

Derbyshire Cultural Framework

Derbyshire County Council | Culture, Heritage and Tourism Board
Autumn 2021



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**ARTS COUNCIL
ENGLAND**



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Foreword

Derbyshire is a special place, a very special place. It is so for many reasons, but none more so than for its creative and cultural vibrancy. The culture, heritage and the innovative spirit of its people provide a unique and distinctive offer to residents and visitors alike. Yet more could be done to truly realise the value of culture to a county that sits at the very heart of the nation.

This Cultural Framework will provide a focus for more significant investment into the sector whilst encouraging collaboration and renewed effort to maximise the social and economic benefits for all. The Framework aims to raise the profile of culture in its many forms and shine a light on this beautiful county.

We are proud of Derbyshire and wholeheartedly support the pivotal role that culture can play in its bright future. We commend this Framework to you and hope that you will help contribute to its successful delivery.

Cllr Barry Lewis – Leader of Derbyshire County Council

James Berresford – Chair of the Culture, Heritage and Tourism Board (**CHAT**)

4th October 2021

The Culture, Heritage and Tourism (**CHAT**) Board is a countywide, strategic partnership of public sector and cultural organisations who come together to advocate for, promote and facilitate the development of culture, heritage and tourism in Derbyshire. The **CHAT** Board is administered by Derbyshire County Council and championed by the current leader of the Council. The **CHAT** Board has overseen the development of the Cultural Framework via a designated Task and Finish Group.

CHAT provides a broad coalition of support to work across sectors and provides a mechanism to support collective, co-ordinated action with the objective of leveraging new resources, developing new audiences and participants, and growing Derbyshire's cultural ecosystem.

CHAT's key aim is to maximise the economic potential of Derbyshire's distinctive cultural and environmental offer to ensure the county is an exceptional place for people to live, work, visit and invest. This aim is a primary driver in the development of the Framework, though we recognise that community and social cohesion are fundamental to inclusive, sustainable growth.



This Girl Codes
Junction Arts

Executive summary

From recovery to renewal

Culture is a major driver of the UK economy, contributing more than agriculture pre-pandemic, adding £10.8bn to the UK's GDP. The Arts Council's new Strategy **Let's Create** recognizes the role of culture in responding to the major challenges of the coming decade including "inequality of wealth and of opportunity, social isolation and mental ill-health, and above all of these, the accelerating climate emergency".

While there is increasing recognition of the part that creativity and culture can play in supporting local economies and talent, health and wellbeing, and children and young people, the full potential of a culture-led recovery can only be met by strategically and systemically orchestrating pathways and processes that bring our culture, heritage and tourism sectors together at both an operational and a leadership level.

This framework aims to empower Derbyshire's culture, heritage and tourism businesses, makers, doers, stakeholders, audiences and communities to strengthen partnerships with local and national government, open new avenues for all who work in museums, libraries and arts organisations and improve the lives of people across the whole county. It recognizes that the people of Derbyshire are more than just consumers and that our rich landscapes, heritage, creative and destination attractions all play a part in making the county a healthy, sustainable and exciting place to work, rest and play.

However, this isn't to ignore the economics of culture. To achieve rapid recovery Derbyshire needs a unique and cohesive cultural offer made for and by Derbyshire to keep the economic impact in the county. This requires a stronger creative and heritage sector that knows how to work across tourism, regeneration and town-centre management. Non-cultural stakeholders also need support and new systems to value and work with the creative producers, artists, musicians, designers, story tellers and performers that tell Derbyshire's story.

Summary of our priorities

Through extensive consultation across the sector with a wide range of organisations and groups 5 key themes have emerged, whose implementation will be phased over the next 5 years:

- Derbyshire Hothouse: Developing and diversifying Derbyshire's creative talent
- The Derbyshire Story: Celebrating Derbyshire's cultural heritage, stories, landscape and people
- New Market Place: Harnessing culture and creativity to build vibrant, welcoming cultural hubs for residents and visitors
- Shine A Light: Developing distinctive signature projects, of scale and quality, to dramatically improve the offer for local communities and visitors
- Collective Derbyshire: Providing leadership and a shared voice to support sustainability and collaboration across the county and city

Who will we focus on

Culture is for everyone and so we need to ensure it is as relevant, representative and accessible as possible, with people of all ages, backgrounds and communities able to take part in creative opportunities.

Young people in particular need to be inspired and supported to realise their creative ambitions and more needs to be done to facilitate their engagement with culture.

Building diverse audiences for cultural activities and experiences, both by stimulating local interest and by attracting visitors will be key to success. We need to develop robust, evidence-based, inclusive audience development strategies across all the CHAT sectors.

The quick wins

- Re-align existing business support to better suit the needs of the creative and cultural industries
- Explore options to set up a new Screen Agency, to kick start the growth of screen industries
- Development of culture and heritage bookable experiences targeted at visitor market
- Increase collaboration in engagement, learning and audiences across the Derwent Valley Mills World Heritage sites to raise profile and build audiences
- Pilot a creative market town programme, to support high street revitalisation
- Activate greater collaborative programming across heritage and cultural organisations
- Use “Shine a Light” as a launchpad and campaign for signature programming to drive the creative and visitor economy

- Strengthen membership and governance of the CHAT Board to ensure successful delivery of Framework ambitions
- Forge closer working relationships across city and county to realise transformational opportunities, such as Derby’s UK City of Culture bid
- Strengthen links to the region’s creative Further and Higher Education centres to attract and support young and emerging creative entrepreneurs



Harvest Moon Celebration, Erewash
Chris Webb Photography



Blackpop. Designers
Chris Webb Photography

Introduction

Why a cultural framework?

The production of a newly focused cultural framework demonstrates to our communities, funders, investors and stakeholders that Derbyshire is committed to delivering an ambitious, clearly articulated and connected cultural vision for the future. It will ensure unrealised potential and assets are activated, programmes and projects align their funding and investments from the central government's Levelling Up agenda are secured.

Derbyshire's central location, both in terms of customer base and workforce, means the county has an enviable position straddling both city and countryside. Home to unique landscapes, rich traditions and world-class heritage destinations alongside strong connections to some of the UK's most vibrant cities means Derbyshire delivers outstanding quality of life.

The changing patterns of work and the move away from urban centres that have been activated by the pandemic provide the impetus to attract a growing number of creatives to relocate to the county to support economic recovery. However, a lack of major venues and an absence of central co-ordination means the county is not realising its full potential nor supporting the diversity of creative communities as much as it could.



Tracey Keeping. Artist
Chris Webb Photography

A timely strategic intervention

Pre-pandemic, Derbyshire's creative industries contributed £550 million to the local economy and supported 10,300 jobs across Derby and Derbyshire. At 3.2% of GVA this suggests that the creative industries are under-represented in Derbyshire when compared to the national average of 5.3%. However, more nuanced data from NESTA indicates freelance micro-clusters exist in Derby, Belper, Chesterfield, Glossop, Buxton and within Derbyshire Dales. Supporting these agile communities will ensure a solid foundation for levelling up the creative sector.

Derbyshire's 27 market towns are integral to the county's identity and sense of place. From Chesterfield, the county's primary market town in the north east, to the spa town of Buxton in the north west, to the settlements that follow the course of the River Derwent and its tributaries, to the former mining towns in the east and south of the county, each has their own unique identity and story to tell. Many of the county's town centres are, however, struggling. For some the impact of the global pandemic has accelerated their decline.

This framework seeks to provide Derbyshire with a toolkit to stronger cultural leadership, a better creative environment and more connected communities, providing routes to attract the very best of the sector to Derbyshire. In doing so we want to create a place where residents, visitors, creatives and entrepreneurs want to stay. In addition, the city of Derby is important for the economic and cultural vitality of the county; the prosperity of both are intrinsically linked and collaboration is mutually beneficial.















Since 2019 there has been a series of unprecedented national and global shifts which continue to have an impact on the CHAT sectors. As well as supporting the short term recovery of the sector, the Framework champions the role of Derbyshire's creative and cultural industries in helping shape the county's longer term recovery, through harnessing the creativity and innovation inherent in the sector to take on the challenges of the post-COVID world: generating jobs and investment in the local economy, facilitating place-making, enriching the visitor offer, helping to re-imagine the high street and continuing to support the health and wellbeing of Derbyshire's communities.



Bolsover Lantern Parade
Jill Meads

Why a cultural framework?

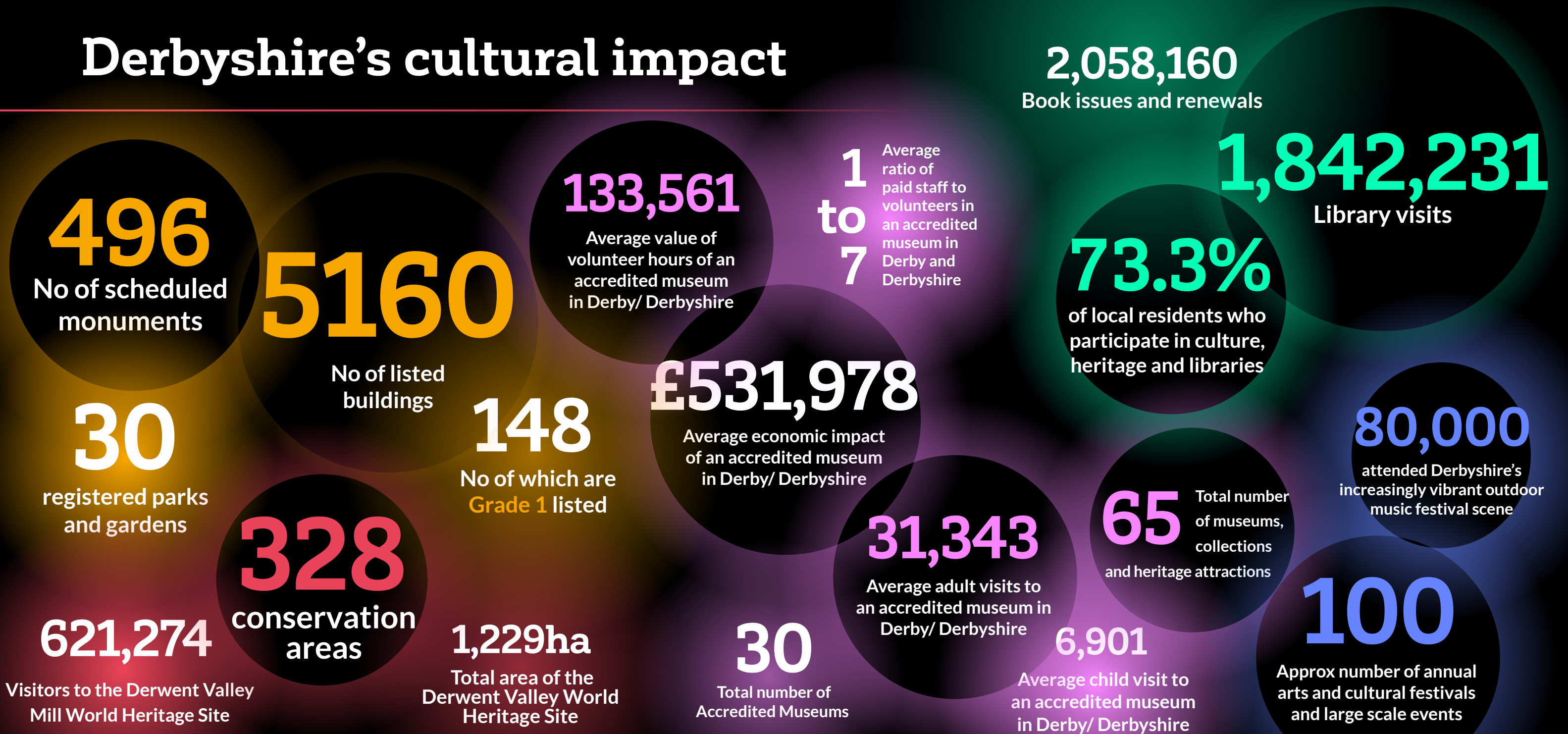
The opportunities

-  The only UNESCO World Heritage site in the East Midlands: the Derwent Valley Mills, birthplace of the industrial revolution
-  The Peak District: Derbyshire's most significant visitor economy and natural capital asset
-  Rich and varied architectural and historic interest: nearly 300 conservation areas, 27 unique market towns, renowned stately homes, more than 40 museums
-  Rich and diverse landscape character
-  Cultural rejuvenation in key towns, e.g. Chesterfield and Buxton
-  Plans for improved connectivity: HS2, Hope Valley Line, White Peak Loop
-  Located in the heart of the nation and accessible to over 16 million people within 90 minutes' drive time
-  Vision Derbyshire provides opportunity for collective working
-  Nationally strong visitor economy in the north and west of the county. Pre-pandemic, our visitor sector contributed £2.5bn to economy and supported 32,000 jobs
-  High concentrations of creative businesses in High Peak, Derbyshire Dales, Chesterfield and Derby
-  Strong heritage of innovation and making, with globally strong manufacturing in the south of the county
-  New funding - Towns Fund, Future High Streets, County Deals, Levelling Up, Shared Prosperity Fund and Arts Council Priority Places
-  Growing interest in Derbyshire as a location for film and TV production
-  Strong network of participatory arts organisations

The challenges

-  Lack of major venues
-  Lack of resourced, central co-ordination
-  Lack of shared intelligence base
-  Lots of individual projects, but fewer collaborative programmes
-  Geographic scale and diversity of the county
-  Disproportionate impact of the pandemic on the cultural sectors and consequent reduction in resiliency
-  Local government tier system across County, Districts/ Boroughs, Towns and Unitary (Derby) makes joined-up working more challenging
-  Uncertainty about the ongoing structural reform and devolution
-  Arts and culture significantly underfunded, plus move to community run libraries
-  High level of dependency on volunteers across culture and heritage
-  Significantly lower levels of engagement across arts, museum and libraries by Derbyshire residents than nationally

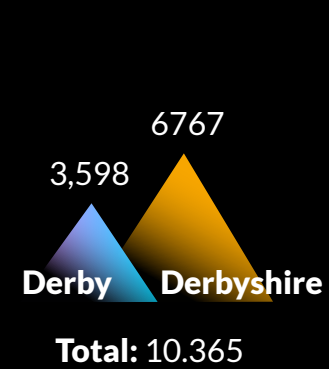
Derbyshire's cultural impact



Source: All sources will be listed in final publication

Derbyshire's cultural impact

Creative + Digital Industries - Employment



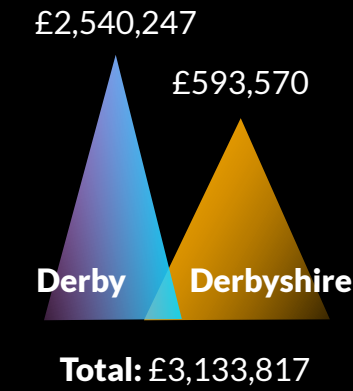
Creative + Digital Industries - GVA



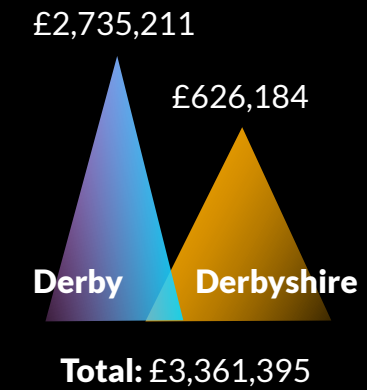
Number of Arts Council National Portfolio Organisations (NPOs)



Level of Funding received by NPOs



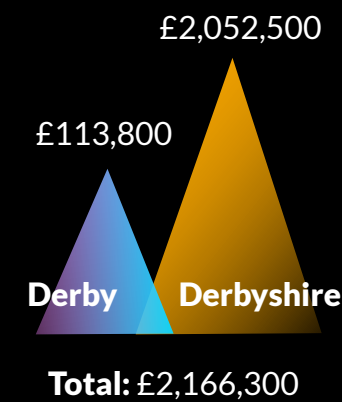
Total Level of Funding Invested By ACE (excluding NPOs)



Total level of investment via the Cultural Recovery Fund (Round 1&2) - awarded in 2020



Total level of funding awarded by the National Heritage Lottery Fund



All statistics 2019-20



Y Not Festival
Entirety Creative Ross Silcocks

Ambition & Scope

Ambition

The next five years are critical for the recovery of Derbyshire, presenting an opportunity to reposition the county in terms of economy, perception and place. This framework aims to shine a light on the hidden gems of both our traditional and our cutting-edge culture, providing a hothouse that will support the growth of the entire CHAT economy and develop new ways to attract and retain talent, encourage more visitors and support local communities.

It is primed and supported by Derbyshire's new £1million local Cultural Recovery Fund, maximising the impact of external investment to support and grow the CHAT sectors over the coming years.



Lauren Russell, Dancer. Derby Theatre
Chris Webb Photography

The Framework is based on a series of principles:

LOOKING IN – lead by example, create a strong circular economy

LOOKING OUT – be inspired by and learn from others

SHARING – best practice, intelligence, opportunities

CREATING – a coherent offer, products for market, sense of place

GROWING – confidence, scaling up, diversifying

SUSTAINABLE – socially, economically & environmentally sustainable

DERBYSHIRE – place-based, people-centred, storytelling

Delivering on these principles Derbyshire will nurture a progressive creative economy, demonstrating innovation, collaboration and sustainability.

Scope

This Framework has been designed to form a core part of the Derbyshire Economic Partnerships Economic Recovery Strategy and Employment and Skills Recovery Plan by:

- Providing a vision to help rebuild and drive forward the Derbyshire creative economy, connecting culture, heritage, place-making and tourism
- Facilitating organisational and structural innovation between the **CHAT** sectors, including economic development
- Building sector resilience by connecting the engine of the local creative economy and the public-facing experience economy
- Underlining the need for clarity and collaboration between the **CHAT** sectors to ensure Derbyshire builds back better

The Framework includes a blend of short-term actions to support and strengthen the recovery of the CHAT sector along with longer-term interventions to enable the sector to become more resilient, re-orientate, grow and capitalise on new opportunities over the next 5 years.

Timber Festival
Andrew Allcock



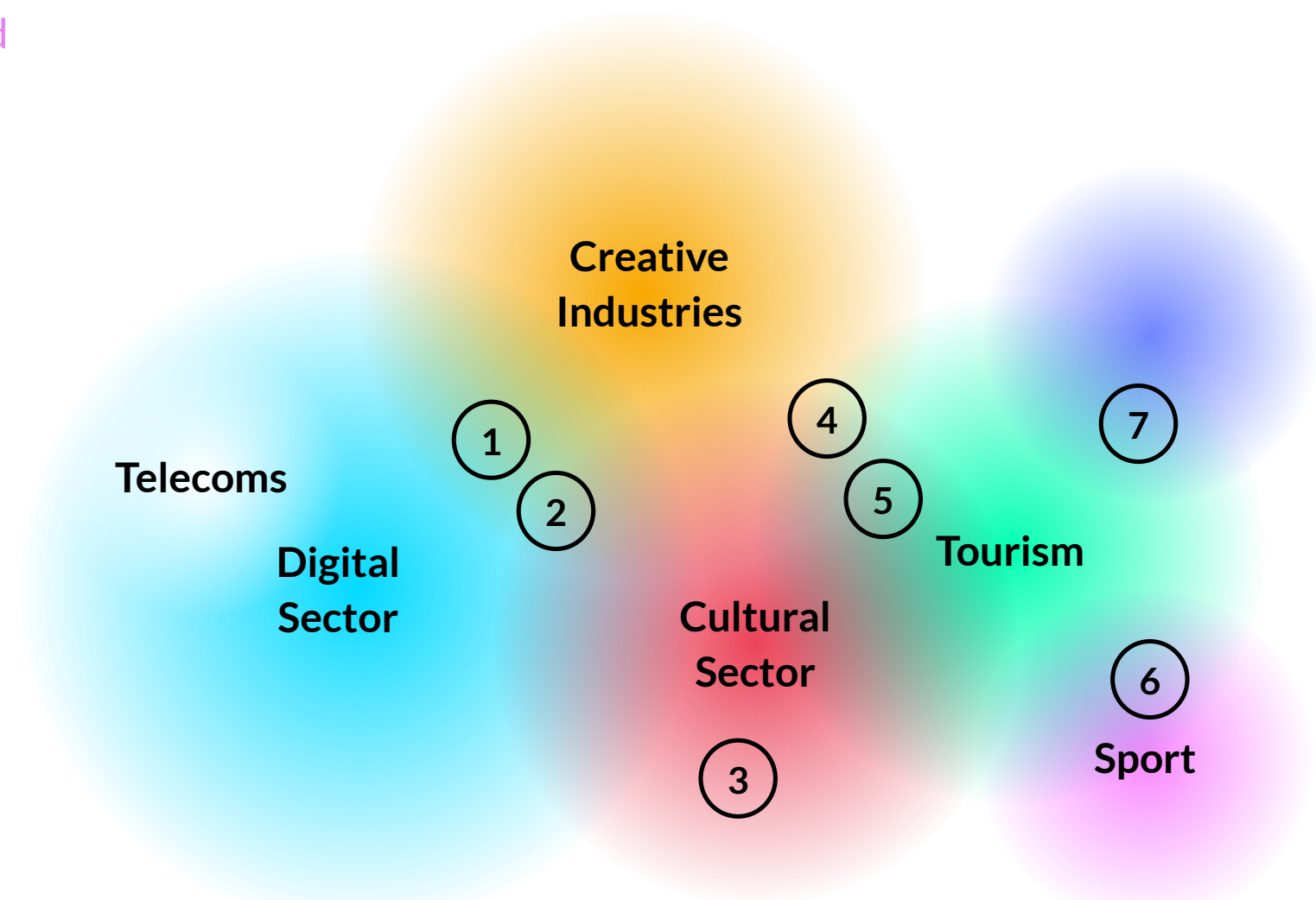
Definitions

The research and stakeholder engagement for the Framework has focused on the overlap of the creative industries, cultural sectors and tourism sector as defined by DCMS. Telecoms, Sport and Gambling are not within the scope of this Framework.

- ① Publishing, computer games, software publishing, computer programming, computer consultancy activities
- ② Film, TV, Radio
- ③ Heritage, retail of music and radio recordings, manufacturing of musical instruments, reproduction of recorded media
- ④ Arts, Museum activities
- ⑤ Heritage
- ⑥ Renting of sports goods, operation of sports facilities, other sport activities
- ⑦ Gambling

Note: Civil Society has not been depicted in this figure because it span across all industries, both within DCMS sectors and outside. The overlap between Civil Society and other DCMS totals (Mainly SIC 90 - Arts, which overlaps with Creative Industries, Cultural Sector and Tourism Sector).

DCMS Economic Definitions





The Colour of Time
Derby Feste 2017

Completing the framework

Approach and methodology

The Cultural Framework has been delivered by Curated Place and co-designed with the CHAT Board, Derbyshire County Council and the wider cultural and creative sector across Derbyshire and Derby, using open, collaborative and creative research methodologies. Our approach to both the development of the Framework and its delivery stresses:

- **Inclusivity** – ensuring that culture in Derbyshire embodies the county’s rich diversity and that people of all ages, backgrounds and communities are able to take part in creative opportunities
- **Partnership** – working collectively within the creative and cultural sectors and with wider stakeholders to achieve shared ambitions
- **Co-production** – collaborating with communities to develop activity that reflects local perspectives and aspirations

*Arts Council England Investment Principles/“Let’s Create”, Town Funds, Heritage Action Zone, Communities Renewal Fund, Levelling Up, Shared Prosperity Fund, Museums Estates and Development Fund, Libraries Improvement Fund etc.

Mapping

Understanding the geography of Derbyshire’s cultural sector, mapping was used to establish the spatial cultural landscape. Drawing together key data sets from Arts Council England, The National Lottery Heritage Fund, Sport England and key stakeholders within the county, the mapping identified where grassroots membership activity aligned with more established networks of funding and support. This highlighted where agility and aptitude to respond to opportunities exists and where more support is required. Major capital investment was also mapped to highlight immediate resources and opportunities for collaboration.

Interviews

Following the mapping exercise, a series of in-depth interviews were carried out with key individuals and groups to identify common themes, successes and frustrations with existing structures around culture.

Each participant was also asked to provide a list of their own critical partners and collaborators to compare to the internal cultural landscape view.

Desk research

Research into the priorities, strategies and opportunities current policy and investment to inform where a cultural framework can be used to align individual, institutional and organisational objectives that connect Derbyshire’s countywide needs and desires with regional, national and international priorities and best practice. Key funders’ strategic goals* are aligned in the framework to connect the evidence of need with an objective:

Stakeholder engagement

22 In depth interviews

8 Network events

5 Creative labs

56 Cross-sector Attendees

Including...





Derbyshire Pulse Matlock Bath
Charles Monkhouse

The 5 pillars

The 5 pillars of the cultural framework

This Framework is based on five pillars of action:

Derbyshire Hothouse

Skills, employment & talent development for the creative, digital and screen industries, cross-sector training & mentoring, stimulating enterprise, innovation and product development

The Derbyshire Story

Living heritage and landscape, cultural programming to animate and tell our stories, activating assets, place brand/narrative, developing the offer

The New Market Place

Reimagining town centres, supporting civic pride, activating spaces, developing creative hubs, building the creative offer and driving footfall to our towns

Shine a Light

Large-scale signature programming and capital projects, maximising the cultural offer, recognising and celebrating people, places, products, and encouraging activity in the quieter times of year

Collective Derbyshire

Shared values, collective visions, county and city partnerships, sharing information & data, cross-sector leadership, sustainable cultural economy

Each pillar corresponds to a number of recommended activities and investment priorities. An annual implementation plan will set out detailed outcomes under each of these pillars.

The 5 pillars of the cultural framework

Each pillar supports and enhances the others to deliver key outcomes over the next 5 years.

| | | | | | Outcomes |
|------------------------------|---|---|--|--|---|
| Derbyshire Hothouse | Business support to stimulate enterprise and innovation | Cross sector training, R&D and commissioning | Stronger links with FE & HE to support and build talent pipeline | Focussed support in key growth areas – tourism, screen industries, international, low carbon | Locally rooted skilled workforce with increased confidence & opportunities |
| The Derbyshire Story | Activating collections and communities through creative residencies | Collaborative programming and campaigns across sites to build profile and reach | Creative campaigns to build cultural identity | Landscape, culture and heritage embedded in narrative | Contemporary heritage on an international stage |
| The New Market Place | Developing key cultural hubs and clusters | Increased cultural presence on the high street: workspace, new points of sale, events, community hubs | Supporting community-led activity | Place-based creative forums | Vibrant town centres |
| Shine a Light | Signature capital projects | Spectacle events strategically connected to local creative economies | Funded demonstrator projects (part of Hothouse delivery) | Transformational regional, national and international partnerships | Year-round destination offer across county and city |
| Collective Derbyshire | Shared messaging, data, tools and channels | Shared research & development – audiences, engagement, funding | Cross-sector board for leadership and governance | Net zero strategy seeking strong shared solutions to address climate emergency | Sustainable cultural economy |

Derbyshire Hothouse: Inclusive Skills & Careers

Attracting and retaining creative talent and supporting development at all stages of their career.

Derbyshire is home to and on the doorstep of many of the country's most vibrant cities, each producing the next, exciting generation of new creative professionals. The high quality of life that the county can offer provides a great opportunity to attract, retain and build a creative, diverse workforce and strengthen our local cultural economy.

Access to suitable, affordable workspace, opportunities for networking, peer-to-peer mentoring, structured professional development and economic opportunity are essential components that will attract and retain talent.

Derbyshire's creative and cultural workforce is older and less diverse than the national average. To ensure work remains innovative and relevant it is essential that Derbyshire continues to develop a diverse and inclusive creative sector where young creative entrepreneurs are supported.

Research suggests there are increasing opportunities, in areas such as international trade, tourism, screen industries and the broader experience economy that the current local creative sector is not able to fully deliver against. Targeting resources in these key growth areas and encouraging the development of products, services and experiences to meet these needs, will help build sector resilience whilst supporting wider place-making, economic growth and social cohesion objectives.



“The UK is world renowned for its creative industries, which in turn make it an attractive place to live, work and invest. Human creativity, unlike so many of our natural resources, is limitless - so it makes sense to invest in its potential to transform lives, level up and build sustainable and inspiring futures for many”

Tim Marlow OBE, Chief Executive and Director,
Design Museum, (2021)

Derbyshire Hothouse

There is a broad range of support already available to the sector, via existing skills and business support agencies. However, research indicates current provision falls short of some key sector needs, for example research and product development, mentoring and mid-career training.

A more co-ordinated approach to business support and professional development across Derby and Derbyshire's creative and cultural sectors will be key to unlocking future growth.

This can be achieved by:

- Clearer signposting to current opportunities
- Developing a broader understanding of specific sector needs amongst key agencies and decision makers
- Advocating new opportunities meet the needs of the sector
- Developing new bespoke, targeted programmes of support, where gaps in provision exist

A programme of professional development innovating across culture, heritage and tourism will be key. This will bring together creative entrepreneurs (young and old, emerging and established) from across the **CHAT** sectors to work, learn and create together, pooling knowledge and practice.



Helen Leaf, Artist
Chris Webb
Photography

Derbyshire Hothouse

Investing in:

- Creative producers in landscape and heritage settings - R&D/ innovation programme
- Mentoring scheme for mid-career cultural sector workers, bringing in national expertise
- Development of creative networks
- Screen industries/film location support, via development of new screen agency
- Improved routes to market for crafts and makers, including promotion of Derbyshire talent
- Improved sector-wide volunteering and apprenticeship opportunities
- Stronger links to the region's creative Further and Higher Education centres to attract and support young and emerging creative entrepreneurs
- Training to support innovative, low carbon practice
- Business support to stimulate innovation in product development
- Start-up support for creatives from under-represented groups

Derbyshire Story: Activating Tradition & Archives

Our cultural heritage, our stories, our landscape and our people: collectively these provide our unique identity and brand and help Derbyshire shine on a national and international stage.

Derbyshire has diverse and distinct beautiful landscapes that are derived from its varied geology and humanity's cultural handprint. From the dark and white peaks of the Peak District to the estate farmlands in the south of the county; from the Magnesian Limestone Plateau to the undulating Derbyshire Dales; from the sandstone coal measures landscapes, that contain the historic houses of Bolsover Castle, Sutton Scarsdale and Hardwick Hall, through to the Derwent Valley, that saw the birth of the modern factory system as part of the industrial revolution to the former coalfields in the South now transformed through the creation of the National Forest, these landscapes have provided and continue to provide artistic and cultural inspiration.

In the Magnesian Limestone Plateau can be found some of humankind's earliest art at Creswell Crags, with cave art dating from the Ice Age along with one of the Nation's largest collection of witches' marks, scribed centuries ago into walls at the entrance of caves to ward off malevolent spirits.

Ensuring these rich cultural and landscape assets are conserved and preserved as well as celebrated and promoted will be key.



“It’s not enough to save something – you’ve got to make it live. That’s because a living heritage is most likely to be sustainable and to bring greater benefits to people and communities”

Sir Peter Luff, Chair,
The National Lottery Heritage Fund

Derbyshire Story

Derbyshire is rich in landscape, heritage and cultural assets – historic buildings, industrial heritage, museums and archive collections ; the natural landscape, waterways, quarries and mines; cultural traditions, such as well dressing – all these contribute to The Derbyshire Story.

Creative activities can help breath new life into these assets, bringing depth and meaning to people’s experience of Derbyshire. This will be achieved by commissioning new work, establishing creative residencies, developing learning and engagement activity and maximising on the good practice already initiated, for example by the National Forest, the Derwent Valley Mills World Heritage Site, and the Museum of Making.

Increased use of digital technologies, in the production, publishing and broadcasting of work, will help share the stories of Derbyshire with global audiences, and help us to reach more diverse local audiences.

Derbyshire’s museums and heritage sector has a strong and highly committed community of experts, advocates and custodians, including an army of volunteers. The sector is however under-resourced, quite disparate and often struggles to get its voice heard.

Making is significant within Derbyshire’s industrial and cultural heritage as well its contemporary identity, and so is a really important part of the Derbyshire Story. A campaign linking museum, archives and heritage sites, activities and product promotion around the theme of making, will pilot joint working and help strengthen the visitor offer.



Cromford Mill
Marketing Peak
District and
Derbyshire

Derbyshire Story

Investing in:

- Assets and collections activated through new narratives and showcasing
- Collective programming and collaboration across heritage and cultural organisations to build profile and reach
- Creative campaigns to build cultural identity and promote Derbyshire as a cultural destination to local, national and international audiences
- Presenting heritage in a way that is relevant and exciting for new audiences by making better use of digital media
- Collaborative approaches to engagement, learning and audiences across the Derwent Valley Mills World Heritage sites to raise profile and build audiences
- Development of culture and heritage bookable experiences targeted at visitor market
- Creative residencies in landscape and heritage settings



Bennerley Viaduct
Paul Atherley

The New Market Place: Creative Communities, Creative Places

Harnessing culture and creativity to develop and diversify Derbyshire's market town offer, build vibrancy and drive footfall to our towns.

Derbyshire has a rich and varied mix of settlements, including 27 market towns, each with their own unique identity and story to tell and all contributing to a strong sense of place.

It is recognised that for Derbyshire market towns to become more resilient, they each need to provide a wide offer to both residents and visitors; a predominant focus on retail provision leaves towns vulnerable to change. The pandemic had very different impacts on city and town centres; city centres suffered significantly from the absence of office staff, while some market towns benefited from local footfall as many people worked from home.

The government's High Street Task Force has provided support to the County Council and district authorities as part of the county's strategic response to economic recovery; evidence provided by the Task Force identifies the role arts, heritage and culture and creativity can play in supporting successful and sustainable places, including diversification of vacant or underused spaces, place marketing and branding, civic engagement and animating the high street.



“In my generation as retailers, we successfully cloned every town in Britain so they all looked the same, but clearly that doesn't work. All towns have a heritage and history and their reason for uniqueness needs to be brought to the fore”

Bill Grimsey, former head of Wickes, Iceland and Focus DIY Author of the Grimsey Review 2013, 2018, 2020 (BBC, 2018)

The New Market Place

Derbyshire has some key centres of creative activity, with concentrations in the Derbyshire Dales, High Peak, Chesterfield and Derby, and in particular the creative corridors of Buxton, New Mills, Whaley Bridge, Hayfield and Glossop, feeding into Manchester, and along the Derwent Valley (Belper, Wirksworth and Matlock). These creative micro-clusters are the engine to much of Derbyshire's creative production, boosting the local economy and enriching communities.

Culture and tourism have a clear role to play within the Levelling Up agenda, not only through direct activity but also by re-shaping the image of places. Buxton's designations as a High Street Heritage Action Zone, with accompanying cultural programme puts heritage at the heart of high street recovery. Towns Fund Projects in Clay Cross, Staveley and Long Eaton all have significant cultural proposals as part of their plans. This, coupled with the recent designation of North East Derbyshire, Bolsover and Chesterfield as Priority Places by Arts Council, offers the potential for real step change in these areas, supporting them to thrive through a collaborative approach to culture.

Targeting resources and forging collaboration between the **CHAT** sectors and wider place makers will be key to achieving step change; delivering activities that connect people to place, support community well-being, diversify and animate high streets and that attract visitors through co-ordinated marketing.



Matlock Highstreet
MPDD

The New Market Place

Investing in:

- Supporting the development of existing and emerging creative micro-clusters, as places of inspiration, productivity and collaboration
- Development of flexible, co-working creative and digital workspace in key locations, including the re-purposing of heritage buildings
- Culture-led regeneration projects in priority places, in support of levelling up agendas
- Town festivals and grass roots community activity, that help animate the high street
- Connecting and refocusing key cultural spaces, such as libraries and museums, as creative high street hubs for community and enterprise
- Development of creative forums, to support and grow the local creative ecology
- Activity for young people – both creatives and audience



Shine a Light: Make don't Spectate

Developing distinctive signature projects, of scale and quality, to dramatically improve the offer for local communities and visitors, acting as a beacon for wider programme development.

Signature events, programmes and capital projects will be unique, distinctive and special, easily recognisable as being from and about Derbyshire.

Signature projects will facilitate collaborative working across places and attractions, enabling partners to benefit from economies of scale and building a high-profile campaign with significant reach. Projects will be piloted, tested and developed over time, to build audiences and build the annual cultural offer.

Activity that helps to fuel visitor growth and drive demand, especially in the shoulder and low season, will be a key priority. It will be important that the benefits of signing programming are cascaded throughout the county to ensure they support levelling up agendas; building local capacity, illuminating lesser known attractions and building new markets, in particular along the M1 corridor.

The Shine a Light campaign provides a framework for signature events to celebrate, highlight and support the year-round creative engine of the CHAT Sectors.

An annual programme of large scale, digital projections taking place on some of Derbyshire most iconic buildings will be a central focus, building over a three to five year period. The end goal is a rolling programme of up to 10 large scale evening events at key sites throughout the county, with a wrap-around programme of building illuminations and community engagement activities that enrich both the visitor experience and local community.

Reaching out regionally, nationally and internationally to build ambitious, transformational cultural programmes and benefit from national cultural celebrations.



“Extraordinary and ambitious ephemeral events that live in the memory forever, transforming people’s lives by changing the way they see the world”

Artichoke Trust

Shine a Light

Investing in:

- Signature cultural projects
- Destination experiences to attract audiences and build overnight stays, including an annual programme of large scale, digital projection events at some of Derbyshire's most iconic buildings and at hidden gems
- Reaching out regionally, nationally and internationally to build transformational cultural programmes, such as Derby's City of Culture bid
- Local talent demonstrator projects delivered alongside signature projects to develop rooted sector skills
- Transformational programming to support development of the Derwent Valley Mills World Heritage Site

Collective Derbyshire: Networked Success

Providing leadership and a shared voice to create sustainability for the culture, heritage and tourism sector across Derbyshire

The response to Covid-19 showed how amazingly adaptable and collaborative the sector can be in extraordinary circumstances. Derbyshire's strong tradition of collaboration, through key sector forums such as Arts Derbyshire, Festivity and the Museums and Heritage Forum has helped to facilitate this. Harnessing the sectors collective power along with an increasingly strategic approach to partnership working across sectors and local authority boundaries will be required to realise the full potential of Derbyshire's rich cultural heritage, landscapes and creative communities.

Ongoing structural reform at national, regional and local level and with it the devolution of powers from central government will bring both challenges and opportunities and will require the sector to be agile and responsive to change.

The **CHAT** Board provides a strong platform for the sector and it will need to evolve its role and consider its membership to ensure it remains relevant, diverse and representative. The third sector, in particular grass roots culture and heritage activity, is the bedrock of much of current provision and it will be important to ensure representation and connection with this sector within future CHAT plans.



Bolsover Lantern Parade
Xenium Studios

Collective Derbyshire

Investing in:

- Shared tools for intelligence and data collection, building cross sector insight and data that is comparable and can be benchmarked
- Wider advocacy and support on the value of the creative and cultural economy of the area - how to retain social value in a competitive economy
- External fundraising for Cultural Framework priorities
- Stronger audience focus across and between the CHAT sectors – shared intelligence, inclusive audience development strategies to reach and grow more diverse audiences
- Smarter sector solutions for climate emergency, including net zero training and toolkits
- Specialist board support, advice and facilitation
- Building networks between county, city, region and internationally

Social, Environmental & Economic Sustainability

What does a green cultural recovery look like for the sector?

Derbyshire has delicate and world-renowned landscapes that need to be preserved and celebrated as well as promoted.

Climate justice, environmental sustainability and nature recovery is core to the county's Green ambitions. Derbyshire County Council's recently published Climate Change Strategy sets a target of reducing the County council's own carbon footprint to net zero by 2032 or sooner, plus aims to help drive down carbon emissions generated across the whole of Derbyshire as quickly as possible to net zero by 2050.

The County Council has launched a number of innovative schemes to support its commitment to net zero, including the Green Entrepreneurs Fund, which the CHAT sectors should capitalise on to support green recovery.

Working with partners and stakeholders we will drive transition through:

Low carbon recovery and good growth focusing on

- Net zero training and toolkits for the sector
- Signposting the sector to green business innovation funds and support
- Working with festivals and licensing authorities to develop standardised environmental objectives to help reduce emissions and improve the sustainability of events
- Sharing best practice developed by partners such as the National Forest's Timber Festival
- Using creativity to produce environmentally themed activities and campaigns, to help to change behaviour and open up different approaches to the climate crisis
- Supporting the implementation of the Derbyshire Cycling Plan and the Local Cycling and Walking Investment Plan, in particular supporting connectivity between our key cultural assets, via key cycling infrastructure projects such as the White Peak Loop and Visit Cycle Sleep Repeat in the East of the County
- Promoting integrated, place based-development in transport planning of capital cultural projects to reduce emissions from first and last mile journeys

- Develop a sustainable procurement ensuring environmental and social sustainability is embedded within contracting and procurement activities
- Using creativity and culture to foster an active love of nature that helps more people engage with the environment in a sustainable way

Embedding social value alongside economic value by

- Using creativity to mobilise people, to create space for community action and to connect and empower communities
- Local procurement of services, strengthening local supply chains
- Local skills development
- Upskilling young and emerging creatives to create a local workforce will build and retain talent
- Building networks of social enterprises and community initiatives

Delivery

Delivery and Ownership

The CHAT Board will provide countywide leadership, advocacy, direction and oversight for the Framework.

This Framework has been adopted by Derbyshire County Council and is supported by a range of strategic partners through the CHAT Board.

The ambitions of the Framework will be achieved through CHAT, Derbyshire County Council, local authorities across Derbyshire and the many cultural organisations, businesses and activists in Derbyshire working in collaboration with local people to drive forward Derbyshire's cultural ambitions.

Derbyshire County Council Place Department will oversee and monitor the delivery of the Cultural Framework, including establishing a diverse investment portfolio to realise Derbyshire's cultural ambitions.

'Task and Finish Groups' will be set up to focus on specific elements of the framework and ensures that shared interests between organisations and practitioners are aligned to Framework Priorities.

The Framework will adapt and respond to local, regional, national and international policies to ensure the ambition and priorities remain valid.

An annual implementation plan will set out detailed outcomes under each of the five high-level priorities.

Resources

The development of culture in Derbyshire will require a collaborative approach to funding and investment that is responsive to emerging opportunities and maximises support between public and private sectors. Funding sources may include Arts Council England, the National Lottery Heritage Fund, Levelling Up, Shared Prosperity alongside a wide range of other opportunities.

Derbyshire County Council's new £1million local Cultural Recovery Fund will help deliver the ambitions of the Framework and act as a catalyst to attract additional investment.

How we will measure success

The evidence base which has informed this framework helps provide a snapshot of the current position and provides a good baseline.

Intelligence will continue to be collected and where necessary commissioned to continue to build a robust evidence base to inform future decision making.

A detailed implementation plan and robust performance management framework will be developed in collaboration with partners and will be updated and published annually.

Acknowledgements

Thanks to funding from Arts Council England and Derbyshire County Council the development of the Framework has been shaped and supported by a large number of local businesses and cultural stakeholders.

Thanks to Curated Place for delivering this framework in collaboration with the CHAT Task and Finish Group.

The CHAT Board currently comprises representation from the following organisations;

- National Forest Company
- Peak District National Park Authority
- Chatsworth
- National Trust
- Arts Council England
- National Lottery Heritage Fund
- University of Derby
- Marketing Peak District and Derbyshire
- Leader of Derby City Council
- Leader of Derbyshire County Council
- Leader of Chesterfield Borough Council
- Derwent Valley Mills World Heritage Site

- Arts Derbyshire
- Derbyshire Museums and Heritage Forum
- Derbyshire Economic Partnership
- D2N2 Local Economic Partnership
- Derbyshire County Council – Economic Development, Arts, Libraries, Museums and Archives

Photo Credits

Thanks to everyone who has supplied and given permission for use of images.

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Top row, from left to right;

Chesterfield's Crooked Spire Church, Huw Edwards; Bolsover Lantern Parade, Jill Meads; Diwali at Erewash, Adverse Camber, Chris Webb Photography (**CWP**); Timber Festival, National Forest, Andrew Allcock; Creswell Crag Caves, Creswell Heritage Trust

Middle row;

Harvest Moon Celebration Erewash, Adverse Camber CWP; Y Not Festival, Entirety Creative - Ross Silcocks; Wirksworth Bookshop, Marketing Peak District and Derbyshire (**MPDD**); Sinfonia Viva, CWP; Blackpop Designers, CWP

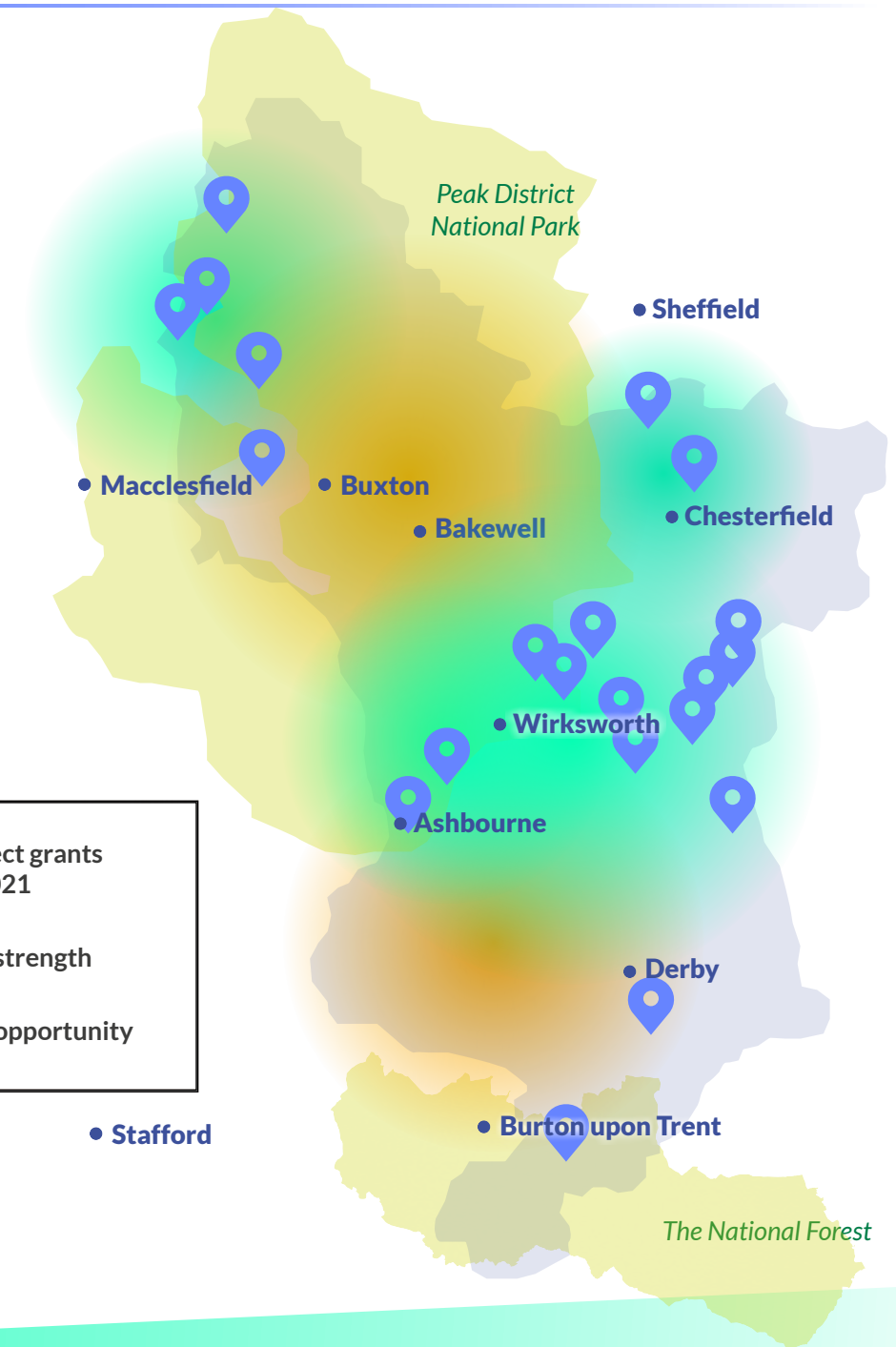
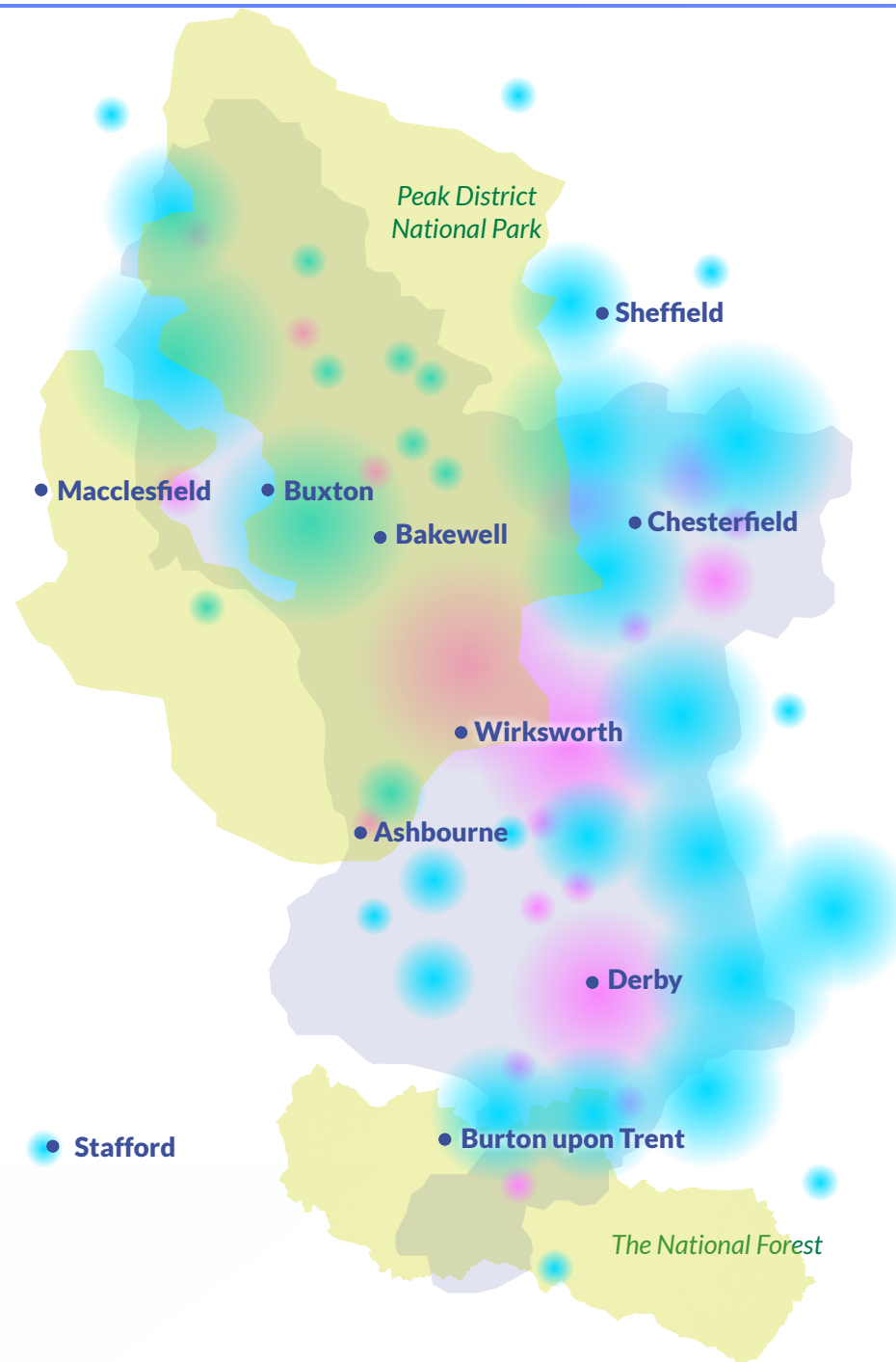
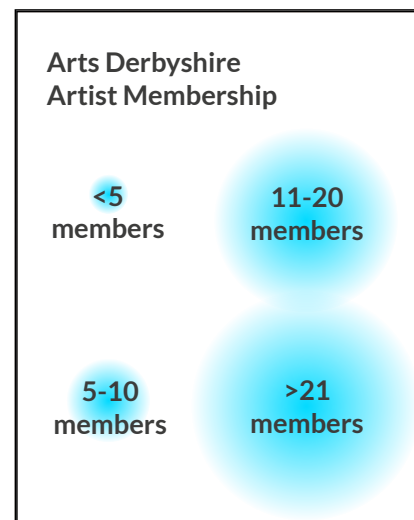
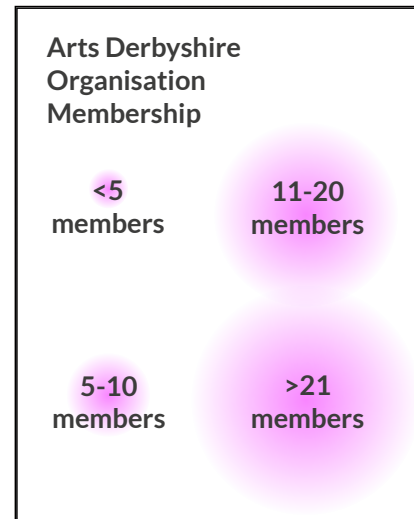
Bottom row;

Lauren Russell, Dancer. Derby Theatre, CWP; Timber Festival, National Forest Samuel Mills Photography; Actress Singer Esme Sears, Derby Theatre CWP; Tracey Keeping, Artist, CWP; Milford in the Derwent Valley Mills World Heritage Site, MPDD

All other photographs are credited where used.

Appendices

Arts organisations & individuals



Landscape & Heritage Destination Clusters

Built heritage successful Heritage Lottery funding awards clusters echo the successful arts clusters, with key clusters in Derbyshire Dales and in the South Derbyshire, potentially anchored around the National Trust properties at Kedleston, Sudbury and Calke Abbey.

The National Trust Treasure Houses are actively seeking to highlight their world class status and deliver a rich 'attraction' experience akin to Chatsworth – an opportunity for CHAT stakeholders to work together.

Derbyshire is rich in grand historic properties, including Hardwick, Haddon, Renishaw, Tissington and Elvaston. What opportunities might exist for collective working and joint commissioning?

Bolsover Castle and Creswell Crags, in the North East both have strong relationships with key ACE funded clients, Junction Arts and First Art. Is there opportunity to replicate this elsewhere?

Museums and Heritage Members show greater clustering to the East of the County. How might we join these to develop a stronger visitor offer in the Eastern wards?

Sustainable, transport connectivity will be key. Key cycling infrastructure projects, such as Visit, Cycle, Sleep, Repeat in the East and the White Peak Loop provide opportunities to increase connectivity between key cultural and visitor sites, providing new interesting itineraries, perhaps a Low Carbon Grand Tour of Derbyshire. For example a trip through time could activate the collection of the Buxton Museum, navigate the clues left in the natural environment, pass through the monuments of the industrial revolution and end at the Museum of Making. A City and County of Culture.



Farm, Factory & Forest. Major Investments & Spectacle

Derbyshire is accessible to over 16 million people within a 90 minute drive time, presenting a huge opportunity to programme spectacular happenings and events, create collective itineraries and increase overnight stays.

Derbyshire is a popular destination for both residents and visitors, including international tourism and connecting this to marketing the County's day visits will attract further strategic partnerships and investment. For example HS2 connects the East and Freeport, providing a new fast connection to the world, driving the opportunities for Chesterfield / Bolsover / Erewash and North East Derbyshire as the entry point and creative engine of the county.

How do we mobilise both the local creative talent and attract new businesses in the short term?

Derbyshire has an immediate opportunity to maximise the cultural renaissance of the County whilst maintaining long term prosperity. Major investments in the market towns (Towns Fund in Staveley, Clay Cross and Long Eaton, High Street Heritage Action Zone in Buxton and Levelling Up in Chesterfield) along with recent investment in the Museum of Making provide opportunity to build and strengthen key cultural assets. Spectacle events such as Timber Festival and Shine a Light create an embedded year-round programme, providing a strong shoulder season offer. How can local businesses and communities better engage with this approach and support the delivery of a unique, high quality offer?



Arts Council England – Priority Places

Arts Council England has identified 54 places across England in which their investment and engagement is too low:

“We want to see villages, towns and cities across the country thrive through a collaborative approach to culture. As part of our plan for achieving Let’s Create, we’ve identified 54 places across England in which our investment and engagement is too low, and opportunity for us to effectively increase investment and engagement is high, and so we’re prioritising working with them from 2021 to 2024.”

In each of their 54 priority places, ACE are collaborating with key stakeholders like local authorities, the cultural sector and organisations representing community interests to identify the change they would like to see through culture. They’ll then work with the people and organisations in those places to increase investment and realise that change.

Derbyshire has 3:

North East Derbyshire

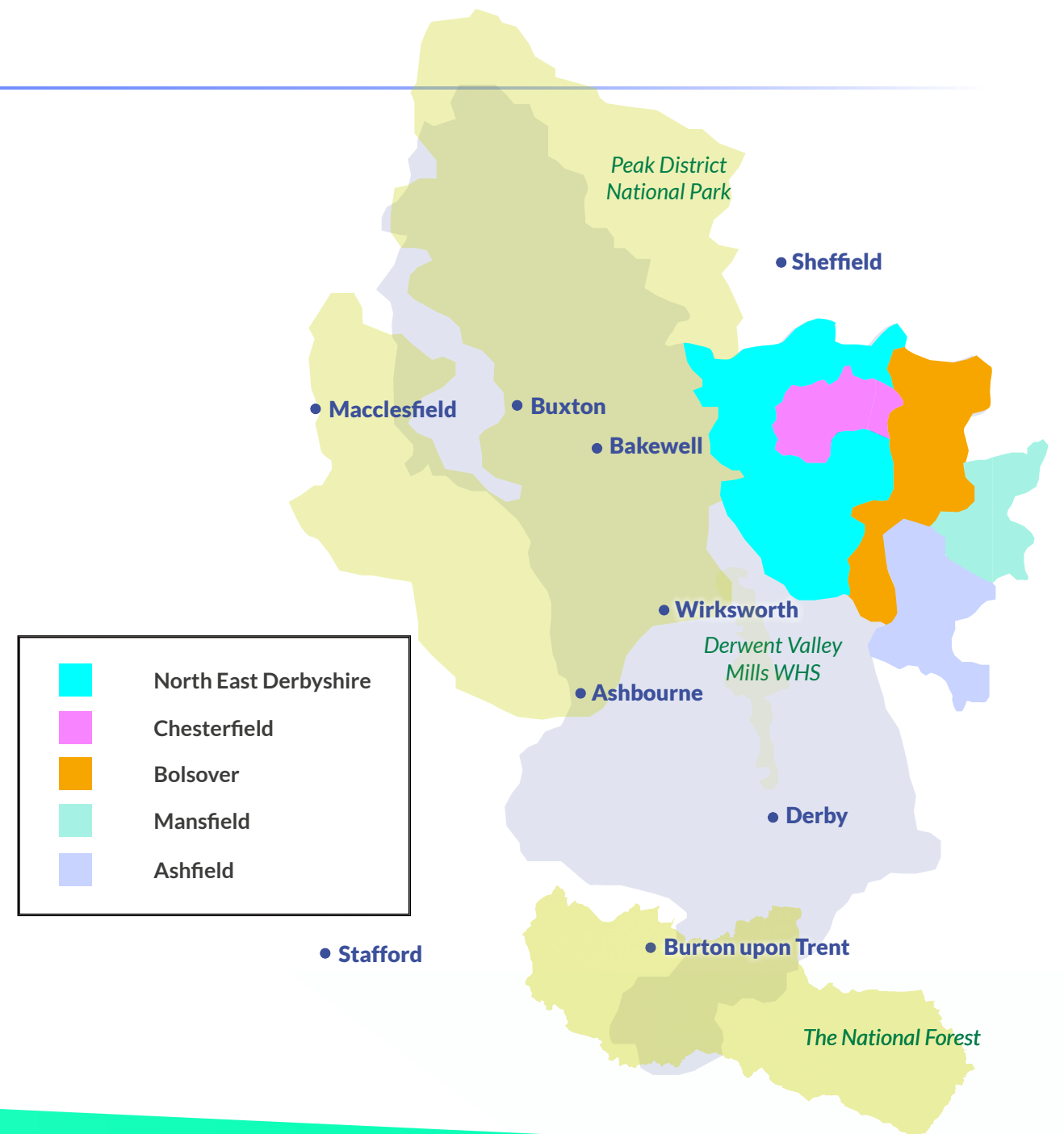
Average Annual Investment per Capita (17/18 to 19/20): £2.05
% of population engaged in arts and culture (Active Lives): 46%

Bolsover

Average Annual Investment per Capita (17/18 to 19/20): £2.05
% of population engaged in arts and culture (Active Lives): 46%

Chesterfield

Average Annual Investment per Capita (17/18 to 19/20): £2.63
% of population engaged in arts and culture (Active Lives): 44%



<https://www.artscouncil.org.uk/your-area/priority-places>



Curiousa & Curiousa. Bespoke Lighting
Chris Webb Photography

Thank you

Derbyshire County Council | Culture, Heritage and Tourism Board
Autumn 2021



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