

SPRING 2020

A HIVE OF INDUSTRY

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ready for autumn opening

THRILLS AND SKILLS

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world's top theme parks

Derby
Now
and
Then



KEEPER OF THE CITY'S TREASURES

Old Bell saviour's rescue
plan for world-famous store

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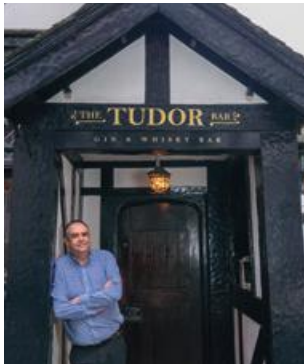
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press@marketingderby.co.uk

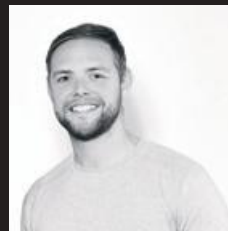
Produced for Marketing Derby by
STEVE HALL
COMMUNICATIONS

CONTRIBUTORS



Steve Hall

Writing and editing:
Steve Hall has worked in the media for more than 35 years and is a former Editor and Managing Director of the Derby Telegraph. He has won numerous industry awards, including UK Newspaper of the Year and UK Editor of the Year. He now runs his own media consultancy.



Andy Gilmore

Design: Andy Gilmore is a creative designer with 12 years experience in the design industry. Currently working at Katapult, Andy has worked internationally with some of the world's biggest brands.



Ian Hodgkinson

Images: Ian Hodgkinson has been capturing Derbyshire life in pictures for 16 years. He's a former Deputy Picture Editor of the Derby Telegraph and now runs his own photography business, PictureIt Media.



RESTORATION MAN

PAUL HURST HAS ALREADY SAVED ONE OF DERBY'S MOST HISTORIC BUILDINGS FROM RUIN. NOW HE'S INTENT ON RESCUING THE WORLD'S OLDEST DEPARTMENT STORE.

Paul Hurst's face lights up as he describes what customers can expect when he relaunches the world's oldest department store.

It won't just be about shopping, Paul reveals. It will be much more of an experience, with features and entertainment designed to drive visitors through the doors, keep them there and entice them back time and time again.

Paul is the Derby lad who is on a mission to rescue Bennetts, the city institution which lost its way and crashed into administration last year.

He is a huge enthusiast for the city and its heritage and is bursting to share his plans with the world – but, with obvious difficulty, is holding himself back until the right moment within his marketing plan.

I coax harder ... and he cracks. A little!

"There will be a gin bar in there. There will be hair and beauty. There will be fashion shows. There will be live painting and art classes.

"There will be a lot of things happening every time you go in that you can engage with to make sure you stay a long time and want to keep coming back.

"There will be a fabulous food hall. I looked at the original food hall and it's given me all kinds of ideas for going forward. I'm dead excited. I have to check myself because I want to share everything."

Most ordinary business people confronted with an opportunity to take on a failed department store, in a challenging building and an even more challenging retail climate, would walk quickly away.

But Paul, of course, is no ordinary business person.

He's already transformed Derby's historic The Old Bell Hotel from closed-down, falling down wreck to vibrant, successful business – and now, with Bennetts as well, he is fast becoming Derby's Restoration Man.

"We've lost so many fabulous buildings in the city and so much of our heritage but it's never been more important to have that heritage because people want experiences now," he says.

"When they go out shopping, for a meal or a drink, they want experiences.

"People want to have that selfie, that perfect Instagram picture. People will specifically come to our Tudor Bar at The Old Bell to have a picture taken with a whisky by the fire. You have to think about every room and about whether there is something in it that you would want to put on Instagram."

This brave new world, where commerce mixes with theatre, is a long way from Paul's career roots in engineering – "that background gave me a methodical thought process and that has always served me well" – and as a trouble-shooter for the world's largest printing company.

Even in those days Paul was a travelling ambassador for his home city.

"I just love what Derby does and we are shocking at promoting



ourselves,” he says.

“All the years I used to travel around in my print job, I’d visit places where no-one had heard of Derby and I would tell them how amazing the city is. We don’t talk about it enough and push ourselves enough.”

His first foray into Derby’s leisure sector came when he bought Café B, on Sadler Gate, and then moved across the street to Sadlergates. But, although things were good, Paul’s head was turned by a boarded-up, rundown building that he would pass each day as he made his way into work.

It was The Old Bell Hotel.

“I would come down Sadler Gate and see the state of the place. Kids were putting lit paper through the letterbox, trying to set fire to it, and the windows were smashed.”

It was the beginning of a love affair that would see Paul buy the building from the bank that had repossessed it and embark upon

a three-year, £1.3 million rescue project.

What he had purchased was a grade II-listed coaching inn, constructed in 1650, and, at the time, considered to be one of the finest examples outside London.

But what Paul actually got his hands on was a crumbling, decaying hulk.

“It had been shut for a couple of years before we bought it but it had been neglected for a long time before that,” he recalls.

“A lot of the rooms had been sealed up and left. There was graffiti everywhere. The toilets had all been smashed up. The back part of the building was collapsing because all the main beams had gone.

“It needed rewiring. It was all old, lead pipework that needed to be taken out. The list just kept getting longer and longer.”

Paul had to spend around half a

million pounds just to make the place wind and watertight.

But he was determined that a building with such a rich history should be restored to its former glories.

In its heyday, The Old Bell was a major stopping off point for stagecoaches travelling all over the country and for mail coming in from across the world.

It had more than 50 hotel rooms and had seven bars and restaurants on site.

But it wasn’t just a coaching inn. Over the years, the building was also home to a doctor’s surgery, courtroom and its cellars were even used as prison cells.

Remnants of its past remain dotted around the building, with pathways and tunnels deep in the cellars that lead to various parts of the city centre and five foot-high cages that were built to house the hounds that accompanied the stagecoaches.

01. ONE OF THE GRAND FUNCTION ROOMS AS IT WAS BEING REFURBISHED.
02. THE SAME ROOM, AFTER RENOVATION, IN USE AS A WEDDING VENUE.

03. THE OLD COURTYARD SPACE AS WORK WAS TAKING PLACE.

04. THE NEW AND IMPROVED COURTYARD AREA.



PAUL HURST ENJOYS THE AMBIANCE OF THE 'NEW' OLD BELL.

The attic rooms, that offered cheaper accommodation and were often home to loud and rowdy guests, had remained untouched for hundreds of years and some still had their original numbers on the doors.

The building had welcomed all kinds of visitors. In 1745, some of Bonnie Prince Charlie's troops were billeted in the upper rooms. In the 1960s, John Lennon and Paul McCartney called in for a drink.

And, for many years, the Tudor Bar was the smoke-filled room where Derby's judges, politicians and police officers would gather to plot the city's future.

It was the first part of The Old Bell Hotel to undergo extensive renovations. More than £55,000 was spent on getting it to look almost exactly how it did in the early 1900s.

When the building was taken over, the bar had fallen into the cellars, the roof was patchy, with rain pouring in, and the Tudor-style panelling was in desperate need of repair.

It was also discovered that a coffin lay underneath the bar!

"With a listed building, you never

know what you are going to get. It was full of surprises – some nice, like when you uncover a fireplace, some pretty horrendous, like when you discover the floor is completely rotten and needs to be replaced," says Paul.

He is grateful for the support he received from Derby City Council, advising on the conservation work required and pointing him in the direction of grants he could access to help with the cost of repairs.

"To be fair to the council, they were very good at holding our hand and taking us through the process. They also bought into the vision and understood that this project would be good for the city," he says.

Among the building's more astonishing revelations were two glass domes that were discovered in the ceiling of the Grand Regency Room. They had been boarded over below and covered from above.

"We took the covers off and all these pigeons were living in there but then we saw these stunning glass domes."

Stunning they may have been but they were also smashed and requiring total renovation – a piece

of work which, alone, cost £30,000.

"The city council said it would help with a grant and we got the restoration done. The pay-off is that when people now go into that room, they just say 'wow'.

"The council also helped us with the front windows of the pub. They all had to be taken out, numbered, taken away, restored and then put back in," says Paul.

There have been other, smaller discoveries during this labour of love that have also left Paul amazed.

"We pulled some floorboards up and found a coin from the 1800s. It probably belonged to some bloke who had travelled here on the stagecoach, was staying overnight and dropped this coin through the floorboards. I was sat there holding it and thinking what a story it could tell. The last person to hold it before me had it in their hands 200 years ago."

It wasn't just Paul that fell in love with the task of restoring The Old Bell – the wider city did too. And, when opening day arrived, crowds flocked to see what he had achieved.

"We are so lucky at The Old



Bell that the people of Derby have followed the journey and supported us. On the day we opened, we had a stagecoach that left the Cathedral with some dignitaries to open it. The stagecoach couldn't get down Sadler Gate because it was packed with people," Paul remembers.

"If you put sweat, blood and tears into something like protecting heritage for the future, then people do invest into you and support you."

Paul recalls the first major event the building hosted after opening – the city's folk festival that had to be relocated from the Assembly Rooms after the venue was closed by fire.

"The paint was still wet on the walls when people were coming in but The Ballroom looked amazing. All I could hear was 'oh wow'. I had to leave the room because I was filling up. It got me so emotional."

In the four years since, the business has gone from strength to strength. It now operates three bars, The Belfry Restaurant and four function rooms – and does an amazing trade online supplying Sunday roasts and kegs of ale direct to people's doors.

And that's not the limit of Paul's ambition. Work is currently underway to restore 16 rooms so that guests can finally stay overnight at The Old Bell once more.

"They will be high-end, boutique rooms. With it being engraved on the building that it's The Old Bell Hotel, people often ask about booking rooms, especially with all the weddings and functions that we now do," says Paul.



01. THE OLD BELL ON SADLER GATE, DERBY.

02. THE OLD STABLES AREA IN THE PUB HAS BEEN TRANSFORMED INTO A BRIGHT FUNCTION SPACE.

03. THE WELL-STOCKED BAR, READY TO GREET THIRSTY CUSTOMERS.

04/05. THE COMFORTABLE MAIN BAR INTERIOR.



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THE NEXT CHALLENGE: BENNETTS ON IRON GATE, DERBY.



BENNETTS DEPARTMENT STORE.

However, he's not rushing to get them open – "it will probably take about 18 months" – because, in the meantime, he has taken on another project ... Bennetts!

The department store, on Iron Gate, is widely acknowledged as the world's oldest and began trading in 1734. But, in February last year, the city was sent into shock as management announced that they could not pay their creditors and were calling in the administrators.

A deal to sell the Bennetts name and assets to a company called London Sole was struck but, when this too hit the rocks, things looked bleak.

"We had been approached earlier by the administrators but I had told them that it wasn't really our bag," says Paul. "I thought someone would take Bennetts on because it's the world's oldest department store and it's still loved by Derby people."

But when it looked like the business might disappear forever, Paul decided to act.

"I wasn't thinking I need a department store or want a department store but Bennetts was a key part of the Cathedral Quarter.

"The Cathedral Quarter has done incredibly well given the economic climate – since the crash, since online and since Westfield. The BID came along and that does very well, including winning High Street of the Year. But we don't want it to slip back.

"If Bennetts goes and is not there anymore, then it leaves a massive gap. I said we would have to do something. Over the years Bennetts had lost its way and needed to reinvent itself but I thought it was a great opportunity to come in and do something special," Paul says.

Paul acquired the Bennetts name and business but not the Iron Gate building. He considered getting it trading again quickly online while he looked further into the options for a physical store – either on Iron Gate or elsewhere.

But, after further deliberations, he decided it would be better to try to launch both together.

"We looked at doing online first, while looking at the building, but would have needed a warehouse and to sort logistics so we have now decided that the two will open at the same time."

Negotiations are continuing with the original landlords and Paul is hopeful that a deal can be done to see the store re-open in its previous home.

"It's a massive building. The store was about 16,000 square feet but the whole building is 30,000 square feet. There's massive stockroom space that we would not need these days. We recognise that we can repurpose that part to make it more commercially viable.

"At the moment we are still discussing things with the landlord. There's a massive amount of work that needs to be done internally and externally. There's less heritage

in there than The Old Bell but it's about repurposing the building – new wiring, new heating systems; everything really."

Paul's team have spent the last four months clearing items from the building – and have made some fascinating finds.

"I don't think they threw anything away for 285 years," jokes Paul.

"All their meeting minutes were still there. In those, they talk about the Eagle Centre opening and its impact. In the 70s, Rolls Royce had gone into administration, owing Bennetts £6,000, and they were worried about whether all the people employed by the company would be able to carry on spending money in the store."

Paul estimates that Bennetts will be back up and running in the next 12 to 18 months. He is currently busy creating temporary offices for staff involved in the project upstairs at The Old Bell and will soon begin recruiting key members of the new team.

"We are going to get a retail director and a buyer in," he reveals.

"My success isn't about me, it's about bringing people in who are far better than me. I'm a businessman and I know the numbers and where we need to be but it's the team I get in that will make the business a massive success."

Is he worried that, with the store having stopped trading some



“We’re launching a website to keep people up to date. There will be social media and there’s talk about doing a TV series.”



months ago and more time needed to get the relaunch sorted, the power of the Bennetts name might start to fade?

“We’re going to keep the brand alive in the meantime,” says Paul.

“We’re launching a website to keep people up to date. There will be social media and there’s talk about doing a TV series to show the journey of the world’s oldest department store.”

Paul is planning to hold meetings with former Bennetts staff to ask them what was great about the business previously and where they think it went wrong. He’ll also be asking other businesses, shoppers and young people in the city, what they would like to see when the store reopens.

It’s clear there’s already huge interest in the project from the

public. As we get Paul to pose for photographs on Iron Gate, passers-by recognise him and stop to ask for updates.

“I was worried when it closed down but felt better when I heard Paul had bought it,” says one.

They, it seems, are already confident that Paul’s latest madly ambitious project will be a big hit. But what about the man himself? What will success at Bennetts look like to him?

“A very popular store; a very busy store and very busy online, with a fantastic new product line that I am very excited about. Bennetts are going to make their own products. I can’t tell you about it yet but the products will all be about Derby,” he reveals.

He checks his enthusiasm, conscious, once more, that he



might be giving away too much too soon.

While it may be a few months yet before we get to hear his full vision for the new Bennetts, if Paul’s track record at The Old Bell is anything to go by, it will certainly be worth waiting for - and another of the city’s most precious assets is in good hands for the future. **1**

01. THE RESTORED SIGNAGE OUTSIDE THE OLD BELL.

02. PAUL HURST ENJOYING THE COMFORTABLE WING BACK CHAIRS.

03. THE FAMOUS OLD BELL HOTEL SIGN OVER THE ENTRANCE ARCH TO THE PROPERTY.



ST MODWEN PARK DERBY.

GO-AHEAD FOR £80M SCHEME TO CREATE MORE THAN 1,000 JOBS

The green light has been given for an £80m development scheme that could create more than 1,000 jobs in Derby.

The 70-acre site, adjoining Pride Park, will be developed by St Modwen and will be known as St Modwen Park Derby. It will include 650,000 sq ft of industrial and logistics space. Nick Hosking, Director at Innes England, which is acting as joint agents for the site, said: "St Modwen Park Derby will prove an attractive proposition to a wealth of businesses due to its immediate access

onto the A52, directly connecting the site to Junction 25 of the M1."

A planning application, submitted in conjunction with landowners Network Rail, for the scheme in Wyvern Way, formerly known as Derby Triangle, was approved by Derby City Council.

Site works will commence this year and the first units are expected to be ready for occupation in early 2021. Once the entire scheme has been delivered, it could bring up to 1,250 jobs to the immediate area.

NEW £1M LINK ROAD TO UNLOCK POTENTIAL OF AIRFIELD SITE

D2N2 Local Enterprise Partnership has agreed to provide £1m to create a new link road to unlock the development of Ashbourne Airfield.

The £10.7m scheme, next to the Airfield Industrial Estate, would see the creation of the nine-acre Ashbourne Business Park, a new housing development and a new roundabout and link road.

The project is a partnership between Derbyshire Dales District Council, Derbyshire County Council and landowner FW Harrison,

all of which have put in additional funding for the infrastructure improvements.

FW Harrison Commercials is seeking permission from Derbyshire Dales District Council to build on the 82.7-acre site, 24.7 acres of which would be given over to employment use. According to its planning application, the commercial hub would feature space for shops, professional and financial services, restaurants and cafes, drinking establishments and a hotel with up to 80 beds, as well as an additional industrial unit.

10K RUNNERS TO GET WATER BOTTLES MADE FROM PLANTS

Plant-based water bottles are to be given to the runners of this year's Derby 10k – making it one of the most environmentally-friendly races ever run in the UK.

Utilita Energy is to be the 10k's first Official Environmental Partner after agreeing a deal with organisers Derby County Community Trust. The energy supplier is

paying for the 100 per cent plant-based water bottles, meaning 10,000 plastic bottles will not be required.

Emma Pilgrim, Events Manager at Derby County Community Trust, said: "The environmental impact of the race is something that we have been thinking more about across the last year, as we have a responsibility as an event and as a charity to educate participants across all of our programmes on single-use plastic."



WAYNE HOLLINSHEAD, CEO OF PATTONAIR AND PRESIDENT OF THE NEW COMBINED COMPANY.

AEROSPACE COMPANY COMPLETES MERGER WITH U.S. COMPETITOR

Derby-based Pattonair has completed a \$1.9bn merger with U.S. counterpart Wesco Aircraft Holdings, one of the world's leading providers of supply chain management services to the global aerospace industry.

The combined company becomes a \$2.4bn business, with a footprint in 17 countries and more than 4,000 employees worldwide.

Wayne Hollinshead, Pattonair chief

executive since 2011, has been named president of the new company.

He said: "I'm thrilled with the benefits this combination brings customers and our employees. We expect that our scale and reach, coupled with sophisticated inventory and supply chain management capabilities, will better position us to benefit from industry growth and drive greater operational efficiency."



STEPHEN SALLOWAY, HARDYAL DHINDSA AND JOHN BLOUNT AND NICK BLOUNT OF IVYGROVE DEVELOPMENTS.

NEW £9.5M POLICE STATION SCHEME AGREED

Building of a new multi-million-pound police station in Derby will go ahead after a deal with the landowner was agreed.

Derbyshire Constabulary has signed contracts with Ivygrove Developments after a deal brokered

by Salloway Property Consultants.

The £9.5m development will be linked to the existing fire station in Ascot Drive.

Planning permission has already been granted for the station, on a former Rolls-Royce site and car park which faces on to Osmaston Road. It will replace the ageing Cotton Lane

police station after it was deemed that repairs there would be too expensive and unfeasible. More than 200 staff will be based at the station.

Derbyshire's Police and Crime Commissioner Hardyal Dhindsa said: "This new station, part of our ongoing estates plan, will make a tangible difference to policing in Derby and the south of

the county."

Stephen Salloway, Managing Director of Salloway Property Consultants, said: "This is a major development for Derby, on an excellent site."

COMMS FIRM JOINS CRICKET CLUB'S TEAM

A1 Comms Ltd has been named mobile telecommunications partner of Derbyshire County Cricket Club.

This new sponsorship cements a relationship with the cricket club which stretches back over many years. Until the end of 2021, the Alfreton-based company will supply EE-connected mobiles to the club's playing, coaching and operational teams.

Steve Heald has recently been appointed as Managing Director of A1 Comms and is working on expanding the company's B2B fixed-line and mobile offer to firms, especially in the East Midlands. He said: "We are delighted to support other businesses, particularly ones with such deep community affiliations as Derbyshire County Cricket Club, which is marking its 150th anniversary."

COFFEE COMPANY IS TOAST OF RETAIL AWARDS

BEAR Coffee Company is celebrating success at the prestigious Revo Gold Awards for the UK retail industry - scooping the Re:tales prize for its strategic partnership with Intu Derby.

Revo sets standards, recognises achievement and sparks ideas across the UK retail sector and had shortlisted the independent coffee brand alongside some huge industry names such as Primark, IKEA and JD Sports for the award.

Co-founder of BEAR Craig Bunting said: "We're inconceivably proud to not only be recognised for such a prestigious award but to actually win against such frontrunners in



THE BEAR COFFEE TEAM RECEIVING THEIR AWARD.

the retail industry. It feels surreal but also like a huge leap forward for BEAR and for the whole indie business community."

For the Re:tales category, award jury members considered examples of strategic partnerships between occupiers

and owners which were delivering innovative customer-first approaches, benefiting stakeholders or occupiers, demonstrating continuous innovation and delivering an outstanding and differentiated customer proposition.

A DIFFERENT KIND OF SWING

**DERBYSHIRE
COUNTY CRICKET
CLUB IS PREPARING
TO CELEBRATE ITS
150TH ANNIVERSARY
AND WELCOME ONE
OF THE BIGGEST NAMES
IN SHOWBUSINESS TO
ITS HOME.**





RYAN DUCKETT, CHIEF EXECUTIVE AT DERBYSHIRE COUNTY CRICKET CLUB.

Spectators at Derbyshire County Cricket Club have seen plenty of swing over the last 150 years.

But, usually, it is the bowlers responsible, vigorously shining one side of the ball in an attempt to get it to move whilst in the air and deceive the batsman.

However, in July, the Pattonair County Ground pitch will witness an entirely different kind of swing as superstar singer Michael Buble performs one of the biggest concerts the city has ever witnessed.

It will be the fourth major gig staged there in the past three years, following appearances by Elton John, Little Mix and Boyzone. And the club has put the city firmly on the map with some of the biggest entertainment promoters – disproving the claim that our proximity to the likes of Nottingham, Birmingham and Manchester keeps the A-listers away.

As they make preparations to welcome up to 18,000 fans to this latest show, cricket club chief executive Ryan Duckett gave an insight into the celebrity world that is helping to fund a transformation on and off the pitch at the County Ground.

It's a tale that involves plenty of drapes and flowers, helicopter flights, catering for superstar pets – oh, and plenty of hard graft.

"What we have done since about 2015 is decide that we need to use the ground for more than just cricket and become a 365-day-a-year events venue," explains Ryan.

"We had been doing conferences and Christmas parties and other things to bring income into the club but a number of our competitors had been using their venues for concerts. It seemed an obvious thing to do to generate additional revenue to invest into cricket and to raise the profile of the venue as well."

So just how did Ryan persuade an artist like Michael Buble, with his four Grammy awards and 60 million record sales worldwide, to bring his tour to Derby? The short answer is lots of legwork.

"We started to contact promoters

who were doing concerts at similar venues. Moving through autumn of 2015 we thought we would have our first concert in 2016. That did not quite get beyond the line with that particular artist but, on the back of that, came the first concert with Elton John. That was held the following June," says Ryan.

"It's very competitive to get these acts. We have done four headline concerts. I've had probably 40 to 50 conversations about bringing concerts here. You have to have 10 conversations with a promoter to get one. That's not unique to us. It's just the nature of the business. You speak to other venues and it's similar - unless you're the O2 or NEC.

"Having hosted Elton John, Boyzone and Little Mix, as well as the connections we had made, it put us on the map as a venue. When you're talking to people like AEG, who are one of the world's largest promoters, it's useful to be able to say that you have hosted big concerts before.

"The feedback is that it works well as a venue, for operators logistically and also because of its position in the middle of the country."

The Derbyshire team are experienced and highly skilled at preparing the Pattonair County

Ground for cricket but hosting a top music act and the 18,000 fans who will make up the audience is a very different challenge. How have they adapted?

"Some of us, including myself, had experience of putting on non-sporting events in the past but it's been a learning curve for some," says Ryan.

"The promoters for the larger concerts hire the venue and take the lead on the sales and marketing. We are contracted to host, so it is an operational thing for us - we help with the set-up, the ground configuration and the stewarding. Where we are in charge is hospitality, catering and bars, traffic management - all key parts of the concert that if you don't get right, promoters are not going to come back."

Hosting the Michael Buble concert will be a 10-day exercise - five days to install the stage, lighting and other facilities, the show day itself and then four days to take everything down and clear the site.

"They come in, the pitch protection goes down, they take two days to build the stage, then everything else starts to come in - the disabled viewing platform, signing, fencing and the additional toilets," Ryan explains.

It can be tricky finding timeslots that do not clash with the cricket calendar.

"We have lost concerts here because we could not fit them in from a cricket perspective and, ultimately, cricket is our priority.

"When I have had 10 conversations to land a concert, six might not have quite worked for the promoter and four for our fixture list," Ryan says.

The Buble show is still a few months away but the club is already keen to land more star names - although Ryan says they have to be realistic about their targets because of the ground capacity.

"Where certain artists are at the moment, we were just right for Elton John and Michael Buble. We are not, at the moment, right for Take That, Adele or Coldplay.

"If you were going to have Ed Sheeran here, the ticket prices would have to be huge for the promoter because of the restriction on the number of tickets they could sell. So, as good as the venue is, we are limited by capacity.



ELTON JOHN ROCKS THE STAGE AT THE PATTONAIR COUNTY GROUND.

"One conversation we had was with a well-known performer who was part of a band but was doing some solo stuff. He felt the venue was too big for him as a solo artist but wasn't big enough for him with his band."

While thousands of Buble fans will be enjoying his July 29 Derby show, it will be a busy night for Ryan and his team.

"I have a roaming role. I walk the venue continuously. I check traffic management, keep an eye on the gates, check catering. They are not easy nights. They are busy nights but I do enjoy it," he says.

One thing he's unlikely to do on the night is meet the star of the show - they usually like their privacy before a concert and often leave soon afterwards. But Ryan's team will be pulling out all the stops to make sure every superstar need is accommodated.

"Elton John flew in via helicopter to Derby County's training ground and was picked up by car, driven through Chaddesden and entered into the ground via Grandstand Road, arriving two hours before the concert," Ryan reveals.

"The stars have the home cricket dressing room but it is totally draped and transformed from what it normally is.

"Our catering staff cater for them on arrival. They have a rider so you have to cater certain foods requested. Elton John's was quite easy but, with Little Mix, we not only looked after the band but had to cater for their pets as well."

Despite Elton John's global celebrity status, he only had one special request.

"He wanted Sky Sports in his dressing room," reveals Ryan.

"All the acts have been good to deal with. Some have a reputation of being a bit diva-ish but not in our experience. They come in, do a great job and leave. Elton John left within five minutes of coming off stage."

The Elton John show was "probably" the biggest commercial day in the history of the club and Ryan is clear that their role as a concert venue has a single main aim - to provide funds to invest in cricket.

"It's no coincidence that since we started doing concerts we have become more successful. The work off the field has improved our performance on the field.

"From a cricket point of view, our T20 fixtures with Notts and Yorkshire are our biggest commercial days but the Elton John concert was,



as far as I'm aware, our biggest success. The other concerts are right up there with those big cricket days.

"If you use Derby County as an example, if you could have two Forest home games a year, with the hospitality and attendance, you would love it. These concerts are like an additional big derby for any sports club," Ryan says.

As well as the headline concerts, the club has also staged a number of smaller music events, where it takes full ownership, promoting the show and selling the tickets.

These have also proved hugely popular and two more events are planned this year – with West End stars performing music by Abba and Elton John.

"It all helps raise the profile of the Pattonair County Ground and allows us to attract other events on the back of that. It's also brought new people into the ground. When you look at the data, there are some of our cricket supporters who come to the concerts but we're getting new people as well.

"When we get someone's data, we try to encourage them to come back to the cricket. We have grown our database and it's no coincidence that since we started doing the music and fireworks events, our cricket crowds have grown as well. Again, it allows us to invest more into the cricket," Ryan says.

Investment has not always been easy to achieve at a county which cannot count on revenues as a Test match venue.

Financially, 2018 was particularly tough and the club made a loss of more than £270,000, due, in large part, to a reduction in payments from the England and Wales Cricket Board and the demise of principal sponsor 3aaa.

However, the underlying picture was more positive, with income from commercial, conference and events activity increasing.

And, although accounts were still being finalised as we spoke, Ryan says that 2019 was much brighter, with the club benefiting from increased media rights

revenue and receiving continued support from the Derby business community.

"The number of companies who, on the back of the problems with 3aaa, stepped up was fantastic," he says.

"Pattonair had been a partner of ours for a number of years, sponsoring our inaugural fireworks event and other things, but when the opportunity came up for the naming rights, it was fantastic to get them on board and be working with a company that employs such a large number of people in the city."

The improved financial outlook means that the club can continue to make improvements to its ground – and proposals for the next phase of works are already being drawn up.

"We have grown as a venue and invested about £4m over the last five years in building the WDS Media Centre and making improvements to the Air IT Performance Centre and the Pattonair Pavilion. Over the coming

01. INCOME FROM STAGING CONCERTS AT THE PATTONAIR COUNTY GROUND IS HELPING BUILD SUCCESS ON THE PITCH.

02. THE CROWDS ENJOYING THE ELTON JOHN PERFORMANCE.

03. MICHAEL BUBLE, THE NEXT SUPERSTAR TO PERFORM IN DERBY.

months we want to enhance the customer experience for both cricket and non-cricket events," Ryan says.

Final plans are still to be approved by the board but could include additional seating, improvements to toilets, car parking, bars and concessions and the installation of a replay screen.

"We are never going to invest millions and go into competition with Trent Bridge but we want to become an enhanced facility for hosting county cricket and women's internationals as well," Ryan says.

Derbyshire has already embraced the growing women's game and was a host venue for the Women's World Cup in 2017. They have been chosen to stage a one-day international between England and South Africa on September 11 and two Trent Rockets women's games in August in the new 100 competition.

"The feedback we have had from the ECB was that they enjoyed coming here. The venue works well. The operations team does a good job of hosting.

"They are keen to have us as a venue for high-profile women's matches, whether that is the new 100 format, international matches or any competitions that might be being hosted in this country," Ryan says.

Participation in the women's game locally is growing and home-grown talent is blossoming.

"Sarah Glenn, who was involved for the past 12 years in our county pathway, has just made her debut for England and hopefully she'll be playing here on September 11.



01. ELTON JOHN PERFORMING ON STAGE.

That's the icing on the cake for some of the work that has been done in the women's game," Ryan says.

In the men's game, hopes are high that 2020 will be a successful season as coaches Dave Houghton and Dominic Cork seek to build on achievements from last year, when the club reached the Vitality Blast finals day.

"We look stronger on paper than we did last year. We retained all our big-name players and promoted some promising academy players," says Ryan.

They have also made some quality signings, with Australia internationals Sean Abbott and Ben McDermott joining the squad.

The season will get underway on April 19 with a home County Championship tie against Leicestershire and fans can look forward to a schedule which will



feature more weekend cricket – there will be 17 days of home weekend and Bank Holiday games in all.

Memberships are already up significantly on last year for what will be the club's 150th anniversary season.

A number of celebrations are planned to mark the occasion, including an all-stars' match, dinners with former players and an event at Derby Cathedral.

Ryan has only been with the club for the last seven of its 150 years but he's proud to be at the helm of the club at such a significant point in its history.

Having worked in rugby for 17 years, including a spell as chief executive of the Bradford Bulls, he



joined Derbyshire as director of partnerships but took over as chief executive a little over 12 months ago when predecessor Simon Storey moved to Kent.

"It's worked well and I have thoroughly enjoyed it," he says.

"There's never two days the same. We are such a diverse business. Sadly, I very rarely get to watch cricket because we are doing so many other things. We are doing the concerts, we are a conferencing business and we are selling sponsorships."

Dad-of-two Ryan is a Yorkshireman and still lives in the county of his birth because of family commitments, travelling in each day.

"I have a fair commute but if you enjoy what you do it's not an issue," he says.

But, after seven years in Derbyshire, he's loving his adopted home and is in no doubt who to support when the White Rose county comes to town.

"I don't have divided loyalties. I enjoy nothing more than Derbyshire beating Yorkshire," he says.

With improving financial fortunes, great community backing, excitement for the upcoming season, a significant anniversary to celebrate and a concert date with a music superstar, Ryan might look to the title of one of Michael Buble's biggest hits to sum up his current mood ... he's Feeling Good! ❶

02. THE CROWDS ENJOYING THE CRICKET.

03. RYAN DUCKETT ENJOYING HIS STEP UP AT DERBYSHIRE COUNTY CRICKET CLUB.



150TH ANNIVERSARY OF DCCC

Derbyshire County Cricket Club is one of 18 first-class county clubs which make up the England and Wales domestic cricket structure.

The club was formed on November 4, 1870, at a meeting in the Guildhall, Derby. Here is a timeline of landmarks in its history since.

1871: DCCC first game - versus Lancashire at Old Trafford

1884: DCFC played all home games at the cricket club until 1895.

1896: George Davidson makes Derbyshire's highest individual first class score - 274 v Lancashire at Old Trafford

1898: First class cricket played at Queen's Park, Chesterfield for the first time

1901: Charles Ollivierre becomes one of the first black cricketers to play first class cricket in England when he makes his debut for Derbyshire against South Africa

1921: Bill Bestwick records Derbyshire's best bowling figures of 10-40 v Glamorgan at Cardiff Arms Park

1925: First class cricket played at Ilkeston for the first time

1936: Derbyshire win the County Championship under the captaincy of Arthur Richardson

1939: Horse racing concluded at Derby

1948: Crowds in excess of 10,000 attend each day of the tourist match at Derby against the Australian 'Invincibles'

1955: Cricket moves from the original square - where the Days Inn Hotel is now situated - to its present position

1963: Les Jackson retires after taking a record 1,670 first class wickets for Derbyshire

1976: Eddie Barlow hit the highest score for Derbyshire at Ilkeston - 217 v Surrey

1981: Derbyshire defeat Northamptonshire to win the NatWest Trophy at Lord's under the captaincy of Barry Wood

1982: Peter Kirsten scored his sixth double century for Derbyshire - a record

1983: New Zealand play Sri Lanka in a Prudential World Cup match at the County Ground

1984: Bob Taylor retires having completed a world record number of career dismissals - 2,069 in all formats

1988: Michael Holding takes a one-day world record 8-21 against Sussex at Hove in the NatWest Trophy

1990: Derbyshire defeat Essex at Derby to secure the Refuge Assurance Sunday League title, under the captaincy of Kim Barnett, in front of 11,000 spectators

1993: Derbyshire defeat Lancashire in the Benson and Hedges Final at Lord's under the captaincy of Kim Barnett. Dominic Cork won the Gold Award for his unbeaten 92

1997: Derbyshire defeat the touring Australians at Derby by one wicket

2000: First floodlit game played at the County Ground, Derby

2004: The Gateway Centre opens; permanent floodlights installed at Derby

2012: Derbyshire win the County Championship 2nd division title under the captaincy of Wayne Madsen

2014: Harvey Hosein completes a world record 11 dismissals on his first-class debut against Surrey at The Oval

NEW OFFICE AND RECORD TURNOVER AS LAW FIRM CELEBRATES GROWTH

Derby-based law firm Flint Bishop has opened a new Birmingham office after a year of trading success.

The company, which employs 187 lawyers and support staff, posted a record turnover of £14.4m, up nearly ten per cent on the previous year - with profits also rising over the same period.

Following this achievement, the company opened a new Birmingham office, in the heart of the city's business district at Grosvenor House, on

Bennetts Hill.

With a substantial number of new recruits, including two partners in the insurance litigation and employment teams over the last 12 months, the firm has received considerable interest from lawyers working within Birmingham to join the new office.

Flint Bishop Chief Executive Qamer Ghafoor said: "This is a very exciting time for us and the move into Birmingham reflects a period of sustained and significant growth for the firm."



CHIEF EXECUTIVE QAMER GHAFOR.

BID TO BRING 111-BED HOTEL TO CITY CENTRE

JSA Architects has been engaged on new plans to convert Forester House in Derby city centre into an easyHotel, part of the easyGroup of businesses.

Forester House, located on the corner of Newland Street and Becket Street, became empty after the relocation of JobCentre Plus. The plans feature a 111-bedroom hotel, a 160-seat restaurant and function room.

The conversion plans have been submitted to Derby City Council and, if given the go-ahead, the new hotel would create full and part-time jobs. The ground floor would become home to the large-scale eatery and the first floor would have space for weddings and conferences.

The accommodation would be on the top three floors of the five-storey building and feature 78 double bedrooms, 27 twin bedrooms and six rooms specially adapted for people with mobility issues.



EASYHOTEL DERBY.

UNI HONOURED FOR ITS SUPPORT OF BUSINESS

The Business School at the University of Derby has been awarded the Small Business Charter.

This national accolade - awarded by the Chartered Association of Business Schools - is in recognition of the Business School's high standard of support for small businesses and the local economy, as well as the work it does in developing entrepreneurial skills in students.

Professor Kamil Omoteso, Pro Vice-Chancellor and Dean of the College of Business, Law and Social Sciences at the University of Derby, said: "To show that our business school, with the full support of the whole university, has Small Business Charter status sends a clear message to the SME community that we are here to support them in their growth, to promote their activity as a vital part of our local and national economy and to drive their sustainability."

BOMBARDIER AGREES TO SELL RAIL BUSINESS

Bombardier has agreed to sell its rail business to rival Alstom for £6.25bn.

The two companies have signed a memorandum of understanding and the deal is expected to complete in the first half of next year.

It includes Bombardier's UK train-making factory in Litchurch Lane, Derby, which employs 2,000 people.

Union Unite, which represents many of the Derby workers, is seeking assurances about the future of the plant from Alstom.

Alstom chairman and chief executive officer Henri Poupart-Lafarge said: "This acquisition will improve our global reach and our ability to respond to the ever-increasing need for sustainable mobility. Bombardier Transportation will bring to Alstom complementary geographical presence and industrial footprint in growing markets."



DAINS ACCOUNTANTS STAFF.

ACCOUNTANTS MAKE EXCITING ADDITION TO THEIR BUSINESS

Dains Accountants has taken ownership of an accountancy practice in Birmingham.

Previously located on Church Street, in the heart of Birmingham, Clere's Accountants has served owner-managed businesses and individuals since 2003.

Its former employees will join the Dains Birmingham office

on Colmore Row. The integration is a strong fit for the Dains Commercial Services team, which serves clients from start-ups to those with a turnover of several million pounds per annum.

"In recent years, our proposition has improved enormously for ambitious business owners, who require advice on everything from cloud accounting to VAT, corporate taxation and growth funding", said Dains Managing Partner, Richard McNeilly.



DAINS MANAGING PARTNER RICHARD MCNEILLY, LEFT, WITH CLERE'S ACCOUNTANTS OWNER STEVE CLERE.

COLLEGE KEEPS 'GOOD' RATING FROM OFSTED

Derby College Group has retained its 'good' rating from Ofsted following an inspection.

The team of five inspectors scrutinised the quality of education, safeguarding and leadership and concluded that students enjoy attending the college, feel safe and value the good standard of accommodation and resources.

Leaders, managers and governors were praised for embedding a positive culture at the college in which staff, students and apprentices are proud to work and study.

The quality of teaching, training and assessment was commended and the inspectors also praised 'the excellent links that staff have with local employers and higher education providers'.

Derby College Group Chief Executive Mandie Stravino said: "The two-day short inspection has been introduced under Ofsted's new framework for colleges which have previously been graded as 'good' and we are delighted to have maintained this position.

"Our aim continues to be to strive for excellence in all aspects of our work to create world class, accessible education opportunities that enrich lives."

PROPERTY FIRM IN EXPANSION MODE AFTER ACQUISITION

BB&J Commercial has acquired Rushton Hickman, a commercial property consultancy in Burton-on-Trent, with a view to expanding its services.

Operating across the East Midlands, BB&J Commercial was established in 2010 as a standalone commercial property division of the residential agency Boxall Brown & Jones.

Rushton Hickman was formed in 1994 to handle letting and sales of both commercial and residential property but subsequently focused purely on providing a


high-quality commercial property consultancy service.

Rushton Hickman will continue to trade under its present name, with directors Paul Rushton and Richard Fairey remaining integral parts of the business, but they will be joined by Mark Richardson, Graham Bancroft and Chris Birds - with plans to expand the business in South Derbyshire, North Leicestershire and East Staffordshire.

Graham Bancroft, Director at BB&J Commercial, said: "We share many synergies with Rushton Hickman, with excellent reputations for providing high-quality services in our respective areas."

A teal-colored door stands ajar in a dense, misty forest. The door is set within a white rectangular frame. Behind the door, a brilliant white light emanates, creating a strong contrast with the dark, shadowed woods. The forest floor is covered in lush green ferns and mossy rocks. Tall, slender trees with thick canopies surround the scene, their branches reaching upwards. Two small, colorful birds are perched on the top edge of the door frame. The overall atmosphere is mysterious and magical.

**WHERE
THE
MAGIC
HAPPENS**



THE DERBY TEAM CREATING MIND-BLOWING EXPERIENCES TO ENTERTAIN MILLIONS ALL OVER THE WORLD

They are the experience creators and the memory makers. They harness the power of imagination to entertain millions of people in countries all around the globe.

They work with some of the biggest names in the international leisure industry. And they do it all from an office on Derby's Ashbourne Road.

The neat, white exterior of their Georgian building gives little away - but step inside and you enter a world of wow! It's a place of virtual reality, inhabited by cartoon favourites, children's TV and film characters and all kinds of the brilliant and brilliantly bonkers.

It's Katapult.

It's the place that theme parks turn to when they need to find a way of keeping visitors smiling and engaged while they queue for their busiest rides.

It's the company that operators on the other side of the world call on to help design and deliver new multi-million pound family attractions.

And it's the team that museums and heritage organisations are consulting to help bring history to life.

Katapult's business is 'themed attraction and experience design'. But, to the layman, behind the bright blue front door of that Ashbourne Road office is a place where the magic happens!

"We create magic and we bring illusions to life. It's fun, we love it

and we feel very lucky," says co-founder and chief creative officer Phil Higgins.

"And you have to love it to want to be in it," adds strategy and development director Kelly Herrick.

"Some of us love it because it's what we do with our families. Some of us travel the world going to theme parks. I was born and raised in a fair, so it's a natural thing for me. There's a little bug that everyone in the industry has and they wouldn't want to work anywhere else."

"We are storytellers. We are either creating a story or immersing in the story of the IP," says Dawn Foote, chief executive, co-founder and final member of the three-strong Katapult leadership team.

The IP Dawn is referring to is intellectual property owners - and Katapult is dealing with some of the biggest and best-known in the business. The company's clients include Lego, Cartoon Network, Sea Life London Aquarium, CBeebies Land and Drayton Manor and they have been trusted to help tell the stories of much-loved characters such as Thomas the Tank Engine and Peppa Pig.

Their work is now enjoyed by more than 50 million visitors in 81 theme parks across 18 different countries each year.

They have come a long way since the company was launched, as a general design and marketing agency, in 2001. There have been plenty of highs but it has also been a challenging and, at times, scary journey to reach their area of specialism, expertise and current industry status.



THE ASHBOURNE ROAD OFFICE.

Dawn explains that the company had been working heavily in the supply chain for the leisure sector for a number of years and, having conducted a strategic review, the leadership team decided that their core focus should be on entertainment and experiences.

There was plenty of preparation to do but around three years ago there was a clear shift externally.

"We addressed our core values and measures. It actually really felt right; that we had hit the nail on the head in terms of our core values," says Dawn.

"Externally we are in the experience economy. Everybody knows that people want to buy more time, more connection, more memory-making and less stuff," adds Kelly.

"From matching up this internal focus and our core values, we saw the market we actually enjoy being in was one of the fastest growth markets in the world and was outpacing things like local and regional B2B marketing, which was some of the other stuff we were doing.

"Strategically and commercially, why fight 100 other generic design agencies for the same share of B2B comms, for example, or why not be

one of a few specialists in an area where there is lots of room for future growth?"

"And it allowed us to build on the relationships we have from our work in the supply chain and to activate them," explains Phil.

The new focus meant that the business had to stop offering a number of its previous services, end relationships with some of its previous customers and turn off some revenue streams.

"It was quite a scary decision but the best decision ever," recalls Phil.

"Generalist businesses are where people get lost or forgotten or hide or become bored," adds Kelly.

"Specialist businesses are where you attract like-minded people. Everyone is excited by their little niche. That's where the magic starts to happen.

"The values and the core focus drive practical decision-making and practical focus within the business. We did restructure the team. We did turn off clients. We did turn on new clients. We did employ new specialists in roles that we never knew we would require before the process. We have gone into markets that we have never exported to before.

There are some really big structural and strategic changes we have made as an output of the core focus."

That new focus was underpinned by a clear set of values that help create the Katapult culture: honesty, authenticity, continuous curiosity and relationships. But the 17-strong team also knows it's about results – for clients and for Katapult.

"The briefs are very creative but usually very commercially driven. The metrics are usually ticket sales or spend per head, loyalty or dwell time," says Kelly.

"How do you get people to pick up an item from retail or get families to stay an extra half an hour? How do we get people to write a good guest review? Clients want the very best, biggest, fastest thing. Everyone is in an arms race for having the best guest experience and the best entertainment solution.

"It's very much pushing the boundaries of what we can achieve. We are working on stuff that we don't even know is going to be a real thing yet. It's very exciting."

So, what kind of commissions come Katapult's way?

"Sometimes we imagine what is not yet conceived. That can be from a masterplan to concept design of a new resort or attraction. Or it could be a pop-up experience that you might attend at an event with an IP. It can be working within an existing theme park on a new area or designing a new ride," explains Dawn.

"Or it could be a food and beverage outlet or a retail outlet. What does the hotel or gift shop feel and look like?" adds Kelly.

"It scales from end to end - full attraction conception, through to design and development and implementation," says Phil.

A look through Katapult's back-catalogue of work makes impressive viewing. Take the project the company delivered last year for Ireland's top theme park, Tayto Park.

The team was asked to come up with ways to keep guests excited and entertained as they queued for the popular Viking Log Flume ride - a wait that could last for 90 minutes at peak times.

They began by creating a queue line narrative, which tells the story of the Vikings and their attempts to invade Ireland. They created special effects to make Viking god Odin appear and speak to visitors from a cloud of mist.

Augmented reality machines were installed so that families could see what they would look like dressed as Vikings. Talking animatronic ravens, inspired by Norse mythology, were placed alongside a throne to present a fun photo opportunity.

Interactive games were introduced in the queue line, alongside low-tech features such as drums and horns for visitors to play, and longboat sails, props and scent and smoke machines help theme the whole experience.

The park and the guests have been delighted.

"We developed a narrative that starts off with guests joining the Viking army and Odin calling them back in time. You choose your helmet, your Viking name, you learn some Viking insults and you go on Viking games to improve your speed and agility, so you are ready to join the army," says Kelly.

"The Odin mist projection is a high impact audio-visual experience. It's on a timer so it gives you a boom



01. THE VIKING VOYAGE RIDE ENTRANCE.
02. TEST YOUR REFLEXES IN THE THEMED QUEUE LINE.
03. INTERACTIVE PROPS KEEP GUESTS ENTERTAINED.

04. STRIKE A POSE ON THE PHOTO OPPORTUNITY.
05. THEMED PROPS COME TO LIFE WITH GUEST PARTICIPATION.



THE MIST PROJECTED ODIN DELIVERING HIS MISSION.



THEMING OF THE VIKING VOYAGE RIDE.



“We create magic and we bring illusions to life. It’s fun, we love it and we feel very lucky.”

and really scares the guests,” adds Phil.

“We also created augmented reality selfie-booths that you look into and they put on a Viking helmet and show you immersed as a character. Within that queue we also inserted a photo opportunity with the ravens. It’s a big wooden Viking chair you sit on, promoting self-capture and social amplification, but when you sit down you have two slightly abusive animatronic ravens hurling abuse about how ugly you look and trying to create a bit of comedy.”

Katapult was also invited by Merlin Entertainments to develop event kits to be delivered simultaneously at 19 of its Legoland Discovery Centres worldwide. The team took

the project from concept, through design to delivery, creating a combination of challenges and immersive experiences to keep children and adults entertained.

They made creative tables for guests to make and proudly display their LEGO masterpieces. They encouraged guests to make their own stop motion video, using fixed iPad points. They challenged guests to design a vehicle, capable of making it down a daring zip line. And they celebrated visitors’ creations with a photo opportunity wall and audible cheering experience.

It all sounds like the best fun – ever! But there’s a serious process that goes into creating each experience. Katapult’s experts

will work with clients to consider strategy and insights, design, content and media and executive production.

“We have a method and approach for how we look at briefs that’s repeatable, scalable and proven. We always start off being insight-driven: what are the commercial goals, where’s the market, what’s the audience, who is buying it and what’s the competition?” explains Kelly.

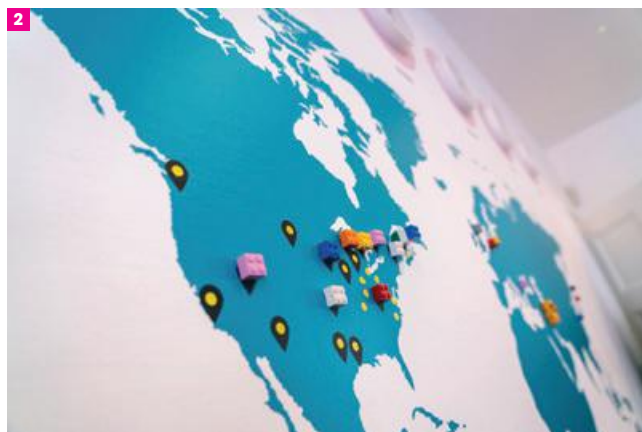
“We look at emotional insight as well. What are the emotions that people are feeling throughout the experience? There are key emotional drivers which we have mapped – key elements of the guest flow, entrance and exit, key points of ticketing or ride queue,



01. KATAPULT FOUNDERS PHIL HIGGINS, DAWN FOOTE AND DIRECTOR KELLY HERRICK
02. THE THANK YOU WALL.

03. BRAINSTORMING IN THE IDEAS ROOM.
04. A CONCEPT DESIGNER PERFECTING THEIR EXPERIENTIAL DESIGN.

05. SOME OF THE UNIQUE INTERIOR IN THE 'BOARD' ROOM.



getting on and off the ride, queuing for food and beverage - and what we do is audit it from our own point of view but we also look and see the reactions and actions of people going through it.

"We can see if people are bored waiting for a ticket, are they getting fractious, are parents arguing with their children, are people on their phones and chewing gum because they cannot be bothered to look at what is happening around them?"

That insight is borne from huge experience in the sector.

"We know the market really well," says Kelly.

"Last year we went to more than

300 theme parks and attractions as a team all around the world. We know what works. We are all theme park nerds."

So, with customers all over the globe, how well does it work being based in Derby? Of course, the team travels but it also does a lot of its work - and its communicating with clients - through virtual reality.

"We can have a Middle East client, our IP in London and us in Derby - we all have VR headsets and we are able to upload iterations to that so they can see the update," explains Dawn.

"We use VR for design development for the client and also for ourselves internally. So, with the Tayto park queue line, there

was an existing building which you walk through. We got the CAD plans and we built that in 3D and started to think about utilising the queue line. How can we make it more interesting, what can we do with the space, where will the bottlenecks be? And then we started to build it in VR," says Phil.

"As a team we can step into that space, see how big it is and decide where to put things. We're using that pretty much on every experience design we do."

The VR also helps clients and investors to understand the vision.

"It's the nearest they will come to seeing the concept come to life without building it and realising that

01. SOME OF THE TEAM WORKING IN THE COLOURFUL STUDIO.

02. A MAP HIGHLIGHTING THE GLOBAL PROJECTS THE TEAM TAKE ON.

03. BREAKOUT SPACES FOR THE TEAM TO HAVE MEETINGS TOGETHER.



they might have done something wrong," adds Phil.

Katapult are currently working on projects in the UK, Europe, North and South America and the Middle East, where more than 40 per cent of their work now originates. One of their major projects is Cartoon Network World Kuwait, which is due to open in the second quarter of this year. It's a 3,000 square metre, indoor family entertainment centre and it's a scheme that Katapult has been involved with right from the beginning.

"It will cover Cartoon Network key brands: the Powerpuff Girls, Ben 10, We Bare Bears and the Amazing World of Gumball. We have been there since early high-level concept, zoning the space, working with Cartoon Network and the clients," says Phil.

"We used the VR from early on in this project, creating an immersive Cartoon Network experience. It

features all sorts: drop ride, spinning ride, themed bumper cars, high ropes, soft play, ice skating, a simulator, food and beverage and party rooms."

Katapult's decision to concentrate on the experience market looks a sound one – with more sectors, such as retail, food and drink and education and heritage, looking to adopt such an approach.

"It's about how experience gets woven into the fabric of your daily life and how much people want that. That's going from big experiences, like theme parks, to things that you pop to while you're shopping. What's that cinema experience? What's that eating out experience? People are craving the social connection, memory-making and life experiences. It's only going to become a bigger and bigger trend."

There are lots of exciting new clients and projects in the

development – but it's an industry which values discretion and the team are prevented from talking about much of their creative pipeline because of non-disclosure agreements.

They can be involved in a project for as long as two years before being allowed to tell the outside world. And they are happy to play along.

"We don't like to break the magic. It's an industry based on creating a willing suspension of disbelief, so you don't want to see how it's being done or hear about it until it's being launched and it's out there," says Kelly.

"We do all weave magic, so we all understand that illusion. We're the illusionists of Ashbourne Road!" ●

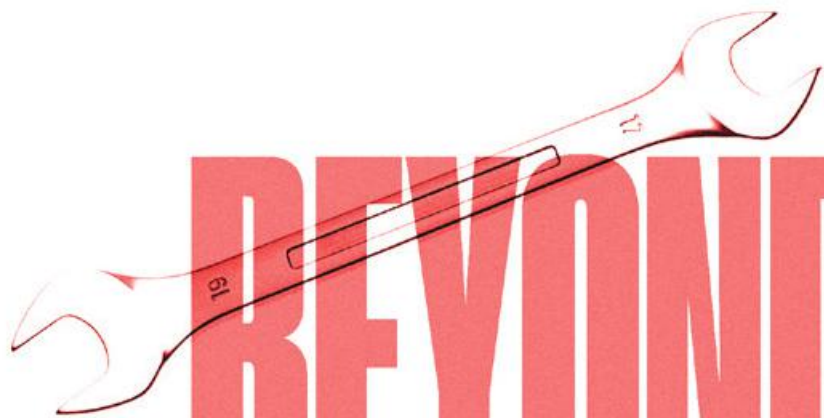
TALKING
BUSINESS

BEYOND

THE

2020

VISION.



ARE WE READY FOR THE 'ROCK AND ROLL' AGE OF DISRUPTION?

As we enter a new decade, Derbyshire business leaders discuss their thoughts on the economy and how Brexit, skills, changing consumer habits and climate change will impact.



John Forkin,
Managing
Director,
Marketing Derby
and Chair of
Talking Business

John Forkin: For the past 30 to 40 years people have seen 2020 as the end date for the achievement of all sorts of things. Derby had its vision, which was to be a top 10 city.

Well, we are here, now. We are at the beginning of the 20s. Will they be the roaring 20s, as they were 100 years ago, or will they end up with the Wall Street Crash, which also happened in the 20s? Who knows? We are about to go through an interesting decade one way or another.

Globally, I would argue, we are still in the post-2008 crash zone. What happened then was not like a heart attack but more like a stroke. We have challenges like climate change; you have the emergence of strong blocks – China, America, Europe. You have this connected, global economy. We are part of a world that we can't switch off and pretend we are not part of.

This is an interesting day to be holding this discussion. Technically, tonight we're leaving the EU at 11 o'clock. Tomorrow morning, we will notice no difference. We have got a new government, which has a clear majority, so we are likely to have stability of government for five years – possibly longer. And, more locally, I think that in Derby and Derbyshire, we have been pushing innovation consistently now for three or four years and it seems to resonate with investors and with the people.

In the economy, we have, more or less, full employment. It seems, on the surface, quite buoyant but

there are issues around education, social mobility and, maybe, fragmentation of a political system, which sometimes doesn't help.

There are three questions I want to address.

I'm interested in the big picture stuff for your business and your sector over the next two to five years and the big issues coming down the line.

Second, what are your views on the wider socio-economic political context?

And then, thirdly, where do you feel the focus of our partnership, if you like, of economic activity should be?

So, Richard, I'm going to start with you. At the CBI, you represent very large employers and many others. What's your CBI take on this big picture for the next two to five years and how it might impact on Derby and Derbyshire?

Richard Blackmore: We have seen three relatively turbulent years with what's been going on with Brexit, whichever way your position lay. It has been a challenge for a lot of businesses and I've seen quite a few that are coming out the other side but also where pipelines are not that strong because investment has been held off.

It's really important now, from a business perspective and working with Government, that we look as positively as possible at how we can influence what happens.

From a CBI perspective, over the next year we know what we have got. We have got a new government, with a majority, that is able to do things. That's a positive – whichever colour politically you may be. Every business is looking for some certainty.

From a point of what we see from that government, we have a Budget coming up in March. It's



Phil Ellis,
Divisional
Director, Bowmer
& Kirkland



Richard Blackmore,
Regional
Director, CBI East
Midlands



Ian Bates,
Sector Forum
and
Representation
Manager,
East Midlands
Chamber



David Lister,
Sales Director,
MX Display



**Helen Wathall
MBE,** Managing
Director
Wathall's and
Chair of St Peters
Quarter BID



Sean Clare,
Associate
Director, Blue
Arrow



**Richard
Pigott,** Director,
Planning Design



**Christopher
Mallett,**
Associate
Director,
Aston Lark



Hannah Fox,
Director of
Projects and
Programmes,
Derby Museums
Trust



**Richard
Beevers,**
Director,
Customer Plus



SEAN CLARE.

"It might need new thinking, new models, new delivery, some radical alliances and collaborations but I think the 20s will be the age of disruption."

going to be interesting to see what comes into that.

A key focus the Government has is about levelling out across the regions. There's a great deal of talk suddenly going on about regional connectivity. I think HS2 – and the Chamber in this area has done a great job in pushing that forward – if you listen to reports, it seems likely that HS2 is going to get backing and move forward, which, for the majority of businesses is something that we want to see because it will help in regeneration of the area – it will bring in jobs, it will bring in homes.

I think, looking more at the larger Brexit piece, the next 10 to 12 months are going to be key for all businesses as we look at the trade deal and how that pans out with Europe but also with the US.

JF: You and I have both said that the country has gone through a period of uncertainty and now we've got a bit more certainty but, in truth, has the uncertainty not even started yet. Have we just had a phoney war?

RBI: These next 10 to 12 months, in some ways, are more critical than the last three years. We are coming to the point where we are making the decisions about what our future looks like and how we are going to trade. If we look in Derby, we have a large employer in Toyota – they have concerns about how they are going to operate if there are

tariffs going back and forth across Europe. That's not just a concern in Derby, that's a concern in Japan. That's where the global picture at how the UK is open to investment is going to be looked at and it's going to be really important that the Government starts to make positive signs moving forward.

What wasn't helpful was that the Chancellor, three weeks ago, in an article in the Financial Times, suggested that we won't have much alignment and we are going to be moving considerably differently to how the EU has. Now there has been some reigning back on that already but businesses immediately after that just felt more uncertainty because they didn't know what was going to happen. I think, with the challenge we have got at the moment, we need to have business involvement in these trade negotiations.

JF: People have very strong views on Brexit but it's not going away. The dial is going to be turned up in the next year and not down. But let's just park Brexit for the time being. Turning to you, Phil, what's it like now in the construction industry and what are your projections for the next two to five years?

Phil Ellis: The industry has been very split over the last year. There were 22 major construction companies in the UK went into administration in 2019. There were names that you would not have expected to go. But the middle

tier has been very strong. I can't explain that.

Going forward, we have very good order books. Investment in the sector was constrained until the election. That's been released now and we are starting to see that coming through. In terms of the industry as a whole, it's looking quite promising over the next couple of years, even though the figures last year showed it dipping.

JF: Your sector as a whole, is it likely to grow over the next two to five years?

PE: It feels like we are towards the top of one of our cycles but I think that cycle will be extended a little bit. We are approaching the top.

JF: If you take another sector, Helen, with your St Peters hat on, there is a structural realignment going on in retail.

Helen Wathall: The big picture for the High Street is directly affected by points two and three of your questions today – the socio-economic position and partnerships and I fear that without a partnership between business and planners and innovators that the High street will continue to go down.

JF: Is the decline in shopfront retail going to continue? Phil was saying his sector might be at the top of a cycle, where's the bottom of the cycle for retail?

HW: I think we will see a radical shake-up of the High Street. Derby and other cities of a similar size, we are in the middle. The larger cities have greater investment and can create a pool of people to visit the city, and the smaller cities and towns have a community which is more focused on them. We are sitting in the middle a little bit.

The people who own the buildings are not local. It's trust funds and hedge funds and they don't really care as long as they get paid. And, to me, there is a distinct lack of cohesion between the businesses, who pay the rates, and some of those who are making the decisions. We need more joined-up thinking, otherwise I fear that Derby will implode upon itself.

JF: Hannah, you have the Museum of Making opening this year. You've got to bring some optimism to the table. You're opening something that thousands of people are going to go through the doors of. How do you guys see the period moving forward from a wider cultural perspective?

Hannah Fox: I think that it's important to say, for us, it's about building collaborations and alliances to create an eco-system that's about economy, environment and community in the cities because then that allows our communities to flourish.

Museums have had to shift over recent years to see how they

become more relevant and useful to their cities and, as an organisation, the Museum of Making has developed out of that need and Derby saying we need something that supports us as a showcase of innovation, as a place where we can say to people this is why we are here, this is why we are special, this is why Derby is brilliant, but also for local and regional audiences to see as a place that's in their lives every day, every week.

And that means we have to expand the perspectives of what museums are and can be – a place where you can come and base your business, have a meeting or develop a new skill.

I think we also have to reflect on how we are investing in culture and how we are seeing culture as an essential part of our civic infrastructure.

JF: Tell us about Blue Arrow, Sean, the sector you are in and how you see prospects.

Sean Clare: We are in recruitment, UK wide, and we touch pretty much every area of recruitment, from manufacturing, transportation, hospitality and catering, retail and office.

It was a good year last year for us. Employment didn't slow down. We were still putting record numbers of temporary and permanent workers out across the country. If anything, we were seeing in Derbyshire a lot

of people investing in permanent employees as well as their temps.

The biggest struggle, which will probably come as no shock, is the unemployment levels, which is where we need to be working with the education community, to make sure that when businesses want to hire, there are staff available.

Derbyshire has one of the lowest unemployment rates in the country. It does circle back round to Brexit, in that it comes back to having the ability for people to remain in the country and retain those skillsets here but, equally, to be able to encourage people to be able to come.

JF: I'm interested in your insight into how real that full employment is?

SC: It's real. We are still buoyant but it is a struggle right now, from blue collar to senior appointments. It's very difficult to get people.

Richard Beevers: To link in with that, people ask me about the future and I say I really want to make it past the end of the DFS sale. In this case DFS stands for digital disruption, funding and skills.

Digital disruption - and this is linked to the High Street - you can sit at home and buy stuff, you can go online because the functionality of purchasing is there. If you want to go out and buy and test and feel, you have to have a really good experience, and I think there is a



THE PANEL IN FULL DISCUSSION.

big problem with the experience on the High Street.

Going back to DFS, I'm going to miss out funding for a moment and go to skills. The high-value knowledge workers, there is a big issue here and I still think schools and universities have a lot to answer for in terms of employability skills and soft skills. You need these skills but they are not coming through. I'm getting graduates with quite poor grammar skills and presentation skills coming in for interview.

That takes me to F. Funding is an issue still. The lack of funding for a really good growth plan, unless you want to give the silver away to a VC, just doesn't exist anymore.

JF: Christopher, from an Aston Lark position, and your sector, does any of this land with you?

Christopher Mallett: The prospects for the insurance sector are probably a bit different to other sectors but, just looping back on what Richard said about skills, I feel that acutely at the moment – that lack of soft skills, that lack of ability to think critically, presentation, leadership.

That's a big drag on growth, especially in a city like Derby, which is as production-focused as it is.

From an insurance perspective, as a business which specialises in mitigating uncertainty and risk management, we have had a good, strong period of growth, which, in part, is from the uncertainty that comes from Brexit – the challenges around supply chain, with businesses looking to mitigate that wherever possible.

The thing that perhaps stands out to us and is one of the trends that the insurance industry needs to react to, is additional and developing areas of uncertainty. That might be the threat of cyber, the threat of terrorism or the environmental threat.

That's a real challenge for an industry that has been around for hundreds of years and is very much focussed on bricks and mortar and very long-established areas of risk. Being able to respond to someone who might be sitting 10,000 miles away and trying to hack into a business's computer system is something the industry really needs to respond to and that's where it



harks back to what Richard was saying about the skills gaps - having the people that are able to adapt and able to change their way of thinking and support businesses around those developing areas of risk.

The challenge for the insurance industry more generally is one of consolidation. We are coming out of a period where there was a lot of capital that was supporting the insurance market, prices were low, and we are moving into a situation where, because of some of that broader geo-political uncertainty,

that same volume of capital is not out there. So insurance will become more expensive. That drives a trend within the industry for consolidation.

As we get into a phase where brokers consolidate and offices close, not having a presence in Derby is not just about not being able to get someone out in front of you and talk about your areas of risk, it's the potential of losing some of the local nuances about how do I arrange cover for a business in the Cathedral Quarter which is subject to some of the local issues which are really Derby specific?

That puts businesses under pressure because you don't have the ability to find the risk protection that can help you grow and take away some of that concern that stops you investing.

JF: Richard, talk about planning.

Richard Pigott: At our practice, we do a lot of residential work - a lot of big housing schemes, from 100 plus houses up to 1,200 houses. As everyone probably knows, demand for housing is high. There is a housing shortage across the country. There is a problem with the market. It's dominated by a small number of large housebuilders and, I think, what happened with the crash in 2007/08 is that a lot of the smaller to medium-sized companies disappeared. So, there's a real problem getting that part of the sector back and running and it's really only happening now.

"There's so much more scrutiny now than there used to be because of the internet."



PHIL ELLIS.

The Government is doing all that it feels it can with funding, to bring some of the more difficult sites forward, but the market is still pretty skewed in favour of the big boys and that leads to land-banking on occasions and things don't come forward as quickly as they might if the market was more diverse.

As a planning consultant, the politics of planning is always difficult. It's been a real political football over the past 10 years.

JF: Over the next two to five years, do you predict that planning will become easier or harder?

RP: I don't think it will change a lot either way. One of the difficulties of what we do is the lack of resourcing of local authorities. There are not enough people to process these applications. They do their best but things take a long time to get through the planning process because of that lack of funding. Whether that will improve in the short term, I don't know.

PE: Where do you think they will find the planners though? We have the same issues on the bigger commercial sites as well.

RP: With conservation, in particular, there's a real issue there. It can take a long time just to get a meeting with the people doing that.

JF: Everyone likes to moan about planning but your contention is that

it's a resource issue rather than a red tape issue?

RP: It's a red tape issue as well. There's so much more scrutiny now than there used to be because of the internet. Anyone can sit at home now and look through every single document that's been submitted, know an application inside out and challenge it. With that greater scrutiny, planners are much more risk-averse. They need a report for absolutely everything, which increases cost and time.

Scrutiny isn't inherently a bad thing but because there is a lack of resource to carry out that scrutinising everything just takes longer.

JF: David, how do you guys at MX Display see things.

David Lister: We work in all sectors, so our risk is spread. When some sectors have slowed down, we have been successful in other areas. Talking Brexit again, we have noticed, in the last few years, some key projects were put on hold. We are hoping now we are seeing some green chutes that these are going to be instigated again.

We work with some really big companies, like Rolls Royce, JCB and Toyota, but we also work with really small companies and everything in between. We do more work in education and health care and are diversifying our product offerings to create

nice environments for people. If this promised additional funding in these areas transpires, we are positioning ourselves to capitalise on that.

JF: Are you growing in the next five years?

DL: We are hoping to grow. We have continued to grow over the last few years. It's been incremental but we are in a stronger place now. Finding the right people and skills is the biggest challenge when we are looking for people in semi-junior positions we are either getting people with a law degree, who it's not going to be right for, or it's people with no GCSEs. That's a challenge.

JF: Ian, you represent a large number of businesses across the East Midlands and have your finger on the pulse, what's the Chamber line regionally and maybe nationally looking forward?

Ian Bates: The feedback around the table resonates and reflects a lot of the conversation, particularly around skills. In the Quarter Four economic survey, which gained around 450 respondents across the three counties, we asked did you look to recruit in the last three months? Fifty per cent did but, of those, 60 per cent struggled to recruit.

There's been a lot of discussions about the issues but what are the opportunities to make a difference? As a Chamber we are



HELEN WATHALL.



HANNAH FOX.

offering all secondary schools free membership so they can engage with the business community without any barriers.

We also need to look at how businesses sit within the community. If you sit within the community and opportunities arise, you can grasp them a lot better if you understand your community.

I think there's diversification of the workforce. We are working with a national children's deaf society. They work with people up to 25. A lot of people might be concerned about employing someone who is deaf. They can support on that. People with autism have a certain set of skills. There are different ways of looking for your potential new employees.

JF: If you read government policies, there's a lot of focus on productivity, where we seem to lag behind globally. Taking the five or 10-year picture, I wonder if there's a fundamental challenge that this country has to look in the face with the education service and the fact that coming out of the education service, certainly in this part of the world, we are performing appallingly? Then you

mention FE, that's been a massively underfunded and misunderstood sector for many years.

Talk about that levelling-up process. We might or might not want a train to arrive here in 2040 but there's no way that's going to make a difference to the levelling-up agenda for the next five to 10 years.

Are we being radical enough?

IB: I think taking the political element out of the skills sector would be a useful thing. T-levels are coming up in September. The majority of businesses don't even know what they are. There's 45 hours of onsite work experience

there, so someone like Phil will be getting colleges knocking on the door saying can you help?

JF: Is the problem that we need to develop the skills that businesses need but the skills that businesses need are changing and evolving and if you have half of your population at 16 who can't read or write or add up, which is what we have, to an international standard, that for me is the problem. We are not resourcing it enough.

HF: I'm really passionate about this. We've talked about soft skills. I think it's about where we are as a city and a region. It's not great in terms of education. We have got some real issues. So, where's

"We also need to look at how businesses sit within the community. If you sit within the community and opportunities arise, you can grasp them a lot better if you understand your community."

the opportunity? If we are at rock bottom, where is the opportunity for us to lead and show that we can change the way that education and social mobility and all these things are tied together and, as a city that has done this continuously over 300 years, where's our opportunity to show what that could be?

In museums, we are a key player in how we think about development of people and support our communities. We have 10,000 schoolchildren come through our programmes every year and that will double with the Museum of Making.

RBe: Do we need to start again with education. The answer is yes. But at what point is any government brave enough to do that?

RBI: Your opening point about what we are going to be looking at over the next two to five years - what's going to make an impact? Sustainability. It's going to be huge for business, huge for the reputation of business but huge for reputation of an area as well.

JF: I've got three bullets in summary. First, this uncertainty

that's hung over us - certainly over the past three years because of Brexit but also, maybe, over the past 12 years since the crash. It's a new year, a new decade, new certainty - question mark!

Second point is, have we been fighting a phoney war or the wrong battle? We have been having this drama around Brexit but, it seems to me, that we have the twin economy, the twin country. In Derby we have the highest salaries outside London but we have the fifth-worst social mobility stats in the country. That's an example of the challenge.

This levelling-up, what does it really mean and what needs to happen around education, skills, ambitions and aspirations?

The third, therefore, it seems to me that the structural realignment in all our sectors, it seems that is hard-wired. This is not a storm that is going to pass, no more than climate change is a storm that's going to pass.

It's the High Street, its business realignment and I think, for the next 10 years, we can survive by fix and mending but maybe we need to be a bit braver. It might need new

thinking, new models, new delivery, some radical alliances and collaborations but I think the 20s will be the age of disruption.

It's going to be rock and roll age of disruption and we need to buckle up for the ride. **1**



RICHARD BEEVERS.



THE PANEL.

Back

to Life



HOW A £150 MILLION SCHEME IS CREATING HUNDREDS OF NEW HOMES ON DERELICT SITE OF FORMER HOSPITAL

Florence Nightingale's statue gazes out across London Road – standing guard over the site of the former Derbyshire Royal Infirmary.

The world-famous nurse played a major role in shaping hospital care in the city but the wards that she helped to develop have long since gone.

The last patient left the DRI in 2009, following the opening of the Royal Derby Hospital, and for a decade the site has been mostly unused and unloved – the monument to the Lady of the Lamp one of the few reminders of its historic and important past.

But all that has now begun to change.

Rather poetically, in the year that marks the 200th anniversary of Florence's birth, £150 million is being injected into breathing new life into one of Derby's most important locations.

The Nightingale Quarter, as the 18.5-acre plot has been renamed, is being developed to create 800 new homes over the next five years.

Bulldozers are already on the site, with the first residents expected to move in by autumn of this year.

Wavensmere Homes is the company behind the scheme. It has developed a reputation over the past 15 years for delivering high-specification renovation projects and restoring heritage sites to their former glories.

So, what was it that attracted them to Derby?

"It was the site itself – to get 18.5 acres in a city centre, and the fact it was an old hospital site and had the heritage," explains managing director James Dickens.

"And to have landmarks like the pepper pots gave the site an identity."

The pepper pots James refers to are two original features of the hospital that were retained as the majority of the buildings were demolished – their onion-shaped roofs forming a distinctive part of the London Road skyline.

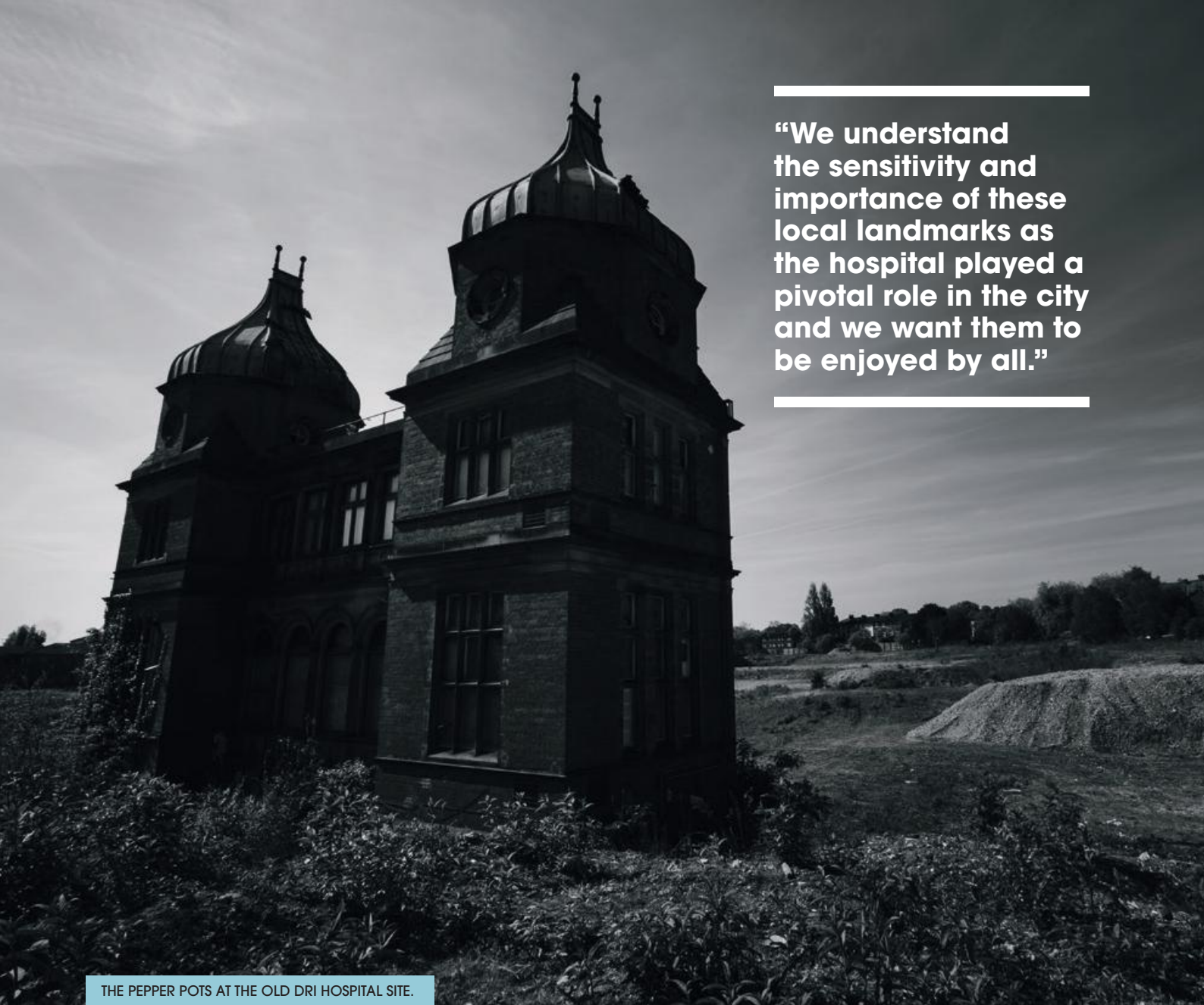
Others had seen their presence on the site as a problem, with a previous owner proposing demolition of one of the towers. The move prompted a petition of 3,000 names in protest.

But Wavensmere views these features as vital parts of their plans.

One will be extended and turned into a restaurant that will be open to residents in the development and the general public. It will sit at the end of a tree-lined boulevard. The other will initially house a sales office but eventually will be transformed into a gym.



JAMES DICKENS.



“We understand the sensitivity and importance of these local landmarks as the hospital played a pivotal role in the city and we want them to be enjoyed by all.”

THE PEPPER POTS AT THE OLD DRI HOSPITAL SITE.

“Both pepper pots will be retained for community use. We understand the sensitivity and importance of these local landmarks as the hospital played a pivotal role in the city and we want them to be enjoyed by all,” James says.

This is not the only nod to the site’s heritage – with the design of the new houses taking inspiration from former rail workers’ cottages that line nearby city streets.

“A lot of Derby’s early industry was based around the railway. We always take a lot of inspiration from what’s around,” says James.

“If you pay homage to history, the product will stand the test of time,” adds Nick Spencer, co-founder of BBS Capital, a real estate finance investment management business, established in 2003, which is partnering Wavensmere to create the Nightingale Quarter.

Bringing a heritage site like this back to life is socially appealing but, of course, the numbers have to stack up for a project to make business sense and as Wavensmere and BBS assessed the potential, they were impressed by Derby’s demographics and key indicators in its economy – such as the comparatively high salaries paid to many workers and the number of millennial start-up businesses.

“It’s rare to get a site like this in a city as positive as Derby, with such a strong employment base,” says Nick.

Derby is also a place that has, in recent times, woken up to the attractions of city living – albeit some years after many of its neighbours.

For a long time, there were few options for those wanting to make a home at the heart of things but that began to change with the

launch of Castleward, which is also creating 800 homes on sites just across London Road from the Nightingale Quarter.

Wavensmere sees Castleward’s existence as a positive – a view shared by Dave Bullock, managing director of Compendium Living, which has been developing the £100 million Castleward project since 2013.

“It’s fantastic news that Wavensmere are now on site. Having the critical mass across London Road to create a new neighbourhood with a much greater number of properties than we would have managed alone is wonderful,” says Dave.

Nick says that although Derby was a late-adopter of city living, the offer will be a strong one.

“People did not think it existed so did not come looking for it.



HOW THE TRANSFORMED PEPPER POTS WILL LOOK.

Castleward was very brave. We have been fortunate enough to have had three years of economic growth to provide a premium product that will attract a different consumer into the city."

That premium product will include homes being built in a "green oasis", with a total of six acres of open space being created across Nightingale Quarter and the planting of 1,000 trees.

Many of the houses will have their own gardens. There will be a children's play area, an outdoor gym, cycle paths and a jogging track around the site – close to the historic, listed wall which runs around the complete boundary, creating a feeling of privacy and safety.

"We have been working with Derby City Council's planning team to create an environment which encourages an active lifestyle and

substantial planting runs through the main axis of the site," James reveals.

The properties themselves will be pretty special too – with sleek, white gloss kitchens, high-spec' bathrooms and luxury flooring.

The homes will be a mix of one-bed and two-bed apartments and two-

bed and three-bed houses. The ground floors of the houses have been designed as open-plan to maximise on space and versatility.

Prices start from £182,500 and even before plots were released Wavensmere had received more than 2,000 enquiries from potential buyers. Sales director Donna Smith is delighted with the interest.

"The Nightingale Quarter is a site that is already proving incredibly popular and we have been inundated with people wanting to be on the list to be first to buy.

"I think because it is a new city centre development and people have such an affinity with the site and the pepper pot structures, this has made it a magnet for buyers of all ages," she says.

The race is now on to get the first homes ready for occupation by Quarter Four of this year.



DONNA SMITH.

Around 100 groundworkers and civil engineers from M. Lambe Construction are busy at work – and, in a further boost to the local economy, Birmingham-based Lambe’s have decided to open a permanent Derby office to service their sites in the East Midlands. Company director Michael Lambe said: “The Nightingale Quarter is a very exciting development for Derby and we are excited at being appointed the groundworks and civil engineering partner by Wavensmere Homes.

“Although this is the first scheme secured with the developer, we have long-standing relationships built on trust with their management team, having successfully delivered several projects for them while working for previous clients.

“We’ve had for some time a large East Midlands-based site team to support our existing clients but the opening of a permanent base in Derby is a clear signal of our long-term commitment to them.”

The engineers - and the builders that follow them - will have to deal with a site that has some challenges. But that was one of the features that made it attractive to Wavensmere.

“We want mass. The way to find that is by doing something that’s difficult. The big boys want a flat, green site. We need to look outside

the box and to find something that is too difficult for those guys,” says James.

Wavensmere is already engaged in a number of other projects elsewhere in the UK but James says the company would be open to further opportunities in Derby.

“I would definitely do another scheme in Derby. We just have to find the land,” he says.

For the time being, though, he is delighted that Nightingale Quarter is now underway.

“We’re incredibly proud that work has now begun on the site and we are able to show residents and businesses that we have been able to follow through on our promise to start the process in developing the land, which has stood as a brownfield site for so many years,” he says.

The development has certainly been well-received in a city that has been desperate to see such a vital site brought back into use.

John Forkin, managing director of Marketing Derby, describes Nightingale Quarter as one of the largest city centre regeneration sites in the country.

“The Nightingale Quarter is a key asset in the centre of Derby. The city has for some time had an ambition of trying to create a

vibrant centre to a place where so much economic activity happens outside the centre.

“We are trying to attract the investors to complete our jigsaw. This piece of the jigsaw is one of the most important. It was really important that the right people took hold of it. We needed someone who understood the heritage of the place and understood the city demographic and where it’s going to.”

He added: “The vision for the site has been drawn up with sensitivity but with an eye on the future. Finally, after all this time, this development is real. There are people on site – a lot of them local people - and over the next few years this amazing urban village will start to emerge.

“I look forward to seeing this important part of Derby’s past becoming a vital community asset for its future too.”

Florence Nightingale’s statue gazes out across London Road. The hospital that she helped to inspire may be gone but she can now be confident that the site which bears her name has a bright future.



NIGHTINGALE
QUARTER



HOW THE NIGHTINGALE QUARTER WILL LOOK.



ACCESSIBLE OPEN SPACES FOR RESIDENTS.

“I look forward to seeing this important part of Derby’s past becoming a vital community asset for its future too.”

FLORENCE
NIGHTINGALE
1820-1910



MODERN, AFFORDABLE, QUALITY HOUSING.

Site's crucial role in city life for more than two centuries

Nightingale Quarter will play an important part in helping Derby to thrive and prosper – a fitting role, perhaps, for a site that has been key to the city's health for more than 200 years.

It was home to the Derbyshire General Infirmary from 1810 and, eight decades later, when its buildings were condemned following an outbreak of typhoid, became the location of the Derbyshire Royal Infirmary. Queen Victoria visited in May 1891 to lay the foundation stone for the new hospital – an occasion chronicled in the style of its time by the Derbyshire Advertiser.

Its correspondent wrote: "It is a little startling to find that the visit to Derby of Her Most Gracious Majesty the Queen was due, amongst other reasons, to the mischievous destructiveness of the common rat.

"A number of the rodents in question, burrowing with the reckless pertinacity of their nature amongst the decaying brick drains under and around the present infirmary building, contrived to riddle holes. The foul gasses escaped and permeated the building.

"The institution designed for the purpose of restoring health became itself an originating centre of disease. A new building became necessary and, to lay its foundation stone, the Queen graciously consented to visit Derby."

After three years of construction, the DRI, with its onion-shaped

domed towers and long central corridor, was ready to admit its first patients. It would continue to tend to the county's injured and sick for the next 115 years.

The infirmary was a pioneering institution and was responsible for a number of advancements in healthcare.

The UK's first 'Flying Squad' – the forerunner to today's paramedic services – was established at the hospital in 1955.

The squad was the brainchild of surgeon Dr John Collins, who had the idea of setting up a mobile emergency medical service after he read about a train crash in which 12 people died and scores were injured.

The tragedy set him thinking about what would happen if a similar disaster took place in Derby and how the DRI would cope. His answer was simple and has since been adopted all around the world. Instead of staff standing by in hospitals waiting for patients to arrive by ambulance, why not take the accident and emergency department to the scene?

Back in 1955, it was something of a makeshift service – and Dr Collins, himself, would use a taxi to transport him and his medical bag to the scene of an accident – but over the years it developed until the service had its own dedicated and fully-equipped vehicles

The DRI also established an international reputation for its

expertise in hand surgery, thanks to the pioneering efforts of Guy Pulvertaft, who worked as a surgeon at the hospital from 1947 until 1972.

He was the first president of the British Society for Surgery of the Hand and the International Federation of Societies for the Surgery of the Hand and was awarded the CBE for services to hand surgery.

Years after its founder's retirement, the Pulvertaft Hand Centre at the DRI was chosen to treat Prince William after he suffered a fractured index finger playing rugby.

And the hospital was also home to the first National Rehabilitation Demonstration Centre, thanks to the efforts of a team established by George Mackenzie Cochrane. They set up a bio-engineering laboratory to produce customised equipment, such as individually moulded seating to support adults and children in wheelchairs, and created one of the first driving assessment centres to help disabled people get back behind the wheel.

The majority of the infirmary eventually closed to the public in 2009, with accident and emergency one of the first departments to move over to the new Royal Derby Hospital, although the link between the site and the health service remains through the London Road Community Hospital, which still functions there.

Remembering the work of a remarkable health pioneer

The name Nightingale Quarter acknowledges the pioneering work of one of Derbyshire's most celebrated figures.

Florence Nightingale wasn't actually from the county. She was born in Italy and named after the city of her birth.

But her links to the county are strong – as are her associations with the Derby city centre site where Wavensmere are now building 800 new homes.

Her family home was at Lea Hurst, near Matlock, and it was from there that she helped spark huge reform of nursing in the mid-19th Century.

Florence had risen to national prominence as 'the Lady of the Lamp' during the Crimean War – the title a nod to the late hours she worked tending to the ill and wounded.

She did much to address the terrible conditions that she discovered on her arrival in Turkey, with soldiers being poorly cared for, left unwashed and kept in rooms without blankets or decent food.

She also took charge of some of the soldiers' affairs, sending mail and money home to their families. She persuaded the doctors to let the men have reading rooms and worked tirelessly to improve nutrition and sanitation and reduce mortality rates.

She returned to England in 1856 and, four years later, established the Nightingale Training School for nurses at St Thomas' Hospital in London. Her nurses were sent to hospitals throughout Britain and introduced the ideas and practices they had learnt.

Nightingale's theories on sanitation, health and hospital planning,

published in 1860, were hugely influential and, in the same year, she was consulted by Derbyshire General Infirmary's Dr Ogle with regard to a new extension at what would eventually become the Derbyshire Royal Infirmary.

In 1869, the new wing, incorporating many of her pioneering methods, was opened and a statue of Florence was placed in its grounds.

Florence Nightingale died on August 13, 1910, at the age of 90. ●



Planners back

£200m bid

to transform

eyesore site



THE BECKETWELL REDEVELOPMENT



One of the most important schemes to regenerate Derby has taken a huge step forward after planners gave it their support.

Leeds-based developers St James Securities want to invest around £200 million in transforming the rundown Becketwell area, which represents around three per cent of the city centre and includes the site of the former Debenhams store and the long-derelict Duckworth Square shopping centre.

They propose to create hundreds of homes, offices, restaurants and cafes around a new public square – and estimate that between 2,000 and 2,700 jobs could be created by the project.

The site could also, potentially, be home to a new performance venue for the city.

The city council's planning control committee has now given the whole development outline permission and granted full approval for the square.

A report by council officers, considered by the committee, stated: "There is a clear and compelling need to comprehensively regenerate Becketwell and the scheme has the potential to secure a multitude of benefits.

"They include the regeneration of a long-term derelict site that currently

has a negative impact on the economy and townscape of the city centre, acting as a catalyst to wider improvement of the area."

Councillors were told that more than 200 homes could be created in early phases of the scheme, with a potential for a further 500 later in the life of the development.

Officers said the proposal would drive much-needed footfall in the area and stimulate consumer spending; the new square would enhance public open space provision and the creation of a new residential quarter would provide "a new identity to this blighted part of the city centre".

Land assembly and demolition is crucial to the plan. Derby City Council has been working closely with St James Securities, having selected them as preferred partners, and the D2N2 LEP has provided funding.

Work to knock down the former Debenhams building is already under way and detailed plans for the first phase of development will be submitted, probably, in late spring. They will include an 11 storey-high block of 224 apartments.

St James Securities has successfully delivered a number of regeneration schemes elsewhere in the country. These include St Paul's Place, in Sheffield, and Rounds Foundry, in Leeds – the latter winning a Royal Institution of Chartered Surveyors' award for

International Regeneration Project of the Year.

The company's development director, Paul Morris, said he was delighted with the planning approval.

"We think it's fantastic news for the city. We are working with the local authority and with the D2N2 Local Enterprise Partnership. We have great momentum. The vision is there. The planning is now there. Now we have to deliver."

The company hopes to be able to announce its funders for phase one in the next few weeks, start demolition of the former United Reformed Church on the site by the autumn and commence construction early next year.

Mr Morris said discussions were also continuing to see whether a new performance venue – to replace the city's fire-damaged Assembly Rooms – could also be a part of the overall scheme for the Becketwell site.

"We have appointed IPW, who were behind Leeds Arena and Hull Arena, to work up proposals. This is not just where the building would sit but how it would operate and work for a mix of uses.

"We have asked them to engage with operators to get a good feel for interest."

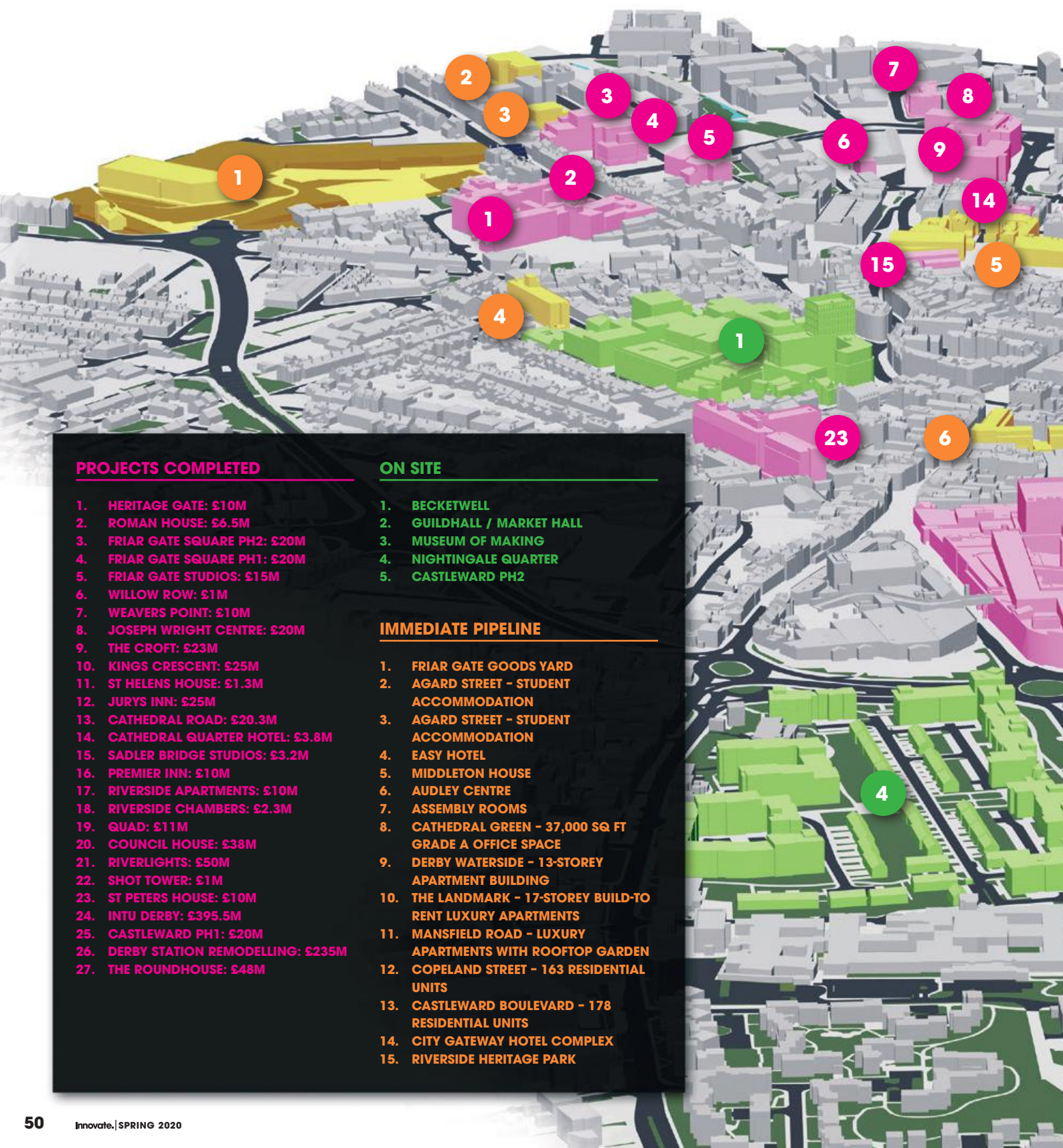
Once IPW have completed their investigations, further discussions will take place with the city council. ❶

01/02/03. RENDERINGS OF THE DEVELOPMENT PLANNED FOR THE BECKETWELL SITE.

04. AN AERIAL VIEW OF THE EYESORE SITE IN DERBY CITY CENTRE.

05/06. THE CURRENT STATE OF THE BECKETWELL SITE IN DERBY CITY CENTRE.

Transforming the city centre



PROJECTS COMPLETED

1. HERITAGE GATE: £10M
2. ROMAN HOUSE: £6.5M
3. FRIAR GATE SQUARE PH2: £20M
4. FRIAR GATE SQUARE PH1: £20M
5. FRIAR GATE STUDIOS: £15M
6. WILLOW ROW: £1M
7. WEAVERS POINT: £10M
8. JOSEPH WRIGHT CENTRE: £20M
9. THE CROFT: £23M
10. KINGS CRESCENT: £25M
11. ST HELENS HOUSE: £1.3M
12. JURYS INN: £25M
13. CATHEDRAL ROAD: £20.3M
14. CATHEDRAL QUARTER HOTEL: £3.8M
15. SADLER BRIDGE STUDIOS: £3.2M
16. PREMIER INN: £10M
17. RIVERSIDE APARTMENTS: £10M
18. RIVERSIDE CHAMBERS: £2.3M
19. QUAD: £11M
20. COUNCIL HOUSE: £38M
21. RIVERLIGHTS: £50M
22. SHOT TOWER: £1M
23. ST PETERS HOUSE: £10M
24. INTU DERBY: £395.5M
25. CASTLEWARD PH1: £20M
26. DERBY STATION REMODELLING: £235M
27. THE ROUNDHOUSE: £48M

ON SITE

1. BECKETWELL
2. GUILDHALL / MARKET HALL
3. MUSEUM OF MAKING
4. NIGHTINGALE QUARTER
5. CASTLEWARD PH2

IMMEDIATE PIPELINE

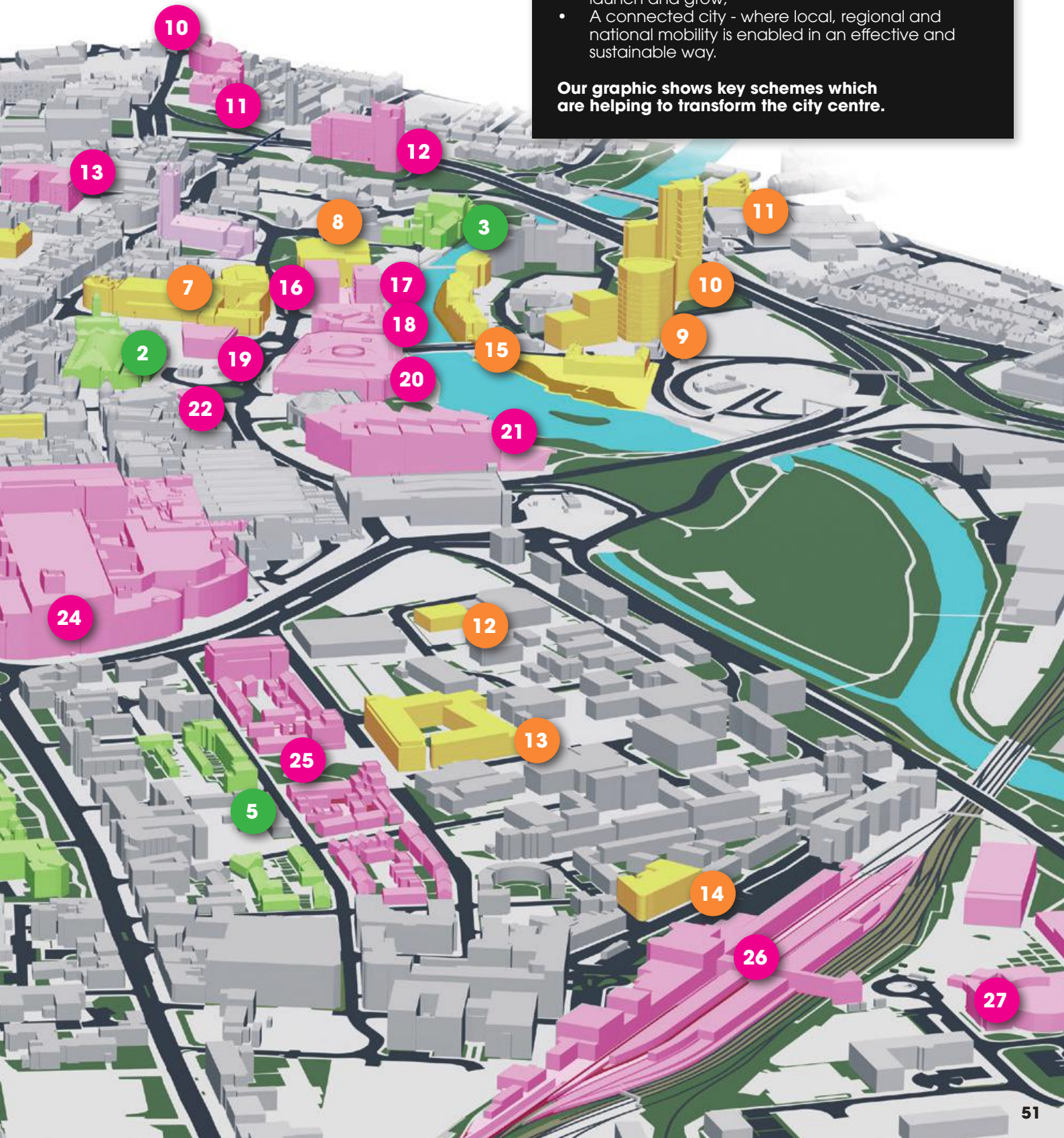
1. FRIAR GATE GOODS YARD
2. AGARD STREET - STUDENT ACCOMMODATION
3. AGARD STREET - STUDENT ACCOMMODATION
4. EASY HOTEL
5. MIDDLETON HOUSE
6. AUDLEY CENTRE
7. ASSEMBLY ROOMS
8. CATHEDRAL GREEN - 37,000 SQ FT GRADE A OFFICE SPACE
9. DERBY WATERSIDE - 13-STOREY APARTMENT BUILDING
10. THE LANDMARK - 17-STOREY BUILD-TO-RENT LUXURY APARTMENTS
11. MANSFIELD ROAD - LUXURY APARTMENTS WITH ROOFTOP GARDEN
12. COPELAND STREET - 163 RESIDENTIAL UNITS
13. CASTLEWARD BOULEVARD - 178 RESIDENTIAL UNITS
14. CITY GATEWAY HOTEL COMPLEX
15. RIVERSIDE HERITAGE PARK

Thriving, sustainable city centres are necessary to support successful local economies and to foster a sense of pride and place.

The Derby City Centre masterplan aims to help create:

- A city of choice - with attractive destinations such as the £17m Museum of Making;
- A living city - with a range of residential accommodation and the facilities to support successful city living;
- A business city - with a resilient and diversified local economy and a support system to help companies launch and grow;
- A connected city - where local, regional and national mobility is enabled in an effective and sustainable way.

Our graphic shows key schemes which are helping to transform the city centre.



HISTORY IN THE MAKING





300 YEARS OF DERBY'S ROLE AS A GLOBAL LEADER IN INNOVATION ARE TO BE CELEBRATED AS PART OF A £17 MILLION TRANSFORMATION OF THE SITE OF THE WORLD'S FIRST FACTORY

It's the kind of complex engineering solution that Derby has been coming up with for hundreds of years.

How do you install a seven-tonne Rolls-Royce aero engine at a UNESCO World Heritage site so that it can hang above the heads of thousands of visitors?

It was the puzzle that faced the team constructing Derby's exciting new Museum of Making.

The Trent 1000 engine will be a star attraction when the new museum, being created at a cost of £17 million at the site of the world's first factory, Derby Silk Mill, opens its doors in September.

But the engine is heavy, extremely valuable and awkward to manoeuvre and the Silk Mill is a listed, protected, precious part of the city's industrial heritage.

So, how do you bring the two successfully together?

The answer is to install the engine and then build everything else around it.

This meant strengthening structures to cope with not only the seven-tonne weight of the engine but also the seven tonnes of truck and trailer that were delivering it onto site.

It also meant constructing a rig that allowed the Trent 1000 to be winched into place, with the capacity for it to be further hoisted up and down as construction continued.

The engine will be a stunning feature of an impressive new Civic Hall that has been sympathetically grafted on to the side of the existing building – with giant glass panels now enclosing the courtyard that existed between the Silk Mill and the neighbouring power sub-station.

This itself proved another engineering dilemma, with a need to construct something that would link the two structures but also allow Western Power to have access to the side of its facility.

The scheme has, in fact, involved nine years of head-scratching for Director of Projects and Programmes Hannah Fox and her team – not only to overcome the construction challenges but also, fundamentally, to decide what the new museum should actually be.

It seems obvious now that a city that has led the world in innovation since the industrial revolution should have a museum of making to celebrate this vital part of its DNA.

But in 2011, when the industrial museum that had occupied the site was mothballed by a financially-challenged city council, the future was anything but obvious.

It was at that stage that Hannah joined the project, for what she believed, at the time, would be a six-month commission. Nine years later, she recalls how the city council, as owners of the building and operators of the previous industrial museum, had decided it needed a new approach after being knocked back with an application for lottery funding.

The building was closed and a newly-established Derby Museums Trust began a huge programme of engagement to decide what should be done with the site. Hundreds of people were given an opportunity to contribute their views. And from that work emerged the plan for the Museum of Making at Derby Silk Mill.

"The idea came from being open to it being anything," explains Hannah.

"That's what has been really interesting – the support that the city has given it. From the funders, to the sponsors, to the partners. They have all backed this design-thinking approach to explore what it could be, with people at its heart, rather than impose a concept to it."

"That's very radical in terms of how museums and civic spaces are developed. How do you allow a space to emerge from listening to your audiences?"

"I think that speaks to Derby as a city. That's why this building existed in the first place – because of the conditions that were created and existed allowing people to come in and say, 'Let's not just do manufacturing at this level, let's take it to the next level'."

"That's happened repeatedly every century since then – through The Enlightenment, with the arrival of the railways, with Rolls Royce and the digital and creative innovation with Core Design and Lara Croft, through to today's story of Derby as a city of innovation."

This radical approach to developing the new museum identified three key themes: that it should be inspired by the makers of the past, made by the makers of today and empower the makers of the future. Visitors will be able to see a collection of 50,000 objects that tells how innovation helped to shape Derby and how Derby used innovation to help shape the world.

"We are inspired by the makers of the past to celebrate and understand better Derby and its place in the world, through the collections and narratives that we have together as citizens of this place, and tell those stories of that 300-year continued position of leading the world," says Hannah.

"The second principle is about developing it with the people of the city and region. Thousands of people have been involved in shaping what this concept will be and active citizenship is embedded in this project through and through."

"The actual making of the building is being done with people's involvement on the site. For example, we have five brick-cleaning volunteers who have cleaned 11,000 bricks that have gone back into the building."

In total, more than 1,000 volunteers have worked on the project thus far, contributing more than £750,000 in time.



"The third part, thinking about science, technology, engineering, arts and maths, is about supporting people to be the innovators, makers and creators of the future. We need our young people to come through and have the aspirations and skills necessary to meet the challenges of the future," Hannah adds.

The prospect of viewing the UK's first Museum of Making, on the site of the world's first factory, in the Derwent Valley Mills World Heritage Site, is likely to have national and international appeal. But the museums trust is particularly keen that it attracts local people on a regular, repeat basis – to view the collections, take part in workshops on making, to use its new café or to simply enjoy the space.

There will also be accommodation from where fledgling businesses can work and teaching areas to help schools and colleges in their delivery of STEAM subjects.

But what will visitors actually see?

Well, firstly, there will be the building itself – which is being opened up fully to the public for the first time.

Although the construction crews are still hard at work, the transformation that has already

taken place is stunning, with historic features lovingly restored and new, innovative additions, such as a glass-fronted viewing platform, from where the River Derwent, as it winds its way through the city centre, can be enjoyed.

Visitors will arrive through the original grade 1-listed Bakewell gates, currently under restoration, and make their way through a landscaped courtyard interpreting the watercourse which powered the first factory.

And then there will be the stunning new Civic Hall – a double height glass atrium, with a feature staircase and, of course, that Rolls-Royce Trent 1000.

The engine itself is a thing of industrial beauty – donated by Rolls-Royce and flown back from the States for installation.

It was used to power the Boeing 787 Dreamliner. Its fan, at the front of the engine, measures more than nine feet across and sucks in more than a tonne of air every second at take-off. The blade tip travels at more than 900mph – faster than the speed of sound – and, when flying, the temperature inside the hottest parts of the engine can be almost half as hot as the sun.



01. THE MUSEUM OF MAKING GATEWAY.

02. ASSEMBLY HALLS.

03. CIVIC HALL.

04. THROWING ROOM.



ENGINE INSTALL AT THE MUSEUM OF MAKING.

It will be joined by another historic Rolls-Royce engine - the Eagle, the first model produced by the company.

Inside the main building will be exciting features such as the Institute of STEAM, inspired by the scientist, inventor and botanist Erasmus Darwin, one of the most important figures in The Enlightenment, and the Midland Railway Study Centre - including the model railway that was much-loved by visitors to the old industrial museum.

But this is just scratching the surface.

"We got silverware that was in the First Class carriages on the Midland Railway and the smallest engine in the world, that went to the Chicago World Fair and runs on puffs of air. There are beautiful works of art, engineering drawings, Qualcast lawnmowers, looms, ceramics and pieces of silk that were produced in the mill," reveals Hannah.

One of the most innovative features of the museum is its intention to 'immerse' visitors in its collections. Whilst most museums only display a fraction of their exhibits, the Museum of Making is aiming for 100 per cent, with open racking systems allowing unparalleled access.

"It's almost like the end of an Indiana Jones movie, when they are putting that box back on the shelf. It's like, 'What's in there?' We are not dictating how people experience that," Hannah says.

The site is a hive of activity as work continues to get everything ready for opening on September 19.

But Hannah is already confident that the project will deliver a great return for the £17 million investment, funded with £9.4 million from the National Lottery Heritage Fund, £3.7 million from the D2N2 Local Enterprise Partnership, £2.5 million from Arts Council England, £500,000 from Derby City Council and the rest from trusts, foundations and voluntary contributions.

The estimated outputs are impressive, with the project set to:

- Create 141 jobs, 24 of them directly linked to the museum;
- Add £4.24 million a year to Derby's economy;
- Support 20 businesses, through managed workspace units at the site;
- Engage 140,000 visitors a year;
- Have 8,000 schoolchildren participating in programmes and 25,000 people engaging in informal learning activities annually.

It will, of course, also help ensure the long-term future of the Silk Mill building itself.

But what will success look like to the woman who thought she was coming to work on the project for six months but has ended up leading it for the past nine years?

"There are so many different ways that I would think of that. It will be that people who have contributed to it recognise and see their contribution and what we have created together and feel that connection with the thing we have made," Hannah says.

"It will be that people who come in and experience and take part in the things that we do have looked at museums differently, as places they can learn with their families and with each other but also as places of participation and contribution - every day, every week," she says.

And how does the museums trust follow such a brilliant and important project? New Joseph Wright attraction anyone? **1**



THE ICONIC SILK MILL EXTERIOR.

History of the Silk Mill

Derby Silk Mill is the collective name for a number of interlinked listed factory buildings and is built on the foundations of the first factory in the world.

The original factory was commissioned by the Lombe brothers in about 1719, after they conducted industrial espionage in Italy, and was completed by local engineer George Sorocold in 1721/22.

The mill was designed to make silk thread using the new idea of the factory system and utilised a large, powerful waterwheel to drive all of the machinery, which was worked by an organised group of employees.

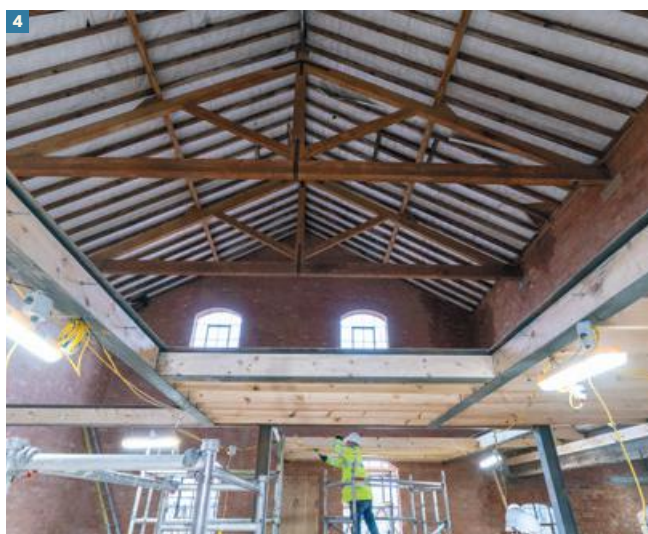
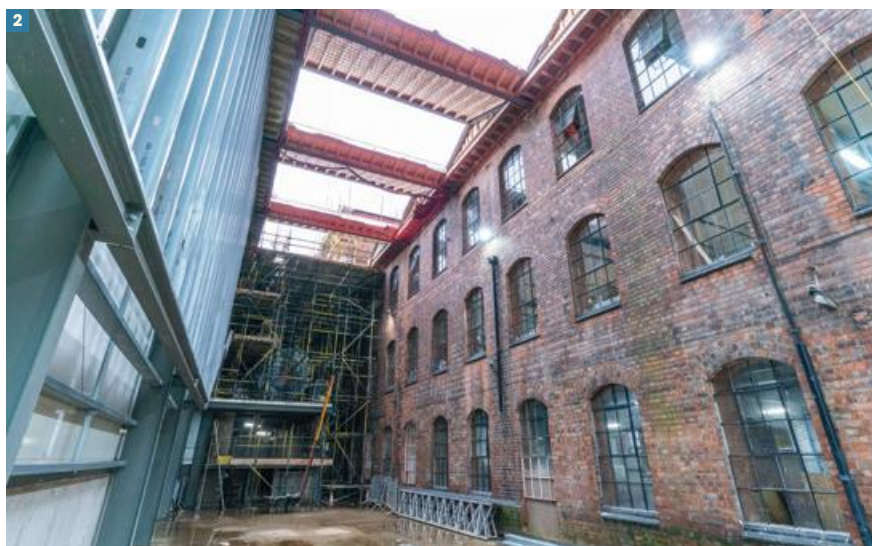
The mill was an immediate 'wonder' and drew visitors that included Daniel Defoe and Benjamin Franklin. The manufacturing features of the mill provided a prototype for Richard Arkwright's cotton mill at Cromford and for subsequent iterations of the factory system worldwide.

The original mill buildings were damaged, repaired and altered over time. They show 300 years of industrial enterprise in the Derwent Valley, acknowledged in its status as a World Heritage Site.

Derby Silk Mill fell on hard times in the mid-20th century and was in various hands until it was part-converted to an industrial museum in 1974 by Derby City Council, which later purchased it. The upper floors remained unused.

Following an unsuccessful lottery bid in 2008, the museum declined and, in 2011, the council mothballed Derby Silk Mill as an industrial museum to free the new Derby Museums Trust to devise a long-term solution for the iconic building, through partnership-building, community involvement and fundraising.

In November 2013, the ground floor was reopened to pilot the Re:Make participation programme, aimed at developing citizen curators to write the next chapter in the building's story.



01. THE EXTERIOR OF THE BUILDING.

02. THE VAST EXTENSION.

03. HANNAH FOX.

04. THE RESTORED ROOF.

05 THE VIEW TO THE TOP OF THE MUSEUM TOWER.

DERBY AND 300 YEARS OF INNOVATION



1690 - John Flamsteed makes the first recorded sighting of Uranus. Previously, he had accurately theorized that comets orbit the Earth like planets.

1692 - George Sorocold designs and installs the country's first pumped domestic water supply outside of London.

1704 - Thomas Cotchett builds an unsuccessful first silk mill on the Derwent, later incorporated into the Lombes' Silk Mill.

1718 - Thomas Lombe secures a patent for "a new invention of three sorts of engines never before made or used in Great Britain, one to wind the finest raw silk, another to spin, and the other to twist the finest Italian raw silk into organzine in great perfection, which was never before done in this country."

1721 - Silk Mill build completed by George Sorocold, the first non-military man to be regarded as an 'engineer'

1766-67 - Joseph Wright paints 'A Philosopher Lecturing on the Orrery', capturing for the first time the people of Derby's involvement and excitement about new ways about thinking about the world and understanding it.

1771 - Benjamin Franklin visits the Silk Mill; Richard Arkwright builds his cotton mill in Cromford.

1775 - A Royal warrant is granted, allowing Derby Porcelain to use the term Crown Derby.

1826 - Silk Mill is damaged by fire.

1844 - Midland Railway Company established in Derby.

1842-48 - The Britannia iron foundry in Derby produces 400 bridges for the London, Brighton and South Coast Railway.

1850 - Sir Joseph Paxton, director of the Midland Railway and Head Gardener at Chatsworth, sketches idea for Crystal Palace.

1879 - Derby free library and museum opened.

1908 - Rolls-Royce establishes factory in Derby.

1910 - The Silk Mill Italian Works burns down but is rebuilt within a year.

1914-15 - Rolls-Royce design, test and start producing the Eagle Engine as their first aero-engine model.

1916 - British Celenese established in Derby.

1919 - Alcock and Brown make the first transatlantic flight in the Vickers Vimy plane, powered by an Eagle Engine made in Derby and currently in Derby Museums.

1920 - the first Qualcast mowers produced by Derwent Foundry in Derby.

1936 - Rolls-Royce Merlin Engines went into major production.

1946 - Mercian cycles was established in Derby.

1974 - Derby City Council opens Derby Silk Mill as Derby Industrial Museum, with collections over two floors.

1975 - The Silk 700S motorbike was launched in Derby.

1996 - Derby-based Core Design publish the first Lara Croft Tomb Raider game.

1999 - Derby City Council purchases Derby Silk Mill.

2001 - Derwent Valley Mills is included by UNESCO on the World Heritage List.

2011 - Derby Industrial Museum is mothballed and a period of experimental programming is developed and delivered to engage audiences as co-producers in the future of the building.

2012 - Derby Museums Trust is formed with the support of Derby City Council - one of the key objectives is the redevelopment of Derby Silk Mill.

2013 - Re:Make co-production project begins in the ground floor of Derby Silk Mill.

2020 - Opening date for the Museum of Making at Derby Silk Mill.

BH

BONDHOLDERS

THANKS FOR YOUR SUPPORT!

FROM SOLE-TRADERS TO THE REGION'S LARGEST FIRMS, MARKETING DERBY'S BONDHOLDER COMMUNITY IS A VAST AND VIBRANT COLLECTION OF WHAT MAKES DERBY AND DERBYSHIRE GREAT.

IF YOU'RE LOOKING TO SUPPORT US, RAISE YOUR PROFILE, OR ARE INTERESTED IN MEETING PEOPLE LIKE YOURSELVES, THERE'S NO BETTER TEAM TO BE PART OF.







PURE JOY

**HOW SPRING WATER FROM
220 FEET BELOW THE DERBYSHIRE
COUNTRYSIDE IS HELPING A FAMILY
BUSINESS TAP INTO EXCITING NEW
OPPORTUNITIES – AFTER SEVEN
GENERATIONS.**

Isaac Smith surveyed the fields of Melbourne and knew this would be a good place to begin his market gardening business.

The soil was fertile and there were plenty of customers for his produce in the towns and cities close by.

Having worked in service at nearby Bleak House and having married one of the maids there, Isaac believed the land he was purchasing off Cockshut Lane would create a good living for himself, his wife and their five sons.

It was 1912.

One hundred and eight years later Sam Smith looks out over those same Melbourne fields.

He is the seventh generation of the Smith family to work in the business – although it's a very different operation now to the one dear old Isaac established. Sam is commercial director of Highfield Drinks, a brand which is, quite literally, tapping into the potential under the site his ancestor bought by bottling water from a borehole the market gardeners sank to irrigate their crops.

"Being in this business and on this site means an awful lot to me – probably even more than I thought it would as I started to pay attention to it and read up on the family history. I now understand what it means," Sam says.

"Being the seventh generation does bring its own pressures, though. There were six guys before me who didn't mess it up – so I don't want to."

Sam, 27, joined dad David and mum Sandra full-time in the business after working for training provider 3AAA and IT company Node4 and is now helping his parents position the company for an exciting future.

His enthusiasm for the challenge is infectious as we meet at the former farm turned high-tech bottling and canning plant in the beautiful south Derbyshire countryside.

David, the company's managing director, is busy in meetings, while Sandra, the office manager, rattles away on her PC keyboard, answers phone calls and deals with staff queries.

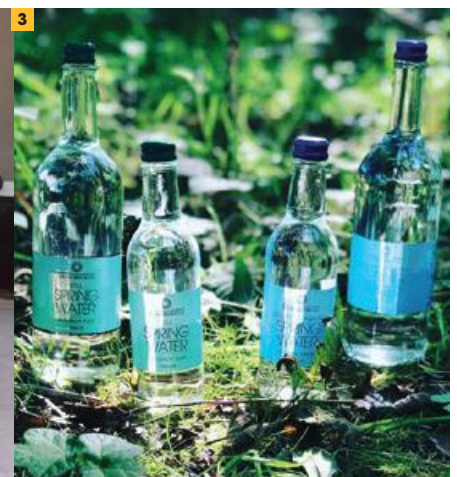
Although we are a little off the beaten track, the yard is full of vehicles, with a group of business associates visiting the plant to discuss a new venture.

The kettle is switched on and, while it boils, David begins to explain the Highfield Drinks Group story and its

growth from Isaac's days. Mum Sandra, who has researched the family history, helpfully chips in to complete the picture.

Her detective work revealed that Isaac had relocated to Melbourne from Yorkshire in 1860. Although he entered into service, Melbourne was already a market town and flourishing agricultural centre, supplying vegetables into Derby and Nottingham. At its peak, there were more than 50 independent family market gardening businesses in the town – there are now only three left – and this was where Isaac saw his family's future.

The Smiths still have the bill of purchase for the land Isaac acquired. Isaac's children were all market gardeners and the business continued through Isaac's son Harry, Harry's son Wilfried and Wilfried's son Joe. Joe was eventually joined by his own sons, Patrick and current MD David, in 1975.



01. CROPS GROWING ON THE HIGHFIELD FARM SITE WHEN IT WAS BEING USED AS A MARKET GARDEN BUSINESS.

02. THE J.K. SMITH AND SONS TRUCK FROM THE TIME THAT THE BUSINESS OPERATED AS A MARKET GARDEN.

03. STILL AND SPARKLING WATER PRODUCED WHEN HIGHFIELD WAS KNOWN AS THE NATIONAL FOREST SPRING WATER COMPANY.



LINE SUPERVISOR AVTAR SINGH CHATS WITH HIGHFIELD COMMERCIAL DIRECTOR SAM SMITH.

With the business operating under the name JK Smith and Sons, it continued to produce vegetables until 1995, when, in the face of the supermarket boom and changed buying habits, the market gardening sector came under severe pressure.

Patrick started a business called Fergieland, selling tractor parts, and, while crops such as wheat and potatoes continued to be grown on the land, as well as trees to form part of The National Forest, David was forced to find work elsewhere to supplement the family income.

However, that all changed in 2003 after David decided to have tests carried out on the borehole that had been used to irrigate the family's fields and wash the crops.

There, 220 feet below the Melbourne earth, the investigations discovered pure spring water that had been naturally filtered through Derbyshire limestone over thousands of years. David quit his outside job and he and Sandra launched The National Forest Spring Water Company – the name a nod to the wildlife habitat that had started to form among trees planted on the family's land in 2000.

It was an exciting new beginning but one that called for significant

investment and carried with it a degree of risk.

"They had sunk the borehole in about 1975 as a more cost-effective way of irrigating the vegetables," Sam recalls.

"It had sat there for about 20 years until dad decided to get it tested and it turned out to be pure spring water. At that point everything was back on.

"It was a big gamble for the family but dad's attitude was that he wanted to be back working on this land in the family business. It was a very appealing gamble - and one that has paid off."

David and Sandra had to invest in equipment to pipe water from the borehole and to create a new bottling plant from some of their former agricultural buildings, converted to meet exacting health and safety requirements.

Although the water is fit for consumption at source, it goes through three different filtration stages before it leaves the Highfield plant, ensuring the very highest quality – something which is verified with daily internal checks and external weekly tests.

"You can class water as spring water from 16 feet underground but ours is drawn from 220 feet

down and is a lot more pure," says Sam.

The family may have developed a new product but it then needed to establish a market.

Sandra picks up the story.

"We started off thinking local. The Baytree restaurant in Melbourne was our first customer. We were targeting small businesses as a local supplier."

Other restaurants and bars followed, along with a number of customers in the education sector, including Loughborough University and the University of Nottingham.

The family's bottled water even made it on to the tables and shelves of Chatsworth House. Growth was rapid and their product range increased to include flavoured waters – with sugar-free, low-calorie offerings that were perfect for schools and the health-conscious consumer.

The Smiths were well and truly back in business.

Fast-forward to 2019 and, by then, Sam was now part of the operation full-time and focussed on identifying new opportunities.

"When I was at university, I would spend summers working in



01. QUALITY CONTROL AS THE BOTTLES OF LOCAL SPRING WATER ARE PROCESSED.

02. THE HIGH TECH EQUIPMENT BROUGHT IN FOR THE BOTTLING PROCESS.

03. BOTTLES OF SPRING WATER COME OFF THE PRODUCTION LINE.



THE RANGE OF FLAVOURED SPRING WATER.

the production facility or as a van driver. I think it put me in a good position to develop the business," he says.

"I've met the customers, the dinner ladies or the restaurant owners. I have seen all parts of the business – the good parts and the challenges. I have a clear vision of where we need to go. Hopefully we are doing it. I still wake up in the middle of the night and worry but I guess we all do."

He also thinks his roles at 3AAA and Node 4 were a good grounding.

"With those roles, I learned a lot, working with a lot of Derbyshire businesses. As an account manager at Node 4 you had to do your own margins. That sort of thing was positive for me going into a small business where margins are tight. You have to get your hands dirty everywhere."

High on Sam's to-do list was the launch of new products and a re-brand for the business.

Gin appeared a good addition to the range – and that thinking cemented the need for a new company name.

"We could not have called it The National Forest Spring Water Company Gin," says Sam.

Instead, they turned to something close to home; something that recognised the rich family legacy of the business and its connection to its Melbourne site – Highfield Drinks Group.

"This was Highfield Farm. There was a brand story hitting me in the face," says Sam.

"A lot of companies struggle with that. You either have a strong brand story or you need to create your own. We had a brand story that had not really been tapped into. We had known the story as a family but we wanted to tell the world."

Having settled on the new name, it was time to increase the company's profile.

"We had a look at ourselves in the mirror and faced some facts. A lot of people just did not know that we were here. We needed to get our name out and really go for it," says Sam.

Highfield premium gins launched in May last year – the first new products from the company since 2012.

The range is produced under a partnership arrangement but, of course, the main ingredient is drawn from underground in Melbourne.

Customers can choose from Highfield Melbourne gin – "distilled with a fusion of wild botanicals for a smooth and sophisticated flavour" – or savour rhubarb, strawberry and bramble variations.

"We wanted to do something different for the company but also something everyone was getting into. We thought this was a good way to start because the gin craze is, well, crazy," explains Sam.



The Highfield Drinks Group products:

HIGHFIELD BOTTLED SPRING WATER – drawn from the original borehole, it is fit for human consumption at source, having been naturally filtered through limestone and other minerals for thousands of years.



FLAVOURED SPRING WATER – a range of low-calorie and sugar-free drinks, with subtle fruit flavours. These include apple and blackberry, forest fruit, strawberry and elderflower and pear.

HIGHFIELD PREMIUM GINS – these combine the distinctive taste of juniper berries, the finest botanicals and a twist of citrus. The range comprises of Highfield Melbourne gin, rhubarb gin, strawberry gin and bramble gin.



The recipes were developed with external help – although the family gets involved with the taste-testing!

“We have an idea of where we want to go and the space to move into but, these guys have labs developing new flavours and it’s great to engage with them about what we can develop,” says Sam.

“They produce samples and we review them. It’s a fun process – although it can also be slow and frustrating. We get our staff, families and friends to help in the testing and we tweak things until they are just right.”

The company did consider bringing the whole gin production process in-house but decided, as they had with their initial spring water offer, to start small and local.

It was particularly fitting that the Baytree – who were the company’s first customers for spring water – also became its first for gin.

And the reaction to the new range has exceeded all expectations.

“A lot of our customers are really getting behind it. Bespoke Inns have made our gin their gin of the week. It’s a really local gin to their pubs.”

Much of the company’s business is B2B but members of the public can purchase their waters online through Amazon and the gins via the Highfield Premium Gins dedicated website.

Gin-buyers can even arrange to collect their bottles from Highfield – and see the business at close hand.

That’s what we do next, as Sam proudly guides us around the site and explains more about the future vision.

Rain is falling and a strong wind is blowing across the fields at Highfield Farm but, protected from the elements, inside the bottling plant is a hive of activity. Forklift drivers manoeuvre stacks of pallets and the company’s 11 workers fill a seemingly endless line of bottles ready for shipment – all of this just a matter of yards from the borehole where the water is sourced.

“You either have a strong brand story or you need to create your own.”

The family has been told there is an almost endless supply of spring water under the site and the Environment Agency has pinpointed where further boreholes could be sunk in future, if required. It may be just as well as the UK market for bottled water continues to rise.

According to Zenith Global’s 2019 Water Drinks Report, consumption grew by 7% in the previous year to more than 4.2 million litres – worth an estimated £3.3bn – and Zenith Global predicts the sector will continue to increase at between 3% and 5% until 2023.

The family has plans to capitalise further on this growth, adding to its product offering over the next 12 months. Among the ideas is a range of adult soft drinks.



SAM SMITH OUTSIDE THE HIGHFIELD BOTTLING PLANT.

"The prime ingredient for all this is water, so why would we not do it," Sam asks.

"A lot more adults are not drinking alcohol. We're not just focussed on taste but on health as well. Our flavoured waters are low-calorie, sugar free. We want to now develop a range of adult soft drinks – cola, bitter lemon, dandelion and burdock, as a healthy adult soft drink. It's how we can tap into that market and offer something quite different."

The only apparent threat to the continued success of the bottled water market is caused by consumer concern over the widespread use of plastic bottles.

But Highfield are already ahead of the game here.

"We have the plastic problem that is well documented. We have looked at ways in which we can change our current product. Our plastic bottles are now made of 25% recycled materials. Labels and caps are 100% recycled," Sam says.

The company also uses fully-recyclable glass bottles. But it is now going even further – after investing in a new line which will allow it to put its water into cans.

"We will be the only water-dedicated line that we know of. Nothing but our water will be going through that," Sam adds.

This exciting new initiative has again involved partnering with external experts and some of those are on site as we continue our tour.

"We brought in partners to develop the canning offer. They had the experience of canning water, which is more difficult than you think," Sam explains.

To the layman, the idea of piping water into a can appears pretty straightforward. But Sam points out that the aluminium cans are flimsy and, while filling them with a carbonated drink is relatively simple, those containing still products could collapse. To solve this, the process uses nitrogen.

"It's a very safe process. It takes the space in the can that oxygen would have occupied."

The canning line is now up and running and within a few weeks Highfield will be producing its own tinned water products. It's a move Sam believes will have others in the sector taking note – as the aluminium can be recycled and back as packaging on shelves within 60 days.

"Some of our customers are calling us up and telling us that they don't want to order plastic anymore. Now we have our own cans," Sam says, pointing out that the company's carbon footprint is already comparatively low.

"We get the water out here and bottle it just a few yards away."

Another new development is an office drop service that the firm has introduced – delivering supplies of water direct to companies in Derby.

"People are looking more at staff welfare. Cans of our Derbyshire spring water on people's desks can help staff stay hydrated," says Sam.

As well as its own products, Highfield also produces branded spring water for customers and offers contract bottling for other suppliers.

"We are in talks with a company in the US who want us to be the UK manufacturing site for their spring water," Sam reveals.

The family acknowledges the major role that their team are playing in the success of the business.

"We're really lucky with staff members. We have very low turnover. They have been with the business a long time. They care about the product and the business," Sam says.

So, what do the coming months hold in store for a business which is, clearly, brimming with energy and ideas?

"Our mission statement is to develop new products and have a product in every bar, restaurant, outlet or shop in Derby. It will then shift to the rest of the East Midlands and then the Midlands. National would be a dream.

"It's really about knocking on doors and showing our products, which we are really proud of. We want to keep growing and listening to the customer."

As we walk across the car park, Sam gazes across the fields where previous generations of his family toiled to grow their crops. What does he think they, and, Isaac, the man who started it all, would think of the business today?

"Even though it's a different market, we are still using the same land and resources available to us to create an income for the family.

"I hope Isaac would like it. My middle name is Isaac, so I like to think things have come full circle.

"He would definitely be happy that the family is still living here and operating the business from here." ❶



THE NEW HIGHFIELD CANNED WATER DRINKS.

“He would definitely be happy that the family is still living here and operating the business from here.”



HIGHFIELD COMMERCIAL DIRECTOR SAM SMITH SHOWS OFF THE COMPANY'S GIN AND SPRING WATER.

TWENTY ONE YEARS AGO MIKE DIXON SOLD HIS DERBY SOFTWARE COMPANY AND MOVED TO THE FLORIDA COAST. NOW HE'S BACK - BRINGING AN EXERCISE CONCEPT THAT HAS TAKEN THE U.S. BY STORM. HE TELLS INNOVATE WHY DERBY AND ORANGTHEORY ARE...

T H E P E R F E C T F I T





MIKE & CLAIRE DIXON OF ORANGETHEORY.



Mike Dixon hated working out. He had played sport all his life but, having reached his fifties and suffering with arthritis in his knee, he struggled with the motivation to take an exercise class or join a gym.

Then his wife, Claire, and eldest daughter, Charlotte, persuaded him to go with them to a studio run by Orangetheory Fitness near their home in Florida.

The impact was life-changing. Not only did Mike catch the workout bug, albeit, he admits, not instantly, but he devised a plan to open dozens of Orangetheory studios in the UK – including in his old home city of Derby.

He, Claire, Charlotte and younger daughter Emily are now splitting their time between the Sarasota sunshine and Shirley in rural Derbyshire while they pursue their ambition.

To realise those aims, Mike and a group of business associates set up Wellcomm Health and Fitness – short for Wellness and Community – and became a regional master franchisee for Orangetheory, giving them the opportunity to establish operations across the Midlands and the north of England.

Their first studio, in Altrincham, opened a year ago. Derby

launched in October in the former Maplins store on the Wyvern Retail Park and would have been open earlier but for hold-ups with the building caused by the Maplins administration.

Mike hopes to launch four more studios in 2020 and a minimum of 40 over the next decade. That number could even rise to around 70. As we talk he is waiting for news on two possible new premises.

Mike's enthusiasm for the project is obvious as we sit in the reception area of the Derby studio.

Although he is jetting back and forth across the Atlantic, he greets clients by name and, clearly, has invested both financially and emotionally into making this venture a success.

From the outside, Orangetheory's Derby building is fairly unassuming, nestling alongside retail neighbours such as Next and Halfords. Inside is modern and minimalist, with a friendly welcome from staff dressed in their black tracksuits, bearing the company brand. It's a far cry from the racks of electrical goods that greeted customers of the building's previous occupier.

On the wall, a giant screen is tracking the heart rates and calories being burned by those taking part in an exercise class – it's a little after 10am and this is already the third session of the day. The encouraging tones of the coach are just about audible from behind a glass partition as an orange glow

illuminates the activity of the group.

"I'm 56 and used to play rugby and have done sport all my life. I'm pretty fit genetically but I hate working out. I've got arthritis in my knee. I've got no motivation and need pushing. But when I get in the studio, after a few minutes I've forgotten all that," says Mike, as he explains what persuaded him the Orangetheory model was the right vehicle not only for him to get fit but also to take on as a business venture.

It was Orangetheory's scientific and individually-focussed approach to exercise that grabbed Mike's imagination.

The company was established in 2010 in the US by pilates teacher Ellen Latham, who noticed her clients were also working out with personal trainers because they wanted to burn fat that pilates alone could not achieve.

She developed a workout that would "metabolically change the body", based upon a series of 60-minute, high intensity interval training classes, which blend cardio and strength-building.

Ellen wanted to combine the energy of a group with the personal attention of an experienced coach and to ensure that each participant had a personal plan to achieve their aims. These are developed by considering 'HUGS' – a person's history, usage (of the studio) and goals.

They – and the trainer – can then measure their performance in real time thanks to wearable technology, which monitors data, such as heart rate, and displays it on the big screens as they exercise.

Individuals are encouraged to work to the optimum level in class so that they continue to burn fat afterwards. This approach, known as EPOC, or excess post-exercise oxygen consumption, revs the metabolism for up to 36 hours after a session.

Classes are based on five heart rate zones – ranging from very light activity to all-out effort, with the objective that participants spend at least 12 minutes in the 'Orange Zone', where their heart rate is elevated to between 84% and 91% of their maximum.

Orangetheory clients can track their fitness improvement through an App on their phone or via emails that are sent to them after each session.

"When you do not measure, you do not improve," says founder Ellen.

Reports display indicators such as calories burned, average heart rate, miles run, number of steps and Splat Points – a term to describe a fat cell exploding but also indicative of minutes spent in the 'Orange Zone'.

Mike says men will typically burn between 800 and 1,000 calories during an hour-long class and women between 450 and 500 calories.

"If you come here two or three times a week, you get life-changing results," he says.

Coaches aren't "pushy or shouty" but Orangetheory is about motivation – from the coaches, from other class members and from the individuals themselves, who start by making a commitment when they book a class online or on their phone.

Mike believes the Orangetheory approach gives users a much better chance of achieving their fitness aims than joining an ordinary gym.

"There are three main reasons why fitness fails: you don't have a plan, you are working out alone and you're left asking if it is fun," he says.

The Orangetheory team also works hard to make sure new users do not feel intimidated and that they are welcomed into the studio's

"community". Class members cover a range of fitness abilities and ages – the oldest member of the Altrincham studio is 77.

And staff members keep a watchful eye on those who, perhaps, despite their best intentions, fall by the wayside – calling them for a chat if they have not attended for a while.

Memberships cost £99 a month for eight classes or £119 for unlimited use and the Derby studio is offering free seven-day memberships for those wanting to give the programme a try.

Orangetheory's popularity has exploded in the States and is now spreading across the globe. The brand is operating in 23 countries and runs around 1,500 sites.

Mike is confident it can be just as successful in the UK.

"We'd set up four or five studios tomorrow if we could find the properties," he says.

Sites similar to The Wyvern are top of Wellcomm's wishlist – with ease of access and good parking essential.

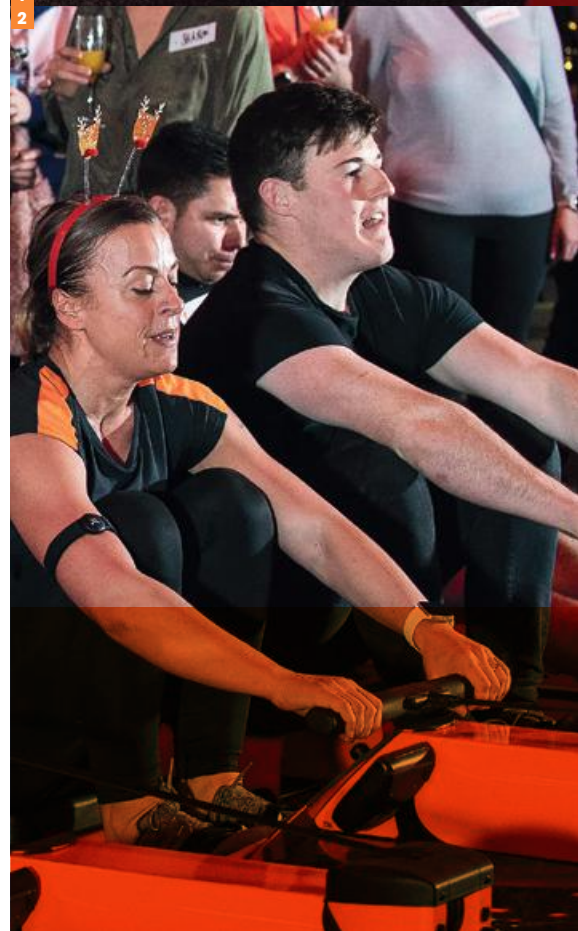
"We're targeting key population areas. We had a site in Nottingham but that fell through. We're looking to the west of Birmingham, as far down as Cambridge and Norwich and as far north as Newcastle. We're also looking for another in the Manchester area," Mike says.

Helping him achieve these ambitious plans is a determined and energetic team. Wife Claire looks after the finances, Matt Adey leads on sales and Cat Jones on marketing.

Orangetheory veterans Jason and Emily Zavasnik are bringing their experience of the US business to help Mike in the UK – Jason as Director of Franchise Development and Emily as Studio Development Co-ordinator.

"They are the Orange in Orangetheory. They make sure it runs properly. Emily was one of the team who designed the original workouts and they married after meeting at Orangetheory," Mike explains.

By coincidence, the Zavasniks arrive at the studio as we continue our chat – and the energy level instantly increases as they high-five colleagues and want to be brought up to date on how things are going. Their coaching





3



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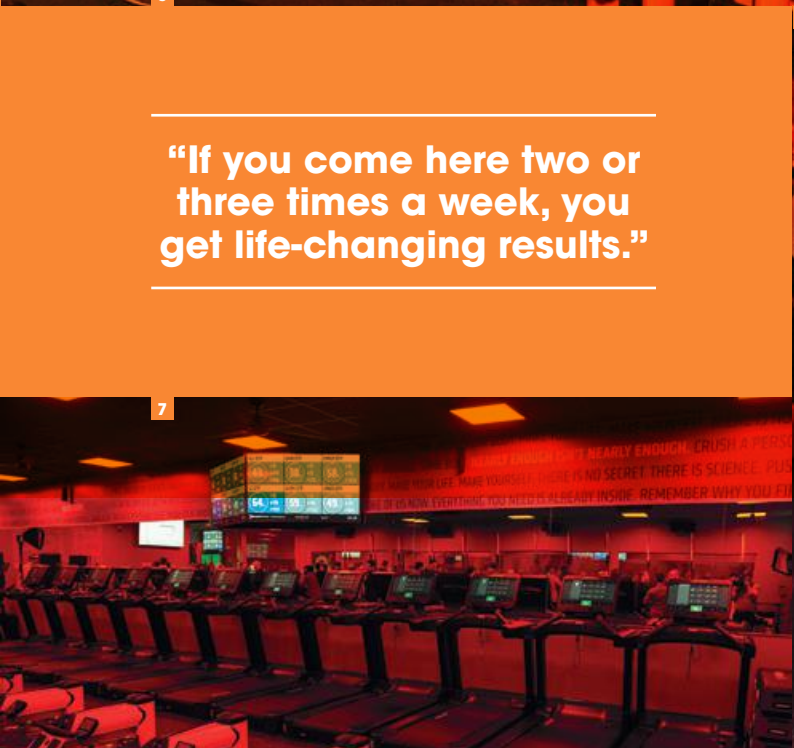


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"If you come here two or three times a week, you get life-changing results."



7



01/02. COACHES SHOWCASE SOME OF THE FUN CLASSES.
03. CELEBRATING THE OPENING OF THE STUDIO.

04. THE CROWD CHECKING OUT THE MODERN FACILITIES.
05. FOCUSED FACES ON THE ROWING MACHINES.

06. SOME OF THE DIFFERENT PIECES OF KIT DESIGNED FOR A TOUGH WORKOUT.
07. ROWS OF MACHINES WITH THE LIVE SCREENS ABOVE.



1

01. COMPARE YOUR PROGRESS ON THE LIVE SCREENS.

02. SPECIALIST COACHES ENCOURAGE YOU THROUGH THE SESSIONS.

03. CHECK YOUR PROGRESS USING THE MOBILE APPLICATION.

WHAT IS ORANGETHEORY FITNESS?

Orangetheory Fitness is a one-hour, full-body workout, focussed on training endurance, strength and power. It uses heart rate-based interval training, which burns more calories post-workout than traditional exercise.

Members wear heart rate monitors and their real-time results are displayed on large screens throughout the studio. Intensity is based on their individual heart rate zones, making the workout effective for all fitness levels. Certified coaches lead the workout to prevent participants from over or under training.

WHAT EQUIPMENT IS USED AT ORANGETHEORY FITNESS?

The workout room has a variety of equipment, including treadmills (bikes and striders as alternatives), WaterRowers and floor equipment, including dumbbells, benches, suspension straps and medicine balls.

WHAT IS EPOC?

The physiological theory behind the Orangetheory Fitness workout is known as "Excess Post-Exercise Oxygen Consumption" or EPOC. Each one-hour workout is designed to produce 12 minutes or more of intensities at 84% or higher of maximum heart rate. This programme design produces a workout "afterburn" effect, which is an increased metabolic rate for up to 36 hours after the workout. This leads to higher calorie burn after, not just during, the workout.

WHAT DO THE 5 ZONES MEAN, AND WHY IS THE ORANGE ZONE SO IMPORTANT?

Orangetheory Fitness is a five-zone, heart-rate-based interval training class that includes both cardio and strength training. During a class, members focus on Zones 3 (challenging but doable), 4 (uncomfortable) and 5 (all out/sprint effort). These zones are individually calculated for each Orangetheory Fitness member. The

classes are designed to produce 12 minutes or more in Zones 4 (orange) and 5 (red), combined, during the workout.

WHAT ARE SPLAT POINTS?

Splat points indicate minutes spent in the orange and red zones. The aim is to tally at least 12 Splat Points per class to achieve EPOC.



3



backgrounds are readily apparent and the team is buzzing.

Mike and Claire's daughters Charlotte, 22, and Emily, 20, also arrive. They are taking a keen interest in the business. Charlotte recently graduated from university with a marketing degree, while Emily is completing her studies in nutrition.

Wellcomm's programme of studio development will come with a big financial commitment, with Mike estimating that the cost of getting the Derby site up and running alone was about £1 million.

But health is a potentially lucrative sector, with the 2019 State of the UK Fitness Industry report showing the value of the market exceeding the £5bn mark for the first time.

The study, compiled by The Leisure Database Company, also revealed that membership of health clubs and gyms across the UK had hit a new high, at more than 10 million.

David Minton, director of the report's authors, says the UK "is enjoying a golden period of growth and exciting development across the fitness sector."

Mike, of course, is no stranger to numbers, having run a successful finance business in the States and having built his Derby software company, CBL Technology, up

to a level where it employed 150 people before he sold up and moved the family to Florida.

That was 21 years ago and, after spending so long in the Sarasota sunshine, why, now, decide to spend half their time back in the UK?

"We really wanted to come back and do something here. We were empty-nesters. We saw something in the States that was going crazy and is very beneficial. This was something we could bring back over and make a difference.

"There's a fantastic purpose in this – and I also get to work out," jokes Mike.

The family is loving spending time back in Derbyshire, where Mike and Claire had lived for 15 years and where they still have many friends.

And it was no coincidence that one of the company's first studios should be located here. Mike, however, feels that the concept could be successful anywhere – with the programme appealing to a cross-section of the public.

He's pleased with how the Derby studio has performed since its opening and those who have joined up so far appear to have given it their endorsement – 80 per cent of the memberships achieved have been via referral.

As the class breaks up and people begin to wander out, there are more greetings from Mike and enquiries about how the session has gone.

It's easy to be cynical about businesses who say they want to create communities and to know their members by name – but, at Orangetheory, it seems as though there are more priorities than just the P and L.

Ask Mike what success in Derby looks like and he doesn't talk about revenues or returns on investment. Instead he recounts an experience from a class he took part in a few days before.

"On the treadmill next to me, was a young girl who was overweight. In the first period, she was just walking but I noticed, in the second period, she started to run a bit. She got through two miles in 20 minutes – and she told me it was the first time she had run. That's success to me," he says.

And what is his message to the city that, for at least 50 per cent of the time, he's once more calling home?

"We've put a lot of money, energy and time into creating a facility that can change people's lives. Come and give it a try." **1**



From the first factory to the guerilla economy



JOHN FORKIN,
MANAGING DIRECTOR,
MARKETING DERBY

Anyone who has visited the Marketing Derby offices at Riverside Chambers will have seen our Showcase Room.

Its walls are adorned with visuals and graphics that support our pitch – knitting the Derby story with future ambition – and this is where the inward investor journey usually starts.

At its heart, is a bold statement - UK Capital for Innovation – a motif that has been core to our investment promotion campaign for some years.

We live in a time where innovation is seen as desirable which is why it sits at the heart of government and company strategies.

Innovation is on trend and so, cities and regions claim at least to be its home and integrate it into their ambitions.

Interestingly though, only Derby and Derbyshire claims to be its UK capital.

Last month, in one of our typical investor meetings, I was asked straight up: “John, I like your Capital for Innovation campaign, but tell me, what is the basis of that claim?”

I love being asked this question as it allows me to quickly dive into our unique 300-year narrative that backs it up so well, whilst also acting as a primer for the investment discussion. There is something about being able to wave my hands in the general direction of the Derby Silk Mill - a mere few hundred yards north from our office – and say that, 300 years ago, Derby was the only place on the planet where you could come and see a new concept that was about to change the world.

In 1721, the Lombe brothers opened the world’s first factory, an innovation that astonished visitors,

including the likes of US founding father Benjamin Franklin and the Robinson Crusoe author, Daniel Defoe.

Of course, I always add that today the building is part of a UNESCO World Heritage Site. Believe me, this impresses.

My narrative quickly shifts from being the home of the industrial revolution in the 18th century, to the genesis of the railways in the 19th. On this occasion, I can wave my hands in the opposite direction, south towards the ‘NASA of its day’, the world-class Derby Roundhouse.

The fact that the Silk Mill is being transformed into a major visitor attraction, the Museum of Making - opening this September - and that the Roundhouse is now home to the Derby College Group (not to mention being one of the most interesting venues in the country) perfectly reinforces the whole innovation theme.



"Reflecting today's complex, fast moving, globally connected economy; innovation has become more diverse, more organic, mobile and difficult to pin down."

I then move my pitch into the 20th century, with Derby becoming one of the global homes to research, development and application in two emerging technology revolutions; that of aerospace and nuclear.

This in itself leads to some of the facts and figures we use – supporting evidence – to back up our claim. This always includes the fact that Derby has the highest average salaries of any city outside of London and, depending on the investor, moves on to the strength of the local economy (top 10 GVA city in the UK) and our skilled demographic (43,000 engineers living in the travel to work area).

The pitch ends as we move into the challenges and opportunities of the 21st century.

Yes, we have the 300-year track record; the invention of the factory, the growth of new hi-tech sectors in rail, aerospace and nuclear but,

where is the innovation to be found in 2020?

The answer is not as simple as just listing economic sectors.

Reflecting today's complex, fast moving, globally connected economy; innovation has become more diverse, more organic, mobile and difficult to pin down.

I call it the 'guerilla economy'.

This new paradigm is bottom up, often rooted in small to medium companies, anchored around entrepreneurs and supported by talented teams. The guerilla economy has evolved to cope better with the disruptions and unpredictability of today's world.

Many of the articles in this inaugural Innovate magazine focus on these players; from the Old Bell through to Katapult – innovation being the golden thread between a 16th century coaching inn and cutting-edge tech-companies.

The Sunday Times and Financial Times both recently covered Derby companies such as Bulkhead (gaming), Cubo (office rental) and Urban Sisters (property development) – all great manifestations of the guerilla economy.

In the guerilla economy, it doesn't do to stand still for too long.

Many of our larger companies get this and are increasingly redefining their purpose, whilst introducing flexibilities and smaller units.

At the Marketing Derby Annual Business Event we heard Toyota's MD describe a mobility company, as opposed to automotive. Rolls-Royce now describes itself as a leading industrial tech company.

Innovation in Derby today is alive and well. This city was there in 1721 to see its birth and remains so today, as declared on our Showcase wall, the UK Capital for Innovation. **1**



WARREN MANNING.

WARREN TAKES KEY ROLE ON INNOVATION

The University of Derby has appointed Professor Warren Manning to the newly-established position of Provost - Innovation and Research. Professor Manning joined the university in January, 2018, as Pro Vice-Chancellor and Dean of the College of Engineering and Technology.

In his new role, he will provide leadership to further promote an innovation and research culture aligned to the university's strategy. Professor Manning said: "The opportunity to take on the challenge of delivering excellence in innovation and research for the University of Derby is compelling.

"The Government commitment to increase research spending to 2.4 per cent of GDP by 2027, an additional £20bn, is based on exploiting great ideas born in universities and grown through businesses. This is a driver for universities to work much closer with businesses and organisations to deliver collaborative, applied research and knowledge exchange."

OFFICE MOVE

Leading video game developer Bulkhead Interactive has expanded its UK operation with a move to a new office at Cardinal Square in Derby.

The company, which was founded in 2015 by five University of Derby graduates, has enjoyed

SUCCESSFUL HR BUSINESS BRINGS IN NEW RECRUITS

Loates HR has celebrated continued success by hiring two new staff and increasing the days of one of its team.

The HR and HR training consultancy, which moved to newly-designed offices in Darley Abbey Mills last spring, increased turnover by 41%, to £244,000, in 2019 – comfortably ahead of its target.

The company, headed by Sarah Loates and Kevin Marks, attracted 64 new clients during the year to add to the 48 which called upon its services for the first time in 2018. And it now boasts a portfolio of several hundred clients who call upon its HR and training consultancy services on a pay as you go basis.

Training consultant Annie Litchfield and HR and training administrator Corynne Clarke have now joined the fast-growing firm, while HR consultant Lucy Sherwin has extended from two and a half to four days a week.



CORYNNE CLARKE, LUCY SHERWIN AND ANNIE LITCHFIELD.

rapid success and now employs a team of more than 65 people at its Derby studio. It currently develops titles for Steam, Xbox One and Play Station 4, including its main title, the Word War II inspired first-person shooter Battalion 44.

On the back of its success, the firm recently opened a second



JAMES STAFFORD, TRACEY MOSLEY AND MATT EDWARDS.

TRAINING FIRM STRENGTHENS SENIOR TEAM

EMA Training Ltd has announced the appointment of James Stafford as chief operating officer and Matt Edwards as sales director.

Both James and Matt will play leading roles, working with local employers to support the growth of the business during 2020 and beyond.

"We needed to strengthen the leadership team to engage with local businesses on their apprenticeship recruitment needs. I am delighted James and Matt have joined the business to support us with this", said CEO Tracey Mosley.

Richard Gerver, chair of the EMA Board, added: "I am thrilled that we have been able to secure two of the most experienced and talented professionals in the training sector. It reinforces our commitment to excellence and to the widening of opportunity for our learners."

studio in Munich, named Bulkhead Darkhorse, and rebranded its Derby studio Bulkhead Phoenix.

Commenting on the move to Cardinal Square, Bulkhead CEO Joe Brammer said: "Since entering the games industry, Bulkhead's ethos has been to take care of our people. A high-quality, centrally located

IT'S OFFICIAL: BUSINESSWOMAN AND MUM KATIE'S A RISING STAR

Marketing Derby has named its Rising Star Bondholder for 2020.

Katie Lavis, of Little Starts Gift Cards, will receive a free Bondholder membership for the year.

Just weeks after having her second baby, Katie launched her company to help people buy young children activities and experiences as gifts.

Her gift cards can be used with more than 1,500 classes across 60 brands in areas such as Derbyshire, Nottinghamshire, Leicestershire, Greater Manchester and Sheffield. Katie plans to make the service available for national use within the next year. She said: "I am beyond thrilled to receive the Rising Star Award 2020. We are aiming to make the Little Starts Gift Card the go-to present for parents-to-be, new parents and the 0-5s nationally and having access to the Marketing Derby network will be invaluable in helping us achieve this aim."



KATIE LAVIS AND ABBIE BURNS.

studio space forms an important aspect of our philosophy and Cardinal Square offered exactly what we were looking for.

"Over the past four years, our team has grown from five students to a dynamic team of over 65 people and we're excited for the next phase for the company's development."

A nighttime photograph of Derby, UK, featuring the illuminated spire of St Mary's Church as the central focus. The city lights and a twilight sky with orange and blue hues form the background.

The Last Word

Evolution happens, you can't stop it, nor should you try. It applies equally to our built environment and Derby is set for some exciting times as the city centre starts to evolve to accommodate the requirements of future generations. Let's embrace the inevitable change and celebrate the city's renaissance.

Stephen Salloway,
Managing Director of Salloway Property Consultants.



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