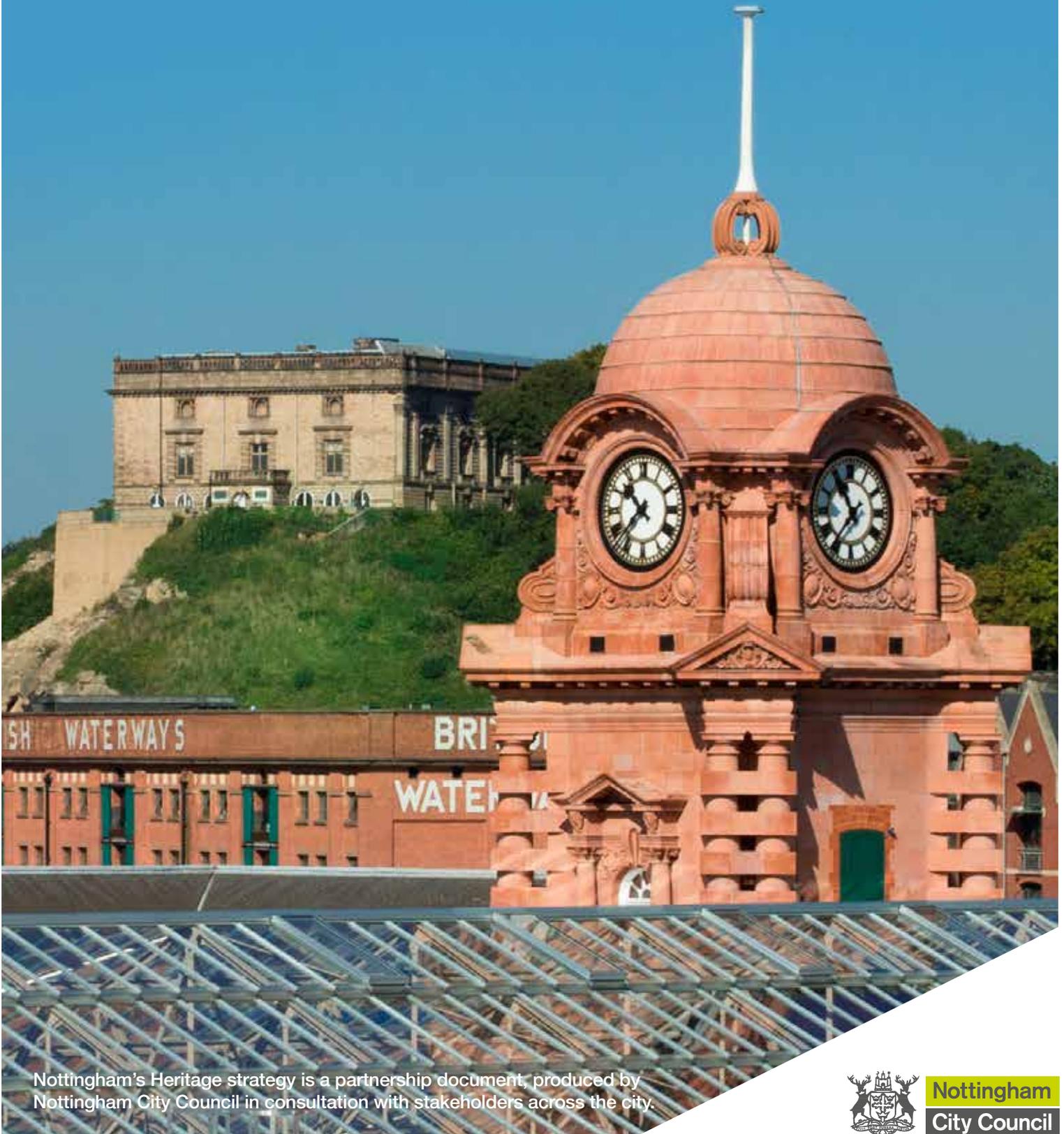


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# Nottingham Heritage Strategy

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A future heritage for the city



Nottingham's Heritage strategy is a partnership document, produced by Nottingham City Council in consultation with stakeholders across the city.



**Nottingham**  
City Council

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# Foreword

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**Nottingham has a distinct sense of 'place'. It's somewhere different, somewhere special and, for those who live in the city, somewhere local. The diversity of the city's heritage is its strength, and its history of growth, adaptation and development has helped establish a cultural destination and an economic centre where people can invest with confidence.**

**Nottingham has a track record of successful heritage-led regeneration, attracting substantial inward investment and channelling it into the city's open spaces, historic buildings and local communities. The latest and most ambitious project will transform Nottingham Castle, celebrating over 1000 years of history, exploring the city's well-earned reputation as a place of protest and rebellion and showcasing its prestigious heritage and art collections.**

Over the next fifteen years Nottingham and its heritage will face a number of challenges. The Nottingham Plan sets the direction to transform the city into a safer, greener, healthier and more prosperous place. Our heritage has a central role to play in delivering these aspirations, helping to raise the standard of living and promote the city as an international cultural destination and place to do business. Our history provides the foundation for growth, fosters local identity and promotes social cohesion and well-being. Nottingham's Growth Plan seeks to grow and diversify the city, reconnecting it with its historical roots and re-establishing a brand built on a history of industrial and entrepreneurial success. This legacy has a central role in creating a diverse economy, driving forward distinctive development and promoting the city as a place to invest. The Nottingham Heritage Strategy provides a forward looking framework, ensuring that the city's past achievements have an inspiring role in how we plan for its future.

A unique asset, the city's heritage offers positive returns on investment, with economic benefits felt across tourism, business, education and quality of life for our communities. Improving our understanding of heritage will enable us to promote and celebrate it better, attracting more visitors, businesses and investment to the city. Opportunities to leverage our heritage are abundant and we must capitalise on its potential, using it as an inspirational driving force in how Nottingham grows and regenerates.

The Nottingham City Heritage Strategy is a rallying call to all of us to join forces to profit more from our past, using it to deliver the city's ambitions now and in the future. It sets a direction of travel, acting as a catalyst amongst partners to create a future heritage for the city. Significant amounts of time and investment from across charitable, voluntary, public and private sectors will be required, and Nottingham City Council is committed to playing its part. The Year 1 Action Plan will put the necessary infrastructure in place and generate momentum by bringing together partners and celebrating projects already active in the city.

We urge all partners to unite behind this common strategy, working together to ensure the city can continue to celebrate and capitalise on its rich heritage to help grow and develop the city for the benefit of many generations to come.



Councillor Nick MacDonald

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Councillor Cat Arnold

A handwritten signature in black ink, appearing to read "Cat Arnold".



Councillor Jane Urquhart

A handwritten signature in black ink, appearing to read "Jane Urquhart".



Councillor Dave Trimble

A handwritten signature in black ink, appearing to read "Dave Trimble".

# Introduction

From folklore to fashion, Nottingham has an exciting and diverse past. A short half mile journey between the Church of St. Mary in the Lace Market and Nottingham Castle will take you through more than 1500 years of history. Its role in creating the city's unique sense of place cannot be underestimated.

Make your way through an ancient Saxon town and wander along Norman streets. Head up to the medieval site of the Castle, strategically perched above a landscape it has dominated for centuries. On your way you'll pass over networks of caves, hewn by hand deep down into the city's soft sandstone, and archaeology that dates back to the earliest settlement of the city. The streets, open spaces and buildings along the way reveal the city's fortunes from the medieval period to the modern, establishing Nottingham as the dominant settlement in the East Midlands.

## Bringing people together

Passed from one generation to the next, our heritage is shared equally among everyone with an interest in the city. The city's heritage is a force in regeneration and its future can only be ensured by bringing communities together, united by a determination to encourage investment and build a healthy and quality environment through sustainable change. It is right, therefore, that the List of Potential Heritage Projects accompanying this strategy has been developed alongside key stakeholders across the city.

## This strategy

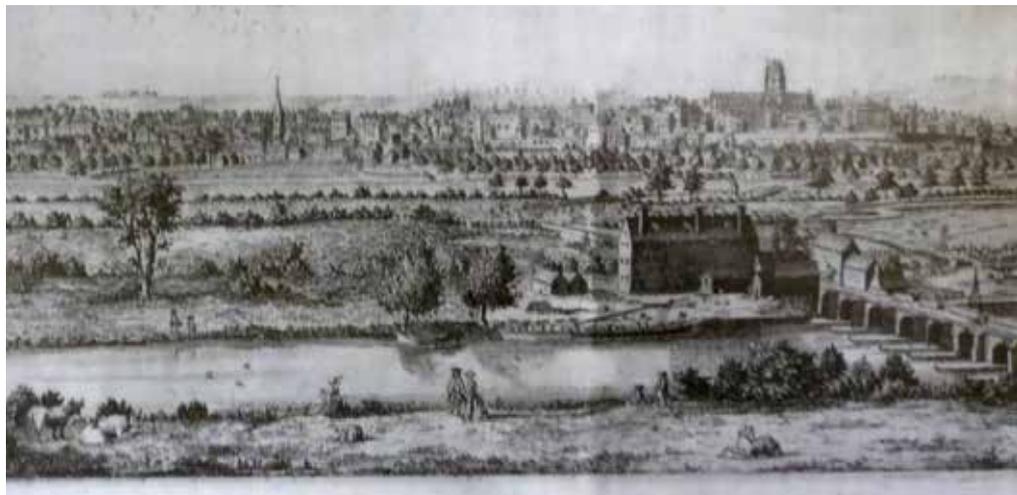
Nottingham is a changing city, but this is nothing new. Each generation builds on the achievements of the last, shaping a city inspired by the best elements of the past and providing the best future for its people.

The city's heritage is a force in regeneration and its future can only be ensured by bringing communities together, united by a vision to encourage investment and build a healthy and quality environment through sustainable change. The Nottingham City Heritage Strategy 2015 - 2030 sets out a vision to do just that.

**The strategy's vision is to establish a vibrant, valued and widely-known heritage which delivers long term benefits to the people, economy and environment of the City of Nottingham.**

- **Understand** the contribution that the historic environment makes to the city
- **Capitalise** on the existing and potential roles that heritage brings to city life
- **Celebrate** the city's rich past, promoting Nottingham as a distinctive place to live and visit

The City Council is proud to play a lead role in ensuring that the legacy left for future generations is as good, if not better, than the one we enjoy today. This strategy provides a shared and flexible framework through which existing expertise, resources and skills in the city can come together to the benefit of the city. The Year 1 Action Plan puts the necessary infrastructure in place to deliver the strategy, forming an inspirational first step to help heritage play an even more active role in city life.



**What happens next is up to all of us.**

# 01 Nottingham's Heritage



## Caves, Archaeology & Tradition

Nottingham is shaped and characterised by its geography. Two exposed sandstone outcrops stand like sentinels at the heart of the city, giving it its distinctive skyline. They underpin the very foundation of the city, a defensive position at a strategic crossing point of the River Trent. The river, and later the Nottingham Canal, were key transport arteries. Today they have recreational uses, with public parks along their banks.

The Saxons set the foundations for the city, the ancient street pattern still traceable in those of the Lace Market. In 1068, the Normans established their own stronghold on the opposing Castle Rock, with the Market Square sitting strategically between the two centres of power.

Over the years the city expanded into the ground, creating more than 550 unique man-made caves and rock-cut houses. Caves were used for storage, brewing and leatherworking and more recently as air raid shelters, pubs and restaurants.

*During the 18th century caves formed subterranean extensions to high-status houses, many of which are highly ornate, such as 'Columns Cave' in The Park.*

They are an extraordinary way to experience the city. Often hidden from view, many are opening to the public and can be explored online and through a dedicated 3D mobile app.

*With £1.38m secured from the Heritage Lottery Fund, the caves under the Malt Cross, not accessible since the First World War, have been re-opened as a gallery and event space.*

The city's rich archaeology provides invaluable insight into Nottingham's origins and of the way previous inhabitants lived their lives. Excavations show that the city was first settled around the 7th century, becoming one of five fortified Danish Burghs in the East Midlands, known as the Danelaw. Since then inhabitants have left their own mark in the archaeological record, telling us how Nottingham became the city it is today. Many areas of the city are yet to be explored.

*The Saxon tanning and pottery industries, Danish built defences, Norman breweries and prosperous medieval ecclesiastical economies have all left their mark in the city's archaeological record.*

Nottingham is a place that values its social history like no other, revering its legends and celebrating its heroes. The city made its name as a place of popular uprising and rebellion, and the statue of its most famous outlaw, Robin Hood, stands outside the castle gates. The beloved Nottingham Forest Manager, Brian Clough, is celebrated in similar style in Market Square. Nottingham is a place of achievement. Ibuprofen and MRI Scanning were invented here and famous public figures, Nobel Prize winners and Olympians have called the city home.

*Many Nottingham companies, such as Boots and Raleigh, are household names. The Boots family established two important parks, Victoria Embankment and Highfields, and founded The University of Nottingham, one of two world-class educational institutions in the city.*

With names such as Byron, Lawrence and Sillitoe, Nottingham is a writers' city with collections of international importance and tangible cultural connections to authors past and present. The city's Festival of Words celebrates diverse literary and spoken word culture.

Traditions, stories and customs are embedded in places across the city. Market Square hosts an array of food markets, fairs, and civic events. The Goose Fair is over 700 years old, attracting more than 350,000 people each year, showing how Nottingham takes a unique and contemporary approach to embracing its historic traditions.

*St Ann's Allotments, a Grade II\* Registered Park and Garden, is the oldest and largest area of Victorian detached town gardens in the world. It provides an inner-city community with 75 acres of valuable green space.*



## Cityscape

Nottingham is an ancient yet modern destination - a bustling centre packed full with historic buildings and open spaces. The stories and events that surround the people of Nottingham are ingrained within its cityscape, making it the distinctive place it is today. The city's castle and grounds sit at its heart. A seat of royal and noble power, it has a seminal role in British history. It has played host to queens and parliaments, kings have been imprisoned and declared, and many strategic battles lost and won.

*Historic buildings make up a substantial proportion of the city's building stock, with more than 800 Listed Buildings and many more of local importance. Picturesque streets with shops and houses spanning over three centuries make for an intimate, changing character. 31 areas are protected as Conservation Areas for their historic and aesthetic value.*

Once a world centre of lace manufacturing, the city has a long history of industrial innovation and success. During the Georgian and Victorian periods the canals and railways transported products across the world, and Nottingham flourished. Stately townhouses and villas, planned developments of workers' housing and imposing mills and warehouses are testament to a period of great labour, wealth and innovation.

*The Nottingham Enclosure Act of 1845 enabled the city to expand into common lands surrounding the city. The Act still protects the many parks and green spaces communally held by the citizens of Nottingham today.*

Across the city, civic buildings, from the imposing Neo-Baroque Council House in Market Square to swimming pools, theatres and schools, celebrate Nottingham's long history of philanthropy and community. Nottingham is a world centre for further education too, its architecture powerfully expressed in the Trent and Newton university buildings.

*Open spaces are integral to how the city has evolved and continue to influence how it regenerates. The Nottingham Contemporary gallery now fronts and encloses the former 16th century marketplace by the Weekday Cross, the historic centre of the city.*

More than 130 open spaces, parks and gardens in the city have longstanding roles as places to meet, trade and congregate. Nine are Registered Parks and Gardens, recognised for their special historic interest, three are designated as Sites of Special Scientific Interest, 13 as local nature reserves and more than 70 as geological and biological Sites of Importance for Nature Conservation. Varying from small gardens such as at Wellington Circus, to large public recreation fields including the Arboretum, Forest Recreation Ground and Victoria Embankment, open spaces bring colour, nature and vibrancy to the city, breaking up the continuity of the buildings and providing opportunity for public art.

Nottingham's oldest parks, including Wollaton Park, date back to medieval times. Their roles have continually evolved; often reserved for the wealthy few, they are now cherished public spaces. Today, their unique settings play host to major civic events and festivals.

They have an important role in sport and recreation and are significant visitor attractions in their own right. Natural open spaces, trees and waterways throughout the city are intrinsic to its character. They create an interplay between built and natural elements of the city, making an invaluable contribution to people's quality of life.

The city has an exciting cultural heritage programme delivered through many museums, theatres, galleries and venues. Collections are of local and international importance. The working Green's Windmill is a museum and science centre and the Galleries of Justice Museum houses the HM Prison Service Collection.

*Historic buildings and infrastructure throughout the city are being reused and re-purposed - supporting and sustaining growth. Together they continue to provide a legacy of how previous generations strived and succeeded in making Nottingham a special place to live.*



# 02 Our City's Heritage - Benefits And Challenges

A sustainable future for Nottingham hinges on heritage continuing to play a central role in city life. It provides the foundation for growth, fosters local identity and promotes social cohesion and well-being. It is the basis of the city's allure and a benchmark for change.



## Benefits

The diversity of Nottingham's heritage is its strength, able to adapt to the modern day needs of the city. Small Victorian retail units house independent boutique shops and bars in Hockley, restaurants and services have centred around the Castle, and the statuesque industrial buildings of the Lace Market offer high-end commercial and residential uses.

### Tourism

Heritage tourism contributes more to the UK economy than the advertising, film, or car industries. In England, 53% of us visit a historic town or city and 42% visit a museum or gallery at least once a year. With upwards of 12 million visitors per year, tourism in the city is worth an estimated £466m. Nottingham Castle and Wollaton Hall are the two most visited museums in the East Midlands, each attracting around 200,000 visitors annually.

*The Galleries of Justice won the Gold Award for Small Visitor Attraction of the Year in the 2014 Visit England Awards for Excellence. The museum has gone on to secure £900k from the Heritage Lottery Fund to improve the way visitors enjoy its unique buildings, collections and stories.*

### Shopping

The city's retail catchment is over 3.8 million, of which it only attracts 37%. Nottingham's heritage provides a real opportunity to raise the city's retail profile and ranking amongst other major centres. Shoppers now want more than just shops. Architecture, a unique sense of place, museums, galleries and public places are all part of a combined leisure and retail offer that draws people into a city, encouraging them to explore more and stay for longer.

*Approximately 1 in 5 visitors to areas that have had historic environment investment spend more in the local area than they did before, and 1 in 4 businesses have seen the number of customers increase (Heritage Counts, 2010).*

## Regeneration & Growth

Nottingham's unique heritage offers a positive return on investment. For businesses, the historic environment is as important in deciding where to locate as road access (Heritage Counts, 2010). Listed buildings attract businesses in the most productive sectors of the economy (HLF, 2013). Promoting an active role for heritage in regeneration and development is key to securing investment and releasing the potential held within the historic fabric of the city.

The benefits of heritage-led regeneration are clear. Heritage assets are going concerns, their architectural personality already established and integrated into the cityscape. Conservation and regeneration can be undertaken with confidence in the end result. The

cultural and economic benefits of regenerating historic assets go beyond their footprint, helping to retain and enhance an area's sense of place and reinforce social identity. Moreover, the re-use of existing buildings is typically the most environmentally sustainable way to develop (Heritage Works, 2013). Redeveloped buildings and spaces throughout the city show how heritage assets can accommodate changes of use and creative new architecture.

*Commercial investments in listed buildings yield a higher return than unlisted commercial property over 3, 5, 10 and 30 year periods (Colliers International, 2011).*



## Culture

Heritage is a core part of Nottingham's busy cultural calendar, with a year-round diary of music, literary and artistic events. Historic buildings across the city have been repurposed as retail and leisure attractions. The Unitarian Church now houses the Pitcher and Piano bar, Nottingham Arts Theatre is found within a former Baptist Chapel, and the famously intimate concert venue Rock City entertains crowds in a former industrial building. Purpose built venues such as the City Ground, Trent Bridge Cricket Ground, the Playhouse and Theatre Royal have become iconic cultural destinations in their own right. Museums and galleries across the city have a key cultural role, reinforcing local cultural identities, celebrating diversity and supporting creative industry.

## Health and Social Well-being

Involvement and enjoyment of the historic environment benefits our health. Access to the historic parks, gardens and other open spaces has significant benefits to our physical and mental health. Research shows how natural views can lower blood pressure and stress and improvements to the built environment have been shown to improve mental well-being (Benefits of Heritage, HLF, 2012). Attentive and inclusive quality design influences social behaviour, and can help reduce crime.

*Volunteers of Heritage Lottery Fund projects report levels of mental health and well-being that are far higher than for the general population, or for the general volunteering population, particularly regarding self-worth and social connectedness (HLF, 2011).*

## Constructive Conservation

Constructive conservation encourages change that reinforces historic significance and meets the needs of future generations. Effective management of the city's heritage by all parties demands a flexible and collaborative approach that recognises that heritage is one of a number of considerations in how the city develops.

*The City Council has a lead role in managing the historic environment, meeting statutory obligations set out by the National Planning Policy Framework and setting an example with its own portfolio of historic assets.*

## Investment

Heritage attracts significant investment from public, private and charitable sectors to the benefit of the city. With a proven track record, Nottingham is a place to invest confidently. Heritage funding can be paired with existing resources, significantly boosting the benefit development brings to Nottingham. Investment into valued elements of the cityscape can help boost local business and identity (Heritage Works, 2013).

*£24m of funding will help transform Nottingham Castle and bring to life a 1,000 years of history. The Heritage Lottery Fund has endorsed an initial bid of £12.9m to redevelop the landmark as a world class visitor attraction.*

Nottingham's heritage provides important employment opportunities, drawing skilled professionals into the city and promoting the city as a place of world-class research. Heritage assets and attractions across the city form a self-sufficient and profitable part of its economy.

*Since the implementation of a five year business plan, Newstead Abbey has significantly increased visitor numbers and broken even a year ahead of schedule.*





## Local People

Every community has its own history, which forms part of the city's heritage. The ability to share and participate in heritage is an essential ingredient of community cohesion, helping to reinforce identity in Nottingham. More than half a million people volunteer in the historic environment each year (Heritage Counts, 2011). Regeneration of the historic environment benefits individual assets, the wider area around them and the communities which value and associate with them.

*The City Council's Museum and Galleries has a strong track record of empowering local people. Its volunteer programme, launched in 2009, with just 10 volunteers, increased to 280 regular volunteers offering 22,493 hours of activity during 2013/14. The new Castle Redevelopment Project now has an ambitious target to engage 1,000 volunteers in the course of the project.*

## Heritage Learning

In 2012 more than 1.62 million school visits were made to historic properties nationwide (Heritage Counts, 2013), emphasising the important role our cultural heritage has in delivering the National Curriculum. In further education, Nottingham is a world leader in heritage research, and this resource has considerable potential to enhance Nottingham's profile and increasingly draw in audiences and students from around the world.

*Over the last five years, The University of Nottingham has attracted £1.5m in direct external investment to heritage projects including the Raleigh project and the Theatre Royal Archive project.*

The historic environment offers students of all levels and subjects the chance to learn about cultural heritage first-hand. With strong ties to arts, culture and the sciences, drawn together in the city

through the Nottingham Arts Framework, heritage has applications in nearly every field of study.

*Community Interest Company Greenshoots secured a disused warehouse in the city's historic Lace Market centre for use as a multi-functional arts venue with education, exhibition, performance and retail initiatives. Working closely with schools and community groups, Greenshoots uses media, fashion and art to generate interest, understanding and expression about local culture, including heritage.*



## Challenges

Over the next 15 years Nottingham and its heritage face a number of challenges. The Nottingham Plan to 2020 sets the direction to transform the city into a safer, greener, healthier and more prosperous place. Our heritage has a key part to play in delivering these aspirations, helping the city to become a world-class place to live and visit.

### Finding the Resources

The necessary resources need to be found to manage and promote the city's heritage. As an irreplaceable and finite resource, securing a sustainable future for the city's heritage must be a priority. The challenge is to diversify approaches to securing investment and make best use of the resources already available.

*All potential avenues of funding, including developer contributions, charitable sources and direct public and private investment, must be used to stimulate the city's resources and draw in much needed external funding.*

The city has an active voluntary network and is well stocked with world-class expertise. Skills and experience must be put to work, and capacity and understanding built through outreach and training. Alternative structures of ownership and management, such as charitable trusts, need to be considered as they can help secure much needed funds and resources, increase participation, and reduce financial burdens associated with heritage assets.

## An Expanding City

Nottingham is a growing city, with an expanding city centre population and large areas earmarked for regeneration. The city is keen to re-establish itself as one of the top retail destinations in the country, with a combined cultural and shopping experience and as a national centre for science, innovation, sports and culture. At the same time it is seeking to be increasingly environmentally sustainable, with efficient new developments and a greener transport infrastructure.

Ensuring heritage plays an active and inspirational role in the city's development is a key challenge. Many areas of the city are sensitive to change and care must be taken to retain and enhance the city's unique sense of place and its legacy of industrial and cultural excellence. Heritage must not be a barrier to growth, but its full potential captured and used in how the city moves forward.

## Improving Condition

Parts of the city's heritage are in urgent need of repair and conservation. Long-term sustainable uses must be found for vacant and deteriorating assets, prioritising those most in need of repair. Those in better condition must continue to be maintained and improved so that they can continue to contribute to the city's character and culture.

*The national Heritage at Risk Register includes several Conservation Areas and the recently completed Nottinghamshire Buildings at Risk survey identifies over twenty Listed Buildings in desperate need of repair.*

## Health, Education and Well-being

The City of Nottingham has a higher than average rate of people with a limiting long-term illness or disability and scores poorly in indicators of child well-being. Through its ability to contribute to social and physical well-being, engage in education, encourage access to open spaces and promote social cohesion, heritage can help improve the fortunes of people who live in the city. Key to achieving this will be to make heritage accessible to all, increasing understanding and access through constructive conservation, education, and celebration.

## Cultural Offer

Despite having one of the most diverse and intriguing heritage offers of any city in the UK, Nottingham's cultural offer is centred on its beloved outlaw, Robin Hood. The challenge is to broaden the city's cultural offer by showcasing its built, natural and social heritage, developing it as a national and international destination of choice.

*Important steps towards raising Nottingham's profile have already been taken in the form of the Nottingham Castle Project and an impending bid to become a UNESCO City of Literature.*

With a high population turnover, large (c. 60,000) student community and over a third of the city's residents originating from Black and Minority Ethnic groups, the city faces a further challenge in both engaging with and celebrating the heritage of the full spectrum of the city's demographic. This can be met by ensuring that people from all generations and communities can contribute to, share in and enjoy a common cultural heritage.

*The Nottingham Asian Arts Council is a charitable company with a record of community and cultural working to promote South Asian arts, supporting the development of important cultural infrastructure within the city, including New Art Exchange. It was one of the first such bodies in Britain, established at local level, to promote Asian arts in the community.*

## Accessibility

Much of Nottingham's heritage is intangible. Whether caves cut deep into the city's bedrock or stories of legends and historic events, Nottingham faces a challenge in increasing both physical and intellectual access to its historic environment. The challenge is to make heritage more available, accessible and meaningful, adopting new, innovative ways for encouraging people to enjoy the full spectrum of our city's heritage.

With a multicultural demographic and higher than average levels of deprivation, unemployment and disability, the city must also work hard to ensure that heritage is accessible to everyone living and visiting Nottingham. Nottingham's strong tradition of voluntary and charitable activity will have a major role to play in this endeavour.

*In 2014 a partnership of Nottingham Trent University, Hotknife Design and Nottingham City Council, funded by a NESTA Digital Research and Development Fund Programme, set about creating a series of ground breaking augmented virtual reality products based on the city's Reform Bill Riots of 1831.*



# 03 Working Together

Nottingham City Council helped secure over £15.2m of funding, including from the Heritage Lottery and European Rural Development Funds, for restoration of two of the city's most loved parks, Forest Recreation Ground and Wollaton Hall, Gardens & Deer Park.

A collaboration of Network Rail and East Midlands Trains has seen the complete renovation of the city's Grade II\* Listed train station and upgrading of infrastructure at a cost of over £67m.



Everyone in Nottingham has a stake in the city's heritage. Successfully delivering this strategy depends on our ability to work together to regenerate, conserve and promote the historic environment. Forums, such as the Nottingham Arts Framework, are essential in achieving economies of scale and bringing communities and organisations with common interests together.

## Communities

Local societies are a motivated and skilled resource, providing essential expertise about the city's heritage, particularly about their local areas. The Thoroton Society and Nottingham Civic Society promote knowledge, understanding and appreciation of Nottingham's heritage and encourage its sustainable development. A range of other organisations across the city, with strong links to cultural heritage, have active volunteer groups who, directly and indirectly, already engage with the city's historic environment.

*The Threads costume gallery at Nottingham Castle, which displays a range of clothes and textiles from around the world, opened in 2004 to reflect diverse communities in the city. The gallery has gone on to work with the Polish, Bosnian, South Asian, African-Caribbean, Angolan, Chinese, and Ukrainian communities, building community links and inspiring spin-off activities.*

Nottingham's diverse demographic means its heritage encompasses a rich mix of cultural traditions. Local groups are essential to ensuring that heritage has a valued and inclusive role within all communities in the city. Working together will help us to celebrate and come into contact with the full breadth of our cultural heritage.

*Each year the Lakeside Arts Centre plays host to Chinese New Year celebrations and in 2014, for the first time, a Diwali Celebration, supporting and celebrating the cultural heritage and traditions of Nottingham as a multi-cultural city.*

## Private Sector

Much of Nottingham's heritage is held in private or collective ownership. Major landowners and organisations, such as the universities, colleges and faith groups, alongside independent developers, property owners and entrepreneurs, help to safeguard the city's heritage and stimulate investment in it.

*In 2013 a partnership of Lenton Local History Society, Nottingham City Council and Trent & Peak Archaeology surveyed the archaeology of Lenton Priory. The Lenton Priory Community Survey enabled local people to contribute to research about an important part of the city's heritage.*

Development presents a significant opportunity for the city's heritage, and larger asset management plans have wide-ranging outcomes for its future. Independently owned shops, museums and other amenities in the city are all key to promoting Nottingham's unique heritage offer. The invaluable contributions made by individuals and organisations must be celebrated, and examples of good practice recognised, helping ensure heritage continues to have a pro-active role in the city's economy.

*Award winning property design, development and management company Bildurn Properties has worked closely with the City Council to refurbish the historic Gresham Hotel. Together with HLF funded projects the development will contribute to the regeneration of the city's southern gateway; conserving and bringing several historic buildings along Carrington Street into sustainable use.*

## Education

The city's schools, colleges and universities are key partners in delivering the strategy. Pupils and students present an enthusiastic audience and a considerable volunteer resource. The benefits of a closer relationship between those in education and the city's heritage are significant. Skills and expertise within the sector can stimulate interest within local communities and draw upon international connections to support the delivery of this strategy.

*Nottingham Museums and Galleries operate an extensive engagement programme, supported with funds from Arts Council England. Each year more than 65,000 people, including 30,000 school pupils, participate in a range of learning activities. One example is the Nottingham Access Artefacts initiative, which makes a specialised collection of more than 10,000 artefacts available to schools and communities. In consultation with a teachers' focus group the programme will expand through new media and resources that respond to curriculum and project opportunities.*

Importantly, many of those who will be charged with the future of our city's heritage are now in education. Educational curriculums and networks have a central role in raising awareness and understanding of the city's heritage and in providing the skills necessary for its management, ensuring it can be enjoyed for generations to come.





### Third Sector

Charities and voluntary organisations already actively promote and celebrate Nottingham's heritage, often offering a chance to experience the historic environment from different perspectives. Experience Nottinghamshire is a destination marketing organisation tasked with promoting and improving leisure and business tourism in the city. Its independent status and close links with the city's communities provide

mechanisms for collaborative cross-sector working, as channels for pooling resources and attracting external funding.

*The Creative Quarter Company is developing a place-leadership role in the city. It provides support and funding for new and existing businesses to regenerate and revive the city's Creative Quarter, a historic area which includes the Lace Market, Sneinton Market and Hockley.*

### National & Regional Partners

Nottingham has developed strong relationships with local authorities in the East Midlands, participating in working groups and joining together to benefit from shared skills and resources. One example of these working relationships is the Derby Nottingham Museums Trust, formed in 2011. The consortium has been instrumental in securing funding for a range of heritage projects. Derby and Leicester have set strong precedents for heritage-led regeneration, and Nottingham must continue to play its part in raising the profile of the region's heritage.

The city receives valuable consultation and expert input from Historic England, with whom it has shared responsibilities in managing Nottingham's historic environment. Consultation and advice is at hand from a variety of expert organisations,

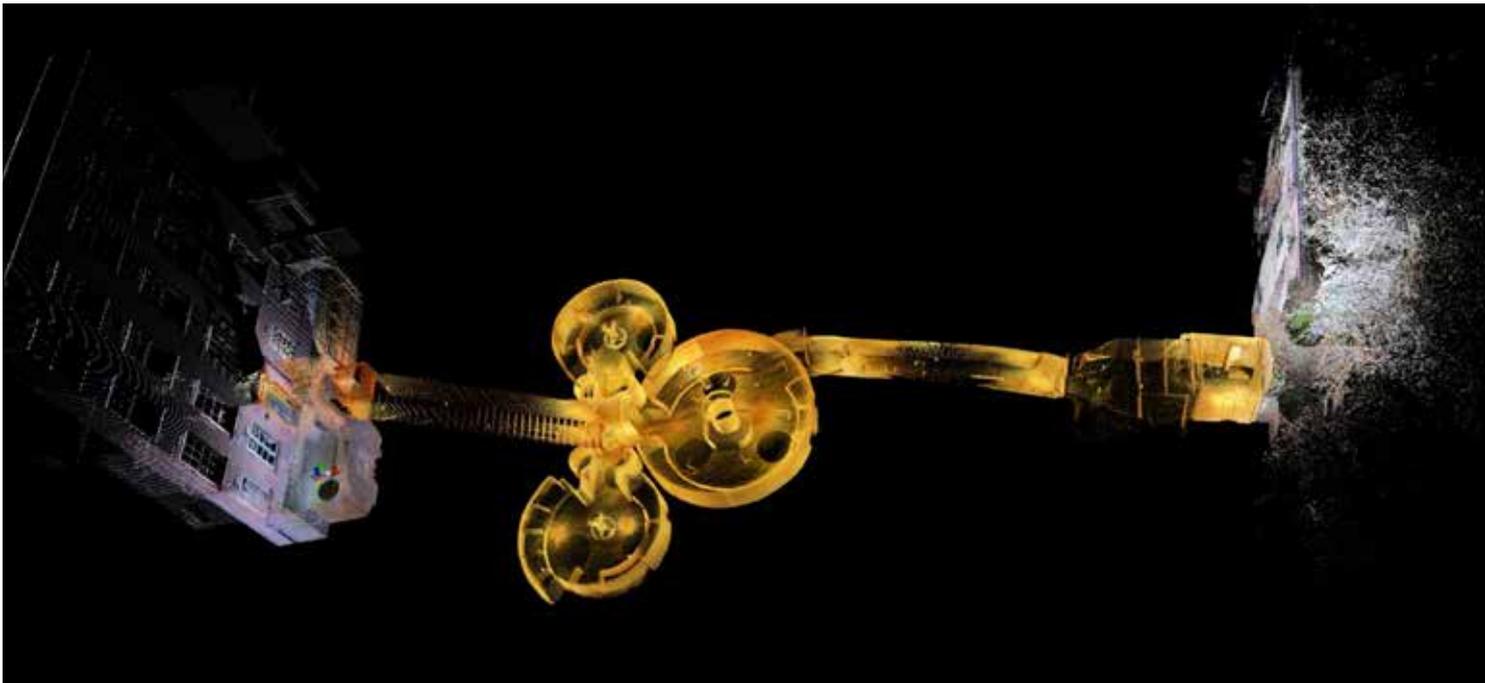
including the Victorian Society, the Georgian Group and the Society for the Protection of Ancient Buildings.

*The visitor economy is a key priority for D2N2, the Nottinghamshire and Derbyshire Local Enterprise Partnership, and the region's world-class heritage of innovation is a key investment theme.*

International, national and regional partners, such as the Heritage Lottery Fund and the Arts Council England, are key sources of funding and expertise. They are able to help initiate heritage-led regeneration of all scales, promote good management of the historic environment and support communities in participating in, and profiting from, their past.

New working relationships, which can respond to emerging opportunities, need to be brokered. The City Council is committed to helping forge new relationships, bringing partners together and putting mechanisms in place to secure a sustainable and exciting future for Nottingham's heritage.

*Two of the city's most popular heritage attractions, the 'City of Caves' and the Galleries of Justice, are part of the Egalitarian Trust, an organisation founded to raise public understanding and awareness of heritage and law.*





## The City Council

Nottingham City Council has a central role in Nottingham's heritage. Working with the city's communities, it has responsibility for:

- Providing a range of public heritage services (e.g. museums, libraries and parks)
- Managing an extensive portfolio of publicly owned historic assets
- Leading the way in delivering long-term sustainable development and regeneration
- Promoting the city's cultural offer
- Protecting and enhancing the historic environment through sustainable planning
- Providing and sourcing grant-aid for projects and organisations
- Offering expertise and advice to facilitate heritage initiatives in the city
- Encouraging and supporting heritage projects
- Securing long term sustainable uses for the city's heritage assets

The City Council has heritage expertise across a number of directorates including the Parks and Gardens, Planning, and Museums and Leisure Services. Working in partnership with other services, such as Education, Events, Regeneration and Housing, and alongside other stakeholders in the city, the council is committed to making heritage a core part of how it delivers its services. Individual Service Plans, such as the Nottingham City Council Museums & Galleries Service Strategic Plan 2014 – 2018, set out the council's priorities in detail. The council also has an important role in bringing stakeholders together. The Nottingham Arts Framework is an example

of collective working, providing a covenant between the diverse range of providers that defines for all how their various ambitions can be achieved

***A collaboration of Nottingham City Council, the Partnership Council, Castle Cavendish Foundation and Friends of the Forest, secured £5.2m to restore the Victorian Forest Recreation Ground, home of the Goose Fair, to its former glory. Funding was sourced from the Heritage Lottery Fund, the Big Lottery Fund, Nottingham City Council, the Castle Cavendish Foundation Fund and local developer contributions.***

Council officers have experience and expertise in sourcing funding and undertaking heritage-led projects of all types and sizes. The council directly funds and participates in a wide variety of working groups aimed at enhancing and promoting Nottingham's cultural heritage. This understanding can stimulate other projects and help ensure that potential opportunities for enhancing, promoting and sustaining the city's heritage are realised.



## A Joined Up Approach

Nottingham's Heritage Strategy is part of a group of guidance documents that are inspiring how the city changes over the next 20-30 years. Not only will it help to maintain and enhance the city's heritage, but it will also support and help deliver many other strategic objectives.

The National Planning Policy Framework stresses the important social and economic roles that the historic environment has to play in sustainable development. It sets out the need for change that retains and enhances the significance of heritage assets and their settings. Policies state that new development should respond to and reflect local character by promoting local distinctiveness, addressing connections between people and places, and integrating with the historic environment.

Nottingham's Local Plan sets out how the vision for the city, defined in the Sustainable Community Strategy, is to be achieved through growth and development. Heritage has a central role in the Plan, and the aims and objectives of this strategy support the delivery of heritage specific policies, as well as those concerning other issues such as design, housing and the environment:

- Historic Environment policies consider designated and non-designated heritage assets, archaeology and the city's caves, and emphasise the value of our social and cultural heritage
- Regeneration policies promote the sustainable development and re-use of the city's building and infrastructure, focusing on historic areas such as the Waterside and Castle Quarters
- Design policies promote contextual development that responds to inherited character
- Environmental policies consider the role of Nottingham's open spaces, including its historic parks and gardens

This strategy integrates with, and is supported by, a number of other key guidance documents and plans to ensure that the full potential of the historic environment is harnessed. Those that influence and address the historic environment of the city most specifically are included on the following page.

Together the documents provide the framework through which this strategy can be achieved. The List of Potential Heritage Projects identifies where the city's historic environment can closely integrate with plans and policies, and help successfully deliver Nottingham's visions to transform its neighbourhoods and develop its international standing for science and innovation, sports and culture.

*The city's southern gateway Carrington Street is receiving a makeover as part of a Heritage Lottery Fund Townscape Heritage grant. The project will include works to shop fronts and the public realm. Regeneration of this area is a key objective defined in Nottingham's Local Plan and the Time and Place Plan, just one example of the central role that heritage has in creating a future for the city.*



**The Nottingham City Centre Urban Design Guide** is rooted in a careful analysis of the city centre and the characteristics that make it work and make it special. It considers the evolution of the modern cityscape and sets out guidance for its repair, reinvention and regeneration according to six key elements of urban design: Urban Form, Public Realm, Massing, Activity, Sustainability and Design. Key features of the city's heritage are considered including views, materials, landmark buildings and frontage activity.



**The Time and Place Plan** seeks to use the existing rhythm and grain of the city, enhancing its character with better management and selective elements of change. The city centre's historic buildings and inherited character will be enhanced, encouraging uses that improve the way areas are experienced and used. Development that celebrates and responds to its context is promoted. The overall result will be a more vibrant, attractive and viable series of city centre quarters.



**The Streetscape Design Manual** sets out how the city can achieve high quality streets and urban spaces. Key principles include basing design on an understanding of the inherited character of streets and spaces alongside their cultural associations. The guide advocates the re-use of locally distinctive materials, the consideration of relationships between buildings and streets, and street furniture that complements the cityscape. The guide stipulates the repair and retention of historic street furniture throughout its working life.



**The Nottingham Growth Plan** seeks to grow and diversify the city and reconnect it with its historical roots. A key action is to establish a 'Made in Nottingham' brand, building on the city's history of manufacturing success. Regeneration and refurbishment of historic buildings and areas, such as the Southern Gateway, Waterside and Boots Campus, is a core part of delivering both a diverse and quality commercial offer and an infrastructure for the future.



**Retail Nottingham** seeks to strengthen the city's retail offer, improve the experience of visitors and develop the physical environment as an attractive place to shop. The strength of a joined up approach between leisure and retail is recognised and key actions include improving the use of public spaces and providing a more consolidated tourist offer, encouraging shoppers to stay for longer. The strategy recognises the value of small retail units and independent retailers, often well housed in historic buildings. It seeks to improve and regenerate retail leisure hotspots throughout the city centre.



**Breathing Space** aims to revitalise Nottingham's open spaces, including its historic parks as well as smaller informal green spaces. The strategy seeks to protect the valued contribution open spaces make to the city's sense of place. It emphasises involving communities in how green spaces develop and are maintained. Area based recommendations are targeted around many heritage assets including St. Anne's Allotments, Forest Recreation Ground, Highfields Park, Victoria Embankment, Green's Windmill and the Arboretum.

## Information & Evidence

The information we hold about our city's heritage influences our ability to manage and promote it. Heritage information has a wide number of applications. It is a statutory evidence base used to inform planning applications and some of the city's most valuable assets. The information we hold about our past feeds into education and research, and is an important resource to local people investigating their heritage. What we know about the city's heritage reveals how Nottingham can be promoted as a cultural destination.

Much of the city's heritage is of national importance. A range of designations protects some of the most unique historic assets, and research agendas identify gaps in our understanding. Together these form an important part of the research and management frameworks for Nottingham's historic environment. It is essential that we maintain and expand our understanding of the city's past, seeking out new sources of information and improving the evidence base for managing our heritage.

### Built Fabric

From the Elizabethan Wollaton Hall to the Nottingham Playhouse, built in 1964, the city includes nine Grade I, 34 Grade II\* and 750 Grade II Listed Buildings. 31 areas of the cityscape, such as The Park and Wilford Village, are designated Conservation Areas, protected for their historic importance, distinctive

architectural style and layout. In addition to national designations the City Council, in partnership with the Civic Society, is developing a Local List of buildings valued by local people.

*The Nottinghamshire Buildings at Risk project has identified 81 Listed Buildings in the city that are at risk. The survey data, gathered by the County Council, is helping set priorities and better manage the city's historic building stock.*

### Archaeology

The Historic Environment Record is an up to date record of the city's buried heritage. More than 1400 entries record our understanding of the city's archaeology. Ten archaeological sites, including a number of its cave systems, are protected as Scheduled Ancient Monuments. Elsewhere, more than 50 Archaeological Constraint Areas demarcate parts of the city that may have significant archaeological remains.

### Cultural History

A wealth of information about Nottingham and its inhabitants is held within the rich collections of its many museums, archives, attractions and libraries. Photographs, books, historic maps, oral histories, registers and directories all provide valuable insight into the city's past, helping to put names and faces to the city's past.

*'Picture the Past' conserves and makes publicly accessible the photographic heritage held by the North East Midland Photographic Record. The project is a partnership of local councils and was funded by the Heritage Lottery Fund.*

### Open Spaces

Nine of the city's open spaces are Registered Parks and Gardens, four of which are Grade II\* registered. Nottingham has busy and vibrant waterways, the Nottingham & Beeston Canal and the River Trent, that flow through the heart of the city. More than 120 open spaces of local importance are defined in the city's Open Space Network, and the City Council alone is responsible for more than 100,000 individual trees, along with more than 100 hectares of woodland.

## Accessibility

Information is only useful if it is accessible. Partnerships around the city are committed to making it more available than ever. These include traditional methods of interpretation alongside online resources such as the new Nottingham Caves Mobile App and the East Midlands Oral History Archive.



# 04 Nottingham’s Heritage Strategy

## A forward looking framework

The strategy has three core aims which, together, will help people value and enjoy everything that Nottingham’s past has to offer. When combined, the three aims will help achieve a simple but aspirational vision for the city.

### VISION:

**A vibrant, valued and widely-known heritage which delivers long term benefits to the people, economy and environment of the City of Nottingham.**

### AIMS:

- 1. Understand** the contribution that historic environment makes to the city
- 2. Capitalise** on the existing and potential roles that heritage brings to city life
- 3. Celebrate** the city’s rich past, promoting Nottingham as distinctive place to live and visit

These three aims form the foundations for a series of objectives that will help secure a sustainable future for the city’s heritage. A List of Potential Heritage Projects, developed in consultation with stakeholders across the city, sets out ways by which these objectives can be achieved over the course of the strategy. More ideas should come forward as Nottingham develops, building on this initial framework.

The strategy requires a commitment from everyone in the city and the List of Potential Heritage Projects identifies groups and organisations who have already expressed an interest in taking ideas forward. Delivery of the strategy will be the responsibility of a new dedicated Heritage Panel that represents interests across the city, with its day-to-day management undertaken by the City Council.

The aims and objectives of this strategy are aspirational, yet can be attained and surpassed. The benefits will be felt across the city - in retail, tourism, business, communities, education and in the environment, not just today, but for future generations who will be able to take pride in being part of a distinctive, historic and exciting Nottingham.

The Nottingham Heritage Strategy is a 15 year vision for the city’s historic environment. It sets out a common framework that all partners and stakeholders in the city can use to ensure that heritage continues to play an active role in community life and has an inspirational role in how Nottingham develops.





## AIM 1: Understanding

**Nottingham's heritage is diverse. It is apparent within the street scenes, social history and sense of place. How we understand and manage heritage has moved on from drawing red lines around designated buildings and monuments, and has become more encompassing. To manage it effectively we now need to understand its significance in terms of the contribution it makes to a place's community, economy and environment.**

The city is a major destination with a multi-cultural demographic. Visitors and residents perceive and experience heritage in different ways. As both proprietors and beneficiaries of the city's historic environment, communities have a defining role in the future. An

understanding of how people relate to, enjoy and value their heritage, must be the driving force behind its role in the growth and development of Nottingham.

*The Nottingham Caves Survey is the first part of the two-and-a-half year funded programme involving the Greater Nottingham Partnership, East Midlands Development Agency, English Heritage, the University of Nottingham and Nottingham City Council. The project will help people to appreciate the caves for the unique historical resource they are. All accessible will be surveyed with a 3D laser scanner, producing a 3D measured record of the caves that can be viewed and examined in great detail.*

Heritage continues to adapt and change, responding to the needs of a modern city. Understanding the stakeholders' ambitions is key to securing a sustainable future for our historic environment. Its stewardship must be evidence-led, with a strategic approach underpinned by a thorough understanding of its condition and the challenges it faces.

## Objective A: Broaden our understanding of the city’s historic environment

We need to develop and improve the information we use to manage and promote Nottingham’s heritage. The evidence base must be comprehensive in scope, identifying risks and opportunities for future management to engage with. It must also consider the social and community aspects of heritage to make information more accessible and more widely used.

### Key Actions:

We need a thorough review of the information available that brings resources together and highlights areas where we can improve our understanding of heritage. Key areas of work include a characterisation study of the city, extending the archaeological record beyond the city centre and a greater understanding of the city’s social history.

A rolling programme of projects to make information more accessible is needed, taking advantage of new technologies and building on existing initiatives by partners across the city. These include the Nottingham Caves Survey, Bromley House Library cataloguing and conservation initiatives, the Theatre Royal archive project and the Malt Cross archive.

## Objective B: Understand the role of heritage in city life

We need to identify the current and potential contributions that heritage does and can make to the city’s economy, environment and social fabric. Every aspect of its contribution needs to be explored, developing the required level of understanding to manage and promote it effectively.

### Key Actions:

A series of studies should qualify the actual and potential contribution that heritage makes to city life, including retail, social well-being, economy, and tourism. This will need to evaluate the contribution of heritage to the city’s identity and brand, in particular the significance of historical figures and the insights they can provide into

Nottingham’s social history. It is also vital to understand where heritage is and is not contributing to city life, including how it is valued by the city’s many communities.

Results should be compared against other information about the city’s environment, economy and demographic to inform a strategic approach to modelling risk and identifying future challenges and opportunities.

## Objective C: Understand the needs, challenges and opportunities faced by all groups with a stake in the city’s heritage

A shared understanding of the city’s heritage must be developed from all perspectives. Issues and opportunities faced by those at the coalface need to be highlighted, encouraging an informed and collaborative approach. Good practice, expertise and experience must be pooled to the advantage of everyone with a stake in the city’s heritage.

### Key Actions:

A programme of consultation should bring together businesses, organisations, communities and other groups to consider heritage issues and opportunities. Results should inform a review to identify potential opportunities for working in partnership and co-

operative solutions. A programme of outreach should be undertaken to raise understanding of potential avenues of funding and encourage the sharing of good practice.

### Outcomes:

- A thorough and growing understanding of the city’s heritage
- An understanding of the inherited character and evolution of the city
- A fit-for-purpose evidence base about the condition, value and significance of heritage
- Highly accessible information about the city’s heritage, available in both traditional and technologically pioneering ways
- A thorough understanding of the contributions heritage makes to city life
- A localised level of knowledge about how heritage is valued among the city’s demographic
- A shared understanding of the issues and opportunities presented by the historic environment



## AIM 2: Capitalising

Nottingham's rich heritage is composed of people, stories, spaces and buildings that have stood the test of time and continue to provide long-term environmental, social and economic benefits. The value of the historic environment is appreciating, with heritage able to lever substantial amounts of investment into the city. Nottingham must continue to initiate and grasp more opportunities as they present themselves, using heritage as a force for regeneration.

*Over the next decade Nottingham Castle will lead the way with a £24m project that will showcase 1000 years of heritage, raising awareness of the city's history of protest, rebellion and democracy as well as its creative heritage.*

Nottingham's heritage requires a commitment of care. Issues must be addressed directly and heritage assets have an active part to play in how the city develops. Skills and resources need to be in place to ensure heritage potential is released. The quality of Nottingham's heritage demands change that respects and reveals its character and significance. To this end short term gains must be weighed against the established long-term benefits that only long-serving elements of the city's character can deliver.

As the city evolves, historic assets can fall out of use. Investment can both release and benefit from their untapped potential, bringing heritage back into play and re-vitalising buildings, areas, and the city as a whole. Small and medium businesses, which often locate within historic buildings, have a crucial role to play. As such, economic stability is essential to sustaining the city's heritage. The city must take a pragmatic approach to investment and regeneration, ensuring it makes full use of heritage potential.

Historic buildings provide opportunities for creative and innovative uses in the city centre. In the Lace Market, warehouses and factories have been repurposed as college buildings and restaurants. Georgian and Victorian

buildings along Bridlesmith Gate now play host to designer shops, the retail values of which are among the highest in the city.

### Objective A: Care for and improve our historic environment, using it to attract investment

Much of the city's heritage is well cared for by a steady flow of investment. Current and future issues need to be tackled through constructive conservation and heritage-led regeneration. With the right support and forward planning the benefits of existing investment can be amplified using sources of funding to the advantage of everyone in the city.

### Key Actions:

Undertake a regular review of external funding pots and ensure potential avenues for attracting cash into the city are well publicised among stakeholders. This study should be carried out alongside a review of the city's strategic priorities to help identify candidate projects. Create and promote the infrastructure to encourage and support heritage projects of all scales throughout the city. Projects that can tackle immediate issues should be prioritised.

### Objective B: Integrate the city's heritage in strategic planning

The historic environment needs to be seamlessly integrated with plans for the city. Heritage has a central role to play in achieving strategic objectives. Plans to improve and regenerate areas of the city must be formed around their existing historic character, capitalising on the benefits and opportunities presented by our heritage.



**Key Actions:**

Ensure the heritage agenda is integrated into all stages of producing Local Plan policies. Supplementary Planning Documents, Masterplans and guidance should be prepared to clarify the historic environment’s role in growth and development. This should include a review of key site allocations within the Nottingham City Land and Planning Policies document to raise awareness and profile of key heritage opportunities and issues, alongside the consideration of the role of heritage in area based plans across the city such as the Southern Gateway.

**Objective C: Develop mechanisms and guidance to manage the city’s heritage**

A detailed review of the city’s heritage management approach is required to understand its scope, condition and effectiveness. Results should help ensure that the city is able to deliver a sustainable future for its heritage. New tools and frameworks, such as place reviews, will be required to ensure the successful delivery of this strategy and these will need to be formally adopted and promoted.

**Key Actions:**

Conduct detailed reviews of existing management systems including Conservation Area Appraisals and Management Plans, Asset Management Plans, the Local List maintained by the Civic Society, and Archaeological Constraint Areas. Develop a range of tools to respond to new evidence and to monitor the delivery of this strategy, such as the Buildings at Risk survey. Develop guidance and tools to tackle common challenges faced by key partners. Take steps to ensure that guidance and supporting information is accessible and well signposted.

**Objective D: Develop the necessary resources, expertise and skills**

The city heritage depends on people with the necessary skills and expertise, alongside the appropriate resources, to overcome issues and take advantage of opportunities. Using the right structures,



such as Community Interest Companies, much of what is required can be drawn together from existing sources. Sharing experience, good practice and success will help generate positive momentum across the city.

**Key Actions:**

Develop and undertake a programme of training (e.g. CPD) and outreach

to raise awareness of heritage issues and increase skills to tackle them. Encourage and support groups and networks that can bring together skills and expertise to the benefit of the historic environment. Develop stronger lines of communication between all services and organisations that have an interest in the city’s heritage.

**Outcomes:**

- A well-resourced historic environment that uses internal funding, skills and experience to attract investment
- Heritage that is valued and cared for, and has a central role in the city’s economy and culture
- A robust and clear strategic policy framework that secures a sustainable future for heritage
- Plans that embrace the value of heritage in setting out a future for the city
- Place-leadership that engages with heritage issues and opportunities at early stages
- Information and guidance about the historic environment that is easily accessed
- The ability to monitor the condition of the city’s heritage as it develops
- A well-resourced and connected expert community of professionals and volunteers that brings together skills and expertise to the benefit of the city’s historic environment



## AIM 3: Celebrating

People are passionate about Nottingham's heritage and intrigued by over 1500 years of triumph, trial and conflict. Communities must be able to participate in and celebrate their heritage. Stronger connections between people and the places in the city need to be encouraged, raising awareness and increasing the valuable relationship we have with our past.

Nottingham's historic environment, including its open spaces, buildings and cultural venues, is increasingly used as a spectacular stage for events. Heritage is often the unique selling point behind an event, offering prestige and a unique experience. There is opportunity to broaden Nottingham's cultural offer through promoting a diverse and innovative programme of events in historic locations, expanding how it is experienced and invigorating undervalued areas of the city.

Heritage can be hard to get in touch with: caves and archaeology have their own physical barriers to access; social history exists mainly within the memory and legends. Opportunities to promote and make the city's heritage more accessible must be developed, helping people enjoy the full breadth of the city's offer.

### Objective A: Improve physical connections with the city's heritage

Nottingham's cityscape should encourage full exploration of its cultural heritage. Key buildings, services, attractions and areas should be well signposted and easily accessible. Where possible, greater public access to currently restricted parts of the city's heritage needs to be achieved. The public realm should promote access, re-establishing and highlighting historic connections and revealing significance through new development.

*Recent work on Maid Marian Way provides an example of how a damaged historic street pattern, joining the Castle with the city centre, can be improved. The scheme kick-started a positive change to Nottingham's public image. Tackling the worst aspects of Maid Marian Way was an essential component in reconnecting the fabric of the city (Commission for Architecture and the Built Environment).*

### Key Actions:

Improve navigability of the historic city through improvements to the city's public realm. Identify opportunities to reconnect and reinvigorate historic elements of the public realm, including Malin Hill and the journey from the Castle to the cliff. Review existing guidance, including the Urban Design Guide, to encourage development that retains and enhances key historic elements across the whole city. Take steps to ensure that heritage is part of the development and delivery of the city's highway and transport strategies. Develop and promote connective infrastructure, including footpaths and cycleways, throughout the city.

### Objective B: Establish better intellectual connections with the city's heritage

Information about the city's past needs to be accessible to everyone with an interest in it. New media and technology can provide ways to explore once inaccessible parts of the city's heritage, not least its unique system of caves. The city must lead the way in developing methods that bring heritage to new, wider audiences while also continuing to use traditional methods of access and interpretation.

**Key Actions:**

Create a digital media strategy for heritage that evaluates existing and potential levels of heritage information provision. This should also identify links between sources of information, helping to provide an increasingly joined up experience. As a priority, information that promotes the sustainable management of the city's heritage must be made available.

**Objective C: Engage people about the city's heritage**

The nature, value and benefit of the city's historic environment should be clearly understood. Everyone in the city should be involved in the future of Nottingham's heritage, able to participate in and enjoy the past. As such, local expressions of heritage by communities should be encouraged and supported. This requires a pro-active approach, led by groups and organisations actively working within the city's communities. Local community groups, the City Council, schools and local organisations, have a central role in promoting heritage.

**Key Actions:**

Support and expand the existing programme of heritage events in the city. Promote an educational role for the city's heritage by supporting and enabling visits, research and outreach. Inspire and drive forward community-led initiatives in the city through guidance and information. Celebrate heritage openly through an annual awards scheme that recognises good practice and civic pride. A media strategy for the city's heritage should be developed.

**Objective D: Broaden the appeal of heritage, diversifying how it is experienced**

People often come into contact with heritage by proxy. It is the backdrop to our everyday lives and often at the centre of an occasion or event. The city's heritage has a broader, untapped offer that can be brought into play by diversifying the way it is experienced. The provision of simple infrastructure and permissions can help reinvigorate the city's historic environment. Entrepreneurial skills inherent to the city

must be turned to the advantage of the city's heritage, and all those with a stake in heritage should be encouraged to open their doors to achieve greater public enjoyment and participation.

**Key Actions:**

Review the full breadth of the city's historic environment for potential event space and promote the contribution heritage assets can make to Nottingham's cultural offer. Raise the profile of underused elements of the city's heritage, such as archaeology and social history. Seek out the necessary permissions (e.g. licensing and access to privately held assets) and put in place the necessary infrastructure (e.g. electric points) for heritage venues to have an increasingly active and diverse role in city life. Encourage opportunities for a more integrated heritage offer across the city, such as through joint ticketing. Encourage heritage to be part of celebrations in the city, integrating with existing and future public events. Develop a new programme of events purposely designed to showcase the city's heritage.

*Nottingham's rejuvenated Market Square sits in the heart of the city. In Norman times it was divided in two by a boundary between the English and French boroughs. Today it plays host to a variety of cultural events, including the Christmas Market, civic occasions and fayres. Its remodelling in 2007 is widely recognised as making a significant heritage-led contribution to the wider regeneration of the city.*

**Objective E: Promote the city's heritage as a core part of its cultural offer**

Nottingham is planning to be an even greater cultural destination. With research and marketing, heritage can be harnessed to promote the city at national and international levels. We need to be clear about how we intend to market the city, and what contribution our cultural heritage can make in attracting people to Nottingham and encouraging them to explore more once they get here. Greater awareness of the inspirational roles heritage has to play is needed, helping to trigger projects and increase

confidence in capitalising on the historic environment. Heritage must be known as an indispensable element of city life, bringing real benefits to communities, businesses and visitors.

**Key Actions:**

Prepare a full audit of the different elements of the city's cultural heritage including key figures, assets and attractions. Conduct market research into perceptions of Nottingham's historic environment and use the results to identify opportunities to raise the profile of the city's heritage offer. Capitalise on existing marketing avenues to promote the city's heritage, especially for undersold and undervalued heritage attractions. The successes of heritage-led regeneration and heritage projects across the city must be publicised, setting precedent and raising awareness of the beneficial economic, cultural and environmental roles of the historic environment.

**Outcomes:**

- A well-connected navigable cityscape that encourages full exploration of the city's heritage
- A transport infrastructure that actively connects people with Nottingham's historic fabric
- A collective approach to the interpretation and sharing of information about the city's historic environment
- An active cityscape that encourages people to investigate Nottingham's heritage
- Empowered communities, passionate about and able to participate in the heritage of their local areas and the wider city
- A valued and cherished historic environment, celebrated by all communities in the city
- A vibrant educational and artistic offer, promoted and experienced through the city's cultural venues
- An active role for the historic environment that contributes to both day-to-day living and major events
- A vibrant and attractive cultural heritage offer that is well integrated with how the city promotes itself

# Governance & Delivery

This strategy provides a foundation for the future management and development of Nottingham's heritage. It is a document for the entire city, involving partners from the public, private and charitable sectors, and all communities in the city. Aims, objectives and actions should be undertaken collaboratively, and the necessary infrastructure must be put in place to motivate, enable and monitor the delivery of the strategy.

A range of new bodies will be created to oversee and support Nottingham's Heritage Strategy:

## A Heritage Panel

A panel of stakeholders will have overall responsibility for steering the strategy, drawing in capacity, skills and resources. The panel will promote heritage within related sectors, helping to drive the implementation of yearly Action Plans. Key responsibilities will include:

- Oversight of the delivery of strategic aims and objectives, promoting them in the city
- Acting as an advocate and champion for Nottingham's heritage and the roles it can have in the sustainable development of the city
- Advising and helping to co-ordinate heritage and heritage-related initiatives
- Celebrating the city's heritage by recognising and promoting good practice

The panel will have an active role in the delivery of the strategy, convening to reward good practice and consulting on major projects that involve the city's heritage. The shared expertise of members should inform projects at all stages, from concept, through procurement, to completion.

## A Heritage Lead

Delivery of the heritage strategy will be supported by a dedicated post responsible for convening the panel, marshalling resources, and taking a lead on projects where necessary. Based at the City Council, the post will provide a hub around which partners from the public, private and voluntary sectors can coalesce. A key responsibility will be identifying funding opportunities and disseminating these through the Heritage Partnership.

## A Heritage Partnership

A new Heritage Partnership, capable of pooling resources, expertise and experience from across the city, will be created. Based on the strategy's three key aims, the partnership will be organised into a series of forums that are able to advise and support organisations wishing to undertake heritage projects. Members will be listed in a Heritage Directory, a web and email based tool structured according to areas of expertise and interest.

When new funding streams come online or momentum builds within the city, there will be windows of opportunity to deliver strategic actions. A regular newsletter, circulated to the Heritage Partnership and beyond, will help ensure those with an interest in delivering heritage projects are well informed and able to respond.

## Buildings Preservation Trust

The potential for a new Buildings Preservation trust will be explored. The Trust will be a key delivery mechanism for many projects concerning the built environment, and an initial series of projects will target buildings at risk. The Trust will also have an important role in helping communities across the city to manage their historic buildings and find sustainable uses for them.

## Resourcing the Strategy

Nottingham has shown itself to be capable of attracting substantial amounts of external funding into the city. To continue to do this organisations across the city must continue to pool their resources, using their combined manpower, finances and experience. Existing sources of funding should continue to be petitioned, with new applicants assisted by those with experience of the process.

Alternative avenues of funding, such as Tax Increment Financing, central government schemes and developer-funded contributions, should be investigated and promoted by the Heritage Panel. Alternative structures for delivering heritage services will be considered, enabling heritage assets to be managed more autonomously and commercially where there are clear beneficial outcomes.

This strategy helps in providing a framework for attracting resources, showing how heritage projects will bring wide-ranging benefits to the city. The same is true of other investments made into the city, and it will be important to show how the historic environment benefits from other 'non heritage-led' initiatives and projects. Drawing strong links between heritage and the city's economy, environment and society will broaden the resources available to deliver this strategy, helping to secure a better and more sustainable future for Nottingham's heritage.

## Managing the Strategy

Nottingham City Council is responsible for the day-to-day management of the heritage strategy and takes the lead on reporting progress to the Heritage Panel. The city's strategic plans and the council's statutory responsibilities form an important springboard and pathway through which heritage projects can be delivered.

Recognising this, the council will review its own services and ensure they are best structured and resourced to implement the new strategy. In-house skills and expertise will continue to be used to bring partners together, attract external funding and support heritage initiatives of all scales. The council will continue to play a lead role in major funding applications for large public projects, bringing investment from key regional and national bodies such as the Heritage Lottery Fund and Historic England.

## Implementing the Strategy

Aims and objectives will be achieved incrementally over the duration of the strategy. Heritage already plays a significant role in the life of the city, and the initial driving force will come from those groups and organisations already engaged in the city's historic environment. This momentum must be harnessed and promoted through established networks to involve everyone with a stake in the city's past and future.

Activity groups, such as the Creative Quarter Company and the Derby Road Regeneration Steering Group,

provide useful models for mobilising local partners in achieving common objectives, including those about the historic environment. The City Council will also play its part, actively supporting and intervening where required, using its statutory powers to prompt actions and attract investment. These will include the development and application of planning policies, the enforcement of Urgent Works Notices and the implementation of Section 215 notices, which enable a local planning authority to require land to be cleaned up when its condition adversely affects the amenity of the area.

Key organisations and groups that can help bring forward the strategy include:

- Experience Nottinghamshire celebrates and promotes the city's cultural offer, encouraging visitors, shoppers and investors to engage with the historic environment
- The Invest in Nottingham Club and the Nottingham Business Improvement District are forums for reaching out to potential investors, developers, and local businesses
- The Civic Society and community-led organisation, caring about heritage and dedicated to helping make the city a better place to live
- The Nottingham Open and Green Space Forum will act as key advocate and consultative committee regarding the restoration and improvement to the city's historic parks and green spaces

- Cultural attractions including theatres, museums, galleries and other venues, which are the stages and conduits that bring the city's heritage to life

## Measuring Success

A key part of delivering the heritage strategy will be understanding and measuring its achievements. Nottingham City Council will undertake intelligence gathering and benchmarking, reporting on progress to the Heritage Panel. Intended project outcomes will be defined in advance and used to understand how strategic objectives are being delivered. Overall progress on the objectives of the Heritage Strategy will be reviewed in a short published public report on a yearly basis. This will enable all partners to see how projects have been delivered, and allow areas of shortfall to be prioritised.

## Key Actions:

- Establish a Heritage Panel to steer the delivery of the strategy
- Set up a new Heritage Partnership
- Produce an annual progress report and regular newsletter
- Review and align the City Council's services to help fulfil this strategy
- Promote the heritage strategy among stakeholders, triggering and supporting its delivery
- Define the proposed outcomes of projects and develop frameworks to manage and monitor their delivery
- Create and build on established networks that bring together stakeholders to drive the strategy forward
- Create a new dedicated post to help develop partnerships and deliver actions

## Timetable

The strategy will be delivered over a 15 year timescale. Action Plans, defined by the Heritage Panel in conjunction with partners, will be set out on an annual basis. As a rolling programme, the Heritage Strategy will be promoted and monitored by the Heritage Panel, ensuring that opportunities can be taken advantage of and projects prioritised according to the needs of the city and the resources available.



