



# Derby Cathedral

The Cathedral Church of All Saints

Chief Operating Officer - Application Pack for Candidates

## Introduction from the Dean of Derby

Thank you for expressing interest in the post of Chief Operating Officer for Derby Cathedral. This application pack for potential candidates sets out both the vision for Derby Cathedral and the part that a new Chief Operating Officer will play in helping us achieve it.

Derby Cathedral's governing body, known as the Chapter, is excited to be appointing a new Chief Operating Officer as the senior member of the Cathedral's lay staff and who will play a key role in the delivery of our strategy and our ambitious goals.

Carol Thomas has made a highly significant contribution to the Cathedral's growth over the past five years, and especially during the last two years, leading the Cathedral team as our Chief Operating Officer. We wish to build on all that we have achieved together so far.

We are searching for someone who is able to inspire the Cathedral team and its wider community, including both our employed staff team and volunteers.

I would be very pleased to speak to those interested in applying for the role. Please ring (01332) 341201 and speak to my PA, Jessica Kilmurray ([jessica@derbycathedral.org](mailto:jessica@derbycathedral.org)), who will arrange a time for us to talk. My colleagues join me in sending good wishes as you discern your future.

Yours sincerely,

*Peter J. A. Robinson*

**The Very Rev'd Dr Peter Robinson, Dean of Derby**

**April 2023**



## Derby Cathedral: The Role Context

Derby Cathedral serves the Diocese of Derby which includes both the City of Derby and the County of Derbyshire, together with some parishes in East Staffordshire. The Cathedral takes its starting point for its mission from the vision of the Bishop of the Diocese and her strategic priorities and aims to add significant value to the church's mission and ministry across the whole diocese.

The purpose of Derby Cathedral is found in our Strategic Development Plan:

*Our purpose is to be a place for all to explore faith, life and heritage; a place of light, beauty and innovation offering sanctuary, grounded in God's unconditional love revealed in Jesus Christ.*

The experiences of light, beauty, innovation, and sanctuary speak powerfully both to newcomers and to regular worshipers. Light and beauty proclaim the remarkable treasure that we have in the Cathedral's early eighteenth-century nave and its impact on visitors. The Cathedral is increasingly recognised as a place of innovation for our creative and imaginative approach to music, learning, arts and culture. Derby often describes itself as a city of innovation and so our vision and strategy seeks to bring the Cathedral through partnership into a position where we offer a significant contribution to the life of the city and the county, and the well-being of local communities. We are accredited as a 'Cathedral of Sanctuary' by the *City of Sanctuary UK* movement and aspire to be a safe place of welcome for all, especially those seeking safety far from their homes.

The Cathedral's aim is to share the riches of an experience of Derby Cathedral with as many as we can. There are six million people who live within an hour's drive of Derby Cathedral, and 1.6 million who live within half an hour's travel. Many who live in Derby, Derbyshire and the East Midlands do not yet relate to one of their own cathedrals.

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The position of Chief Operating Officer is the most senior employed lay post within in the Cathedral and the successful candidate will play a pivotal role in the releasing of Derby Cathedral's potential to fulfil its strategic development plan which was agreed by Chapter in December 2021. Since then, we have been consulting on our vision with the Diocese and with our key stakeholders. This is a continuing process as we engage with all with whom we share a vision for the common good.

Through six strategic focus areas – Inspiring Music and Worship, Learning, Conserving and Developing our Heritage, Partnership, Arts and Culture, and Recovery, Sustainability and Growth – we aim to build new relationships to enable us to be a place for all to explore faith, life and heritage and develop a wider and more diverse audience.

The advent of the Covid pandemic in March 2020 was a major intervention which necessitated a strategic response from Chapter to negotiate the subsequent three lockdowns. In common with other cathedrals this has been a logistical and financial challenge. We were well supported by the *Culture Recovery Fund* and in 2022 robust income generation emerged as a key priority.

Chapter is committed to invest for growth as Derby Cathedral focuses on its development goals. In early 2023, a Commercial Manager was appointed as a member of the Senior Management Team to lead robust income generation. We are aiming to have more events and hires in the Cathedral itself and see the future of the Cathedral Centre as a commercial support. The Cathedral Centre has a



range of facilities, the potential of which for income generation has yet to be realised and Chapter is currently reflecting on how we grow as a social enterprise through better stewardship of its resources. Environmental sustainability is a key priority: Derby Cathedral has already achieved the silver Eco Church award and as it aims towards the Gold award a project to install solar panels on the south nave roof is being planned. The Chief Operating Officer will be responsible for leading this strategic focus area which we have called **recovery, sustainability and growth**.

At the heart of the Strategic Development Plan is the reimagining of Derby Cathedral for more effective liturgy and worship, and more flexible use for concerts, events and hires. This will almost certainly involve the re-ordering of the Cathedral's internal space – last altered in 1972 when the Retrochoir extension at the east end was completed after All Saints Parish Church became Derby Cathedral. There is a strong desire to open the east end of the Cathedral onto the Cathedral Green and an emerging need for a new type of song school to support a flourishing music operation. Strategically we need to create a cathedral that can be used simultaneously for services and events. At the same time, we wish to present our **heritage** offer in a more accessible way for the people of the diocese and beyond.

Derby Cathedral is located in the Cathedral Quarter of the city of Derby. This part of the city faces a challenge with a post-covid reshaping of local retail business accompanied by a civic ambition to build a cultural quarter on the south side of the Cathedral towards the marketplace.

This will lead to a significant re-envisioning of the Cathedral's immediate setting in the next few years. The new *Museum of Making* based in the Old Silk Mill - 100m from the east end of the Cathedral - is indicative of the changes to come and a sign of hope for the future. Currently, the Chief Operating Officer sits on the Cathedral Quarter Business Improvement District Board, demonstrating the Chapter's commitment to being a good **partner** and supporting the urgent need to regenerate this area of the city. The *City Centre Ambition* document (see links below) shows the extent of the vision and highlights the importance of Derby Cathedral playing a proactive role in city centre regeneration in the future.

The **music** of Derby Cathedral which animates the **worshipping** life at the heart of the Cathedral community is developing in its quality and its range of activities. We have an outstanding music leadership team, over forty choristers from over twenty-five schools, and a choral offer that continues to grow in strength.

We are investing in our music through a new Music Patrons Scheme and in the future through a new Music Foundation, so that the rising quality of Derby Cathedral's music will have a firmer financial footing. We have commenced a 'Music in Schools' project as part of our Strategic Development Plan and significant funding has been obtained to expand this programme to reach twelve schools by this autumn through the appointment of a new member of the music team.

In the autumn of 2022, we recruited to a new post, a Canon for Community Learning, to give leadership and impetus to our aspirations to become a **learning** community, inspiring people within the Cathedral community itself to engage ever deeper with their Christian faith and also encouraging through our partnerships a wider exploration in the public realm of the identity and future of our region. The city of Derby is now a UNESCO City of Learning and the Cathedral is a signatory to the Civic University Agreement initiated by the University of Derby, of which the Dean is an active member of the Governing Council, representing the Bishop of Derby.

We are developing our plans for learning as a strategic focus area, not least in our hopes to create an education officer through funding bids to enable our relationship with a growing number of schools across the city and county who wish to use our learning resources. Our pastoral and governance relationship with *Derby Cathedral School* – a Free School within *Derby Diocesan Multi-Academy Trust* – is of high strategic importance. Just a few weeks ago it was judged to have achieved ‘Good’ in its first Ofsted Inspection since its founding in 2018. For a more complete picture of Derby Cathedral School visit their website at [www.derbycathedralschool.org.uk](http://www.derbycathedralschool.org.uk).

Derby Cathedral has a growing reputation for making significant contributions to the **arts and cultural life** of the region. In 2022, we hosted ‘Peace Doves’, an installation by the artist Peter Walker in which 9,000 paper doves were hung from the nave ceiling, each decorated with messages of hope, peace and love. In the autumn of 2022, the Cathedral hosted Luke Jerram’s ‘Gaia’ and in the autumn of 2023 his ‘Museum of the Moon’ returns, following its successful first visit in 2019.

Each of these major installations has attracted significant numbers of visitors from across the region, and beyond, and much learning has been gained in terms of the programming of installations and the support of our many volunteers. Derby Cathedral has an increasing reputation for its impactful contribution to the arts and culture sphere of city life and connecting this with our Christian heritage; we support the city’s cultural strategy and plans to make Derby a city of culture in the next few years.

To provide a strong foundation for these six strands of strategic development, Derby Cathedral is in the process of adopting the provisions of the *Cathedrals Measure (2021)*. A new constitution and new statutes are agreed, and the due diligence questionnaire is nearing completion. We are expecting to reach Certification 1 shortly. Chapter estimates that there are strong advantages to going under the new measure but is aware that there are significant administrative challenges over the next few months. Together with Chapter, the Chief Operating Officer will lead the implementation of the new Measure, which includes the setting up and populating new committees and structures as well as finalising policies and handbooks for volunteers and staff.

This is an exciting moment to be joining the highly motivated and dedicated team at Derby Cathedral and share in the Cathedral’s leadership. Together with Chapter and all its stakeholders, the successful applicant will make a key contribution through bringing sustainability, development and growth to Derby Cathedral’s life and mission. There is much more to say but prospective candidates are invited to explore with us whether this vision is one towards which they might make a significant contribution in its implementation.



# Chief Operating Officer Derby Cathedral: Role Description

## Role Purpose

The purpose of the Chief Operating Officer's role is to lead, focus and manage the resourcing of Derby Cathedral for both its operational delivery and its future strategic development, and to do this in partnership with the Dean, Chapter members, the Cathedral worshipping communities and all stakeholders, current and potential, in Derby, Derbyshire, the East Midlands Region and beyond.

## Line Management of the COO

The Chief Operating Officer is responsible to Chapter and is line managed by the Dean of Derby.

## Line Management Responsibilities

At present direct reports include: Head Verger and Verging Team, Finance Manager, Commercial Manager, Business Development Manager, Dean's and Canons' PA, Diary and Events Officer, Digital Marketing Officer, Administrative Assistant, Car Park Assistant. An Executive Assistant to the Chief Operating Officer is pending recruitment. Other posts will be directly line managed as we recruit new staff in strategic areas.

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## Overall Responsibilities and Tasks

The role description is to be reviewed with the postholder at the end of the first six months in post.

### 1. Strategy and Leadership Responsibilities:

Provide leadership and vision to develop, co-ordinate and deliver the strategic development plan. Formulate and monitor the delivery of annual targets and manage the progress of delivery of the plan through key performance indicators, identifying priorities and ensuring the coordination of delivery across all departments.

Lead on critical projects associated with the strategic development plan and empower the team to deliver the outcomes and outputs required.

To lead and support the work of Cathedral colleagues in making grant applications.

In conjunction with the Dean, lead the Senior Management Team (SMT) at its fortnightly meetings, shaping and setting the agenda to ensure SMT deliver on Chapter's delegated objectives.

Be a role model for effective people management, supporting, developing, and challenging others, and encouraging continuous professional development.

### 2. Executive and Operational:

To have overall responsibility for the day-to-day operations of the Cathedral according to the values, priorities and budgets as agreed with and by Chapter.

To be the lead person on Cathedral property, including maintenance and future building projects, the management of the Cathedral Architect's work, and to be responsible for the shaping and

regular updating of the Conversation Management Plan, the Liturgical Plan, the Inventory, and the Visitor Engagement Plan.

To manage the Chapter's communications and publicity strategy; in partnership with the Dean to represent the Cathedral to external bodies and agencies, and to set an outward facing orientation for the staff to frame their contributions to the Cathedral's mission and ministry.

To ensure that environmental sustainability is improved so that every aspect of Cathedral life is monitored and developed to enable the Cathedral might be seen as an example of good practice both with the diocese and nationally, helping to achieve the Church of England's carbon neutral target of 2030.

To be responsible for the Cathedral's contingency planning including the management of insurance, disaster and salvage planning and also to oversee the Cathedral's risk management systems and registers.

### **3. Cathedral Team:**

To develop a workplace culture and ethic which fosters the ethos and values of the Cathedral and enables and empowers the team and volunteers.

To empower, develop and nurture the Cathedral team to achieve to the best of their ability the performance required for a multi-faceted organisation.

Ensure the recruitment, training and HR management of the team and volunteers adhere to the Safer Recruitment policies of the Church of England.

To champion diversity and inclusivity amongst the community of Derby Cathedral, providing opportunity and support at all levels.

### **4. Governance:**

Maintain an overview of governance across the organisation in order to inform the Chapter in its responsibility to ensure that it exercises governance effectively.

Ensure the Cathedral meets its statutory and constitutional obligations, including managing human resources, health and safety, data protection, the mechanism for reviewing policies and procedures and all other matters of compliance, including leading Chapter's preparation to meet the requirements of the new Cathedrals' Measure.

Oversee the Cathedral's financial management, budget setting and investment strategy and to do these things in partnership with the Chair of the Finance Committee, including ensuring the Finance Committee is resourced for both routine and strategic decision making.

### **5. Safeguarding:**

Working closely with the Dean, Cathedral Safeguarding Lead, Chair of the Safeguarding Committee and Diocesan Safeguarding Advisor to develop and deliver a Cathedral safeguarding strategy in collaboration with the Cathedral's strategic development plan.

To be a role model for the Cathedral's safeguarding policies and embed a healthy culture across Cathedral life.

To negotiate, implement and continually review the Partnership Agreement with the Derby Diocesan Board of Finance and the Diocesan Safeguarding Team.

To be the principal safeguarding operational administrator, maintaining confidential safeguarding records.

## **6. Administration and Management:**

To be the clerk to the Chapter of Derby Cathedral, and resource it to fulfil its purpose of overseeing effective operations and leading strategic growth and development.

To be the Company Secretary to the Derby Cathedral Enterprises Limited, attend monthly meetings, oversee and manage the development of Derby Cathedral's commercial enterprises in the context of the post-Covid recovery.

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## **Person Specification**

### **Experience**

- † Proven experience of leading operations within a complex environment and implementing organisational change.
- † Experience of working at Board level with directors/trustees and enabling them to fulfil their roles effectively under charity law.
- † Experience of managing a staff team effectively, cultivating a collaborative culture in the workplace.
- † Experience of effective management of strategic and project plans to achieve agreed outcomes and outputs.

### **Knowledge and skills**

- † Ability to motivate and inspire a talented and imaginative team of lay employees, and to support their creative development so that they fulfil their potential.
- † Adept at leading strategically to deliver significant objectives.
- † An entrepreneurial eye to developing existing income generation and a creative approach to new streams of income sources.
- † In depth understanding of financial processes including budget setting and fundraising, and knowledge of financial management to support vision and strategy.
- † Strong analytical and problem-solving skills coupled with the ability to reflect and communicate critically to colleagues.
- † Ability to find effective solutions to practical challenges as they arise in the everyday life of a cathedral.
- † Awareness of the demands of employment law, and knowledge of Human Resources processes and their application.
- † A secure knowledge and understanding of safeguarding matters and how to apply safeguarding principles to the day-to-day life of the church.
- † An understanding of the life, mission and ethos of the Church of England and of the place of cathedrals within their dioceses; to be in sympathy with the Church of England's beliefs and values.
- † Ability to work collaboratively and in partnership with those holding senior posts both within and outside the institution.



## **Personal Qualities and attributes**

- † A positive 'can do' attitude to significant challenges.
- † A listening ear in tandem with professionalism, warmth and empathy towards others.
- † Intentionally models collaborative working across all relationships within Cathedral life.
- † A commitment to partnership working with external stakeholders.
- † Able to work efficiently under pressure towards deadlines.
- † A commitment to diversity, equality and inclusion both within the church and in society.
- † Personal integrity and approachability coupled with resilience and the ability to take a balanced approach to the role.

## **Qualifications**

Educated to degree level and/or holding an appropriate professional qualification or equivalent by experience.

## **Equality Statement**

The Cathedral is committed to the principles of equality and diversity in employment and aims not to discriminate on grounds of gender, age, appearance, race, sexuality, class, ability, culture, nationality, political belief, trade union activity or religious belief. It is the intention of the Cathedral Chapter to ensure that the principle outlined in the Equal Opportunities Policy are embedded into our planning, decisions and actions which extends to the treatment of job applicants, employees (including former employees) clients, visitors, and pilgrims.

To ensure that Chapter's Equality and Diversity policy is operating effectively (and for no other purpose) we maintain records of employee' and applicants' racial origins, gender and disability. Ongoing monitoring and regular analysis of such records provide the basis of appropriate action to eliminate unlawful direct and indirect discrimination and promote equality and diversity.

## **Safeguarding Statement:**

At Derby Cathedral we take safeguarding very seriously and it is central to Chapter's care for the life and work of the Cathedral. Safeguarding means the action we take to promote a safer culture for everyone in church. It means that we will promote the welfare of children, young people and adults. We will be aware of vulnerable people and situations. We will work to prevent abuse from occurring, to protect those who are at risk of being abused, and to respond well to those who have been abused in any way. We will take care to identify where a person may present a risk to others and offer support to them whilst taking steps to mitigate such risks. Derby Cathedral wishes to place the experience of survivors of all forms of abuse, including sexual abuse, at the heart of its safeguarding commitment. Safeguarding is an item on the agenda for every Chapter meeting. The Cathedral Safeguarding Committee reports to Chapter and is chaired by a Lay Member of Chapter. Derby Cathedral's safeguarding practice was audited in March 2019 by the Social Care Institute of Excellence (SCIE). As a result of the recommendations from the audit, an action plan was put together. This has now been completed and available to download, together with the Cathedral's Safeguarding Policy and related documents on our website.

We undertake to:

- + Promote a safe environment for all.
- + Respond promptly to every safeguarding concern or allegation.
- + Follow 'Safer Recruitment' processes and checks for all staff or volunteers with any responsibility related to children and vulnerable adults within the Cathedral.
- + Care pastorally for victims/survivors of abuse and other affected people.
- + Care pastorally for those who are the subject of concerns or allegations of abuse.
- + Respond to those that may pose a present risk to others.

Because of the scope of this role appointment is subject to a satisfactory enhanced DBS disclosure process (see terms and conditions). The current Cathedral Safeguarding Lead is the Canon for Community Learning. Key safeguarding documents and policies may be found on the Derby Cathedral website by clicking [www.derbycathedral.org/about/safeguarding](http://www.derbycathedral.org/about/safeguarding) .

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## Further Notes and Information for Candidates

### **Cathedrals Measure (2021)**

In 2021 the new Cathedrals Measure received Royal Assent and each Church of England cathedral is required to become a charitable body together with dual regulation with the Church Commissioners. See [Cathedrals Measure 2021 \(legislation.gov.uk\)](http://legislation.gov.uk) for details of the legislation.

### **Financial Statements**

The Derby Cathedral Annual Accounts for 2021 are to be found on the Derby Cathedral website under the heading of Governance (follow About): [www.derbycathedral.org/about/governance](http://www.derbycathedral.org/about/governance) .

### **Strategic Development Plan**

The Derby Cathedral strategic development plan may be found by clicking here: [www.derbycathedral.org/about/strategy](http://www.derbycathedral.org/about/strategy) .

### **Derby Cathedral Staff Structure**

The organogram that shows the reporting lines and relationships between all the members of the Derby Cathedral Staff Team can be found here: [www.derbycathedral.org/about/governance](http://www.derbycathedral.org/about/governance) .

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## Key Working Relationships

### Internal

- † The Dean of Derby
- † Chapter members: lay members and commissioners'/residential canons
- † Members of the Cathedral's Senior Management Team and all employed staff members
- † Members of the Finance Committee and its chair
- † Members of the Safeguarding Committee and its chair
- † Key volunteers in the Cathedral communities including Cathedral Wardens, Deputy Wardens, welcomers, guides, and stewards.
- † Leaders of activity groups within Cathedral life including Embroiderers, Ecumenical Prayer Group, Mothers Union, Flower Arrangers and Bell ringers.
- † Members of the Community Committee
- † The members of the Cathedral Council (until Charity Registration)
- † Cathedral Chaplains, Associate Priests, Honorary Canons, Lay Canons and Canons Emeriti and Emerita
- † Cathedral Architect and Archaeologist
- † Fabric Advisory Committee members and especially its chair and vice chair (COO convenes the FAC)
- † Members of Working Groups (including task and finish groups) and workstreams appointed by Chapter.
- † Justice, Peace, and Creation Committee
- † Music Department including Chorister parents.

### External

- † The Cathedrals Division of the Church Commissioners
- † Association of English Cathedrals, including CEO and members of Support Panel
- † Business Improvement District in Cathedral Quarter
- † Masterplanning Team in City of Derby
- † Marketing Derby
- † CEO and Deputy CEOs and their office staff at Derby City Council and in Derbyshire County Council
- † Mayors and Leaders of Political Groups in Derby and Derbyshire
- † Head Teacher, senior staff, and governors at Derby Cathedral School
- † Chief Operating Officers in national Cathedrals' network and especially East Midlands
- † Ecclesiastical Insurance Group
- † Cathedral Fabric Commission of England staff
- † Cathedrals Administration and Finance Association
- † Cathedral Auditors
- † Derby Diocesan Safeguarding Team
- † The Friends of Derby Cathedral, its secretary and Council members
- † The Bridge Chapel Trustees
- † Trustees of All Saints Charity
- † Derby Diocesan Board of Finance including Diocesan Secretary, Chair of the Board and Head of Finance

## Summary of Terms and Conditions of Service

<b>Contract</b>	The post will be offered subject to contract with a notice period of three months either way.
<b>Probation Period</b>	There will be a probationary period of six months with monthly progress meetings with the Dean and a member of Chapter.
<b>Status</b>	The Chief Operating Officer is an employee of Derby Cathedral Chapter
<b>Salary</b>	£55,000 per annum
<b>Housing</b>	There is no housing provision.
<b>Place of work</b>	The Chief Operating Officer is expected to work from Derby Cathedral Centre, 18-19 Irongate, Derby DE1 3GP opposite the main Cathedral entrance. Dedicated office space and carparking space is provided.
<b>Hours of Work</b>	This is a full-time post for 37.5 hours per week. It is a role primarily based in the Cathedral, but we can offer some flexibility of working and are happy to speak to candidates about what this might mean. As a senior role the post holder will be expected to work the hours reasonably required to fulfil the duties of the post, including occasional evening and weekends.
<b>Pension Scheme</b>	A pension scheme with the Church of England Pension Fund is available and a contribution by Chapter is made in addition to an optional personal contribution. Details on application.
<b>Annual Leave</b>	25 days per annum plus bank holidays and public holidays
<b>Safeguarding</b>	For the successful candidate and due to the nature of the role this post is subject to an Enhanced DBS check.

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## Application Process

Application is by using the forms available on the Derby Cathedral website. Please use the application form and please do not send a CV. As this post requires an enhanced DBS check please also fill out and return the confidential disclosure form, and also an equalities monitoring form.

Please go to the Derby Cathedral website: [www.derbycathedral.org](http://www.derbycathedral.org) click on 'About' and then on 'Vacancies' The direct link to the vacancies page is: [Vacancies | Derby Cathedral](#)

You are required to give the names of two referees including your current or most recent employer. References will be taken up only for the preferred candidate after the interview.

Applications must be received by Monday 5<sup>th</sup> June at 12noon and sent to [jessica@derbycathedral.org](mailto:jessica@derbycathedral.org) marked confidential.

Interviews will be held at Derby Cathedral on Friday 16<sup>th</sup> June 2023 in Derby. Candidates that are shortlisted will be informed by Friday 9<sup>th</sup> June. During the interviews candidates will be asked to offer a presentation, the topic of which is to be advised on shortlisting, and also to reflect on a safeguarding scenario.

## Important Links

Derby Cathedral: [www.derbycathedral.org](http://www.derbycathedral.org)



Facebook: [www.facebook.com/derbycathedral](https://www.facebook.com/derbycathedral)



Instagram: [www.instagram.com/derbycathedral](https://www.instagram.com/derbycathedral)



Twitter: [www.twitter.com/derbycathedral](https://www.twitter.com/derbycathedral)

Derby Cathedral School: [www.derbycathedralschool.org.uk](http://www.derbycathedralschool.org.uk)

Derby Diocese: [www.derby.anglican.org](http://www.derby.anglican.org)

Derby City Council: [www.derby.gov.uk](http://www.derby.gov.uk)

Derby City Centre Ambition Plan: [Towards a New Vision for Derby City Centre - Ambition | Let's Talk Derby](#)

Derby Museums: [www.derbymuseums.org](http://www.derbymuseums.org)

Derby Cathedral Quarter: [www.derbycathedralquarter.co.uk](http://www.derbycathedralquarter.co.uk)

Derbyshire County Council: [www.derbyshire.gov.uk](http://www.derbyshire.gov.uk)

Marketing Derby: [www.marketingderby.co.uk](http://www.marketingderby.co.uk)

Peak District National Park: [www.peakdistrict.gov.uk](http://www.peakdistrict.gov.uk)