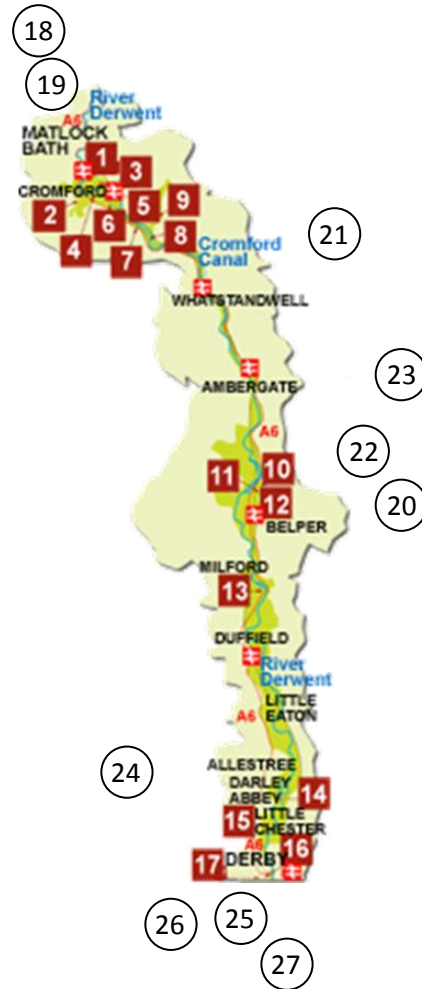
- Pickfords House
- Royal Crown Derby
- Derby Roundhouse

Thus the wider valley product may be considered to look like this:

1. Masson Mills
2. Cromford village
3. Willersley Castle
4. Cromford Mill
5. St. Mary's Church
6. Cromford Canal
7. High Peak Junction Workshops
8. Leawood Pumphouse
9. John Smedley's Mill
10. Belper River Gardens
11. Strutts North Mill
12. Belper town
13. Milford
14. Darley Abbey
15. Darley Park
16. The Silk Mill

*Other nearby 'heritage' visitor attractions*

17. *Derby Art Gallery and Museum*
18. *Heights of Abraham*
19. *Peak District Mining Museum*
20. *Denby Pottery*
21. *Crich Tramway Village*
22. *Heage Windmill*
23. *Midland Railway*
24. *Kedleston Hall (National Trust)*
25. *Pickfords House*
26. *Royal Crown Derby*
27. *Derby Roundhouse*



**The following sections (76 to 99) describe the other sites and attractions to be found beyond the WHS corridor, and their current propositions for visitors.**

76. **Matlock Bath** is a thriving tourist destination which attracts visitors of all ages. The town's parkland has attractive picnic areas, children's playground, wooded walks and caves to explore along the riverside path. Its wide open main route gives it the appearance of a seaside promenade - the road and river are enclosed within a deep-sided gorge with limestone cliffs on either side. One side is lined with souvenir shops, amusements, cafés and food outlets and the other by a wide walkway alongside the River Derwent. The Lovers Walk footpath leads to Derwent Gardens, where several thermal springs emerge and have been used to create the water gardens and other pools. Derwent Gardens in conjunction with Lovers' Walks also hosts the Illuminations and Venetian Nights festival held from August through to October every year.

77. **Heights of Abraham** - Since first opening its gates to visitors in 1780 the Heights of Abraham has remained one of the Peak District's most popular tourist attractions. Originally reached on foot, since 1984 it has been accessed with a journey on Britain's first alpine style cable car system. Rising from the valley floor, the cars allow visitors stunning views of the Derwent Valley. The hillside is covered in beech woods, and at the hilltop the Victoria Tower provides excellent views of the River Derwent. Two caverns are open as show caves, Rutland Cavern and Great Masson Cavern, and guided tours of both form part of the experience. Entry to the Heights of Abraham Hilltop Park and all its features including Woodland Walks, Gift Shops, Play and Adventure areas, Coffee Shop and Bar




78. **The Peak District Mining Museum** – this is situated in The Pavilion at the southern end of Matlock Bath alongside the A6 and River Derwent. The museum displays tell the story of another aspect of the areas industrial heritage- that of lead mining- the history of which spans from Roman times to the present day, and includes equipment and various models of lead workings. The museum also houses a large gift shop with an extensive collection of books, gifts and souvenirs, and visitors can go underground in the nearby Temple Mine for an insight into what mining life was really like. The building houses a Tourist Information Point supported by Visit Peak District & Derbyshire and Derbyshire Dales District Council – this contains maps, literature and an information kiosk linked to the official tourist board database. The venue attracts some 90,000 visitors per year.

79. **High Peak Junction to Middleton Top** – The line of the former mineral railway, linking Cromford Canal with the Peak Forest Canal at Whaley Bridge near Stockport, is now a long distance footpath, bridleway and cycle route - The High Peak Trail. The section leading off from the Cromford Canal connects High Peak Junction with Middleton Top Visitor Centre. The centre is at the top of the hill, offering spectacular views of the surrounding countryside as well as a gift shop, cycle hire, car park, toilets and picnic area. The Middleton Top Engine House contains the restored steam engine house built in 1829 by the Butterley Company to haul wagons up the Middleton incline, and is open to the public on certain afternoons. It is the world's oldest working rotative beam engine in its original engine house, once using the power of steam to raise and lower wagons on the Middleton Incline of the Cromford and High Peak Railway.

80. **Wirksworth** is an historic town of exceptional character, one of the oldest towns in the area, and once the centre of Derbyshire's lead mining industry. Visitors to the town can quickly get away from the main road and explore on foot a network of narrow lanes, yards and alleys. The Church of St Mary houses many interesting features including a Saxon coffin lid, Norman font and fine carvings. Wirksworth Heritage Centre is located off the historic marketplace within Crown Yard, where the history and development of the town is explained. The town contains a good selection of shops and there are a variety of pubs and places to eat, although accommodation is in short supply. Well Dressings are held from late May to early June, there is an annual Carnival and an Arts Festival in September.
81. **The Ecclesbourne Valley Railway** is a community-owned and locally-managed venture which operates tourist passenger services between Wirksworth, Duffield and Ravensthorpe using diesel and steam engines on regular days. There are 9 miles of single-track railway, five station sites, two level crossings, a yard with extensive sidings and a mineral branch to the old Middlepeak quarry - its stations are largely intact and the layout at Wirksworth virtually unchanged since the days of steam. The section of line between Idrigehay and Duffield opens in April 2011, a culmination of 10 years hard work on the part of the dedicated volunteer force.
82. **The National Stone Centre** is set in fifty acres of Derbyshire countryside and tells the story of stone, its geological and industrial history. The exhibition inside shows how advanced technology makes use of stone, and the site contains six former quarries, four lime kilns and over one hundred and twenty disused lead mine shafts. A number of stone-related courses and workshops covering all aspects of dry-stone wall construction are available.
83. **Crich Tramway Village** is home of The National Tramway Museum – a popular tourist attraction where visitors can ride vintage trams through a unique period street and out into the open countryside for spectacular views. Visitors can explore exhibitions and watch as trams are restored from a workshop viewing gallery – themed events also feature throughout the year. The site also includes a woodland walk and sculpture trail, the restored Red Lion Pub, tearooms and shops.
84. **Heage Windmill.** Built in 1797 and restored in 2002, this is a Grade II listed building, the only working, stone-towered, multi-sailed windmill in England. It is set high in the Derbyshire countryside, providing spectacular views over the Derwent Valley. Car parking space is available on site with wheelchair access to an interpretation centre, shop, toilets and the ground floor of the mill. High quality and entertaining guided tours are delivered to all floors by a committed group of volunteers. The adjacent drying kiln has been rebuilt and provides the Visitor Centre and shop selling souvenirs, flour and light refreshments.



85. **Denby Pottery and Visitor Centre** is situated next to the working pottery, set in a cobbled courtyard with award winning home, garden, cookery and gift shops. Tours of the pottery and factory are available, all fully guided and including 'hands on activities. Visitors can also pick up a bargain in the large Denby Factory Shop. The Visitor Centre has a cookery theatre and the occasional visiting celebrity chef. Bourne's Restaurant serves snacks, meals and drinks prepared from local produce, and there is also a small museum, outdoor play area and plenty of picnic seating.
86. **The Midland Railway-Butterley** comprises steam and diesel hauled passenger trains operating along an attractive seven mile route through an attractive rural part of east Derbyshire. The main site at Swanwick has a museum devoted to the Midland Railway as well as a large collection of steam and diesel locomotives. A variety of attractions including a large railway museum, a 35 acre country park, demonstration signal box and Victorian railwaymans church, all of which are open every day. Trains operate every weekend, school holidays and other times.
87. **Kedleston Hall** (National Trust) is a spectacular Neo-classical mansion, framed by historic parkland. Designed for lavish entertaining and displaying an extensive collection of paintings, sculpture and original furnishings, Kedleston is a fine example of the work of architect Robert Adam. The Curzon family has lived at the Hall since the 12th century and the house is set in over 800 acres of magnificent landscaped parkland, with a pleasure garden, woodland walks, and follies designed by Adam. Kedleston was a key location for *The Duchess* film.
- 
88. **Derby Museum and Art Gallery.** This houses a wide range of important and attractive collections, covering porcelain, paintings, archaeology, history, local regiments, geology and wildlife. Paintings by the celebrated 18th Century Derby artist Joseph Wright, Associate of the Royal Academy (1734-97) include portraits, landscapes, subjects from literature and scenes of industry and scientific equipment that represent this exciting period of pioneering discovery. This is the largest collection of the artist's work in any public gallery in the world.
89. **Pickfords House.** This fine Georgian townhouse built by Derby architect, Joseph Pickford, is a charming museum which relives the elegant lifestyle of Georgian times. Rooms are decorated and furnished in fine style and a costume display shows how fashions have changed over the centuries. At the rear of the building, a herb garden has been cultivated to service the impressive kitchen where an array of crockery and utensils are on display.
90. **Royal Crown Derby** china is known and collected throughout the world. The fine traditional skills have led to an international reputation for quality and creativity. The Royal Crown Derby Visitor Centre has been created to provide an insight into the traditions, the history and the skills that go into making Royal Crown Derby so special. The Visitor Centre is comprised of a factory shop, a coffee shop and a museum; there are also factory tours available.



## Walking routes and trails

91. **The Derwent Valley Heritage Way** is a 55-mile walk running along the valley from Ladybower Reservoir in the Peak District National Park to the inland port of Shardlow south of Derby. The Heritage Way runs directly through the DVMWHS and can be experienced as a long distance walk or as a series of shorter walks, taking in beautiful scenery through the Derbyshire Dales and a riverside path through Derby. A guide book on 'The Derwent Valley Heritage Way' is published by Jarrold Walking Guides and contains route descriptions, maps, travel information and details of attractions and heritage.



92. **The High Peak Trail** is a popular walking and cycling route stretching 17 miles northward from High Peak Junction on the Cromford Canal to Dowlow near Buxton. It follows the trackbed of the former Cromford and High Peak Railway and is a traffic free trail surrounded by beautiful countryside, ideal for walkers, cyclists, horse riders and nature lovers. Flat sections of the route are suitable for wheelchairs and pushchairs. The trail forms part of Midshires Way and of the 130 mile Pennine Bridleway and Cycleway, which starts at Middleton Top near Wirksworth. There are numerous picnic sites, car parks and information points along the route. At Parsely Hay the trail joins the Tissington Trail, part of the National Cycle Network, which runs south east to Ashbourne.
93. **The Derwent Valley Walks** are a series of 12 routes designed to link together the railway stations in the Derwent Valley and encourage greater use of public transport. They can be used on their own as linear walks or combined to make circular walks – all are waymarked by a series of discs which indicate the status of the paths for walkers, cyclists or horse riders. Three informative leaflets provide detailed instructions of walks from particular stations: No.1. From Duffield and Ambergate; No.2 from Ambergate and Cromford; No.3. From Cromford and Matlock Bath. Each walk description contains information on distance and terrain.

## Local Events

94. **The Peak District Walking & Outdoors Festival** features more than 100 events and walks on a wide range of themes during April and May. Showcasing the very best of the Peak District – with the UK's first National Park at its core – the Festival highlights the area's wealth of diverse landscapes, from rare moorland habitats and scenic limestone dales to attractive towns and pretty villages.





95. **Autumn Footprints**, the Amber Valley and Erewash Walking festival, takes place in September and features superb scenery, industrial heritage and attractive towns and villages - walks are led by knowledgeable local expert volunteers and staff who are enthusiastic to show off their patch. The Festival has proved very popular with both inexperienced and experienced walkers and is now in its eighth year.

96. **Wirksworth Festival** has become established as a key event in the East Midlands cultural calendar. It dates from 1995 when a group of local artists opened their homes to display their work, and this part of the event has now become one of its highlights, the Art and Architecture Trail. The festival now comprises a broad-ranging programme of visual arts and performance over 17 days, over three weekends annually in September. Year on year audiences for the Festival have grown, with nearly 10,000 people taking part in 2010.

97. **Well dressing** is one of the most famous and colourful customs in Derbyshire and the Peak District. It is the traditional art of decorating springs and wells with pictures using only natural materials, and its origins are thought to date back to the time of the Celts or even earlier. Today's wells are decorated with flower petals, berries, moss, cones and seeds, which are pressed into clay held in a wooden framework. Well dressing is celebrated in more than sixty towns and villages throughout Derbyshire and the Peak District.



98. **Derby Roundhouse tours** - This is the site of the world's first railway roundhouse, built by Robert Stephenson in 1839 for the North Midland Railway. The crumbling remains of 19th century Grade II Derby Roundhouse has been sympathetically restored into a unique learning centre for Derby College. This special tour led by Derby City Council TIC guides reveals how the impressive new buildings complement the character of this historical site. Interpretation artwork has been created throughout the campus to celebrate the role of key characters involved in The Roundhouse history including Matthew Kirtley, the Midland Railways' first Locomotive and Carriage Superintendent; famous railway engineer George Stephenson and Francis Thompson, the original architect of the site.

99. **Derby Ghost Walks** - With over 315 sightings of ghosts in the City Centre, Derby is fondly known as 'The Dead Centre of England'. Visitors can choose from two ghost Walks, the Derby City Centre Walk and the Friar Gate (Derby Gaol) Walk. The ghost walks involve entertaining story-telling around the city streets, and haunted underground tunnels with many surprises en-route. The walk is interwoven with pub-stops and a light supper to finish



## Accommodation

100. In and around the WHS, there is a limited choice of accommodation stock for staying visitors, including B&Bs and self catering establishments. The range of serviced accommodation is modest, except in the city of Derby where there is evidence of a rapidly growing good quality hotel sector. Within a 10 mile radius of Belper (at the centre of the WHS) the official tourist board recognises 36 accredited guest houses and B&Bs, 61 self catering properties and 7 camping & caravanning sites. At the northern end are found an additional 32 guest houses and B&Bs within 5 miles of Cromford. Meanwhile in Derby there are over 20 hotels in and around the city, including five 4\*.
101. Some venues in the Derwent Valley have direct associations with some of the key historical figures, e.g. Alison House B&B (Arkwright) & Makeney Hotel (Strutt.) Around Cromford, some accommodation venues are directly part of the Arkwright story. They include:
- Willersley Castle Hotel, Cromford (built as a mansion house for Sir Richard Arkwright)
  - The Greyhound Inn, Cromford Village (built as the centre piece of the market place created by Sir Richard Arkwright)
  - North Street Cottages, Landmark Trust, Cromford (built as mill workers cottages by Sir Richard Arkwright)
  - The Arkwright Society's 'Venture Centre' hostel (built as the Cromford village corn mill).
  - Alison House B&B, Cromford (built as a gentleman's house by the Arkwright family in c1844)
  - Pear Tree Farmhouse, Lea (Built by Nightingale as a corn mill in c 1792)
  - The Wharf Shed hostel, High Peak Junction (built as a trans-shipment shed on the Cromford Canal).

The potential to promote these many and varied heritage accommodation locations in a co-ordinated and themed way should be investigated, perhaps via the World Heritage Site's own web site.

## Comparison with similar WHS destinations

102. There are currently 27 World Heritage Sites in the UK, of which five others are concerned with industrial heritage and have a strong built component; Ironbridge Gorge, New Lanark, Saltaire, Blaenavon Industrial Landscape and Cornish Mining. None of these have the same heritage or topographic characteristics as DVMWHS, although there are some similarities between individual elements. None have the Derwent Valley's linear layout.
103. The 'visitor proposition' (i.e., what the site offers as a mix of products and experience) varies considerably, as does the quality of signage and interpretation, the level of information provision, and quality of marketing and promotion. The significance and prominence of the WHS designation also varies markedly.
104. Ironbridge Gorge
- A 4 mile x 2 mile cluster of mainly paid-for attractions based around or near attractive gorge.
  - Marketing message uses 2 straplines - 'the most extraordinary district in the world' and 'Ten Amazing Museums One Beautiful Valley'.
  - Good quality printed marketing and website - [www.ironbridge.org.uk](http://www.ironbridge.org.uk)
  - Offers a number of 'family friendly' venues – Enginuity, Blists Hill Victorian Town, China Museum, etc.
  - Operates a single entry and passport ticket system for all venues.
  - A centrally located (7 day per week) TIC operation next to the Iron Bridge.
  - Offers a number of well developed retail and catering options.
  - Strong Ironbridge brand identity (less WHS brand). Extensive brown signage to and around the WHS.
  - Good site-specific and WHS interpretation material at each venue.
  - March-December programme of workshops and events.
  - Short break packages with accommodation providers, promoted by Shropshire Tourism.
- Ironbridge was established as a museum trust before it became a WHS. The majority of the sites are under a single management structure.
105. New Lanark
- Restored 18th century cotton mill village.
  - Spectacular Lanarkshire valley setting, close to the Falls of Clyde.
  - Award-winning Visitor Centre open 7 days per week, with gift shop and coffee shop.
  - Passport ticket allows access to all visitor areas.
  - High tech audio visual 'Annie McLeod's Story' tells the social history of the site.
  - Craft and clothes shops + Edinburgh Woollen Mill
  - Good brown signage to the WHS, including from motorway.
  - Good site-specific interpretation material.
  - Good quality printed marketing and website - [www.newlanark.org](http://www.newlanark.org)
  - March-December programme of events

- On-site New Lanark Mill Hotel

106. Saltaire

- Purpose-built "model" Victorian industrial village set in Yorkshire urban landscape.
- Key attraction Salt's Mill open 7 days per week, houses shops, catering outlets and 1853 Gallery with collection of works by artist David Hockney. Privately owned.
- Direct rail connection to Saltaire station from Leeds and Bradford.
- Brown signage for Salt's Mill only – not WHS. No distinct WHS branding.
- No visible connection between Mill and village, almost no interpretation material.
- Village-based 'community' website for visitors and residents - [www.saltairevillage.info](http://www.saltairevillage.info)
- Annual Saltaire Festival with street market and events.
- Saltaire Trail circular walk + guided walks around village. (distinctive public buildings - United Reformed Church, school, Victoria Hall, hospital and almshouses)
- Village shops, cafes and restaurants.
- Some on-site self catering accommodation.

107. Blaenavon Industrial Landscape

- 8km x 5km cluster of attractions and venues set in post industrial rural landscape.
- Portrays history of South Wales as world's C19th major producer of iron and coal.
- Includes coal and ore mines, quarries, railway system, furnaces, homes of workers, and social infrastructure of community – most free entry.
- Modern visitor centre and TIC open 6 days per week, offers high quality WHS interpretation, café, gift shop, education rooms.
- Big Pit, The National Mining Museum of Wales with underground tours, attracts around 150,000 visitors per year.
- Blaenavon Ironworks (location for BBC Wales series Coal House) Pontypool & Blaenavon Steam Railway, Cordell (community heritage) Museum.
- Good quality printed marketing and website with strong well designed branding - [www.world-heritage-blaenavon.org.uk](http://www.world-heritage-blaenavon.org.uk)
- Branding carried through and around the WHS (village signs, site signs, etc) but yet to be fully implemented.
- Annual World Heritage Day and April-December programme of events.

108. Cornish Mining

- 10 areas across Cornwall and West Devon which represent former mining districts, ancillary industrial concentrations and associated settlements.
- Includes authentic and historically significant surviving components of the Cornwall and West Devon Mining Landscape from the period 1700 to 1914.
- Attractions include tin mines, museums, gardens, country parks and tramways.
- Cornish Mining Attractions Marketing Association (CMAMA) works with the WHS to ensure a high quality visitor experience at mining attractions.
- 'Mine & Yours' activity guide and website designed to introduce visitors to the Cornish Mining WHS - suggests places to see and things to do, including mines, museums, cycle

- trails, Areas of Outstanding Natural Beauty, along with details about getting there, eating and drinking.
  - Cultural events programme designed to increase awareness and appreciation of the distinctiveness of Cornish Mining culture.
  
- 109. Funding mechanisms which fuel tourism operations vary enormously between World Heritage Sites. Support and investment by RDAs, Heritage Lottery Fund (HLF), European funding schemes and tourism organisations play an important role for many, and some are clearly recognised and supported as significant regional projects. The examples below include well established independent attractions e.g. Big Pit and Ironbridge Museums Trust who have developed their capital bids and used the WHS status to assist them.
  
- 110. Hadrian's Wall Heritage Ltd (HWHL) is a new type of development company established to develop the economy of the Hadrian's Wall Corridor through managing the World Heritage Site. This involves protecting the archaeology, landscape and environment, as well as increasing educational and visitor interpretation opportunities. HWHL was funded by four agencies: One North East, North West Development Agency, English Heritage and Natural England. The WHS has also recently been awarded over £4m of funds from HLF and secured £6m of project funding from One Northeast RDA. The demise of the RDAs has meant that it will need to re-design its business model.
  
- 111. At Blaenavon, HLF awarded over £5m to the Big Pit for the creation of a visitor centre and heritage museum. Major additional funding came from the Welsh Assembly Government, Wales Tourist Board, Lloyds TSB Foundation, The Coalfields Regeneration Trust, and other trusts. £2.7m has also been spent on a WHS visitors' centre on the site of a once rundown school in Blaenavon.
  
- 112. At Ironbridge, over £10m of funding was secured to undertake an ambitious development of the Blists Hill Victorian Town, to include a landmark visitor centre and World Heritage Site interpretation venue. The financial support was provided by MLA's Renaissance in the Regions programme, Advantage West Midlands (£6.5m) and the Government Office West Midlands (£3.5m).

### **Marketing approaches**

- 113. The marketing approach taken by other UK World Heritage Sites and heritage destinations varies greatly, often dictated by the structure and layout of the sites, for example:
  - Linear models – Jurassic Coast, Hadrians Wall
  - Cluster models – Ironbridge, Blanaevon

- Single sites – New Lanark, Saltaire, Giant's Causeway

The following sections illustrate this. They are not intended to provide a plan for DVMWHS, but rather are examples of the variety of solutions which have been arrived at for the different world heritage sites.

114. The Dorset and East Devon Coast World Heritage Site is a coastal strip of land around 95 miles in length, popularly known as 'The Jurassic Coast'. In fact the term is used to include both the WHS and the immediate towns and countryside which provide the transport, accommodation and infrastructure that enable people to visit and understand the site.

The towns providing these services are known as Gateway Towns – these provide a good range of accommodation, museums and visitor centres throughout the area. In addition, 'anchor towns' of Exeter, Bournemouth, Poole and Christchurch also provide an extensive range of visitor facilities. Tourist Information Centres, located within some of these towns, provide points of contact for visitor information.

115. Hadrian's Wall is one of Britain's largest and most complex World Heritage Sites, running over 150 miles from Ravenglass to the Solway Firth and across to the North Sea at South Shields. The Wall itself is 73 miles long, running from Bowness on Solway to the lower Tyne. A Buffer Zone exists (similar to DVMWHS), a narrow band in urban areas but extending up to 4 miles from the site in rural areas. The site includes over 150 individually scheduled ancient monuments.

As a destination the WHS is marketed as 'Hadrians Wall Country' and considered to include:

- Attractions: the Wall itself, the sites and museums, iconic buildings, retail, leisure and cultural facilities, events and scenery.
- Infrastructure: signage, transport, parking, orientation, interpretation, public space and amenities.
- Services catering for visitor and residents needs.

116. Ironbridge Gorge WHS is a cluster of mainly paid-for attractions based around an attractive gorge in Shropshire, often described as 'the birthplace of the industrial revolution'. Ten museums collectively tell the story of what happened in the valley around 300 years ago. These sites include Blists Hill Victorian Town (a recreation of a small community at the end of Queen Victoria's reign), Enginuity (a hands-on interactive centre designed for young people), and Coalbrookdale Museum of Iron (which celebrates the history of early iron making.)

The WHS is promoted as a single destination and largely as a family destination with a number of linked elements, although many of the museums are aimed more at adults with an interest in industrial heritage. All individual sites are of a high quality. Short break packages with accommodation providers, are promoted by Shropshire Tourism.

## Potential visitor markets

117. Potential markets for DVMWHS can be considered and segmented in a number of ways, including by visitor behaviour, holiday type and thematic interest. Exploring local and national data on some of these audiences will enable us to identify priority markets to be targeted, as well as identifying opportunities with other marketing strategies which the DVMWHS may take the strategic decision to link with.

## Psychographic analysis

118. Research commissioned in 2008 by Visit Peak District & Derbyshire DMP, using Arkenford's ArkLeisure segmentation, provides useful data on existing and potential visitor types to the area. ArkLeisure is a segmentation model specifically designed for the leisure and tourism markets - it is based on individual's values, outlook on life and discretionary behaviour, including the holidays they choose and destinations that attract them. The research was designed to:
- Identify visitor types currently visiting the area
  - Potential new visitor types
  - Measure awareness of the area and products that visitors associate with the Peak District & Derbyshire
119. In general, the most popular attractions or products with existing visitors are:
- the countryside and villages
  - historic and heritage attractions
  - leisurely walking
  - traditional markets
  - locally produced food & drink
120. 61% of respondents associated the area with industrial history, and 48% were aware of the world heritage site. The Arkenford research reveals a high proportion of audience types with heritage interests already visiting. Segment types 'Cosmopolitans', 'Functionals' and 'Traditionals' are well represented, the proportion of the latter group being well above the national average.
121. 'Cosmopolitans' are the most active of all the Arkenford segments when it comes to holiday taking. They have a wide repertoire of trips and are open to trying new destinations and experiences. The local research shows their high levels of interest in attractive countryside (97%), the National Park (88%), the World Heritage Site (81%), museums (78%) and industrial history (67%).

122. 'Traditionals' are a relatively older segment that are typically attracted by destinations known for their scenery and which are not overcrowded with other tourists. Their interests score similarly to Cosmopolitans - attractive countryside (96%), the National Park (81%), world heritage site (66%), museums (67%) and industrial history (58%).

123. Visit England considers two types of market segmentation – 'commitment' and 'value' based using the Ark Leisure model.

#### *Commitment segmentation*

Among those who take breaks in England, VE consider two key groups differentiated by the degree of engagement they have with 'brand England'.

- Committed visitors (30% of holiday takers) rate England highly compared to other destinations and are unlikely to switch away from domestic holiday taking in the future
- Shallow visitors (38%) like England but also like other destinations - they will continue to take breaks in England but are more likely than committed visitors to take breaks outside the country

Visit England campaign activities will focus on both committed and shallow visitors taking into account the differing profiles of the two groups.

#### *Value based segmentation*

Under the value-based ArkLeisure system, Visit England marketing activity will be aimed at three key lifestyle segments - Cosmopolitans, Discoverers and Traditionals – between them, these segments make up 43% of the UK population.

The main types of holiday breaks taken by each of these groups show different thematic interests, some of which have clear links with the types of product found in the DVMWHS

- Cosmopolitans - city breaks (37%), countryside (36%) and events (24%)
- Discoverers - outdoor leisure and countryside (37%), seaside/coast (37%)
- Traditionals - heritage and history (39%) countryside (51%)

### **Analysis by holiday type (staying visitors)**

124. Beyond the Arkenford data, there is little available detail on the profile of visitors to the Peak District and Derbyshire. However it is known that of the 36 million visitors per year, only around 10% involve at least one overnight stay - the vast majority of visits are day visitor trips. Whilst specific data on local staying visitors is lacking, national data provides a useful insight into the characteristics of different types of holiday taker in the UK.



125. The United Kingdom Tourism Survey (UKTS) conducted by TNS UK compiles and presents statistical information on the volume and value of tourism generated by residents of the UK and Republic of Ireland. The survey involves over 100,000 face to face interviews per year, conducted with a large representative sample of the UK population which reflects various demographic characteristics.

126. The most recent report produced from the survey (UKTS – the domestic UK holiday market, August 2010) analyses the profile and trends of the domestic holiday market by length of trip, combining data collated over four years from 2006 to 2009. This data is summarised and segmented on the basis of short trips (1-3 nights), medium length trips (4-7 nights) and longer trips of more than 8 nights.

127. In terms of overall volume and value:

- An estimated 54.9m trips were taken during the four year period
- The majority (34.1m) were 1-3 nights in length, 17.4m were for 4-7 nights, and just 3.4m 8 nights.
- The average number of nights spent away on a typical domestic holiday was 3.7 nights, with a spend averaging £57 per night.
- Shorter trips involve a much higher 'spend per night' than for longer trips - £85 for 1-3 night trips compared to £30 for 8+ night trips.

128. Typical characteristics of each of the segments are as follows.

#### Short 1-3 night holidays

- These 'short break' holidays tend to involve small party sizes reflecting their popularity with younger and older lifestyle stages rather than families.
- They account for 62% of total holiday trips, 33% of holiday nights and 49% of holiday spend.
- They are becoming increasingly popular, having risen by an average 5% per annum since 2006, and 18% in 2009 alone.
- Over half of these visits involve the use of serviced accommodation.
- They are more likely than longer holidays to be taken during the first four months of the year, and in the period October to December.
- They are more likely than longer trips to involve train travel as the main form of transport.

#### Mid length 4-7 night holidays

- These tend to fit the profile of a traditional seaside holiday, and are popular with families and those in the 55+ group.
- They account for 32% of total holiday trips, 46% of holiday nights and 40% of holiday spend.
- They have seen steady growth in recent years, having risen by an average 5% per annum since 2006.
- Half of these visits involve the use of self catering accommodation.
- 47% are taken during the peak summer months from July to September.
- Package/inclusive tours form a small but significant proportion of these holidays (11%.)

#### Longer 8+ night holidays

- These share many of the characteristics of medium 4-7 night holidays, and are also popular with families (39%) and those in the 55+ group (41%.)
- They account for just 6% of total holiday trips, 21% of holiday nights and 11% of holiday spend.
- In contrast to other holiday types, they have seen lower levels of growth, having risen by an average of just 2% per annum since 2006.
- 57% of these visits involve the use of self catering accommodation.
- 63% are taken during the peak summer months from July to September.
- The car is dominant as the main mode of travel for these holiday types (83%.)

### Group travel

129. Developing products and experiences to encourage group travel activity could result in significant economic benefit for the DVMWHS, especially from the additional secondary spend from this type of visitor. In 2009 QA Research published 'Understanding Group Travel Organisers the National Group Travel Report' which provides an excellent insight in to this market. The report identifies the following:

- The group travel operator (GTO) market remains fairly static in size – about 11, 000 organisers.
- The core GTO market continues to be made up of over 55s
- In order of popularity, the top three types of attractions are historic houses/buildings (at 64%), parks/gardens (at 57% and countryside / outdoor / beauty spots (at 55%)

- The proportion of UK group visits which are day trips has increased at the expense of short breaks, with longer breaks remaining static since 2006.
- GTOs book and travel throughout the year, although spring and autumn are when most trips are undertaken. The GTO market can help extend the season“ by bringing in valuable revenue at quieter periods.

## **Walking**

130. Walking is one of the most popular activities for visitors from both the UK and overseas taking a holiday or short break in England, accounting for around 5% of all holiday trips. Walking, rambling and hiking are the most popular activities and walking holidays alone accounted for 4.3 million domestic holidays in 2001. 5.1m walking holidays were taken in the UK in 2002, generating £868m.

131. Walking holidays are popular with all ages and have high participation levels, although more strenuous hiking and rambling generally appeal more to younger groups. 24% of trips in the UK included walking of more than 2 miles as part of the holiday. Four out of five holiday-makers have engaged in holiday walking in the last three years. Walking is well supported by the voluntary sector, such as the Ramblers' Association, which works to promote walking and improve conditions for walkers. Walking provides a viable sustainable tourism product and potentially a valuable source of off-season business.

## Potential visitor markets - summary

132. Having considered the component parts of the DVMWHS we recognise and acknowledge that not all of the site has an attractive power and is appealing to a mass audience. However it is also important to recognise that its appeal does not lie solely in industrial heritage.
133. Previous work around the northern 'Cromford cluster' of products has identified at least five 'attractors' which can motivate visits from a wide variety of audiences – some of these are already doing so, others are in development. These attractors are:
- The main Derwent Valley Mills World Heritage Site Visitor Centre
  - The variety of industrial heritage attractions
  - Gentle outdoor experiences based around attractive waterways and nature reserves
  - Mill-based retail clothing outlets
  - Special events, tours and walks
134. It is thought that these attractors will have appeal to a large diverse audiences seeking one or more of the following:
- a gentle outdoor experience
  - a retail-based visit
  - an informal, leisure-based heritage or historical trip
  - an organised heritage or historical educational trip (especially groups)
  - a social trip with an eating-out element
  - an experience built around an event
135. This illustrates the wide range of potential audiences for just one part of the DVMWHS. When the attractions and sites in the wider valley area are taken into account, the offer has an even wider appeal and has the potential to attract a large audience with a diverse range of interests. High visitor numbers at nearby attractions along the valley are evidence of significant 'pull' by other operations which are heritage-related but which are already more tourism focused.
136. **Given the relative weakness of the core WHS product and the time still required to establish itself as a credible destination in its own right, we recommend that DVMWHS aims to maximise the opportunities brought by closer association with these nearby well-established attractions and with the wider tourism industry, as well as with the valley's natural assets of river, wildlife and landscape.**

137. Given this vision we suggest the following potential audiences:

**a) Staying visitors for whom the World Heritage Site (and the wider valley area) will be the main motivation for the visit:**

- **UK holiday takers during peak season months (July to September)** – an already large audience which continues to grow nationally and which will engage the WHS with the main interests of existing visitors - countryside & villages, historic & heritage attractions, and leisurely walking.
- **Short breakers in shoulder/winter months** – more of a ‘couples’ market (of all ages) which is also growing in popularity and looking for off-season trips. There is potential here to make use of the city’s growing choice of serviced accommodation and maximise the opportunities offered by connections with the national rail network.

**b) Staying visitors in the Peak District:**

- Those who are already visiting the area, mostly in or around the Peak District, and who can be encouraged to ‘dip in’ to the World Heritage Site for a day as part of a wider mixed tourism experience (this takes advantage of the attracting power of the Peak District and of the wide appeal of nearby visitor attractions.)

**c) Staying visitors in the city of Derby:**

- Visitors who are taking an overnight stay in one of the city’s growing number of hotels, and taking advantage of the wide variety of days-out in the surrounding area – using Derby as a ‘Great Place, Great Base’ This takes advantage of the emerging strengths of the city as a good base for serviced accommodation, eating out and central location for visiting the surrounding area.

**d) Day visitors within 60 minutes drive or train time of the Derwent Valley:**

- Those looking for a rewarding day out with a diverse choice of activities and experiences in a single geographic ‘cluster’.

**e) Specialist audiences:**

- Those with particular interests in industrial heritage, in particular group travel operators (GTOs) - the core GTO market continues to be made up of over 55s, and in order of popularity, their top three areas of interest are historic houses/buildings (at 64%), parks/gardens (at 57% and countryside/outdoor / beauty spots (at 55%)
- Those with interest in natural heritage and gentle outdoor experiences, in particular walkers (tapping in to existing Peak District & Derbyshire visitor markets.)

## Potential economic impact

### 138. Volume and types of visitors

Although the evidence of WHS status being a tourism advantage is inconclusive, some well established sites clearly demonstrate the potential to attract substantial numbers of visitors:

- New Lanark - 410,000 visits in 2002.
- Giant's Causeway – 407,000 visits in 2002
- Ironbridge Gorge Museum - 535,000 visits in 2003
- Enginuity @ Ironbridge - 494,000 visits in 2005.

139. A wide variety of private and public sector attractions (non WHS heritage, industrial or science based) and museums also demonstrate the need for, and practice of, charging for admission - providing an on-going source of commercial income. Examples include:

- Gladstone Pottery Museum (adult admission £5.95 – 50,000 visitors in 2005.)
- Snibston Discovery Park (adult admission £6.75 – 90,000 visitors in 2007)
- Eureka (adult admission £7.25 – 260,000 visitors in 2006)
- Explore at Bristol (adult admission £11.90 – 229,000 visitors in 2007)
- Black Country Living Museum (adult admission £12.50 – 260,000 visitors in 2007)

140. It is difficult to gauge the overall economic impact which increased levels of tourism may bring to the DVMWHS, particularly as it is recognised that only certain parts of the site have commercial potential. The proposed hubs of Cromford, Belper and Derby have the ability to generate the greatest impact, both directly to WHS partners, and indirectly to non-WHS local businesses.

141. At the Cromford cluster, an aspirational target of 300,000 visitors per year is not unreasonable, particularly when compared to New Lanark's 410,000 achieved in 2002. The economic impact of this is likely to take different forms, including:

- Admission charges to a WHS visitor centre at Cromford Mill (by comparison, £6.95 admission charged at New Lanark). This may include admission to both Cromford and Masson, tours of the buildings, village, canal, High Peak Junction and Leawood Pump House.
- Direct retail and catering income at Cromford Mill, Masson Mill, Cromford Canal Wharf and indirectly to local businesses in Cromford Village.
- Income to local accommodation providers from staying visitors.

142. For Derby, this strategy is important to the city's ambitions to stimulate sustainable economic development by encouraging more visitors and improving their experience. It should help towards creating and sustaining increased commercial activity and jobs across a number of

sectors, not just tourism. Derby is a key cultural, leisure and shopping destination and has the potential to play an even greater role in meeting the needs of visitors to WHS. The proximity of WHS to the city centre retail areas can also be exploited.

143. Given this desire for economic impact, the Silk Mill could become a paid-for visitor attraction, with a target of perhaps 200,000 to 300,000 visitors per year. As well as admission charges to the Silk Mill itself (by comparison - adult admission £6.25 at Enginuity), the potential economic impact on the city could be significant, and include:
- Commercial spend at local arts and cultural venues and events, eg Quad, festivals, etc
  - Income to city hotels from staying visitors.
  - Retail spending throughout the city centre.
  - Catering income at bars and restaurants

The multiplier effect of an additional 300,000 visitors to Derby could have a dramatic impact on the economic well-being of many city businesses, hotels, and upon the city in general. In 2006 in the Peak District and Derbyshire, average spend per head by day visitors was around £27 and £134 per trip for staying visitors.

144. Although an entry fee at Strutts North Mill applies, the greatest economic benefit to Belper is likely to be visitor expenditure on shopping and eating out. The expectations of local businesses of the economic benefits to be gained from WHS status are yet to be realised. This is largely because of the relative immaturity of DVMWHS as a visitor destination, but also because of Belper's general lack of identity and appeal as a tourist destination.

Belper's has an opportunity to position itself as a distinctive riverside mill town with factory shops, a diverse range of independent retailers and eating out venues, and a fascinating social history to tell. By doing so, the much-anticipated need for the visitor economy to impact upon local businesses may be realised.

145. As DVMWHS gains in stature as a visitor destination, economic benefits are likely to impact on the wider Derwent Valley area beyond the main hubs. Businesses in locations such as Milford, Darley Abbey and nearby villages should all begin to see the benefits of being part of, or being associated with, the WHS. This message should be regularly reinforced to encourage widespread support for the WHS from local businesses and stakeholders.

146. It is proposed that a framework for measuring the economic impact on local businesses and communities is devised and implemented at the earliest possible stage.

## 4. Destination development

### Key attractors – the DVMWHS hubs

147. Although they may have equal historical or cultural merit within the context of the WHS story, not all sites within DVMWHS have the potential or the desire to attract significant numbers of tourist visits.
148. The Masterplan therefore uses the principle of 'attract and disperse', a concept also found and practised in sub-regional and regional strategies. This acknowledges that some parts of the WHS have the potential to attract only niche markets, whilst others have greater 'pulling power' to attract larger audiences with more diverse interests and desires. It follows that the ability to successfully manage the 'dispersal' of visitors to benefit the entire WHS (particularly using low-impact transport solutions) becomes of paramount importance.
149. The DVMWHS Economic Development Plan suggested a strategy based on a 'hub' or 'cluster' approach to the development of the WHS product, which focuses particular investment at the northern and southern hubs. Some of the advantages of hub models include:
- the potential for a more co-ordinated visitor experience
  - a stronger visitor product (1 + 1 + 1 > 3)
  - the potential for a mixed visitor experience on one site e.g. interpretation, retail, catering
  - potentially greater economic impact (more to do = stay longer = spend more)
  - it encourages collaborative working between partners
  - it supports sustainable transport strategies
  - it provides a better focus for investment by major funders
150. Of the available hub development sites, Cromford and Derby have the greatest potential - not only in terms of their product, infrastructure and their ability to attract additional investment, but more importantly their ability to attract and manage large numbers of spending visitors. Belper also has potential to be developed as a central hub, bringing direct economic benefit to its numerous small businesses.
151. The need for DVMWHS sites to attract spending visitors - and not necessarily through entry fees – must be recognised. Without the development of sustainable commercial income streams, the WHS will continue to be under-funded and under-resourced, particularly in the key areas of marketing and promotions.
152. It is also recognised that, although the hubs have the potential to generate the greatest economic impact, the local amenity value of the Derwent Valley is also of great importance. It



should be recognised for its unique offer: a reason for the industry to flourish, a link between the scattered sites, a wildlife corridor providing numerous opportunities for water related activities etc. Access for visitors of all ages and physical abilities to view parts of the landscape by foot is paramount. Using the hubs as focal points of activity, footpaths can enable visitors to experience the raw nature of the valley from which the DVMWHS was born. WHS interpretation along the Derwent Valley Heritage Way needs to be developed, along with improvements to surfacing and signposting.

153. **The Cromford Hub**

The group of sites represents the strongest cluster of product in the entire WHS, and potentially a future major visitor attraction in its own right. As a fully developed visitor proposition, it would be not dissimilar to New Lanark in terms of harmonisation of built heritage, social history, natural landscape and retail experiences. In fact, in some respects, such a cluster could offer even more in the way of a mixed experience which would have broad appeal to large diverse audience – literally “something for everyone.” New Lanark recorded 410,000 visitors in 2002. Given the appropriate investment, product co-ordination and promotion, there appears no reason why a Cromford cluster could not achieve even greater numbers, particularly if it capitalises upon its proximity to the Peak District and other attractions within the Derwent Valley. The Cluster would include:

- Masson Mills
- Cromford village
- Cromford Mill
- Cromford Station
- Willersely Castle
- Cromford Wharf and Canal
- High Peak Junction Workshops
- Leawood Pumphouse
- John Smedley's Ltd

154. The rationale for a co-ordinated approach to the development and further investment at Cromford is clear:

- It is the strongest cluster of visitor products within the WHS, offering a rich and diverse mix of indoor and outdoor activities and experiences.
- It offers the greatest harmonisation of built heritage, social history, natural landscape and retail experiences.
- Its northern location means it has greatest potential to attract high numbers of Peak District visitors southwards into the WHS, and therefore potentially the greatest economic impact upon DVMWHS.
- There is space available at Cromford Mill for development of a WHS Visitor Centre, new visitor infrastructure and an extensive events programme.
- There is adequate space available at Cromford Wharf to accommodate cars and coaches.
- Access routes by road from the A38 and M1 are good.
- Cromford Station provides a rail link with Belper & Derby hubs, giving the opportunity for sustainable non-road transport solutions.

155. Based on the current strengths of the northern cluster and its products, the recommended proposition is based on developing five key elements or 'attractors':

#### **The main Derwent Valley Mills World Heritage Site Visitor Centre**

- Cromford Mill, where the stories of the mills, workers and communities of the DVMWHS will be brought to life through audio visual presentations and displays. The mill complex will also offer visitors cafés, shops, exhibitions, guided tours and special events throughout the year.

#### **A variety of industrial heritage attractions**

- Masson Mills at Matlock Bath, which will house a huge working steam engine, Victorian Workshop and possibly the UK's finest collection of working textile machines.
- Cromford Mill, the birthplace of the 18th Century factory system where the story of the whole world heritage site, Cromford Mill itself, mill, workers and community of Cromford Village will be portrayed through exhibitions and guided tours.
- The High Peak Junction Workshops, some of the world's oldest surviving railway workshops, and a unique attraction which links the mill industries, railway and canal transport.
- Leawood Pump House, housing a steam powered beam engine built in 1849 to pump water from the River Derwent into Cromford Canal, and which will have regular 'steaming' dates throughout the year.
- Cromford Village, the factory community with many interesting historic features, including the Market Place, Greyhound Hotel, workers' housing, the Lock Up, Pond and the mill water courses.
- Middleton Top Engine House, containing the world's oldest working rotative beam engine in its original engine house.
- The Peak District Mining Museum, which tells the story of the area's lead mining history from Roman times to the present day, and includes equipment and various models of lead workings.

#### **Gentle outdoor experiences based around attractive waterways and nature reserves**

- Cromford Canal Wharf and Cromford Meadows, the largest area of outdoor leisure within the Cluster, including Wheatcrofts Wharf café/restaurant & book shop, and public toilet facilities.
- Cromford Canal - the 10.5km section between Cromford and Ambergate, including a Site of Special Scientific Interest and a local nature reserve. Suitable for pushchairs & wheel chairs between Cromford Wharf and High Peak Junction.
- A riverside walking route, between the area around Masson Mills and the Lovers Walk footpath leading to Matlock Bath.
- The High Peak Trail, in the form of a footpath and cycle route, connecting High Peak Junction with Middleton Top Visitor Centre.

### **Mill-based retail clothing outlets**

- Masson Mills, Arkwright's spectacular water-powered mill in a beautiful riverside setting – now home to Edinburgh Woollen Mills, a four level shopping village and licensed restaurant overlooking the River Derwent.
- John Smedley Ltd, a world leading producer of fine gauge knitwear products – the mill factory will be home to men's and women's retail outlets and a high quality cafe/restaurant.

### **Special events, tours and walks**

- Discovery Days - each October half term, including a variety of guided walks, talks, exhibitions and children's events.
- 'Arkwright' guided tours - of Cromford Mill, Cromford Village, St. Mary's Church, Willersley Castle, and John Smedley Mill.
- Industrial heritage guided tours – of Cromford Canal, High Peak Junction, Leawood Pump House and Peak District Mining Museum
- Nature / conservation guided walks – along Cromford Canal and Slinter Wood
- Factory and Mill tours – at Masson Mills, Cromford Mill and John Smedley Mill.

#### **156. The role of Cromford Mill**

The Cromford Mill Creative Cluster project represents the single largest planned investment within the area, and a potentially significant shift in the role of the northern hub within the DVMWHS. The refurbishment of Building 17, a Grade I Listed building, forming part of Cromford Mill complex, provides the next phase of a project that has over the last twenty five years brought back in to use a range of former industrial mill buildings of significant historical importance.

157. At present the World Heritage Site lacks an interpretation and orientation facility which focuses visitors' attention on the communities within the Derwent Valley and on their heritage. Building 17 at Cromford Mills has been identified for this purpose because of its location within the valley, its size, its historic significance, its availability and its situation within an already visited site which contains some visitor infrastructure including catering, toilets and parking. Although Masson Mills is widely recognised as the iconic visual 'gateway' into the WHS from the north, this new development will become the 'conceptual gateway' through which many visitors will be directed around the Cluster area and into to the rest of the WHS.

This new facility, to be located on the ground floor of Building 17 will be the first visitor destination and orientation centre for the World Heritage Site as a whole. The project will involve the refurbishment of Building 17 to house four floors of managed workspace and a visitor interpretation centre. The project is planned to be completed by 2014 and will include the fit-out of the ground floor, auditorium, reception and visitor centre and the fit out of floors one & two for a business centre.

The interpretation centre will include an auditorium, designed to seat at least 70 people using a combination of level and raked seating. It will offer two programmes each of about 15 minutes which will inform and inspire visitors wishing to examine the built heritage and the natural environmental features of the World Heritage Site. The second programme will tell the Arkwright story focusing on the importance of the system of factory production which he pioneered at Cromford and which was ultimately exported to many different parts of the world. The storyline will also include the social implications of these developments and draw attention to the factory communities associated with these early mills.

#### **KEY RECOMMENDATION**

##### **Develop a Visitor Development Plan for the 'Cromford' Cluster**

This project will consider all key elements of the cluster centred on the northern hub as a major mixed-use visitor destination of the future - the product mix, infrastructure and facilities, visitor management, visitor services, transportation (into and around the site), orientation, environmental impact, etc).

#### 158. **The Derby Hub**

The Economic Development Plan envisaged the Silk Mill / Darley Abbey as a prime cultural centre of the WHS, contributing to the leisure and tourism offer of the City. The plan suggested this would build on the historic significance of the Silk Mill and its links to the Age of Enlightenment, the potential upgrade to Derby's museums and the scope for extending the visitor experience with river trips to Darley Abbey.

159. Recent consultation with partners has identified that this approach will be inadequate to effect the step change required to bring significant benefit to the city and DVMWHS. Derby's tourism offer is still in development, and the city's staying visitors come largely from the business sector. To increase its appeal as a leisure destination, Derby may need to offer a distinctive mixed-use modern leisure experience and a substantial 'anchor' tourist attraction – assets which will appeal to a diverse audience, and particularly spending families.

160. The Silk Mill itself is at a turning point and has the potential to re-invent itself as a completely new type of visitor experience and an important East Midlands visitor attraction. Within an industrial context, Derby sits at a unique position – at both the birthplace of the modern factory system and yet still at the forefront of innovation, science and creativity at the beginning of the 21<sup>st</sup> century – one of the UK's high tech cities.

161. In late 2009/early 2010 a feasibility study and options appraisal was carried out to consider how the Silk Mill could make the maximum contribution to the city of Derby and the DVMWHS. The outcome of the study was to produce a single preferred option with three alternative approaches

for future development. The preferred option depicts a major visitor attraction for Derby, with a ground floor and pavement café, and is integrated into the wider Cathedral Green development. Each approach is designed to offer a distinct, relevant and complementary visitor experience than is being considered elsewhere on the WHS.

162. The Silk Mill is closed in April 2011, but funding is being sought to re-open the ground floor later in the year. The intention is to secure a three year pop-up solution that enhances access to this important building, and provides the foundation for a wider development plan for the Silk Mill.

This will be a public space designed to welcome 40,000 visitors a year. It will serve as the southern gateway to the World Heritage Site, and will involve retail, catering, events and exhibition programming, and modern interpretation in the following areas:

- the significance of the Derwent Valley World Heritage Site (the foundation of the modern factory system and catalyst for the Industrial Revolution)
- the significance of the building (the site of the world's first factory)
- the showcasing of the local, living tradition of ideas, invention and application (in association with local industry)
- informing and engaging people in the plan for the National Centre.

163. Next to the Silk Mill, and at the southern end of the DVMWHS, flows the wide River Derwent . This is one of Derby's greatest untapped tourist assets, and the riverside has fallen into disrepair from lack of investment from both the public and private sector for a number of years. This issue is now being addressed through visionary regeneration plans for the city centre, largely based upon the area south of the Silk Mill and to the north via public realm & waymarking. From here the visitor to the city encounters the Cathedral Quarter, the city's arts and cultural programme, new retail operations, eating-out establishments, riverside hotels and conference facilities. The concept of a WHS Derby hub also provides an opportunity to expand this riverside regeneration and visitor experience further north via Darley Park and Darley Village to Darley Abbey. Within this experience, the Silk Mill becomes the iconic link between the 'river-past' and 'river-present', and a southern iconic gateway to the DVMWHS.

164. The future role of the Darley Abbey Mill complex has been developed in the Darley Abbey Regeneration Strategy produced in August 2010. The aim of the Strategy is to transform Darley Abbey Mills and Stables "from a declining backwater to a vibrant destination for business, leisure, tourism and cultural activity and to make them a flagship project for the working conservation of the WHS and the rejuvenation of Derby as a City of Culture". The creation of a clearly defined destination would compliment rather than challenge the ongoing regeneration of the City Centre and would also help realise the 'Blue Corridor' through Derby. The Vision will be delivered by a partnership between Derby City Council and site owners with support from the DVMWHS Partnership.

165. **Belper**

Belper's future role within the WHS visitor proposition is yet to be clarified. It is the only mill town in the WHS (perhaps the first in the UK), has a wide selection of retail outlets, is well located in relation to the road and rail networks, but is not recognised as a tourist destination. Its heritage story is significant, and yet it probably engages relatively few tourists in comparison to nearby heritage attractions. The De Bradelei Mill Store is one of the main visitor draws within the WHS in terms of volume of visits, and may form the current basis of Belper's main role within the WHS – as a retail centre, set within the context of an 18<sup>th</sup> century mill town.

166. Although containing probably the best example of mill interpretation within the WHS, the current restrictions on space, parking and access issues at Strutts North Mill do not lend themselves to this being a central interpretation centre for the DVMWHS. However, there is clearly a need to interpret the Strutt legacy, his connection with Arkwright and the link through him to other elements of the textile story, especially Derby and the silk industry.

167. Belper's housing and urban layout are also an important part of the early textile story and lend themselves, as does Cromford, to guiding or mobile interpretation methods. The built heritage and the personalities involved, provide an important element of the WHS story. The very large under-utilised East Mill, overlooking the river and River Gardens, is another iconic structure within the WHS. The DVMWHS Economic Development Plan claimed that, with the exception of Derby "Belper is capable of developing an offer with a wider range and greater degree of integration between attractions, heritage, food, shopping and accommodation than any other site." This reflects Belper's great potential as a mill town visitor destination.

168. The scale and complexity of Strutt's Belper developments are historically important, but they do not in their own right have the pulling power to attract large numbers of visitors. Equally, although the town has 'pockets of charm', there is a legacy of poor town centre planning which is insensitive and at odds with the aspirations of the WHS. The Townscape Heritage Initiative has been successful in addressing some of the problems, but there is still much work to be done - inappropriate retail developments, ugly shops fronts and unattractive signage remain within the town centre. Belper does however have a growing, diverse and appealing range of small retailers and eating out venues, which – coupled with its mills, social history, domestic built heritage and riverside features – provide the basis for a rewarding day out for visitors in the area.

169. Significant regeneration work has been completed in recent years by the local authority on redeveloping Belper River Gardens. These distinctive gardens are situated at a point where the River Derwent is at its widest, and it provides access to a wide variety of native wildlife including swans, herons, Canada geese and a variety of ducks and moorhens. Rowing boats can be hired throughout the summer for use on the longest navigable stretch of the River Derwent towards Ambergate. Throughout the summer months a copper-topped bandstand is the venue for concerts and is particularly popular with brass band enthusiasts. Outdoor theatre performances are also held in the Gardens.

170. Is proposed that the Belper hub 'proposition' for visitors could be built around its core attribute as a distinctive riverside mill town with a diverse and appealing small-scale retail offer, and a fascinating social history to tell. Its existing factory-shop provision could be further strengthened by a more visionary mixed-use approach to the future role of the East Mill, perhaps along the lines of Salts Mill in Bradford. Achieving 'distinctiveness' for Belper will require careful planning, and a more co-ordinated approach by key stakeholders towards issues around public realm, transport, visitor management, etc.

#### **KEY RECOMMENDATION**

##### **Develop a clear visitor proposition for Belper**

To be developed in consultation with local groups and stakeholders, and with the aim of achieving a distinctive marketing proposition for the town. This should consider Belper from a visitor perspective, and consider aspects such as public realm, transport, visitor management. The role of Belper North Mill (and possibly East Mill) forms a fundamental part of this work.

### **Connecting routes**

171. The DVMWHS Economic Development Plan envisaged creating a "value chain, established by the value that flows two ways; from the Peak District and Chatsworth in the north and from Derby in the south."
172. This principle is dependent upon the development of the two key hubs within DVMWHS – Cromford and Derby, with Belper as a possible third. The priorities for planning effective visitor management therefore become:
- dispersal of visitors around the hubs themselves, maximising participation, dwell time and spend.
  - movement of visitors between the hubs, either by private or public transport.
173. Consultants Scott Wilson were appointed by the Derwent Valley Mills Partnership in 2001 to carry out an Integrated Transport Study of the World Heritage Site. The principal aim was to "ensure that transportation within the World Heritage Site is managed in an effective and sustainable manner so that the historic fabric, the landscape, the settlements and the communities will be protected from environmental damage whilst safeguarding the needs of residents and other users of the transport system, including visitors."

174. The conclusion reached was that there were no obvious direct conflicts between the Integrated Transport Strategy and existing policies with regard to conservation, tourism, transport and planning. Further, that:
- Visitors to the World Heritage Site in their cars only represented very small proportions of the total visitors and the total traffic in the Derwent Valley (particularly at the southern end.)
  - Allowing for growth, this position would not change significantly (the development of tourism would not have serious impacts on the currently used transport infrastructure of the Derwent Valley.)
  - Environmental capacity would not be an issue other than in the area of Cromford Mill, although this may need to be reviewed if significant development were to occur - here measures to encourage the use of sustainable transport would provide appropriate mitigation for forecast visitor numbers.
175. This study employed an 'optimistic' scenario would see visitor numbers increase by 20% in the first 4 years and then by a further 22% over the next 16 years, i.e. 42% over a 20 year time span. Given the now greater ambitions for visitor numbers, particularly at the northern and southern hubs, it is recommended that the Integrated Transport Strategy is re-visited during the planning of Cromford and Derby hubs.
176. Management and dispersal of visitors **around** the hubs will become a key consideration during planning stages. Areas to be explored should include:
- Information services
  - Interpretation and orientation
  - Visitor infrastructure
  - Local transport options, e.g., shuttle bus, river/canal boat, horse drawn, etc
  - Pedestrian routes and trails, e.g. Belper Town Walk and waymarking along the river at Derby.
177. With regard to north-south movement of visitors **between** the hubs, the connecting 'threads' along DVMWHS are:
- The A6 road route
  - The Derwent Valley Line rail link, and
  - The River Derwent.
- These three form the basis for the planning and management of visitor traffic in all its forms, including private and public transport (car, bus, train), walking and cycling.
178. Good public transport infrastructure is already in place along the valley. Belper, Cromford and Matlock Bath are served by Derwent Valley Line trains from Derby and Matlock approximately every 90-120 minutes (11 trains per day Monday to Saturday, and 7 on Sundays). Cromford and Matlock Bath. TransPeak buses run frequently to Belper and Cromford from Nottingham, Derby,



Matlock, Bakewell, Buxton and every two hours from Manchester. There are also some Sunday services from Alfreton, Ashbourne, Chesterfield, Ripley and parts of Nottinghamshire.

179. In the short to medium term, the evidence suggests the greatest flow of visitors into the WHS is likely to be from the northern end. Given that the Cromford 'cluster' will be the main focus for visitors, the promotion and co-ordination of all modes of physical access to and from Cromford need to be considered, with emphasis on non-car forms of transport. Measures which have already been considered in the Integrated Transport Strategy include:

- Development of Park and Ride sites
- Improved bus and rail service frequencies
- Improved WHS signage
- Heritage shuttle buses
- Canal boat
- Improved cycling facilities
- Improved footpath access for all abilities

180. In the longer term, an increase of visitor flow to and from the Derby hub should be anticipated and planned for, with particular emphasis on rail and bus links into and from the city. Derby is well served by the rail network from most parts of the country including London (up to 2 trains per hour), Birmingham (up to 4 trains per hour), Newcastle (up to 2 trains per hour), Stoke/Crewe (hourly) and Cardiff (hourly.) National Express coaches from throughout the country call at Derby, and a daily coach service operates between London, Leicester Manchester via Derby, Belper and Matlock Bath.

**KEY RECOMMENDATION**

**Develop the walking routes between the three main hubs**

This will help to make them a stronger part of the visitor offer, and more closely link the built to the natural environment. Sections to consider will be the gap between Matlock Bath and the Cromford Canal (with a link through the grounds of Willersley Castle) and the path between the Silk Mill and Darley Abbey.

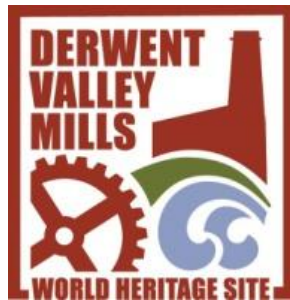
**KEY RECOMMENDATION**

**Strengthen the role of the Derwent Valley Line in supporting visitor access and dispersal throughout the DVMWHS**

This is crucial if the DVMWHS wishes to champion sustainable transport throughout the valley and encourage greater numbers of non-car users into the World Heritage Site. There is a unique opportunity to attract day visitors coming by train, but also to encourage movement by visitors up and down the valley to different parts of the WHS. There are no other similar heritage sites in the UK which have a mainline railway running through their entire length in such close proximity.

## 181. Interpretation, branding and signage

A separate project has developed is developing an Interpretation Strategy. This plan references any synergies with this piece of work. The DVMWHS has recently developed a new brand identity and guidelines which it is now using on all its stationary and publications. It has also been used on new location signage on roads throughout the WHS. It is based on a logo (see cover) and has the potential to be used in association with a broader branding which is designed to attract visitors. (see paragraphs 193 to 203)



## Physical and environmental impact - wise growth

182. The World Heritage Site designation places a commitment on DVMWHS to the conservation and protection of the site and of its individual parts - the management plan has some clear objectives which have implications for tourism marketing, particularly the physical impact on certain parts of the site.

183. Amongst the many definitions of sustainable tourism, we suggest the following:

***Sustainable tourism is tourism committed to generating a low impact on the surrounding environment and communities by acting responsibly, while generating income and employment for the local economy and aiding social cohesion. Sustainable tourism aims to ensure that economic development as a result of tourism is a positive experience for everyone involved; local communities, tourism businesses and visitors.***

184. At this point we would simply highlight the fact that a balance must be struck overall throughout the valley and at each of the parts of the WHS which have the potential to draw high visitor numbers. In particular this requires:

- **Planned visitor management in and around clusters - especially the Cromford Cluster in the north, and certain individual sites such as Darley Abbey, Cromford Canal, etc**

- **Planned traffic management in and around clusters (especially the Cromford Cluster and Belper)**
- **Strengthening the role of the Derwent Valley Line in supporting visitor access and dispersal throughout the DVMWHS**
- **On site Interpretation which encourages low impact spread of visitors, and discourages 'hot spots' of high concentration.**

## 5. Destination Marketing

### Strategic context – national and local tourism marketing

#### The All England Destination Marketing Strategy

185. Visit England's strategic objective is to increase England's share of the global visitor market, focusing on priority audiences, destinations and themes. The organisation will use the best known and best loved English destination brands or 'attract brands', including the Peak District. Overarching themes that have been identified to encourage growth in the visitor economy are:

- Countryside / Rural
- Seaside / Coast
- History / Heritage
- Cities

Visit England (VE) will ensure that thematic activities are supported by partnership activity or affinity marketing (e.g. links with consumer brands), PR and social media channels.

#### Visit Peak District and Derbyshire Marketing Strategy

186. Visit Peak District and Derbyshire (VPD&D) is the Destination Management Partnership for the Peak District and Derbyshire and was established in 2005 to ensure growth and value of the tourism industry. VPD&D currently returns a 44:1 economic Return on Investment from its marketing activity. VPD&D aligns with Visit England and has recently been selected as a pathfinder destination in recognition of the area's unique assets and world class tourism offer. VPD&D brings together major attractions from both within, and surrounding areas, and will play a key role in promoting the area on both the national and international stage.

#### Destination Derby – Visitor Economy Strategy 2011 – 2016

187. A Visitor Economy Strategy for Derby is being developed in association with industry partners across the city and in particular the Derby Tourism Cluster. Its first objective 'Enhancing Derby's Identity For Visitors' aims to interpret Derby's competitive edge and unique selling points by promoting the city across a range of marketing tools as:
- "Great Place" – promoting the city as a place to visit for the leisure tourism market for staying visitors and day/ evening visitors, based on Derby's unique themes and stories and also on Derby's city offer.
  - "Great Base" – from which to visit the surrounding area and attractions (central position and ease of access) predominantly for staying visitors.

- “Great Space” - concentrating on the business tourism opportunity through promotion of the city for conferences and major business events.

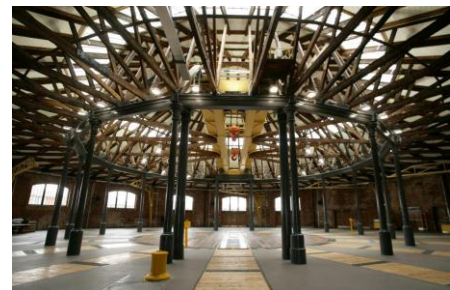
188. Derby has some unique themes and stories based around the enlightenment period and industrial transformation. These are authentic as part of Derby's heritage and are meaningful to Derby whilst also being relevant on an international modern stage - for example, WHS, Joseph Wright, engineering giants and 21<sup>st</sup> century gaming technology. They are both educational and interesting with opportunities for interpretation to be attractive to a number of markets. It is fitting then that that these themes and experiences are being used towards developing a vision and strategy for Derby tourism. These stories will create a platform for an inspiring visitor experience which puts the city's present-day strengths as a centre for high technology and creativity into a meaningful cultural and historic context.



189. The World Heritage Site status is a huge potential asset to the city. There are ambitions within the city to attract more of a family audience and create a visitor attraction of national significance to tell its story set in the context of the wider valley and of the significance on the world scene of Derby innovations. The innovation, engineering creativity theme which supports the WHS accreditation, is manifest throughout the city and transcends both the historical and the contemporary Derby picture.

190. In the following ways there are ways for the visitor to engage with heritage aspects of the story:

- Derby Roundhouse – Derby College. Tours of the Derby Roundhouse and the Railway Quarter
- Royal Crown Derby – Tours of England's oldest surviving bone china manufacturer, producing exclusively in Derby.
- The Joseph Wright Collection – Wright is an artist of International repute and significance particularly as the first painter to capture science through art and to portray the significant figures. The Derby Museum and Art Gallery is home to the largest collection of Wrights and this is recognised as a world class asset.
- Derby is a cathedral city. Bess of Hardwick's tomb can be seen within and tower climbs are available. A family of Peregrine Falcons nest in the tower.



## **DVMWHS marketing aims**

191. The DVMWHS partnership has not previously had a clear set of collective marketing aspirations or aims for the WHS as a whole. We therefore suggest the following overall marketing aims should be adopted:

- **To establish the Derwent Valley Mills World Heritage Site as a distinct tourism destination, recognised for the significance of its industrial and cultural heritage, and for its unique landscape and natural features.**
- **To achieve a sustainable approach to tourism development in the DVMWHS, through balanced development of sites, tactical marketing, and effective pro-active visitor management.**
- **To increase the contribution made by tourism to the local economy of the Derwent Valley.**

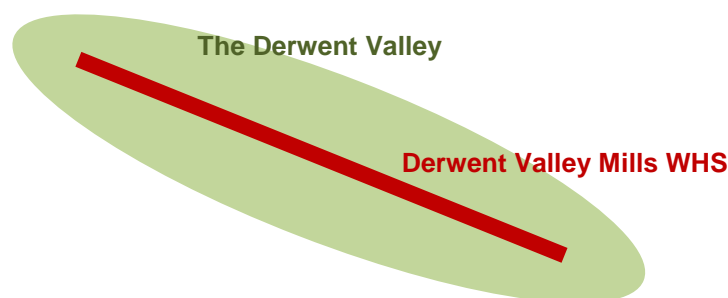
## **Influencing factors and principles**

192. We also suggest the following factors and principles are recognised:

- **We must retain the integrity of DVMWHS and its WHS status.**
- **We must achieve a sustainable tourism solution – need to balance the conservation of natural & industrial heritage with optimum usage.**
- **We must recognise and acknowledge that not all of WHS has an attracting power and is marketable.**
- **We need to establish close links between marketing and interpretation - Derwent Valley Mills WHS has one story, with multiple themes – all WHS components are linked to these themes.**

## WHS or wider valley – the recommended approach to promotion

193. The DVMWHS, although historically and internationally significant, is yet to be fully developed as a tourism destination. The current tourism offer is based mainly around various sites of built heritage which have limited appeal and, with a few exceptions, provide an unfulfilling visitor experience. These sites attract modest numbers of visitors, and the highest tourism-related impact actually comes from retail businesses within the WHS area.
194. Three distinct areas of potential tourism development within the WHS have been identified from previous work – the northern, central and southern ‘hubs’ of Cromford, Belper and Derby – as well as some of the connecting routes. At this time, none of these hubs are at a stage where they provide a co-ordinated and well-resourced visitor experience – at all three, there is still much to be done over the next 3-5 years in the way of developing infrastructure, visitor services and ‘things to do.’
195. High visitor numbers at nearby attractions along the valley are evidence of significant ‘pull’ by other operations which are heritage-related but which are already more tourism focused. Given the relative weakness of the core WHS product and the time still required to establish itself as a credible destination in its own right, we recommend that DVMWHS aims to maximise the opportunities brought by closer association with these nearby well-established attractions and with the wider tourism industry, as well as with the valley’s natural assets of river, wildlife and landscape.
196. The recommended marketing approach for the next 3-5 years is therefore based upon the concept of a combined **WHS + The Derwent Valley** product, with the DVMWHS historic components at the centre.



197. In doing so, it builds upon two core strengths of the DVMWHS and the wider Derwent Valley:
- **The significant and diverse range of heritage products & experiences**
  - **The beautiful natural landscape of valley and river**

## The valley as destination

198. The following description represents the overall mix of product and experience which DVMWHS could offer its visitors within just a few years.

- A fascinating series of historic mills and communities along 15 miles of Derbyshire's River Derwent, in a spectacular and beautiful valley setting - the birthplace of the factory system where in the 18th Century water power was first successfully used for textile production.
- A World Heritage Site Visitor Centre (Cromford) open 7 days per week, where the stories of the mills, workers and communities are brought to life – along with cafés, shops, exhibitions, village tours and events for all the family.
- A wide range of nearby family attractions including cable cars, steam railways, windmill, mining museums, a tramway village and stately home.
- A science & technology visitor attraction (Silk Mill) where 18<sup>th</sup> century industry meets 21<sup>st</sup> century in a riverside city centre with a rich arts, cultural, leisure and retail offer.
- A distinctive mill town (Belper) with factory shops, a diverse range of independent retailers, and a fascinating social history to tell through an interperative visitor centre and local tours.
- Miles of walking trails to explore and enjoy, along the canal and riverside in the beautiful Derwent Valley, through mill towns, villages and from railway stations along the valley.
- Guided walks and tours along the riverside and around sites of industrial and social heritage.
- Historic railway stations, railway workshops, magnificent steam engines, and a working textile museum with authentic historic working machines.
- Fascinating factory tours and fabulous factory shops (including the home of some of the world's finest contemporary knitwear) craft and clothes outlets & Edinburgh Woollen Mill
- Connections up and down the valley by bus, rail and river boat.
- A wide choice of accommodation in and around the WHS, including self catering cottages, B&Bs and modern city hotels.
- An all year round programme of arts, historical, cultural and social entertainment, events and activities all along the valley.



199. The recommended simple proposition statement which would enable these strengths to be expressed and explained further would be:

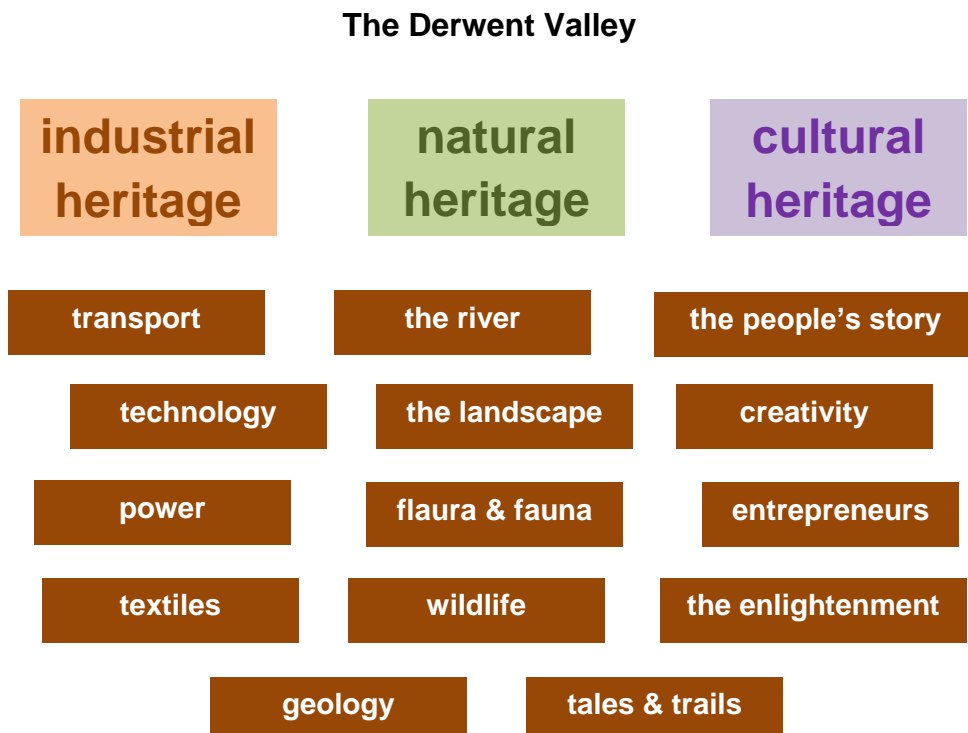
## *The Derwent Valley*

**The Valley that changed the world**

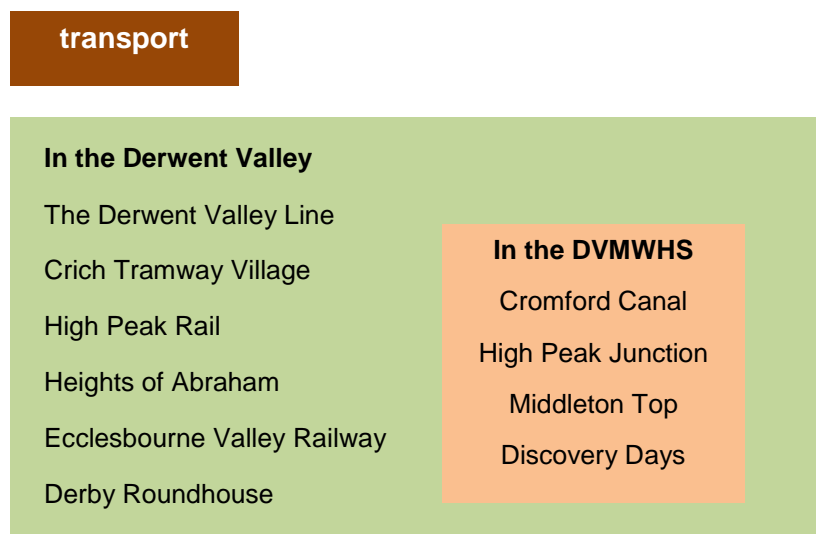
200. This proposition is based on the analysis found in paragraphs 193 to 198 and can be used as a headline / tag-line in advertising, on-line promotions and on marketing collateral, and in conjunction with new DVMWHS identity or visual 'brand.' It can be used to promote the specific WHS attractions and also the broader definition which includes the nearby attractions. Careful use of a selected range of 'on-brand' images will also help to visually reinforce the message and the core strengths of the WHS and wider destination.

201. For the purposes of tourism marketing, and based upon the very real strengths of the area, the **Derwent Valley** concept has 3 strands – **industrial, natural and cultural**. These strands correspond well with many of the key interests of the main visitor markets identified by the local and national tourist boards.

202. A number of **themes**, many of which link to the DVMWHS Interpretation Strategy, are also suggested to group and package product for promotion to visitors. These themes are linked to one or more of these heritage strands.



203. Various **'attractors'** i.e., visitor attractions and experiences throughout the valley, may be linked to the product themes as appropriate, for example:



### Potential cross cutting marketing themes

204. Given these potential product groups or themes, we strongly recommend a **thematic approach** towards marketing the core WHS tourism product and the related experiences and attractions found in the wider valley area. This approach will help to:
- Package the product in manageable formats to present and promote it to different visitor audiences.
  - Maximise the opportunity to link to thematic promotions by Visit Peak District & Derbyshire DMP, Derby Tourism, Visit England and Visit Britain.
  - Align the tourism marketing with corresponding themes being developed and implemented in the WHS interpretation Strategy.
205. It is important that the DVMWHS key themes should be explored and developed with Visit Peak District & Derbyshire DMP and with Derby Tourism as quickly as possible. Linking elements of the WHS to these product themes will provide a potential direct link from destination, national and international tourist board websites.
206. In addition, DVMWHS must maximise the opportunities for day visitors being dispersed from the Peak District – now recognised as one of England's leading 'attract brands'. Visit Peak District & Derbyshire is in the process of developing a Visitor Dispersal Strategy for the area.

## **Primary markets (2011-2014)**

207. **Staying visitors in the Peak District & Derbyshire, and in the city of Derby**
- Those who are already visiting the area, mostly in or around the Peak District, and who can be encouraged to 'dip in' to the World Heritage Site for a day as part of a wider mixed tourism experience (this takes advantage of the attracting power of the Peak District and of the wide appeal of nearby visitor attractions.)
  - Visitors who are taking an overnight stay in one of the city's growing number of hotels, and taking advantage of the wide variety of days-out in the surrounding area – using Derby as a 'Great Place, Great Base' This takes advantage of the emerging strengths of the city as a good base for serviced accommodation, eating out and central location for visiting the surrounding area.
208. **Day visitors within 60 minutes drive & train time of the Derwent Valley**
- Those looking for a rewarding day out with a diverse choice of activities and experiences in a single geographic area.

## **Secondary markets (2014 and beyond)**

209. **Staying visitors for whom the World Heritage Site (and the wider valley area) will be the main motivation for the visit**
210. **Specialist audiences**
- Those with particular interests in industrial heritage, in particular Group Travel Operators (GTOs) - the core GTO market continues to be made up of over 55s, and in order of popularity, their top three areas of interest are historic houses/buildings (at 64%), parks/gardens (at 57% and countryside/outdoor / beauty spots (at 55%)
  - Those with interest in natural heritage and gentle outdoor experiences, in particular walkers (tapping in to existing Peak District & Derbyshire visitor markets)

## 6. Recommendations

### Destination development

1. Develop a Visitor Development Plan for the 'Arkwright' Cluster - consider all key elements of the 'Arkwright Cluster' centred on the Cromford Hub as a major mixed-use visitor destination of the future (product mix, infrastructure and facilities, visitor management, visitor services, transportation (into and around the site), orientation, environmental impact, etc.
2. Develop the river visitor experience as a connecting thread - the best way to appreciate the connection between geology, landscape and the DVMWHS story –events, walking routes, etc.
3. Support the development of the Gateway Centre at Cromford Mill, and also connecting links through into Matlock Bath and Matlock
4. Develop a clear visitor proposition for Belper - to be developed in consultation with local groups and stakeholders, and with the aim of achieving a distinctive marketing proposition for the town. This should consider Belper from a visitor perspective, and consider aspects such as public realm, transport, visitor management.
5. Develop the walking routes between the three main hubs - this will help to make them a stronger part of the visitor offer, and more closely link the built to the natural environment. Sections to consider will be the gap between Matlock Bath and the Cromford Canal (with a link through the grounds of Willersley Castle) and the cycle path between the Silk Mill and Darley Abbey.
6. Support the re-development of Silk Mill in Derby as southern interpretive gateway.
7. Strengthen the role of the Derwent Valley Line in supporting visitor access and dispersal throughout the DVMWHS - crucial if the WHS wishes to champion sustainable transport throughout the valley and encourage greater numbers of non-car users into the World Heritage Site. There is a unique opportunity to attract day visitors coming by train, but also to encourage movement by visitors up and down the valley to different parts of the WHS.
8. Bring the heritage story 'to life' for it to become a visitor attraction – needs an all year round events programme + strong interpretative programme well managed and of consistent content and quality. Always a new reason to visit.
9. Develop walking routes and themes as a key attractor.
10. Implement a permanent system of data capture and evaluation to monitor visitor numbers, visitor motivations, movements and trends throughout the DVMWHS.
11. Commission DVMWHS Market Research (Interpretation Plan AP 6)
12. Commission a DVMWHS Economic Impact Assessment

## Destination marketing

1. Interpret the concept of the **The Derwent Valley** into print and on-line versions.
2. Link DVMWHS products to thematic marketing campaigns by local and national tourist agencies and strategic advertising.
3. Work with VPD&D to disperse visitors from the Peak District southwards into the Derwent Valley.
4. Work with Derby Tourism to disperse visitor northwards into the Derwent Valley, e.g. city being a great base to explore further afield - the Derwent Valley Mills WHS forms part of a broad Derby heritage story (industrial and cultural), one strand of the city's tourism strategy.
5. Promote DVMWHS as a walking destination – one of its key attractors, loops, trails, industrial, natural and cultural heritage themes.
6. Develop WHS products aimed at short breaks in shoulder/winter months.
7. Enhance the DVMWHS website as the primary informational portal for visitors. (Interpretation Plan AP 11)

## 7. Conclusion

211. The following Action Plans relate to the Recommendations which have been shaped by the analysis within the Strategy. They are intended to deliver successful activities which will raise the marketing activity and profile of the WHS with the segmented sectors of the population who have a propensity to visit. Any linkage to the Interpretation Plan has been noted. The costs associated with the actions are indicative. They do not include the costs of capital developments at the sites within the DVMWHS or the costs of staff time.
212. The total amount is estimated at £295,500 over a 5 year period. Some of these are one-off costs. It is anticipated that the annual cost of delivering this strategy will be a minimum of £62,500. We are aware that the DVMWHS does not have an adequate revenue budget to deliver this over the next five years and beyond. Despite the extremely difficult funding environment it is hoped that the DVMWHS partners could pool resources to deliver some elements of this plan.

## ACTION PLAN 2011 - 2016

### Destination Development

Rec No	SWOT Ref	Action	Responsibility	Deadline	Resources (£)	Measure
1.	1 i 7 a,b,l 14 a,c	Develop a Visitor Development Plan for the 'Arkwright' Cluster - consider all key elements of the 'Arkwright Cluster' centred on the Cromford Hub as a major mixed-use visitor destination of the future	DVMWHS Cromford partners	2014 onwards	??	
2.	1 j, l 2 f	Develop the river visitor experience as a connecting thread - the best way to appreciate the connection between geology, landscape and the DVMWHS story – to include events, walking routes, etc	DVMWHS	2012 -2014	??	
3.	1 l, f 2 f 3 f 7 b, i 14 a	Support the development of the Gateway Centre at Cromford Mill, and also connecting links through into Matlock Bath and Matlock	Arkwright Soc. DVMWHS	2011 -2014	Staff time	Project gains funding and is completed
4.	1 j 2 f 14 a,c	Develop a clear visitor proposition for Belper - to be developed in consultation with local groups and stakeholders, and with the aim of achieving a distinctive marketing proposition for the town.	DVMWHS Belper partners	2014 onwards	??	
5.	1 h,l 13 c	Develop the walking routes between the three main hubs - Sections to consider will be the gap between Matlock Bath and the Cromford Canal (with a link through the grounds of Willersley Castle) and the cycle path between the Silk Mill and Darley Abbey.	DVMWHS Derby City	2013	Staff time	

<b>Rec No</b>	<b>SWOT Ref</b>	<b>Action</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Resources (£)</b>	<b>Measure</b>
6.	1 c,g,h 7 a,b,l	Support the re-development of Silk Mill in Derby as southern interpretive gateway.	DVMWHS Derby Mus Trust	2011 -2018	Staff time	Project gains funding and is completed
7.	2 d,j	Strengthen the role of the Derwent Valley Line in supporting visitor access and dispersal throughout the DVMWHS.	DVMWHS DVLGRP	2011 -2018	Staff time	Inc. in visitor usage
8.	1 k,l 5 b	Bring the heritage story 'to life' through all year round events programme + strong interpretative programme. (interpretation Plan AP 5, AP 9)	DVMWHS WHS Partners	2012 - 2014	5,000 25,000 pa (130,000)	Inc. in visitor usage
9.	1 h,l 13 c	Develop walking routes and themes as a key attractor.	DVMWHS		??	
10.	3 e, g, h	Implement a permanent system of data capture and evaluation to monitor visitor numbers, visitor motivations, movements and trends throughout the DVMWHS.	DVMWHS	2011 onwards	Staff time	Data collected and trends analysed
11.	2 i, 3 g 5 b	Commission DVMWHS Market Research (Interpretation Plan AP 6)	DVMWHS	2012 ,2014, 2016	10,000 pa (30,000)	Market intelligence and segmentation
12.	2 i, 3 g 5 b	Commission a DVMWHS Economic Impact Assessment.	DVMWHS	2016	20,000	Useful PI & advocacy information



## Destination Marketing

Rec No	SWOT Ref	Action	Responsibility	Timescale	Resources (£)	Measure
1.	1 j 2 a,c,f 7h 9 a 10 b	Interpret the concept of the <b>The Derwent Valley</b> into print and on-line versions.	DVMWHS	2011 onwards	See below	
2.	2 a, b, g 5b	Link DVMWHS products to thematic marketing campaigns by local and national tourist agencies and strategic advertising.	DVMWHS	2012 onwards	20,000 pa (80,000)	Inc. in visitor usage
3.	2 a,b,c,g 7 e,g,h,i	Work with VPD&D to disperse visitors from the Peak District southwards into the Derwent Valley.	DVMWHS	2012 onwards	See above	Inc. in visitor usage
4.	2 a,b,c,g 7 e,g,h,i	Work with Derby Tourism to disperse visitor northwards into the Derwent Valley.	DVMWHS	2012 onwards	See above	Inc. in visitor usage
5.	2 a,b 13 c	Promote DVMWHS as a walking destination – one of its key attractors.	DVMWHS	2012 onwards	5,000 pa (20,000)	Inc. in visitor usage
6.	2 h	Develop WHS products aimed at short breaks in shoulder/winter months.	DVMWHS	2013 onwards	??	
7.	3 b	Enhance the DVMWHS website as the primary informational portal for visitors. (Interpretation Plan AP 11)	DVMWHS	2012 onwards	5,000 2,500 pa (15,500)	Inc. in visitor usage

## Appendix

Our grateful thanks to the following consultees:

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