

CHATSWORTH WHOLE ESTATE PLAN

SEPTEMBER 2023



FOREWORD

It is a great privilege to share this Whole Estate Plan, which sets out the ambitions for the future of the Chatsworth estate in the coming years and decades.

Since 2004, my parents have continuously strived to push boundaries, embrace new ideas, and grow our charities and businesses, building on the work of the generation before them. Their forward-thinking approach has built and enhanced Chatsworth's reputation in so many ways, and the legacy of their stewardship will shape Chatsworth and the wider estate long into the future.

One of the tangible benefits of my parents' tenure is the solid platform they have built at Chatsworth, which allows us to plan for the long-term future. The Whole Estate Plan is an important part of this future focus.

As we look ahead, Laura and I are ever more conscious of, and ever more excited by, the opportunity we have been given to do something truly amazing with the resources in our care. Through every decision we take, we aim to make a positive and progressive impact on the communities we are part of, whether socially, economically, or environmentally – and in some cases all three. We will continue to embrace the values that have underpinned Chatsworth's work for so long, of always improving, decency, and being inclusive.

This Whole Estate Plan sets out a portfolio of initiatives that we believe will collectively realise our vision for the Chatsworth Estate, while also contributing meaningfully to the long-term goals and objectives of the Peak District National Park, in which we're very proud to be located.

By sharing our vision and direction of travel for the years ahead, we aim to build even stronger routes to collaboration, create even more shared goals, as well as build and strengthen our relationships with current and future partners and our community. Our consultation on this plan has led to insightful feedback from so many stakeholders, local businesses, interest groups, friends, and supporters. We are enormously grateful for this input and enthusiastically anticipate continuing the conversation in the months and years ahead.

We look forward to working with you all to grow, develop and energise Chatsworth for everyone, for generations to come.

William & Laura Burlington

The image shows two handwritten signatures in black ink. The signature on the left is 'William Burlington' and the signature on the right is 'Laura Burlington'. Both are written in a cursive, flowing style.

INTRODUCTION

This document is the Whole Estate Plan for the Chatsworth Core Estate published in September 2023. It has been produced for the Estate as a management tool and to share with colleagues, neighbours, friends, partners, and those with an interest in Chatsworth. This publication version of the Whole Estate Plan has been produced following an extensive engagement process which began in autumn 2022 and continued during the spring and summer of 2023.

This Whole Estate Plan provides a strategic overview of the Estate, our operations, and activities. It explains what we believe to be important, where we plan to focus our efforts and how we propose to play our part in exploring, celebrating, and enabling the growth of human potential while addressing the very real challenges to society posed by climate change, nature loss and our continued reliance on fossil fuels.



The Whole Estate Plan is one of a suite of important management plans that are produced with specialist partners and which we use to inform, direct, and monitor the management of our built heritage, our collections, garden, parkland, woodlands, farm, and moorland¹. It sits alongside, and in part above these plans, providing a holistic overview and, we hope, pulling various threads together to provide greater insight into the estate when considered as a multi-faceted but single entity.

The Whole Estate Plan has been produced in collaboration with key stakeholders including the Peak District National Park Authority, Derbyshire Dales District Council, Natural England, Historic England, and the Derbyshire Wildlife Trust. We are pleased that it will provide an insight for others as envisaged in the Peak District National Park Management Plan 2023 – 2028².

The National Park Authority has confirmed its interest in bringing forward a policy relating to the Chatsworth Whole Estate Plan in its next Local Plan, and we look forward to working closely with the Authority and other interested parties to achieve a formal National Park Authority endorsement of our Whole Estate Plan.

The document is presented in five sections. The interactivity embedded within the document makes it possible to navigate direct to any of these sections via the tabs at the top of each page.

The five sections are:

- Our Aims and Plan Summary
- Introducing the Estate
- History of Chatsworth
- Operating Context
- Measuring Our Impact

The Whole Estate Plan sets a vision, a set of aims and objectives for the future and a series of projects and initiatives designed to help achieve them. This vision and these objectives are founded on a full and detailed understanding of the estate's assets, the special characteristics of the areas in which they are located, together with wider policy, political, economic, and social influences. Analysis of these topics is found in the third and fourth sections of the document.

This Whole Estate Plan has been produced during 2022 and 2023, a period affected by exceptional world events. It has been shaped by the management team at Chatsworth in partnership with the Peak District National Park Authority and other key authorities and organisations. The Plan has benefitted during production from the input of other key stakeholders including lead consultants Rural Solutions, our wider advisory team, friends and supporters of Chatsworth, households, farms, and businesses who occupy land and property owned by the estate, and comments from people living in the local area (and their elected representatives) including those from the villages and hamlets of Baslow, Beeley, Calton Lees, Edensor, Pilsley, and Rowsley.

The Plan is designed to cover the period from 2023 to 2040. It is not a static document however, but a framework for the management of the estate business, and a guide for decision making. The Plan will be reviewed on an ongoing basis and new projects may emerge over time.

The Plan making process has been thought provoking and will provide insight into the estate for others, as well as a reference point for proposals and initiatives that Chatsworth would like to bring forward in the future.

We hope you find this interesting. If you would like to respond to any of the issues or opportunities raised in this document, please get in touch by emailing us via the dedicated Whole Estate Plan address wep@devonshiregroup.co.uk.

¹ Heritage Management Plan, Parkland Management Plan, Woodland Management Plan, Moorland Management Plan, River Corridor Management Plan

² Objective 11 Action TC.6



Author's note

The narrative in this document relies heavily on key sources including Barnatt and Williamson's Chatsworth a Landscape History, Historic Landscape Management's Chatsworth Parkland Management Plan, the Chatsworth Heritage Management Plan, the recently updated Moorland Management Plan, and the Main Estate Woodland Management Plan 2018-2028. We have also used the Making of an English Landscape by WG Hoskins as a key source for our analysis of the evolution of landscape over time. In some places excerpts have been copied in full. Acknowledgements and thanks are made to all those involved in the production and authorship of those documents.

Photography credits

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All other images The Chatsworth Settlement

We offer our apologies to anyone omitted from the list above.

CONTENTS

Our Aims and Plan Summary	7	Operating Context	62	Measuring Our Impact	102
Vision and values		The space we operate in		Environmental Impact	
• Our Vision		The world we live in		• Nature/ecosystems services (including access)	
• Chatsworth for everyone		What our stakeholders want and expect from us		• Sustainability	
• Our aims and objectives		The things that matter to us		Cultural Impact	
• Working with others to achieve shared objectives		The estate we know today		• Conservation of heritage	
Our Whole Estate Project Plan		• Heritage in the round		• Community vitality and social contribution	
• Timeframe		• The archaeological landscape		Economic Impact	
• Timing of projects and initiatives		• Listed buildings		• Economic vitality and economic contribution	
Introducing the Estate	41	• Registered Park and Garden		Contribution to Peak District National Parkland Management Plan	
The Chatsworth Core Estate		• Water courses and bodies			
Chatsworth: an overview		• Garden			
Ownership and Governance		• Farmyard and Adventure Playground			
Contributing to the special qualities of the Peak District National Park		• Collections			
History of Chatsworth	52	• Natural capital and land use			
Natural landscapes		• Built capital			
Landscape change over time		• Social capital			
The making of Chatsworth		• Economic capital			
		The operation of the estate			
		• Management			
		• Chatsworth House Trust			
		• The Chatsworth Settlement			

This section provides an insight into our vision, into the values that we hold and what this means in terms of our objectives for the Chatsworth Core Estate. It explains the drivers and rationale for the approach to future management, and to new projects and initiatives that we hope to bring forward from this Whole Estate Plan.

OUR AIMS AND PLAN SUMMARY



Vision and Values

The Devonshire Group's vision is: *Benefitting our heritage, our people, and our shared future.*

This holds true on the Chatsworth Core Estate, where 'heritage' is cultural and natural; 'people' are the team, tenants, visitors (paying and non-paying), local community, stakeholders, suppliers, partners, learners, and others beyond who may have yet to experience Chatsworth, and 'our shared future' is the environment, wellbeing, learning and a sense of place.

The management policy for the Core Estate, including but not limited to Chatsworth House Trust assets, will therefore be heritage, people and natural capital led; generational in outlook; ambitious in approach. We will adhere to our core values of always improving, decency and being inclusive. Thanks to the hard work of many, we can continue to work alongside stakeholders and policy makers to achieve mutually held objectives and make a positive contribution on a local, national, and global level.

We will protect and enhance the cultural and natural heritage of the precious part of the Derwent Valley that sits within our custodianship. We will continue to make Chatsworth a welcoming place for all. We will increase our efforts to connect with people who may struggle to access Chatsworth, and those for whom Chatsworth may not currently seem as relevant or accessible. We will make more space for nature, embedding a nature-friendly approach in all we do. We will follow a Triple Bottom Line agenda (people, planet, profit). In short, we will be working to significantly increase the part we can play – on a landscape scale and over the very long term - in climate change mitigation, biodiversity gain, landscape conservation, in thriving communities and local economy, and achieving Chatsworth House Trust's charitable objectives.





Figure 1 – Map showing Chatsworth Whole Estate Plan area

Our Vision

Chatsworth is for everyone. It is a place of culture and community, and a catalyst for positive change. It is an ecosystem of art and landscape, learning, food, craft, and ideas; connecting our past with our future, shared with our communities, here and around the world.

We protect and nurture the cultural and natural resources at Chatsworth to create experiences that stimulate and inspire us, and make a positive impact on everyone's lives. Using the incredible assets in our care we work with our communities to address the urgent issues of our time; from health and wellbeing of people and nature, to the climate crisis, to fostering greater understanding, empathy, and inclusion. We connect people with art, heritage, and landscape; with ideas, experiences and opportunities, to help them thrive.

We do this with respect for our heritage, our communities, and our planet; with the imaginative potential found in creativity and culture, and in discovering new experiences.

We care for this place to share it with everyone, now and for generations to come.

We aim to achieve this vision through the approach we take to management, the investments we make, the projects and initiatives we are able to create, and with the support of our partners, friends, neighbours, tenants, colleagues, Trustees, and the Devonshire family.



Chatsworth for everyone

We want each part of Chatsworth, and every experience it offers to be available, relevant, and accessible to all. We are committed to addressing issues associated with equality, diversity, inclusivity, and accessibility, focusing our efforts across three key themes of people, place, and programme.

People relates to visitors, learners, Friends, guests and customers, as well as the Chatsworth team, and our community of tenants, neighbours, partners, and suppliers. Place is the estate, its buildings, garden, park, woodlands, farm, and moorland. Programme is the activities we offer, the events and exhibitions we put on, and the learning, research, and creative endeavours we host.

We want people to feel inspired, to learn and to enjoy all that Chatsworth has to offer, on-site, online, and around the world. From school children to college students, university researchers, associates, farmers, land managers and other interest groups, we aim to share our knowledge and expertise as thoroughly as we can.

Broadening and diversifying the range of the people we reach is an ongoing goal, and we are working to break down the barriers to engagement, including any preconceived perceptions of what Chatsworth is, and who Chatsworth is for.

Our overarching ambition is that Chatsworth should be relevant to all and out of reach of no one.





Our aims and objectives

Our vision is shaped by our views and values, our needs, and aspirations, for the estate, for our people, for the landscape, for nature, and for wider society. It is underpinned by a set of aims and objectives that will act as drivers for our approach to management, to the choices and decisions we take, the things we prioritise and the areas in which we focus our investment.

An estate is a complex entity, made up of many moving parts, each individually precious, but reliant on the remainder. Interventions in favour of one element quickly have implications for other areas. Our approach must consequently be holistic. Our aims and objectives reflect this. They are interconnected and must be progressed as an integrated set of actions if our vision is to be realised.

It is also important to understand that Chatsworth comprises both a charity working for public benefit (Chatsworth House Trust) and a trust managing land, buildings, and property (The Chatsworth Settlement). Both organisations operate businesses and the monies generated by The Chatsworth Settlement are used to maintain the estate's built fabric, natural environment, and landscape, to generate economic and community vitality, to aid nature recovery, address the impacts of climate change and enhance social wellbeing. All monies raised by the charity are reinvested to generate public benefit by fulfilling the charitable objectives.



Aim One: Built and cultural heritage.

Chatsworth will remain a place of wonder, where the story of the making of the landscape, cultural heritage and the built environment is shared, told, and cherished.

Objective 1: to leave no part of Chatsworth behind, maintaining a programme of repair, maintenance and restoration which ensures the cultural heritage we see today will remain available for those who follow.

Objective 2: to find new ways to share and tell the Chatsworth story through experience and exploration.



Aim Two: Landscape and nature.

Our natural capital, the biodiversity that it hosts, the cultural heritage it represents, and the ecosystem services it delivers will have been significantly enhanced, contributing to a more resilient living landscape.

Objective 3: to extend and encourage nature-friendly land management across the estate to deliver nature recovery whilst conserving cultural heritage, landscape character, and maintaining appropriate levels of public access.

Objective 4: to optimise the ecosystem services that our cultural and natural capital delivers to the communities of the Peak District and beyond.

Objective 5: to seek out and apply knowledge from others, to capture and share learning from our experiences, and respond positively to requests to use the knowledge gained to support others in similar efforts.



Aim Three: Thriving communities.

We will support local communities to thrive, significantly enhancing the social, economic, and environmental benefit they enjoy from our organisations between 2020 and 2040.

Objective 6: to support sustainable communities by maintaining amenities, providing access to existing estate housing for rent, opportunities for employment, and by supporting local businesses, groups, and organisations.



Aim Four: Access, engagement, and learning.

Chatsworth is for everyone. We want to be relevant to all and out of reach of no one. We want to inspire people with our art and cultural assets, with our learning programmes, and aim to change people's lives for the better. We want to enable those who may never have considered Chatsworth to be for them, to experience and enjoy the natural wonder of the Peak District and the natural and cultural assets of the collections at Chatsworth.

Objective 7: To inspire people through engagement with the art, landscape, and cultural heritage of Chatsworth by using programme and place to deepen an understanding and empathy with the urgent issues of our time.

Objective 8: to make new connections, and remove barriers (physical, intellectual, cultural, socio-economic) preventing access to Chatsworth.

Objective 9: to welcome the world and find new ways for everyone to engage with Chatsworth if not on-site, then online and off-site, through an extensive loans programme and outreach activities.



Aim Five: Sustainability.

We will work towards Net Zero, operating with significantly lower emissions of greenhouse gases than during the first two decades of the 21st century. We will protect and enhance our soils and deliver overall net increases in stored carbon. We will generate and share knowledge and contribute to material change and improvements in the operation of a sustainable visitor economy. We will confirm our timeframe for this objective at some point during 2023/24.

Objective 10: to lower greenhouse gas emissions significantly, focusing on the areas that are compatible with our responsibilities to heritage and landscape, working towards Net Zero.

Objective 11: to sequester and store carbon while contributing to nature recovery.



Aim Six: Business and enterprise.

We will increase our positive impact on the local economy, to help maintain and enhance economic outcomes and opportunities. We want to double the contribution that we make to the Peak District economy from that achieved in 2022 by 2040.

Objective 12: to implement our 'Days to Stays' strategy, creating added value and richer visitor experiences.

Objective 13: to increase the range of products sold through our hospitality and retail outlets (including online) that are made with ingredients from the estate, or by producers, artisans, and makers in the local area.

Objective 14: to deliver sustainable economic growth in a way that delivers shared value.



Aim One: Built and cultural heritage.

Chatsworth will remain a place of wonder, where the story of the making of the landscape, cultural heritage and the built environment is shared, told, and cherished.

Chatsworth is one of the UK's most loved heritage destinations. It includes individual heritage assets of the highest significance, such as Chatsworth House, the 16th century Hunting Tower and the park and garden. Its creation has spanned millennia of first natural and then, from medieval times, designed evolution.

Chatsworth is particularly special because in many ways it remains in the use it was designed for, to provide a home, to promote and share beauty, to create wonder. This use is enabled and promoted by the Devonshire family and Chatsworth House Trust, the charity set up by the 11th Duke in 1981, and given the task to look after the house, collections, garden, woodlands, and park for the benefit of everyone.

Beyond the heritage core, the estate continues to provide a working life for many in the countryside, to produce food and timber, support community life, to manage and care for an important natural and built environment.

Chatsworth is also special in cultural heritage terms. It is one of the most written about places in England. Descriptions of the house and its grounds feature in poems such as those of Charles Cotton and Thomas Hobbes, in the descriptions of travellers such as Celia Fiennes and Daniel Defoe, in guidebooks, and in the 19th century, innumerable articles written in the gardening press. As Barnatt and Williamson put it, these writings are the 'icing on the historical cake', they allow us a glimpse of how the landscape and buildings were experienced by contemporaries.

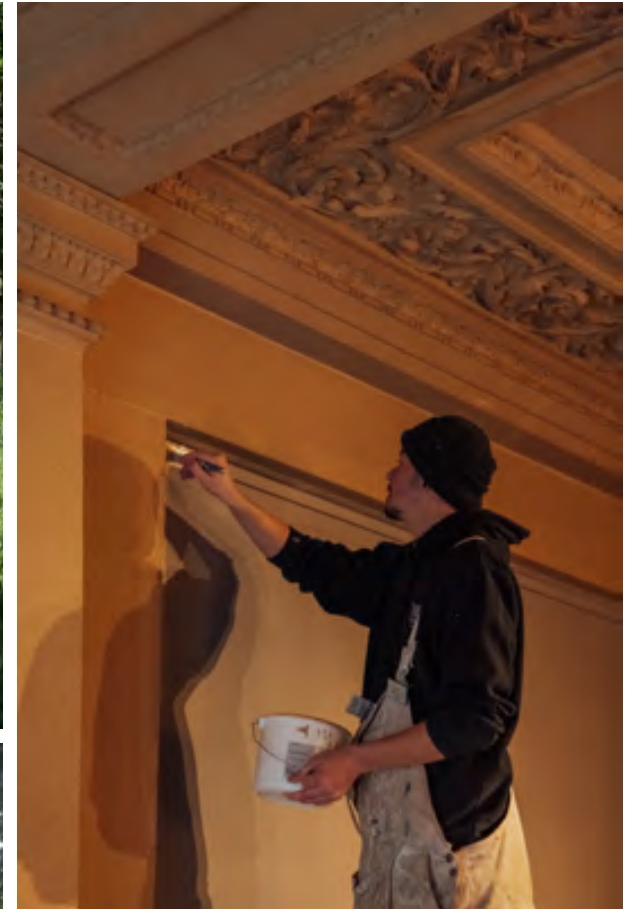
There has been no shortage of press articles or books since then including Francis Thompson's comprehensive account of the house and grounds produced in 1949 and the exceptional Chatsworth a Landscape History by John Barnatt and Tom Williamson from which many of the facts and description of heritage and landscape in this document are taken.

It is the job of the charity to share and tell the story of Chatsworth's extraordinary past and to encourage and enable others to do so. The story of Chatsworth lies in the future as well as the past, however. There remains much to be researched and written, all of which will be built from, make use of, support and cherish the built and cultural heritage that 16 generations of the Devonshire family, their colleagues and supporters have provided as an exceptional legacy.

Objective 1: to leave no part of Chatsworth behind, maintaining a programme of repair, maintenance and restoration which ensures the cultural heritage we see today will remain available for those who follow.

The care of Chatsworth is never ending. Much has been achieved in the last twenty years with the completion of the Chatsworth Masterplan but there remain some major restoration projects to be tackled. These include the Cascade, the Stables roof, the embankment of the Swiss Lake, the restoration of parts of the River Derwent to its 18th century line, the restoration of the Aqueduct, Queen Mary's Bower, Paine's Bridge, Elizabethan balustrade, renovation of the Theatre and North Wing service areas, and the safeguarding of Paine's Mill. Chatsworth House Trust will need to raise funds to tackle these projects and will be looking for support as well as the collaboration of key stakeholders and partners. It is very unlikely that all these projects can be funded in the short term, so a longer view may need to be taken, and some temporary safeguarding measures employed.

Another area where creative solutions will need to be found is the future of the field barns and bothies that are scattered about the estate. These structures form part of our agrarian past and have helped shape the landscape we see today. They continue to contribute to the views and vistas that residents and visitors enjoy and to the special qualities of the Peak District National Park. They can no longer perform the function for which they were designed, and thought therefore needs to be given to how to preserve these structures and what alternative role they could serve on the estate.



Objective 2: to find new ways to share and tell the Chatsworth story through experience and exploration.

The visitor experience at Chatsworth is multi-faceted. People come to tour the house and garden, to see animals in the Farmyard, to clamber in the Adventure Playground or simply to wander in the park and woodlands. Some come to see and learn, others for events and exhibitions, and many just to ‘be’, and spend time in surroundings that were explicitly designed to connect people with nature and to boost their wellbeing.

All our visitors take something of Chatsworth away with them, in terms of memories or mementos. Some take learning and leave with more knowledge of the history of Chatsworth, of the special qualities of the Peak District National Park, of the way the countryside works, of the role that farming, forestry and land management play. Much of this learning is subliminal, a part of the visitor experience.

We remain committed to open and free access to the park and to Stand Wood. We will continue to embrace and enable the quiet enjoyment and the simple experience of being in these spaces by anyone who wishes to walk into and around them.

We also want to find ways to extend the opportunities for our visitors to learn through their experience and make more use of some parts of the house and environs that are not currently accessible. We are looking at ways to take visitors behind the scenes and create a new element to the Chatsworth House visitor route that includes the extraordinary kitchen (now the joiners’ shop) which remains much as it was when last used in the 1950s. We are thinking of ways to renovate and make more use of the Theatre (accessibility challenges notwithstanding) and the area associated with Flora’s Temple. We would like the archives to become more visible and accessible, and to tell and share more of the stories held within them.

In the garden, we are considering how we might bring the Old Greenhouse into use as an event space or sculpture gallery, and whether we can create a visitor facing use from the current Service House. We are also working on a new evolution of the Cottage Garden and associated area as part of a wider project associated with the restoration of the Cascade.

We have extended our trail network and initiated plans to re-invent the Adventure Playground with a new experiential outdoor play space.





Aim Two: Landscape and nature.

Our natural capital, the biodiversity that it hosts, the cultural heritage it represents, and the ecosystem services it delivers will have been significantly enhanced, contributing to a more resilient living landscape.

We are committed to caring for our part of the Peak District landscape, for our park and garden, woodlands, lakes, ponds and streams, farm, and moorland. We have created a new post, Head of Natural Capital, and will be investing in a Natural Capital Strategy which we will produce in collaboration with our farm, forestry, garden and landscape leads, our tenant farmers, and partners such as the Derbyshire Wildlife Trust and Peak District National Park Authority.

We will make land use choices and engage in management practices that maintain and enhance the landscape character of the Derwent Valley and its constituent Landscape Character Types (as defined within the Landscape Strategy published by the National Park Authority in 2023), the contribution that the estate's cultural heritage and natural capital makes to National Park purposes, and to its special qualities.

We want to ensure that our soils, grasslands, peat, trees, scrub, and hedgerows make the best possible contribution to biodiversity, to the storage and sequestration of carbon, to the cycling of nutrients, to regulating the flows and enhancing the quality of water, and to the production of food, fibre, and timber.

We want to maintain a balance between management for food, nature, access, heritage, landscape, and actions to mitigate climate change, especially natural flood management, to help protect local communities and property. Whilst doing so we must also retain viability and ensure that the farming and forestry enterprises are profitable, and that the charity's income covers its outgoings.

We want to make more space for nature and help deliver the Peak District National Park's Landscape Strategy and the One Peak District Nature Recovery Plan. We expect to establish a regular monitoring programme of flora and fauna, insects and lichen across the Core Estate.

We will proactively research and explore opportunities to engage positively with financial markets for Nature Based Solutions as these develop, entering into agreements where this directly supports local nature recovery, is consistent with our own commitments towards a net zero estate, and our wider strategic and operational objectives.

We will monitor, review, and share insight and learning, working with our tenant farmers and others to learn from them, and where appropriate to encourage and help them to evolve their businesses in a way that balances the needs of both the environment and food production.



Objective 3: to extend and encourage nature-friendly land management across the estate to deliver nature recovery whilst conserving cultural heritage, landscape character, and maintaining appropriate levels of public access.

Chatsworth Farm plays a vital social, economic, and environmental role at the heart of the estate. It uses our pastures and park to produce food, it provides employment, it delivers an important conservation and landscape management function through managed and targeted grazing, and cares for the carbon store in our soils. It does this whilst sharing much of its land with our visitors and the local community.

Our Forestry enterprise plays an identical role in the woodlands, save that it produces timber and wood fuel rather than food and fibre.

We will continue to manage our land to deliver nutritionally dense food, natural fibre, to drive nature recovery, conserve the scenic beauty of the National Park and enable public access. We will make more space for nature, utilising the four principles referred to in the Government's Making Space for Nature of 'better', 'bigger' and 'more'.

We expect to adopt both a 'land sparing' and a 'land sharing' approach, practicing nature-friendly farming, regenerative land management, embracing a wilder approach where we feel it can add to nature recovery whilst delivering against National Park purposes, and supporting our farming tenants in their own food production and nature recovery efforts.



Objective 4: to optimise the ecosystem services that our cultural and natural capital delivers to the communities of the Peak District and beyond.

We will continue to place the delivery of the widest possible range of ecosystem services at the heart of the management plans for our garden, park, woodlands, farm, and moorland, where this is consistent with or creates opportunities for enhancement of and learning from the estate's cultural heritage, landscape history and the contribution it makes to current and future landscape character.

We expect to bring forward a series of projects that will create new habitats. We will look to provide natural flood management gains by increasing the storage capacity of the moorland and the resilience of the main tributaries to the River Derwent within our area of the catchment. We will work with the Peak District Landscape Recovery Partnership to play our part in delivering the One Peak District Nature Recovery Plan across the Derwent Valley and respond positively to Derbyshire County Council's future Local Nature Recovery Strategy; and where we can have any influence, into the White Peak. By doing so we hope to join in making a valuable local contribution towards the objectives set out within the Government's 25 Year Environment Plan, and more recent Environmental Improvement Plan. Our focus will include:

Better:

- Achieving and maintaining favourable conditions on all SSSI land within the estate (where our actions can directly contribute to this outcome).
- Maintaining and where possible enhancing all existing areas of Priority Habitat and areas identified within our various management plans as being of ecological importance.
- Maintaining a continuity of veteran trees and dead wood habitats for which the park is so important and enhancing associated habitats.

Bigger and More:

- Reviewing opportunities for habitat creation and species reintroduction with the Local Nature Recovery Partnership, in particular where they may expand on, or complement, existing habitat.
- Restoration of Plantations on Ancient Woodland Sites to more semi-natural woodland via the practice of continuous cover forestry.

Joined Up:

- Implementing and encouraging nature-friendly land management measures across the wider Estate, in particular to link existing habitats.

We also aspire to enhance opportunities to engage physically with the countryside and by doing so, to improve wellbeing. We will explore opportunities to work with local health care providers to design a programme of outdoor activity and learning as part of a Social Prescribing initiative.

Objective 5: to seek out and apply knowledge from others, to capture and share learning from our experiences, and to respond positively to requests to use the knowledge gained to support others in similar efforts.

We believe completely in the power of knowledge and learning. We will treat the farm, moorland, park, and woodlands as an open-source classroom and research space, investigating, capturing and sharing learning from our regenerative management, any engagement we have with developing financial markets for Nature Based Solutions, and inviting others to use the estate to support their own research. We will proactively seek out insight and good practice from others. Where we gather evidence and gain knowledge, we will share this via peer-to-peer support, invitations and secondments, networking, and collaboration, and where appropriate through organised knowledge sharing and learning programmes.

Much research has been undertaken as part of the Chatsworth House Masterplan. This rich resource can provide new insight and interest to visitors and academics alike. We will look to enable, and facilitate further research, in collaboration with experts, academic institutions, and citizen scientists to add to the sum of knowledge available.



Aim Three: Thriving communities.

We will support local communities to thrive, significantly enhancing the social, economic, and environmental benefit they enjoy from our organisations between 2020 and 2040.

We want the communities with whom we share this part of the Peak District to thrive. We want to do what we can to enable these villages to remain living, working communities, hosting a mix of ages and people from a wide range of backgrounds. We want to do what we can to ensure that our neighbours have access to the estate, to community facilities, to work and economic opportunities, to services that meet their needs, and to the natural environment.

We are dedicated to caring for the built estate; the villages, village amenities and the communities of which we form part. We want to continue our investment in local communities and economy, to maintain and enhance vitality, investing in community facilities, workspace, and infrastructure where possible.

Objective 6: to support sustainable communities by maintaining amenities, providing access to existing estate housing for rent, opportunities for employment, and by supporting local businesses, groups, and organisations.

The estate provides several sites and buildings for use as community facilities and amenities. We will continue to do so, playing our part in maintaining and supporting the community use of these assets as appropriate. We will continue our practical support for Pilsley C of E Primary School, working with the Governors to enable its ongoing operation where there are matters that we are able to influence or control, and supporting Edensor and Beeley Churches.

We will work hard to maintain the community use of our pubs and of the Chatsworth Estate Farm Shop. We will continue to factor in the maintenance and enhancement of the vitality of our local communities in our approach to the letting of houses, cottages, and workspace.





Aim Four: Access, engagement, and learning.

Chatsworth is for everyone. We want to be relevant to all and out of reach of no one. We want to inspire people with our art and cultural assets, with our learning programmes, and aim to change people's lives for the better. We want those who may never have considered Chatsworth to be for them, to experience and enjoy the natural wonder of the Peak District, and the natural and cultural assets of Chatsworth.

We want to have transformational impacts on people, on nature and on the links between the two.

We want to inspire, inform, and create lifelong connections. We want to help generate and share insight into sustainability, regenerative farming, forestry and land management, natural science, art, heritage, landscape history and character, horticulture, and enterprise. To create and share knowledge that will make the world a better place. We want to celebrate, promote, and facilitate the widest possible access to the extraordinary art of Chatsworth, to create a holistic cultural experience, available through physical and digital means.

We will do this through our growing cultural, access and learning programmes and facilities, and by offering Chatsworth and the wider Core Estate as an open-source learning space for knowledge explorers, learners, teachers, researchers, and academics, for artists, scientists, and nascent entrepreneurs.

We also want to extend our reach, connecting with people from a wide and diverse range of backgrounds via cultural, access, and education programmes. We hope to achieve this by making it easier to visit and experience Chatsworth via targeted schemes and the creation of partnerships with organisations such as Mosaic Outdoors, schools and community groups.

We want to make new connections for people of all ages to art, culture, and the natural world, to share the physical experience and the mental health and wellbeing benefits this can generate more widely. We also want to find new ways to enable people to engage with Chatsworth without having to visit, responding to findings from our recent research that 22% of respondents felt that the main barrier to visiting or connecting with Chatsworth is that 'it's too hard to get to Chatsworth itself'.

We want to do more for families with teenagers and young adults and will focus some of our events, installations, and experiential programmes more specifically at this age group.

Chatsworth already receives support from a group of dedicated volunteers. We plan to extend our volunteering programme, creating opportunities across a range of activities. We are also keen to employ more apprentices and to offer work experience and placements where we can.

Objective 7: to inspire people through engagement with the art, landscape, and cultural heritage of Chatsworth by using programme and place, and to deepen an understanding and empathy with the urgent issues of our time.

The Devonshire Collections are extraordinary. Too few people, whether they be lay, learners or art and conservation professionals, are currently able to experience, learn and be inspired by them. We want to create a world class Conservation, Study and Creative Centre with the Devonshire Collections and Archives at its heart on the estate.

Such a facility would play several roles. It would provide a material improvement in storage facilities for much of the collection and archives and in the working environment for the Preventive Conservation team. It would create dedicated cataloguing, research and learning facilities, for visiting academics (from across the globe) as well as the Chatsworth team, and provide far greater opportunities for both public and professional access to objects and documents (physical and digital). We want to foster new talent, not just conserve the past. We want to help inspire people of diverse backgrounds and experiences to get involved making, across arts and crafts, decorative arts, sculpture, and performance, not limited to, but including visual art.

We are considering ways in which this ambition might best be achieved, including carrying out an appraisal of the (few) sites on the Core Estate with existing development that might be re-purposed.

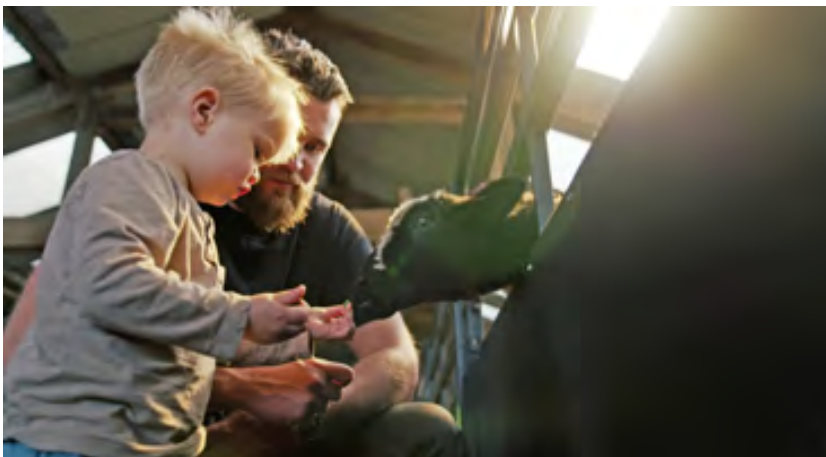
This idea is in the very early stages of formulation. We simply know that we want to do something amazing with and for the Collections, that we want to make it about learning, access, and inspiration, and that we want to do this on the Core Estate, ideally close enough to Chatsworth House to enable connectivity and joint working.



This initiative would also extend beyond a physical manifestation at Chatsworth itself, collaborating with partner organisations to make art, parts of the collection and archives accessible to audiences wherever they may be, including digital (see Objective 9 below).

We recognise the opportunities to use the estate's cultural heritage and audience reach to raise awareness of climate change and the need for nature recovery. By creating programme and experiences at Chatsworth we aim to inform and inspire a positive response to these urgent issues of our time.

We will continue to develop our learning and engagement programmes. We may need to create new purpose-built facilities to enable this, whether this can be achieved as part of the Conservation, Study and Creative Centre project, or whether it will require additional facilities yet to be assessed. We will consider options including an evolution of the Stickyard and the potential introduction of a learning and education space at Dunsau Farm.



Objective 8: to make new connections and remove barriers (physical, intellectual, cultural, socio-economic) preventing access to Chatsworth.

Chatsworth is for everyone. We want to do all we can to make connections with a broad range of people, especially those for whom access to the countryside and designed spaces of Chatsworth will have the most benefit, and for whom Chatsworth may not currently feel either relevant or accessible.

We are engaged in research into our current and potential audiences, how they like to engage with us, and how we might lift any barriers to engagement. This will include an access audit, encompassing physical, intellectual, socio-economic and cultural factors.

This work will lead to the development of a bespoke, insight-driven segmentation and audience development plan for Chatsworth, as well as a thorough pricing review which will allow us to have a more dynamic and inclusive approach to pricing our offer.

We want to help deliver on the National Park Authority’s vision that every young person living within an hour’s travelling time of the National Park can spend a “Night Under the Stars”. We want to work with suitable partners to play our part in delivering this fantastic vision incorporating a “Night Under the Stars at Chatsworth” project, together with a wider experience of the countryside, farm, woodlands and landscape that Chatsworth can provide, leading into a series of cultural, learning and engagement programmes that can extend and strengthen connections.

To make this happen we will need to work with local and national partners and charities such as the Scouts and Guides, Dukes Barn, and Mount Cook (including National Parks UK), and to create the appropriate facilities and infrastructure in the right part of the estate. We are considering what form these facilities will need to take (including how permanent or temporary they might be) and need to discuss this with potential partners. We are also thinking about possible areas on the estate where this initiative can take place.

We want to help people reconnect with nature, creating new ways to enjoy and explore the natural world whilst directly contributing to everyone’s health and wellbeing. We are interested in working with partners to create a cycle path to link Chatsworth House with the Monsal Trail/White Peak Loop at Hassop Station if practicable. This might have the added benefit of providing a small mountain bike course within Clay Pits Wood, again linked to Hassop Station car park and café via the new cycle path. We will also look at ways to enable and support cyclists to visit Peak Village, such as the provision of cycle racks.

Objective 9: to welcome the world and find new ways for everyone to engage with Chatsworth if not on-site, then online and off-site through an extensive loans programme.

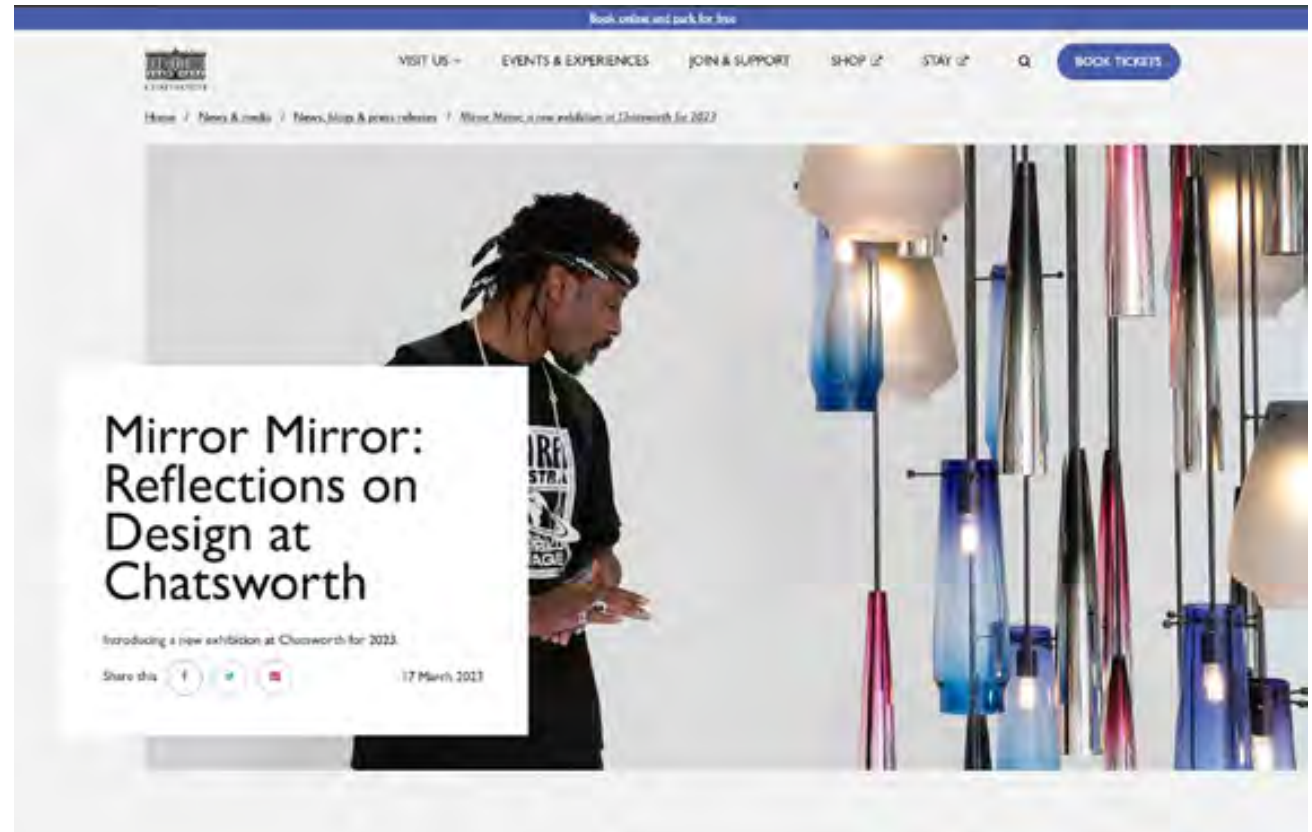
It is not our intention to increase the number of physical visits to Chatsworth each year beyond existing levels. We do however want to create as much opportunity as possible for people across the world to access, experience, learn and enjoy Chatsworth in different ways.

Our new brand and digital strategy will be rooted in the ideas and values that have carried Chatsworth forward for centuries and are central to the Whole Estate Plan – innovation, creativity, community, and sustainability. Going forward, our communications will place greater focus on our contribution to the local and national cultural economy, sharing our resources and knowledge and the lasting benefits we bring to our audiences (existing and new), our communities and our environment.

We will be embarking on a programme of digital transformation for Chatsworth, based on multi-channel storytelling that brings the whole estate experience and the assets of research on collections, history, family, and landscape, to life through audio, video, imagery, words, digital archives, and more. Allowing audiences to explore, learn, and interact with us in entirely new ways; deepening the experience for visitors, and acting as a destination for those who may never join us in person.

This will be supplemented by a commitment to capturing talks, symposiums and events which maximise the legacy and reach of our programme with the artists, makers, and designers we work with, to enhance our support and commitment to professional and personal development.

We recognise however that digital access and resources will not suit everyone who wishes to engage with and experience Chatsworth. We will look to work with key partners such as the National Park Authority as it develops new ways of engaging with visitors.



Aim Five: Sustainability

We will work towards Net Zero, operating with significantly lower emissions of greenhouse gases than during the first two decades of the 21st century, looking to reduce our reliance on and use of fossil fuels and promote the use of sustainable travel. We will protect and enhance our soils and deliver overall net increases in stored carbon. We will generate and share knowledge and contribute to material change and improvements in the operation of a sustainable visitor economy. We will confirm our timeframe for this objective at some point during 2023/24.

We want both Chatsworth House Trust and the Core Estate to become more sustainable entities and enterprises. We will maintain focus on our Triple Bottom Line approach and share the findings of the work we do to measure our impacts and progress towards our sustainability goals, with partners and stakeholders each year.

Our aim is not to increase the number of day visitors to Chatsworth (which have been stable for ten years). We will instead make it easier to stay and experience Chatsworth, the Core Estate, and the Peak District, for more than a day trip. We will also seek ways to take the Chatsworth experience to the wider world via an integrated digital strategy.

We are fully engaged in the sustainability challenges associated with attracting hundreds of thousands of people to Chatsworth each year, but remain committed to ensuring that Chatsworth remains available for everyone. We also need visitors to help us generate the funds required to conserve and maintain the heritage and landscape for which we are responsible. We are committed to finding new ways to reduce the impact our visitors have on the environment and on local communities.

We are also aware of the opportunity to inform and influence our visitors to make positive changes to improve the sustainability of their own lives and homes. We are keen to share our thinking and actions with our visitors, and to engage in a conversation around sustainability, our journey towards Net Zero and our efforts around nature recovery with our visitors and stakeholders. We will also be looking for innovative ways to improve the energy performance of the estate's historic buildings where this can be achieved without harming their significance and character. We will continue to improve the energy performance of the estate's housing as part of refurbishment projects when the opportunity arises in line with Government targets and industry best practice. Where we create new buildings, we will expect our designers to fully embrace and create a living example of environmental best practice in design, materiality, and performance.



Objective 10: to lower greenhouse gas emissions significantly, focusing on the areas that are compatible with our responsibilities to heritage and landscape, working towards Net Zero.

The Triple Bottom Line report and current work with Pilio³ will show where our emissions come from and explain the efforts that we have already made, and will continue to make, to reduce them. The constraints we experience due to our responsibilities to heritage and landscape limit the options available to us and we will continue to balance our commitments across all areas of the estate's activity.

To make a significant reduction in our greenhouse gas emissions and travel related impacts without losing visitors we will need to:

- Increase our generation and use of renewable energy.
- Enable a material shift across our enterprises, and by colleagues and visitors from the use of fossil fuelled to electric or hydrogen powered vehicles, generators etc.
- Increase the 'efficiency' of journeys of all kinds to Chatsworth in terms of people per trip, via car sharing, the use of coaches or buses.
- Improve visitor flow using pre-booking, allocation of time slots for arrival.
- Work with partners to achieve modal change in journeys by creating a viable public transport led solution (perhaps including some element of Park and Ride).
- Continue to incentivise the use of such sustainable transport solutions.

We know that this area is hugely challenging, and we are determined to work with others, at local and regional level, to do what we can to improve the situation.



We are working on the design of projects and initiatives to address the points made above. These will include the introduction of more EV charging points and of more infrastructure to support the generation, storage, and use of renewable energy. We will be engaging with bus operators in an effort to improve the reliability of services to a level which we feel will make it viable to increase our promotion of the use of sustainable transport to visit Chatsworth. We may also incentivise the use of electric and in due course hydrogen powered vehicles by our colleagues and visitors. We continue to investigate and plan for the electrification of our working vehicles wherever and however possible and, where not, move onto hydrotreated vegetable oil or similar.

We will look for opportunities to add to our portfolio of small-scale renewable energy generating installations, including revisiting the feasibility of the hydro scheme on the River Derwent (for which planning permission has previously been granted).

We are also working on an improved approach to visitor management by using dynamic online pricing systems, pro-active communications, pre-booking of time allocated slots and efforts to extend people's trips and disperse activity away from the 'pressure points' by the creation of alternative choices such as waymarked trails within the park and Stand Wood.

³ www.piliogroup.com

Objective 11: to sequester and store carbon while contributing to nature recovery.

The volume of carbon stored within and sequestered by the estate's moorland and woodlands has already been the focus of some research and analysis. More detailed assessments will be undertaken where needed to ensure that our future management, and the next iteration of management plans, optimise the potential to increase the annual sequestration of carbon and ensure that, where our operations have a negative impact on carbon stocks (such as thinning and felling of trees), this is short term and offset by gains elsewhere.

Detailed assessments will also be undertaken of our farm, park, garden soils and hedgerow networks. We will share our findings with our farm tenants and do what we can to support them in carrying out assessments should they wish to do so. Our farm management plans will include an increased focus on soil health and the opportunity to increase the stock of carbon within our farmed soils through husbandry.

We will also carry out a wider natural capital audit, set up a monitoring programme, and work with partners to help form and deliver the One Peak District Nature Recovery Plan.



Aim Six: Business and enterprise.

We want to increase our positive impact on the local economy, to help maintain and enhance economic outcomes and opportunities. We want to double the contribution that we make to the Peak District economy from that achieved in 2022 by 2040.

We will continue to maintain our let property and to develop and improve our trading enterprises. We must broaden the visitor proposition, providing a wider spectrum of offers to include and cater for an increasingly diverse audience to the house, stables, farmyard, park, and garden. We will do this using a ‘working theme’ to inform our approach of Play, Stay, Experience, Learn, Inspire.

We see the addition of new visitor accommodation and wider experiences as a key driver for this, converting ‘Days to Stays’, reducing the environmental impact of day visits and generating revenue for Chatsworth, for local communities and the wider Peak District visitor economy. We see potential in linking an enhanced accommodation offer to wider experiences delivered via other objectives such as nature-friendly farming and woodland management, new habitat creation, links to multi-user paths and an off-road mountain bike course.

We will explore other new business opportunities as and when they emerge. We want to grow and make as much of the food, beverages and ingredients for the Chatsworth Estate Farm Shop, restaurants, cafés, pubs, and hotels, and as many plants and young trees for our garden and our woodland enterprises as possible.

A key part of our approach will be to continue to work with other local makers, creators, producers, and suppliers, combining energy and expertise with opportunity and sharing the route to market and economic opportunity that Chatsworth can create for local businesses and brands.

We want to make better use of our (few) remaining under-utilised and previously developed sites.

The estate took possession of a new purpose-built storage facility in Bakewell at the outset of 2023. The availability of this new storage facility will enable a new approach at two sites currently substantively used for storage, those at Barbrook and behind the Garden Centre at Calton Lees.

The Barbrook site is well suited to host a transformational new development at Chatsworth. It can be accessed from the main highway network via Baslow and is visually screened from, but close to, the house and park. It is already developed with a series of buildings and hardstanding yard area and benefits from utilities. Like any site on the estate, it has constraints in development terms. It lies within the Registered Park and Garden, and

its proximity to the River Derwent means that any design of new buildings will need to effectively address and respond to flood risk.

The Calton Lees yard to the rear of the Garden Centre also offers great potential to host a new use. The site lies outside the Registered Park and Garden, and the Site of Special Scientific Interest associated with the Old Deer Park. It is elevated, with ground levels far higher than the river flood plain, it is visually contained by planting and benefits from clear physical separation from nearby heritage assets, (the Registered Park and Garden, Calton Lees House, Bridge Farm and Beeley Bridge (also a Scheduled Ancient Monument)).

We want to continue our refresh and evolution of Peak Village and develop our new Chatsworth Kitchen brand and venture. Elsewhere we want to meet customer demand for a bespoke hospitality venue, ideally through the re-use of existing buildings, to provide an opportunity for more people to celebrate their important life events within the environs of Chatsworth.

Beyond the physical economy we will look for opportunities to create value (and highly skilled careers) through the production of intellectual property assets (digital, brand, education, and learning programmes).

As one of the largest employers in the National Park we care deeply about our people, the experience and opportunity they have at work, their careers, and the work they do. Currently hundreds of colleagues are undertaking desk-based work in historical buildings that were never designed with this in mind and which are, consequently, unfit for purpose. We want to address this problem and create an appropriate modern workplace that delivers a solution for the estate’s future office which could be on or off the estate.

Objective 12: ‘Days to Stays’, creating added value and richer visitor experiences.

We will create more overnight accommodation to enable us to continue the strategy of encouraging day visitors to stay for longer and make it more attractive for visitors to come at all times of the year.

We will create more accommodation by:

- The conversion of suitable buildings where consistent with our wider aims and values, including the long-term support of thriving local communities.
- The re-use of some field barns as simple, off grid bothy accommodation to be operated in association with the Devonshire Arms at Pilsley, the Devonshire Arms in Beeley, and/or the Cavendish Hotel. The choice of barns will be informed by the findings of the Field Barn Study and Strategy.
- Exploring the potential for further sensitive development in the grounds of the Cavendish Hotel to provide additional bedspaces (perhaps via the use of shepherd huts and new ‘bothies’).
- The conversion of the Estate Office and Park Ranger’s House into self-catering holiday accommodation. We recognise the value that local communities and colleagues receive from shared spaces on the Estate Office site, and any development decision will be made with community benefit at its heart.

These projects will be staged over, and in some instances beyond the lifetime of the Whole Estate Plan. Change of use will only come forward as buildings become available. Those currently unoccupied and/or under-utilised and suitable for adaptive re-use (such as the Top Yards in Pilsley and certain field barns) are likely to come forward first.

We will create more experiential reasons to stay for longer. Areas of focus will include nature-based exploration and safaris, art and cultural heritage, collections and archives.



Objective 13: to increase the range of products sold through our hospitality and retail outlets (including online) that are made with ingredients from the estate, or by producers, artisans, and makers in the local area.

We want to see a material increase in the use of 'local' produce, be that at the Farm Shop, ingredients used in the pubs, hotels and cafés, and products sold online. We will work with our estate enterprises (producers, servers, and sellers) and with local economic partners, producers, and artisan makers to develop new products, find new uses for regeneratively produced ingredients, and create new routes to market via our hospitality, retail, and digital outlets.

Alongside this we want to ensure that other local businesses benefit from the opportunity for people to spend longer on and around the estate. We will look for opportunities to collaborate and continue our engagement with local tourism forums such as Visit Peak District & Derbyshire.



Objective 14: to deliver sustainable economic growth in a way that delivers shared value.

Chatsworth is a working estate. It is engaged in a range of economic activity and needs to continue to grow these businesses to deliver meaningful economic futures for its people, for the local community and the wider Peak District economy. This growth will by necessity sometimes require the change of use and redevelopment of existing buildings, or, if something truly exceptional can be achieved, the creation of new buildings on undeveloped sites.

In practical terms this will mean the re-purposing of the Estate Yard at Calton Lees (behind the Chatsworth Garden Centre) and of the Barbrook yard by the Caravan and Motorhome Club site. We would also like it to mean the creation of a new bespoke hospitality venue (if a suitable site and/or set of buildings can be found) and the creation of a new office for the Chatsworth team.

It is our commitment that any new enterprise and development projects will be undertaken in a manner that delivers shared value. By this we mean an approach that is commensurate with place, always looking to benefit the environment and the local community (in line with Triple Bottom Line development objectives).

This means that growth of current enterprises and creation of new, must add to the sum of the existing parts. Projects must be conceived, designed, and delivered in a way that adds to Chatsworth's current sense of place. This must be achieved in design terms, as part of the way people experience the Core Estate, in the way their experience impacts upon and contributes to their understanding and enjoyment of Chatsworth as a place, of nature, of heritage, of art and culture, of design, of people and the role these play in making better lives.



Projects and initiatives

These objectives will generate a programme of projects and initiatives, some of which will require physical development, others not. This programme will be set over the period of the Whole Estate Plan and will be split into short, medium, and longer-term time frames. Many of these projects and initiatives have already been introduced in the earlier narrative associated with our objectives.

Some of these projects will require regulatory consent and support from the Peak District National Park Authority and other key stakeholders such as Historic England, Natural England, Derbyshire County Council, and the Environment Agency. All will need, or at least will significantly benefit from, the support of our tenants, neighbours, and local communities.

Projects will be brought forward in a way that ensures full visibility to interested parties and which provides for open consultation, feedback, and an iterative design process. Initiatives which don't require planning consent, but which will bring change, will be similarly treated.

The final part of this section provides a summary of the projects and initiatives that we expect to bring forward via the Whole Estate Plan and provides some insight on how these are linked to, and will help deliver, the aims and objectives set out within the new Peak District National Park Partnership Management Plan.

Working with others to achieve shared objectives

While we are lucky to have access to a whole range of extraordinary people within the Chatsworth team, we don't expect to be able to achieve our vision by working in isolation. We are keen to collaborate with those who share our vision, in whole or in part, especially when by joining forces we can help to achieve multiple and shared objectives.

We are therefore keen to hear from any organisation, business or individual, especially those from the local area, who feel that there might be shared added value from working together. We are also keen to share the routes to market that we have developed with local artisans, producers and makers who feel they have products that our customers would enjoy.

If you are interested in bringing forward any ideas as to how we might work with you to further shared objectives, do please contact us. You can do this by using the dedicated email address, wep@devonshiregroup.co.uk, or should you have an existing relationship with a member of the Chatsworth team, please do contact them directly.



Our Whole Estate Project Plan

This Whole Estate Plan has addressed a wide range of issues. It has enabled us to identify a series of opportunities and to develop our thinking about what these might mean for the way we manage the estate and go about our day-to-day business as well as new projects and initiatives that we might or should bring forward.

This work has built on a great deal of thinking that has gone before within the Chatsworth teams, particularly during the Covid pandemic. It has been done against the background of the analysis of context and of influences included in this document. In formulating these ideas and proposals we have worked within the framework provided by thinking around vision, strategic aims and objectives undertaken by the Devonshire family, the Trustees of both Chatsworth House Trust and The Chatsworth Settlement, and the new Peak District National Park Partnership Management Plan published in late 2022.

This work has led to the vision, aims and objectives, and ideas for projects and initiatives described above. Table 1 below brings these elements together and sets out a portfolio of projects and initiatives that we believe will, collectively, ensure that our vision for the way the Chatsworth Core Estate will be, and the outcomes it will deliver, by 2040, will be realised.

We believe that these projects and initiatives have been well considered, justified and are proportionate. It is our view that once conceived, tested, and delivered, they will help to secure a bright future for Chatsworth and the communities of which it forms part. They will also make a significant contribution towards meeting the Aims and Objectives set out in the Peak District National Park Partnership Management Plan 2023-2028. We have shown the connectivity of each project from our strategic objectives through to the Partnership Management Plan Aims and Objectives in the table below, this demonstrates that our projects and initiatives will contribute to each of the four Aims and to all 11 Objectives set out in the Partnership Management Plan 2023-2028.



Table 1 – Projects, initiatives and outcomes

Objective (summary)	Project(s) or initiative(s)	Outcome	Contributes towards PDNPPMP Aim & Objective No.
#1 Leave no part of Chatsworth behind	Exceptional repair and restoration projects for the Aqueduct, Cascade, Paine’s Mill, River Derwent, Stables Roof, Swiss Lake (amongst others), likely to extend beyond 2040.	Reverse damage and generate enhancements to cultural heritage.	Aim Two, Objective 5
#2 New ways to share and tell the Chatsworth story	Chatsworth House North Wing visitor route, Theatre, Flora’s Temple, Old Greenhouse, Cascade project, next generation Adventure Playground.	Welcoming place where people enjoy, connect, and develop care and understanding.	Aim Three, Objectives 7 & 9
#3 Better food, nature recovery, benefits from access to the countryside	Management for nature recovery and public benefits from the care of, access to and awareness of countryside and cultural heritage.	Resilient and relevant farm and forestry enterprises. Circular estate economy. Nature recovery. Health and wellbeing.	Aim Two, Objectives 4 & 6
#4 Optimise ecosystem services from Chatsworth cultural and natural capital	Targeted management approach for garden, woodlands, moorland, farm, and park. Specific habitat creation and natural flood management projects. Access to nature Social Prescribing programme.	Blended ecosystem service outputs. Healthier natural capital, enhanced biodiversity, healthier and happier people.	Aim One, Objective 3 Aim Two, Objectives 4 & 6 Aim Three, Objective 9
#5 Acquire, capture and share learning	Research, knowledge acquisition, capture and sharing via dedicated learning centre and peer-to-peer networking and collaboration opportunities.	A land management, farming and forestry sector better equipped to meet the challenges of climate change and contribute to Government and Peak District National Park Aims and Objectives.	Aim One, Objectives 2 & 3 Aim Two, Objectives 4 & 6

Objective (summary)	Project(s) or initiative(s)	Outcome	Contributes towards PDNPPMP Aim & Objective No.
# 6 Support sustainable communities	<p>Maintain and enable community use of estate assets.</p> <p>Enable community vitality via letting of houses, cottages, and workspace.</p> <p>Maintain access to the park, Stand Wood and permissive paths.</p>	Maintained and enhanced vitality in local communities.	<p>Aim Three, Objective 9</p> <p>Aim Four, Objective 10</p>
#7 Inspire people with art, culture and learning	<p>Create a new Conservation, Study and Creative Centre.</p> <p>Continued development and delivery of learning programmes.</p>	<p>A world class new facility for the conservation, research and interpretation of the art, cultural and built heritage of Chatsworth (and the Peak District National Park).</p> <p>Learning programmes to inspire and connect people to the natural world and the challenges we face.</p>	Aim Two, Objective 5
#8 Make new connections and remove barriers	<p>Extended and enhanced cultural, learning, and engagement programmes.</p> <p>Extending our relevance and accessibility.</p> <p>‘One Night Under the Stars’ campsite and linked programmes.</p> <p>New off-road cycle link from Hassop Station to Chatsworth.</p>	Opportunities for all, especially young people, and those from under-served communities within an hour’s travel, to connect with and enjoy Chatsworth and the Peak District National Park.	Aim Three, Objectives 8 & 9
#9 Digital transformation and extended reach	<p>New digital strategy for everyone, multi channel storytelling, a true ‘Digital Estate’.</p> <p>Taking Chatsworth to the world – off-site exhibitions and activity.</p>	<p>Greater ease and equity of access.</p> <p>Opportunities to engage, experience and learn with and from Chatsworth and the Peak District National Park remotely and globally.</p>	<p>Aim 2, Objective 5</p> <p>Aim 3, Objectives 7 & 8</p>

Objective (summary)	Project(s) or initiative(s)	Outcome	Contributes towards PDNPPMP Aim & Objective No.
# 10 Significantly lower greenhouse gas emissions on journey to Net Zero	<p>Publication of Net Zero strategy.</p> <p>Increased generation and use of renewable energy.</p> <p>Shift away from use of fossil fuel vehicles by enterprise, colleagues, and visitors.</p> <p>Increased efficiency of journeys in terms of people per trip.</p> <p>‘Smart’ visitor management (dynamic pricing, pre booking, timeslots etc.).</p>	<p>Reductions in greenhouse gas emissions.</p> <p>Learning and knowledge share around how to operate a more sustainable visitor economy in a protected landscape.</p> <p>Reduced local impacts from vehicle trip generation associated with Chatsworth.</p>	<p>Aim One, Objective 1</p> <p>Aim Three, Objective 7</p>
# 11 Sequester and store carbon while contributing to nature recovery	<p>Detailed carbon assessments and monitoring.</p> <p>Natural Capital Audit.</p> <p>Informed and carbon focused management plans for woodlands, moorland, farm, park, and garden.</p>	<p>Increased rates of carbon sequestration and storage via natural capital.</p>	<p>Aim One, Objectives 2 & 3</p> <p>Aim Two, Objective 4</p>
# 12 ‘Days to Stays’	<p>Create more opportunities for visitors to stay overnight on the Chatsworth Core Estate.</p> <p>Curate experiences associated with nature, cultural heritage, and landscape.</p>	<p>Increased earnings for the local economy from overnight visitors.</p> <p>More opportunities to stay in the winter and shoulder seasons.</p> <p>Safeguarding of valuable built environment (e.g. field barns and ‘bothies’) via sustainable new use.</p> <p>Adding to the area’s tourism product.</p>	<p>Aim One, Objective 1</p> <p>Aim Three, Objective 7,</p> <p>Aim Four, Objective 11</p>

Objective (summary)	Project(s) or initiative(s)	Outcome	Contributes towards PDNPPMP Aim & Objective No.
# 13 Increase the range of products sold from estate outlets	Estate, and local product and local makers' initiatives.	<p>Increasing sustainability from an enhanced circular regenerative estate economy.</p> <p>Enhanced local economic opportunities.</p>	<p>Aim Three, Objective 7</p> <p>Aim Four, Objective 11</p>
# 14 Create shared value via sustainable economic growth	<p>Re-purpose Barbrook and Calton Lees yards.</p> <p>New bespoke hospitality venue.</p> <p>New Devonshire Group offices.</p>	<p>New economic opportunities and jobs.</p> <p>Economic benefits for colleagues, supply chain and local economy.</p> <p>Increased earnings to support increased cost of conservation and management.</p>	<p>Aim Three, Objective 7</p> <p>Aim Four, Objective 11</p>

Timeframe

The Whole Estate Plan has been designed to cover a period from 2023 running up to 2040 to fit with the timeframe of the new Peak District National Park Partnership Management Plan which also runs to 2040.

It should be recognised however that no plan should be cast in stone and immune from review. Circumstances change and it may well be that the estate will want to review and update this Whole Estate Plan at some point in the future. If this proves to be appropriate, we reserve the right to do so, and any such revision would involve the appropriate level of stakeholder engagement and wider consultation.

Timing of projects and initiatives

The timing of project delivery is inevitably uncertain. Most of the projects and initiatives included in the Plan are at an early stage of development. Details will emerge into the public domain as they are sufficiently developed. The visibility offered by this Whole Estate Plan will ensure that those with an interest in any or all the proposals will be fully sighted as and when they appear.

We are however confident that the initiatives set out relating to land management, farming and forestry will be quickly introduced and ongoing for the full plan period. These are evolutions of existing management approaches rather than revolutions. We expect to progress detailed assessments of carbon in farm and park soils, and with an audit of natural capital in the next year or so.

Work on the Cascade project is well advanced, and wider conservation works will continue far beyond the duration of this Whole Estate Plan. The timing of other major capital works identified for heritage restoration, and to create new and enhanced visitor experience within the house and garden, will come forward as funding and development capacity (within Chatsworth House Trust) allow.

We would like to push on with planning for a One Night Under the Stars initiative as soon as suitable partners are ready to engage. We also need to work on the series of initiatives needed to reduce our greenhouse gas emissions with immediate effect.

Work on the digital transformation is underway. We expect to see new digital communication channels and content emerge over the next couple of years.

Further development of our learning, engagement, and cultural programmes will be ongoing. Scoping on concept design and feasibility studies for Chatsworth House Trust projects such as a Conservation, Study and Creative



Centre, the North Wing, the Theatre, the Stables and the Farmyard and Adventure Playground area are likely to get started in the coming years.

We hope to bring forward some of the projects to create new overnight accommodation in the next few years, certainly within years 0–5 of the plan period. Early emergers are likely to be the yards in Pilsley and the field barns associated with Beeley.

We are keen to progress our local products and producer initiatives and will be pleased to hear from interested parties and partners.

The development of projects to convert the Estate Office and Park Ranger's House, likely to be for holiday accommodation, to re-purpose the yard at Calton Lees, to create a bespoke hospitality venue and new Devonshire Group offices will emerge over the next few years. The timing of any final proposals and planning applications will be influenced by trading conditions, the capacity available within the Finance, Estate and Property teams, and priorities set by the Trustees. We expect to bring these projects forward in collaboration with key stakeholders including the National Park Authority, Historic England, and local communities.

This section provides a high-level introduction to the Chatsworth Core Estate. It goes on to offer an insight into the ownership and governance of the estate and finally offers some analysis as to how the estate contributes to the special qualities of the Peak District National Park.

INTRODUCING THE ESTATE



The Chatsworth Core Estate

The Chatsworth Core Estate comprises 12,192 acres set within a single block about seven and a half miles from east to west and five and a quarter miles from north to south. The perimeter of the estate extends to some 29 miles.

The estate is situated in the Derbyshire Dales within the Peak District National Park. The centre of the estate, Chatsworth House, is approximately 11 miles west of Chesterfield, 15 miles southwest of Sheffield, 32 miles southeast of Stockport (and Greater Manchester) and 30 miles north of Derby.

At the heart of the estate, lying just to the east of the River Derwent, is Chatsworth House with its art collections, garden, associated parkland and woodland, all of which are of international significance. Being in the centre of the estate, the house has the advantage of being surrounded first by the garden and park, then by woodland and finally by farmland and moorland.

Not only is Chatsworth in the centre geographically, but the house is also in the bottom of a 'saucer' through which the river flows, surrounded by parkland sweeping up to woodland which clothes most of the rim, although in places the moorland tops of the higher hills appear above the enclosing trees.

The park and garden, Grade I listed on the Historic England Register of Parks and Gardens of Special Interest in England, are the result of centuries of development by the Devonshire family and their partners and collaborators, especially Lancelot (Capability) Brown and Joseph Paxton. The result of new ideas and innovation across five centuries abound.



“At the heart of the estate, lying just to the east of the River Derwent, is Chatsworth House with its art collections, garden, associated parkland and woods, all of which are of international significance.”

The estate comprises practically all the villages of Edensor, Pilsley and the hamlet of Calton Lees, along with much of Beeley, a small proportion of Baslow and Bubnell, and the farmland, moorland, woodland and valleys amongst these settlements. The River Derwent runs north to south through the centre of the estate which consequently forms an important part of the associated valley and catchment. It includes 118 listed structures⁴ and 49 Scheduled Monuments.

The consolidation of this area over several centuries by consecutive generations of custodians has created an area of considerable beauty, rich in heritage and biodiversity, with a recognisable continuity of landscape character. The Core Estate also includes Peak Village in Rowsley which was acquired by the Devonshire Group in 2020.



⁴ 8 are Gd I, 11 are Gd II*

Chatsworth: an overview

Chatsworth is a very special place with an acclaimed house and garden, hosting valued collections, set within an internationally significant living, working landscape. By necessity, it is also a dynamic, multi-faceted enterprise, employing nearly 1,000 people hosting nearly 200 volunteers and welcoming nearly 600,000 visitors a year⁵. It is a public open space, an event space and celebration venue, a natural capital resource, a workplace and home to many.

Most of the park (except the Old Deer Park) and the entirety of Stand Wood are open for free public access every day of the year and include a section of the Derwent Valley Heritage Way. There are seven pedestrian entrance points and a series of way marked trails within the park and Stand Wood. Car parking to enable access to the park is provided at Chatsworth House and at Calton Lees.

The park and surrounding landscape are used and enjoyed for free by hundreds of thousands of people a year. They host a series of events each year, including the hugely popular Chatsworth Country Fair and Chatsworth International Horse Trials.

The Chatsworth Core Estate is also used to host and deliver learning and cultural programmes throughout the year. More recently, art exhibitions and installations have extended into the park. In 2022 over 580,000 people enjoyed free access to Radical Horizons: the art of Burning Man at Chatsworth, a display of 12 sculpture installations which ran for six months and was available free to users of the park.



⁵ 596,229 visitors for 2022 based on ticket sales and membership data from Chatsworth House Trust



Figure 3 – Access map



Ownership and Governance

The Chatsworth Core Estate, including the farms, houses and cottages, moorland, woodlands, and associated infrastructure are owned and managed by The Chatsworth Settlement, a trust set up in 1946 by the 10th Duke of Devonshire. This was established with the main purpose of conserving the land, estates, and collections of the then Duke of Devonshire. The Chatsworth Settlement employs 615 people within senior management, catering, estate, hotels and restaurants, retail, farming, and forestry teams who co-operate closely with Chatsworth House Trust and its (directly employed) visitor, learning and engagement, gardens, landscape and building maintenance teams. There is a strongly integrated approach to management and a strategic approach that covers the entire Core Estate.

Since 1981 the Grade I listed house and stables, 104 acres of garden and 1,821 acres of parkland (including the Farmyard and Adventure Playground and Stand Wood) have been looked after by Chatsworth House Trust, the charity set up and endowed by the Devonshire family. Chatsworth House Trust⁶ is dedicated to looking after the house, collections, garden, and parkland for the benefit of everyone. The charity relies on income from visitors, friends, members, charitable and commercial supporters to undertake an ever-expanding programme of essential conservation and to fund an extensive learning programme. Every penny generated by ticket sales and membership goes directly to the charity to help fund this work.

⁶ Charity Number 511149

When the charity was set up in 1981, it was given the benefit of a 99 year lease over the house, garden and parkland for a nominal sum. The lease included an inventory of chattels that were at the time on the visitor route at Chatsworth House. The charity is governed by a Trustee Board comprised of family members and the majority external Trustees, who meet regularly throughout the year to ensure the charity is fulfilling its charitable objectives. There are also sub committees including the Finance, Audit and Conflicts Committee, and the Conservation Committee. The charity is led by a Director who reports directly to the Board (whilst also being part of the Senior Executive Team for the Devonshire Group).

The Devonshire Group comprises charities and businesses throughout the UK and Ireland, including Chatsworth, which sits within the larger Derbyshire Estate, the Bolton Abbey Estate in North Yorkshire, the Lismore Estate in County Waterford, and the Compton Estate in Sussex.

The businesses include heritage attractions, shops, restaurants and luxury accommodation at Chatsworth, Bolton Abbey, and Lismore Castle in Ireland. The estates include tenanted businesses and residential property, a property development business with a pipeline of 2,000 homes, sustainable forestry and farming businesses and an estate farm shop at Chatsworth.

The vision of the Devonshire Group is to benefit our heritage, our people, and our shared future. Each generation of the Devonshire Family is guardian of the fundamental values that enable our enterprises and charities to prosper. Further information on our core purpose and our shared common future can be found on the Devonshire Group website www.devonshiregroup.co.uk.





- Key
- Chatsworth Core Estate
 - Chatsworth House Trust Lease

Figure 4 – Map showing Chatsworth Whole Estate Plan area and Chatsworth House Trust lease area

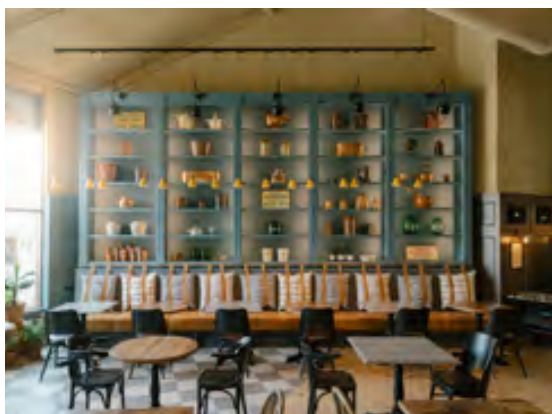


Contributing to special qualities of the Peak District National Park

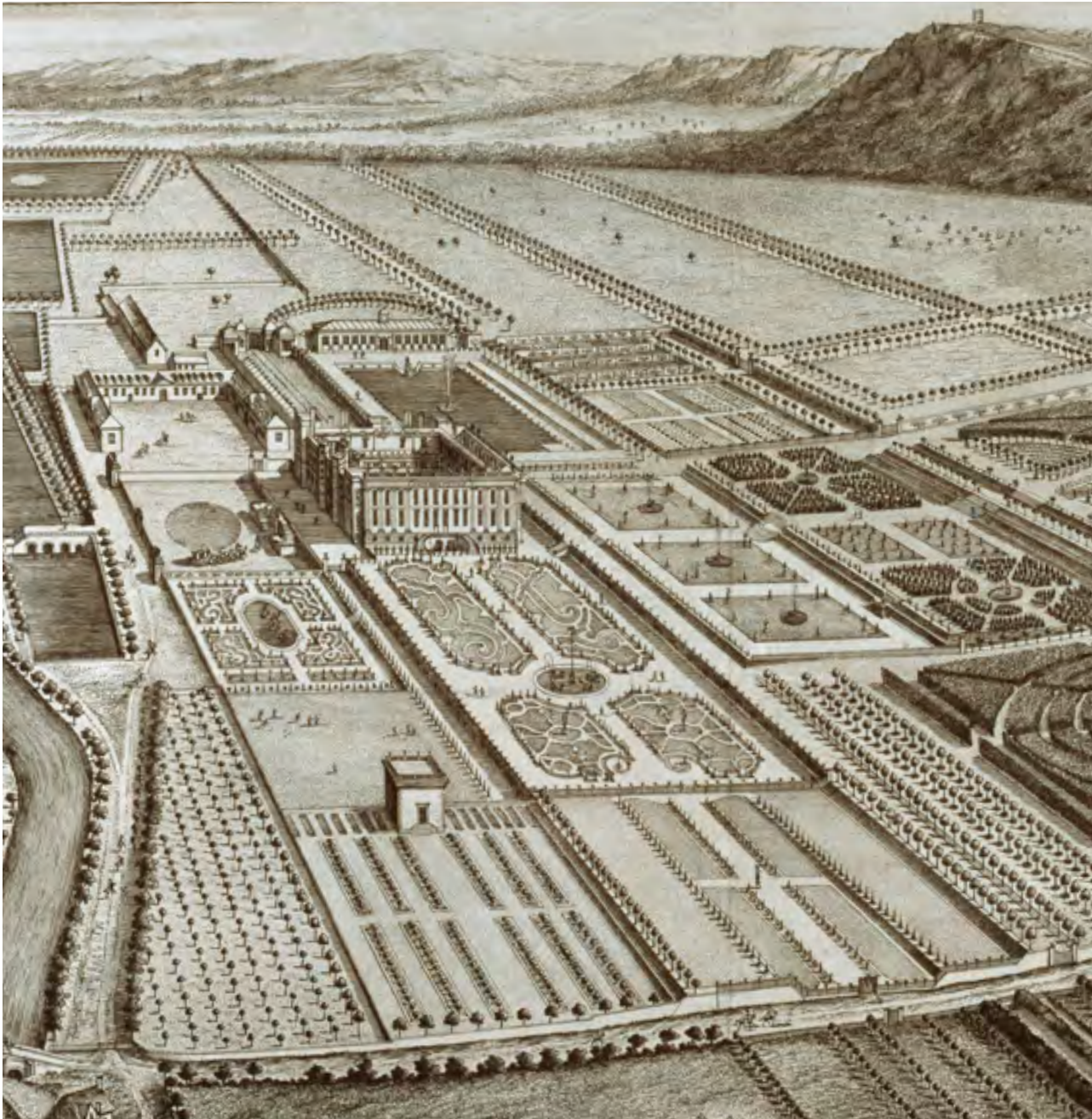
Chatsworth Core Estate is a relatively small part of the Peak District National Park, some 3.43% in area, but it contains many of the special qualities that led to the choice of the Peak District as Britain's first National Park in 1951.

The Core Estate hosts and provides:

- A series of beautiful views, many of which have been celebrated in art and literature, and which can be enjoyed from the estate's extensive network of permissive paths, trails and open access area.
- Internationally important and locally distinctive wildlife and habitats including the veteran trees and ancient woodland associated with Chatsworth Old Park, North Park, and Stand Wood, the River Derwent, and the Eastern Peak District Moors.
- Undeveloped places of tranquillity and dark night skies that can be enjoyed from the moors, valleys, woodland, park, trails, bothies, and lodges.
- Characteristic settlements steeped in history and traditions such as well dressing and village garden open days at Beeley, Edensor and Pilsley.
- Inspiring spaces for escape, adventure, discovery, and quiet reflection such as Chatsworth Park, Stand Wood, the Hunting Tower, the moors and Calton Pastures, Hob Hursts House on Eastmoor.
- Benefits for people that flow beyond the boundary including those associated with learning and engagement, health and wellbeing, pollination, healthy soils, clean air and water, natural flood management, carbon storage and sequestration.



Chatsworth House, the collections and archives that it hosts, its garden, woodlands, park, buildings, structures, and places associated with its history and creation are an exceptional heritage asset and archaeological resource. They help to tell the story of long-term creation and creativity associated with the Cavendish and subsequently Devonshire families, of social change across six centuries, and of the lives and endeavours of earlier peoples across the wider Peak District landscape over millennia.



This section tells a story of place. It provides an insight into the natural landscape of the area built from its geology and topography and then goes on to explore how this landscape has evolved over millennia of human settlement and influence, including the story of the making of the Chatsworth that we know today.

HISTORY OF CHATSWORTH

Natural landscapes

The landscape of the Chatsworth Core Estate is a combination of natural form and subsequent human intervention over millennia via management and designed land use change. A detailed analysis of the different natural landscape character areas and types can be found in the Peak District National Park Authority's excellent Landscape Strategy 2023, where the Landscape Character Areas most relevant to Chatsworth are the Derwent Valley and Eastern Moors.

The base 'structure' of the landscape is provided by geology and topography.

Geologically, most of the land is on millstone grits, rising to 300 metres from the River Derwent at 120 metres, but with a little carboniferous limestone on the west near Bakewell. There is significant variation in the bedrock geology. To the west on the higher ground bands of sandstone sedimentary bedrock (Ashover Grit, Kinderscout Grit) can be found.

On the lower ground, running down towards the River Derwent and its flood plain, the sandstone gives way to mudstone and siltstone (Marsden Formation). It is this formation on which the house, garden and much of the parkland is situated. The mudstone and siltstone continue to the east and above Chatsworth House save for a sandstone outcrop (Chatsworth Grit) which runs north south.

As the land rises to the eastern moors, the sandstone bedrock returns (Crawshaw Sandstone and Middle Band Rock). This is interspersed with mudstone and siltstone of the Pennine Lower Coal Measures formation, which becomes more prominent further east around Game Lea Farm.

The topography of the Core Estate is dominated by the contrast between the valley associated with the north south passage of the River Derwent through its centre, the higher land to the east where wooded slopes rise rapidly to the East Moor and the more gently rising land to the west where two sinuous wooded valleys run up towards higher ground.

This varied topography provides opportunities for both far reaching and glimpsed views, for expansive skies and intimate spaces.



Previous Page:
Figure 5 – Bird's Eye View of Chatsworth by Leonard Knyff and Johannes Kip, 1707

Landscape change over time

The way the landscape of Chatsworth looks today was first influenced by basic human needs, and later by the desire to reward success, promote power, and perhaps above all, to create beauty.

The area associated with the Core Estate has been a living landscape for millennia. The lower ground has been used for organised farming, mainly pasture based systems, since the early Bronze Age whilst the higher land was used for rough grazing, mineral extraction and, by Neolithic and Bronze Age peoples, settlement.

After the last Ice Age, hunter gatherers roamed widely, including across the gritstone uplands. It was they who began the deforestation of these areas. The East Moors, limestone plateau and shale valleys have been farmed, often continuously, since about 4,000 BCE. From around 2,000 BCE, in the late Neolithic and early Bronze Age, the pattern of farming began to change. People became less mobile and invested more time in specific places, improving land and practicing sustainable mixed farming.

Many upland farms were abandoned around the time the Romans arrived. Ever since, the focal areas for settlement and the creation of farmland (through deforestation and drainage) have been the more favourable parts of the limestone plateau and valleys like that of the Derwent, separated from the rest of the world on all sides, except the south, by high moorlands.

The Romans appear to have had little lasting influence on land use and landscape associated with Chatsworth. By the early 10th century the Anglo Saxons introduced an approach to farming and settlement with nucleated settlements and a community-based approach to agriculture (the open field system), the legacy of which can still be seen today. Edensor was such a settlement, and the remnants of strip-based field patterns can still be seen in the landform.

In other parts of the Peak District, farming continued to be practised from dispersed farmsteads and hamlets, some in private secular ownership, others in the form of ‘monastic’ granges on land granted to Abbeys and Priories in the 11th to 13th centuries.

The traditional feudal approach to community-based pastoral agriculture began to break down in the 14th century. Open field systems were enclosed and claimed by individuals or dominant lords. In some instances, they were overtaken by the creation of great Deer Parks and areas for hunting.

Deforestation and woodland clearance continued through the post Roman Anglo Saxon period, through the time of the Black Death (14th century) and into the time of the Tudors. The relatively limited area of woods designated as Ancient Woodland⁷ in the district demonstrates the extent of the clearance of what would once have been a mosaic of wooded hills, valley sides and wood pasture on the lower slopes and valley floor.

The Old Deer Park to the south of Chatsworth House (now a Site of Special Scientific Interest) seems to have survived in a more primitive wooded state, albeit with areas of wood pasture, because it lay within an extensive Deer Park created as early as the 15th century, and was consequently off limits to farm creators.

The Peak District became a host for a range of industries, particularly lead and coal mining, smelting, stone quarrying, and cloth manufacture. Most of these had medieval origins but the scale of activity increased in the 16th, 17th, and 18th centuries.

An east/west trading route had long been established and Baslow, with its bridge spanning the Derwent, became an important point on the route whilst Bakewell developed

as a market town, offering services to a farming and dispersed, small scale, industrial hinterland.

These industries, and the increased prices of agricultural commodities created by population growth in the emerging cities of Sheffield and Derby, generated wealth for local people and led to a shift to build, or re-build homes, ancillary and community buildings from stone by the 17th century. By the end of the 18th century all buildings, however humble, were built of stone.

The progress of the enclosure of once open field systems and commons being changed to privately owned land, which had begun in centuries before, accelerated during the 18th century to the extent that, by the middle of the 19th century, all the remaining parts of the open fields had gone, together with many of the commons. These were replaced with a network of neat fields, often bounded by drystone walls or banks. This field pattern remains today at Pilsley where there is an extensive network of fields bounded by drystone walls.

In the 19th century the Peak District’s traditional industries started to decline. By 1850, the Peak had become once more an area dominated by farming and, whilst in some areas quarrying remains important today, the dominant texture of the present landscape was fully established.

Beyond farming and industry, attitudes to natural and ‘wild’ places were changing. Inherent suspicion and distrust of the Peak landscape were replaced in the late 18th century by attitudes influenced by the Romantic movement; this brought a new aesthetic appreciation of nature and its value as a destination and place in which to spend time and to experience and as a focus for art and literature.

⁷ Ancient Woodland is that which has been in existence since at least 1600 AD, prior to any planting of woodlands of any scale for amenity or commercial purposes.

The making of Chatsworth

The story of the creation of Chatsworth House, its stables, garden, parkland, and landscape that we know today started in the mid-16th century with the acquisition of Chatsworth and lands in Edensor by Elizabeth Cavendish (Bess of Hardwick) and her husband Sir William Cavendish. The story of change continues through to the present day although the celebrated built heritage and landscape that is now subject to so much statutory protection was substantively completed by the time of the death of the 6th Duke in 1858.

A full analysis of the landscape history associated with Chatsworth can be found in the excellent *Chatsworth A Landscape History* by John Barnatt and Tom Williamson. This is eloquently summarised by *Historic Landscape Management* in its *Chatsworth Parkland Management Plan Review* (2022). The shorter summary that follows makes extensive use of their narrative.

In the mid-1500s the new owners of Chatsworth would have arrived to a barely post-medieval landscape. Save for the area covered by the 15th century Deer Park, the hills, valley sides and floors had been cleared of native forest and converted to open field system farming. The main settlement was Edensor, on its original site, with smaller satellite settlements at Pilsley and Beeley, each with their own open field communal farming systems and commons.

William Senior's map of Edensor and Calton Lees, surveyed in 1617⁸, shows the changes that had already taken place to the east of the River Derwent in the first 60 years of Cavendish ownership. Large areas of the open fields had been subsumed within an extensive rabbit warren (named Cunigre) and a large sheep walk, both belonging to Chatsworth House, or had been enclosed piecemeal.



Figure 6 - Unwin Map of Chatsworth Estates by George Unwin, 1831

⁸ Chatsworth A Landscape History Figure 13



Figure 7 - Needlework of Elizabethan Chatsworth attributed to Bess of Hardwick c. 1590-1600

New research undertaken as part of the Masterplan has confirmed that the current Chatsworth House was built on the footprint of an earlier building which dates to the 1550s, or earlier, forming the core of the grand Elizabethan House commissioned by Bess of Hardwick and Sir William Cavendish. Remains of blocked doorways, walling and a brick vault in the cellars predate the current house built by the 1st Duke and excavated fragments of terracotta mouldings confirm an earlier 16th century date.

This first house is described by Barnatt and Williamson as being old-fashioned in appearance, drawing on the influence of the early Tudor period and ultimately harking back to the Middle Ages. It was the centrepiece of a landscape devoted to the production of exotic food and to a lesser extent the cultivation of beauty. The house was surrounded by enclosed gardens, orchards, and water gardens. These gave way to deer enclosures, while further afield lay the private warren and extensive Deer Park which it is estimated to extend to just less than 1,000 acres.

This early house survived until the accession of the 4th Earl, later the 1st Duke in 1684 following which it was largely rebuilt in Baroque style to designs by William Talman (1650-1719) and subsequently Thomas Archer (1668-1743). Extensive new gardens were also created. The 1st Duke commissioned a series of high profile garden designers including Frenchmen Huet, Audia and Monsieur Grillet, and subsequently George London and Henry Wise from the Brompton Park Nursery.

Thompson's *A History of Chatsworth* records a 20-year series of re-building projects commencing with the South Wing in 1687-1689, the Great Stairs (1688-1689), Painted Hall (1689-1691), East Front (1693-1695), West Front (1700-1703) and finally the North Front (1705-1707).

The 1st Duke also sought contributions from a collection of important figures in art and design: Caius Gabriel Cibber carved the great Seahorse Fountain and other statuary, including the figure of Flora, between 1688 and 1691; the artist Ibeck created the original Willow Tree Fountain in brass; William Talman contributed a bowling green house in 1693-5, now known as Flora's Temple; and Monsieur Grillet constructed the Great Cascade between 1694 and 1696.

Much of the garden layout was to be changed within 50 years by the work commissioned by the 4th Duke. Before this, changes to move away from the rigid Elizabethan geometry of the garden were put in place by the 3rd Duke following his succession in 1729.

It was the 4th Duke who followed through on this change. He commissioned architect James Paine and landscaper Lancelot (Capability) Brown to direct the creation of a new and extended parkland to the west of the house and alterations in the landscape. The park was enlarged; new roads, woods and plantations were established; the house was altered with the addition of the current entrance hall in the North Front of the house (converting what had been a kitchen), and the stables rebuilt (incorporating the Boyle coat of arms); the River Derwent was straightened and widened and ornamented with two new bridges; a picturesque mill was built in the park; the kitchen garden was relocated to Barbrook in the north park, and the remains of the formal gardens were almost completely removed.

The 4th Duke was also responsible for reintroducing woodland to the estate, with a flurry of activity to create new woods in the middle of the 18th century (1757–1763) and the first removals of buildings from the very eastern end of the village of Edensor (the parsonage, the inn called the Devonshire Arms and one or two other houses⁹).

The next period of major change was driven by the 6th Duke who succeeded to the title in 1811 at the age of 21. An intense period of activity that continued into the 1840s saw the expansion of the park to the north and west, a new network of roads and drives constructed, new woodlands planted, Edensor was remodelled, and Chatsworth House extended. Above all, the garden and grounds in the vicinity of the house were transformed yet again. In all this work, the 6th Duke was helped by two hugely influential characters, first by the architect Sir Jeffry Wyatville and latterly by Sir Joseph Paxton.



Figure 8 - A View of Elizabethan Chatsworth by Richard Wilson, created 1740-1749

⁹ Barnatt & Williamson p158

Works to update the garden started almost immediately following the 6th Duke's succession. They included the creation of a new parterre south of the greenhouse, laying walks, buying shrubs and planting roses. He made major alterations to the interior of the Grotto adding a natural 'cavern' formed of crystals of copper ore and the domed roof thatched in reed, planted a lime or elm avenue leading up to the Stables, embellished Stand Wood and added a circuit carriage drive through to the lakes on top of the scarp and began to make improvements to Queen Mary's Bower out in the park.

The legacy of views and vistas that were designed and created by this work is fully recorded in the Parkland Management Plan Review (2022) and captured in Figure 5, reproduced within this Plan as Figure 9.

Meanwhile the house was being treated to similar improvement. In 1818 the 6th Duke commissioned Sir Jeffry Wyattville (1766-1840) to make alterations and additions not just to the house but also to its immediate surroundings. He replaced the large north extension to the house which had been built by the architect James Paine for the 4th Duke with a new two storey wing and added the western terrace with formal gardens.

In 1826, the combination of the 6th Duke's enthusiasm and resources, the changing fashions of the time, the burgeoning new technologies and the flood of new plant introductions were ignited by the arrival of Joseph Paxton as Head Gardener. The following 30 years saw a transformation in the garden and pleasure grounds that were to make them world famous. The 6th Duke and Paxton no longer needed to commission external advisers but instead fuelled each other's enthusiasm and innovative ideas in a unique series of developments.

Sir Joseph Paxton (1803-1865) was a gardener and architect who had been appointed as a gardener at the Chiswick Garden of the Royal Horticultural Society in 1823, leaving just three years later to come to Chatsworth.

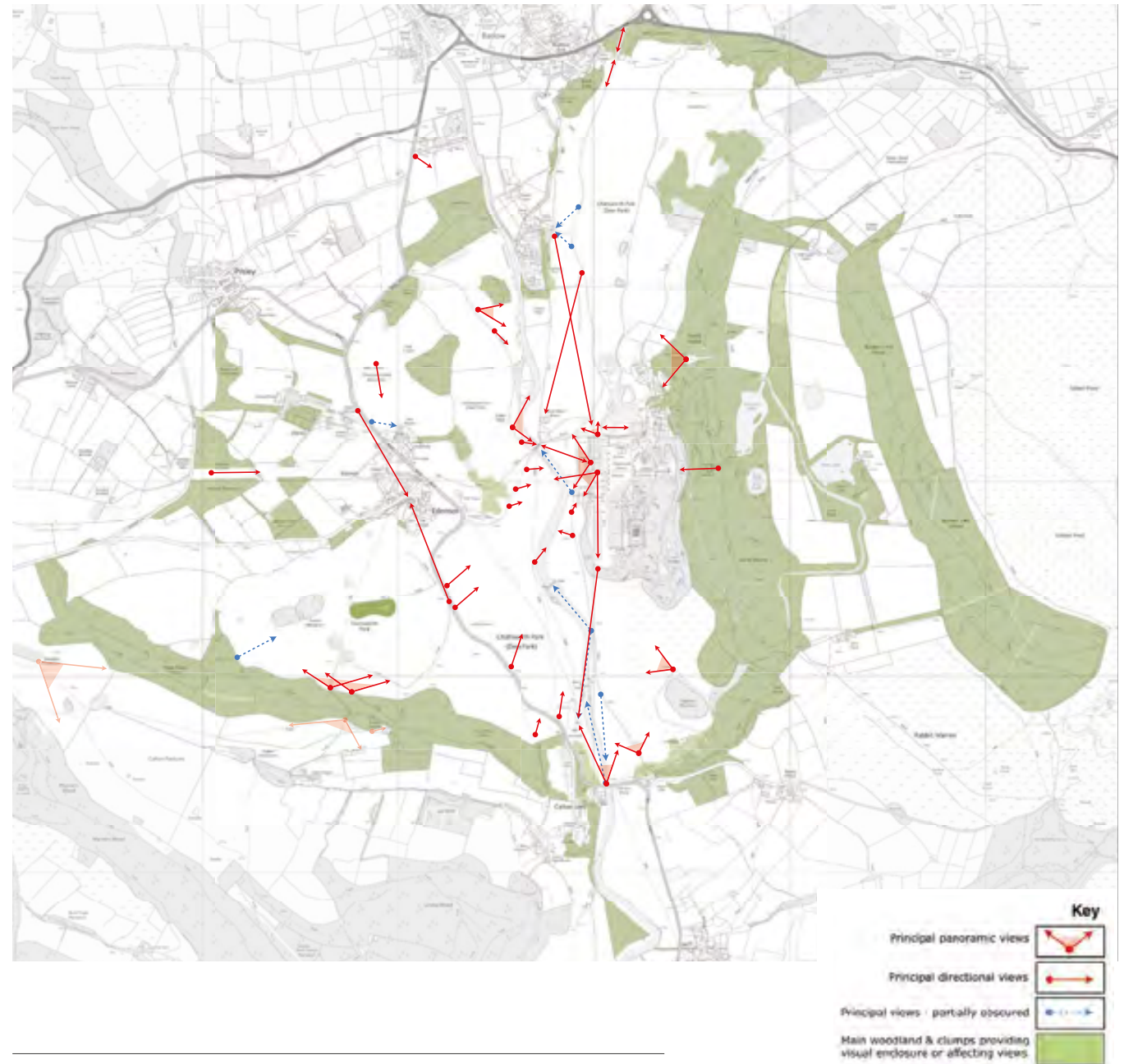


Figure 9 – Key views and vistas (Chatsworth Parkland Management Plan Review, February 2022)

A man of great energy, versatility and confidence, Paxton quickly became a national figure, being one of the founders of the Gardener's Chronicle as well as a prolific writer and journalist. His innovations in engineering and glasshouse construction led to his design for the Crystal Palace in 1850 for which he received a knighthood and, while at Chatsworth, he also began to design important public parks such as Birkenhead and the People's Park in Halifax.

To begin with, between his arrival at Chatsworth in 1826 and the end of that decade, Paxton joined the 6th Duke and Wyatville in completing the ongoing projects of the period. However, once settled, the activity in the years 1830 to 1835 shows that Paxton was given a much freer rein. Horticultural activities burgeoned in this period, and he spent some £3,000 on plants alone, and a further £3,500 on building hothouses including four new pineapple houses, two more for peaches, three ranges of vineries and one each for mushrooms, melons, cucumbers, and tender creepers. The Unwin map of 1831 also shows how much attention the park was receiving, with Paxton and the 6th Duke overseeing extensive activity in the new parts of the park, brought in following the road diversion orders in the late 1820s - levelling, draining, filling old quarry pits, creating the new drives and planting trees.

Around Edensor the 6th Duke commissioned John Robertson, an architect and draughtsman who had been employed by John Claudius Loudon, to provide designs for ten new cottages. Work commenced in 1839 and resulted in something of an architectural showcase of highly ornamental buildings in styles ranging from Norman and Tudor to Italianate, mixed in between cottages of existing estate style with simple gothic detailing designed by Paxton who worked alongside John Robertson to transform the look of Edensor.

Further afield Swiss Cottage was built as an eye-catcher to be seen across Swiss Lake, and Russian Cottage constructed as part of the visual embellishments added to his carriage circuit drive from Stand Wood. The epic task to create the Emperor Lake, feeder channel and Emperor Main to serve the Emperor Fountain was also undertaken during this period.

Whilst the pace of change slowed appreciably following the death of the 6th Duke in 1858, Chatsworth did not stand still. Further key additions in the period from 1858 to 1950 include significant areas of forestry, including the thickening of New Piece Wood, the completion of Beeley Lodge and the entrance gates at the end of the south drive into the Old Deer Park, the building of the Game Larder on the site of a former icehouse to the north of Chatsworth House (now at the arrival point to the main car park), the addition of Teapot Row opposite the Estate Office together with the addition of the Cavendish Hall at the Estate Office, and Moor View (to a design by Romaine Walker) in Edensor village. Perhaps most significantly, continuing works in the garden included the removal of the Great Conservatory and the creation of the ravine and azalea dell.

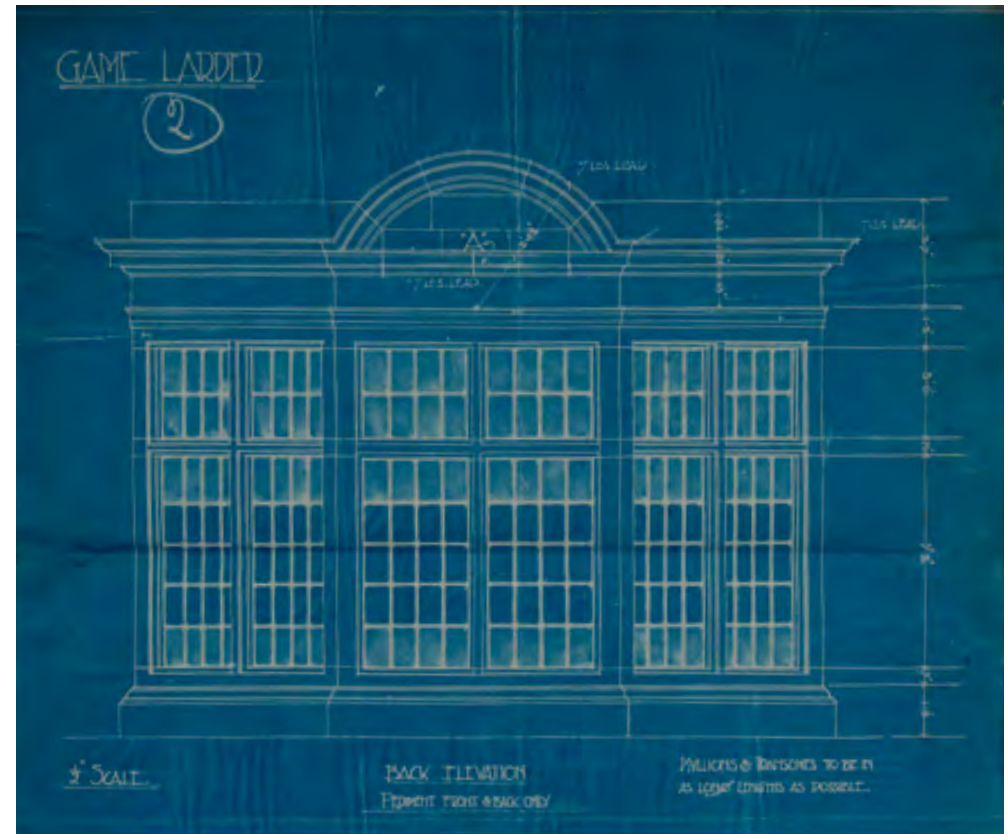


Figure 10 - Blueprint of Game Larder (Rear Elevation) possibly by Romaine-Walker c. 1907-8

After 1950 the story becomes one of renovation and conservation rather than addition.

As a result of the unexpected death of the 10th Duke the estate was subject to an 80% capital tax bill which resulted in very significant sales of land and forestry (in both Derbyshire and Yorkshire) as well as the eight most important works of art in the collection, and of Hardwick Hall, its contents and park.

Chatsworth House had been used as a temporary girls' school (Penrhos College) during the Second World War and had not been lived in as a family home since 1939. It was re-opened for public tours from 1949.

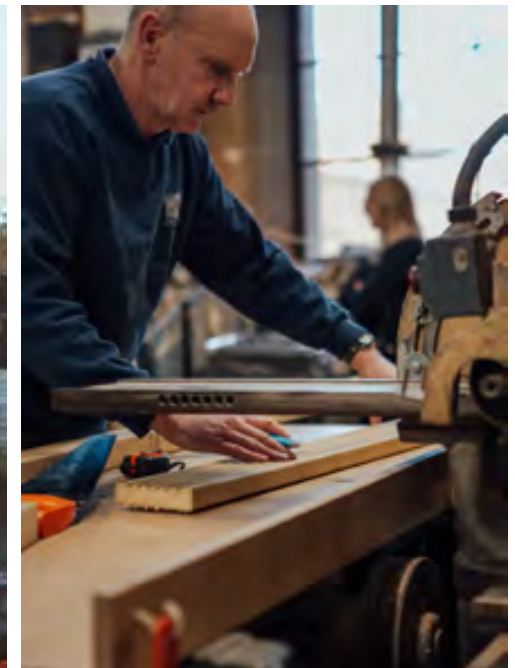
The 11th Duke and Duchess moved back into the House in 1959 and took a more commercial approach. This led to the establishment of the Chatsworth visitor business, including the creation of catering and retail enterprises at and associated with Chatsworth House, and the subsequent launch in 1977 of the Chatsworth Estate Farm Shop.

Restoration and improvement work included the creation of a visitor car park at Chatsworth House and a new car park at Calton Lees, re-opening of the vista through Paddock's Plantation, parkland tree planting in the north and west park, and the stabilisation of Paine's Mill as a picturesque ruin following storm damage.

In 1981 the 11th Duke set up Chatsworth House Trust, a charity which would care for the house, garden, grounds, and parkland for the explicit benefit of everyone.

When the 11th Duke died in 2004, one of his obituaries rightly recorded that he had 'achieved his lifetime's ambition by securing the future of... Chatsworth....making it self-financing while sacrificing none of its nobility'. Thus, when the 12th Duke succeeded his father in 2004, he inherited not just a home and an estate, but a vibrant landscape and one of the nation's most popular destinations thanks to the commitment and dedication of the 11th Duke and Duchess Deborah to see Chatsworth not just survive but thrive as a 'living landscape'.

The 12th Duke and Duchess Amanda have taken up this legacy with enormous energy and enthusiasm, directing their own impressive series of restorations, refurbishments, improvements, and new works which are all part of what has been known as the Chatsworth Masterplan. This has been a £32 million ten year project, with the Duke and Duchess being guided in its execution by the conservation architect Peter Inskip.



Their work on the house will help to ensure the protection and success of Chatsworth into the future, while in the park the adoption of the 2013 Parkland Management Plan and the delivery of its objectives has resulted in conserving and better revealing the 18th century landscape design. Over the same period a great deal of both conservation and new work has been completed in the garden, together with exciting additions to the collection including that of landscape sculptures.

Another output of the Masterplan has been the opportunity to archaeologically record and photograph the development of the house and its setting. The final analysis and interpretation is being undertaken by the archaeological consultant Oliver Jessop and will add to the existing historical understanding of the house, and provide a new reference archive for future research.

The Duke and Duchess of Devonshire moved out of Chatsworth in early 2023, and Lord and Lady Burlington are in the process of making it their home. This is part of a long-standing plan that embodies the strong tradition of continuous stewardship across generations of their family.

The gradual handover of the Duke and Duchess's responsibilities for the various businesses and charities within the Devonshire Group to their son and daughter-in-law started several years ago. In 2021 Lord Burlington became Chair of The Chatsworth Settlement and Chatsworth House Trust. Lord and Lady Burlington look forward to building on the work of the Duke and Duchess, and to drawing on the experience that abounds within the team across the charity and wider businesses, to grow, develop and energise Chatsworth for visitors, supporters and local communities, for generations to come.



This section of the Whole Estate Plan considers the wider context in which the estate operates. This includes the context of place, the policy, political and societal context and the matters and issues that are important to our stakeholders.

OPERATING CONTEXT



The space we operate in

Chatsworth is situated in the Derbyshire Dales District, within the Peak District. The centre of the Estate, Chatsworth House, is approximately 11.5 miles west of Chesterfield, 15 miles southwest of Sheffield, 32 miles southeast of Stockport (and Greater Manchester), 30 miles north of Derby and 34 miles northeast of Stoke. This relative proximity to urban centres means that there are in the region of two million people living within a 60 minute drive time and in the region of seven million people living within a 90 minute drive time¹⁰.

The number of people living within a 30-minute drive time reduces to 257,000. The population of the entire Peak District National Park is cited as just 38,000.

The nearest settlements to Chatsworth are Bakewell, Baslow, Beeley, Calton Lees, Edensor, Pilsley and Rowsley. The market town of Matlock, administrative centre of the Derbyshire Dales is ten miles to the south. The population of Bakewell is recorded as 3,949 in the 2011 census (ONS), that of Baslow just 1,174 (ONS).

Our location makes it difficult for many to visit and experience Chatsworth. Insight from recent research carried out for Chatsworth House Trust found that the challenge of getting to Chatsworth was the most cited barrier to visiting or connecting with Chatsworth.

The local context is consequently rural with limited access to facilities and transport services. Secondary education is available at Lady Manners School in Bakewell. There are primary schools in Bakewell, Baslow, Pilsley and Rowsley. Tertiary education opportunities are available at Chesterfield College, the University of Derby, Sheffield Hallam University, and the University of Sheffield. Whilst there are Primary Care services in Bakewell and Baslow, the nearest emergency department and birthing centres are in Chesterfield.

Economic opportunities locally are limited. Derbyshire Dales District Council Economic Profile 2019 reports 32,500 people employed and a business base of 4,690 businesses, most of which (87%) employ fewer than ten staff. The largest sectors are manufacturing and the visitor economy which each account for around 15% of employment. Other important sectors are retail, public administration, and health which each provide around 8% of the employment base. Earnings¹¹ at £375 per week are relatively low, below the Derbyshire average and 82% of the UK average.

The Derbyshire Dales Economic Plan 2019–2023 identifies economic challenges associated with slow growth rates, just 3% over the last five years and the lowest of all districts in the Derby, Derbyshire, Nottingham, and Nottinghamshire Local Enterprise Partnership (D2N2 LEP), a pressing need for new, good quality employment floor space, and an ageing demographic. Poor access to superfast broadband was also identified as a major infrastructure challenge.

The picture is similar in the Chesterfield District. The Chesterfield Growth Strategy 2019–2023 reports 50,000 jobs and 3,270 businesses in the Borough in 2021. Of the jobs, 12,000 (24%) are health related, 10,000 (20%) in the retail and wholesale sectors and 7,000 (14%) in professional services. This employment base has grown by 6% over the decade from 2007 to 2017.

The Peak District National Park Topic Paper (2021) paints a more positive economic picture. It reports that average productivity levels per full time equivalent workplace employee are above those of some LEP areas and equal to that of D2N2 (LEP). It also reports strong business survival rates with 58% of new firms in the National Park surviving at least four years, well above the LEP average.

Employment within the Peak District National Park is predominantly made up of farming, land management, production, construction, wholesale and retail, and particularly in accommodation and food service. These five sectors account for 75% of all employment. This compares with 47% across all English National Parks and 39% across the UK. Average turnover per employee of the 3,000 businesses in the National Park is reported as being more than £87,000. This is the highest of all National Parks and significantly higher than the English National Park average of £68,000.

93% of the 3,000 businesses recorded in the National Park employ nine people or less. This compares with 35% National Park average and 14% in England. Half of economically active Peak District residents commute outside the National Park for work whilst an estimated four out of ten jobs within the National Park are undertaken by people commuting into the National Park.

¹⁰ Source: Location Analyst (Experian) Resident Population Mid Year Population Estimate 2018 with Peak Drive Time of Chatsworth House
¹¹ Median workplace gross earnings all jobs 2018 Annual Survey of Hours and Earnings, ONS

Public transport services are limited. There are bus routes between Chesterfield and Baslow, Bakewell and Matlock and Baslow and Sheffield. Whilst it is possible to pick up these services in Baslow (Nether End), Pilsley and Beeley, the frequency and timing of services makes them unsuitable for use to access the workplace or education to attend for a full working day (between 09:00 and 17:00).

Chatsworth is well connected via the main road network, save for the ‘final mile’. It is possible to reach Baslow using the A621 from Sheffield, the A623 from Manchester or the A619 from Chesterfield and the M1. Once in Baslow the estate can be accessed from the local road network that serves Pilsley, Edensor and Beeley. From the south, it is possible to reach Rowsley using the A6 from Matlock. From Rowsley it is necessary to use the local road network to access Beeley or to travel onwards to Chatsworth House, Edensor or Pilsley.

The local road network is two-way and has good capacity for moving traffic. There are however potential pinch points in times of high demand at Rowsley where residents of properties facing the B6012 do not have access to off-street parking. At the time of writing, the long-term closure of the Beeley Bar Road continues to cause significant disruption and inconvenience to residents and businesses in Beeley and to exacerbate traffic pressure through Rowsley.

The route from Beeley to Pilsley transits through the Chatsworth Park and passes Edensor, offering glimpsed views of Chatsworth House but also impacting on the experience of the designed landscape enjoyed by walkers and those exploring on foot.

The Peak District’s 38,000 residents live mainly in villages, Bakewell being the largest settlement (with a population of around 4,000). The 2011 Census (ONS) found that 28% of households comprise people over 65 (many of whom are single person households), average household size is 2.3 persons with an average of three bedrooms per house. Approximately 75% of houses are owned by the occupier, 46% owned outright and 27% with a mortgage. This level of mortgage free home ownership is higher than other National Parks, and the regional and national average.

The Peak District National Park Authority reports in its emerging Local Plan evidence base¹² that challenges facing residents are “to maintain balanced and vibrant communities when faced with high house prices, low wages, an aging population and inconsistent access to services.”



The entirety of the Chatsworth Core Estate (save for minor exceptions on East Moor and near Rowsley) is situated within the boundaries of the Peak District National Park, Britain’s first National Park, created in 1951, the Peak District National Park is celebrated for special qualities which comprise:

- Beautiful views created by contrasting landscapes and dramatic geology.
- Internationally important and locally distinctive wildlife and habitats.
- Undeveloped places of tranquillity and dark night skies.
- Landscapes that tell a story of thousands of years of people, farming, and industry.
- Characteristic settlements with strong communities and traditions.
- An inspiring space for escape, adventure, discovery, and quiet reflection.
- Vital benefits for millions of people that flow beyond the landscape boundary.

Chatsworth makes an important contribution to these qualities. We are proud to share them with residents and visitors, and to bear responsibility to work with our team, tenants, and partners to conserve and maintain the landscape, natural and built environment, local economy, settlements, and communities from which they derive in our part of the National Park.

¹² PDNPA Topic Paper 2021

The world we live in

As we write our Whole Estate Plan the world feels like a complex and uncertain place. The war arising from the Russian invasion of Ukraine continues with ongoing impacts on energy supplies and costs across Western Europe. In the UK, public finances remain severely compromised by the costs incurred during the Covid pandemic. The Government's fiscal response and the Bank of England's monetary response to continued inflationary pressures will reduce disposable incomes across most of our customers' and colleagues' households from the new tax year in April 2023.

The cost of borrowing has increased significantly, and continues to rise. These increases are now having a direct impact on the cost of doing business with debt funding and are threatening to impact on household budgets, especially as many fixed rate mortgage deals expire. Inflationary pressures remain, driving wage demands from employees, and there seems little prospect of interest rates for households and businesses returning to sub 4% in the foreseeable future.

All of which suggests that trading conditions in 2024 and into 2025 are going to be challenging, especially for businesses and organisations like ours at Chatsworth, which rely heavily on discretionary spending from households across all income groups.

The lockdown experience also seems to have changed some people's views of the countryside and the balance of the rights and responsibilities associated with access and enjoyment. There is no doubt that far greater use was made of our open access spaces and trails during the Covid pandemic than in previous years. We welcome this as we believe strongly in the mental and physical health and wellbeing benefits associated with spending time outdoors and in the natural world. We are keen to work with local health care providers and policy makers to explore the opportunities for Social Prescribing that we may be able to facilitate in this regard.



What our stakeholders want and expect from us

We are proud of the fact that Chatsworth means something and matters to a wide and diverse range of people and organisations. We work closely with many stakeholders and partner organisations and do what we can to help others meet their aspirations and deliver against their objectives.

Our stakeholders and partners include local authorities such as the Peak District National Park Authority, Derbyshire Dales District Council, Chesterfield Borough Council and Derbyshire County Council, public bodies such as Historic England, Natural England, Forestry England, the Arts Council and the Environment Agency, Government departments such as the Department for Environment, Farming and Rural Affairs (DEFRA), His Majesty's Revenue and Customs (HMRC) and the Department for Digital, Culture, Media & Sport (DCMS) and funders such as the National Heritage Lottery Fund, National Heritage Memorial Fund and private foundations.

They include national, regional, and sub-regional organisations such as Accessibility UK, the East Midlands Chamber of Commerce, Derbyshire Wildlife Trust, National Trust, University of Derby, Stagecoach East Midlands, Marketing Peak District and Derbyshire, Chesterfield Tourism, Business Peak District, Derbyshire Dales CVS, the Peak District National Park Partnership, the Derbyshire Local Economic Partnership.

They include local organisations such as the Parish Councils of Baslow, Beeley, Chatsworth, Edensor, Pilsley and Rowsley, our tenants, our neighbours who live in the local villages and the local area, our colleagues (past and present), suppliers, supporters, friends, and visitors.

Many of these organisations and individuals have interests in specific areas, for example Historic England and Natural England. Others, such as the local authorities, have a wide-

ranging set of responsibilities and interests. All, we believe, value the heritage, landscape, natural environment and have the best interests of the communities associated with Chatsworth and the people who come to enjoy spending time here in mind.

The majority of the Chatsworth Core Estate is defined by HMRC as a National Heritage Landscape, qualifying for conditional exemption from capital taxes. This area is subject to a Heritage Management Plan produced and agreed with the Capital Taxes Offices in 1989. The Heritage Management Plan provides details of the heritage property and the means by which it will be managed and protected. The focus of the Heritage Management Plan is on the maintenance of heritage buildings, of landscape and the provision of public access. The Heritage Management Plan is not an impediment to management or commercial enterprise, it is enabling and provides for continued leisure and tourism activity alongside access, farming, woodland management and stewardship of heritage assets and landscape.

We have undertaken an extensive policy review in support of the development of this Whole Estate Plan. We have also looked closely at the Landscapes Review led by Julian Glover that was published in September 2019 and the Government's response to it. As part of this we carried out a headline exercise to 'map' the most regularly mentioned matters and issues across the four themes of the new Peak District National Park Partnership Management Plan. The output of this work can be seen in Figure 11 overleaf.

This analysis provides a strong steer about the things that matter to our stakeholders, at least those who have produced policy documents. We know from our regular engagement with local people, businesses, and parishes that the things which matter to them relate to the availability of suitable and affordably priced housing and workspace, the

availability of local services and amenities including early years childcare, schools, health and recreational facilities and the volume and timing of traffic movements associated with our events.

Our analysis identified 34 issues or areas of interest cited across 29 relevant policy documents and papers. The most cited were (in order of incidence):

- Community, Nature Conservation (1st equal with 22 references).
- Education, Soil (3rd equal with 19 references).
- Climate Change, Biodiversity, Tourism, Economy (5th equal with 18 references).
- Protection of Important Species (9th with 17 references).
- Natural Beauty, Diversity & Inclusion (10th equal with 16 references).

Whilst this analysis is rather simplistic, we have researched the detail behind the headlines and are clear that the issues that appear to be most important to a core sample of our stakeholders resonate strongly with the things that matter to us.

	Net-Zero by 2040							Enhance Nature, Beauty and Cultural Heritage									Welcoming Place						Thriving Communities														
	Climate Change	Renewable Energy	Carbon Storage	Woodland Planting	Sustainable Use of Resources (Mining, Fishing, Timber etc)	Soil	Minimising Waste	Bog Restoration	Natural Beauty	Listed Buildings/Ancient Monuments	Nature Conservation	Natural Capital	Biodiversity	Clean Air	Clean Water	Protection of Important Species	Pollination	Managing/Reducing Harm from Chemicals	Cultural Heritage	Tourism	Dark Skies	History/Tradition	Outdoor Activity	Diversity & Inclusion	Education	Flood Risk Reduction	Access/Rights of Way	Cycling	Community	Economy	Housing	Health & Wellbeing	Transport	Digital Connectivity			
PDNP Management Plan 2018-2023	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
PDNP Local Plan	✓	✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
PDNP Cultural Heritage Strategy									✓									✓			✓			✓				✓									
Glover Review of Protected Landscapes and Gov Response	✓			✓	✓	✓		✓		✓			✓								✓		✓	✓				✓			✓	✓	✓	✓			
25 Year Environment Plan	✓		✓	✓	✓	✓	✓		✓	✓			✓	✓	✓		✓					✓		✓		✓	✓										
8-Point Plan for England's National Parks March 2016					✓	✓			✓	✓	✓		✓							✓	✓		✓	✓	✓							✓					
LEP: D2N2			✓				✓		✓	✓	✓		✓	✓	✓			✓	✓			✓	✓	✓	✓	✓		✓		✓	✓	✓		✓	✓	✓	
Natural England Building Partnerships for Nature's Recovery - Action Plan 2021/22						✓				✓			✓			✓								✓													
LIFE in the Ravines	✓			✓		✓																															
Natural England's Strategic Direction									✓		✓		✓			✓				✓				✓													
Conservation 21- Natural England's Conservation Strategy for the 21st C.									✓		✓		✓										✓	✓					✓	✓							
Historic England Future Strategy 2021		✓								✓	✓								✓	✓		✓		✓	✓				✓	✓	✓	✓					
Derbyshire Dales District Council Strategic Priorities	✓	✓											✓	✓						✓			✓		✓				✓	✓	✓	✓		✓	✓	✓	
High Peak Local Plan Adopted April 2016	✓	✓	✓			✓			✓		✓		✓						✓	✓			✓		✓				✓	✓	✓	✓					
National Parks: Supporting People, Places, Climate & Nature	✓				✓	✓			✓		✓		✓	✓	✓				✓	✓			✓	✓	✓	✓	✓					✓	✓	✓			
Forestry England – Growing the Future 2021-2026	✓	✓		✓	✓	✓			✓		✓		✓		✓					✓			✓	✓	✓	✓	✓										
DEFRA England Peat Action Plan May 2021	✓		✓			✓		✓			✓				✓										✓												
CLA Levelling Up - Unleashing the Potential of the Rural Economy					✓															✓																	
Business Peak District																				✓				✓												✓	
Nature Recovery Network	✓		✓	✓		✓			✓		✓		✓	✓	✓	✓		✓			✓		✓	✓		✓											
Peak District National Park Foundation (Official Charity of PDNP)	✓					✓			✓		✓		✓		✓					✓			✓	✓		✓											
Other PDNP Projects and Partnerships						✓				✓					✓					✓			✓	✓	✓		✓	✓									
The Royal Society Living Landscapes Policy Programme	✓	✓			✓	✓	✓						✓	✓										✓													
Derbyshire Dales CVS																																					
Emerging Content for PDNPA Management Plan 2023-2028	✓		✓		✓				✓	✓	✓		✓	✓	✓				✓		✓		✓	✓	✓	✓	✓									✓	
PDNPA Landscape Strategy 2009-2019	✓	✓	✓	✓	✓	✓		✓	✓	✓		✓		✓	✓				✓	✓	✓	✓	✓		✓	✓	✓										
State of Nature in the Peak District 2016	✓		✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓		✓	✓		✓		✓	✓	✓	✓										
Government Food Strategy 2022	✓	✓	✓	✓	✓	✓	✓			✓														✓													
Feeding Britain from the Ground Up	✓	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓							✓	✓	✓											
Totals	18	10	11	11	14	19	7	5	16	8	22	4	18	11	12	17	4	5	13	18	4	8	13	16	19	12	10	4	22	18	7	12	10	5			

Figure 11 - Stakeholder policy review

The things that matter to us

The Devonshire Group's vision is: *Benefitting our heritage, our people, and our shared future.* This holds true on the Chatsworth Core Estate, where 'heritage' is built, cultural and natural; 'people' are the team, tenants, visitors (paying and non-paying), local community, stakeholders, suppliers, partners, learners and others beyond (including those who may never visit Chatsworth in person and/or for whom Chatsworth will offer an experience they don't yet know they need); and 'our shared future' is the environment, wellbeing, education/learning and a sense of place.

Our approach to the management of the Chatsworth Core Estate is consequently landscape focused, heritage, people and natural capital led; generational in outlook; ambitious in approach. We will adhere to our core values of always improving, decency and being inclusive.

This high-level view translates in practice to a keen interest in and care for our built and natural heritage, landscape, biodiversity, natural capital, for people, and community.

Our management and investment approach focuses on securing the best possible outcomes in these areas, whilst creating economic opportunities for others, welcoming visitors (physical and increasingly digital) in sustainable numbers, generating and attracting the money needed to deliver against our responsibilities. Above all, continuing to make Chatsworth viable and accessible, while respecting and cherishing all that makes it special.

Alongside these objectives we are committed to doing what we can to enhance the economic, social, and environmental conditions and outcomes enjoyed by people of our local communities, of the Peak District and of Derbyshire. We can achieve this by using the enviable national and international reputation and quality of the art, heritage, environment, and landscape of Chatsworth to maintain and create opportunity for all in the heart of England.





The estate we know today

This section provides a detailed insight into the estate that we know as Chatsworth today. It offers an analysis of the natural and cultural heritage assets that the estate hosts, and of the social, economic, and cultural capital that it supports.

Heritage in the round

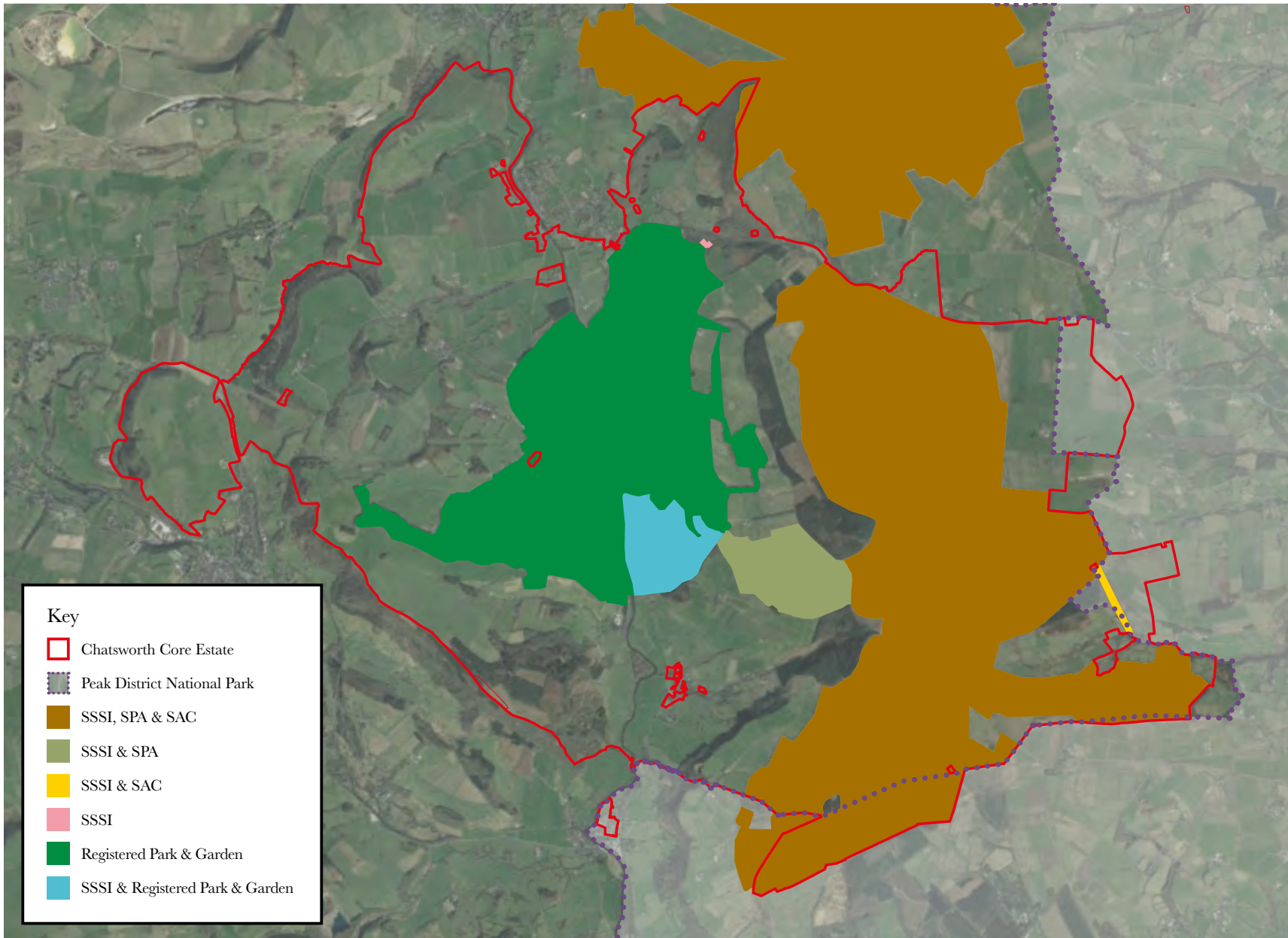
The estate we know today is the consequence of human activity over millennia. Starting with the earliest of settlers, through Roman, Saxon, and Medieval times people of all kinds imposed great change on the natural landscape and created a series of layers of settlement with associated patina of natural, farmed, and built environment.

Much of this legacy has subsequently been ‘over written’ by the actions and interventions of subsequent generations, most of which at Chatsworth has been led and delivered by 16 generations of the Devonshire family. Evidence remains of earlier influence. It is captured in the archaeological landscape and in the registered Scheduled Monuments associated with it.

The Devonshire years have provided a rich legacy of landscape character, natural capital, and cultural heritage. Much of this remains in the buildings, garden, parkland, woods, moor, and field systems that we see today, and which are protected in various measures as Registered Park and Garden, Listed Buildings, Conservation Areas and by the creation of the Peak District National Park in 1951.

Chatsworth is particularly special because of the holistic nature of its heritage and the interconnectedness and interdependencies of natural, cultural, and built elements. It is the combination of these forms of heritage that creates such an exceptional place, which supports a mosaic of habitats and biodiversity, scenic beauty, and provides the richness of opportunities for people to experience, explore, and learn.

It is also the holistic nature of Chatsworth’s heritage that provides such a broad and valuable range of public benefits, including complex outcomes that are environmental, cultural, social, educational, and economic in form, and which are derived from the combination of human activity (ingenuity, creativity, passion and commitment, investment, and development), and of natural capital.



Glossary:
 SSSI - Sites of Special Scientific Interest
 SPA - Special Protection Area
 SAC - Special Area of Conservation

Figure 12 - Map showing landscape designations

The archaeological landscape

The Chatsworth Core Estate is an extensive planned and manmade landscape which also preserves a wide range of archaeological sites and monuments (49 scheduled monuments). The oldest landscape survives on the eastern moors, where long term clearance and agriculture starting as early as the 4th millennium BCE created conditions for the development of the present moorland and left a relict landscape of fields, settlements, and burial sites.

Evidence of these is preserved in the Bronze Age settlement complexes and associated cairnfields on Gibbet Moor, and on Rabbit Warren on the high ground to the east of Stand Wood and Beeley¹³. The complex at Beeley comprises a prehistoric field system with associated cairnfield, and adjacent stone circle and possible site of a building. The field system includes clearance cairns (deposits of picked stone) and linear field banks which identify regular shaped plots for cultivation.

The lower land was also settled, as evidenced by the dispersed alignment of five Bronze Age bowl barrows situated in Calton Pastures¹⁴. It includes a roughly circular flat-topped mound measuring 21 metres by 19 metres and standing about 1 metre high. Later building in the area included the Promontory Fort further to the east at the head of the valley (south of Ballcross Farm)¹⁵. These lower lying areas have remained in agricultural use up to the present day. Consequently, prehistoric remains (burial mounds at Calton Pasture and Cracknowle, and the Iron Age hill fort at Ball Cross) are only visible at the margins of cultivated ground.

The celebrated landscape on the lower ground is mainly medieval, though modified by the later practice of enclosure (Pilsley) and emparkment (Edensor). Most of the elements of a developed medieval landscape (villages, roads, and arable, and pasture areas) continue to be recognisable in some form. Pilsley village survives on its medieval site, and retains large areas of medieval strip fields, fossilised by later enclosure period field walls and hedges. Edensor village was rebuilt in the 19th century on its present site to accommodate the changes in the landscape setting and approach to the House, but the remains of the earlier medieval settlement remain as archaeological features, and many house platforms are still identifiable as parch marks in dry weather.



¹³ List entries IUD 1019000, 1018999, 101647

¹⁴ List entries IUD 1007994 to 1007998

¹⁵ List entry IUD 1011430

Listed buildings

The extensive investments described above have created built as well as natural heritage. There are in the region of 118 listed buildings within the Chatsworth Core Estate. Many relate to the house, its garden, pleasure grounds, and wider environs. There is also a large cluster at Edensor (35 listed buildings), where almost the entirety of the buildings in and related to the village are listed, at Beeley (11 listed buildings), Pilsley (12 listed buildings), at Calton Lees and the environs of the southern entrance to Chatsworth Park (five listed buildings and the Scheduled Monument of One Arch Bridge, just below Calton Lees) and on the edge of Baslow and to the north of Chatsworth Park (six including the Cavendish Hotel).

Of these, nine associated with Chatsworth House and environs are listed as Grade I, Chatsworth House, Stables, Paine's Bridge (Stables and Paine's Bridge commissioned by the 4th Duke from James Paine 1717-1789), the Registered Park and Garden (designed firstly by William Kent in the 1720s and then later by Lancelot 'Capability' Brown during the 1760s), features in the gardens including the Cascade, Flora's Temple, two Egyptian statues first situated behind the Old (former 1st Duke's) Greenhouse (now in the house for at least 20 years), and a series of Herms laid out in a circle around the Ring Pond.

Five are listed as Grade II*. These include the Hunting Tower (possibly designed by Robert Smythson circa 1582), Queen Mary's Bower, the Old Greenhouse, Beeley Hill Top Farmhouse and the Estate Office.





Figure 13 – Map showing listed buildings and scheduled monuments

Registered Park and Garden

1,925 acres of land associated with Chatsworth House are designated as a Grade I Registered Park and Garden. This area, together with the historically important Stand Wood, the lakes above the scarp to the east of the house, meadows and surrounding woodlands (totalling 2,372 acres in all) is subject to a Parkland Management Plan¹⁶ agreed with Natural England and included within a Higher-Level Stewardship Agreement.

The Parkland Management Plan describes Chatsworth as ‘one of the most elegant, grand and extensive designed historic landscapes to be found anywhere in the world’.

It goes on to remark that it (Chatsworth) ‘holds a key position in the history of English landscape design, in part because its landscape has been influenced by some of the greatest artists and designers of their time including George London, William Kent, Lancelot Brown, Sir Jeffry Wyatville, and Joseph Paxton. Each of these remarkable individuals - encouraged, directed, and supported by successive Dukes and Duchesses of Devonshire - have left their mark on the landscape through architecture, waterworks, woods, parkland planting, and the creation of views which link the design together’.

The garden is equally as important, benefitting from the same input and commitment, and the continuity of ownership and management by the Devonshire family since the mid-16th century.

The Grade I Registered Park and Garden includes 17 listed buildings, one scheduled monument (One Arch Bridge), two areas designated as Sites of Special Scientific Interest (Old Deer Park and Jumble Coppice), areas of Ancient and Semi Natural Woodland and one Conservation Area partly within the park boundary and two others bordering the park.

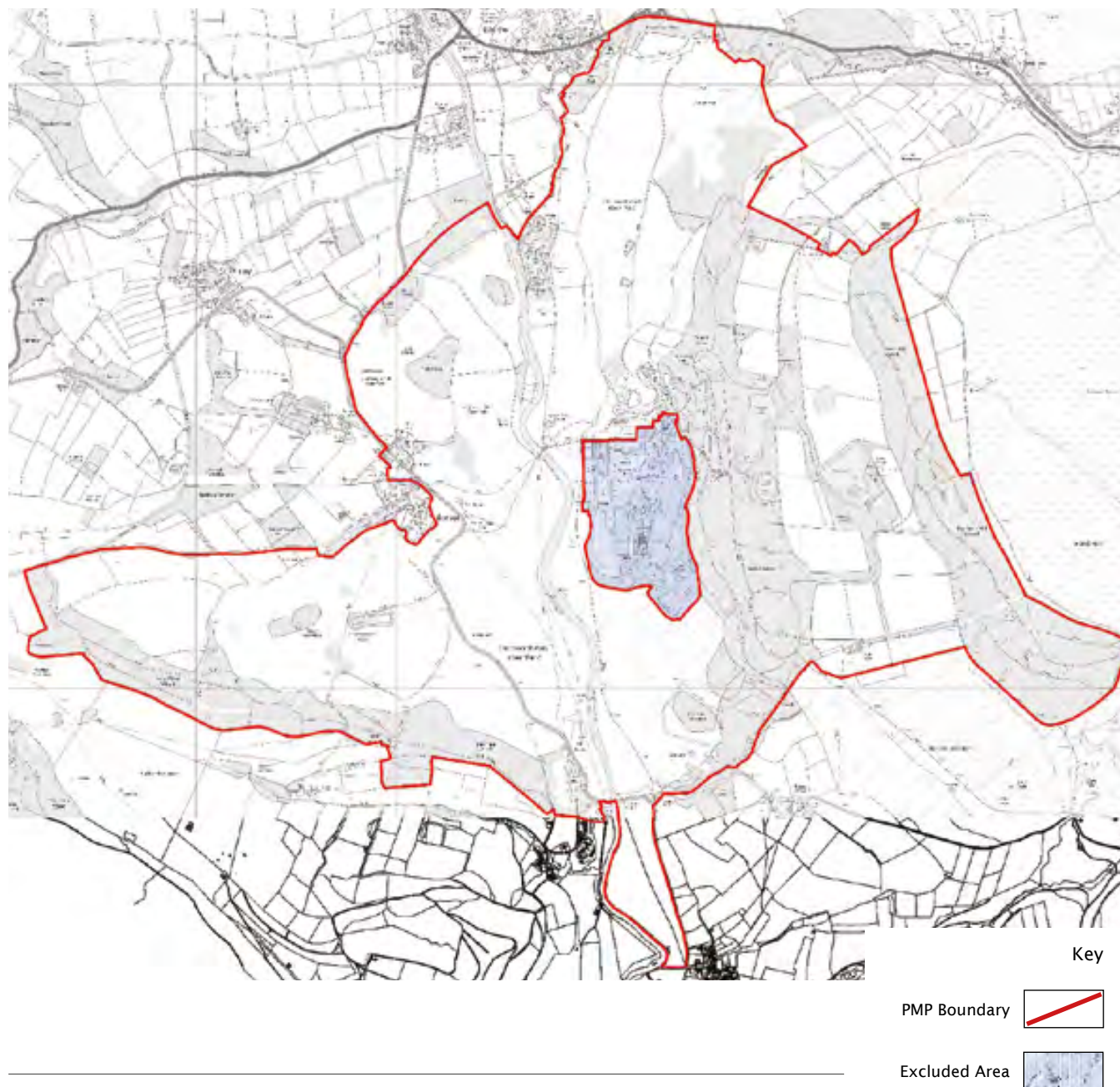


Figure 14 - Parkland Management Plan Boundary (Chatsworth Parkland Management Plan Review, February 2022)

¹⁶ Chatsworth Parkland Management Plan Review 2022

The park includes areas of wood pasture and hosts 53 varieties of trees. The most common is oak of which there are over 1,500. Lime is the second most frequently occurring tree with around 350, closely followed by beech with 273. Alder, sycamore, horse chestnut, hawthorn, ash, walnut and crab apple are also relatively common. These include numerous veteran trees, some of which are perhaps 600 years old, the remnants of the medieval Deer Park shown on Senior's Map of 1617 or hedgerow trees from the period before emparkment. Parts of the park have a high ecological value for waxcap fungi, together with several species of invertebrate and nationally scarce and notable lichens.

The Old Deer Park is located to the south of Chatsworth House and its garden, occupying land that rises steeply from the River Derwent in the west at 105m above sea level to the edge of Stand Wood in the east at roughly 240m. There has been a deer park at Chatsworth since before the mid-15th century and by the early 17th century this park extended as wood pasture to the south and north of the house with open 'launds' on the plateau shelf to the east. It is often repeated that the Old Deer Park is part of Sherwood Forest (as stated in the SSSI citation), but this is not the case as the administrative boundary never came as far west as Chatsworth. Nevertheless, the Old Deer Park retains a strong wood pasture character that has been subsequently overlaid with 18th, 19th and 20th century tree planting and built features.

The Old Deer Park has a rich and diverse deadwood invertebrate fauna which is primarily dependent upon the large number of surviving mature and over-mature trees that provide a wide range of small-scale habitats including living and dead wood together with every type and stage of decay. Many of the invertebrate species found in the Old Deer Park, including several nationally rare species, are indicative of a long continuity of mature woodland habitat. There is also a particularly rich assemblage of lichens and fungi, including several nationally rare and scarce species.



Stand Wood lies to the east of the house on the scarp slope on land that was part of the original Deer Park. Stand Tower, now known as the Hunting Tower, was constructed as a look out to provide a view of the hunt as a place of entertainment for family guests. The views to and from the Tower above the tree canopy are maintained to preserve the Tower's function as an eye-catcher from many parts of the parkland. It is now used as one of the estate's holiday cottages.

Stand Wood was planted in the first half of the 18th century, connecting two areas of Ancient Woodland to the north and south. Unsurprisingly much of the wood has high biodiversity value. Some 256 veteran trees have been identified through the wood, which is also included on Natural England's register of priority habitat (for woodland

and wood pasture). The species mix is wide, with the mid-19th century ornamentation still evident in a few places, although invasive *Rhododendron ponticum* has become a problem in places.

Oaks dominate the broadleaved content and, together with other broadleaves including beech, sycamore, some lime, and a little sweet chestnut, they make up the largest group of species. The conifer content is dominated by larch and Scots pine, with some lodgepole pine, Norway spruce and western hemlock.

Recent felling of the entire population of larch and sweet chestnut to prevent the spread of *Phytophthora ramorum* has led to major change in part of the woodland. These areas have been replanted with a rich species mix including some Mediterranean species with a view to climate change adaptation.

Stand Wood is widely accessible to the public. Woodland roads and paths have been waymarked and maintained to enable extensive informal use by walkers. Access can be gained from the Chatsworth House car park, or on foot from the park, moorland and Public Rights of Way that connect to the network of permissive access area and trails.



Water courses and bodies

The Chatsworth Core Estate forms part of the catchment and watershed for the River Derwent, a major tributary of the River Trent. The river rises on Howden Moor with Howden, Derwent and Ladybower forming the Upper Derwent Reservoirs. The watershed supplies more than 590,000 people with 200 million litres of water per day.

Schemes to add water bodies to the garden and grounds of Chatsworth House have utilised watersheds from the high ground, harnessing the Umberley Brook to create the Emperor Stream which feeds a series of manmade lakes within Stand Wood. The largest (Emperor Lake and Swiss Lake) are now classed as reservoirs due to their size. The others are the Ring Pond to the south of Emperor Lake and a field pond known as Mud Pond to the north of Swiss Lake. In addition, a small pond known as Old Pond (or Frog Pond) lies in woodland immediately to the south of Swiss Lake. This is the oldest of the water bodies and, because it feeds into Swiss Lake, it has previously acted as

a silt trap causing it to become colonised by vegetation and weed trees.

Water gathered is used to supply and drive features in the garden, including the world famous Cascade and the Emperor Fountain, the world's highest recorded gravity fed fountain, as well as to provide energy and water to Chatsworth House (via a turbine originally installed in 1888).

The lakes are a key feature of the designed historic landscape at Chatsworth, both visually and in terms of the role they play in feeding the water features in the garden.

Much of the high ground to the east (Gibbet Moor, East Moor and Beeley Moor) drains westwards to the Derwent via Heathy Lea Brook and Bar Brook to the north and Beeley Brook to the south. The management of the moorland has a direct effect on the speed with which water

drains towards the river, together with the volume and composition of storm run-off.

The river runs north to south through the centre of the Chatsworth Park. It falls approximately five metres from Home Farm to One Arch Bridge at the southern limit of the park at Beeley. The river has an associated flood plain within the park from around 50 metres at its narrowest point to around 300 metres at its widest.

The river forms a key part of the designed landscape setting for Chatsworth House. It was partially re-aligned as part of the creation of the 18th century parkland resulting in the removal of an easterly meander to the north of Chatsworth House.

The consequences of this re-alignment are now being felt as increased intensity of rainfall allied to the lack of meanders in the river upstream are leading to significant erosion to the eastern bank as the stream hits the first curve opposite the house.

This need, and the potential for impacts arising from any restoration work to ecology and to the experience and efficacy of the Grade I listed Registered Park and Garden led to the production of a River Management Plan in 2014. This Plan is recommended reading for anyone keenly interested in the formation and function of the river in its current form, its environs and significance.

The River Management Plan also provides a detailed options appraisal of five options; do nothing, continue current management, active management for ecology, reinstatement of key landscape design features and complete restoration of the 18th century design.

The preferred option is identified as Option 4, the reinstatement of key landscape design features. This led to the development of a project to restore the historic character of the river reach below (to the south of) Chatsworth House and to enhance wildlife value of the two ponds within the parkland. The main overall aim of the project is to reinstate the 18th century course of the river as it passed below Chatsworth House. A secondary but important aspect is to enhance, where possible, the ecological condition and value of the river; to improve existing habitats and to maintain and enhance the species diversity of the watercourse.

Details relating to each element of the scheme are set out in the River Management Plan.

One of the three sections identified in the River Corridor Management Plan (above the Cricket Pitch) have been completed. Work to address the two remaining sections is included within the longer-term conservation programme.



Garden

The garden at Chatsworth is widely accepted as being one of the most exceptional in the UK. There are few places that can claim the continuity of care, investment, innovation, and management over 600 years, or demonstrate a garden so multi-faceted, and which remains so relevant and agile, evolving to embrace new thinking, technology, and design with such assurance.

Covering 104 acres the garden includes celebrated features and installations such as the Cascade, the Willow Tree Fountain, the gravity-fed Emperor Fountain, and the Victorian Rock Garden. Alongside sculptures and structures the historic lawn associated with Capability Brown is a rich and diverse habitat of considerable ecological interest. Due care is taken of the natural and cultural heritage contained within what is a busy working garden and public space.

There is a long tradition of public access to the gardens. In the 17th century interested people were allowed to view both house and garden, and in the 18th century there was a tradition of public open days. The 6th Duke of Devonshire introduced house and garden entry for the public by ticket; entrance was free, but tickets had to be obtained in advance. Free entry was continued by the 7th and 8th Dukes; the 9th Duke introduced a small charge which was used to pay the guides and provide donations to local hospitals. Following the Second World War, the house and garden were re-opened to the public and have been open ever since.

The garden welcomed around 440,000 visitors as part of their visit to Chatsworth in 2022¹⁷ and, of these, 88,000 came for the garden alone. Added to this, 15,000 participants in school, community and outreach programmes attended organised visits to Chatsworth which include time in the garden and both the Stickyard and Old Potting Shed learning centres.



¹⁷ House & Garden 152,116, Garden 88,112, Complete pass 173,506, Outdoor ticket 24,472

Innovation and evolution are constant. Tom Stuart-Smith's recent Arcadia project is part of the biggest transformation of the garden for 200 years – it includes a remodelled Rock Garden, the new Maze borders, the re-planted Ravine, and Dan Pearson's redevelopment of the Trout Stream.

The approach taken to nature within the garden has also evolved. In recent years there has been a determined shift away from the use of chemicals and artificial fertilisers and a marked reduction in strimming and mowing. Wild verges, wildflowers and rougher grassland areas have replaced mown and cultivated edges in many areas. Baseline surveys of birds and butterflies have been undertaken. Monitoring will be undertaken, including regular citizen science surveys.

We aspire to make more use of the garden as a resource to support wellbeing, perhaps through official Social Prescribing, and partnering with mental health charities.

Farmyard and Adventure Playground

A core part of the visitor offer run by Chatsworth House Trust, the Farmyard was established in 1973 as the Farmyard and Forestry Exhibition or 'Model Farm'. It was launched with a variety of animals including dairy cows, beef cows and calves, sheep and lambs, pigs, horses, poultry, and goats together with a working milking parlour for demonstration.

An Adventure Playground was added in 1983 and has been upgraded and replaced four times since, with a fifth project planned for the 50th anniversary of the establishment of the Farmyard in 2023.

The Farmyard is accredited by the Rare Breeds Survival Trust, a recognition of the important role that it plays in caring for important and vulnerable breeds such as Blue Albion cattle, Suffolk Punch horses, British Landrace Pigs and Eriskay ponies.

The Farmyard welcomes tens of thousands of visitors a year and plays an important role in the estate's Learning and Engagement programme, enabling people of all ages to have access to a range of farm animals. It is also a working smallholding and provides pork to the Chatsworth Estate Farm Shop from its rare breed pigs.





Collections

Chatsworth House is home to a remarkable collection of art, jewellery, furniture, artefacts, books and documents of all kinds. These collections have been created by the 16 generations of the Devonshire Family who have called Chatsworth home. The 2nd Duke (1673-1729) was a great connoisseur and curated an outstanding collection of paintings, Old Master drawings and prints, ancient coins and carved Greek and Roman gems.

The 3rd Duke (1698-1755) commissioned William Kent to rebuild and furnish the family's London residence Devonshire House after it had been destroyed by fire. Much of the furniture designed by Kent is now at Chatsworth following the sale and demolition of Devonshire House in 1924.

The marriage of the 4th Duke to the heiress of architect and connoisseur 3rd Earl of Burlington brought an inheritance which (as well as estates and houses in Ireland, Yorkshire, and London) included all of Lord Burlington's architectural books and drawings as well as paintings and the entire contents of his houses (including more William Kent furniture, designed for Chiswick House).

Henry Cavendish (1731-1810), grandson of the 2nd Duke, whilst never resident at Chatsworth, contributed over 12,000 books, together with his scientific papers and instruments. A celebrated scientist he is particularly noted for recognising hydrogen as an element and being the first person to calculate the density of the earth.

The 6th Duke (1790–1858) was a keen collector in all areas. He formed an important collection of contemporary sculpture which he housed in the purpose-built Sculpture Gallery within the newly constructed North Wing that he had commissioned from architect Sir Jeffry Wyattville (1766-1840). He also collected books, he was a major buyer at the famous Roxburghe sale in 1812 and amongst other important acquisitions he purchased the celebrated library of Thomas Dampier – book collector and Bishop of Ely.

The Devonshire Collections remain a hugely important artistic and cultural resource and remain one of the most significant in Britain. They are made available to Chatsworth House Trust and looked after by a professional team led by the Head of the Devonshire Collections. The collections are widely accessed and studied and form an important part of the charity's learning and engagement programmes.

Details of activity associated with the collections can be found in the Annual Review of Chatsworth House Trust. The family, Trustees, and executive team of the charity share aspirations to invest further in creating greater access to the collections and optimising their use as a learning and cultural resource.



Natural capital and land use

The Core Estate is a managed and working landscape. Land management objectives include production of food, timber, and fibre, public amenity, nature and environment, heritage, landscape, and enjoyment. Management decisions are made to achieve balance and complementarity wherever possible. Of the total area, 70% (8,604 acres) is managed for farming and nature, 18% (2,212 acres) is wooded and managed for timber, access, amenity, and nature and 12% (1,376 acres) associated with Chatsworth House and the Registered Park and Garden is mainly dedicated to public access, enjoyment, wellbeing, and learning.

Landscape character

The landscape of the Chatsworth Estate contributes to the landscape character of the areas defined within the Peak District National Park Authority's Landscape Strategy 2023 as Derwent Valley and Eastern Moors. The heart of the estate associated with Chatsworth House, its garden, park, old deer park and wooded escarpment make a significant contribution to the character of the Estatelands Local Character Type (LCT) whilst other areas of the estate contribute towards the Valley farmlands with villages (Beeley and the southern farmland areas associated with the Derwent and Wyre rivers), Enclosed gritstone upland (Calton Pastures), Open moors (East Moor) and Riverside meadows (Landscape Character Types).

The estate's approach to land use and the management of its natural capital assets is informed by a keen understanding of, and respect for the contribution it makes to the landscape character of the Derwent Valley and the mosaic of landscape character across the Peak District.

Farmland

The Core Estate hosts 11 farm businesses, ten of which are run by tenants.

All farm enterprises hosted on the Core Estate are pasture based; some, such as Handley Bottom Farm, include sections of moorland. The ten farming businesses operated by local families on Chatsworth land include dairy, beef, and sheep enterprises.

Chatsworth Farm is run by the estate with a directly employed team led by the Farm Manager. The farm extends to 5,498 acres and operates as a regenerative grass-fed livestock enterprise, producing high quality beef and lamb which is processed locally and sold through the estate's various outlets including the Chatsworth Estate Farm Shop, pubs, restaurants, and cafes. Land use is a blend of moorland and permanent pasture of 'improved' and 'semi-improved' grassland.

The whole of Chatsworth Farm is included in an Environmental Stewardship Scheme. 262 acres of land at East Moor is also part of a Sustainable Farming Incentive pilot focused on developing suitable herbal leys for use within the wider system (and area). The Farm Manager is in the process of consolidating what are currently five separate agreements into new schemes, which is likely to bring significant opportunities for further environmental enhancements.

Beyond the in-hand farming enterprise, the tenant at Bubnell Cliff Farm has entered a Higher-Level Stewardship Scheme and is about to embark on a new project to create an area of wood pasture on land to the north of the A619 above Pilsley.

Moorland

The estate includes 3,615 acres of moor situated on the plateau to the east of the house and Beeley village. This peat moorland is an important habitat supporting an increasingly wide range of flora and fauna. It also plays an important role as a water catchment and regulator of water flow, and as a sequester and store of carbon.

The moorland forms part of the Eastern Peak District Moors Site of Special Scientific Interest, the South Pennine Moors Special Area of Conservation, and the South Pennine Moors Special Protection Area. The Eastern Peak District Moors are of special interest for their breeding birds, upland vegetation, lower plants, invertebrates, and geological features. The combination of blanket bog, wet and dry heaths, acid grasslands and small flushes, together with gritstone edges, cliffs and boulder slopes, streams and moorland reservoirs, and fringing woodland represents the full range of upland vegetation characteristic of the South Pennines and supports several important species assemblages.

The Natural England citations state that the site has good populations or in some cases the only population of several regionally scarce higher plants and animals, including species at the edge of their national range. The site also provides important habitat for lower plants, including several nationally notable species. It has some of the best localities for lichens on millstone grits and peat in the Peak District and the woodland on the moorland edge supports a good assemblage of bryophytes. The moorland and moorland edge mosaic supports diverse assemblages of insects including many that are nationally scarce.

The upland breeding bird assemblage is of great regional importance and contributes significantly to national importance of the South Pennines. The site supports most of the upland breeding birds found in the region. Some parts of the site are particularly diverse holding

many species at high numbers, and overall there is a nationally important number of breeding merlin (1.5-2.4% of the British population), a species listed in the European Commission Birds Directive as requiring special conservation measures. The site is also important for certain over-wintering and passage birds.

The moorland supports healthy levels of biodiversity including sphagnum mosses, liverworts, lichens, bog myrtle, sedges, crowberry and bilberry, snipe, golden plover, curlew, lapwing, merlin, ring ouzel and short eared owl.

The moorland is included within a Higher-Level Stewardship Agreement. The aim of the Management Plan (agreed with Natural England) is “to continue to manage the site to deliver favourable conditions for all interest features for the Site of Special Scientific Interest, Special Area of Conservation and Special Area of Protection whilst seeking to do so in a way that is consistent with the owner’s business and other objectives.”

The moors are managed to deliver ecosystem services associated with water provision, water flow regulation, carbon storage and sequestration and biodiversity. This is achieved with narrow matrix cutting of the heathland vegetation, sensitive managed grazing by the Estate’s Luining cattle and sheep from the in-hand farm enterprise, and the management of water levels (via leaky dams and the blocking of drains and grips).

The importance of active management to maintain a mosaic heather and blanket bog environment can be seen from the condition of an enclosed block at the north of the moor which was fenced to support heather restoration, but which has reverted to birch scrub as a result of natural regeneration and the exclusion of grazing animals.

Woodland

Woodland on the Core Estate extends to 2,212 acres, approximately 18% of the total area.

There is a rich history of woodlands in this part of Derbyshire. Prior to the deforestation and clearance associated with human settlement, the estate and surrounding area would have been covered by natural forest, mostly of oak and ash, with birch and rowan on the higher ground.

Some of the historic woodland area and sites have survived, protected perhaps by the early creation of a Deer Park (as long ago as the 15th century). The main estate woodlands include 30 acres of Ancient Semi Natural Woodland and 179 acres of Plantation on Ancient Woodland Sites (PAWS).

There are many veteran trees within the estate. A survey has identified 380 trees within the main estate woodlands. This figure is an addition to those in Chatsworth Park and the Old Deer Park.

The first written evidence of the plantations as we see them now was in the middle of the 18th century. The 4th Duke’s accounts books of 1757–63 describe intense forestry activity. After 1768 the amount of new planting declined sharply, until the 6th Duke (following in his grandfather’s footsteps) increased planting alongside his gardener Joseph Paxton.

Park Wood and Hare Park were planted in 1835. In 1870 woods were planted at Heathy Lea and Birchills. From 1890 to 1925 the estate gained a reputation for the high standard of its forestry management and served as a training ground for foresters.

Plantations were re-established during these years including Little Egypt, Barks, the higher parts of Stand Wood and Bunkers Hill. Lees Moor and part of Lindop were also newly planted during this period. At the turn of the 20th

century many of the plantations such as those at Bunkers Hill, Lindop, and Lees Moor were re-established.

More recently (2012), 76 acres were planted at the Warren where the aim is to establish native woodland tree and shrub species which will create a diverse woodland habitat, as well as a place for people to enjoy. In 2018, 14 acres of mixed and multipurpose woodland were planted at Beeley Moor Farm to produce a commercial crop for the future, while achieving landscape and conservation objectives. It will also provide natural flood management through riparian planting to the downstream village of Beeley.

The woods are diverse in species. Conifer species extend to some 1,152 acres and represent just over half (52%) of the total woodland cover. The dominant species are Scots pine and larch. Not all the coniferous species are a commercial crop. The inclusion of conifers of different varieties adds important diversity supporting a wider range of wildlife. The broadleaved woods extend to 949 acres (there are 109 acres taken by rides, roads and areas of open space). The broadleaf species are truly mixed, and include oak, beech, birch, and ash.

A significant proportion of the woods (around 63%) are classified as Mature (534 acres) or Over Mature (865 acres). There are 163 acres of young woods in the establishment phase (0-9 years) and a further 146 acres in the early thicket stage (10-19 years).

Like much of England, the Chatsworth woods have suffered badly from the impacts of disease in recent years. Virtually all the larch, some of which were mixed within the older woodlands at Stand Wood, have been felled in accordance with Forestry Commission direction to limit the spread of *Phytophthora ramorum*.

The woods have also been hit by ash dieback, resulting in the loss of groups of trees throughout the mixed broadleaved woodlands. Areas cleared by disease-driven felling are being replanted with native productive

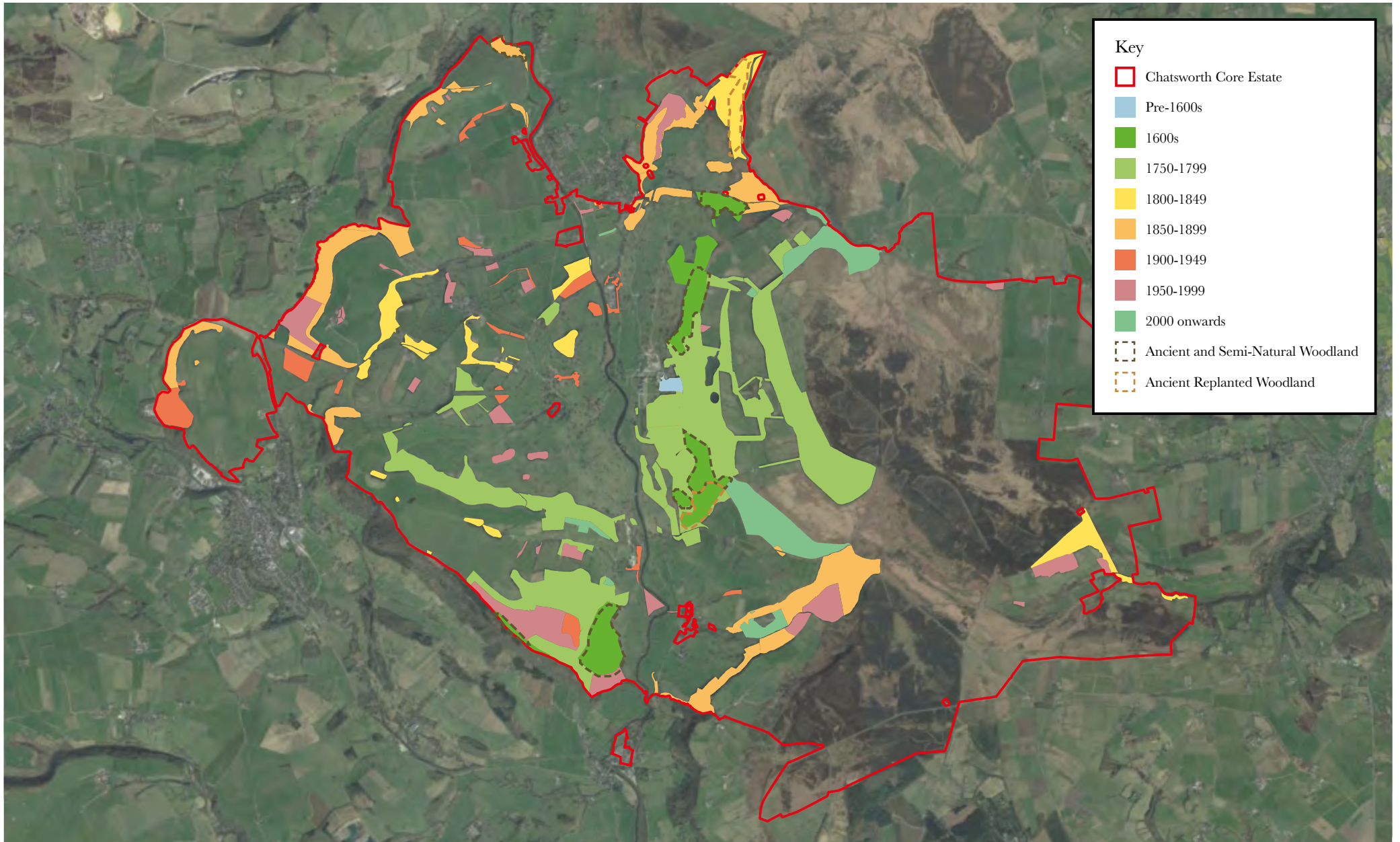


Figure 15 – Map showing woodland planting dates and woodland designations (date ranges shown on this map have been selected to closely align to the landscape history phases identified in the Parkland Management Plan)

broadleaves on ancient woodland sites and site-suited conifers elsewhere.

The woods play an important role as part of the designated Peak District National Park landscape and form a backdrop to many important views, including those associated with Chatsworth House, the designed landscape of the parkland and with celebrated views and vistas. They are also an important natural capital asset that delivers a range of ecosystems services including timber, carbon sequestration and storage, water regulation, biodiversity, access and informal recreation.

The woods are managed by a directly employed team led by the Forestry Manager, in accordance with a Woodland Management Plan agreed with the Forestry Commission and a Countryside Stewardship Scheme agreed with Natural England.

During the 2020 planting season a variety of new experimental species was planted alongside traditional timber and native hardwood species. Species chosen included coastal redwood, Japanese red cedar, and Weymouth pine. The performance and disease resistance of these species will be actively monitored, and the learnings shared with the Forestry Commission and Royal Forestry Society.

Field Boundaries

The farms, park, woodlands, and moorland of the estate include a network of drystone walls and hedges. The hedgerow network is mainly situated in the edges of the estate beyond the designed landscape and its environs and on the roadsides where there are up to 16 linear miles of hedgerow. These hedges are a store of carbon and provide an important wildlife corridor. They offer great potential to enhance their value as a wildlife habitat, as well as a useful carbon store and as a result the majority will see less cutting, either leaving one side unclipped each year (in field side) or breaking the hedgerow network into sections and only clipping once every two, three or four years (whilst



ensuring no compromise to pedestrian, cyclist, rider or motorist safety), or allowing to grow higher whilst clipping each side.

The drystone wall network across the estate is extensive. This network includes walls of historical importance which are recorded in the original Heritage Management Plan (1994). The estate is committed to make every effort to maintain these field boundaries in reasonable condition. Elsewhere the maintenance of every boundary is not expected but the estate engages in an annual programme of maintenance, part of which has been supported by the Higher-Level Stewardship Scheme.

The areas of the estate associated with the parkland benefit

from a series of ha-has. A ha-ha traces the line of the B6012 which delineates a western boundary of the park associated with Chatsworth House beyond (west) of the River Derwent. This was likely to have been established in 1830-1831 at the time of the realignment of the Edensor to Baslow Road and appears to have been designed to enable views from the road, and the village, into the parkland and towards Chatsworth House as much as to facilitate views out.

The estate is committed to maintaining the condition and efficacy of the ha-ha network. The ha-ha running from the Estate Office alongside the Baslow Road has been the subject of expert restoration including the removal of all self-set vegetation and scrub to reinstate the open vista.

Biodiversity

Chatsworth Core Estate is a rich biodiversity resource. It comprises a wide range of UK Biodiversity Plan Priority Habitats including Acid, Calcareous and Neutral Grassland, Ancient Woodland, Blanket Bog, Bracken, Deciduous, Coniferous, Mixed and Yew Woodland, Upland Heathland, Upland Flushes and Water.

Protected and BAP Priority and Red List species recorded on the Chatsworth Core Estate within the Derbyshire Biological Records maintained by the Derbyshire Wildlife Trust records include brown hare, harvest mouse, hedgehog, curlew, lapwing, song thrush, skylark, tree pipit, linnet, cuckoo, yellowhammer, reed bunting, merlin and swift. Nightjar have also been seen in the estate woodlands.

Recent monitoring has identified a thriving breeding population of Barn Owls, a Sand Martin colony and regular sightings of Goshawk, Red Kite, and Hobby.

Reptiles recorded include Common Lizard, Adder and Grass Snake.

A wide variety of bats have been recorded including barbastelle, common pipistrelle, leisler's, daubentons, soprano pipistrelle, brown long eared and noctule. Water vole have been regularly recorded in the area of the Cricket Pavilion and the Emperor Stream, otters and white clawed crayfish in the garden, and great crested newts in the park and garden, and by One Arch Bridge.

The estate also hosts an outstanding volume and diversity of insect and other invertebrate life, particularly associated with the deadwood and veteran tree resource of the park; a rich lichen and fungal flora associated with the park and grasslands; and the botanical diversity of the moorland, woodland and grassland habitats.

The estate has introduced a Making More Space for Nature programme into its management objectives in recent years and is in the process of appointing a Head



of Natural Capital. Recent and subsequent management plans for woodlands, moorland, parkland, and farmland include a focus on management with and for nature alongside farming, timber production, soil and peat health and public access.

The creation of an estate wide Natural Capital Strategy will be the priority of the new Head of Natural Capital. We expect this work to be done in collaboration with our land management team, with our farming tenants and with key partners such as the Derbyshire Wildlife Trust and the Peak District National Park Authority.

This strategy will consider an integrated approach to regenerative and nature-friendly farming and land management, direct interventions to drive nature recovery and address the impacts of climate change, including positive management to improve soil health and sequester increased levels of atmospheric carbon. It will consider both land sharing and land sparing, including a move to some wilder areas where this is considered suitable within the context of a highly designed and designated landscape.

Ideas offered by those who shared their feedback on the Consultation Draft that we will look to bring into our plans include the creation of new hedgerows and networks of wildlife corridors, the planting of disease resistant Elms as habitat for White Harestroke butterfly, restoration of riverbank fauna to support water voles, the protection of Sand Martin nest colonies and ongoing management to support farmland birds.

The estate will also take a hard look at emerging and developing financial markets for 'Nature Based Solutions', both those arising from regulatory requirements (Biodiversity Net Gain and Nutrient Neutrality), Government supported carbon codes (Woodland and Peatland), and direct agreements between private sector or charitable 'buyer' and land manager. When looking at these opportunities to drive financial investment into nature recovery the estate will be mindful of its own journey towards Net Zero and the need to be sure that its operations are net positive in terms of carbon use and sequestration.

Built capital

The estate includes a significant number of houses, cottages, farm, estate and commercial buildings. Our built capital comprises:

- Chatsworth House, Stables and Garden (numerous ancillary buildings and structures e.g. greenhouses, Stickyard, Flora's Temple, Cascade, Game Larder, Queen Mary's Bower, Paine's Mill etc).
- Chatsworth House car park.
- Farmyard and Adventure Playground.
- 207 houses and cottages (homes) including 10 farmhouses (associated with working farms).
- 18 properties or structures used as holiday cottages.
- The Estate Office, Cavendish Hall, and Park Rangers House.
- Chatsworth Estate Farm Shop.
- Broome's Barn commercial and retail yard.
- Heathy Lea Guest House.
- Devonshire Arms pubs in Pilsley and Beeley.
- Cavendish Hotel in Baslow.
- Chatsworth Caravan Park (Barbrook).
- Chatsworth Garden Centre (Calton Lees).
- Cunnery Barn at Pilsley (Peak Ales visitor centre).
- Edensor Tea Room.
- The Old Smithy Tea Room at Beeley.
- Dukes Barn Outdoor Centre at Beeley.
- Calton Lees Car Park.
- Two bridges over the River Derwent (Paine's Bridge and One Arch Bridge).
- Numerous field barns and shelters.
- Roads and trackways within the park, woodlands and farm.
- Two reservoirs (Emperor and Swiss Lakes).
- The Emperor Stream and associated structures.
- Two weirs in the River Derwent.

Much of this built environment has significant historic interest (in all there are 118 listed buildings) and all make some form of contribution to, or impact upon,



the designated landscape in which it is set. All this built environment has some form of function, mostly practical, sometimes purely aesthetic, but all contributes to the integrated whole that is Chatsworth.

The estate's residential property includes the entirety of Edensor village, of Pilsley village, of Calton Lees and part of Beeley Village. Other properties are situated alongside or as part of farmsteads, on farms, in or adjacent to the Registered Park and Garden.

Many of these buildings are extremely fragile. The vast majority were designed and constructed more than 200 years ago, and in some cases more than 500 years ago. None were designed with reference to the regulations and requirements of the 21st century.

The care of this built environment is shared between Chatsworth House Trust and The Chatsworth Settlement. The allocation is dependent on the location of the property and its siting relative to the boundaries of the lease from the Settlement Trust to the charity.

Much care is taken of this environment by those who live, work, and use it. Much care is also felt for this built environment by those who see and experience it when they visit Chatsworth, those charged with the protection and oversight of heritage assets and of the designated landscape in which these buildings and infrastructure are situated. Ultimately however, responsibility for this built environment rests with the Devonshire family, Chatsworth House Trust, and the people who work for and on the Estate.

This care requires a great deal of them in terms of time, effort, and money.

Added to this are exceptional items associated with the restoration and renovation of heritage assets in the care of the charity of which there is a constant list of projects. The charity undertakes a regular review of its buildings and structures for which it is responsible to understand their condition and set priorities. This Quinquennial Review produced for Chatsworth House Trust in 2022 has identified a conservation programme with a total value at 2022 prices of £30 million.



Field Barns

One of the legacies of Chatsworth's medieval past and the enclosure of previously open field systems is the network of small field barns and bothies associated with individual pasture enclosures.

These structures are numerous across the Core Estate. They make an important contribution to the landscape yet are now completely impractical for any kind of farming use (due to their size, the form and number of openings and their location).

Some are in good repair, others deteriorating as the practicalities of estate finances make it impossible to maintain them all concurrently.

We are very mindful of the part that these structures play in the story of the making of the Peak District landscape

and are keen to develop an approach that will ensure the survival and adaptive re-use of the most important whilst maintaining as many as we can in some form in the landscape.

The field barns have recently been subject to a specific study, Chatsworth Estate Traditional Farm Buildings, Outfarms and Field Barns Survey, commissioned by the estate from Jeremy Lake Heritage and Historic Landscape Management with financial support and advice from Natural England. The study provides an exceptional record and assessment of the incidence, condition and potential offered by the structures. Whilst some are recognised as best left to nature, many are found worthy of being pro-actively maintained for future generations to enjoy and experience the contribution they make to landscape and cultural heritage and several as having potential for sensitive alternative re-use.

Social capital

The estate supports and contributes to social capital within the local area and Peak District National Park in a variety of ways.

Local Community

The estate's housing stock provides homes for hundreds of people who contribute to community life, events, and organisations. Approximately 51% of the housing stock is let into the open rental market by the estate, with the balance occupied by those who work on or have previously worked on the estate.

The pubs in Beeley and Pilsley and the Farm Shop act as community hubs, providing opportunities for people to connect and meet their social and provisioning needs close to home.

The social club and sports facilities (Bowls, Cricket, Golf, Gymnasium, Tennis and Swimming) in Edensor support local health and wellbeing, as does free access to the estate's landscapes. These landscapes are a source of enjoyment and wellbeing for thousands.

The estate often plays host to fundraising events including fell runs and sponsored walks or rides. Examples from previous years include the Helen's Trust 10k and associated Fun Run.

There are many long-standing agreements which give local communities the use of estate buildings and land for low or peppercorn rents. For example, there are many allotments on the estate, some of which have stayed within the same family for generations. The Dukes Barn charity which supports young people by bringing them into the countryside uses estate property within Beeley. The Cavendish Village Hall and Playground in Beeley play an important role in village life and the Baslow Playing Field providing bowls, cricket, football and tennis and multi-use facilities plus the woodland playground facilities offer an important community hub and health and wellbeing facility for the village of Baslow.

Learning and engagement

Learning is at the heart of everything that we do.

Chatsworth House Trust provides diverse and inclusive learning experiences and activities across the estate, inspired by the estate, and the programme provides art, heritage and environmental learning-based programmes for a broad range of participants. In a typical year, in the region of 15,000 learners would participate in programmes delivered on-site, through facilitated and self-guided programmes that take place onsite, offsite, and digitally.

Devonshire Group has a partnership arrangement with the University of Derby. This includes provision of work experience to students across several faculties, access to learning from the University for colleagues and the delivery of training courses.



Cultural impact

The Devonshire Collections and their associated histories and stories positively impact the lives of our local communities, and create a cultural destination to attract visitors, artists, academics, and others to be inspired and inspire.

Accessibility

We recognise that Chatsworth can be a difficult place to enjoy for those with access requirements including those who are blind or partially sighted, or with limited mobility. These challenges are exacerbated when, as at Chatsworth, the house, garden, park, and woodlands are situated on a valley side with a significant slope.

Our Visitor Experience team has consequently worked hard with specialist partners to design and bring forward ways to make Chatsworth as accessible as possible. These discussions have led to provision of a fully wheelchair accessible visitor route in the house as well as extensive accessible paths in the garden and wider parkland. A wheelchair accessible gate, the Cannon kissing gate, was installed in 1999 to enable wheelchair access to the park while maintaining livestock control. In addition, funding has just been secured to install a fully accessible Changing Places toilet.

Equality and Diversity

At Chatsworth, we are working towards a future that we want to see, and we are committed to Inclusion and Diversity in everything we do.

Inclusion embraces a variety of differences, and we have been underrepresented in our workforce which means that we need to push for greater representation to ensure that our workplaces are environments that we all want to be a part of and proud of.

Championing diversity leads to innovation and creativity and increases our ability to change.



We advocate inclusion and we celebrate diversity. We ensure that all colleagues feel welcome, respected, and able to be their true self at work; we believe when this happens, our colleagues can achieve their full potential. But it's not just our colleagues who benefit; multiple perspectives also help to show the diversity of the Chatsworth community, helping us better meet our visitors' needs.

Support of local governance

The Duke and Duchess of Devonshire and Lord and Lady Burlington act as Patron, President, or Governor of over 120 charities, sporting clubs and community groups, many of which focus on the local community. Our colleagues, too, are often heavily involved with their local communities, engaging with regional organisations, and representing the estate, and many are directly involved in supporting local public interest bodies. Examples include:

- Visit Peak District & Derbyshire - Head of Brand, Communications and Audiences is a Board Member.
- Derbyshire Culture, Heritage and Tourism Board - Head of Brand, Communications and Audiences is a Board Member.
- Business Peak District - Estates Director is a Board Member.
- Peak District National Park - Estates Director is an Advisory Board Member.
- Derbyshire CLA - Estates Director is a Committee Member.
- Dukes Barn, Beeley (a charity providing outdoor education experiences for young people) - Estates Director is a Trustee.
- Cavendish Club - Estates Director is Treasurer and a Committee Member.
- Chatsworth Horticultural Society - Head of Gardens and Landscape is Chair, Estates Manager is a Committee Member and Cavendish Hall Caretaker is Honorary Secretary.
- Edensor Parish – estate colleague is elected representative.

- Pilsley Parish - estate colleagues are elected representatives.
- Pilsley Primary School - Estates Manager and estate colleague are Governors.
- Derby and Derbyshire Local Access Forum – retired Estate Surveyor is a member (currently Chair).
- Farming in Protected Landscapes – Estates Manager is a Board Member.
- Peak District Local Access Forum – Deputy Estates Manager is a Board Member.

In addition, the Garden team has fostered a relationship with Bloom Sheffield, a local community flower garden for women and girls. The organisation promotes positive mental health through therapeutic horticulture. The team at Chatsworth has offered support through the exchange of materials and advice, delivering a workshop on seed saving and dahlia division.

The Learning and Engagement and Garden teams support WELLIES, which stands for Wellness, Education, Learning, Laughter, Inspiration, Environment, Skills. WELLIES is a charitable programme set up by Growing Rural Enterprises in Sudbury, supporting adults with mental health and learning difficulties through floristry, horticulture, and other hands-on crafts. A group of participants was invited to Chatsworth in the summer of 2020, where they were given a tour of the garden. They also had the opportunity to pick a bouquet of flowers from the cutting garden and were able to take home some saved seed. There are many more examples, and the direction of travel is to develop even more relationships and partnerships of this type.



Economic capital

Chatsworth is a significant economic actor within the Peak District National Park. Its economic contribution delivers important economic gains to the National Park, Derbyshire Dales District, Derbyshire and the East Midlands Region. Some of our work, such as the research associated with our built heritage, our natural environment and our collections is of national and international significance.

The Chatsworth Core Estate hosts 952 jobs. Colleagues are based at Chatsworth House, in the Estate Office, in the Cavendish Hotel, Devonshire Arms pubs, in the garden and wider landscape.

The scale of this employment base is hugely significant in a National Park where 93% of businesses employ fewer than nine people. The range of job types, the coverage from apprentice and junior roles up through operative, team leader, management and senior management is also significant and hugely valuable within the economy of the National Park.

Paying visitors to Chatsworth House, garden, Farmyard and Adventure Playground and car parks number approximately 600,000 in a normal year.

The economic impact of visitor spend has been assessed by undertaking surveys of our visitors to understand the nature of their visit, their motivations for visiting and their spending patterns for the duration of their visit. This allows us to understand the level of expenditure in the wider economy that is directly attributable to the visit to Chatsworth.

Our surveys showed that 72% of our visitors only or mainly came to the Peak District to visit Chatsworth House or stay in the Devonshire Group hotels.

Our analysis also provided some interesting insights. Day visitors to Chatsworth spend on average £24 per trip in the

wider economy. For visitors who stay overnight in the area this rises to £240 per trip. We are aiming to convert 'days to stays' by investing further in our accommodation offer. Not only does this boost the overall economic impact of our visitors on the local economy, it also helps to reduce the number and length of car journeys.

As part of our commitment to our shared future, over the next ten years we are aiming to double the benefit to local economies from our organisations. To reach this goal, we need to be able to measure our economic impact on both a national and local level. In 2019 we entered a Knowledge Transfer Partnership (KTP) with the University of Derby. Part-funded by the Government, the KTP supported the appointment of an Applied Economist position within the Group for the duration of the project.

This two-year project ran between March 2020 and March 2022, working with academics from the University of Derby, the partnership has developed a methodology for calculating our economic impact and embedding this knowledge within our organisation.

The first report from the KTP "Economic Impact Report for the Devonshire Group" was published in 2022. It provided an assessment of the 'baseline' economic impact for the Group for the year 2019/2020 and the two following years, which captures the wider impact of Covid on the business.

Details of the findings are provided in the section Measuring Our Impact.



The operation of the estate

This sub-section provides details of the activities that the estate hosts and the work and enterprises associated with the care and management of its diverse land, property, art, and heritage.

Management

The responsibility for management, maintenance, restoration, and day to day operations is shared between Chatsworth House Trust and The Chatsworth Settlement. Information on the structure and governance of these two organisations can be found in the second section of this document, Introducing the Estate.

Chatsworth House Trust

Chatsworth House Trust's charitable objectives state that it is "dedicated to the long-term preservation of Chatsworth House, the collections, garden, woodlands and park for the benefit of everyone".

The charity is responsible for the care and maintenance of the heritage heart of the estate. It holds a lease from The Chatsworth Settlement of land and property including Chatsworth House, garden, Stand Wood, the parkland included within the Registered Park and Garden, in all some 1,925 acres.

The day to day operations are led by the Director supported by the Chief Operating Officer, and a senior management team that includes experts in collections, art, conservation, historic buildings, gardens, landscape management, events, cultural programmes, learning and engagement, and visitor experience. Other specialists directly employed include joiners, electricians, plumbers, and gardeners.

The charity bears the financial responsibility for the care and management of this property and where necessary its repair and restoration. As well as generating revenue through welcoming visitors to the house, garden, Farmyard and Adventure Playground, the charity hosts a programme of events, charges for car parking (at Chatsworth House and Calton Lees) and hosts conferences, weddings, and celebrations within its hospitality spaces in the former Stables. A proportion of the turnover generated by catering and retail on-site is given to Chatsworth House Trust every year. The percentage of turnover is set and reviewed by external specialists.

Further revenue is generated through sponsorship arrangements with partners and by licencing the Chatsworth brand for use on appropriate third-party products. Examples include the financial support given by Gucci to the development of the Arcadia garden by Tom Stuart-Smith and the licencing arrangement with the Woolroom. Chatsworth House Trust also operates a membership and 'Friends' scheme and accepts donations and legacies.

The charity publishes an Annual Review which provides detailed information on its activity and performance. The most recent Review available is for 2022 and can be accessed through www.chatsworth.org

Stewardship

Chatsworth House Trust undertakes a five-yearly survey and report of the house, stables, farmyard, garden and related buildings and structures. The most recent was undertaken in 2021. The purpose of the report is to identify any urgent repairs, potential health and safety issues and establish the general condition of built structures to protect against heritage and financial loss.

The latest report highlighted important work that will need to be carried out to the Cascade and Paine's Mill over the next few years.

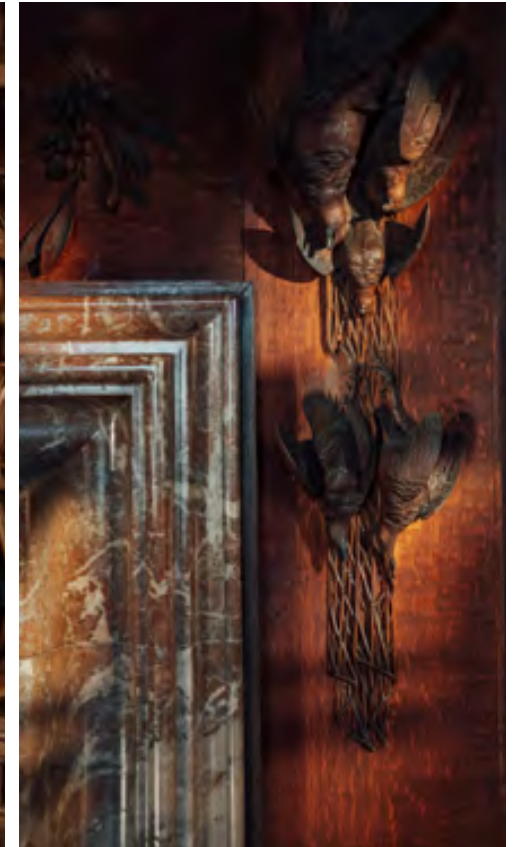
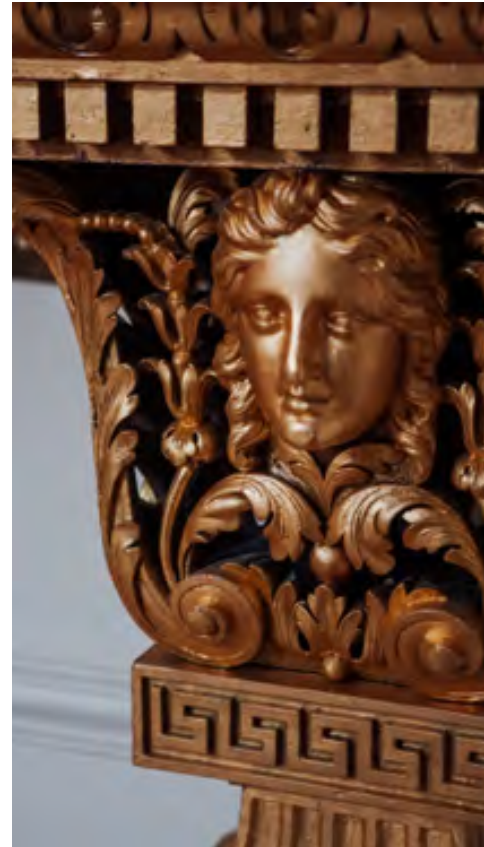
The charity works hard to raise funds from charitable foundations, from appeals and from public sector programmes (e.g. the Heritage Lottery Fund) for these specific restoration projects, and is currently working to raise the £5.5million needed to repair the world famous, and Grade I listed Cascade within the garden.

This is just one of a £30 million conservation and restoration programme that has been identified by the latest five yearly survey. Other significant projects include works to the first floor of the Grade I listed former Stables, to Paine's Mill, the Aqueduct, the Elizabethan Terrace in the south garden, Queen Mary's Bower, Flora's Temple entrance, and the Three Arch Bridge.

The conservation challenge is not limited to buildings. There is a long list of landscape projects as well as the pressing need to address erosion to the banks of the River Derwent within the parkland just to the north of the Three Arch Bridge, the restoration of the 6th Duke's carriage drive, leaks in Swiss Lake and the collapsing sough (channel) to Paine's Mill.

Collections and archives

The charity benefits from access to the Devonshire Collections, showing many items on the visitor route around Chatsworth House, using them for exhibitions at Chatsworth, and lending items to exhibitions worldwide. It shares the care and management of the Collections with The Chatsworth Settlement. This task falls to a team of 25 led by the Head of the Devonshire Collections. The Collections team currently operates from Chatsworth House where they carry out an invaluable role of preventive and interventive conservation, cleaning, cataloguing, renovating, sharing, and engaging visitors through narrative interpretation. Central to their ambition is widening access to the collections; physically, digitally and intellectually through engagement, enjoyment and understanding. The team also conceives and curates a creative programme, facilitates loans to other galleries and museums, and welcomes visiting academics, curators, heritage consultants, local historians, and the general public to undertake research.



The Chatsworth archives span more than 450 years, from the Elizabethan era to the present day. They document the history of Chatsworth and many of the other properties owned by the Devonshire family past and present, including Hardwick Hall, Bolton Abbey, Devonshire House, Burlington House, Chiswick House, Compton Place, Londesborough, Lismore Castle and their associated estates.

Following the successful award of an Archives Revealed grant from the National Archives in 2020, a project archivist produced detailed catalogues of five of the most important archives at Chatsworth. These detailed descriptions are now available to access online via The National Archives Discovery website and Archives Hub website.

The Collections team supports an average of 160 research visits and 280 external queries each year.

Landscape and Garden

The garden is managed by a team of 20 gardeners together with three trainees and 50 volunteers, who work closely with the Duke and Duchess of Devonshire and Lord and Lady Burlington who, like all their forebears, are committed to making the garden as extraordinary as it can possibly be.

In addition to tending to several million plants and trees the garden team operates a kitchen garden which provides seasonal fruit and vegetables to the estate's catering outlets, cut flowers, plants, shrubs and trees for the estate's retail outlets, as well as ingredients for a range of products sold in the Chatsworth Estate Farm Shop including botanicals for products sold at and beyond Chatsworth.

Beyond the garden, a dedicated Landscape team is responsible for the care and maintenance of Chatsworth Park and its environs including public areas of Stand Wood. This team works alongside the estate's arborists to care for the park's many veteran and specimen trees, supports events, clearing up after visitors and maintain the nine miles of park boundary wall.



Farmyard and Adventure Playground

The Farmyard is run by a team employed by Chatsworth House Trust. The Farmyard team works closely with the Chatsworth Farm team to ensure the highest standards of husbandry. A working smallholding, it supplies rare breed pork to the Chatsworth Estate Farm Shop and plays an important role in safeguarding rare breeds.

The Farmyard also forms part of the Learning and Engagement programme. Over its 50 years it has welcomed millions of visitors and offered a living connection to farming and food production.

Visitors

Chatsworth House Trust welcomes in the region of 600,000 paying visitors to Chatsworth most years and more still to its events programme. This figure has been static for nearly ten years now and there are no plans to seek to add to it. This is a deliberate strategy as the Trustees believe this to be the appropriate capacity to deliver a balance between the critical drive to generate earnings and the charity's charitable objectives to look after Chatsworth House, its collections, garden, woodlands, and park for the benefit of everyone.

In addition to welcoming visitors, the charity hosts catering and retail outlets within the former Stables, in the house and at the Farmyard, supported by pop-up outlets in the garden and Adventure Playground at busy times. This offer is very popular with visitors; data suggests that nearly all visitors engage with the food and beverage offer in some way and two thirds with the homeware and gifting retail offer¹⁸.

Chatsworth House Trust shares in the revenues generated from the catering and retail operations and uses these funds to help pay for the work and the resources needed to care for and maintain the house, garden, collections, and landscape. They are also used to support the charity's cultural, learning and engagement programmes.



Art, Learning and Engagement

Chatsworth House Trust runs vibrant art, learning and engagement programmes. Details of activity undertaken each year are provided in the Chatsworth House Trust Annual Review.

The art and cultural programme include exhibitions from the collections, engagement with academics and citizen researchers providing access to the art, furniture, textiles, clothing, pottery, silver, glassware, jewellery, archives, and books of the Devonshire family. It also includes installation events with art and sculpture in the park, such as the hugely successful Radical Horizons exhibition that ran for six months from late spring to early autumn 2022 and external loans from the Collections.

The exhibition was created in partnership with the Burning Man Project, a non-profit organisation from America, and comprised 12 monumental artworks displayed for free. Three of the works were built in-situ with the support of

local schools (almost 600 school children from five primary schools helped to create the new sculptures). Instrumental in empowering visitors to get the most from the exhibition was a team of 30 dedicated Radical Horizons volunteers, who shared the stories surrounding the artworks. Two autistic students joined the volunteer programme leading to the establishment of a pilot training programme with Portland College in Mansfield. Seven young people were offered paid opportunities to work as Young Ambassadors in the park, engaging visitors in the landscape.

The Estate is committed to making a positive difference to people's lives by inspiring a love and understanding of art, heritage, and the environment. This is led by the Learning and Engagement department, who create learning opportunities across the Devonshire Group, enriched by the essential qualities of our estates, to inspire current and future generations and affect how they live in and think about the world around them.

¹⁸ Number of transactions at F&B tills equates to 45% of visitor numbers and at retail tills to 35% of visitor numbers. Transactions will generally cover more than one person as people purchase for their group. Average group size is 2.5 based on car park data and observation.

The team fulfils the charitable objective of Chatsworth House Trust (advance the education of the public in the arts and sciences) through positioning ourselves as STEAM (Science, Technology, Engineering, Art and Mathematics) learning destinations and in our strategic ambitions:

1. To provide in-depth learning experiences that make a positive difference to individuals, the sector and society
2. To be a leader in creating high quality and accessible arts, heritage, and outdoor learning experiences
3. To expand our educational reach by collaborating effectively with the diverse expertise available within the Devonshire Group

The charity applied an educational discount to 24,000 tickets and the Learning and Engagement team provided a learning experience at Chatsworth to 8,000 young people during 2022.

In addition to a programme for schools and teachers, the team has developed a family learning programme with workshops for the under-fives and primary-school aged children. This includes 'Little Pips', a successful early years gardening club and a range of holiday and half-term activities based on connecting with nature in the garden and woodland settings.

Recent additions to this programme include a gardening club for children with autism and 'Mini-Makers' – an art-based club for the under 5s.

Volunteers

The work of Chatsworth House Trust is significantly aided by a growing cohort of volunteers. Volunteering opportunities have long been established in the house and garden. Each year around 200 volunteers give their time to help the charity maintain the fabric, take care of the garden and wider landscape, contribute to the care and research of the collection, welcome visitors and host events.



The Chatsworth Settlement

The land, property, farms, and woods of the Chatsworth Core Estate are owned by The Chatsworth Settlement. The Trust works closely with the family to direct and oversee the management of the estate.

The Trust also owns and runs a series of businesses that trade on and beyond the Chatsworth Core Estate. The senior executive team, led by the Chief Executive, includes specialists in farming, land and estate management, forestry, property, retail, hotels and restaurants, catering, IT, communication and marketing, people finance, sustainability, Health and Safety.

An introduction to the businesses that operate on the Estate is provided below.

Property

The Estates team led by the Estates Director manages the property, land, and natural capital assets of that part of the estate that is not included in the lease to Chatsworth House Trust (working closely with Chatsworth House Trust where relevant).

The estate lets property to people for use as homes, as businesses and farms. The let property comprises 11 farms and other small land lettings, 197 residential properties, 81 commercial units (51 on the Core Estate and 30 at Peak Village), including the Caravan Park, Garden Centre, Ballcross Farm and Heathy Lea holiday cottage complexes, Broome's Barns retail units at Pilsley, Tea Rooms in Edensor and Beeley, and the Dukes Barn Outdoor Education Centre in Beeley.

The Estates team deals directly with its tenants, collecting rents and service charges, managing lettings, and dealing with all matters and issues arising. The Estates team also looks after buildings used for estate purposes such as the hotel, pubs and holiday cottages and the Farm Shop and community buildings and assets such as the Cavendish Hall in Edensor. The Estates team organises repair, maintenance and renovation projects procuring works and materials from local contractors and suppliers wherever possible.

In addition to property care and lettings, the Estates team deals with public rights of way, wayleaves easements and the many and varied 'asks' of the estate from third parties to facilitate their projects, cross or make use of estate land and property.

Fifteen tenant farmers are responsible for managing 4,219 acres of the Core Estate through a variety of farming systems: beef, sheep, and dairy. These businesses utilise and contribute to the management of a range of habitats from the grassland at the western extent of the Core Estate right up to the moorland on its eastern extent.

The Property team, led by the Property Development Director, manages Peak Village in Rowsley.



Hospitality and retail

The need to generate revenue to address debts arising from capital taxation and to operate the estate as a viable and financially sustainable enterprise led the 11th and 12th Dukes and Duchesses to develop and embrace a commercial approach.

The story of creation of one of Britain's leading heritage destinations at Chatsworth started with the re-opening of the house and garden to the public after the Second World War. The 11th Duke and Duchess Deborah were the first to fully operate Chatsworth as a visitor attraction following the early and unexpected death of the 10th Duke. This required the creation of a new car park, a team to welcome visitors, and a catering, hospitality, and retail enterprise to add to the experience. Since the early beginnings Chatsworth has become one of the most-loved heritage experiences in Britain, now welcoming on average 600,000 paying visitors each year.

The Devonshire Hotels and Restaurants Group operates two Devonshire Arms pubs, the Cavendish Hotel, and a portfolio of holiday cottages on the Core Estate, as well as a wider portfolio of venues across the family's Yorkshire Estates.

The hospitality businesses work closely with Chatsworth Farm and the Gardens team, making best possible use of estate produce. Categories supplied direct from the estate include beef, lamb, venison, game, vegetables, fruits, salad, herbs, general crops, plants, and flowers.

The retail business has grown significantly from its early years and comprises Homewares/Lifestyle and the Chatsworth Estate Farm Shop. The operation has developed in sophistication, significantly extending its range of products. It now operates three outlets at Chatsworth House: the Stables, Orangery, and the Farmyard. There is also a retail area within the new Chatsworth Kitchen concept at Peak Village.

In recent years the business has moved beyond complete reliance on Chatsworth as a point of sale. It has developed a strong online e-commerce business, and has created a series of licenced products, working with producers and makers who wish to partner with the Chatsworth brand. A good example is the Woolroom range of bedding products made with wool from the Chatsworth sheep flock and sold under the Chatsworth name on licence.

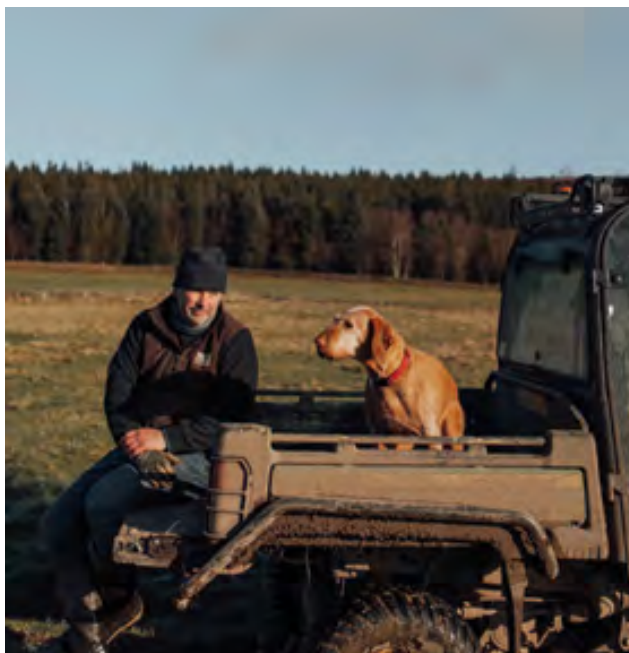
The Chatsworth Estate Farm Shop is perhaps one of Chatsworth's best known business successes. Established by Duchess Deborah in 1977 it has grown to become one of the leading and most popular farm shops in the country winning Farm Shop of the Year Award on a number of occasions and most recently becoming Reed Retail/Farm Shop and Deli Awards winner 2022. The Farm Shop showcases local produce, both from the estate and from a growing portfolio of local artisans and makers. The business works hard to source as locally as possible (within 30 miles) and currently in the region of 50% of all products are local.

Local products include Chatsworth Farm beef and lamb, Chatsworth venison, rare breed pork from the Chatsworth Farmyard, and vegetables, fruit, plants and flowers from the Chatsworth Garden alongside locally made Chatsworth Gin (at Peak Ales, a tenant of the estate), candles made in Barlow at Cuckoostone and much more.

The Chatsworth Estate Farm Shop and its Café are an important local facility. Research into the shop's customer base and buying patterns has shown that in the region of 50% of customers and transactions are local people engaged in 'convenience' provision shopping. Of the remainder, approximately 25% are visitors to Chatsworth and 25% visitors to the wider Peak District.

The Farm Shop sells a range of product categories and could do more to provide a route to market for local makers if it were able to expand its sales area.





Farming

Less visible, in terms of their being a ‘normal’ part of the countryside, but no less impressive or successful are the estate’s farming and forestry enterprises.

The farming enterprise operates from Dunsa Farm within the heart of the estate. It is a livestock business, producing grass-fed beef and lamb for the local (estate) market as well as further afield. The farm covers 5,498 acres running from the land around and beyond Edensor and Dunsa, across the parkland and up to Park Farm and Game Lea Farm on the higher ground to the east of Chatsworth House.

The in-hand farming operation plays an important land management and conservation role as well as being a producer of food. The choice of breeds, numbers and age of stock and the way they are grazed are all determined with the maintenance of Chatsworth’s landscape, and its accessibility to visitors as a key objective.

Chatsworth Farm is led by the Farm Manager, supported by an Assistant Manager and a dedicated team of stock men and women. The team has embraced a move towards a more regenerative approach to farming, being actively involved in developing grazing and herbage techniques that will improve soil health, enhance biodiversity, and add to the carbon stock in the soil.

Regenerative changes have included a reduction in sheep numbers from a peak of 3,300 to 2,500 ewes (the flock spends six months on arable land beyond the Core Estate), the introduction of native Luing and Hereford cattle in place of more commercial Limousins, and a renewed focus on supplying the hospitality, catering and retail offers at Chatsworth. Around 65% of finished stock is used by the estate’s customer facing outlets.

The application of artificial fertilisers and chemicals to grassland has ceased, a significant change from the previous approach that saw 58% of land receive artificial fertiliser in 2015. This change has been enabled by the ability of the Luing cattle to out-winter, thus reducing the need to feed forage in housing. An increased focus on the importance of the dung generated by stock to soil health means that the beef herd is no longer treated with wormers ‘prophylactically’ but only when required to address disease. Interventions to increase diversity in grassland species is supporting this new approach.

The farm uses its cattle and sheep to provide conservation grazing on the moorland as part of the Moorland Management Plan agreed with Natural England.

Chatsworth Farm collaborates and shares knowledge with the estate’s tenant farmers and neighbouring farmers via the Peak District Estates Cluster Farming Group. This group comprises 41 members in total and covers 24,340 acres.

Forestry and Arboriculture

The Forestry enterprise is responsible for the care and commercial operation of the estate's 2,212 acres of woodland. The estate's woods provide a range of functions, they are a space for nature, an amenity area for people to enjoy access, a base for sporting activity, a store of carbon, but also a growing product that needs to be 'farmed'. The woods at Chatsworth include 2,100 acres of conifer and mixed broadleaved plantations. These are managed using best in class silvicultural techniques and deliver an important source of revenue to the estate.

The estate carries out all arboricultural, harvesting and planting operations with its own directly employed team comprising a Forestry Manager, Assistant Forester, Graduate Forester, five Arborists and a team of 10 working in the harvesting, firewood and biomass enterprises.

The current Woodland Management Plan (2018 – 2028) includes objectives relating to these ecosystem services.

Landscape considerations mean that coniferous plantations will be restructured sensitively, and continuous cover forestry used where practically possible to avoid large scale landscape change associated with clear felling.

Forest operations will be designed to minimise impact on natural hydrology. A policy of minimal intervention and enabling natural regeneration will help maintain tree cover and reduce the risk of surface water run-off (with resultant sediment pollution of the rivers Derwent and Wye) and any potential impacts on private water services. 'Buffer' corridors will be created at the time of first or second rotation felling and second rotation restocking either side of open drains, streams and around ponds. The team is working with the Trent Rivers Trust to construct woody debris dams to increase the quality of water in rivers and water courses and slow the flow downstream.

The most sensitive woodland habitat is found in the two areas scheduled as Sites of Special Scientific Interest,

the Old Deer Park and Jumble Coppice. The Old Deer Park is a particularly rare and important habitat which sustains numerous species of beetle associated with dead and decaying wood. These include several species listed as 'nationally rare'. The rocky slopes on the eastern and south eastern sides of the Park host 'unimproved' acidic grassland with bracken, as well as flowering shrubs and herbs which are a rich and important nectar source for adult insects.

The estate woodlands are home to many protected species including goshawk, buzzard, various owls, bats, willow tit and nightjar.

The woods also host significant populations of wild deer, mainly Red and Fallow. A Deer Management Plan is in place that is delivered by the Estate's stalking team. The objective is to gradually and sustainably reduce the population towards a target density of five per 100 hectares. Grey squirrel control is also undertaken and monitored by the same team.

Public access to the woodlands is enabled across much of the Core Estate. A waymarked network of permissive trails has been established in Stand Wood, making use of both woodland roads, rides and connecting paths. New Piece Wood is also within the area managed by Chatsworth House Trust for public access.

The Woodland Management Plan includes key objectives relating to Forests and People. These include participation in the Royal Forestry Society's 'Teaching Trees' programme which offers fully funded woodland visits and classroom sessions delivered by the Society's Education Officers. The Woodland Management Plan sets out a programme of felling and thinning. This delivers sound silvicultural practice and will produce wood fuel as well as timber, generating important revenues. The plan provides for an average annual cut across the Main Estate Woodlands (of which the Core Estate woodlands form a major part) of 5,100 m³/yr over its first ten-year period.

The forestry enterprise is a major producer, processor, and supplier of firewood. Active management of woodlands produces thousands of tonnes of wood from the process of thinning the plantations each year. Some of this is converted into firewood and sold into over 400 homes across the local area.

Around 15% of the woods are designated for Minimal Intervention where it is hoped that an approach which enables natural process-led regeneration will gradually transform these spaces into Natural Reserves where conservation of biodiversity is the prime objective.

Most of the woodlands will be restocked after felling. Mixed broadleaves will comprise a mix of site-suited broadleaves including aspen, alder, birch, beech, hazel, field maple, sycamore, oak, lime and willow. Mixed conifer will be a selection of alternative conifer species including alternatives spruces, firs and pines, in addition to cedars and hemlocks.

Restocking will be designed to enable a change in species composition, increasing the proportion of broadleaved stock, oak, and open areas at the expense of mixed conifers and larch. Open land will be maintained by the cutting of scrub in areas where trees are not encouraged, such as safeguarding areas for Scheduled Ancient Monuments.

The experience and learning available at Chatsworth dealing with the significant challenges created by *Phytophthora ramorum* and ash dieback has meant that skills acquired in the Forestry and Arboricultural team have become much sought after. The team now operates as a consultant to other landowners in Derbyshire and Yorkshire and is heavily involved in the LIFE in the Ravines Project created and funded by Natural England to tackle the threat that ash dieback poses to the forested river valleys of the Peak District.

Chatsworth in numbers

12,192 acres

WEP Area

1,880 acres

Wood Pasture and
Parkland

104 acres

Garden

8,604 acres

Farmland

2,212 acres

Woodland

3,615 acres

Moorland

80 miles

Hedgerows

26 miles

Riverbank

30 acres

Water bodies

49

Scheduled
Monuments

118

Listed Buildings

207

Houses and cottages

81

Commercial units

511

Local suppliers,
contractors, and
companies

26%

Open access

42 miles

Rights of Way

1 million

Visitors each year

40%

are free visits

15,000

Educational visits

4,000

Years the Devonshire
Collections span

c. 1,000

People employed

c. 200

Number of
volunteers

This final section considers the impact of the estate against the areas of shared importance to us, our stakeholders, and partners. It is based on a critical assessment undertaken by the Chatsworth team, and the contributions made to the production of key Management Plans for different parts of the estate by partners and specialist suppliers. It groups key areas into three sectors across five themes:

- *Environmental impact; nature and ecosystems services (including access) and sustainability.*
- *Cultural impact; conservation of heritage, community vitality and social contribution*
- *Economic impact; economic vitality and economic contribution*

The document closes with an analysis of the contribution that these impacts offer to the objectives set out in the new Peak District National Park Partnership Management Plan 2023 to 2028.

MEASURING OUR IMPACT



Environmental impact

Nature and ecosystems services (including access)

Chatsworth Estate is a major natural capital asset which generates a wide range of ecosystem services. The analysis offered below seeks to provide an insight into the breadth and type of outputs and outcomes delivered, some from management, others from the enabling of natural processes. It is unlikely to be comprehensive and it is not possible to quantify all the public goods and services arising without significant additional survey and technical investigation.

Ecosystem Services are described as the benefits people and society get from the natural environment. They are split into four categories, Supporting, Provisioning, Regulating and Cultural.

Supporting Services are functions provided by ecosystems that underpin all the other services. These comprise soil formation, primary production, nutrient cycling, water cycling and biodiversity.

Provisioning Services are products of ecosystems such as water, food, and the supply of raw materials. These comprise water supply, food production, timber, energy, and genetic diversity.

Regulating Services are the results of natural processes such as water purification and air quality. These comprise air quality, climate and carbon storage, water flow and flood attenuation, erosion prevention, soil and water quality, disease and pest mitigation and management and pollination.

Cultural Services are ‘non-material’ benefits that result from our interaction with the natural environment. These comprise recreation and tourism opportunities, cultural heritage experiences and values, tranquillity and inspiration deriving from experience of and engagement with nature.

Ecosystem Services are a function of the combination of natural capital and inputs, in terms of activity, intervention and operations making use of natural assets by people.

The estate’s stewardship of and investment in Natural Capital generates a broad range of Supporting, Provisioning, Regulating and Cultural Ecosystem Services. These include positive management and enhancement of habitat, biodiversity, soil, and water quality.

It also generates benefits and positive outcomes for people who live in hamlets, villages, and towns nearby, those who visit, and those who derive enjoyment from access to and the intrinsic beauty of the countryside and its cultural links.

Those involved in the management of the estate, its farms and its property work hard to consider the impact on ecosystem services of both daily operational decisions and longer-term investments.

The following table provides an insight into the way in which the Chatsworth Estate generates and contributes to Ecosystem Services. We want to continue to add to our understanding of the valuable Ecosystem Services the estate provides, and to use an enhanced understanding to influence future management. We expect to conduct regular analysis and assessment ecosystem surveys as part of our monitoring and improvement plans.

Table 2 – Ecosystem Services from the Chatsworth Core Estate

Ecosystem Service	Inputs	Outputs and Outcomes
Supporting Services		
Soil formation	Grass fed livestock production and conservation grazing with agreed stocking levels as part of Higher-Level Stewardship Scheme; regenerative farming techniques, retention of woodland cover; minimum cultivation techniques; soil loss management, including natural flood management; support for tenants wishing to enter agri-environment schemes; grassland surveys undertaken across the estate to identify areas of species rich grassland and inform management.	Improvements to the Soil Food Web, creation of new organic matter, retention of existing soils, carbon sequestration.
Primary production	Grass fed livestock farming and conservation grazing; retention of woodland cover; minimum cultivation techniques, no dig horticulture in garden, no use of pesticides, natural management of weeds.	Enhanced Food Web for higher consumers; insects, invertebrates etc.
Nutrient cycling	Use of natural fertilisers from beef herd, cessation of use of artificial fertilisers.	Nutrient rich grassland but limited run off to water courses.
Water cycling	Active catchment management on East Moor, harness catchment fed and spring water resource for use in farming systems.	Natural recycling of rainwater and spring water into aquifer and downstream catchments.
Biodiversity	Moorland restoration and maintenance. Sustainable woodland management, designated areas of minimal mechanical intervention, coppicing, removal of unsuitable species, retention of dead wood. Mixed farming practices. Supporting conservation grazing on moorland and hillsides, upland grazing including creating species rich meadows.	Wide range of priority habitats. Extensive nesting bird, raptor, invertebrate, butterfly and moth populations, including curlew, buzzard, red kite, hobby, barn owl. Six pairs of goshawks nesting successfully fledging four to five young between them. Upwards of 20 pairs of buzzards nested, most appear to have successfully fledged young. Pair of red kite successfully fledged two young and more pairs about. Hobby regularly seen. Four pairs of ravens known to have nested and fledged good broods. Five pairs of barn owls nested, 11 young fledged between them, Peregrine Falcons nested and fledged young. Curlew nested and fledged young, with young seen roaming in in-by fields at Game Lea and Nether Rodknowl Farms.

Ecosystem Service	Inputs	Outputs and Outcomes
Provisioning Services		
Water supply	Harness available spring supplies. Maintenance of water courses and bodies via fencing out and low density of stock, strategic tree planting to protect moorland catchment and to prevent nutrient and pesticide run off.	Clean water run-off to rivers and into the garden water features and reservoirs. Private water for domestic supplies.
Food production	Grass fed farming systems. Kitchen Garden.	Beef, lamb, dairy, game, fruit, vegetables, and botanicals.
Timber	Active management of woodlands, coppicing, and sustainable felling cycle.	Timber products, building materials, firewood, biomass fuel, many used on estate or locally e.g. local sawmills such as A. Hingley & Sons (Timber) Ltd near Belper.
Energy	Active management of woodlands, coppicing, and sustainable felling cycle for wood fuels. Biomass boilers in Chatsworth Renewable Energy Centre, hydro scheme in garden, roof mounted solar PV arrays at Chatsworth Estate Farm Shop and Devonshire Arms Pilsley.	Woodchip for own heating systems, firewood for over 400 local households, electricity from hydro and PV.
Genetic diversity	Professional management of grass-fed farming systems. Positive management of diverse habitats including grassland, moorland, riverine pastures, parkland and wood pasture and woodlands of various kinds (lowland, coppiced, ravine, hangar).	Wide range of priority habitats across the estate.
Regulating Services		
Air quality	Maintenance and sensitive management of 2,212 acres of woodland, grassland farming systems, use of natural fuels to supplement heating in estate houses.	High air purification capacity across estate.
Climate and carbon storage	Maintenance and sensitive management of 2,212 acres of woodland, regenerative management across 5,560 acres of grassland	Incidence of high carbon capacity across estate. Early planning for a full Natural Capital Audit of the estate including a Carbon Audit.
Water flow and flood	Grassland farming system, active management of water courses by fencing out stock, catchment management of moorland and hillsides, capture of surface water and moorland run off into reservoirs and lakes.	Natural flood management for River Derwent and Wye catchments.

Ecosystem Service	Inputs	Outputs and Outcomes
Erosion	Maintenance of woodland on moorside slopes and ravines, minimal till farming systems.	High organic matter in soils and retention in areas of grassland, protection of water quality (turbidity and eutrophication) and fish spawning habitats in rivers and streams.
Soil quality	Regenerative farming and natural grazing, use of organic matter for fertiliser; retention of woodland cover; minimum cultivation techniques.	High organic matter in soils and retention in areas of run-off and leachate risk.
Water quality	Grassland farming system, active management of water courses by fencing out stock, moorland catchment management, use of natural spring supplies.	High incidence of water purification capacity across estate.
Disease and pests	Maintenance and stewardship of diverse habitats. Active management of woods for disease control including pre-emptive felling of larch and sweet chestnut. Management of invasive species - American signal crayfish (a threat to the native white-clawed crayfish) removal from the River Derwent (56,000 removed in last five years), Himalayan balsam control also on River Derwent by River Keeper, Japanese knotweed - five year management plans by a knotweed treatment company on a small number of sites (four to five) where present. Careful sourcing of garden plants to avoid importing disease.	Regulates pests and disease by supporting a range of predators and parasites (birds, bats, flies, wasps, frogs, and fungi).
Pollination	Maintenance and stewardship of diverse habitats. Host beehives across the estate. Meadow Glade, half acre demonstration plot sown with a perennial meadow. 'No Mow May' and reduction in strimming and mowing more widely in the garden.	Enables pollination by providing a stock of flowering grasses, wildflower, plants, insects, bees, and birds.

Ecosystem Service	Inputs	Outputs and Outcomes
Cultural Services		
Recreation and tourism	<p>600,000 paying visitors to Chatsworth House, garden, Farmyard and Adventure Playground, 400,000 walking visits to Chatsworth Park and Stand Wood.</p> <p>Provision of open access within Chatsworth Park and Stand Wood, permissive footpaths, maintenance of Rights of Way including Derwent Valley Heritage Way. Support for Forest Schools programme. Tourism/recreation activities on estate include weddings (site and catering), orienteering, camping (longstanding Scout summer camp), caravan site, events programme including Chatsworth Country Fair, a nine hole golf course, cricket pitch. Overnight stays in the two Devonshire Arms pubs, Cavendish Hotel, and holiday cottage portfolio (some operated as joint ventures with tenants). Support for local B&Bs through marketing etc.</p>	<p>Access to countryside for residents and visitors; overnight stays within the National Park, enhance physical and mental wellbeing, bring children close to nature.</p>
Cultural heritage values	<p>Maintain heritage assets and listed buildings, free access to parkland for pedestrians accessing from beyond, sensitive management of important landscape features, views and vistas, access to key viewpoints, maintenance of Public Rights of Way network. Regenerative cultural programme building on legacy of 2022 Radical Horizons landscape sculpture exhibition. Research opportunities using Devonshire Collections. Restoration of drystone walls. Ongoing programme of wall repairs.</p>	<p>Retain links between physical and cultural heritage values and enable access for people to enjoy. Create economic opportunity for artists, sculptors and support maintenance and economic viability of rural skills.</p>
Tranquillity	<p>Maintenance of extensive woodland cover, sensitive management of woodlands, moorland and farmland and properties to retain mixed landscape, hidden places and feeling of seclusion.</p>	<p>Sense of ‘escape’ and tranquillity across parts of estate area, very limited evidence of post war development.</p>
Inspiration	<p>Sensitive management of woodlands, moorland and farmland and setting of Edensor Church to maintain connectivity between people and landscape.</p>	<p>Creation of spaces for contemplation, hidden places and feeling of seclusion.</p>

Sustainability

The estate is committed to operating as sustainably as possible. To that end it monitors its environmental, social, and economic impacts (positive and negative), and produces a Triple Bottom Line report annually. The estate is working towards a Net Zero commitment and is working with an environmental consultancy to assess its Scope 2 and Scope 3 emissions. We are also aware of the opportunity to inspire our visitors to take part in these objectives.

The latest edition of the Triple Bottom Line report available at the time of writing this Whole Estate Plan is that produced for 2022. The areas covered by the report are shown in Table 3 below.

Table 3 – Impacts assessed in Triple Bottom Line report

Environmental	Social	Economic
Greenhouse gas emissions	Colleague and volunteer survey	Gross Value Added and jobs supported
Property emissions	FTE colleagues	Impact on the local economy
Water consumption	Colleague retention and length of employment	Spending with local suppliers (30 miles)
Farming	Training and development	
Operational waste	Internal promotions	
Owned and operated vehicles	Employment opportunities	
Visitor transport	Health and wellbeing	
Colleague transport	Health and safety	
Forestry and moorland	Family management and support of local governance	
	Learning and engagement	
	Charitable giving	
	Community use of estate buildings and land	
	Visitor feedback results	

Carbon storage and sequestration

Areas of the estate act as a carbon sink. These include the woodlands and peat moorland, but also garden, parkland and farmland soils, as well as all above and below ground vegetation. Initial assessments have been made of carbon sequestration and storage in the estate's moorland and woodlands. The management of these natural capital resources will be increasingly focused on the important role they can play in addressing Climate Change through the absorption and 'locking up' of carbon via natural processes.

Formal assessments have not yet been made of carbon storage and sequestration in the estate's farmland soils, vegetation or hedgerows, although soils are regularly sampled, and some initial analysis has been undertaken. We anticipate that additional assessment work will be done as part of a wider Natural Capital Strategy in the next couple of years.

Woodlands and moorland

The estate woodlands are a major store and sequester of carbon. Assessments undertaken for the Devonshire Group's Triple Bottom Line report calculates the carbon stock in the Chatsworth Core Estate woodlands as 288,812 tCO₂e with an annual sequestration of 3,942 tCO₂e (2022). The Chatsworth Settlement owns more land and woodlands in Derbyshire, which if added to the Chatsworth Core Estate woods provide an aggregated total of 619,337 tCO₂e stored and a net positive figure of 6,804 tCO₂e sequestered each year.

These figures take account of the annual felling and thinning activity.

The 3,615 acres of moorland on the Chatsworth Core Estate were previously estimated to hold a carbon stock of 523,334 tCO₂e in work done to inform the 2020 Triple Bottom Line Report (using the NEF 2013 study as a benchmark). The measurement of peatland carbon is notoriously challenging, and science associated with it has advanced steadily over time since this initial estimate was made. We therefore treat this figure with a fair degree of caution and intend to produce an updated assessment in the next year or so.

It is also notoriously difficult to measure annual carbon flux associated with moorland peat. Habitat make up, condition, weather, management, and hydrology make significant differences to annual flux. Natural England's review of evidence on carbon stocks and sequestration (NERR094) reports work by Evans and others (2017 and 2021 review)¹⁹ which provides figures for annual emissions from eroding moorland peat as high as 13 ts CO₂e per ha. and figures for annual carbon gain from rewetted or natural bog of 3.5 ts CO₂e per ha. This is not the end of the story however as wet peatland and bog emits methane (CH₄) at a similar magnitude to its carbon gain.

The Chatsworth peat moorland is in generally good condition from a carbon perspective. It is extensively managed. Peat is wet, there is very little erosion or areas of hags and large areas of bog. The moor is not subject to rotational burning and fire prevention is taken very seriously. We are confident therefore that the moorland is not a net annual emitter of Greenhouse Gas Emissions.

An early assessment using the NEF 2013 study as a benchmark calculated positive flux with an annual carbon gain of 876 ts CO₂e, suggesting that annual carbon flux was likely to be close to neutral.

¹⁹ Table 4.3 Emission factors (EF) (t CO₂e ha⁻¹ y⁻¹) for peat condition types taken from the 2021 update to Evans and others (2017).

Soil Health and Soil Carbon of Farmed Soils

Soil health is of key importance to the estate and since 2019 the farmed soils have been tested to establish a baseline. Going forward soils will be tested on a four yearly cycle. Initial results show that the soils are generally healthy with a good bacterial and fungal ratio and better than average levels of microbial life. Solivta soil assessment scores for biological analysis range from mid 70s ex 100 to early 90s ex 100.

The soils are an important store of organic matter, including carbon. Testing shows that some of the estate's soils have very high organic carbon levels, with lowest levels recorded around 85 ts C per Ha some samples showing figures as high as 150 ts C per Ha. These figures compare well with the average figure of 60 ts C per Ha. reported by Emmett and others 2010 in the CS2007 study and the range of 58 – 100 ts C per Ha. for upland neutral grasslands under traditional hay and silage in Northern England reported by Eze and others 2018a (both figures reported in Natural England 2021 report Carbon Storage and Sequestration by Habitat (NERR094)).

A full assessment of the volume of carbon stored in the soils of Chatsworth's in-hand farm has yet to be undertaken. The soil sampling work that has been done suggests that a mean average value of 119 ts C per Ha. could be 'claimed' leading to a figure for total Carbon stored across the farm's 3,583 acres of neutral semi-improved grassland of c. 170,000 ts CO₂e.

This figure compares well with evidence reported by Natural England's (NERR094) which provides a range of values for Carbon storage in grassland depending on type. These are 54.6tC/Ha for improved grassland, 60tC/Ha for neutral grassland and 87tC/Ha for acid grassland. This outcome is likely to have been influenced by the shift in management from an 'intermediate' approach with annual application of up to 50kg inorganic N per Ha. to an 'extensive' approach where no inorganic fertilisers are used which has taken place since 2015.

The estate has yet to assess the annual level of carbon sequestration from its farmed soils. The farming approach employed means that there is very little risk of loss of organic soil carbon arising from cultivation or land left bare. Natural England's 2021 report Carbon Storage and Sequestration by Habitat (NERR094) tells us that the ability of managed grassland to sequester carbon is significantly influenced by management and that evidence on carbon flux in grassland is very limited. The report quotes wide ranges of annual carbon flux in the top 15cm of grassland soils varying from an annual gain on long established neutral upland permanent grasslands of between 11 and 26 tCO₂e per hectare.

This seems a high value and there is insufficient evidence to support these figures. Annual monitoring over time of soil carbon stocks at Chatsworth may help to address this knowledge gap. What seems clear however is that the range of organic soil carbon across the in-hand farm means that there is the potential to increase volume of carbon stored in the soil. Positive management to improve soil health including the withdrawal of artificial fertilisers, regenerative grazing techniques and the gradual introduction of diverse species leys will help to drive increased levels of annual carbon sequestration whilst also producing highly nutritious and sustainably produced animal proteins.

Hedgerows

The hedgerow network across the estate will add to the volume of carbon stored and sequestered annually. In line with the Defra estimates, soil carbon is assumed to be the same as semi-natural neutral grassland.

- Managed hedgerows include newly planted, cut, layed and coppiced hedges and can be assigned a carbon storage value of 94.9 tC/Ha.
- Unmanaged hedges include hedgerows with no recent management, lines of trees and lines of scrub can be assigned a carbon storage value of 235.3 tC/Ha.

Both types of hedgerows can be assigned the same carbon





sequestration value of $-1.99 \text{ tCO}_2\text{e}/\text{Ha}/\text{yr}$ based on NERR094.

Garden

Large areas of the garden at Chatsworth have long been managed using traditional methods and with nature in mind. For example, the Salisbury Lawn, which dates back to the 1730s, never receives fertilisers or weed killers. As a result, the lawns contain a rich variety of grasses, mosses, sedges and wildflowers, and nearly 200 species of fungi. Where possible wildflowers in grassy areas are allowed to flower in spring before being mown. In 2021, sparked by the ‘No Mow May’ campaign, this management regime was extended to further areas of the garden. Species like betony, harebell, and hawkbit, which were already present in the lawns, have been able to flower, providing nectar for pollinators such as bees and butterflies.

This naturalised management will also add to soil carbon stocks within the garden by enabling natural Soil Food Web processes.

Greenhouse Gas Emissions from Farming

Chatsworth Farm’s grass-fed livestock enterprise produces emissions of greenhouse gases from the production of methane by sheep and cattle, and the use of carbon-based fuels. The annual volume of greenhouse gases from the in-hand farm is assessed as being in the region of 2,988 tCO_2e of which just 157 tCO_2e come from energy and machinery use, the remainder arises from methane gases produced by livestock.

Whilst emissions from farmed livestock weigh against the overall sustainability of grassland agriculture, grass-fed beef and lamb is an important food product and the estate is confident that the overall annual ‘carbon account’ from its land management activities will be positive given the important role which soils that are well looked after play as a carbon store.

Beyond the in-hand farm, estate farmland is let to ten

farming tenants, all of whom operate independent businesses. These grassland farms are livestock based and include dairy, beef and sheep enterprises. We do not currently have access to data on the condition of the soils or the numbers of stock on tenanted farms but expect to work closely with farm tenants in the future to increase our shared understanding of soil health and performance and the role of farmed soil as a long-term store of carbon.

Peak District Environmental Quality Mark

The estate is a proud recipient of the Peak District Environmental Quality Mark, ‘an award presented by the Peak District National Park Authority to organisations that support the local economy, protect the global environment, enhance the local environment, invest in people and communities, and celebrate what’s special about the Peak District National Park’ (Peak District National Park).

‘When you buy a product or service that has been awarded the Environmental Quality Mark, you can be confident that you will be helping to look after the Peak District environment, as well as local people and communities.’

The Peak District Environmental Quality Mark reflects the strong social and environmental credentials of the wider Chatsworth Estate (the attraction, the hotels, the holiday cottages, the Farm Shop, the learning team’s work, and the core estate land and its management).

The goods/services offered by the estate that come under the award are:

- Environmentally responsible visitor attraction (41)
- Environmentally responsible management and administration of an educational charity (35)
- Lamb and beef from the Chatsworth Core Estate (29)
- Land management (36)
- Environmentally responsible tourism accommodation (43)
- Environmentally responsible café and restaurant services (43)

- Bread, pastry, confectionery, including prepared meals and snacks (30) made in the Peak District in a manner minimising impact on the wider environment and/or containing ingredients originating in the Peak District and/or containing ingredients produced in a manner demonstrating conservation benefits to the Peak District
- Retail of delicatessen produce and local food (35)

Environmental impacts arising from travel

Visitor transport is a key environmental concern within the Devonshire Group, with a considerable bearing on both greenhouse gas emissions, traffic volumes and trip generation within the National Park. Due to its rural setting in the Peak District National Park, of visitors surveyed who had bought admission tickets, 87% said they had travelled by car though when taking into account the many who do arrive on foot the overall percentage will be lower.

Visitors are encouraged to travel by public transport. We have partnered with local bus companies to incentivise carbon-friendly transport and offer visitors £5 off their ticket if they travel to Chatsworth on public transport, by cycling or walking.

A discount of this type has been in place for over 10 years. The £5 discount is valid across all ticket types, which equates to around 19% off the house and garden ticket and a substantial 70% off Farmyard tickets, making entry just £2. The offer is publicised both on the Chatsworth website and on goodjourney.org.uk which promotes car-free days out.

In a typical year around 10,000 visitors make use of this offer.

Whilst bus services exist, timing and reliability limit their attractiveness to visitors and make them unsuitable for travel to work, even for a standard office day. The estate is committed to working with partners to improve access to viable public transport and sustainable travel choice and to reduce the number and length of car borne journeys to Chatsworth.

All options will be considered, including some form of Park and Ride and off-site aggregation of visitors to reduce the number of journeys over the last mile. Recent initiatives include the new open top bus Peak District tour route for the summer of 2023 which includes set down and pick up from Chatsworth House.

This car borne travel generated 7,832 tCO₂e in 2022, an average visitor year (pre-Covid), a figure that is currently higher (by a factor of 1.19) than the annual sequestration of carbon by our woods and moorland. Sequestration by the hedgerow network and farmland soils will improve this position, but it seems unlikely that we will be able to rely on a complete offsetting of the greenhouse gas emissions associated with visitor travel from the Chatsworth Core Estate.

It is important to note that this is not the end of the story.

We expect to increase the annual sequestration of our woods, moors, farmland and garden by effective regenerative management and planting. We own other land and woods in Derbyshire which do not attract visitors in any volume. Consequently, this land adds to our overall carbon sequestration each year.

Any material shift to electric and hybrid car use by visitors will help to reduce this impact. We intend to take further steps to reduce the greenhouse gas emissions associated with visitor travel through a basket of initiatives outlined later in this document.

Travel to work by our colleagues also generated greenhouse gas emissions. This is a challenge experienced by employers across the National Park. We are taking steps to reduce this impact which can also provide benefits to colleagues' health and wellbeing, and to local communities (through reducing congestion and improving public transport connectivity).

We have conducted multiple surveys to better understand how our colleagues get to work, the associated emissions



from commuting, and the barriers to adopting sustainable means of travel.

Our research showed us that 10% of colleagues share lifts to work at least sometimes, and that two thirds of colleagues would consider doing it more often. We have been looking at how we can make it easier for colleagues to lift share, such as developing an online platform/community for colleagues and flexible work patterns. Our work with local bus service providers also seeks to make public transport a more reliable and attractive option for commuting.

We are also working to improve cycling facilities at Chatsworth, the Estate Office, and the Chatsworth Estate Farm Shop, including making provision for electric bikes. The aim is to make it easier for colleagues to get around the estate without the need for a car, to encourage active travel. New dedicated bike storage will be put in place in 2023.

Renewable energy

The estate has invested in renewable energy technology and currently has six micro-generating facilities; namely the biomass boilers at the Chatsworth Renewable Energy Centre supplying heat to Chatsworth House, Stables and glass houses in the garden; a biomass boiler at the Estate Office energy centre supplying heat to the Estate Office, Park Rangers House, gymnasium, swimming pool and six residential properties; a biomass drier at the Forestry depot at Gamelea Farm supplying heat for the Forestry Manager's home, the team's mess room, workshop and for the kiln drying logs; the Emperor Turbine hydro at Chatsworth; and PV panels at Chatsworth Estate Farm Shop and storage unit in Pilsley. The output from the biomass boilers, the hydro and PV at the Farm Shop is consumed on-site. The electricity generated from the PV installations is sold to the National Grid.

In addition, we have installed ground source heating systems in three holiday cottages on the core estate, two pellet boiler heating systems and two air source heat pumps



in estate cottages. The combined output of these facilities displaced 415 tCO₂e in 2022.

This generation and consumption reduce the net greenhouse gas emissions associated with our premises, especially our large heritage properties such as Chatsworth House and the Stables.

The estate is keen to explore the potential for more renewable energy and heat generation and consumption and innovative ways to improve the energy performance of its buildings. It has a great deal of roof space that could take PV panels and solar heating installations across farm

sites, commercial buildings, heritage buildings and its residential portfolio. It has water courses with falls from higher ground and two weirs in the River Derwent.

We know that access to grid capacity is a major constraint. We also recognise the constraints associated with the installation of renewable energy infrastructure in a heritage setting and a protected landscape. We do feel that some of the concerns previously expressed in this regard may need to be reconsidered and a far greater weighting placed on the local generation and availability of renewable energy in the planning process.

Cultural impact

Conservation of heritage

The buildings and structures at Chatsworth House have recently benefitted from the £32.7 million ten year Masterplan project which delivered a once in a generation renovation project, including the external fabric of the house and over half the internal spaces, including the visitor route.

The ongoing conservation of heritage at Chatsworth is driven by Chatsworth House Trust's annual programme of works and reporting together with regular and ongoing collaboration with Historic England. The programme of works is informed by a Quinquennial Review programme of the structures and condition of the listed buildings and historic structures carried out by specialist consultants: Architects Inskip & Gee, Structural Engineers Mann Williams and Fanshawe LLP as Quantity Surveyor and Project Manager. The most recent Quinquennial Review was carried out in 2022. This resulted in a detailed programme of repairs and regular maintenance works that will be addressed during the charity's day to day operations. The review identified urgent works required to stabilise the clock tower structure at the Stables.

The estate's heritage responsibilities are also addressed by the compilation and submission of an annual monitoring report against the Chatsworth Heritage Management Plan and a ten yearly review and update of the Parkland Management Plan that was undertaken during 2022.

The Heritage Management Plan Annual Report for the year 2021 to 2022 provides clear evidence of ongoing compliance with the requirements of the original management plan agreed with Historic England and Natural England (on behalf of the Capital Taxes Office) in 1989. It demonstrates a wide range of conservation activity, both associated with Chatsworth House, garden and





parkland as well as across the wider estate. It also provides details of the emerging concerns relating to the Cascade, Emperor Main, and Swiss Lake.

Examples of conservation activity undertaken during 2021 and reported in the 2022 Heritage Management Plan included:

- The ongoing programme of internal refurbishment and maintenance of estate buildings including five year rolling programme of repairs and painting.
- The adoption of linseed oil paint for use in regular painting of woodwork at heritage properties.
- Gable end wall repairs at Calton Lees Farm and Heathy Lea House, Baslow.
- Stonework repairs to the roof at Park Rangers House.
- Rethatching the roof at Park Cottage.
- Traditional peg repair to roof, replacement oak beams lintels, new joinery and repointing on outlying traditional field barns at Ewe Close Farm and Bubnell Cliff Farm.

Investigations into failures and problems associated with some of the garden's key features undertaken during lockdown closures during 2021 found that:

- The Cascade has suffered significant damage, with consequent additional damage from leaking water to the tunnel that runs underneath it. A repair and restoration plan is being developed. The works will require planning permission and discussions are ongoing with the Peak District National Park Authority and relevant stakeholders.
- The Emperor Main (a cast iron pipe connecting the Emperor Lake to the Emperor Fountain) suffered regular failures during 2021 with consequential water damage to the Arcadia and Rockery areas of the garden. Investigations around how to improve the situation continue and a restoration project is anticipated for 2023.

- At Swiss Lake the manual sluice gate control mechanism failed causing collapse of the northern embankment. It was replaced with a hydraulic mechanism which should enable better control of water levels in the future. The embankment remains in poor condition and repairs will be needed. Consequently, water levels are currently maintained at very low levels.

A major funding bid to support increasingly urgent restoration works to the Cascade has been submitted to the Heritage Lottery Fund. There is however a much longer list of restoration projects, which features maintenance projects currently on hold or scheduled but not prioritised due to lack of funding. These include the issues associated with the Emperor Fountain and Swiss Lake outlined above as well as Paine's bridge, Paine's Mill, Queen Mary's Bower, the theatre, and ongoing challenges with archive storage. The full programme has been assessed at somewhere near £30 million in 2023 prices.

Chatsworth House Trust and the Devonshire family will continue to work tirelessly to secure the funds needed to address this ongoing conservation challenge.

Community vitality and social contribution

An analysis of our contribution to community vitality and our wider social contribution is provided within the Devonshire Group's annual Triple Bottom Line report. The information below is sourced from the most recent (2022) report and provides a good insight into the social impacts that the estate currently has.

Colleagues and volunteers

Chatsworth is a significant employer, offering high quality job opportunities in rural and relatively remote communities. Over 1,000 people are employed at Chatsworth across all employment categories and across many sectors. The estate also benefits from the regular time input of volunteers who support the work of Chatsworth House Trust, around 250 at the time of reporting.

We are committed to inclusivity. The best decisions are the ones that are inclusive; strengthening the relationships we have with both our colleagues and people outside our enterprise. As such, we are all responsible for creating an atmosphere in which colleagues feel supported. Progress is monitored closely by evaluating data on absence rates, turnover, length of service and colleague engagement levels through our annual survey.

Chatsworth employs many seasonal workers in visitor-facing roles. Whilst their employment runs for ten months rather than a full year, their roles, and contracts are permanent and re-start with each new visitor season. Excluding these part year roles, voluntary turnover of colleagues in the Chatsworth Estate stood at 12% in 2022.

We are proud of the large number of long-serving team members. In total, 34% of the workforce of Chatsworth House Trust and The Chatsworth Settlement has been at the Devonshire Group for five years or more: 15% for 5-9 years, 12% for 10-19 years and 7% for more than 20 years.

One of our core values at the Devonshire Group is

our belief in always improving: whatever we do, we strive in our own ways, big and small, to improve how we do things. In the spirit of this, we are committed to ensuring our colleagues are properly trained and we run a comprehensive programme of Learning and Development events, in addition to Group Inductions monthly.

In a normal year there is a broad suite of courses on offer, with high uptake from colleagues and volunteers. The courses cover a wide range of subjects including customer service, food safety, machinery proficiency, personal safety, first aid skills, health and safety, neuro diversity, menopause, mentoring skills, interview skills and supervisor and management skills programmes. In 2022, 16 different training courses were provided across 50 sessions with over 726 attendees.

For young people in rural communities, employment opportunities can be hard to find. We take pride in offering young people in our communities the chance to gain their first experiences of the workplace. Since 2019 we have hosted 38 work experience placements and provided 74 traineeships, apprentices and other positions for young people across the Devonshire Group. The types of opportunities offered include:

- Work experience - short placements for school children aged 14 and 15 to shadow colleagues in their roles.
- Apprenticeships - paid roles in which the apprentice develops an industry-specific skillset. In 2022 there were 8 apprentices with a plan for more.
- We also provide placements and projects for students in Higher Education, such as:
- Undergraduates - placements for students undertaking degrees in a wide range of fields. Departments hosting undergraduate placements include the Chatsworth Building department, Archives and Library, Forestry and Land Management.
- Graduates - fixed term roles held by recent graduates,

benefitting both the employer and the participant.

- PhD students - in collaboration with the White Rose College of the Arts and Humanities, three PhD students joined us in 2019: one is researching the history of Chatsworth's Theatre; the second is looking at the history of our archives - specifically the role of women in creating and curating Chatsworth's collections, and the third student is researching the role of the country house in delivering cross-curricular learning experiences.

Since 2020, four PhD students from the universities of Sheffield and Oxford have undertaken placements and internships with the Archives and Library team, focusing on: creating a bibliography for the Chatsworth website; creating content for Google Arts & Culture; and creating an illustrated catalogue of the music collections.

Within the Devonshire Group, the profile of mental health has been raised in recent years, and colleagues have access to a range of support and advice.

Following a successful pilot in 2018, mental health training was made available to all colleagues and volunteers from 2019. External training for colleagues in supervisory and managerial positions was also introduced, helping them better understand the mental health and wellbeing of other colleagues. All managers have now attended this course.

In 2022 35 Mental Health First Aiders were trained and introduced across the business to help signpost colleagues to support, and a new Employee Assistance Programme through SIXMHS was funded to provide immediate support and therapy for mental health and addiction issues.

We take Health and Safety extremely seriously. With such a diverse group of businesses, there are many individual risks to manage. We have a team of five based at the Derbyshire Estate Office to manage our Health and Safety risks and procedures and drive a Health and Safety culture. In April 2023 we were recognised with a Gold Award by RoSPA in relation to our approach to managing employee and visitor health and safety in the workplace.



Visitor wellbeing

One of the ten targets in Our Commitment to Our Shared Future is to achieve excellence in our visitor feedback surveys. We define excellence as a score exceeding 90% for Key Performance Indicators (KPIs): value for money, overall enjoyment, and likelihood to recommend. While the KPIs remain central, we are starting to integrate questions to our post-visit survey to understand more about how we have impacted our visitors. This includes asking people about how their visit made them feel, such as “I was awe inspired and fascinated”, “I escaped or recharged my batteries”, or “I stimulated my own creativity”.

We have also partnered with Dr Faye Sayer at the University of Birmingham to study the impact of Chatsworth on visitor wellbeing. The initial report found that Chatsworth has a measurable and significant positive impact on visitors’ subjective wellbeing. The study uses pre and post-visit surveys to provide statistical data on changes in wellbeing during the visit. The collaboration with Dr Faye Sayer is ongoing.

Learning and engagement

A total of 24,819 participants were welcomed to Chatsworth or engaged with the team in 2019. From March 2020 the team worked from home, adapting their learning programme for delivery online by developing and publishing a suite of learning resources. The curriculum-linked resources cover science, geography, English, maths, art and PSHE, arranged according to key-stage. Our most popular resources were for Key Stage 1 (age 5-7). The family resources have proven to be even more popular. Inspired by the 2019 learning campaign, Get Drawing at Chatsworth encouraged families to engage with nature on their doorstep. We made virtual contributions to Children’s Art Week (an annual campaign run by Engage, the lead advocacy and training network for gallery education) and to the Big Green Draw: A Climate of Change 2020.

The need to isolate left many people cut off from social circles, and reliant on access to technology. Alongside

creating digital resources and operating remotely, the learning team wanted to reach out to children and older people in non-digital ways. During the first lockdown, older or isolated residents of local villages received a community pack of wellbeing activities focused on art and nature. Content was based on the five ways to wellbeing and five pathways to nature connection (two recognised and researched methodologies).

As a festive warmer, the Learning Team produced Chatsworth Christmas Kits for schools and care homes. The kits featured prototype baubles made by colleagues in Collections. Kits for Schools included a ‘how to make a bauble’ tutorial and some recycling and natural world themed learning resources.

Kits for Care Homes featured memory and dexterity-based activities for care home co-ordinators and family members to do with residents. Designed with non-digital access in mind, these resources brought a little bit of Chatsworth into the classroom and care home.

These Christmas Kits came into being out of necessity as a result of Covid; however they have proven to be a strategic way into reaching out to new schools and community groups. We continued to deliver the kits during Christmas 2021 and 2022 and will proceed to work on projects over the year with the recipients.

Subsidies for travel and tickets have been available on request for a number of years however 2022 saw the launch of a travel subsidy fund which schools and communities can apply for via online application. The requests are measured against published criteria (for example above national averages of free school meals or pupil premium must be indicated).

The Travel Subsidy fund for 2022 provided free travel for 1,653 children and 269 adults.

74% of subsidies went to primary schools; 14% to

secondary schools and colleges; 12% to community groups. 77% had not visited in the last 12 months. The geographic spread of applications included Sheffield (17%), Chesterfield (22%) and Derbyshire (28%). The furthest-away application was from Essex.

All accepted schools had higher than national averages of free school meals (FSM) and Pupil Premium (PP), or they were taking part in a special project. The highest level of free school meal average was 60% and the highest pupil premium was 65% (national averages are 22.5% and 25% respectively).

Community groups included Voluntary Action Sheffield (supporting Ukrainian refugees), and Children First Derby (situated in the top 1% most deprived ward in the UK).

Radical Horizons

Chatsworth Park hosted the Radical Horizons exhibition for six months during the spring, summer, and early autumn of 2022. The exhibition showcased a series of 12 large scale sculptures in the park, providing a range of experiences and responses to casual walkers and dedicated viewers alike. The exhibition was free to view, it being possible to walk from beyond the estate boundaries, without paying to park, and access the exhibition at any time (that the park was open).



Economic impact

Economic vitality and economic contribution

The University of Derby report into the Economic Impact of the Devonshire Group published in 2022 found that direct economic impact is derived from four business areas;

- Visitors to Chatsworth.
- Guests staying in pubs, hotels and holiday cottages and eating in our restaurants.
- Property management, renewable energy, and farming.
- Profits from property development activities.

Three of these areas are relevant, but no property development activity has taken place on the Chatsworth Core Estate.

The total GVA impact of the Chatsworth Core Estate for the 2021/2022 year has been assessed as £30.7 million with 628 FTE colleagues.

This impact has come from the employment we support, both within our organisations and in the local economy.

Direct employment

In 2021/2022 nearly 500 FTE jobs (494) were based within the shops and restaurants at Chatsworth, within Chatsworth House, Garden and Farmyard, at Chatsworth's Estate Office, and at the two Devonshire Arms pubs and the Cavendish Hotel.

The Gross Value Added (GVA) resulting from this direct employment has been assessed as just over £26 million for the 2021/2022 year.

Impact of our tenants

The Core Estate includes property that is let to tenants for farming and a range of commercial enterprises including cafés and tea rooms, design business, the Peak Ales

Visitor Centre, the Caravan & Motorhome Club and the Chatsworth Garden Centre. The GVA impact of these tenant businesses for the 2021/2022 year is assessed at £2.4 million with associated employment of 70 FTE.

The addition of Peak Village into the Core Estate has added an extra £2 million GVA and secured 61 FTE jobs.

Visitor Spending

Additional local economic impacts will also be generated from the spending of our visitors beyond the Estate.

In the 2021/2022 year visitors to Chatsworth spent £45.1m during their trips across sectors such as retail, accommodation, and hospitality. This in turn generated £28.9m GVA and supported 639 FTE jobs in the UK economy. Visitors indicated that their spending was predominantly with businesses local to Chatsworth, so the vast majority of GVA generated (£23.9m) and FTE jobs supported (524) were local to our organisations.

Employee Spending

95% of colleagues working at Chatsworth live locally, i.e. within 30 miles of their place of work.

They were estimated²⁰ to spend nearly 60% of their net pay in the retail, finance and insurance and the accommodation and food service sectors. The spending of our colleagues generated £4.4m GVA and supported 82 FTE jobs in the UK in 2019/2020, of which £1.9m GVA and 35 FTE jobs were supported in the local economy. The impact in 2020/2021 declined but has rebounded in 2021/2022, almost to pre-pandemic levels.

Spending with local suppliers

We define local suppliers as those based within 30 miles.

Spending levels are volatile as they include capital expenditure (such property renovation and major conversation work) as well as annual operating costs. Over the last three years 46% of our total annual expenditure has been with local suppliers. We aim to increase this to 50% year on year.

²⁰ Based on ONS data that models average household expenditure.

Our impact

Environmental

53

Varieties of trees in the park

380

Veteran trees in estate woodlands

30 acres

Ancient Semi Natural Woodland

179 acres

Plantation on Ancient Woodland sites

200

Species fungi

288,812

tCO₂e in Chatsworth Core Estate woodlands

415

Tonnes displaced CO₂ from renewables

Cultural

Almost

3,000

Drawings in the collection

Estimated

40,000

Books in the library

24,819

People engaged with the Learning and Engagement team in 2019

Hosted

38

Work experience placements

Over

3,000

Historic maps and plans in the collection

Over

580,000

People enjoyed free access to Radical Horizons

Over

50

Different courses provided to colleagues with over 1,500 attendees

Provided

74

Traineeships, apprentices and other positions since 2019

Economic

£240

Spent by staying visitors in local economy per trip

£28.9 million

GVA from visitor spending 2021/2022

46%

Of total annual expenditure is with local suppliers

47

Years of the Estate Farm Shop

£30.7 million

GVA impact from Chatsworth Core Estate 2021/2022

95%

Of colleagues live locally (within 30 miles of their place of work)

50

Years of the Farmyard and Adventure Playground

Contribution to Peak District National Park Partnership Management Plan Outcomes

The analysis offered above shows the range of positive outcomes the estate and the activities hosted upon it deliver. We have 'mapped' these positive impacts against the strategic aims and objectives of the new Peak District National Park Partnership Management Plan. This is summarised in Table 4 overleaf and shown graphically on Figures 18 to 23.

We expect to increase our contribution towards these aims and objectives via our approach to management, and through the projects and initiatives that we introduce in this Consultation Draft Whole Estate Plan.



Table 4 – Contribution towards the Aims and Objectives of the Peak District National Park Partnership Management Plan 2023-2028

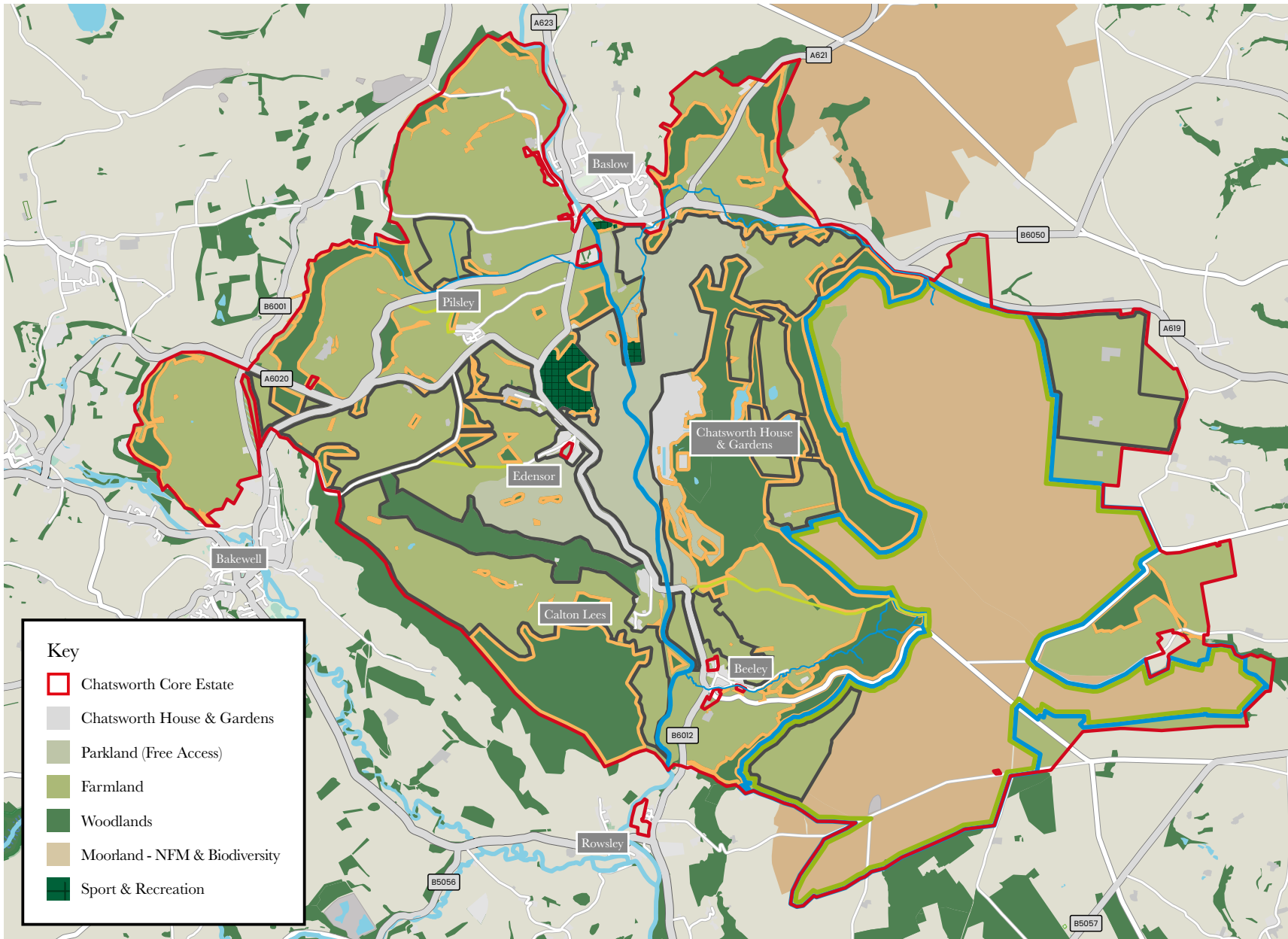
PDNPA Aims	PDNPA Objectives	Chatsworth Action/Activity	Chatsworth Outputs & Outcomes
<p>One: The Peak District National Park is more resilient and net-zero by 2040 through its exemplary response to climate change</p>	<ol style="list-style-type: none"> 1. To lower greenhouse gas emissions significantly, focussing on the largest emitters within our influence. 2. To sequester and store substantially more carbon while contributing to nature recovery. 3. To reverse damage to nature, biodiversity and cultural heritage and in particular built environments caused by climate change. 	<p>Regenerative grassland farming to reduce greenhouse gas emissions, improve soil health and carbon stock.</p> <p>Moorland management to improve annual carbon flux and protect carbon stocks.</p> <p>Woodland management to protect carbon stocks and ensure annual net gains via sequestration, replacement and new planting.</p> <p>Management of hedgerow network to improve annual carbon flux and protect carbon stocks.</p> <p>Management of garden soils and vegetation to improve annual carbon flux and protect carbon stocks.</p> <p>Knowledge gain and share on Chatsworth’s journey towards net-zero.</p> <p>Renewable energy generation and consumption at Chatsworth Renewable Energy Centre, Chatsworth Hydro, Farm Shop and Devonshire Arms Pilsley.</p> <p>Smart visitor management to optimise shared and sustainable travel, remove peaks and manage flows.</p> <p>Cross-estate Making More Space for Nature programme.</p> <p>Annual maintenance programme across built environment and Registered Park and Garden.</p> <p>Major restoration and renovation projects to heritage assets including Chatsworth Park and River Derwent.</p>	<p>Reduced greenhouse gas emissions from direct and downstream activities (scopes 1-3).</p> <p>Improved soil health year on year across farm and parkland.</p> <p>Increased carbon storage and sequestration.</p> <p>Knowledge shared to build awareness and enable others to take own steps.</p> <p>Nature recovery</p>

PDNPA Aims	PDNPA Objectives	Chatsworth Action/Activity	Chatsworth Outputs & Outcomes
<p>Two: The Peak District National Park is a resilient landscape in which nature, beauty and cultural heritage are significantly enhanced.</p>	<ol style="list-style-type: none"> 4. To be a place where nature recovers and biodiversity flourishes. 5. To understand, appreciate and enhance the cultural heritage and in particular built environments of the National Park as part of an ever-changing landscape. 6. To protect and enhance the natural beauty of the Peak District National Park's contrasting and ever-evolving landscape. 	<p>Catchment management on East Moor and higher ground.</p> <p>Implementation of Moorland, Woodland, and Parkland Management Plans.</p> <p>Implementation of Higher-Level Stewardship across 2,250 has.</p> <p>Implementation of Countryside Stewardship across 895 has. of estate woodland.</p> <p>Making More Space for Nature programme. Enable partners and local groups to carry out nature recovery actions on estate.</p> <p>Share learning and knowledge gained from environmental land management activities.</p> <p>Enable and encourage farm tenants to enter into environmental land management agreements.</p> <p>Learning, engagement and outreach programmes.</p> <p>Travel subsidy fund.</p> <p>Communications and engagement.</p> <p>Interpretation information at key visitor points and outlets (Chatsworth House, Stables, Farmyard, Farm Shop).</p> <p>Field Barn strategy.</p>	<p>Improved water quality and greater regulation of surface water runoff into River Derwent.</p> <p>Downstream natural flood management gains.</p> <p>Biodiversity gains.</p> <p>Informed communities, visitors, and learners.</p> <p>Ongoing commitment to conservation and enhancement of built heritage, natural capital, landscape and cultural heritage.</p> <p>Tenants, peers, sector influencers and public informed and empowered to take own steps.</p> <p>Investing in an exemplar Whole Estate Plan.</p>

PDNPA Aims	PDNPA Objectives	Chatsworth Action/Activity	Chatsworth Outputs & Outcomes
<p>Three: The Peak District is a welcoming place where all are inspired to enjoy, care for and connect to its special qualities</p>	<p>7. To encourage a sustainable visitor economy that supports local businesses, highlights and cares for the National Park's special qualities and respects the wellbeing of local communities.</p> <p>8. To create opportunities for young people and those from under-served communities to connect with and enjoy the National Park.</p> <p>9. To promote the National Park as a place where there are opportunities for the improvement of physical and mental health and wellbeing.</p>	<p>Chatsworth visitor business.</p> <p>Chatsworth Farmyard introducing people to farm animals and maintaining locally distinctive rare breeds.</p> <p>Visitor businesses run by estate tenants (commercial and on-farm).</p> <p>Chatsworth hospitality businesses.</p> <p>Learning and engagement programmes.</p> <p>Dukes Barn Charity.</p> <p>7,000 scouts once every 5 years.</p> <p>Open access through Chatsworth Park and Stand Wood, Permissive Trails.</p> <p>Chatsworth Caravan Park.</p>	<p>£30.7 million GVA via employment and visitor spend from Chatsworth visitor businesses.</p> <p>15,000 learners each year.</p> <p>600,000 visitors to Chatsworth House and Gardens each year.</p> <p>400,000 walking visits to Chatsworth Park, Stand Wood and permissive trails each year.</p> <p>22,149 overnight stays in National Park each year.</p>
<p>Four: Peak District National Park communities are thriving and sustainable places where all generations can live healthy and fulfilled lives</p>	<p>10. To support sustainable communities by improving opportunities for affordable housing and connection to services.</p> <p>11. To promote a flourishing economy in accord with nature recovery and climate change mitigation.</p>	<p>Provision of housing for rent in villages.</p> <p>Provision of community and recreational facilities.</p> <p>Local employment in Chatsworth enterprises.</p> <p>Local employment in Chatsworth tenant enterprises.</p> <p>Supplier opportunities for Chatsworth enterprises.</p> <p>Thriving farm businesses, forestry enterprise and investment in local supply chains.</p> <p>Investment in and support for rural skills.</p>	<p>Thriving and sustainable communities.</p> <p>Local economic opportunities and security.</p>



Figure 18 – Chatsworth contribution to Peak District National Park Management Plan (2023-28) objective 1



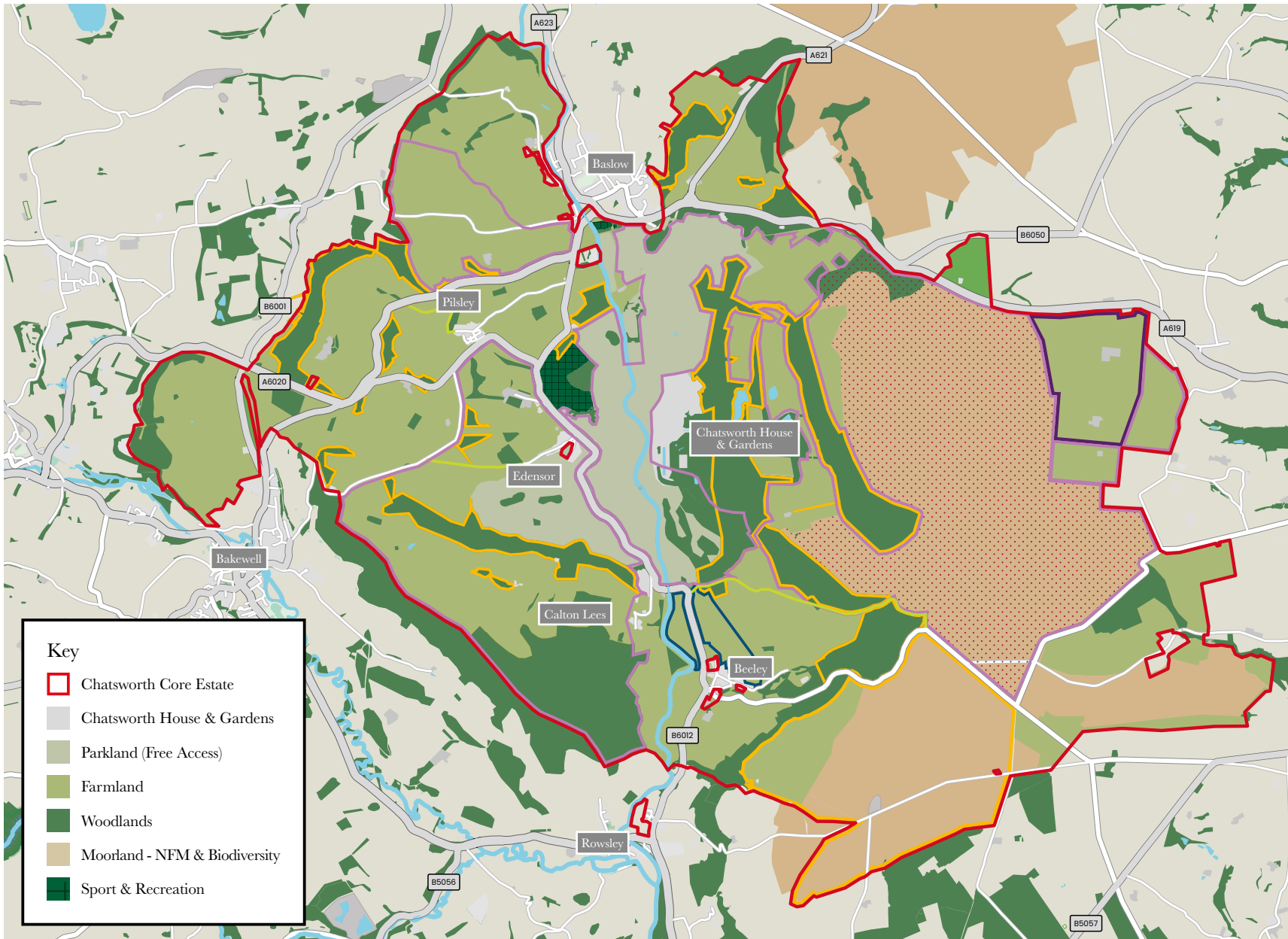
Key

- Chatsworth Core Estate
- Chatsworth House & Gardens
- Parkland (Free Access)
- Farmland
- Woodlands
- Moorland - NFM & Biodiversity
- Sport & Recreation

Objective 2:
To sequester and store substantially more carbon while contributing to nature recovery

- Improved Water Management
- Improved Moorland and Blanket Bog Lock-in More Carbon
- Woodlands Locking in Carbon
- Restore, Create Manage Species Rich Grasslands
- Manage Soils That Are Healthy and Resilient

Figure 19 – Chatsworth contribution to Peak District National Park Management Plan (2023-28) objective 2



Key

- Chatsworth Core Estate
- Chatsworth House & Gardens
- Parkland (Free Access)
- Farmland
- Woodlands
- Moorland - NFM & Biodiversity
- Sport & Recreation

Objective 3:
To proactively reverse damage to nature, biodiversity, cultural heritage and the built environment caused by a changing climate

Objective 4:
To be a place where nature recovers and biodiversity flourishes

- Actively Manage Prevention and Mitigation of Moorland Fire
- Countryside Stewardship Scheme: Middle Tier
- Countryside Stewardship Scheme: Higher Tier
- Environmental Stewardship Scheme: Entry Level & Higher Tier
- Organic Entry Level + Higher Level Scheme

Objective 6:
To protect and enhance the natural beauty of the Peak District National Park's contrasting and ever-evolving landscape

- Heritage Management Plan
- Parkland Management Plan
- Moorland Management Plan
- Woodland Management Plan
- Field Barns Strategy
- Whole Estate Plan

Figure 20 – Chatsworth contribution to Peak District National Park Management Plan (2023-28) objectives 3, 4 and 6



Objective 5:
To understand, appreciate and enhance the cultural heritage and built environment of the National Park as part of an ever changing landscape

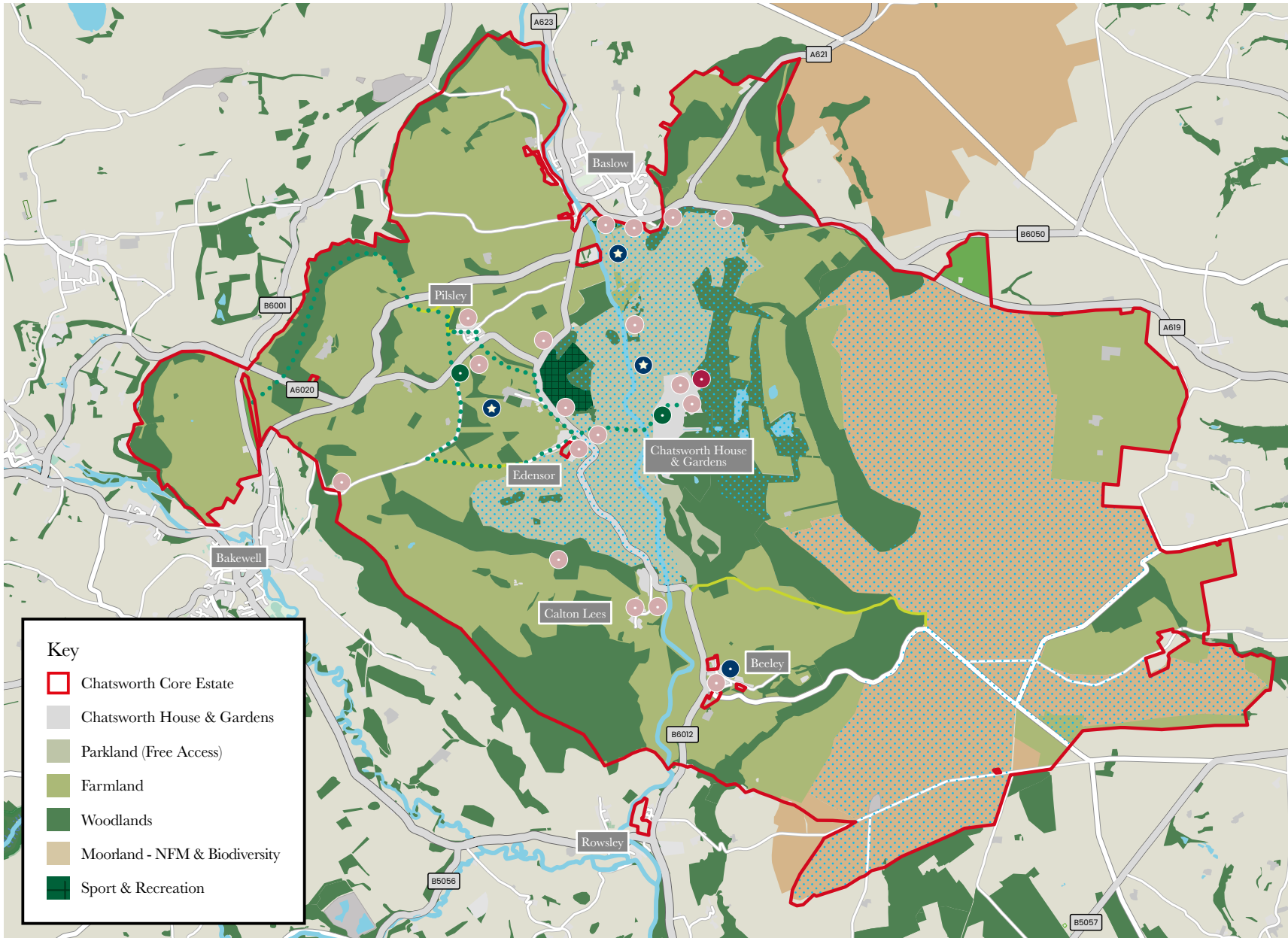
- Enhance, conserve / stabilize landscapes, settlements, archaeological sites, historic buildings and structures including through adaptive re use
- Cultural heritage information publicly accessible

* Increase the number of sites with new and / or enhanced interpretation
(OPPORTUNITY FOR CHT)

Key

- Chatsworth Core Estate
- Chatsworth House & Gardens
- Parkland (Free Access)
- Farmland
- Woodlands
- Moorland - NFM & Biodiversity
- Sport & Recreation

Figure 21 – Chatsworth contribution to Peak District National Park Management Plan (2023-28) objective 5



Objective 7:
To encourage a sustainable visitor economy that supports local businesses, cares for the National Park's special qualities and respects the well being of local communities

- Improve and promote sustainable, inclusive and active ways to travel to and around the National Park
- Support sustainable inclusive visitor businesses that support the National Park's special qualities

Objective 8:
To create opportunities for young people and those from underserved communities to connect with and enjoy the National Park

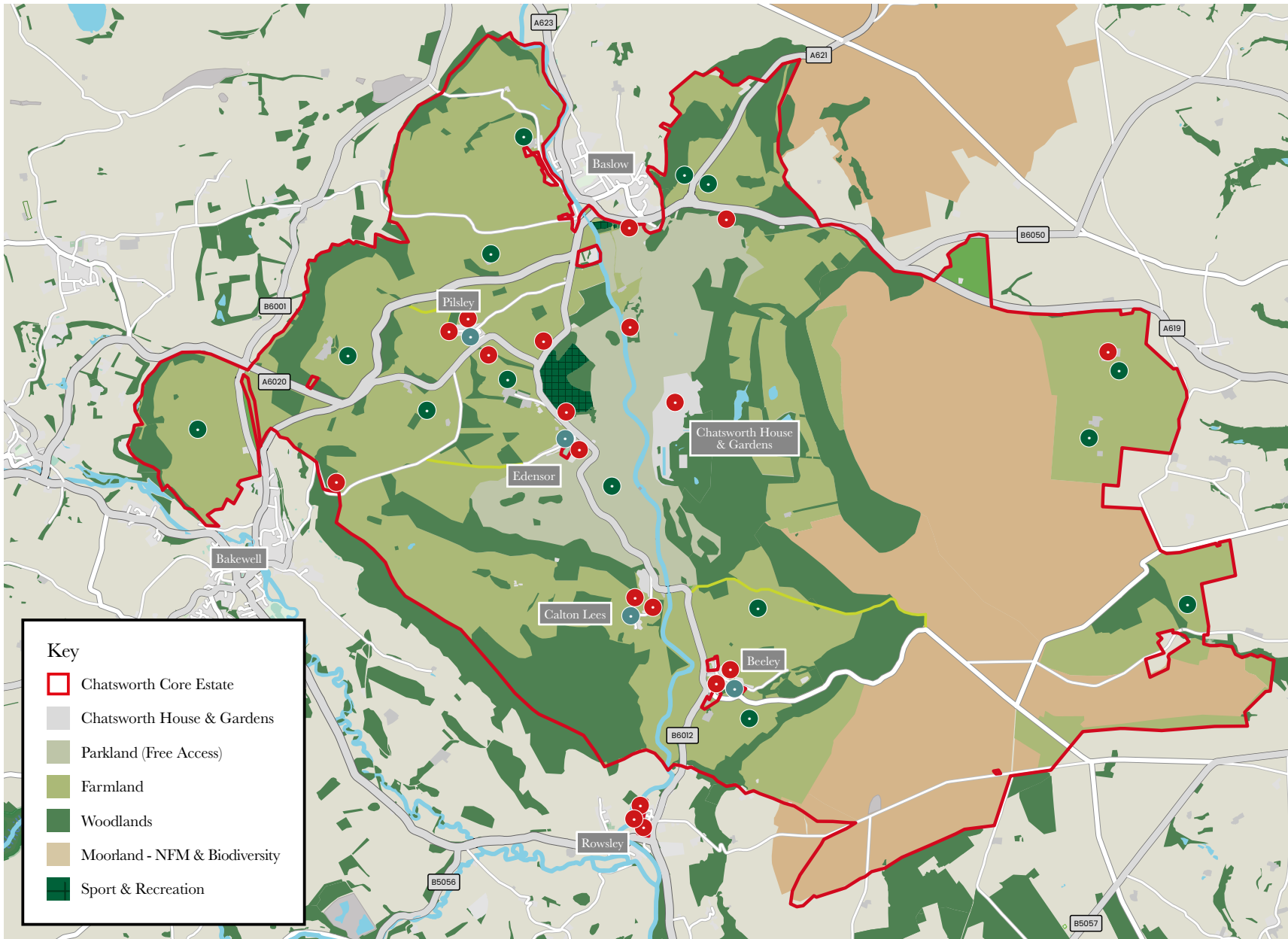
- ★ One Night Under The Stars
- Dukes Barn
- Connect with the National Park

Objective 9:
To promote the National Park as a place where there are opportunities for the improvement of physical and mental health and wellbeing

- Open Access Areas
- Facilities

* Social Prescribing (OPPORTUNITY FOR CHT)

Figure 22 – Chatsworth contribution to Peak District National Park Management Plan (2023-28) objectives 7, 8 and 9



Objective 10:
To support sustainable communities by improving opportunities for affordable housing and connection to services

Enable thriving and sustainable communities through policies and programmes that impact positively on them, so that those with local roots live in or return to the National Park and help families to remain together in mutual support

Objective 11:
To promote a flourishing economy that is in accord with nature recovery and climate change mitigation

- Farm Businesses
- Enterprises and Workspaces

Figure 23 – Chatsworth contribution to Peak District National Park Management Plan (2023-28) objectives 10 and 11



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