



New Lanark World Heritage Site Action Plan 2013-2018

“ . . . safeguard, promote, enhance,  
improve, realise, build and implement . . . ”



## Appendix A

### **New Lanark WHS Management Plan - Action Plan 2012/13 - 2017/18**

The action plan has been prepared to take forward a series of specific projects to support the objectives of the New Lanark WHS management plan. The action plan draft is currently presented as having a five year lifespan. It will however, be reviewed and updated on an annual basis.

**Aim 1: Safeguard and enhance the OUV of the WHS by managing, conserving and protecting its historic buildings, cultural and natural landscape.**

Objective	Action	Monitoring indicators	Target	Agency
1. Secure, where appropriate, the maintenance, repair, restoration and sustainable re-use of any disused or damaged buildings or structures within the WHS, having regard to their designations as listed buildings and/or scheduled monuments.	1.1 Seek to secure the conservation maintenance and repair programme.	1.1.1 Continuation of conservation and maintenance programme.	Ongoing	NLT/HS/SLC
		1.1.2 Updated Building Condition Survey.	2012	NLT/HS
	1.2 Secure the restoration and conversion of the derelict Double Row tenements.	1.2.1 HLF application submitted.	2012	NLT
		1.2.2 Restoration and conversion to residential accommodation of the derelict Double Row tenement blocks.	2014/15	NLT
	1.3 Identify a viable long term future for the former church/village hall building.	1.3.1 Completed options appraisal for building (Strathclyde Buildings Preservation Trust) endorsed and taken forward.	2012	NLT/HS/SLC
1.4 Produce a guide for owners on how to look after their property.	1.4.1 Owners' guide made available to all owner occupiers within the site.	2012	NLT/HS	
2. Ensure that any conservation work carried out within the WHS is of the highest standard, using materials, design and workmanship appropriate to the character of the site.	2.1 Ensure that the highest standards of materials and workmanship are utilized within the WHS.	2.1.1 Conservation and restoration programmes undertaken in accordance with best conservation practice.	2012-17	NLT/HS
	2.2 Investigate options for taking forward a study on cultural and architectural authenticity of the site.	2.2.1 Commission research report (prior to any guidance); clarify application to buffer zone.	2014/15	NLT/HS
	2.3 HS Conservation Directorate continue to provide advice and support on best conservation practice.	2.3.1 Publication of advice and guidance for residents.	2013/14	NLT/HS

<p><b>3. Promote appropriate planning policies under the Planning Acts which support the vision for the WHS and consider what other relevant tools and guidance may be required to ensure its effective management and protection.</b></p>	<p><b>3.1</b> Development of a policy on WHS's in Scotland.</p>	<p><b>3.1.1</b> Consultation, publication and implementation as part of the historic environment policy review.</p>	2014/15	HS
	<p><b>3.2</b> Ensure appropriate policies are included in the Local Development Plan and Minerals Subject Plan.</p>	<p><b>3.2.1</b> Comments made to Main Issues Report and on draft Local Development Plan policies.</p>	2012	All
		<p><b>3.2.2</b> Inclusion of relevant policies in plans.</p>	2014/15	SLC
	<p><b>3.3</b> Promote local policy guidelines (non statutory guidance), which consider the importance and sensitivity of the WHS.</p>	<p><b>3.3.1</b> Supplementary Planning Guidance on the WHS and Buffer Zone developed by SLC Planning in consultation with statutory consultees and the public.</p>	2014/15	SLC
		<p><b>3.3.2</b> Hold a seminar on setting issues within the WHS and Buffer Zone for key agencies and other interested parties.</p>	2012	NLT/HS/SLC
		<p><b>3.3.3</b> Implementation of Article 4 Direction for New Lanark and Falls of Clyde Conservation Area.</p>	2012	SLC
		<p><b>3.3.4</b> Consider options for future alignment of conservation area and buffer zone boundaries.</p>	2014/15	HS/SLC
<p><b>4. Ensure that knowledge and understanding of the WHS and its protective buffer zone are at the core of all relevant management, planning and development decisions.</b></p>	<p><b>4.1</b> Recommendations of Management Plan followed by SLC Planning in draft Local Development Plan and, following public consultation, in adopted Plan.</p>	<p><b>4.1.1</b> WHS – specific policies in draft and adopted South Lanarkshire Local Development Plan that take cognisance of the Management Plan.</p>	2014/15	SLC
	<p><b>4.2</b> Develop joint training opportunities for SLC Planning and HS Heritage Management officers to promote enhanced understanding of the Site's OUV.</p>	<p><b>4.2.1</b> Consideration of development proposals are informed by a knowledge and understanding of the significance of the OUV of the WHS.</p>	2012	SLC/HS
<p><b>5. Develop projects which manage, maintain and promote the natural features of the WHS alongside its built and cultural heritage. In particular support appropriate projects for preservation and enhancement by partners in the surrounding area.</b></p>	<p><b>5.1</b> Ensure the integration of the preservation, enhancement and promotion of the WHS's natural heritage in the Clyde and Avon Valley Partnerships' programme.</p>	<p><b>5.1.1</b> Enhancement of the WHS's ancient woodland, biodiversity and cultural landscapes.</p>	2012/17	NLT/SLC
		<p><b>5.1.2</b> Production of a woodland management plan.</p>	2014/15	NLT/SLC
	<p><b>5.2</b> Consider measures to enhance and promote understanding of the geomorphology of the site.</p>	<p><b>5.2.1</b> Enhanced understanding of the geomorphology of the WHS, with particular reference to the influence of the late glacial period and the formation of the Clyde gorge on the origins of New Lanark.</p>	2014/15	NLT
<p><b>6. Assess the likely impact of climate change for the WHS and integrate consideration of the likely effects into the management of the WHS.</b></p>	<p><b>6.1</b> HS Conservation Directorate to provide advice and support on the impact of climate change on the historic built environment.</p>	<p><b>6.1.1</b> Estate Management Climate Change check completed and recommendations implemented.</p>	2014/15	HS/NLT
		<p><b>6.1.2</b> Double Row restoration and conversion demonstrate the possibilities for adapting traditional buildings to meet the challenge of climate change.</p>	2014/15	NLT/HS

**Aim 2: Promote awareness and understanding of New Lanark's OUV, cultural and natural importance to local, regional and global audiences.**

Objective	Action	Monitoring indicators	Target	Agency
7. Improve public understanding and awareness of the significance of the WHS, its OUV, buffer zone and other World Heritage related issues.	7.1 Make World Heritage information widely available and accessible.	7.1.1 Events organised to promote the WHS to a wide audience.	2012/17	NLT/HS/SLC
		7.1.2 Successful roll-out of NLT's planned annual programme of events.	2012/17	NLT
		7.1.3 Implementation of a themed campaign to encourage greater exploration of the WHS by visitors.	2014/15	NLT
	7.2 Investigate opportunities for making Historic Scotland's laser scanning of the WHS an accessible resource.	7.2.1 Laser scanning resource made available, subject to a licensing agreement, to promote the WHS's OUV.	2013/17	HS
8. Provide advice to stakeholders and other interested parties about the value of World Heritage status for fostering local, national and international pride of place.	8.1 Develop a strategy for promoting an understanding and appreciation of the OUV of the WHS.	8.1.1 Strengthened links and contacts with local community organisations.	2014/15	NLT/HS/SLC
		8.1.2 Engagement with the annual Scottish World Heritage Day celebrations in a way that promotes the outstanding universal value of the site by engaging with a variety of audiences in and around the WHS.	Ongoing	NLT/HS/SLC
9. Develop a strategy for targeted promotion and marketing of the WHS and consider how to enhance and develop the brand identity for the site to include World Heritage.	9.1 Enhance the promotion of WHS status online.	9.1.1 Coordinated web development and management between partners and enhancement of the historic and conservation resources available.	2014/15	HS/NLT/SLC
		9.1.2 Enhanced World Heritage brand identity for Scottish WHS's.	2014/15	HS
	9.2 Review and develop the World Heritage brand identity for the site.	9.2.1 Implementation of a branding strategy for the site.	2014/15	NLT
	9.3 Investigate possible joint working arrangements with HS's Commercial and Tourism Directorate to enhance promotion and marketing.	9.3.1 Enhanced arrangements between NLT and HS to support promotion and marketing initiatives.	2014/15	NLT/HS
10. Ensure that the landscape and natural features of the WHS and its buffer zone including any designated sites are acknowledged and their contribution to the Site's value is understood and promoted.	10.1 Ensure that management of the WHS's natural heritage issues are integrated into the Clyde and Avon Valley Landscape Partnership's programme.	10.1.1 Enhanced understanding of the landscape and natural features of the WHS and of their contribution to the OUV of the site.	2014/15	NLT/SLC
	10.2 Signage review and upgrade following rebranding.	10.2.1 Implementation of new signage strategy.	2014/15	NLT

**Aim 3: Enhance the economic and social wellbeing of the WHS and manage change in a sustainable way.**

Objective	Action	Monitoring indicators	Target	Agency
<b>11.</b> Examine business interests and economic development opportunities within the site and Promote links between businesses in the WHS and those in the nearby area, particularly Lanark town centre.	<b>11.1</b> Support sustainable economic growth which maintains the OUV of the site.	<b>11.1.1</b> Delivered strategies and initiatives which support economic development.	2012/17	NLT/SLC
	<b>11.2</b> Develop links between the business communities in New Lanark and Lanark town.	<b>11.2.1</b> Increased WHS visitor awareness of heritage and recreation and leisure opportunities in Lanark town.	2014/15	NLT/SLC
<b>12.</b> Consider how to forge and sustain links with key regional and national tourism organisations and explore marketing possibilities in line with the Lanarkshire Tourism Action Plan.	<b>12.1</b> Pursue opportunities to enhance the promotion and marketing of the WHS with Visit Scotland and Lanarkshire Tourism Partnership.	<b>12.1.1</b> Enhanced promotion of the New Lanark WHS and of the Scottish World Heritage brand.	2014/15	NLT/SLC/HS
<b>13.</b> Ensure that present and future tourism within the site is developed in an environmentally and economically sustainable way for the benefit of the local economy.	<b>13.1</b> Promote initiatives that encourage visitors to use public transport to access the site.	<b>13.1.1</b> Increased number of visitors using public transport to access the site.	2012/17	NLT/SLC
	<b>13.2</b> Enhance the profile of the site at the railway and bus stations through enhanced information and signage.	<b>13.2.1</b> Increased number of visitors accessing the site using pedestrian and cycle links.	2012/17	NLT/SLC
<b>14.</b> Foster the continued development of a living, working community in the WHS as the key to a sustainable future.	<b>14.1</b> Engage and involve the local resident and business communities in the management of the WHS where appropriate.	<b>14.1.1</b> Participation of community and business organisations in WHS thematic working groups.	2012/17	NLT
	<b>14.2</b> Build on the original 1970's vision of an exemplar heritage led community regeneration project by the development of a more environmentally and socially sustainable community in the future.	<b>14.2.1</b> Carry out a community consultation exercise on sustainable living and develop a framework for taking forward any resultant initiative.	2014/15	NLT

<b>15.</b> Review the New Lanark Trust's capital programme for restoration of the village to ensure the programme is up to date and is capable of being funded.	<b>15.1</b> Review of the capital programme funding for New Lanark to be undertaken and options for continuing financial support to be identified by the key partners.	<b>15.1.1</b> Key partners consider options for the continued sustainability of the capital programme.	2012	NLT/HS/SLC
		<b>15.1.2</b> Identified leverage for additional funding.	2012	NLT/HS/SLC
	<b>15.2</b> Explore sponsorship opportunities with the private sector and investigate fundraising opportunities and increased donations.	<b>15.2.1</b> Secure private sector support for capital programme initiatives.	2014/15	NLT

**Aim 4: Improve access to, and within, the WHS and promote it as a high-quality leisure and recreation destination for the local community and visitors alike.**

Objective	Action	Monitoring indicators	Target	Agency
<b>16.</b> Develop strategies to maximise appropriate physical and recreational access within the WHS.	<b>16.1</b> Maximise physical and recreational access within the WHS.	<b>16.1.1</b> Develop awareness of recreational opportunities within the site.	2014/15	NLT/SLC/ SWT
<b>17.</b> Consider how the visitor experience at New Lanark could be improved through public realm, signage, amenity and environmental improvements and how such improvements could be implemented.	<b>17.1</b> Review of branding and signage within the site.	<b>17.1.1</b> Delivery of a reviewed signage strategy for the site.	2012	NLT
	<b>17.2</b> Review of the public realm and streetscape.	<b>17.2.1</b> Public realm issues considered for their effect on the OUV of the WHS.	2014/17	NLT/SLC/HS
	<b>17.3</b> Tidy site and control strategy.	<b>17.3.1</b> Maintenance of public realm and of the general public face of New Lanark is raised to a standard fitting of world heritage status as a visitor experience as well as for conservation aims.	2012/17	NLT
		<b>17.3.2</b> Complete review of powers to implement conservation burdens, publish guidance to property owners and put enforcement framework in place.	2014/17	NLT/SLC
<b>17.4</b> Review disabled access within the site.	<b>17.4.1</b> Enhanced accessibility for visitors with mobility problems to the site.	2014/15	NLT	
<b>18.</b> Ensure that World Heritage status and values are integrated into every aspect of the New Lanark visitorexperience.	<b>18.1</b> Continue to develop the New Lanark Trust's activities relating to the understanding of the WHC and the OUV of the site.	<b>18.1.1</b> The OUV of the site is clearly understood and integrated.	2012/17	NLT/HS
<b>19.</b> Consider the development of an approach to meeting the traffic management and public access needs of the site including sustainable transport connections, parking management and visitor orientation.	<b>19.1</b> Review opportunities to increase access to the site by public transport.	<b>19.1.1</b> Undertake audit of how visitors access the site.	2012	NLT
	<b>19.2</b> Consider 'single ticket' integrated transport initiative for rail/bus travel and visitor centre/ Mill Hotel.	<b>19.2.1</b> Increase visitor numbers to the site by public transport. Also those who walk or cycle to the site.	2012	NLT/SLC
	<b>19.3</b> Consider long term feasibility of the completion of the Beeches access road to the site and the resultant visitor orientation and management.	<b>19.3.1</b> The proposed route remains within the Local Plan and will be taken forward in the Local Development Plan and its action programmes as a priority project for a feasibility study on the road line and related issues.	2013/17	SLC
		<b>19.3.2</b> An assessment of the impact of the project on development opportunities for visitor management and tourism development in the Lanark area generally will have been carried out.	2014/15	NLT/SLC

**Aim 5: Realise the WHS's full potential as an education and learning resource to provide more information to visitors and to improve their knowledge and enjoyment of the site.**

Objective	Action	Monitoring indicators	Target	Agency
<b>20.</b> Ensure that available information about the WHS is collated, stored, analysed and shared with partner organisations in a way that assists the implementation of the management plan.	<b>20.1</b> Cataloguing and digitising the New Lanark Trust's archives.	<b>20.1.1</b> Completion of the cataloguing, appropriate storage and digitising of the Trust's archives.	2014/15	NLT
	<b>20.2</b> Making the archives available to the public.	<b>20.2.1</b> Development of publicly accessible online search facility for the collection.	2014/15	NLT
		<b>20.2.2</b> Establishment of a search room.	2012/13	NLT
		<b>20.2.3</b> Preparation of a Collections Management Plan.	2014/15	NLT
<b>21.</b> Promote the importance to the public of the site as a heritage resource for their enjoyment, education and research.	<b>21.1</b> Implementation and promotion of education heritage programmes.	<b>21.1.1</b> Complete and promote the Trust's cataloguing and digitising programme.	2014/15	NLT
		<b>21.1.2</b> Enhanced promotion of New Lanark as part of a Scottish World Heritage brand.	2013/14	HS/SLC/NLT
<b>22.</b> Improve educational and academic partnerships with institutions such as universities and in particular increase links with similar international heritage sites worldwide, through organisations such as the ICOMOS, the International Committee for Conservation of the Industrial Heritage (TICCIH) and the European Route of Industrial Heritage (ERIH).	<b>22.1</b> Support the Trust's education programme.	<b>22.1.1</b> Maintenance and enhancement of the Trust's education programme.	2012/17	NLT/SLC/HS
	<b>22.2</b> Strengthen existing international links with WHSs.	<b>22.2.1</b> Increased understanding of and opportunities for joint working initiatives with international WHSs, especially in the industrial and utopian community sectors.	2012/17	NLT/HS
	<b>22.3</b> Consideration to be given to establishing a Scottish Route of Industrial Heritage.	<b>22.3.1</b> Undertaken assessment of viability of establishing a Scottish Route of Industrial Heritage.	2012	HS/NLT
<b>23.</b> Inspire and support active involvement from interested people through partnership working and consideration of programmes such as a volunteering scheme	<b>23.1</b> With community organisations, promote the development of volunteer programmes within the WHS.	<b>23.1.1</b> Implementation of volunteering opportunities in the Trust's cataloguing and digitising programme.	2012/13	NLT
<b>24.</b> Ensure that New Lanark is at the centre of engagement and sharing of best practice with other WHSs and organisations for example by playing host to relevant conferences and events.	<b>24.1</b> Hold a seminar on setting issues within the WHS and Buffer Zone for key agencies and other interested parties.	<b>24.1.1</b> Agreed principles and best practice to guide on the impact of proposed development on the setting of WHSs and their Buffer Zones.	2012	NLT/HS/SLC

**Aim 6: Build strong structural and organisational partnerships with local and national organisations, landowners and businesses and strengthen links with the local community.**

Objective	Action	Monitoring indicators	Target	Agency
25. Seek out and secure adequate financial and human resources to help achieve the long term vision for the WHS.	25.1 Identify sources of funding to continue the restoration programme for the village.	25.1.1 Restoration of Double Row tenements and former church/village hall.	2014/15	NLT/HS/SLC
	25.2 Establish a promotion and marketing partnership agreement with HS.	25.2.1 Joint marketing and promotion strategy implemented.	2014/15	NLT/HS
	25.3 Consider options for establishing a World Heritage Centre at the site.	25.3.1 Finalised review of options for establishing a World Heritage Centre.	2012/13	NLT/HS/SLC
26. Consider measures to enhance the capacity of the key partners to build on their existing contribution to the sustainable management of the WHS.	26.1 Review existing contribution of Key Partners to identify their alignment with the sustainable management of the site.	26.1.1 Implementation of joint working strategy for the site.	2012/13	NLT/HS/SLC
27. Maintain and enhance effective partnership arrangements by clarifying roles and responsibilities and improving measures for consultation, communication and joint working.	27.1 Review existing partnership working strategies.	27.1.1 Partners sign-up to reviewed joint working strategy for the site.	2013	NLT/HS/SLC
28. Ensure that the governance, management and administrative arrangements for the WHS Partnership Group are appropriate for the effective ongoing implementation of the Management Plan and fully support the New Lanark WHS Co-ordination function.	28.1 Finalised management plan and Action Plan formally endorsed by Key Partners.	28.1.1 Formal endorsement of management and action plans.	2012/13	NLT/HS/SLC
	28.2 Partners endorsement of reviewed joint working strategy.	28.2.1 Joint Working Strategy endorsed by Key partners.	2012	NLT/HS/SLC

<p><b>29.</b> Establish and build upon relationships with and between landowners and residents living in the site, the Royal Burgh of Lanark and the wider area and encourage them to understand their role in the sustainable management of the site.</p>	<p><b>29.1</b> Work with existing multi agency and community organisations to take forward the objectives of the Action Plan.</p>	<p><b>29.1.1</b> Agreed actions drawn from the action plan are implemented.</p>	2012/17	NLT/HS/SLC
		<p><b>29.1.2</b> Action plan monitored and reviewed.</p>	2012/17	NLT/HS/SLC
<p><b>30.</b> Establish lasting mechanisms for effective monitoring and implementation of the management plan objectives and their outcomes.</p>	<p><b>30.1</b> Key Partners agree resourcing of an ongoing coordinating function to undertake monitoring and implementation of the Management Plan.</p>	<p><b>30.1.1</b> Action plan objectives and actions monitored and implemented.</p>	2014/15	NLT/HS/SLC
		<p><b>30.1.2</b> Review WHS coordination.</p>	2012	NLT/SLC/HS



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