



NEW LANARK
World Heritage Site

New Lanark World Heritage Site

Management
Plan
2019-2023



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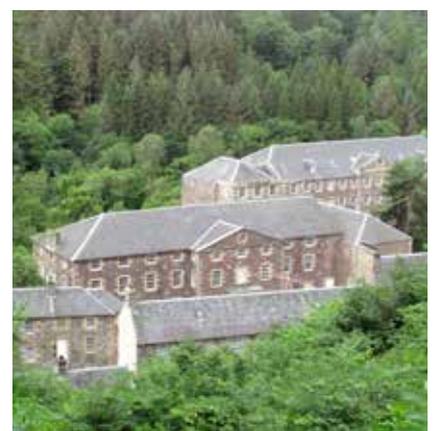
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Foreword

Conserve, Contribute, Evolve

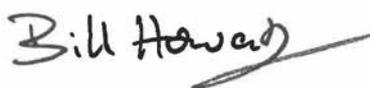
We are delighted to present to you the New Lanark World Heritage Site Management Plan for the years 2019-2023.

Founded in 1785 by David Dale, New Lanark became synonymous with Robert Owen and his pioneering and visionary ideology. Owen's social legacy, combined with the innovative design, rich industrial heritage and spectacular setting of the village, are evidenced in New Lanark's Status as one of six UNESCO World Heritage Sites in Scotland. Building on the ethos of Robert Owen and those who have come before us, New Lanark Trust aims to continue to conserve its heritage, site and environs; contribute socially and economically to the area; and evolve to stay relevant to our people and the world.

World Heritage status began as a designation aimed at protecting and conserving sites of worldwide significance. Today it has evolved into a universally recognised symbol offering a diverse range of benefits and opportunities. As New Lanark evolves from its initial incarnation as an industrial village, to an exemplar of conservation-led regeneration, to a world-class World Heritage Site engaging with audiences from every spectrum of life as an embodiment of the thought of the Scottish Enlightenment, we will fully utilise our World Heritage status, growing public awareness and understanding, and using it to deliver this aspirational Management Plan.

As partners in the management of New Lanark, New Lanark Trust, Historic Environment Scotland and South Lanarkshire Council are committed to maintaining and enhancing the values of the World Heritage Site as defined by UNESCO's criteria for Outstanding Universal Value, Authenticity and Integrity by supporting this plan. In a period of ongoing challenges for heritage and cultural organisations, partnership working, across the heritage sector and beyond, is of vital importance to delivering the Management Plan. Whether on an international, national or local scale, partnerships allow for sharing of ideas and co-ordination of resources, helping to deliver exciting and innovative projects such as those in this plan.

We would like to thank all those who have been involved in the preparation and development of the Management Plan, including our partners, stakeholders, consultees, staff and volunteers. World Heritage status is a great honour and responsibility, and one that we as key custodians of New Lanark take very seriously. This document will play an important role in shaping the direction that New Lanark World Heritage Site will take over the next 5-10 years. It is thanks to the passion and enthusiasm shown by all involved in the development and future delivery of the Management Plan that New Lanark will be conserved for future generations, able to contribute to the economic strength of Scotland, and continue to evolve and stay relevant in the 21st century.



Bill Howat, Chair,
New Lanark Trust



Jane Ryder, Board Chair,
Historic Environment Scotland



Ian McAllan, Provost,
South Lanarkshire Council



Chapter 1: World Heritage Status

World Heritage captures the cultural and natural aspects of the global community that are the most significant, unique or best examples of their kind according to the United Nations Educational, Scientific and Cultural Organisation (UNESCO). World Heritage is important because it promotes significant cultural traditions and places as belonging to everyone in the world. There are over 1000 World Heritage Sites globally, and UNESCO is the organisation responsible for adding to or removing from the World Heritage List. Nation states of the world which are members of UNESCO, such as the UK, apply for the inscription of sites onto the World Heritage List according to a set of guidelines. The list is intended to 'ensure as far as possible the identification, protection, conservation and presentation of the world's irreplaceable heritage'. Each site must demonstrate that it is fulfilling its obligations in respect of UNESCO's requirements in implementing the World Heritage Convention.

I. The World Heritage Convention

The universal responsibility to safeguard the world's most valuable heritage assets is achieved through the application of the World Heritage Convention (WHC) and its 'Operational Guidelines for the Implementation of the World Heritage Convention'.

The 'Convention concerning the Protection of the World Cultural and Natural Heritage' was initiated by the United Nations Educational, Scientific and Cultural Organisation (UNESCO) in 1972. The adopted document defines the types of sites that could be inscribed on the World Heritage List and it sets out how these should be identified, protected and preserved. As of July 2018, there are a total of 1,092 World Heritage Sites (WHSs) located in 167 State Parties, of which 845 are cultural, 209 are natural and 38 are mixed properties.

By nominating a site or monument for inclusion, State Parties are reinforcing their commitment to the WHC and the importance of protection and conservation of the heritage they are aiming to preserve. The United Kingdom ratified the Convention in 1984. By signing up to the WHC, the UK government have committed themselves to identify, protect, conserve, present and pass on their WHSs to future generations, as part of a common universal heritage.

There are 31 World Heritage Sites in the UK and its overseas territories: 26 cultural, 4 natural and 1 mixed. The WHC Operational Guidelines set out how the signatories to the Convention should ensure the long-term preservation and presentation of WHSs in their territories. Further information about the UK's obligations under the Convention and the Operational Guidelines can be found on the UNESCO website.

II. Outstanding Universal Value

The key difference between World Heritage Sites and places that are already nationally recognised or statutorily designated, is that WHSs have to demonstrate what is referred to as 'Outstanding Universal Value' (OUV).

Outstanding Universal Value is defined in the Operational Guidelines as 'cultural and /or natural significance which is so exceptional as to transcend national boundaries and to be of common importance for present and future generations of all humanity. As such, the permanent protection of this heritage is of the highest importance to the international community as a whole'. What this actually means is that the range of values a Site displays must be considered to go beyond national borders and have significance for everyone in the world, now and in the future.

A Site is deemed to have Outstanding Universal Value if it can be shown to satisfy at least one of the ten criteria for assessment as set out in Section 77 of the Operational Guidelines. Properties that wish to be inscribed as World Heritage Sites must also meet the WHC conditions of Authenticity and Integrity. The decision to inscribe a place on the World Heritage List is taken by the UNESCO's World Heritage Committee after an evaluation and assessment is carried out by their expert advisers; ICOMOS (International Council on Monuments and Sites) and IUCN (International Union for Conservation of Nature). More information about the World Heritage Committee can be found at the following link -<http://whc.unesco.org/en/committee>



III. New Lanark Statement of Outstanding Universal Value, Authenticity and Integrity

Criteria for Inscription as a World Heritage Site

New Lanark was inscribed on the World Heritage List on 14 December 2001. The village was determined to demonstrate Outstanding Universal Value in accordance with the following three criteria for a cultural site:

A. CRITERION (II) - Exhibit an important interchange of human values, over a span of time or within a cultural area of the world, on developments in architecture or technology, monumental arts, town planning or landscape design.

When Richard Arkwright's new factory system for textile production was brought to New Lanark, the need to provide housing and other facilities for the workers and managers was recognised. It was there that David Dale and Robert Owen created a model for industrial communities that was to spread across the world in the 19th and 20th centuries.

B. CRITERION (IV) - Be an outstanding example of a type of building or architectural or technological ensemble or landscape which illustrates (a) significant stage(s) in human history.

New Lanark saw the construction not only of well-designed and equipped workers' housing but also public buildings and landscaped areas designed to provide for their educational and recreational needs, as well as their physical health and well-being.

C. CRITERION (VI) - Be directly or tangibly associated with events or living traditions, with ideas, or with beliefs, with artistic and literary works of outstanding universal significance (the Committee considered that this criterion should justify inclusion in the List only in exceptional circumstances and in conjunction with other criteria, cultural or natural).

The name of New Lanark is synonymous with that of Robert Owen. His social philosophy in matters such as progressive education, factory reform, humane working practices, international cooperation, and garden cities, was to have a profound influence on social developments throughout the 19th century and beyond.

The World Heritage Committee requires that a Statement of Outstanding Universal Value is developed for every World Heritage Site. This should define the elements within a Site which make it important and which must be protected in order to maintain its significance. The UNESCO World Heritage Committee and the advisory bodies use this document to assess any potential threats to the World Heritage Site.

There are strict guidelines governing the development of the Statements which can only include the justification for Outstanding Universal Value that was accepted by the World Heritage Committee, and for which the site was originally inscribed. This Statement of Outstanding Universal Value was, therefore, developed using the nomination document, the evaluation by ICOMOS and the committee decision to inscribe New Lanark as a World Heritage Site in 2001.





Statement of Outstanding Universal Value: Brief Synthesis

New Lanark is an exceptional example of a purpose-built 18th century mill village, set in a picturesque Scottish landscape near the Falls of Clyde, where in the early years of the 19th century, the Utopian idealist Robert Owen inspired a model industrial community based on textile production. It was there that Owen first applied his form of benevolent paternalism in industry, building on the altruistic actions of his father-in-law, David Dale. It was there, too, that he formulated his Utopian vision of a society without crime, poverty, and misery. New Lanark prospered under his enlightened management.

The village was founded in 1785, and the cotton mills, powered by water-wheels, were operational from 1786 to 1968. At the turn of the 19th century the mill buildings formed one of the largest industrial groups in the world.

The creation of the model industrial settlement at New Lanark, in which planning and architecture were integrated with a humane concern on the part of the employers for the well-being of the workers, is a milestone in social and industrial history. The moral, social and environmental values which underpinned Robert Owen's work at New Lanark provided the basis for seminal material and intangible developments that have had lasting influences on society over the past two hundred years.

New Lanark is a unique reminder that the creation of wealth does not automatically imply the degradation of its producers. The village offered a cultural response to the challenges presented by industrial society and was the test-bed for ideas that sought to improve the human condition around the world. The nature and layout of New Lanark inspired other benevolent industrialists to follow his example, and this movement laid the foundations for the work of Ebenezer Howard in creating the concept of the Garden City. The social and economic systems that Owen developed were considered radical in his own time but are now widely accepted in modern society. The imposing mill buildings, the spacious and well-designed workers' housing, and the dignified educational institute and school still survive to testify to Owen's humanism.

Statement of Authenticity

The level of authenticity at New Lanark is high. The processes of restoration and regeneration, conservation and rehabilitation have now been in progress for almost half a century, and are almost complete. Major projects continue to the present day. The village has remained little changed from its heyday of cotton production in the early nineteenth century. Where elements are missing or have been replaced, the site is clearly interpreted to reflect this. Where rebuilding or reconstruction have been necessary, this has been carried out to the best conservation standards, based on full historic records. Repair and restoration has been undertaken using appropriate traditional materials and workmanship, following original designs wherever possible, and always respecting existing historic fabric. The original weir, lade and waterways which provided water-power to the mills from the 1780s are still in use today.

Statement of Integrity

The appearance of the village's buildings is now close to that of the early 19th century, as it would have been during Owen's management, based on the physical evidence, archaeological, graphic and written archive material available. In restoring the village to its historic state, some later 20th century structures have been removed, and in doing so focusing on those elements that contributed to the site's Outstanding Universal Value.



Chapter 2: New Lanark World Heritage Site Management Plan

I. Requirement for a Management Plan

The UK has obligations under the World Heritage Convention (WHC) in relation to the effective management of World Heritage Sites which require that every Site has an appropriate management structure in place. Although Management Plans are not a statutory requirement in the UK, national policy encourages their use as best practice and they are material consideration in the planning system. As working documents they should follow the advice in the 'Operational Guidelines for the Implementation of the World Heritage Convention' and should be regularly reviewed, monitored, evaluated and updated.

The process of developing a Management Plan involves bringing together all key partners to agree a common vision for the future of the site. The implementation of the Management Plan then relies on the effective co-operation and commitment of these and other stakeholders to bring actions forward. It is the role of the New Lanark World Heritage Site Partnership Group to manage this process and to work with all the other bodies to achieve the objectives of the Management Plan. The Partnership Group for the New Lanark World Heritage Site at present, comprises New Lanark Trust, Historic Environment Scotland and South Lanarkshire Council. Further details on the roles and responsibilities of each partner/stakeholder can be found in Chapter 4: Managing the World Heritage Site.

II. Purpose of the Management Plan

The main purpose of a Management Plan is to provide for the overall management of the World Heritage Site in a manner specific to its character and needs to ensure maintenance of its Outstanding Universal Value (OUV). The Management Plan's strategic objectives and actions are thus based on an analysis of the Site's significance, the condition of its heritage and an assessment of areas for development, ensuring that actions target a specific requirement of the site. A Management Plan is therefore a means by which a site can demonstrate to the United Nations Educational, Scientific and Cultural Organisation (UNESCO) that it has adequate management mechanisms in place to ensure its conservation for future generations.

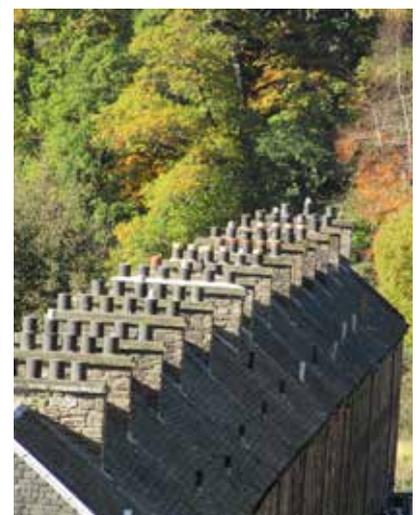
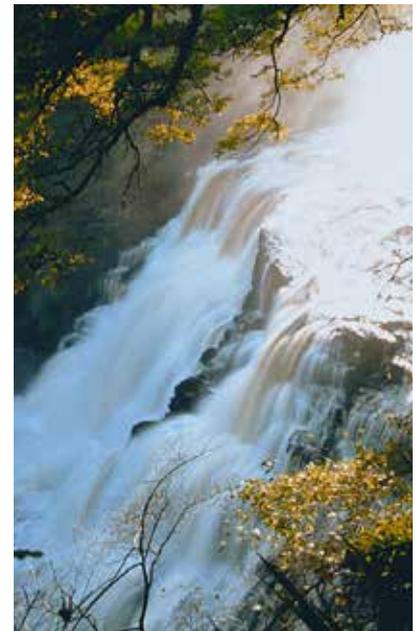
The New Lanark World Heritage Site Management Plan provides a framework for the safeguarding, enhancement and promotion of New Lanark World Heritage Site and its OUV. It does so by setting out a shared purpose, values and strategic objectives to guide those that are involved in making decisions affecting the management of the Site. The Management Plan relies on all partners and stakeholders working together to achieve the strategic objectives and for this reason the New Lanark Management Plan has been endorsed by those bodies and individuals responsible for its implementation. The Management Plan's values and strategic objectives should, wherever possible, be incorporated into other relevant local guidance, plans and strategies.

The New Lanark World Heritage Site Management Plan covers a five year period from 2019 -2023 after which it will be further reviewed in line with UNESCO guidance. Some aims extend beyond the duration of the Management Plan but are an essential part of the long term vision for New Lanark.

The New Lanark World Heritage Site Management Plan does not provide a comprehensive contextual history or physical analysis of New Lanark and its surroundings. It should be read in accompaniment with the 'Nomination of New Lanark for Inscription in the World Heritage List' (Historic Environment Scotland, 2000) and the 'New Lanark Conservation Area Appraisal' (South Lanarkshire Council 2018). Additional sources are listed in the 'Further Reading' section of this document.

III. Consultation on the Management Plan

From January – May 2018, New Lanark Trust undertook extensive public and partner consultation on the 'Vision for our Future'. This document set out, for the first time, New Lanark's purpose, heritage, values and strategic objectives, along with areas for development and an outline strategy for implementation of the vision. The document, and the feedback received, has formed the basis for this Management Plan and its accompanying Action Plan. Relevant partners and stakeholders will be consulted regarding all major proposed developments and, where appropriate, focus groups will be created to allow for public input to actions and projects. A summary of the consultation feedback can be found in Appendix I.

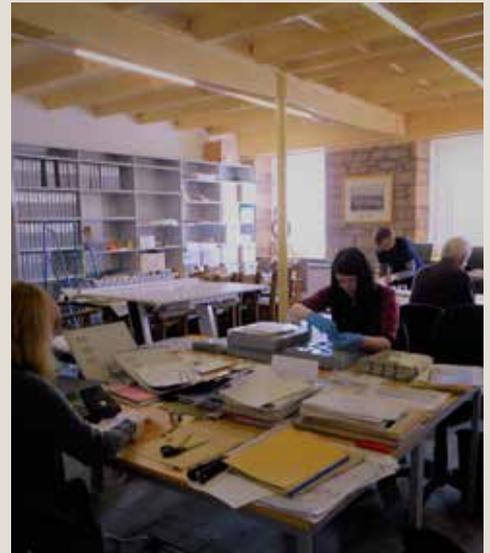


IV. 2013-2018 Management Plan Achievements

a. New Lanark Archive & Search Room- 2013

Whilst New Lanark has never aspired to be a museum dedicated to the past, New Lanark Trust has acquired a collection of several thousand artefacts, documents, photographs, drawings and artworks relating to the history of the site and the people who lived and worked here. The Trust has a responsibility to care for these items, and in 2013 secured funding to create the New Lanark Search Room and Archive. This allowed the collection material to be correctly sorted, stored, catalogued and made available to the public for research. The project gave impetus to the New Lanark Volunteer Programme, with between 10 and 15 volunteers helping to prepare the collection and the space, which was opened by the then Cabinet Secretary for Education and Lifelong Learning. The project is now entering a new phase as the Trust looks to secure Museums Accreditation from Museums Galleries Scotland. This nationally recognised scheme indicates that the Trust cares for its collections to an approved standard.

The Search Room and Archive project was funded by the South Lanarkshire LEADER programme with match funding from the Border Biscuits Community Support Fund and the Strathmartine Trust.



b. Clearburn Natural Play and Picnic Area- 2014

A beautiful natural play space in the heart of New Lanark World Heritage Site, Clearburn Natural Play and Picnic Area was designed and built in collaboration with the local community and school pupils. It enables natural play for all ages, and acts as a gateway for further exploration of the area, encouraging users to learn more about their surroundings. This site was historically used for play and nature exploration - Robert Owen in particular believed that fresh air and a pleasant environment were essential for happy and healthy communities.

Over 80 volunteers voted for the features they wanted to see included in the design. Volunteers, school groups and Clydesdale Community Initiatives then helped with the design and construction of the space, including cutting, preparing, planting and weaving willow structures, as well as deciding on the content for and designing the Clearburn Nature Trail. The project was centred on community participation, engagement and benefit, and created a far more innovative space than would have been possible otherwise.

The project was funded by The Big Lottery with match funding from the Clyde and Avon Landscape Partnership. The area has since gone on to win 'Highly Commended' at the Scottish Civic Trust 'My Place' Awards 2015, the Nancy Ovens Trust 'Commendation for a community play space within a national heritage attraction' 2015, and 'Best Picnic Spot as nominated by the public, sponsored by Fortum & Mason' at the Hudson's Heritage Awards 2016.

c. New Lanark Events Programme- 2015 onwards

In 2015 New Lanark launched an ambitious annual events programme designed to attract new visitors and audiences to the site. The programme included: 'Live at New Lanark' a day of live music from local bands which took place in the spectacular setting of Robert Owen's Garden, in the centre of the World Heritage Site; 'The New Lanark Book Festival', a three day event focusing on Scottish authors and covering a diverse range of themes; 'The Big Picnic' a family day out encouraging picnic and play in the grounds of New Lanark; 'Stargazing Live', a weekend of stargazing from the Roof Garden, talks and space themed crafts; and 'Handlebards' a cycle-touring Shakespeare company who performed 'A Midsummer Night's Dream' in Owen's Garden.

This programme helped to increase footfall to the site, diversify our audience and interpret the historic themes of New Lanark in unique ways. It also paved the way for more innovative events at New Lanark, such as the 'Shining Lives' projection mapping spectacular in 2017.



d. New Lanark Exhibition Gallery & Exhibition Programme- 2017 Onwards

In alignment with its aims of finding sustainable uses for buildings and developing its offer for audiences, in 2017 New Lanark Trust completed works to create a purpose built exhibition gallery in Mill 3.

2018 saw the implementation of a temporary exhibition programme in the gallery, including two major touring exhibitions- 'Artists Textiles: Picasso to Warhol' and 'Game Plan' along with the return of the Great Tapestry of Scotland, displayed alongside an internally curated exhibition depicting its development.

It is hoped that the further development of the exhibitions programme will enable New Lanark to raise its profile as a cultural venue and develop a new, consistent revenue stream. The Exhibition Gallery will also increase New Lanark's capacity to programme in major touring and partnership exhibitions, and strengthen the development of partnerships with other museums, galleries and heritage sites.

The project was funded by South Lanarkshire LEADER with match funding from South Lanarkshire Council's Renewable Energy Fund.



e. New Lanark Built Environment Study- 2017-2018

There is a wealth of published research on the social history of New Lanark but very little on the development and changes that have taken place in the built environment over the years. In order to remedy this, New Lanark Trust commissioned Simpson & Brown Architects, working in partnership with Addyman Archaeology and David McCreadie 3D Measuring & Modelling Ltd, to carry out a Built Environment Study. The study included historical and archaeological research into how each of the buildings and features in New Lanark has changed in appearance and use since their construction.

The research was carried out in conjunction with a complete digital scan of the site, which is linked to a survey control network, ensuring that the 3D model produced from the scan data can be updated at any stage in the future. The historical and archaeological research was layered into the model, resulting in a comprehensive virtual model of the site which can be used for research, interpretation, conservation and facilities management. It is planned that the model will be made available to the public in 2019.

The project was funded by South Lanarkshire LEADER with match funding from the Heritage Lottery Fund and Historic Environment Scotland.



f. The Townscape Heritage and Conservation Area Regeneration Scheme Project- 2015-2020

This ambitious four year regeneration project is funded by The Heritage Lottery Fund Townscape Heritage programme, Historic Environment Scotland's Conservation Area Regeneration Scheme, South Lanarkshire Council and The Wolfson Foundation .

Works on site began in early 2016 to restore the last empty block of former millworkers' housing in the village, the A-listed Double Row terrace. Much of the Row will be brought back into use as residential accommodation. Meanwhile, the unique interior of one tenement, the Museum Stair, with its surviving sinks, box-beds, original linoleum, and layers and layers of wallpaper, will be conserved and stabilised. Because it is too fragile to open to the public, the interior has been digitally documented and this information will be critical to inform conservation, as well as allowing the development of an exhibition which enables visitors to physically enter a virtual space and peel away the layers of occupation to see how the building has changed throughout nearly 200 years.

The project includes heritage-based community activities such as Traditional Building Skills training, talks, tours and demonstrations. Two of the main public engagement activities are the 'House History' project- a volunteer-led research project to chart the history of Double Row and the 'Back in Time Experiences'- annual events where visitors can explore life in the village over several historical time periods.



g. CAVLP Geology Report & Exhibition

New Lanark Trust was one of the partners in the HLF-funded Clyde and Avon Valley Landscape Partnership. One of the most beneficial projects for New Lanark in understanding the relevance and importance of our landscape, was the creation of a geological assessment of the Clyde and Avon Valleys entitled "Geological Sites in the Clyde and Avon Valleys: Assessment for the Shaping Our Landscape Trail", a Geology and Landscape Scotland Programme commissioned report by the British Geological Survey Scotland. The report identifies and assesses the heritage significance of fifteen geological sites and features within the Clyde and Avon Valleys, including the Falls of Clyde. This is particularly significant for understanding the geological and glacial geomorphology of the setting of New Lanark and of the relationship with the Falls of Clyde.

To engage locals and visitors alike with the area's environment and economic & cultural history through the geological 'story' of the landscape, this information was then utilised to create a series of online 'trails' as well as a 'Shaping Our Landscape' exhibition which is currently on display in the New Lanark Visitor Attraction.



Chapter 3: Vision, Values & Strategic Objectives

ICOMOS advises that management plans for World Heritage Sites should be based on a strategic view over 20-30 years. This strategic 'vision' provides the basis for identifying and developing a framework of longer term aims, which in turn inform the priorities for the medium to short term specific objectives which are set out in the following section. The Management Plan has a five year lifespan, from 2019 – 2023, but many of its objectives will be relevant for longer and guide the future management of the site.

The New Lanark Trust "Vision for Our Future", published in spring 2018, provides the context for much of the information in the new Management Plan. The development of and consultation (See Chapter 2.III and Appendix I) on the "Vision for Our Future" document allowed New Lanark, its partners and stakeholders to explore and define its purpose, heritage, values and strategic objectives, which helps create a shared direction for all involved in the delivery of the Action Plan.

I. Our Purpose

New Lanark Trust is the Registered Scottish Charity responsible for the management of New Lanark World Heritage Site. We:

Conserve its heritage, site and environs

Contribute socially and economically to the area

Evolve to stay relevant to our people and the world



II. Our Heritage

New Lanark has an authentic built environment set within an outstanding natural landscape, with architecturally innovative mills situated on the banks of the River Clyde within the glaciated landscape around the Clyde Gorge.

New Lanark was founded not only in response to the opportunity of a fast and steady river flow in the Clyde Gorge which could be harnessed for power, but also in response to the need for a new community to relocate the large number of local cottars, Highland crofters and other rural workers displaced by the Agricultural Revolution and the rapidly changing land management practices of the nobility and other large landowners, whether by enforced clearances or benevolent relocation to planned communities. The more peaceful political circumstances of the second half of the eighteenth century and the burgeoning of wealth available to Scottish aristocracy through colonial trade (not to say slavery), brought new investment in both country estates and new industrial infrastructure alike. With the support of leading MPs in Scotland, the Baillies of the Royal Burgh of Lanark, and the merchants, port authority, and Lord Provost of the City of Glasgow, New Lanark was the leading example of contemporary inward investment. This was the practical demonstration of the fruits of the Enlightenment in Scotland, based on economic theory, education and nurturing of the workforce.

The reputation of the area around the Falls of Clyde was already well known by the travel writers who turned to home territory as Europe became restless in the 1760s, and who extolled the awesome experience of viewing the falls. As the new generation of country houses and picturesque landscape designs reflecting the juxtaposition of sublime nature with beautified gardens emerged, there was no better example than that of the nobility of the Upper Ward of Lanarkshire for its imprint on the landscape setting around the falls. The same landowners sold land and championed David Dale in his enterprise to bring new wealth and employment to the area. The story of the Enlightenment and the context for the original investment decisions at New Lanark are reflected in the landscape setting of New Lanark and are a fundamental part of its story, adding greatly to the significance of the OUV of the WHS.

The built environment of New Lanark can be seen as a model for town planning and ideal industrial communities worldwide, with a coherent spatial organisation which follows the landscape and groups the industrial buildings together and the social and service buildings separately. The industrial buildings are architecturally ambitious in both their scale and classical styling. The mills also illustrate the evolution of industrial building construction, culminating in the fireproof, iron-framed structure of Mill 3 in the 1820s and 30s. The steep form of the tenement housing is dictated in part by the steep slopes of the site and is the most extensive example of 18th century multi-storeyed housing in Britain.

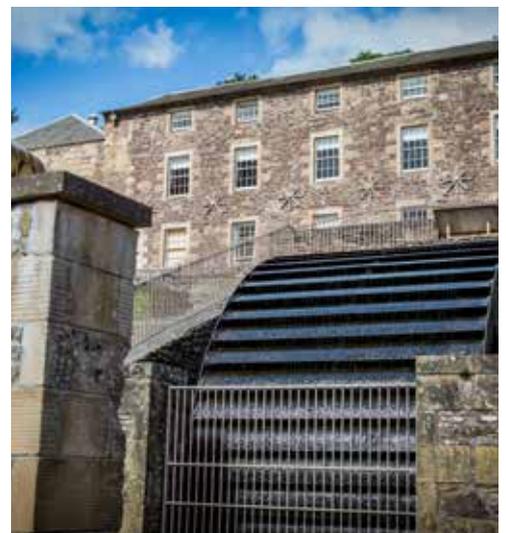
New Lanark has a responsible social and cultural heritage based on the work of its founder, David Dale, and the pioneering social reforms of its most famous manager, Robert Owen, which shaped the lives of generations of people.

David Dale's success as a businessman was tempered by his philanthropy and strong religious motivation. He was viewed as a paternalistic manager and treated his workforce well in a time period where this treatment was not common. Dale provided good quality housing and basic education for his 800 or so child workers. Many of these children were brought to New Lanark from orphanages and poor houses in Glasgow and, whilst their life was not easy, they were housed in clean and relatively comfortable dormitories, clothed, and fed. Dale was also concerned with emigration, and encouraged would be emigrants to settle in New Lanark rather than leave for America.

Dale's pioneering philanthropic work at New Lanark was built upon by its most famous figure, Robert Owen. Owen's reforms at New Lanark included improving standards of housing and healthcare, implementing better working conditions and practices, and, most importantly of all, creating a rational system of education from which every man, woman and child would benefit. The physical evidence of New Lanark's role as a test bed for Owen's 'Rational Social System' is shown by the presence of his New Institution for the Formation of Character, School, Village Store and Counting House. The greater extent of buildings that preceded Owen offer evidence that it was Dale's village that moulded many of Owen's ideas, and this serves to heighten the significance of the village, where the rational classicism of the physical fabric gave credibility to Owen's ideas. Owen described his work at New Lanark as 'the most important experiment for the happiness of the human race that has yet been instituted at any time in any part of the world.' His publications, including 'A New View of Society', drew on his experience at New Lanark and inspired progressive education, factory reform, humane working practices, international co-operation and garden cities.

New Lanark was founded as a cotton mill village during the Industrial Revolution and has an enterprising industrial heritage based on ground-breaking technological developments.

New Lanark was founded on the principles of Richard Arkwright, the inventor and pioneer of industrial cotton spinning. Arkwright was foremost among those who realised that the water-powered mechanism of spinning was capable of bringing improvements in production previously unheard of in a world of 'cottage-industry' spinning. The Arkwright machines, driven by a single water-wheel, could do the work of thousands of individual spinners and by 1813, New Lanark was easily the biggest mill complex in Scotland. The technical innovations by the first works manager, William Kelly, which included developments in heating, ventilation and the 'self-acting mule', resulted in correspondence with other leaders in these fields. Diversification of production under the Gourock Ropework Company from 1881 led to the introduction of new machinery and new skills. Manxmen came to the village to pass on their abilities in net-making, whilst the greater involvement in weaving brought more Irish families to the village. Auxiliary steam power was introduced to the village in the 1890s and the ten waterwheels which once powered the machines were replaced with four water turbines by 1930.



III. Our Values

Authentic:

- Outstanding natural landscape and authentic built environment
- Living, working community
- Real people with significant stories

Responsible:

- Self-sustaining charity with opportunities for employment, volunteering and skills development
- Actively conserving our unique heritage
- Ensuring long-term environmental and financial sustainability

Industrious:

- Providing a complete visitor experience
- Building successful and co-operative partnerships and community engagement
- Continuing David Dale's and Robert Owen's legacy of business innovation and social enterprise

Ambitious:

- Ensuring New Lanark fulfils its potential in Scotland's global cultural, tourism, business and educational offering

The values of New Lanark Trust follow the ethos of the people who have come before us. We are a world-class World Heritage Site with an ambitious vision. We will remain true to our intellectual heritage, our place within the world, and our community and site whilst continuing to be pioneering in our management of the WHS, ensuring that every person who discovers, explores and experiences New Lanark will be inspired by, and feel a sense of affinity with the spirit of the place and its setting.



IV. Our Strategic Objectives

a. To safeguard and enhance the World Heritage Site (WHS) and its environs.

i. Conserving and enhancing the Site and its wider setting

ii. Ensuring that work carried out on the site is of the highest standard and appropriate to its character

iii. Sharing best practice and engaging with our partners, residents and landowners

iv. Assessing the likely impact of climate change on the Site and integrating the findings into our Management Plans

i. World Heritage status confers a responsibility on those associated with the property to conserve and enhance the Site, its Buffer Zone and its wider setting. One of the key considerations in this is to protect the Site from development which would have a detrimental impact on the OUV. As with many heritage sites, New Lanark faces potential pressure from new development (forestry, telecommunications, commercial development, housing etc.) both within the Site and Buffer Zone. World Heritage Site status brings no additional statutory powers in addition to existing planning controls, but the associated statutory planning framework is well defined. The Site, its Buffer Zone, and general setting are also key material considerations in assessing and making planning decisions and South Lanarkshire Local Development Plan policies help to guide the nature of new development which impacts on the Site. The partners should consider what additional measures could be available or appropriate to ensure that any new development respects and recognises the character of the World Heritage Site, its role as a viable community and its status as an asset for educational and cultural enrichment. Please see Chapter 4.IV for further information on Planning & Public Policy Considerations.

The 'Operational Guidelines for the Implementation of the World Heritage Convention' recommend that World Heritage Sites allocate Buffer Zones to help protect the setting of the Site. The Buffer Zone is a defined area around the World Heritage Site that is considered to be more sensitive to development because of the potential impacts on the Outstanding Universal Value of the Site. The Buffer Zone at New Lanark was allocated to take account of key views into and from the Site, as well as important functional relationships between the Site and the surrounding area, in accordance with UNESCO Operational Guidelines.

The Management Plan provides a basis for the protection and enhancement of the Site for future generations. Where development is proposed within the World Heritage Site, New Lanark Trust will seek to engage fully in consultation, and ensure high quality communication and engagement at pre-application stage between stakeholders. *The Planning etc. (Scotland) Act 2006* requires developers to carry out pre-application consultation on all major and national developments and it offers a means for partners to put in place agreements about planning and consultation procedures. There are also additional requirements for consultation through arrangements for Environmental Impact Assessments of proposed developments (including forestry) affecting the World Heritage Site.

ii. New Lanark has a very strong image, recognised across Scotland and worldwide. The historic village survives little altered in appearance from its eighteenth century origins, and the dramatic landscape setting in a steep gorge by the River Clyde is recognised for its natural heritage, ecological and aesthetic value. The built and natural features of the site are intrinsic to New Lanark's sense of identity; they contribute to the visitor experience and are responsible for fostering local and national pride of place.

Conservation and maintenance of the historic fabric and the natural landscape are therefore essential to preserving New Lanark's OUV. The conservation and rehabilitation of the village has been in progress for almost half a century and has breathed new life into what was once a semi-derelict site. As such, New Lanark is a nationally important regeneration project which requires ongoing maintenance to ensure the preservation of the Site's World Heritage status and its commercial viability.

A number of vacant and derelict properties remain within the Site, and it is one of the aims of New Lanark Trust to restore and bring these back into use. The Management Plan offers the opportunity for the partners and other stakeholders to consider how they can balance the need for restoration against that for authenticity and integrity required by the World Heritage Convention.

The Management Plan recognises the importance of the natural setting of the Site and provides a context for its management and conservation. This means developing and supporting projects which manage, maintain and promote the World Heritage Site's natural features - the ancient woodland or biodiversity for example - and which forge better links with partners responsible for managing the adjacent nature reserve.

iii. The strengthening and cohesion of stakeholder partnerships and local relationships is essential to the success of the Site, and improved communication should aid all stakeholders' understanding of the management issues affecting the Site in its entirety. Through active engagement with our partners, residents and landowners, New Lanark will be able to develop and implement projects which not only conserve the Site, but enhance it for all users, creating solutions to demands and needs of residents and visitors.

One of the key issues for the conservation and enhancement of the Site is the flow of traffic and people throughout the living and working village, and the town of Lanark itself. This has been an ongoing issue within the Site, particularly for residents, and consultation and collaborative working will be key in resolving this issue. Possible solutions may include: the creation of a new access road into the village; the development of a direct transit system to and from the car park/village; or the implementation of an electric bus scheme and similar 'green' transport schemes.

New Lanark Trust will continue to share best practice with our residents, partners and stakeholders through the publication of e.g. homeowners' guides, the production and dissemination of project reports, and annual updates on the objectives of the Management Plan. Conservation and enhancement of the site and its surrounding environs will rely on the availability of funding mechanisms and on a commitment from all partners and stakeholders.

iv. Climate change is an issue which affects World Heritage Sites now and in the future. In order to ensure the continued preservation of the Site, it is essential that the impact of climate change is fully understood. New Lanark Trust is committed to developing a climate change impact report, which will assess the threat and subsequent impact of flood, drought and other major climactic events on the Site and the businesses which operate within it, e.g. hydro-electricity production and tourism.

Monitoring, mitigation and adaption practices will be developed following advice on best practice from UNESCO, and policies across all areas of the Site will include reference to managing disaster risks.



b. To promote awareness and understanding of New Lanark's Outstanding Universal Value, Authenticity and Integrity.

i. Offering diverse interpretation and a rich learning programme

ii. Meaningful engagement with our staff, volunteers, community, visitors and partners

iii. Conserving our artefacts and archives

iv. Enabling ongoing research, thought and debate on the themes and issues that have shaped our history

i. In accordance with the Operational Guidelines for the World Heritage Convention, World Heritage Sites have a responsibility to promote and interpret the site and its attributes. New Lanark Trust also aims to increase awareness and understanding of World Heritage status and what it means. Promoting New Lanark and its key themes through interpretation, engagement, research and collections will ensure that our stories reach as wide an audience as possible. It will enable New Lanark Trust to obtain partner and community support for projects, and ensure that decisions affecting the Site are based on a full understanding of its significance.

Diverse interpretation and a rich learning programme will help promote awareness and understanding of New Lanark's OUV and its industrial heritage, social history, and built & natural environments. The interpretive opportunities detailed in the Action Plan include new interactive gallery spaces, with linked themes and information on context, comparisons and people woven throughout the narratives.

a. Story of New Lanark Ride: a redevelopment of the existing Annie McLeod Dark Ride system to provide a complete timeline of New Lanark including: the formation of the glacial landscape, the Falls of Clyde as a tourist attraction during the Scottish Enlightenment, the creation of New Lanark under David Dale and Richard Arkwright during the Industrial Revolution, the ground-breaking reforms of Robert Owen, the struggle of the Walker ownership, the modernisation under the Gourrock Ropework Company, the years of decline and decay, the work of New Lanark Trust and the World Heritage Site today.

b. Spinning History Textile & Industry Gallery: This will guide visitors through the industrial heritage of New Lanark. The systems of powering the mills and the village will be explored alongside the textile industry, from the cotton production process, through the modernisations and innovations of the 20th century to the yarn production of today.

c. Shaping History Landscape & Architecture Gallery: This is where the story of the physical and built environs will be told. Visitors will be able to explore: the shaping of the Falls of Clyde and the geology of the area; the Designed Landscapes of Bonnington, Braxfield, Castlebank and Corehouse and how they relate to New Lanark; the buildings of New Lanark and their design, use and changes as well as the lost buildings; links with the town of Lanark.

d. Living History Society and Culture Galleries: Located in the School for Children, these galleries will tell the stories of the people who lived in New Lanark and the social and cultural developments that took place throughout the village's history, particularly those under Robert Owen. Living conditions, education and recreation will all be explored.

e. Managing the Mills Gallery: Located in Robert Owen's House, these galleries will explore the history of the four owners of the New Lanark Mills from the patriarchal David Dale to the pioneering Robert Owen and from the struggling Walker Bros. to the modernising Gourrock Ropework Company.

f. Co-operation Gallery: Located in the Village Store, this will explore the history of the Co-operative movement and how its founders were influenced by Robert Owen and his work at New Lanark.

As well as on-site interpretation regarding the cultural and historical significance of the village, there are wider opportunities to promote the natural, ecological and biodiversity value of its surrounding setting. Interpreting and raising awareness of the Site's landscape quality and the natural features within it will be a first, important step for encouraging locals and visitors to make appropriate use of the World Heritage Site for recreation. New Lanark will seek to work effectively with those partners and stakeholders responsible for the wider landscape to help to secure the sustainable management of the Site, including the protection of the area's built heritage, the enhancement of biodiversity and the improvement of access to the natural landscape. A number of possibilities exist for increased communication of New Lanark's World Heritage Status and OUV, including partnering with other Scottish World Heritage Sites, strengthened communication with World Heritage UK and UNESCO, and exploring the value of increasing links and international networks with other World Heritage Sites and industrial heritage sites out with the UK.



ii. Meaningful engagement with all New Lanark's stakeholders will be integral to improving awareness and understanding of the Site's OUV and thus to the continued evolution of the Site to stay relevant in the 21st century. Opportunities for engagement should be wide-ranging and take into account the diversity of the New Lanark audiences. Carried out correctly, engagement will not only strengthen the interpretive offer, but also attract new audiences to the Site. The following areas will be developed as part of the Management Plan:

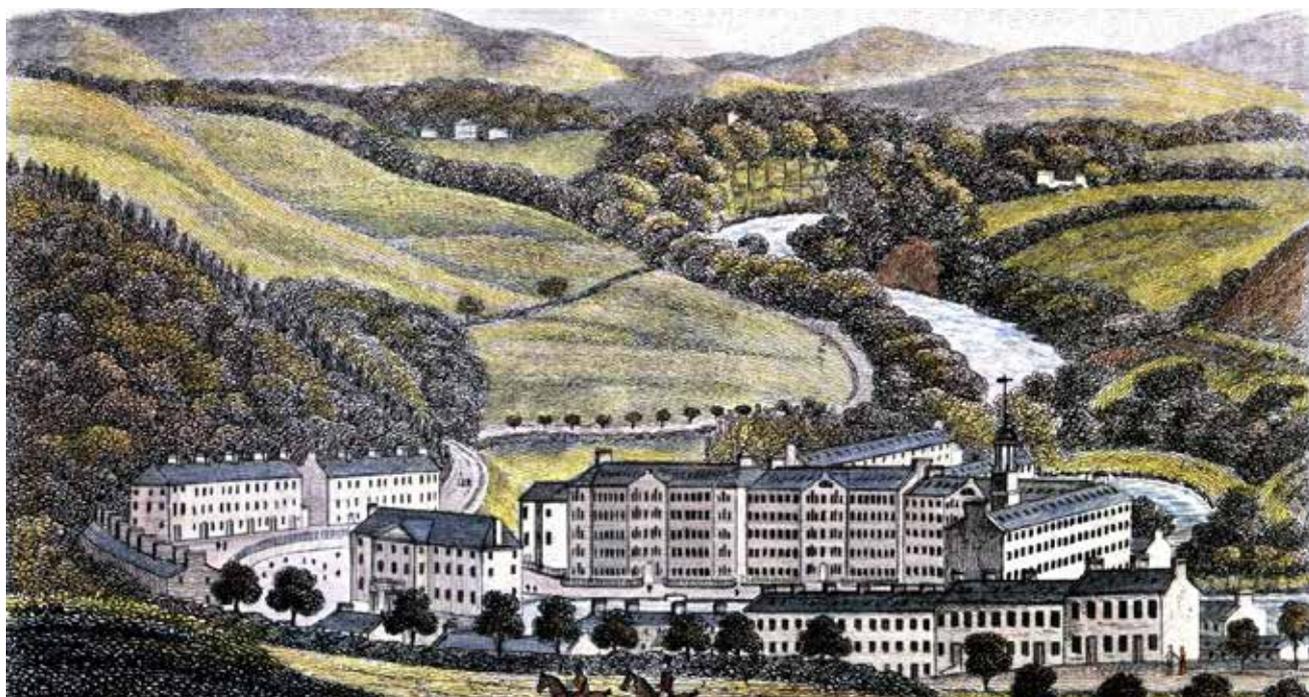
- a. **Focus Groups and Visitor Feedback:** a well-structured system of visitor feedback and the development of targeted focus groups will enable New Lanark to develop a strong offer which suits the requirements of the Site's users and delivers on priorities for our visitors.
- b. **Learning and Outreach Programme:** This will offer a range of workshops, sessions and tours for pre-school, primary, secondary, and tertiary learning groups and beyond to support the key themes.
- c. **Public Programming:** A range of informal learning initiatives for visitors to support the key themes and temporary exhibitions and events
- d. **Tours and Talks:** A programme of tours and talks linked to our key interpretive themes and also to our temporary exhibition programme will be developed. This may be delivered with our own staff and external speakers. Tours in the surrounding area will be arranged in cooperation with partners and voluntary groups such as Scottish Wildlife Trust.
- e. **Publications:** A redeveloped guidebook will give a complete overview of New Lanark. It will be supported by a series of thematic booklets covering the key interpretive themes.
- f. **Online Learning:** A redeveloped website and stronger digital media / apps will allow for online and remote learning.

iii. The conservation of the artefacts and archives held by New Lanark Trust is essential to ensure that they can be made accessible to the public as part of the interpretation of the site. A key aim of New Lanark Trust from 2019 will be to achieve, and subsequently maintain Museums Accreditation from Museums Galleries Scotland. Accredited Museum status is a nationally recognised standard for the management and care of collections, and assesses an organisation on how they governed, how they care for and manage their collections, and the information and services they offer to their users. Museums Accreditation will provide a route to alternative funding streams for the Site as well as strengthening borrowing and exhibition partnerships with other cultural and heritage organisations, museums and galleries.

iv. Enabling ongoing research, thought and debate on the themes and issues that have shaped our history will be achieved through the creation of two Centres of Learning, appropriately located in the historic Institute for the Formation of Character and School for Children, both established by Robert Owen as education and recreation spaces.

The New Lanark Archive and Research Room will be located in the Institute for the Formation of Character and will house the internationally important New Lanark Collection, containing documents, artefacts, artworks and digital material relating to the history of the site. The space will be fully equipped for researchers and open for use for everyone from academics, to students and family historians, to general visitors. This facility will enable users to consider New Lanark's heritage, its relevance to contemporary society and other cultural interpretations of the heritage, thus reaching out to a diverse audience.

The New Lanark Learning Hub will be located in Robert Owen's School for Children and will be a multi-purpose centre for learning with flexible facilities including a fully-equipped lecture theatre, a redeveloped interactive gallery, and a learning space for use by a range of audiences. In the space, users, including school and community groups, will be able to take part in a diverse range of activities including workshops, digital learning, and courses developed in collaboration with partners and learning institutions.



c. To grow New Lanark as a visitor destination and strengthen the Site’s regional, national and international profile.

i. Ensuring a world class visitor experience across the Site

ii. Effective marketing, PR and online presence

iii. Providing new and themed experiences that will encourage new and repeat visitors

iv. Working with our partners, such as Historic Environment Scotland, Scottish Enterprise, South Lanarkshire Council, Visit Scotland and local organisations

New Lanark is one of only six World Heritage Sites in Scotland. Its internationally renowned industrial heritage, social history and built & natural environment make it a popular tourist destination, attracting many hundreds of thousands of visitors every year. Key to its success is that New Lanark presents a variety of visitor facilities, with indoor and outdoor activities to suit a broad demographic of people and interests. These include, amongst others, the New Lanark Visitor Attraction, a number of public realm and park spaces, the Clyde Valley Woodlands National Nature Reserve and the Clyde Walkway route, alongside the New Lanark Mill Hotel, Hostel, Leisure Suite, Café and Shop.

Despite its past accomplishments, the Site cannot be complacent. With diminishing public funding and increasing competition for customers, there is an urgent need to further develop a sustainable business model. It will need to ensure that it is able to adapt to continue to provide a world class visitor experience for the 21st century. Expectations amongst tourists and visitors are far higher than in the past, and recent economic trends have seen more competition for tourist spend. By ensuring it continues to give consideration to what modern visitors want, New Lanark can compete with other destinations and capitalise on income and business revenue opportunities.

i. Enabling a world-class visitor experience requires consideration of what the visitor experiences at all stages of the visit, from travel and arrival to post-visit feedback. In terms of travel to and from the Site, New Lanark Trust will consider the following:

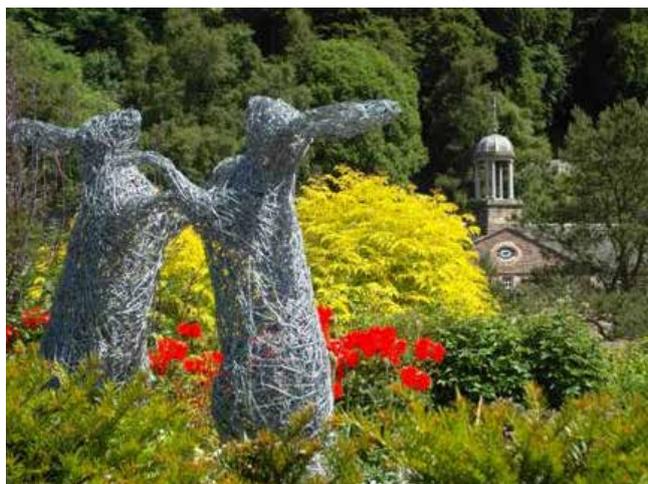
a. Vehicular Access to the Site: The majority of visitors access New Lanark by car. This route takes visitors through the winding, difficult to navigate and heavily populated streets of Lanark. The Trust will explore the potential completion of the Beeches Access Road - first included in the plan for Lanark 35 years ago but only partially built to serve a housing development. This would allow visitors to take a direct route into the New Lanark Car Park, avoiding many of the tight, residential streets of Lanark. It would also afford significantly greater opportunities for engaging passing trade, tourist coach traffic and heritage visits within the town itself.

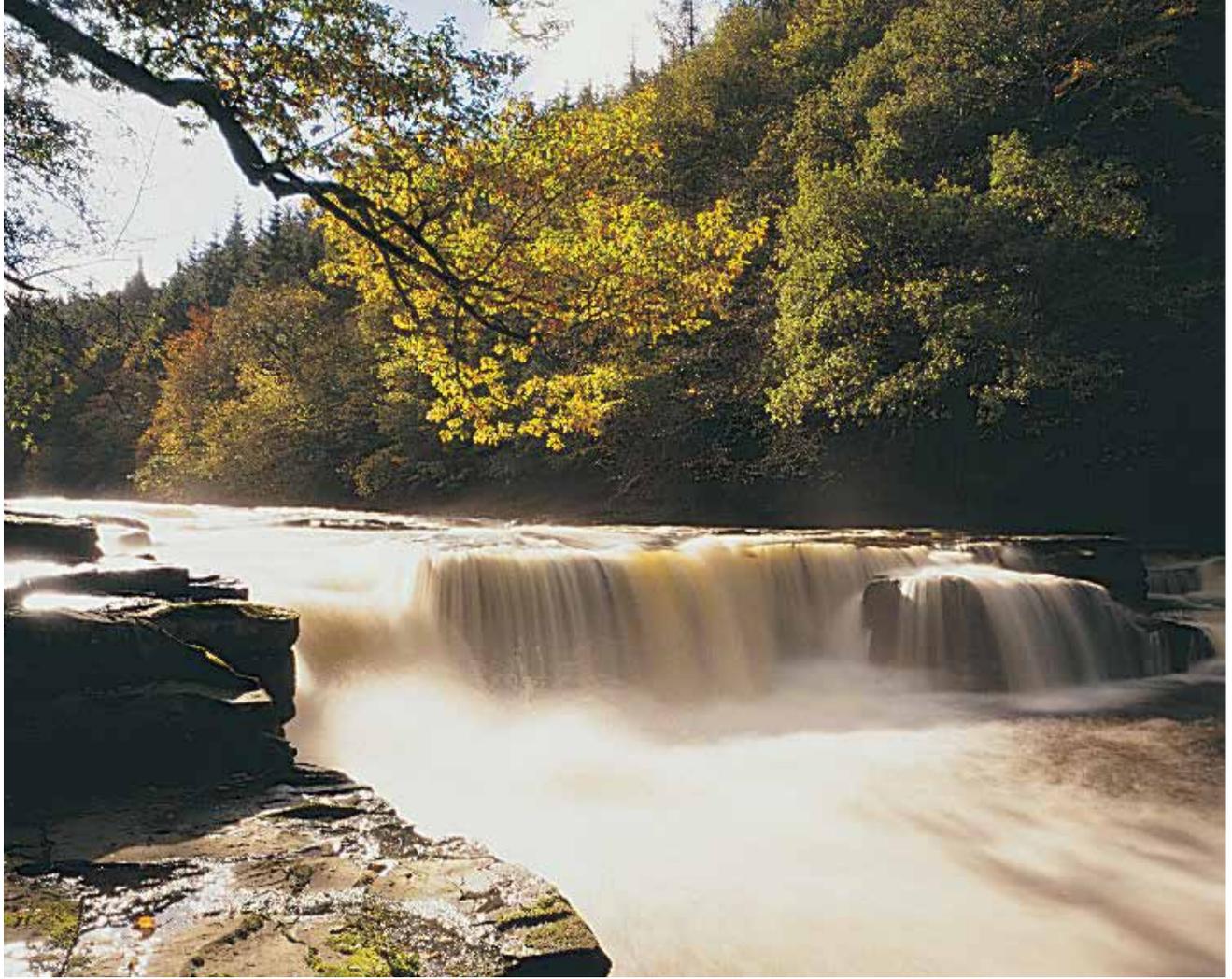
b. Public Transport: Those who wish to visit New Lanark by public transport encounter difficulties with lack of a direct rail link from Edinburgh, lack of co-ordination between train and bus timetables, and lack of cycle / green transport schemes. For many years, there have been discussions between Lanark and transport providers regarding re-opening a direct Lanark–Edinburgh link. Whilst New Lanark will support any improvements in this area, our immediate focus will be on securing funding for one or two electric buses to run between the Lanark Transport Interchange, New Lanark Car Park, and New Lanark Village, as well as the implementation of facilities to enable cycle schemes.

c. Parking & Access to the Village: Despite a large visitor car park above the village, a high volume of local visitors, particularly those with limited mobility, continue to park in the village itself. This limits parking for villagers, is dangerous for pedestrians, and diminishes the visitor experience and cultural value of the Site. New Lanark Trust will explore the pedestrianisation of certain areas of the village and improvements to the visitor car park in order to reduce traffic to the village and enable the electric bus service. Long term, the Trust will explore the potential for alternative ways to access the Site from the car park.

d. Welcome & Information: To provide visitors with a point of orientation and an initial welcome, the Trust will explore the creation of a Welcome Centre located in the visitor car park above New Lanark village. The centre would be used as a hub for exploration of the wider area and could potentially be linked to ‘mini-hubs’ in Lanark. The Trust will also explore the redevelopment of the Institute for the Formation of Character Visitor Attraction Reception, to make it a more efficiently functioning space providing on-site welcome, tickets, information on tours/talks /events etc. as well as the entry to the interpretive galleries.

e. Signage Strategy: Signage will be ‘on-brand’ across the Site, clear and simple with dedicated ‘What’s On’ spaces for temporary event and exhibition signage. Way marking and interpretive signage will be provided in the wider area.





ii. An effective marketing and PR strategy will consider New Lanark as a complete destination, and include all aspects of the Site, as well as opportunities in the surrounding landscape and in the town of Lanark. The strategy will consider:

- a. Digital media and systems, including the redevelopment of the New Lanark websites, new and integrated booking systems, and more effective use of social media and apps.
- b. Effective use of the New Lanark brand across all promotional material
- c. TV and radio advertising, including increased use of the village as a location for TV programmes and media events
- d. Engaging audiences through reach in national press and relevant publications
- e. The creation of thematic networks with partners in the World Heritage and tourism sectors, e.g. an industrial World Heritage network.
- f. Strengthened promotion of our Outstanding Universal Value and Unique Selling Points.

iii. The provision of innovative and themed experiences to encourage new and repeat visitors will be centred on the creation of an annual events and exhibitions programme. This will compliment the core on-site interpretation but also help to diversify audiences and offer new learning and recreation opportunities to those who may have seen the core interpretation several times. This programme will include:

- a. National and international touring exhibitions in the Mill 3 Exhibition Gallery. These will be large scale, high profile exhibitions with an entry fee and associated public programming.
- b. A series of high-quality, local and national or internally-curated exhibitions held across the Site. These will be on a smaller scale and may be offered at a lower price, free or included in a Visitor Attraction ticket.
- c. The creation of an Art & Event Loft in the Mill 3 attic space. This will be an elegant, multi-purpose space that can be utilised for art exhibitions, events and functions.
- d. Regular events such as Stargazing, Easter, Halloween and Christmas alongside major, funded events such as the Shining Lives projection mapping and light show.

iv. Key to implementing these, and other suggested improvements, will be effective collaboration between partners and stakeholders, and the instigation of long term management arrangements for the Site. This includes forging better links between businesses in New Lanark and the nearby Royal Burgh of Lanark; building upon mutual interests and recognising the contribution that New Lanark makes to the local economy. It is also worth considering how New Lanark can improve links to more global markets and promote its resources further afield. Again, this might be achieved through better links with key regional and national partners in the tourism and enterprise sectors.

Alongside promotion of the conservation aspects of the World Heritage Site, there are opportunities for partners to consider the encouragement of local destination marketing and branding. The World Heritage Site is already playing a key role in Lanarkshire tourism marketing, and has the potential to develop further as a role model in advocating, sharing and encouraging best practice with other local visitor attractions, thereby strengthening the overall tourism product within Lanarkshire. In this context there are opportunities to form better links with key regional and national partners in the tourism sector and to explore the possibility for cross selling marketing, educational mini-breaks, event led promotion, and bus tours.

d. To build a commercially and environmentally sustainable business.

- i. Developing an ambitious commercial strategy to ensure financial sustainability**
- ii. Working to attract investment in the Site**
- iii. Practising prudent financial stewardship and sound corporate governance**
- iv. Promoting a positive culture where our staff are flexible, skilled and creative**
- v. Ensuring we are a Green business with an effective environmental management strategy**

i. Following in the ethos of Robert Owen, the commercial strategy for the Site will include maximising our business income to invest this profit back into the conservation, enhancement, interpretation and marketing of New Lanark World Heritage Site. Since the 1970s, the Trust has developed several innovative business opportunities, based on the historic production at New Lanark. These include producing woollen yarn on historic cotton spinning machinery, and the production of hydro-electricity on a restored 1930 Boving turbine. Whilst less historically relevant, the 2013 introduction of New Lanark Ice Cream and its production on-site, has helped to further diversify income to the Trust.

The Trust's strategies for these areas will include:

- a. Ensuring that production capacity is maximised and that production facilities are located in the most appropriate locations, for the sake of both the business and the way they can add to the interpretation of the Site.
- b. Where relevant, reviewing sales and marketing strategies to maximise income generation, as well as public benefit.
- c. Investing in staff training to ensure that the skills required in each area are developed and succession planning is put in place.

Ambitious commercial strategies will also be developed for the New Lanark Hotel (and associated parts) and the New Lanark Visitor Attraction, linked to the creation of world-class experiences and designed to generate income through increased visitor and guest numbers whilst maintaining the consistency of the offer.

ii. One of the keys to effective management is identifying sufficient funding for the World Heritage Site. This is especially relevant given the current pressures facing UK, Scottish & local economies and public sector funding. World Heritage status does not automatically bring additional funding, but all private and public sector partners should recognise the potential importance that the designation brings for future economic development and tourism in particular.

New Lanark Trust will work to develop a diverse fundraising strategy which includes previously unexplored areas of fundraising as well as tried and tested methods:

- a. Applications to major public and private grantfunders
- b. The creation of a high-value donations and legacy programme
- c. Crowdfunding and online donation programmes
- d. Corporate and commercial sponsorship

iii. As a registered charity, New Lanark Trust seeks to ensure that ethical and prudent decision-making is at the heart of the Trust's management of all aspects of its finances and corporate governance. The current Governance structures are designed to ensure all Trustees are informed about, and involved in all decisions, whilst the Audit and Assurance Committee oversees Governance and Compliance across all of the Trust's activities.

Neither the Trading Boards nor the Trading companies have delegated authority from the Trust. They oversee the activities within their remit to ensure that they are effective, efficient, and contribute to the charitable aims of the Trust, including gift aiding any operating surplus to the Trust. They can make recommendations to the Trust Board where ultimate responsibility rests.

iv. As New Lanark develops, so the Trust will need to invest in staff and volunteers to ensure that they are skilled, experienced and confident in providing a world-class experience to all interested in New Lanark. The Trust will work with relevant training providers and educational institutions to further skills and knowledge in areas including:

- a. Volunteers in areas across the Site including: meet and greet; staffing buildings; archive and research; exhibition stewarding; public programming; garden and grounds
- b. Up to six student placements/internships annually in the fields of: Heritage Management; Tourism Management; Marketing; Event Management and Museum Learning
- c. Visitor Attraction Staff dedicated to the delivery of The Learning and Outreach programme, and public programming
- d. Secondments from external companies who can add value and expertise for a specific project or area of development
- e. Qualifications including HNCs in Hospitality, Tourism Management etc.
- f. Well informed and trained staff will be key to achieving the implementation of the Action Plan and sharing best practice with partners.



v. New Lanark is a site with a long history as a living, working community. The Trust will support the Site's evolution as an exemplar of green energy, social housing, landscape management and conservation, building maintenance, and energy efficiency. The Trust aspires to demonstrate and communicate best environmental practice in order to reduce its impact on the environment and to continuously improve its environmental performance as part of the wider commitment to sustainable development, New Lanark commits to:

- a. Complying with relevant environmental legislation and the principles of the 'Greening Government' Policy
- b. Continuing to adopt and promote energy efficiency and the use of renewable resources throughout all our operations
- c. Preventing or minimising waste and maximising reuse and recycling opportunities
- d. Promoting awareness and conservation of the natural world and cultural heritage through our internal operations, exhibitions, education and research activities
- e. Encouraging the adoption of more sustainable modes of transport
- f. Ensuring our use and management of hazardous materials is controlled responsibly, and seeking less harmful alternatives
- g. Providing the necessary resources and training needed to deliver this policy
- h. Achieving continual improvement of our environmental performance.



Chapter 4: Managing the World Heritage Site

This chapter sets out the roles and responsibilities of those involved in the management of New Lanark World Heritage Site, including the UK and Scottish Governments, the Partners who take an active role in day-to-day management, and the diverse range of stakeholders who have an interest in the Site.

I. State Party

State Parties are countries which have ratified the UNESCO World Heritage Convention. Since International Treaties are reserved under the Scotland Act 1998, the UK government is State Party to the Convention. The Department of Culture, Media and Sport (DCMS) is responsible for the UK's overall policy on WHSs, but since management of the historic environment is devolved, Scottish Ministers are responsible for selecting Scottish sites for nomination, for ensuring that World Heritage Sites in Scotland are well managed, and that the Outstanding Universal Value of each World Heritage Site is protected.

II. The World Heritage Site Partnership Group

The World Heritage Site Partnership Group for New Lanark is responsible for co-ordinating other partners and stakeholders to deliver the Action Plan. At present, the partnership group comprises New Lanark Trust, Historic Environment Scotland and South Lanarkshire Council. The roles of each organisation are outlined in more detail below.

a. New Lanark Trust

New Lanark Trust (NLT) is responsible for management of the village and much of the Site's building stock. NLT was set up as a charitable body in 1974 with the aim of restoring New Lanark as a living, working community with a resident population and opportunities for employment. The Trust owns the majority of New Lanark village and, as such, they are responsible for ensuring the conservation and preservation of the built fabric of the village by undertaking regular maintenance and implementing the building condition survey. There are three wholly-owned subsidiaries of the Trust which carry out the commercial, visitor and business related activities on the Site, including responsibility for a total of 45 residential tenancies within Nursery Buildings, New Buildings, Caithness Row and Long Row. NLT is guided by a board of Trustees who oversee management decisions. The Trust employs a Chief Executive as well as management and officer-level staff in the areas of finance & administration, heritage, marketing, and facilities & maintenance. The Trust also employs a World Heritage Officer who is responsible for co-ordinating the partners and ensuring the Action Plan is up-to-date.

b. South Lanarkshire Council

South Lanarkshire Council is the local authority area within which the World Heritage Site is located. As such they are responsible for a wide range of services which are relevant to the management of the Site. These include planning, economic development, tourism, housing, roads, and education. The Council is also a landowner of the Site with responsibility for the management of King George's field at Braxfield Terrace and two public parks within the buffer zone - Delves Park and Castlebank Park. The Council is responsible for the upkeep of all adopted roads and the Clydesholm and Kirkfieldbank Bridges at the north end of the Buffer Zone, as well as New Lanark Primary School within the WHS.

c. Historic Environment Scotland

Historic Environment Scotland is a non-departmental public body. It is the lead public body established to investigate, care for and promote Scotland's historic environment. Its board is appointed by Scottish Ministers. Historic Environment Scotland offers technical expertise, support, and significant funding to the historic environment via its in-house experts and various grants schemes, directly employing the highest number of traditional crafts staff in Scotland and actively fostering apprentice development.

At New Lanark World Heritage Site, Historic Environment Scotland is involved in a number of ways. The World Heritage Team works to ensure UK State Party obligations under the World Heritage Convention are met, in liaison with the Culture and Historic Environment Division of the Scottish Government and through them, DCMS. Historic Environment Scotland administers grant schemes accessed by New Lanark Trust and administers Historic Building Grants. Historic Environment Scotland is also a statutory consultee and comments and provides advice on planning applications, listed building and conservation area consents, and other historic environment related matters.



III. The Stakeholders

A wide range of other individuals, organisations and groups have an interest in how New Lanark World Heritage Site is managed. Stakeholders are crucial to the development of a Management Plan that works and is successful. They can help by identifying the relevant issues to address, and supporting the achievement of objectives. The Partners intend to engage the opinions and input of stakeholders regularly, and ensure that they feel involved in decisions about the Site that affect them.

a. Landowners

As well as South Lanarkshire Council and New Lanark Trust there are a number of other landowners who have a sizable stake in the World Heritage Site. The largest of these include Corehouse Estate and Braxfield Farm and Estate. Many of the issues facing the wider site, including land management and rural issues will be shared by these landowners and it is vital that they have a say in decisions which affect their landholdings or properties.

There are also a number of smaller landholdings such as the twenty seven privately owned properties in Braxfield Row, Long Row, and Double Row. Originally these properties were sold with restrictive covenants. However, after the abolition of feudal tenure introduced by the *Land Reform (Scotland) Act 2003*, there are now no continued maintenance obligations. This illustrates the importance of communication and engagement with all owners, however small their stake, in the future of the World Heritage Site.

b. The Local Community

Goodwill, community responsibility, and stewardship are vital in order to ensure that the World Heritage Site and the area around it are managed appropriately. People who live and work in and around New Lanark have a vested interest in the ongoing preservation of the Site, how access is provided to it, and how the planning process deals with development proposals that affect them. A large portion of the Royal Burgh of Lanark is located in the Buffer Zone for the World Heritage Site.

The relationship between the World Heritage Site partners and the community is important. The community must be aware of the importance of protecting the Site's OUV and feel that they can make an effective contribution to management decisions. Regular engagement will be essential in this respect, in particular, with the Community Council, Lanark Community Development Trust, Lanark BID, and the voluntary sector, all of whom have an integral role to play in developing the Management Plan objectives, and can also derive benefits from the Site's status.

c. Visitors

New Lanark World Heritage Site and the Falls of Clyde Wildlife Reserve welcome around 360,000 local, national and international visitors annually. Many of these visitors also explore Lanark and the wider local area, making a real contribution to the local economy. Visitor feedback is essential to ensuring the provision of an engaging, world-class experience for people of all nationalities, ages and abilities.

d. Cultural and Tourism Organisations

Related businesses such as accommodation providers and other attractions also benefit from the interest in the World Heritage Site. Organisations with an overarching tourism remit include the Lanarkshire Area Tourism Partnership (Visit Lanarkshire), and Lanarkshire Tourism Association. These groups, along with affiliated guides and coach operators, have an interest in how the World Heritage Site is managed in terms of access arrangements, facilities and planned conservation works. Equally they have a role to play in ensuring that visitors respect any measures that have been put in place for conservation or health and safety reasons.

e. Businesses and Economic Development Organisations

A range of businesses have an interest in the economic benefits of the World Heritage Site and in how conserving and facilitating access to the Site might affect them. Some interests will be represented by Scottish Enterprise and local business or development groups.

f. Heritage and Environment Bodies

Heritage and environment bodies are keen to know how the cultural assets of the World Heritage Site and its immediate surroundings are maintained, how access is provided to them and how issues of climate, sustainability and biodiversity are being considered. In particular, a number of important heritage trusts and societies have a stake in the Site on account of landholdings or management rights. Potentially some of these might consider being represented on the World Heritage Site Partnership Group in future.

Scottish Natural Heritage (SNH) is a non-Departmental Public Body (NDPB) established under the *Natural Heritage (Scotland) Act 1991*, answerable to Scottish Ministers and through them, to the Scottish Parliament. Its role is to look after Scotland's natural environment, help people to enjoy and value it, and encourage people to use it sustainably. At New Lanark, SNH is working in partnership with the Scottish Wildlife Trust and South Lanarkshire Council to promote and manage the Clyde Valley Woodlands National Nature Reserve.

The Scottish Wildlife Trust (SWT) has been involved with New Lanark and the Falls of Clyde since 1968 when the Corehouse Nature Reserve was established by agreement with Colonel Cranstoun of Corehouse Estate. Their involvement, like the extent of the reserve, has increased over the years with the purchase of land from the Forestry Commission and management agreements established with Corehouse Estate and Scottish Power, creating the 59 hectare Falls of Clyde Wildlife Reserve. SWT also run the Falls of Clyde Visitor Centre in the former Mill Dyeworks building, providing information on the wildlife, history and landscape of the Wildlife Reserve. The advice of the Scottish Environment Protection Agency (SEPA) in how we manage potential environmental impacts is also important.

g. Education Access Groups

Access in the widest sense is a fundamental principle for World Heritage Sites. Access encompasses physical, remote and intellectual access. Local and national transport operators along with access and disability groups will be important stakeholders in this respect. Access for all abilities is important to ensure equality. Some of the buildings and natural habitats within the World Heritage Site are fragile so measures to optimise remote access should also be considered. Web provision is a useful tool in this regard and so heritage website operators have an important role to play. The World Heritage Site is also an important resource for educational providers in Lanarkshire, the UK and abroad and for life-long learners. Access to the buildings, landscape and accurate information pertaining to these is vital to ensure engagement, developing a sense of ownership and furthering the understanding of the Site.

IV. Planning & Public Policy Considerations

Beyond the Management Plan there are other policies which affect the management of New Lanark and surrounding area, most notably planning policies which direct decisions on any development proposed. All of the partners in the World Heritage Site Partnership Group, and other relevant parties are directly involved with these planning policies.

South Lanarkshire Council produces the local level planning policies and guidance, and is normally the decision maker on planning applications. The exception is when Scottish Ministers are directly involved. Historic Environment Scotland is a statutory consultee on developments which affect certain levels of designations such as listed buildings and the World Heritage Site. New Lanark Trust is, from time to time, a consultee on developments affecting the World Heritage Site and its setting, some of which may have considerable effect on the Outstanding Universal Value, Authenticity and Integrity of the site.

New Lanark Trust may also, in future, look to propose further development in support of the conservation, management and enhancement of the site and its setting, for which sustainable solutions will be sought to ensure any development project is in accordance with the policies.

a. Input to Policy Making

New Lanark Trust will continue to work closely with key partners, within established frameworks, including considering potential review of the statutory designations within the setting of the WHS.

‘Our Place in Time’, the Historic Environment Strategy for Scotland, emphasises the need to understand the historic environment holistically, combining both intangible and tangible heritage, as well as conserving the wider setting and context of our historic assets. Normal statutory controls for each of the designations still apply and there are local planning policies which seek to protect them.

This is especially concerned with the Local Development Plan, Conservation Area Appraisal and Statements of Significance associated with national designations for the historic and natural environment. Please see Chapter 3.IV for the link to the Trust’s Strategic Objective a.i Conserving and enhancing the Site and its wider setting.

b. Input to Policy Delivery

Scottish Planning Policy recognises the international importance of World Heritage Sites, and requires planning authorities to protect and preserve a Site’s OUV where development proposals have potential to affect the Site or its setting. The purpose of local policies, such as New Lanark’s inclusion within South Lanarkshire Council’s Local Development Plan is to protect the OUV of the Site, in recognition of its international status. These documents are the main source of reference in making decisions on planning applications which affect the World Heritage Site and its Buffer Zone.

Taking in to account the current policy situation, New Lanark Trust seeks a fully collaborative approach with key partners to resolve any issues surrounding proposed developments within the World Heritage Site, its Buffer Zone, and its setting.

This collaborative approach would recognise the need for sustainable development solutions to proposed developments by New Lanark Trust and other stakeholders.



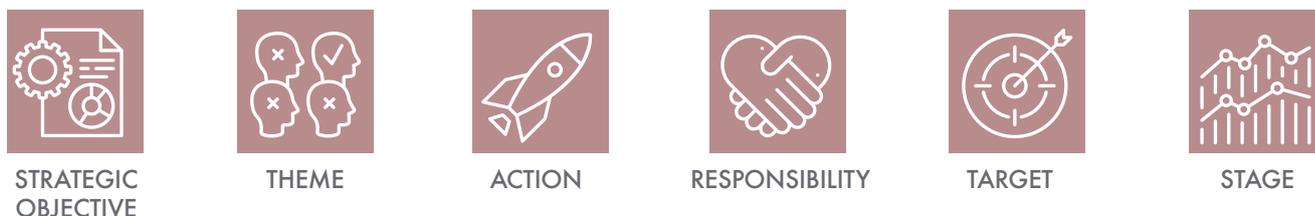


Chapter 5: Implementation Strategy

I. The Action Plan

The objectives set out in Chapter 3 have been intentionally developed to be strategic in nature, rather than to identify specific projects or actions to be carried out. To ensure that the Management Plan remains achievable, an Action Plan has been developed by the partners which translates these objectives into a series of deliverable actions with measurable outcomes. These actions will be the basis for all project planning undertaken by New Lanark World Heritage Site.

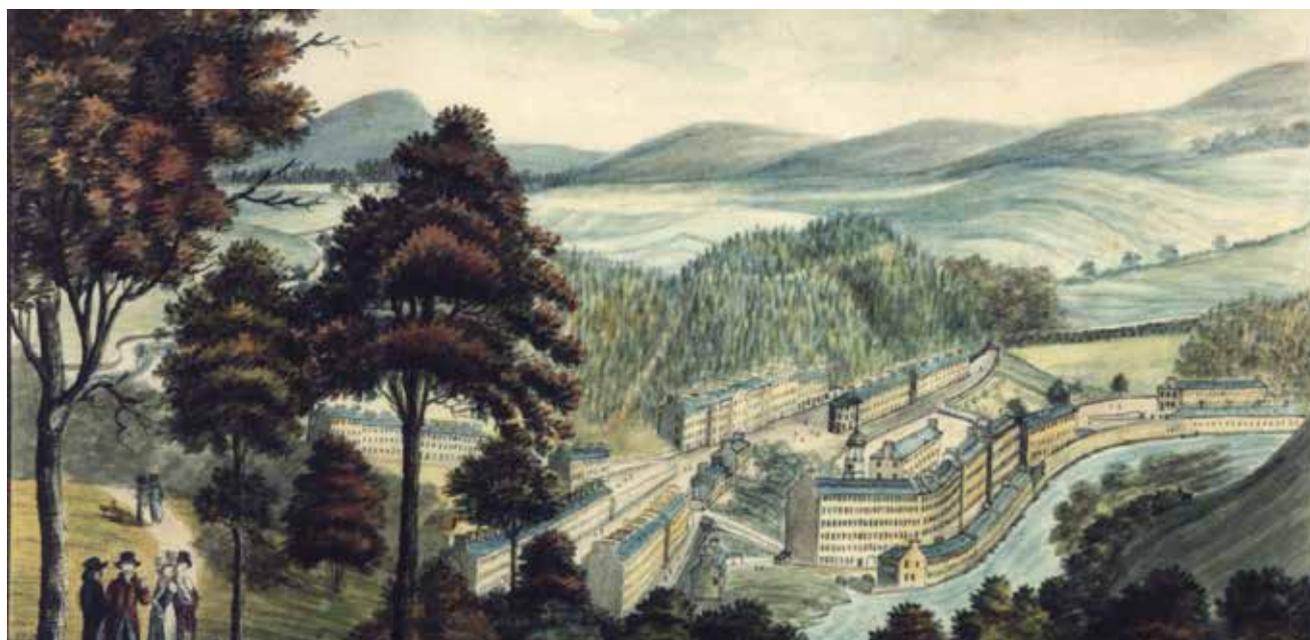
The Action Plan utilises the following format:



Key themes cover:

<p>Strategic Objective A: To Safeguard and Enhance the WHS and its Environs</p> <p>Conservation, Maintenance & Development</p> <p>Asset Management</p> <p>Policy</p> <p>Landscape & Partner work</p> <p>Project specific works</p>	<p>Strategic Objective B: To promote Awareness and Understanding of New Lanark's Outstanding Universal Value, Authenticity and Integrity</p> <p>Interpretation</p> <p>Partnerships</p> <p>Care & Development of Collection</p> <p>Research</p> <p>Learning & Access</p> <p>Outreach & Volunteering</p>	<p>Strategic Objective C: To grow New Lanark as a Visitor Destination and strengthen the Site's Regional, National and International Profile</p> <p>Welcome & Transport</p> <p>Signage</p> <p>Remote Access</p> <p>Marketing, Sales & Promotion</p> <p>Digital</p> <p>Membership</p>	<p>Strategic Objective D: To build a Commercially and Environmentally Sustainable Business</p> <p>Business Sustainability</p> <p>Environmental Sustainability</p> <p>Trading Business</p> <p>Hotel Business</p> <p>Organisational Culture</p>
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The status of the actions will be updated at each WHS Partnership Group meeting and the most up-to-date Action Plan will be available to view online at www.newlanark.org.



II. Implementation Considerations

Inherent in delivering the Action Plan and achieving our Strategic Objectives is the redevelopment of the New Lanark Visitor Attraction and continued development of New Lanark Mill Hotel to allow and encourage more users to experience and engage with the history of the Site. These developments will:

- a. Offer an improved visitor experience with:
 - i. More ways of exploring the story of New Lanark
 - ii. Increased opportunities to explore the related cultural and natural heritage of the surrounding area
 - iii. A stronger link between the history and current management of the Site
 - iv. Improved customer service across all areas
 - v. Richer and more meaningful connections with partners
- b. Increase paying visitor numbers.
- c. Generate increased income through Accommodation, Visitor Attraction, Mill Café, Mill Shop, Temporary Exhibition Programme and Events.
- d. Enable New Lanark to become more self-sustaining and less reliant on external funders.

The proposed redevelopment will consider all aspects of the visitor experience to make the visitor journey as smooth and connected as possible.



Access: Improved access between Lanark - New Lanark Car Park - New Lanark Village & the wider area

Each stage of our proposed redevelopment will also consider our:



Orientate: Visitors will be able to find out where they can go and what they can see BEFORE they get into the village and/or the surrounding area

Community and Site

The physical Site and the people who are linked to it will be at the heart of all developments, and redevelopment will be a collaborative process which ensures the preservation of the Site.



Discover: Visitors can discover key thematic areas of Visitor Attraction & surroundings

Place within the World

We will align our strategy with national tourism bodies and develop enriching organisational partnerships.



Explore: Every visitor will be able to fully explore the spectacular setting

Intellectual Heritage

We will enable ongoing thought, research and debate on the themes and issues which are part of New Lanark's history and which continue to be relevant in today's society.



Experience: Visitors can eat / drink / shop relax in the Mill Hotel / Mill shop / Mill Cafe



Review: We will inspire visitors to feedback in person / on-site / on-line



Return: We will have a rich offer to encourage visitors to return again and again



III. Monitoring and Reporting

Delivery of the Action Plan and the resulting effect on the World Heritage Site’s state of conservation will be regularly monitored to check both progress and the efficiency of its implementation. The means of implementing the Action Plan is designed to be as efficient as possible, while remaining flexible, allowing for the potential involvement of new stakeholders.

Management planning is a dynamic process that does not stop with the production of the Management Plan. As the knowledge and practical experience of those involved in the site management develops, changes in management priorities can change the emphasis of the Action Plan. Monitoring is an essential part of a Site’s management and it provides information to aid management processes and conservation planning.

a. World Heritage Co-ordinator Meetings

The Scottish World Heritage Co-ordinators group meets bi-monthly and provides reports on each of the six World Heritage Sites. As of 2018, New Lanark Trust employs a World Heritage Officer for the Site.

b. Quarterly Partnership Group Meetings

The World Heritage Partnership Group meets quarterly to discuss the progress of the Action Plan and update the ‘stage’ section of the plan. The updated Action Plan will be made available online following these meetings. Periodic board level reports and joint meetings will ensure maximum influence in securing the aims of the plan.

c. Annual Progress Review

The Action Plan has been developed detailing the specific projects and actions to be undertaken in each year of the plan’s life. In order to keep the Action Plan relevant and to ensure actions remain achievable, an annual progress review will be carried out. The review will help the partners to identify any updates needed for the following year to further improve management of the WHS. The annual progress review will be published online and circulated to partners.

d. Comprehensive 5 Year Review

A comprehensive review of the Management Plan will be undertaken after five years to assess key achievements and review those actions which will be carried forward to the next plan. The strategic direction of the plan will also be reviewed and further consultation carried out. It will take into account new information and ensure consistency with current management requirements. This review will look in detail at the management issues and objectives.

The objectives should also be reviewed before this time if there are major changes to the Site. Although the Management Plan only has a five year life span, the Vision, Values and Strategic Objectives are intended to express the long-term view for the World Heritage Site and the issues in the Management Plan are expected to retain their relevance for longer than the length of the Action Plan.

e. UNESCO Periodic Reporting

UNESCO requires all State Parties to participate in the Periodic Reporting process. Periodic Reporting assesses the application of the World Heritage Convention in the national territory, and the State of Conservation and management of OUV of the individual World Heritage Sites. This latter information is provided by the individual Sites as part of the national reporting process, and UNESCO uses this information to prepare regional reports which identify the needs, challenges, threats, strengths and opportunities identified.

f. Monitoring Indicators

World Heritage Sites have an obligation to ensure that their Outstanding Universal Value is maintained over time and interpreted to the public. To achieve this, it is good practice to put in place monitoring indicators which can be tailored to the specific values of each World Heritage Site. Monitoring indicators attached to specific objectives help to monitor the effects of time, circumstances and human action and inaction on heritage. The aims of such monitoring indicators are:

- i. to assess the state of preservation & interpretation of the site in a given year and measure change over time (recording)
- ii. to provide detailed data to the site managers to improve the protection, interpretation & management of the site (informed action)
- iii. to help government and UNESCO measure progress with the implementation of the World Heritage Convention and identify priorities

At New Lanark, monitoring will be based on qualitative evaluation and objective monitoring indicators relating to the following:

Strategic Objective A:	Strategic Objective B:	Strategic Objective C:	Strategic Objective D:
To Safeguard and Enhance the WHS and its Environs	To promote Awareness and Understanding of New Lanark’s Outstanding Universal Value, Authenticity and Integrity	To grow New Lanark as a Visitor Destination and strengthen the Site’s Regional, National and International Profile	To build a Commercially and Environmentally Sustainable Business Economic Value
Protection	Access & Interpretation	Tourism	Green Agenda
Condition of Site	Education	Marketing & Awareness	Climate Change
Development Pressure	Collections & Research	Transport	Pollution
Change			WHS Management
Setting			Risks
Population			



Appendices

I. A Vision for Our Future: Consultation Feedback Summary

The 'Vision for Our Future' document was published for consultation between February and May 2018. The document was presented to eight groups of partners, as well as being made publically available online and in hard copy. The consultation period was advertised widely in online and traditional media. Twenty seven responses were received from the general public and these are incorporated in the summary below.

General :

The view from partners and members of the public is that the plans for New Lanark are not only ambitious but much needed to strengthen the local area. The key concerns which will be addressed by New Lanark in the Management and Action Plans are:

- Creating strong and achievable actions and business cases for each of the proposals. This will be achieved through the new Action Plan and revised New Lanark Trust project management system.
- The timescale for delivery of projects. Whilst many of the projects are dependent on funding, the Trust will devote maximum resources to securing this funding and delivering projects within the 5-10 year period of the Management Plan.
- That the delivery of the Management Plan does not adversely affect residents and locals. The Trust will form focus groups for the delivery of projects within the Action Plan and ensure that in-depth consultation continues to be carried out throughout the delivery period.

Strategic Objective A: To safeguard and enhance the World Heritage Site (WHS) and its environs:

General ongoing feedback on this issue suggests that the physical conservation of New Lanark is held in high regard and that New Lanark should continue to upkeep the village to current standards. The key concerns which will be addressed by New Lanark in the Management and Action Plans are:

- **The poor condition of public realm spaces in and around the Site.** These issues will be addressed in both specific public realm projects and also as part of other projects such as the electric bus scheme (installing electric bollards and barriers); the signage strategy (ensuring all signage is 'on-brand' and professionally produced); and the Double Row restoration project (improving the condition of the refuse area below Double Row).
- **The development of an in-depth Environmental Policy which details how the Trust is working towards reducing its environmental footprint, increasing its production of green energy and encouraging green transport.** This is a priority for development within the new Management Plan.
- **The lack of a consistent, collaborative approach to the conservation and interpretation of the Buffer Zone and the wider natural landscape.** Whilst the Trust does not own much of this land, we will seek to develop and deliver projects with partners (SWT, SNH, HES), landowners and stakeholders to preserve, enhance and interpret features within this landscape, both on location and within the Visitor Attraction.
- **Ongoing conservation and facilities management within New Lanark.** The Built Environment Study and the interactive digital model produced as one of its outcomes, will be utilised to help plan and deliver conservation projects and facilities management, as well as interpretation, for both public and staff. The model can also be used as a research tool and to help share practice in conservation and management.

Strategic Objective B: To promote awareness and understanding of New Lanark's Outstanding Universal Value, authenticity and integrity

Feedback on proposed developments within interpretation and education to help promote awareness and understanding of New Lanark's OUV were very positive. Specific areas which were highlighted as deserving further investigation are:

- **Effective management of the New Lanark Archive and making more use of the archive for interpretive purposes.** Key Heritage staff within New Lanark Trust will take forward the process of achieving Museums Accreditation, as well as the development of a Research Framework for the collection and the site as a whole.
- **Engaging with the community to nurture involvement in the history and heritage of the village.** The Trust is continually seeking ways to engage with the wider community through involvement with groups such as the New Lanark Village Group, Lanark Community Development Trust and the Lanark BID. For all major developments within the World Heritage Site, the Trust will seek to establish focus groups to represent the views of residents and users, and help inform and shape the developments.
- **Increasing engagement with volunteers and providing further training for staff and volunteers.** Key Heritage staff within New Lanark Trust will aim to grow the New Lanark Volunteer Programme, engage with universities and further education providers to enable internships and placements, and establish new and innovative skills development opportunities for staff.
- **Effectively linking the histories of Lanark and New Lanark.** The Trust will continue to work closely with Lanark Community Development Trust, Lanark Museum, Lanark Library and Scottish Wildlife Trust amongst others, to ensure that the complimentary stories of New Lanark, Lanark and the surrounding landscape are effectively interpreted.
- **Making more of Robert Owen's education system and its relevance today through events, training initiatives, conferences and experiences.** The Trust aims to enable this through the establishment of a Learning Hub in the School for Children and a redeveloped Archive and Research Space in the Institute for the Formation of Character.
- **Utilising virtual reality in the Ride system.** This is integrated into the Trust's plans for the current Annie McLeod Experience.
- **Creating a larger calendar of events.** As of 2019, this is underway with the roll-out of a yearlong programme of events and exhibitions.

Strategic Objective C: To grow New Lanark as a visitor destination and strengthen the site's regional, national and international profile

Feedback in this area generally concerned an appreciation that access issues are being addressed, coupled with concerns over the impact of some of the access developments on the site:

The idea of a new Welcome Centre was positively received. Points which arose were: **The viability of its delivery in relation to the current public funding climate; and ensuring that it is effectively linked to and marketed alongside Lanark.** New Lanark Trust views the Welcome Centre as a longer-term but essential project if the site is to capitalise on interpretive developments. It will be integrated with developments in access and transport. If the project goes ahead, it will be carefully designed and planned with partners and community consultation to ensure that it adds to, rather than detracts from the overall authenticity and integrity of the village.

- The suggestion of an electric bus scheme was universally well received. **It was suggested ensuring this, and improved cycle schemes are both effectively linked to improved signage and better traffic management systems.** As of 2018, project planning is underway for the roll-out of parking infrastructure improvements and an electric bus scheme. Signage will be explored as part of this project.
- **Public transport, particularly the re-opening of the Lanark – Edinburgh rail link was addressed.** Although this is an area out with its direct control, The Trust will continue to work closely with South Lanarkshire Council, transport providers and other partners to improve public transport links in general to and from Lanark and New Lanark.
- **Improving access via the completion of the Beeches Access Road was positively received for reducing pressure on the narrow roads of Lanark and making the journey to the village easier for visitors. There were also a number of concerns raised regarding: the effect of the road on the environment and wildlife; whether alterations would be made to the current Beeches path and their impact on walkers / riders / local children; planning restrictions; and taking trade away from the town centre.** The completion of the Beeches Access Road is again a long term but essential project for New Lanark. The project will only be able to go ahead following extensive consultation and following strict planning regulations, including Environmental Impact Assessments. As with all developments within New Lanark World Heritage Site, the Trust will aim to ensure that it benefits the wider community whilst maintaining the integrity of the site.

Strategic Objective D: To build a commercially and environmentally sustainable business

In terms of financial and environmental sustainability, the main points raised were:

- **The Trust should ensure it keeps abreast of new public policy developments and funding opportunities to prioritise securing funding for new developments.** The Trust will actively explore all funding streams, both traditional and innovative to help secure delivery of projects in the Action Plan.
- **The growth of hydro-electricity production and renewable energy projects in general was welcomed and should be a key focus.** The Trust will develop a strategy exploring the potential of increased hydro-production and green energy innovation at New Lanark.
- **Concern over the positioning of the hotel as 5*.** The general feeling was that a variety of accommodation opportunities should be preserved but that certain areas e.g. the spa and waterhouses should be upgraded. The Trust will develop a hotel-focused strategy exploring options for the development of accommodation, ensuring that upgrades are carried out on a regular basis and the diversity of accommodation available continues.
- **The conference market should be more widely promoted and developed.** This will be explored further in the development of a strategy for the hotel and a site-wide marketing strategy.
- **Asset maximisation and the development of a strategy of the provision of spaces for commercial enterprises.** The development of the New Lanark Built Environment virtual model will help to streamline asset management and allow the Trust to explore new opportunities for property.



II. Legislative Protection

Current legislative and regulatory measures at national, regional and local level can ensure the effective and appropriate management of New Lanark. There are a number of provisions within the relevant legislative and policy frameworks which have implications for the management and protection of the New Lanark World Heritage Site. These frameworks also provide the controls by which other designated assets on the site are protected.

a. International Treaties

The *Convention Concerning the Protection of the World Cultural and Natural Heritage 1972* was ratified by the UK government on 29 May 1984. It defines the types of sites which can be inscribed onto the World Heritage List and sets out how they are to be identified, protected and preserved. In theory, World Heritage status is honorific and brings no additional statutory controls. However, Scottish Government policy states that a combination of a clear policy framework and a comprehensive Management Plan should be established to assist in maintaining and enhancing the quality of these areas.

UNESCO's *Operational Guidelines for the Implementation of the World Heritage Convention* are revised regularly, the latest edition being that from July 2017.

The *European Convention on the Protection of the Archaeological Heritage (Revised) 1992* was ratified by the UK government in 2000 and came into force the following year. It contains provisions for the identification and protection of archaeological heritage, its integrated conservation, the control of excavations, the use of metal detectors and the prevention of the illicit circulation of archaeological objects, as well as for dissemination of information.

The *European Landscape Convention 2000* was ratified by the UK government in 2006 and promotes the protection, management and planning of European landscapes and organises European co-operation on landscape issues.

The *Council of Europe's Framework Convention on the Value of Cultural Heritage for Society 2005* has not yet come into force or been ratified by the UK government. However, this situation may change during the Management Plan period. The Convention focuses on the ethics and principles of the use and development of heritage in a Europe affected by globalisation.

b. National Legislation

Scheduled monuments are recognised as being of national importance and are designated under the *Ancient Monuments and Archaeological Areas Act 1979*. A range of works to scheduled monuments is managed through a consent regime administered by Historic Environment Scotland, Scheduled Monument Consent (SMC). The Act makes provision for Scottish Ministers or local authorities to acquire ancient monuments by purchase agreement or in guardianship and includes rights of public access. There are currently only two scheduled monuments within the New Lanark World Heritage Site.

The *Planning etc. (Scotland) Act 2006* substantially amends the *Town and Country Planning (Scotland) Act 1997* as the primary legislation guiding planning and development in Scotland. The Act outlines the relevant development planning and development management systems, enforcement and powers of intervention, and gives necessary weight to national and local planning policy frameworks. It is anticipated that further major changes will be enacted to Scottish planning law by the Planning Bill which is currently in progress with the Scottish Parliament and expected to be finalised in 2019.

The *Planning (Listed Buildings and Conservation Areas) (Scotland) Act 1997* governs the listing and protection of buildings and areas of special architectural or historic interest. Under the Act, the Scottish Government maintains a list of buildings and operates a Listed Building Consent (LBC) process to control works which affect them. The Act also enables local authorities to designate areas of the built environment that have special historic and architectural importance as Conservation Areas. There are currently 29 listed buildings within the New Lanark World Heritage Site. The World Heritage Site and part of the Buffer Zone are also within the designated New Lanark Conservation Area.

The World Heritage Site and much of the Buffer Zone falls within the "New Lanark and Falls of Clyde Designed Landscape" included within the Scottish Ministers' Inventory of Gardens and Designed Landscapes, and designated under the *Ancient Monuments and Archaeological Areas Act 1979* (as amended by the *Historic Environment (Amendment) (Scotland) Act 2011*) on the advice of Historic Environment Scotland.

Within the New Lanark and Falls of Clyde Designed Landscape, there are five recognised elements for Bonnington, Braxfield, Castlebank and Corehouse estates, and for New Lanark itself, recognising the tree planting and footpaths laid out by Robert Owen for workers' amenity and leisure. This designation triggers notification to Historic Environment Scotland of any planning applications for proposed development which might affect the special character of the area, providing an opportunity for their intervention.

A small portion of the WHS and a larger area of the Buffer Zone are designated as the Falls of Clyde Site of Special Scientific Interest (SSSI) under the *Nature Conservation (Scotland) Act 2004*. SSSIs are areas which are of special (national) interest by reason of their flora, fauna or geological or physiographical features. The Falls of Clyde site forms a component part of the Clyde Valley Woodlands composite site and is significant for its remnant ash and elm woodland and for a number of uncommon plants, rich breeding bird and insect fauna. Prior consent from SNH is required for certain operations. In the case of applications for planning permission for development, there is a provision for notification to Scottish Ministers, similar to that for Designed Landscapes (see above). The 2004 Act also places a general duty on all public bodies to further the conservation of biodiversity. Notification of proposed SSSIs is also governed by the Act. The Falls of Clyde SSSI is also now incorporated into the Clyde Valley Woodlands National Nature Reserve, designated under the *Wildlife and Countryside Act 1981*.

c. Secondary Legislation

There are a number of statutory instruments which regulate the use of powers under the Town and Country Planning (Scotland) Act 1997 and related statuses. Some of them are subject to several subsequent amendments. The most relevant are:

The Town and Country Planning (Development Planning) (Scotland) Regulations 2008: These regulations govern the procedures by which South Lanarkshire Council, the planning authority, prepares its local development plan for the area.

The Development Management (Procedure) (Scotland) Regulations 2013: These regulations set out the procedures for dealing with planning applications, including the consultation requirements under different circumstances, and introduce a requirement for certain local, and all national and major development proposals within a World Heritage Site to be accompanied by a Design Statement.

The Town and Country Planning (Hierarchy of Developments) (Scotland) Regulations 2009: These regulations define the categories of development types (i.e. local, major or national) to which a hierarchy of procedural arrangement apply. *The Town and Country Planning (General Permitted Development) (Scotland) Order 1992* (amended subsequently many times) defines the types of developments which are considered exempt from the requirement for planning permission. Planning authorities have powers to restrict permitted development rights, especially in Conservation Areas.

Town and Country Planning (Use Classes) (Scotland) Order 1997: This order defines broad categories of use for land and buildings as a basis for avoiding the need for planning permission for change of use where the proposed use has similar characteristics to the previous.

d. Environmental Assessment Legislation

The Town and Country Planning (Environmental Impact Assessment) (Scotland) Regulations 2017 set out the types of developments and the thresholds for which they will require Environmental Impact Assessment (EIA). EIA is always required for developments included in Schedule 1 of the Regulations. Development of a type listed in Schedule 2 requires to be screened for EIA on a case by case basis if it is located within a sensitive area and will require EIA if it is likely to have significant effects on the environment by factors such as its size, nature or location. Locational factors include development falling wholly or partly within a 'Sensitive areas are specifically defined in the regulations and which includes, amongst other things, 'landscapes of historical, cultural or archaeological significance' which would include World Heritage Sites and scheduled monuments. HES, SNH and SEPA are statutory consultees under the Regulations.

Regulations covering special forms of development which might be anticipated in the setting of New Lanark include *Electricity Works (Environmental Impact Assessment) (Scotland) Regulations 2017* for electricity infrastructure, *The Agriculture, Land Drainage and Irrigation Projects (Environmental Impact Assessment) (Scotland) Regulations 2017* for agricultural activities, and *The Forestry (Environmental Impact Assessment) (Scotland) Regulations 2017* for forestry schemes.

The Environmental Assessment (Scotland) Act 2005 requires Strategic Environmental Assessment (SEA) of certain public sector plans, programmes, strategies and policies with the aim of managing adverse impact on the environment by integrating environmental considerations into their preparation. *The Strategic Environmental Assessment Directive 2001* requires the assessment of the effects of certain plans and programmes on the environment with the objective of providing for a high level of protection of the environment and contributing to the integration of environmental considerations into the preparations and adoption of plans and programmes.

Environmental Impact Assessment (EIA) EIA is a process for identifying the environmental effects of development proposals. It aims to avoid, reduce and offset any adverse effects. Certain types of development, and development in environmentally sensitive areas, are more likely to require EIA. UNESCO's guidelines state that 'Impact assessments for proposed interventions are essential for all World Heritage properties.' World Heritage Sites are specifically mentioned in the EIA regulations as a factor which might influence whether or not EIA is required. The EIA process should address the impact of proposals on a Site's OUV and its specific attributes.

While not yet part of the legislative framework in Scotland, Heritage Impact Assessment is a tool that is useful for the assessment of proposals for development which may affect the character of the area. It is a more integrated form of assessment than is provided by EIA and is promoted by ICOMOS which has provided extensive guidelines for the use of HIA. In the case of two planning applications for development within the setting of New Lanark during the period of the last Management Plan, the UK was asked by UNESCO's World Heritage Committee to ensure that HIA was carried out prior to any determination of the applications was made.

e. Other Relevant Legislation

A range of other national legislation is relevant to the management of the WHS. This includes:

- Land Reform (Scotland) Act 2016
- Water Environment and Water Services (Scotland) Act 2003
- Water Environment (Controlled Activities) (Scotland) Regulations 2011
- Equality Act 2010

III. Policy Framework

a. Scottish Historic Environment Policy

Historic Environment Policy 2019 replaces the *Historic Environment Scotland Policy Statement (HESPS 2016)* as the primary policy guidance on the protection and management of the historic environment in Scotland.

Historic Environment Policy 2019 was in draft following consultation from the lead body Historic Environment Scotland during the publication of this document. Following its publication, this document will be updated in online versions, and any future printed editions. National guidance on managing change in the historic environment is contained in a series of guidance notes, these include specific guidance for Managing Change in the Historic Environment: *World Heritage and Managing Change in the Historic Environment: Gardens and Designed Landscapes*.

b. Natural Heritage Policy

The ancient woodland that clings to the gorge sides is also internationally important and now forms part of the Clyde Valley Woodlands National Nature Reserve (NNR). The site is the first composite NNR in Scotland and it consists of six woodlands along the length of the Clyde Valley between New Lanark and Hamilton. The management of the Reserve is the responsibility of Scottish Natural Heritage (SNH) as outlined in their National Nature Reserve Policy. The area is also designated as a SSSI to enhance protection. NNR designation requires that the principal land-use will be conservation to maintain and enhance the key features of their conservation designations. The wider NNR includes the Falls of Clyde Local Nature Reserve (LNR) which is managed by the Scottish Wildlife Trust and represents the 'southern gateway' to the Clyde Valley NNR.

c. National Planning Policy

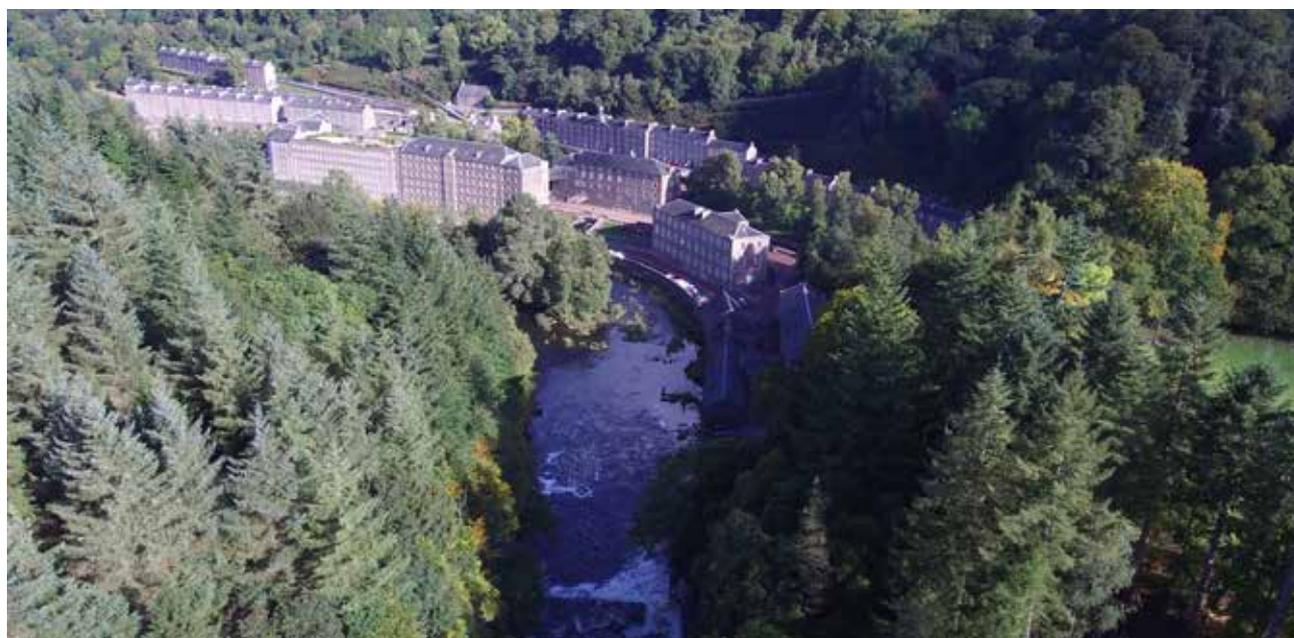
Scottish Planning Policy (2014) and *The National Planning Framework 3 (2014)* sit alongside the *Historic Environment Scotland Policy Statement*, and the forthcoming *Historic Environment Policy 2019*. These documents form the Government's national planning policy on the historic environment, recognising the value of World Heritage Sites to culture, recreation and rural development. The SPP provides for the protection of World Heritage Sites by considering that the impact of development on the Outstanding Universal Value, authenticity and integrity of a WHS and its setting is a 'material consideration' in determining planning applications. It also indicates that local authorities should have a clear policy framework, for example a development plan, in place to assist them in fulfilling their role in managing development within these sensitive sites.

Scottish Planning Policy (2014) gives guidance on how the Government's policies for the conservation and enhancement of Scotland's natural heritage should be reflected in land use planning. It explains, as part of a wider framework for conservation and development, how natural heritage objectives should be reflected in development plans, describes the role of the planning system in safeguarding sites of national and international importance and draws attention to the importance of safeguarding and enhancing natural heritage beyond the confines of designated areas.

d. Strategic & Local Planning Policy

The Clydeplan Strategic Development Plan for Glasgow and the Clyde Valley was launched in July 2017 on behalf of the 8 local authorities in the Clyde Valley as a shared vision and spatial development strategy to tackle the major economic, social and environmental challenges facing Glasgow and the Clyde Valley, whilst reflecting the variety of the area's towns and villages along with their diverse roles and functions. The SDP places great emphasis on place-making and identifies Lanark as a Strategic Centre.

The South Lanarkshire Local Development Plan 2, which, at the time of publication, was out for consultation, contains a number of policies which have relevance for the protection of the World Heritage Site. Chapter 7, the Natural and Historic Environment, contains a specific policy in relation to the World Heritage Site which sets out the assessment criteria for development within the WHS as well as the links to additional Natural and Historic Environment policies.



IV. Linked Documents / Further Reading

New Lanark & Falls of Clyde Specific

- a. Nomination of New Lanark for inclusion in the World Heritage List
Historic Scotland, 2000
www.newlanark.org
This document provides a comprehensive historical overview of the features within the World Heritage Site and Buffer Zone, placing them in context of developments at the time.
- b. New Lanark and Falls of Clyde Conservation Area Appraisal
South Lanarkshire Council, 2018
www.newlanark.org
This document provides a comprehensive appraisal of the features and landscape within the World Heritage Site and Buffer Zone, assessing their historical significance and qualities to be protected.
- c. New Lanark Building Condition Survey – Maintenance Planning/Projected Costs, Crichton Lang, Willis and Galloway Architects for New Lanark Conservation Trust, February 2003
On request from New Lanark Trust
- d. The Falls of Clyde Wildlife Reserve Management Plan 2009-2019, 2010
https://scottishwildlifetrust.org.uk/docs/002_013_general__The_Falls_of_Clyde_Management_Plan_Summary_Consultation_Document__1267014371.pdf
- e. The Falls of Clyde Conservation Works Feasibility Study, Peter McGowan Associates and John Renshaw Architects, 2004
On request from New Lanark Trust

Other Local Area

- f. Clyde and Avon Valley Landscape Historical Development Study, Peter McGowan Associates, 2011
On request from New Lanark Trust
- g. Discover Lanark BID Business Plan, Discover Lanark, 2019
www.discoverlanark.co.uk
- h. Geological Sites in the Clyde and Avon Valleys: Assessment for the Shaping Our Landscape Trail
https://issuu.com/cavlp/docs/shaping_our_landscape_trail_report

South Lanarkshire Council

- i. South Lanarkshire Council Proposed Local Development Plan 2, South Lanarkshire Council, 2019
https://www.southlanarkshire.gov.uk/info/200145/planning_and_building_standards/39/development_plans/2
- j. Tourism Lanarkshire 2020: The Lanarkshire Area Tourism Strategy 2016-2020, South Lanarkshire Council, 2016
<https://www.visitlanarkshire.com/media/3970/ltap-2020.pdf>
- k. Clydeplan Strategic Development Plan, Glasgow and the Clyde Valley Strategic Development Planning Authority, 2017
<https://www.clydeplan-sdpa.gov.uk/images/ApprovedPlanHighRes.pdf>
- l. The South Lanarkshire State of the Environment Report 2015, South Lanarkshire Council, 2015
https://www.southlanarkshire.gov.uk/downloads/file/8714/south_lanarkshire_state_of_the_environment_report_2015
- m. The South Lanarkshire Biodiversity Strategy 2018-2022, South Lanarkshire Council, 2019
https://www.southlanarkshire.gov.uk/downloads/file/1191/biodiversity_strategy_2018_-_2022
- n. South Lanarkshire Core Paths Plan, South Lanarkshire Council, 2012
https://www.southlanarkshire.gov.uk/info/200166/getting_outdoors/1002/outdoor_access/3

National Strategies

- o. Our Place in Time: The Historic Environment Strategy for Scotland, The Scottish Government, 2014
<https://www.historicenvironment.scot/about-us/who-we-are/our-place-in-time/>
- p. A Culture Strategy for Scotland, The Scottish Government, 2019
<https://consult.gov.scot/culture-tourism-and-major-events/culture-strategy/>
- q. Going Further: The National Strategy for Scotland's Museums and Galleries, Museums Galleries Scotland, 2012
<https://www.museumsgalleries.scotland.org.uk/media/1094/going-further-the-national-strategy-for-museums-and-galleries-in-scotland.pdf>
- r. Realising the Vision: Delivering Public Value Through Scotland's Museums and Galleries, 2015-2019
<https://www.museumsgalleries.scotland.org.uk/media/1095/realising-the-vision-delivery-plan.pdf>

UNESCO / International Treaties

- s. The Convention Concerning the Protection of the World Cultural and Natural Heritage 1972
<https://whc.unesco.org/archive/convention-en.pdf>
- t. UNESCO Operational Guidelines for the Implementation of the World Heritage Convention
<http://whc.unesco.org/en/guidelines/>
- u. The European Convention on the Protection of the Archaeological Heritage (Revised) 1992
<https://rm.coe.int/168007bd25>

- v. The European Landscape Convention 2000
<https://rm.coe.int/1680080621>
- w. The Council of Europe's Framework Convention on the Value of Cultural Heritage for Society 2005
<https://rm.coe.int/1680083746>
- x. UNESCO Documents including:
 - i. State of Conservation Reports
 - ii. Periodic Reporting Papers
 - iii. Map showing the inscribed property and its Buffer Zone
<https://whc.unesco.org/en/list/429/documents/>

National Legislation

- a. Ancient Monuments and Archaeological Areas Act 1979
http://www.legislation.gov.uk/ukpga/1979/46/pdfs/ukpga_19790046_en.pdf
- b. Historic Environment (Amendment) (Scotland) Act 2011
http://www.legislation.gov.uk/asp/2011/3/pdfs/asp_20110003_en.pdf
- c. The Town and Country Planning (Scotland) Act 1997
http://www.legislation.gov.uk/ukpga/1997/8/pdfs/ukpga_19970008_en.pdf
- d. The Planning etc. (Scotland) Act 2006
http://www.legislation.gov.uk/asp/2006/17/pdfs/asp_20060017_en.pdf
- e. The Planning (Listed Buildings and Conservation Areas) (Scotland) Act 1997
<https://www.legislation.gov.uk/ukpga/1997/9/data.pdf>
- f. The Nature Conservation (Scotland) Act 2004
http://www.legislation.gov.uk/asp/2004/6/pdfs/asp_20040006_en.pdf
- g. Wildlife and Countryside Act 1981
http://www.legislation.gov.uk/ukpga/1981/69/pdfs/ukpga_19810069_en.pdf
- h. The Town and Country Planning (Development Planning) (Scotland) Regulations 2008
http://www.legislation.gov.uk/ssi/2008/426/pdfs/ssi_20080426_en.pdf
- i. The Development Management (Procedure) (Scotland) Regulations 2013
http://www.legislation.gov.uk/ssi/2013/155/pdfs/ssi_20130155_en.pdf
- j. The Town and Country Planning (Hierarchy of Developments) (Scotland) Regulations 2009
http://www.legislation.gov.uk/ssi/2009/51/pdfs/ssi_20090051_en.pdf
- k. The Town and Country Planning (General Permitted Development) (Scotland) Order 1992
<http://www.legislation.gov.uk/uksi/1992/223/contents/made>
- l. Town and Country Planning (Use Classes) (Scotland) Order 1997.
<http://www.legislation.gov.uk/uksi/1997/3061/contents/made>
- m. The Town and Country Planning (Environmental Impact Assessment) Regulations 2017
<http://www.legislation.gov.uk/uksi/2017/571/introduction/made>
- n. The Environmental Assessment (Scotland) Act 2005
http://www.legislation.gov.uk/asp/2005/15/pdfs/asp_20050015_en.pdf

National Policies

- a. Historic Environment Scotland Policy Statement June 2016
<https://www.historicenvironment.scot/archives-and-research/publications/publication/?publicationId=f413711b-bb7b-4a8d-a3e8-a619008ca8b5>

Forthcoming (April 2019) Historic Environment Policy for Scotland
- b. Managing Change in the Historic Environment (including Managing Change in the Historic Environment: World Heritage September 2016)
https://www.historicenvironment.scot/archives-and-research/publications/?publication_type=37
- c. Scottish Planning Policy 2014
<https://www.gov.scot/publications/scottish-planning-policy/>
- d. National Planning Framework 3 (2014)
<https://www.gov.scot/publications/national-planning-framework-3/>





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