

FALKIRK COUNCIL

Subject: HERITAGE DELIVERY PLAN – FALKIRK COMMUNITY TRUST
Meeting: EXECUTIVE
Date: 19 MAY 2015
Author: DIRECTOR OF CORPORATE & NEIGHBOURHOOD SERVICES

1. INTRODUCTION

- 1.1 Members will recall as part of the development of the Culture and Leisure Strategy, Falkirk Community Trust advised that they would be preparing delivery plans to set out how certain aspects of that Strategy would be implemented.
- 1.2 This report presents for Member's consideration the first of these delivery plans – Heritage. The attached sets out the Trust's rationale for the plan – appendix one, the plan itself, appendix two and the comments received by the Trust on the delivery plan from the Council, appendix three.

2. RECOMMENDATION

- 2.1 It is recommended that the Executive consider the Heritage Delivery Plan as prepared by the Falkirk Community Trust.

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DIRECTOR OF CORPORATE & NEIGHBOURHOOD SERVICES

Date: 27 April 2015
Ref: ABB0515FC
Contact Name: Fiona Campbell

LIST OF BACKGROUND PAPERS

- 1. Culture and Leisure Strategy – Report to the Executive

Any person wishing to inspect the background papers listed above should telephone Falkirk 01324 506230 and ask for Fiona Campbell.

FALKIRK COUNCIL

Subject: A Heritage Delivery Plan for Falkirk 2015-18
Meeting: Falkirk Council
Date: 28 April 2014
Author: Chief Executive, Falkirk Community Trust

1. Introduction

- 1.1 Falkirk Community Trust is producing a suite of delivery plans to cover its areas of activity in support of *Inspiring Active Lives*, a Culture and Sport Strategy for Falkirk which was approved by the Council on 18 March 2014.
- 1.2 The first of these plans to be completed is the Heritage Delivery Plan and this report provides an outline of the approach that was taken to preparing and drafting the Plan. A copy of the text of the draft Plan is appended to this report for consideration and approval by the Council.

2. Approach

- 2.1 Preparation and approval of the Plan preceded approval of *Inspiring Active Lives* as a strategic heritage plan was required to be completed by autumn 2013 in order to meet Museum Accreditation timescales. However, it was decided to delay seeking Council approval until the main strategy document had been approved.
- 2.2 In line with *Inspiring Active Lives*, the Plan is a shared document and whilst the Trust has a key role in leading the development of heritage in the area, there are several organisations and groups involved in delivery of heritage-based activity. Their involvement in the Plan's preparation is described under **Consultation** below, and their involvement in the delivery of the plan is critical. The Plan provides a framework of common understanding and purpose and an outline of key projects; the Plan also seeks to ensure that opportunities are grasped to meet the area's needs and to minimise the challenges that this sector will face over the coming years.
- 2.2 In addition to the work undertaken for *Inspiring Active Lives*, determining what these opportunities and challenges are has drawn on a wide range of knowledge of heritage engagement and provision at local and national levels, and from voluntary and professional sources, together with knowledge of changes in wider strategic context from sector strategic lead bodies.
- 2.3 We have sought to be careful in managing expectations, balancing ambition and aspiration against increasingly challenging financial circumstances. Ensuring that our aspirations, plans and delivery models are resilient, adaptable and sustainable is at the heart of this Plan.

3. The Plan Document

- 3.1 The structure of the document is briefly described as follows.
 - 3.1.1 The **Executive Summary** gathers together the main features of the Plan – changing local identity, the changing role and value of heritage, the major projects through which this value is to be realised, and the cause for optimism over our ambitions despite significant challenges to resource availability.
 - 3.1.2 The **Introduction** states the Plan's relationship to *Inspiring Active Lives*, and the intention of the Plan itself, including setting the direction for local heritage activity.
 - 3.1.3 **Definition of Heritage** establishes what we mean by 'heritage' for the purposes of this Plan, describes briefly how heritage influences the character of the local community, how heritage is encountered and its value to the community.

- 3.1.4 **The Scope of Local Heritage Engagement** describes as comprehensively as possible those organisations and groups that collectively make up the experience of heritage engagement in the Falkirk area.
- 3.1.5 **Achievements and Actions 2003-15** summarises the achievements and developments in heritage activity in the Falkirk area over the last 12 years. This section incorporates an overview of achievements against the Falkirk Council Heritage Strategy and Museum Plan 2006-11.
- 3.1.6 The **Vision and Mission for 2015-18**. The Plan shares the same vision as *Inspiring Active Lives*. As a supporting Delivery Plan, its mission is new and specific to how heritage-based activity will contribute to this vision. The mission is:
- To support general wellbeing and a sense of identity by connecting people with each other, with their place, with their place in time, and with their environment, and to encourage them to make active contributions to stewarding the future.*
- 3.1.7 **Strategic Context 2015-18** sets out the changes, opportunities and challenges which will face local heritage-based developments over the next few years. The scene has been set by *Inspiring Active Lives*, but this view of the strategic landscape is further augmented by developments specific to heritage activity:
- The focus on specific major local development projects;
 - Impacts of economic, environmental, demographic and educational change;
 - Strategic change in the heritage sector nationally.
- 3.1.8 **Guiding Principles for the 2015-18 Plan**. These principles guide us towards achieving the vision and mission for the Plan, while taking into account the opportunities and challenges of the strategic context going forward. In brief they are:
- To raise the outward profile of the Falkirk area;
 - To develop the wellbeing of the local community;
 - To encourage people to see local heritage in a larger framework;
 - To ensure that our aspirations, plans and delivery models are resilient, adaptable and sustainable.
- 3.1.9 **Heritage Delivery Plan**. This section is organised to address the four themes of *Inspiring Active Lives*:
- Participation
 - Motivation
 - Venues
 - Partnership

Actions, partners and outcomes are set against the objectives relevant to heritage within each of these themes.

4. Consultation

- 4.1 The content of the Plan drew on the collective knowledge, working at both local and sector-wide levels, of the professional staff of Falkirk Community Trust. The views, roles and activities of the local voluntary sector, including the Scottish Railway Preservation Society, were actively sought and discussed. Consultation took place with the Falkirk Council Elected Members whose portfolio included heritage matters, with Falkirk Council's Education Services, Development Services (Economic Development and Planning and Environment), and Policy and Community Planning to ensure the plan took account of both service needs and key service and corporate strategies.
- 4.2 The final drafts of the Plan were reworked as necessary as a result of being shared initial consultees and contributors. Feedback from local sources provided detail with which to provide a more comprehensive coverage of activity, while that from sector lead bodies has confirmed the relevance of its overall direction.

- 4.3 The Plan was approved by the Falkirk Community Trust Board for consideration and approval by Falkirk Council at its August 2013 Board meeting.
- 4.4 All elected members and service directors were provided with a copy of the draft Delivery Plan earlier this year with an opportunity for them to comment prior to it being considered by the Executive. To date, only three responses have been received and these are summarised in Appendix 2.
- 4.5 It is worth noting that in the time between Board and the completion of this report, work has been ongoing to start work on some of the key elements of the Delivery Plan including:
- Callendar House was awarded 5 stars in the VisitScotland Quality Assurance Scheme, the highest award level in this scheme.
 - The annual visitor figure to Callendar House for 2013/14 for the first time passed 40,000. This includes access by 4,600 schoolchildren to our education programmes, which represents subscription to these programmes at or near full capacity.
 - Additional programmes have been delivered with the aid of grant-funding worth in excess of £113,000 (grants for Kinneil Museum redisplay, World War One intergenerational learning project, Callendar House lighting, Kinneil Church and burial ground consolidation, and salary share of the Townscape Heritage Initiative and Scottish Canals placement projects).
 - The first year of the THI heritage engagement programme included collaborations with schools; with Falkirk Local History Society who delivered a series of walks, talks, articles for the Falkirk Herald and a special edition of Calatria focusing on the Steeple; with Falkirk BID to produce the Steeple 200 event.
 - The World War One commemoration programme, *'Memorial, Reflection and Restoration'* began and included the development of a web portal to provide on-line historical information, information on events and links to other information sites – for example BBC, Commonwealth War Graves, and a 'hub' to share information and promote activity by groups and organisations throughout the area. There were two exhibitions in Callendar House for 2014 – War, A Conversation with Objects and Refractory and Refrigeration, part of Generation, 25 Years of Contemporary Art in Scotland. The Hippodrome Festival of Silent Film in 2014 presented 'Home Front Picture Houses, with documentary material demonstrating the importance of cinemas in conveying news of the conflict. This year's Festival will include a talk and film from the Imperial War Museum. The 2014/15 winter programme of talks at Callendar House includes The War Memorials Project, Falkirk and the Munitionettes, and A Picture of Falkirk on the Eve of War. We worked with Grangemouth Sea Cadets on a HLF-funded project to research McCrae's regiment. We took part in are planning the UK-wide 'Lights Out' event on 4 August 2014.
 - Items from the Council's collection were used in two exhibitions in the Howgate Centre; one, a collaboration with Eden Consultancy, featured a series of aerial photos of Falkirk and the surrounding area and the second, part of the first year programme of the THI, told the fascinating story of the Steeple.
 - The Archive Service has been accredited for the standard and quality of its operation, the first in Scotland to be so awarded under the new scheme for archive in the UK. It joins Callendar House and Kinneil Museum, which are fully accredited museums under the longer-standing scheme for UK museums.
 - The World War One intergenerational learning project being carried out (with HLF funding) by our learning team with Laurieston Primary School has attracted media attention at national level – from the Glasgow Herald and from MacTV who are producing a programme to be broadcast on Armistice Day this year.
 - Our reminiscence boxes, released by the Learning Team in January, elicited the following response from Falkirk and District Association of Mental Health. We were told that the users *"were all captivated by the range of original items you had. All*

participated in the lively discussions, which were led beautifully. They really appreciated the warm and friendly approach and were really impressed with the knowledge and expertise in this area”.

- In May 2014, our Learning Team was nominated by Falkirk Council Education Services as an Enterprise Champion for its workshop on the experience of shopping for music in the 1960s for P2-3. This is in recognition for inspiring and encouraging young people to develop an enterprising attitude.
- A recent Council health and safety inspection on the quality of our premises management described Kinneil Museum as ‘*a fine example of a well-run facility*’ – which is an indicator of the quality of our work in the asset management which supports our public activity.

5. Conclusion

- 5.1 This Delivery Plan is intended to drive the Trust’s Business Plan, and gives a clear outline of intent to key partners and stakeholders, who will hopefully align their resources and direct their local plans accordingly.
- 5.2 At present, there are good indications to show that there is a desire and ability by individuals and groups in the area to take direct responsibility for contributing to community wellbeing through heritage-based activity. The Plan also emphasises that there are opportunities through which such aspirations can be realised.
- 5.3 The Plan also attempts to balance this ambition and optimism against a forecast of circumstances which we know will be complex, changing, unpredictable and characterised by reducing resources. While it is important to state our aspirations in terms which are recognisable now, it is equally important to keep the door open to different ways of doing things, different outcomes and new ways of defining success.

6. Recommendation

- 6.1 **The Council is asked to approve the Plan for publication.**

Maureen Campbell
Chief Executive

HERITAGE DELIVERY PLAN FOR FALKIRK 2015-18

'We don't inherit the earth from our ancestors, we borrow it from our children'.
(David Brower, founder, John Muir Institute for Environmental Studies)

EXECUTIVE SUMMARY

This Plan is set at a time of marked change in the Falkirk area. As the area's identity as an industrial centre recedes further into the past, so the identification of local people with that era becomes less marked, and the rich and deeper diversity of the area's heritage is deployed, not only in celebrating the inheritance of previous generations, but also in preparing for a future which will make new demands on people in terms of lifestyle expectations, assumptions and values.

Projects like Callendar House, the Falkirk Wheel, the Hippodrome and the Antonine Wall World Heritage Site have helped the process of renewal in the area and contribute to its tourism offer, and these will be joined at the core of this Plan by a set of new projects which will extend that process over the next three years – Falkirk Townscape Heritage Initiative, a Masterplan Plan for Kinneil Estate, Callendar House & Park and the Helix. These projects, along with the area's central location, transport connections and diverse business base create a firm foundation for the building the area's Tourism Strategy. While these projects will be the focus for partnership amongst the range of players who do so much to value the heritage of the area, we also plan to generate activity and events which contribute to well-being within our communities.

As a contribution to the future well-being and changing identity of the area, we are mindful of the major issues which face the achievement of this Plan – the economic climate, the need for more sustainable life and work styles, and changes in social values. We know that the impact will be profound and demand changes in the scale, type and expectations of heritage engagement. This may be a difficult time for some, but as we have 'stewarding the future' at the heart of our mission, it will also be particularly exciting for those interested in evolving how heritage is experienced, understood and valued.

INTRODUCTION

Inspiring Active Lives, A Culture and Sport Strategy for Falkirk, sets out a vision and framework that will help those with shared interests to work together to continue the positive transformation of the Falkirk area and further develop the vision of the area as the 'place to be in the 21st century'.

Heritage plays a significant role in delivering the ambition for the area and this Plan seeks to outline a methodology for inspiring, motivating and informing local people to understand and value their shared past, care for their shared heritage assets and, together, participate in creating and passing on to future generations the community described in our vision. This Plan seeks to set the direction for heritage delivery across the area.

DEFINITION OF HERITAGE

In the previous Falkirk Council Heritage Strategy 2006-11, heritage was defined as the '*total of inherited ideas, beliefs, values and knowledge which constitute the shared basis of social action*' and we believe this definition remains valid for the purposes of the Plan for 2015-18. This definition makes clear that heritage contributes to how people understand themselves, their community and their worlds, and how it is active in informing the decisions they make about their present, their future and on behalf of future generations. To this end, the heritage sector safeguards those heritage assets deemed valuable to society (for example, buildings, landscapes, archives and museum collections, and intangible assets such as language and ways of living) and develops means of engaging the public with that value and its meaning.

The heritage of the Falkirk area has been formed by the area's location at the centre of Scotland and *Inspiring Active Lives* describes in detail the development of the area from Roman frontier to industrial heartland. The area's history and location have helped to define our communities and our landscape and this Plan aims to demonstrate how the area's heritage and, more importantly, our engagement with that heritage, will contribute to our wider aspirations to continue the positive transformation of the area and make it the 'place to be in the 21st century'. The Plan will outline our shared responsibility to promote understanding and awareness of this heritage and to protect both our heritage assets and our memories for future generations.

Our engagement with heritage takes many forms; it can be in-depth through education, personal interest or active membership of a local society or it can be a passing interest as a visitor to a museum or heritage site or it can be more oblique, through a chance encounter that sparks awareness or interest.

Falkirk's heritage comes in many forms: our landscape and built heritage of the area contribute to determining the character and image of the area; there is potential for engagement through understanding patterns of settlement and man-made structures such as the Antonine Wall, now a World Heritage Site. Our museums and their collections provide a window into the past and engagement with objects – as well as the stories behind them – offers the potential for powerful learning experiences. Our archives, local history collections and repositories of knowledge provide resources for genealogical and other research as well as improving understanding of the way we used to live. Conservation-led regeneration has the potential to contribute to sustainable development through promoting the efficient use and re-use of land and buildings as well as generating a range of tourism and employment benefits.

The consultative draft is informed by work undertaken during the development phase of *Inspiring Active Lives* and meetings with a range of public and third sector partners, clubs, societies and volunteers – all involved in – or with an interest in, the delivery of heritage activities and seeks agreement from stakeholders that the mission, priorities and delivery mechanisms are appropriate to take forward engagement with, understanding and protection of our area's heritage in a coherent and sustainable way.

THE SCOPE OF LOCAL HERITAGE ENGAGEMENT

There are many disparate groups and organisations which enjoy and care about our heritage. By agreeing a Strategy for heritage in this area, we believe we can share our enthusiasm and expertise with each other more effectively, make better use of limited resources and make a significant contribution to the well-being of others. As partners, we have different perspectives and particular interests, but we have in common a passion for the tangible and intangible heritage which defines our sense of identity and which influences our decisions about the future.

The key organisations with an interest and involvement in heritage provision in the area are:

- Falkirk Community Trust takes the strategic lead for developing heritage engagement by the public in the Falkirk Council area, and is the advisor to the Council on heritage engagement and museum, archive and archaeological provision. Heritage Unit consists of three areas of professional heritage delivery – museums, archives and archaeology. The Community Trust manages Falkirk Council's two accredited museums – Callendar House and Kinneil Museum, the museum collection and archives as well as providing an archaeology service and, within the libraries, the local history collection; the two museums are both situated in landscapes of significant heritage interest including being on the route of the Antonine Wall;
- Scottish Railway Preservation Society runs the Bo'ness and Kinneil Railway and the Museum of Scottish Railways. The museum was awarded full Accreditation status in 2009 and its collection has also been recognised as being of national significance. SRPS is volunteer run with a professional curator and marketing officer and is a key player in the tourism economy of the area attracting over 60,000 visitors per year with volunteers drawn from in and beyond the Falkirk area.
- Falkirk Council Education Services is the main provider of formal and informal learning in the area through its primary and secondary schools, and community learning and development service. Learning to Achieve is the key strategy to raise attainment and achievement within the context of Curriculum for Excellence across the Council area. Understanding about and participating in heritage activity plays an important role in delivering the wider aims of the Curriculum for Excellence.
- Falkirk Council Development Services plays a key role in protecting and promoting understanding of built and natural heritage, initiating conservation-led regeneration initiatives and marketing the area as a visitor destination. The Economic Development service leads the delivery of the Tourism Strategy for the area.
- The voluntary sector is rich with organisations and societies involved in research and promotion of local heritage; Falkirk Local History Society is involved in a wide range of activities including regular meetings, guided walks in the Falkirk area, field trips, research and publication, talks to interested groups and heritage- related campaigns. The Friends of Kinneil help to promote and develop all aspects of Kinneil Estate and Foreshore in Bo'ness with a particular interest in built and natural heritage. The group co-ordinates Big Roman Week, is a generous supporter of Kinneil Museum as well as undertaking consultation and project development. Grangemouth Heritage Trust is based in La Porte Precinct in a building which houses a comprehensive range of photographs and artefacts from Grangemouth's past; the Trust also has a lively Facebook presence. Further activity is provided by the Greenhill and Bonnybridge Historical Society, Denny and Dunipace Heritage Society, Maddiston History Group, Falkirk Archaeological and Natural History Society and Bo'ness Civic Trust.
- Scottish Canals. With parts of the Forth and Clyde and Union Canals in the area, and focus on the Falkirk Wheel and the Helix, Scottish Canals is an important player in the local heritage landscape and its Heritage Strategy 2015-38 sets out its purpose in conserving its tangible and intangible heritage assets, using them to enable public participation, learning and access, and to provide the basis for economic and social benefits and environmental sustainability.
- Historic Scotland is the Scottish Government's executive agency charged with safeguarding the historic environment on behalf of Scottish Ministers. It has responsibility for maintaining

statutory schedules of monument and lists of historic buildings, for advising on policies for the historic environment, for the Antonine Wall World Heritage Site management plan, and for the management several sites in the area such as Kinneil House, Rough Castle and Blackness Castle.

The strength of the sector indicates that the area's heritage is in safe hands and we now seek to outline plans which are already in place as well as proposing a co-ordinated approach for future development.

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ACHIEVEMENTS AND ACTIONS 2005-15.

The achievements in heritage provision over the past ten years, which includes the lifespan (2006-11) of the previous Heritage Strategy for the area, are set within the context of Falkirk's unique history and the challenge of transforming the area from one of industrial decline into one of growth. Our heritage environment is significantly richer through a mix of conservation-led regeneration, innovative programming and partnership working:

- The Antonine Wall was inscribed as a World Heritage Site in 2008 - the result of partnership working at local and national level; a new permanent gallery was created in Callendar House, a local stakeholder's group has been established to drive forward awareness and access. Big Roman Week is an annual event, established by Friends of Kinneil and supported by a range of partners across the area, and the Bridgeness Slab replica project demonstrated the value placed in heritage by local communities.
- Reappraisal of the area's nine conservation areas and the production of new management plans for these areas has added significantly to local character and identity, and has supported the development of Townscape Heritage Initiatives in Bo'ness and Falkirk Town Centres.
- The restoration of the Hippodrome Cinema was the critical project of the Bo'ness Townscape Heritage Initiative, which has given new impetus to the awareness of local people of the value of their built environment. The Hippodrome Cinema was reopened in 2009 and continues to flourish while a number of other key derelict buildings were restored and public realm improvements were undertaken. Most recently, Falkirk Council spent £1m restoring Matthew Steele Court and this project was accompanied by an HLF funded project in which 30 volunteers and 180 school pupils undertook research on the history of the block.
- We continue to work closely with Falkirk Council Economic Development to develop heritage engagement in the context of town centre regeneration; examples include the commissioning of Heart of Stenhousemuir and planned public art activity in Denny.
- As managers of some of the area's key heritage facilities, we continue to contribute to the Falkirk Tourism Strategy Partnership.
- Falkirk Council invested over £500,000 in a programme of maintenance and improvement for Callendar House. The House's energy efficiency was also improved through the extension of the district heating system from the Callendar Park flats to the House.
- Falkirk Greenspace Initiative won the Scottish Government Quality in Planning Award in 2012. The Greenspace Strategy links to the Central Scotland Green Network and Central Scotland Forest Trust in revitalising landscapes for biodiversity, recreation and investment. Three local nature reserves have been designated on former industrial sites in the Falkirk area, and the Inner Forth Landscape Initiative seeks to maximise on the natural and cultural heritage on the coast of the River Forth.
- The development of the Helix has opened up new opportunities for heritage engagement.
- The John Muir Trail (which opened in April 2014) has been secured and routed through the Falkirk area to maximise access to the area's heritage assets.
- We have worked in partnership with Forth Environment Link, Falkirk Environment Trust and Caledonia Clubhouse to create Cultivating Earth, the revitalisation of the walled garden in Callendar Park. The garden has been transformed into an active learning space influenced by contemporary environmental issues.
- We have developed new learning programmes and projects in partnership with Falkirk Council's Community Learning and Development Service as well as an expanded and wider offer to local schools.
- We participated in Forth's Timeline, a three year project funded through the Scottish Government's Regional Development Challenge Fund. The project demonstrated the

potential for collaborative promotion of museum collections as heritage tourism attractions across the Forth Valley.

- We work with heritage groups and property owners to deliver Doors Open Day in September of each year which provides opportunities to explore buildings generally not open to the public and highlighting the area's rich built heritage.
- There have been reductions in service delivery – principally, the closure of Birkhill Clay Mine and the closure of Grangemouth Museum. Both facilities faced significant investment requirements in respect of safety and access improvements.
- In 2012, Kinneil Museum was awarded 4 stars in VisitScotland's Quality Assurance Scheme.
- We manage of the Council's museum and archive collections and options for sustainable storage continue to be developed and this is a feature of the Plan for 2015-18.
- Falkirk Libraries redesigned the layout and refreshed the stock of the local history collection in Falkirk Library in 2015 and held Local History Week in May 2015, with the intention to run this event biannually across all local libraries and beyond.
- The on-line presence for heritage has developed, for example through use of Falkirk Local History Society's website, and through contributions by ourselves and Falkirk Council to BBC History of the World and Public Catalogue Foundation.
- The local voluntary sector has increased opportunities for heritage engagement and participation locally through the creation of new groups (for example Friends of Kinneil 2006 and Greenhill and Bonnybridge Historical Society 2008), through publications (Falkirk Local History Society), through helping to open historic sites to the public and creating new public programmes of activity (Friends of Kinneil).

VISION AND MISSION FOR 2015-18

The vision of *Inspiring Active Lives*, A Culture and Sport Strategy for Falkirk is:

A place with vibrant culture and sporting opportunities where people can achieve fulfilled and active lifestyles.

In achieving this, the mission for heritage is:

To support general well-being and a sense of identity by connecting people with each other, with their place, with their place in time, and with their environment, and to encourage them to make active contributions to stewarding the future.

This mission acknowledges that heritage not only enables people to achieve fulfilment and well-being through understanding the place in which they live, it also has the potential to encourage people to realise that inheritance is created as well as received, and to participate in creating and passing on to future generations the kind of place we describe in *Inspiring Active Lives*. This mission responds to the strategic context.

STRATEGIC CONTEXT 2015-18

Inspiring Active Lives, A Culture and Sport Strategy for Falkirk sets out the context of challenge and opportunity and has two aims: to increase and broaden participation in culture and sport and to help secure recognition for the Falkirk area as a vibrant place. The Strategy proposes delivering via four themes: participation, motivation, venues and partnership and it is these themes which provide the framework for the Heritage Delivery Plan. In addition, the Plan takes into consideration the specific heritage-related impacts of developments at local and national levels.

Signature heritage projects in the Falkirk area

Inspiring Active Lives demonstrates very clearly that the Falkirk area continues to undergo a physical transformation which is changing the landscape and outward identity of the place.

Several high profile developments form the focus of this transformation:

- town centre regeneration which includes the Falkirk THI;
- the modernising the heritage offer in Callendar House and Park;
- the development of a plan for Kinneil Estate;
- the Helix;
- the Antonine Wall World Heritage Site;
- the Hippodrome Cinema;

These developments create opportunities to generate tourist visits to the area, opportunities for enjoyment, learning, training and research, and are key to creating a new self-identity for the local community. They form the spine of heritage activity during the forthcoming plan period.

Economic Considerations

The economic climate for the foreseeable future, and certainly for period of this Plan, will be challenging. This will impact on funding for provision of services and activity. However, for visitor-based businesses, the economic outlook is different with tourism figures and expenditure in the area having increased year on year since 2009, and so significant opportunities may be available for the area's attractions and are articulated in the forthcoming Tourism Strategy for the area. As such, our plans and aspirations will need to be reviewed and adjusted to match availability of resources, and this may require some structural change to models of delivery. Resilience and adaptability will be required to enable plans and aspirations to be realised.

Environmental Considerations

We will need to operate with regard to energy management and reducing our carbon footprint. Over recent years weather patterns and our need to adjust to them have made a more obvious impact on our operation. At the same time, environmental challenge, closely linked to economic challenge, presents a unique opportunity for the cultural sector. Engagement in heritage and arts is seen as a potential route to creating the new mind-sets and lifestyles that are demanded by environmental and economic challenge. The Scottish Government has recognised this role for the cultural sector and its potential to transform people's lives in *Low Carbon Scotland: Public Engagement Strategy*. Environmental considerations and sustainable development are growing features in the criteria of funding bodies.

Changing Audiences

Preparing for this Plan has shown the importance of older people in the audience for heritage provision and in voluntary participation. The forecast proportional increase in the older population presents the professional and voluntary sides of the sector with valuable opportunities. At the same time we should be mindful of the sustainability of this audience and its impact on structures of provision and on our plans, as we cannot assume that the enthusiasm, commitment, tastes and choices of the participants of 2015 will be maintained by their immediate successors. New means of communication, not least digital communication, will mean the creation of potential new audiences, while spreading the value of heritage will require working with new partners in new areas of activity, using different methods of engagement and deploying different resources. Adaptability and sustainability of activities and processes (if not structures of delivery) will need to be built into the planning process going forward.

Changing Values

In line with thinking on dealing with economic and environmental challenge, the Curriculum for Excellence defines success for the challenges facing the next generation of Scottish people. The Curriculum provides a common purpose for partnership for heritage activity in developing successful learners, confident individuals, responsible citizens and effective contributors.

Human Resource Considerations

Delivering the Plan depends primarily on people, their availability, skills and knowledge. The professional sector will be faced with challenges to its capacity to meet the aspirations of this Plan. As lead partner for this Plan, this will put a strain on Falkirk Community Trust's resources in meeting the dual challenge of operating its own assets and managing its wider partnerships, while increasing the impact and effectiveness of both. We anticipate that a redesign of the professional structure will be required, and this will include a consideration of the availability for delivery of this Plan that is offered by the voluntary sector and other partners.

Crucial to this will be an assessment of how best to deploy the passion, knowledge and competence available from the human resource. There is no shortage of passion for heritage in the local area, nor of knowledge about it. Professional knowledge of how to manage the heritage resource is set by national standards (for example museums accreditation), which over the long-term change with circumstances. Compliance with these standards is key to enabling local operators to gain support from external bodies – eg funders, and this needs to be better

understood, not least in dealings between the professional and voluntary sectors. Competence is the key to how effectively passion and knowledge are deployed and, in the challenging circumstances which we will face, adaptability to those circumstances will be the crucial competence area.

New Sector-wide Strategic Directions

Museums Galleries Scotland is the lead body for the sector in Scotland and co-ordinates the delivery of **Going Further, the National Strategy for Scotland's Museums and Galleries**. Mindful of the challenges and opportunities facing the sector, the Strategy sets out the following aims:

- Maximise the potential of our collections and culture;
- Strengthen connections between museums, people and places to inspire greater public participation, learning and well-being;
- Empower a diverse workforce to increase their potential for the benefit of the sector and beyond;
- Forge a sustainable future for sector organisations and encourage a culture of enterprise;
- Foster a culture of collaboration, innovation and ambition;
- Develop a global perspective using Scotland's collections and culture.

The Historic Environment Strategy for Scotland was approved in 2014. It underlines the fact that heritage is a factor of everyday life, giving a sense of place and identity, and contributing to well-being. These benefits can be realised through participation, education and tourism (and in the case of built heritage, through construction opportunities), but maximising on these depends on negotiating the following challenges:

- Addressing the challenging financial outlook;
- Ensuring that the impact on the historic environment, and its contribution to, public policy development is recognised;
- Meeting the impact of climate change;
- Meeting public expectations.

The Strategy's vision for Scotland's historic environment is that "it is understood and valued, cared for and protected, enjoyed and enhanced. It is the heart of a flourishing and sustainable Scotland and will be passed on with pride to benefit future generations."

In realising this vision through understanding, protecting and valuing the historic environment, the Strategy adopts the following overarching principles:

- that Scotland's historic environment is important, and that people value it because it enhances quality of life and economic well-being;
- to be ambitious: do more both to preserve and maintain the historic environment and to secure the many associated benefits;
- to face the challenges though having a clear view of the best value for money, through seeing the big picture in relation to issues such as climate change, and seeking opportunities to work and learn in partnership.

Its outcome is "to ensure that the cultural, social, environmental and economic value of Scotland's heritage makes a strong contribution to the well-being of the nation and its people.

Accreditation is a set of national standards for UK museums. To achieve these standards museums must meet published requirements in how they care for and document their collections, how they are governed and managed, and on the information and services they offer to their users. Under the new scheme launched in 2011, particular attention is also being paid to evidence of practice through the management of physical assets – buildings and collections – in terms of their environmental impact.

Accreditation is open to all museums that meet the 1998 Museum Association definition of a museum:

“Museums enable people to explore collections for inspiration, learning and enjoyment. They are institutions that collect, safeguard and make accessible artefacts and specimens, which they hold in trust for society.”

The area has three accredited museums: Callendar House, Kinneil Museum and the Museum of Scottish Railways.

The Accreditation standard has over the years kept pace with changing circumstances. Its most recent iteration places new emphasis on the need for contextual analysis in strategic planning and the adoption of environmental policies - increasingly a requirement for bids to funding bodies. These national aims and standards fit well with our local ambitions for a resilient and sustainable heritage sector which encompasses professional and voluntary organisations.

A similar accreditation scheme for the archives sector is in place and Falkirk Archives were one of the first services in the UK to receive accreditation, in 2014.

Visitor Attraction Standards

VisitScotland operates a Quality Assurance Scheme which sets benchmark standards for the visitor experience at sites across Scotland. Star-ratings give an assurance to the visitor and other tourism operators about the quality they can expect of our venues. This scheme is complemented by the Green Tourism Business Scheme which, in recognition of the impact that tourism has on the environment, sets standards which require attractions to demonstrate how they are minimising their carbon footprint and how sustainability is built into their development plans.

GUIDING PRINCIPLES FOR THE 2015-18 PLAN

In response to this context and to meet the vision and mission, delivering the Plan, set out below under the four themes of FCT's Culture and Sport Strategy, will be guided by four principles:

- To raise the outward profile of the Falkirk area through the richness of its heritage, encouraging visitors to the area and aiding the area's economy;
- To develop the well-being of the local community. In this, we will adopt the New Economics Foundation's and the Happy Museum Project's five ways to well-being: encouraging people to be active, to learn, to see the world differently, to connect with other people, their place and the environment, and to give;
- To encourage people to see local heritage in a larger framework – from a global perspective and as a preparation for the future – what we do now is the heritage of the future;
- To ensure that our aspirations, plans and delivery models are resilient, adaptable and sustainable.

HERITAGE DELIVERY PLAN

Participation is a key to improving a sense of well-being and enriching the lives of people of all ages; we need to ensure co-ordinated structures are in place to enable participation from the 'grassroots'

Objective	Actions	Partners	Outcomes
Programme We will develop accessible programmes and events making full use of all available resources and facilities, ensuring equality of access to services for all, responding to community need, minimising duplication of effort, with the right partner doing the right thing and delivered within good practice guidelines	We will maximise understanding of the heritage environment by focusing on engagement with the key facilities and land/townscape projects under development as we enter the plan period: <ul style="list-style-type: none"> • Callendar House and Park • Kinneil Estate • Falkirk THI • Helix (including visitor centre interpretation) and Canals • Antonine Wall World Heritage Site. • Inner Forth Landscape Initiative • Hippodrome 	FCT <i>heritage and libraries</i> , Local and national heritage sector organisations, Voluntary sector, Falkirk Council departments, Scottish Canals, Historic Scotland, Heritage Lottery Fund	By 2018, to be able to demonstrate clearly the contribution of heritage activity to the changing character and landscape of the local area, through public engagement with these projects.
	We will take advantage of national events, programmes, developments and wider sector initiatives to maximise heritage engagement, for example: <ul style="list-style-type: none"> • World War 1 commemoration • Homecoming • John Muir Way 	FCT <i>heritage and libraries</i> , Local and national heritage sector organisations, Voluntary sector, Falkirk Council services, Scottish Natural Heritage, Heritage Lottery Fund	By end of 2015, to be able to demonstrate the development of new audiences and new awareness of heritage through the concentration of events in that year.
	We will continue to develop established regular local events which maximise engagement: <ul style="list-style-type: none"> • Big Roman Week • Doors Open Days • Archaeology Month • Fruit and Nuts • Local History Week 	FCT <i>heritage and libraries</i> , Local and national heritage sector organisations, Voluntary sector, Falkirk Council services, Scottish Civic Trust, Forth Environment Link	By 2018, to be able to demonstrate the continued effectiveness of and support for the 'fixed points' in the annual events calendar.
	We will develop opportunities for people to pursue their personal interests and needs: <ul style="list-style-type: none"> • Archive search and enquiry facilities • On-line availability of material (eg development of SMR/HER on-line) • Resources held by voluntary bodies 	FCT <i>heritage and libraries</i> , Local and national heritage sector organisations, Voluntary sector, Falkirk Council services, SRPS.	By 2018, to have developed a co-ordinated information resource to connect people with the range of material available for personal historical research.

	<p>We develop opportunities for heritage engagement through tourism by developing, promoting, and improving signage to the areas attractions:</p> <ul style="list-style-type: none"> • Callendar House and Park • Kinneil Museum and Estate • SRPS • Falkirk Town Centre (through THI development) • Helix (and Canals) • Antonine Wall • Hippodrome • Pineapple 	FCT <i>heritage, parks</i> and Helix, Local and national heritage sector organisations, Voluntary sector, Falkirk Council services	By 2018, increased visitor numbers for each of these sites.
	<p>In the light of demographic forecasts and known audience for heritage, we will ensure that opportunities for older people to enjoy and participate in heritage activity by</p> <ul style="list-style-type: none"> • Supplying programmes at FCT venues which suit the tastes of this audience, especially talks programmes, and development of outreach resources (loan boxes) • Encourage participation through volunteer work with local organisations or volunteer groups 	FCT <i>heritage and libraries</i> , Voluntary sector.	By 2018, to demonstrate a range of programmes and opportunities for older people.
<p>Children and Young people</p> <p>We will establish clear development pathways between schools and colleges and the charitable and voluntary sector to give children and young people heritage experiences that enhance the curriculum and their overall way of life</p>	<p>To develop programmes of activity which meet the requirements of citizenship, environmental and social responsibility and well-being inherent in Curriculum for Excellence.</p> <p>To promote the opportunities for all heritage providers across the community to engage with schools.</p> <p>Existing schools programmes provided by FCT are highly valued by schools; we will keep their continued effectiveness under review through feedback from teachers. New programmes under development by FCT in 2015 are</p> <ul style="list-style-type: none"> • World War Two • Callendar House • Falkirk Town Centre 	FCT FC Education Service	<p>By 2018</p> <ul style="list-style-type: none"> • for FCT's heritage service to have contributed, over 5 years, to the heritage understanding of 25000 school pupils. • For FCT to have developed with the school community outcomes which demonstrate contribution to Curriculum for Excellence. • To understand, celebrate and promote the input of the voluntary sector to school-based learning in local communities

	<ul style="list-style-type: none"> • Cultivating Earth <p>We will develop new programmes and one-off activities in line with changing demand.</p>		
	To develop family-based engagement with heritage.	FCT SRPS Voluntary sector	For FCT to build on the success of family-based activity at Callendar House developed during 2012/13 and by 2018, to have maintained or improved on the c.2000 new customers created as a result of this activity
	To seek ways to engage with young adults (16-24), building on learning from the HLF access project 2003-6 and My Future's in Falkirk.	FCT <i>heritage and arts</i> , Falkirk Council Education Service, Forth Valley College, Employment and Training Unit.	By 2018, to demonstrate involvement in the new key local development projects – Callendar House and Park, Kinneil, Falkirk THI, Helix.
Collaboration We will develop mechanisms to improve joint working and co-ordinated programming and work together to develop our skill base – leadership, coaching, volunteering – to expand memberships, increase employment opportunities, raise equality of performance, breadth of participation and ensure longer term organisational sustainability.	Develop collaborations between those bodies indicated above under 'partners' in generating participation.	See partners lists	
	Develop collaboration with and amongst stakeholders to improve joint working and shared knowledge.	FCT Voluntary sector	By 2015, to create a mechanism – annual meeting or other network – to monitor progress on the Plan.
	Take opportunities to create collaboration with projects and groups in the community not normally associated with heritage activity, and respond to changes in motivation for engaging with heritage, including increasing heritage perspectives on changes driven by environmental priorities.	FCT	By 2018, to undertake mapping of newly developing adopters of heritage activity and evidence of change in the drivers for engagement.
	We will review the human resource available for delivering heritage activity, beginning with FCT's assessment of its capacity against revenue budget reduction 2014-17	FCT	By 2017, to produce a structure which achieves an effective balance between FCT's management of its internal resources and of its partnerships

Motivation *it is people who bring heritage to life, Falkirk has many great heritage opportunities; we need to connect with people to inspire and motivate them to take part in opportunities which are relevant, accessible, and affordable and meet their expectations*

Objective	Actions	Partners	Outcomes
Inspiration We will work together to inspire a new generation to participate, developing	Ensure that local activity is supported by standards of skill and knowledge recognised by the heritage sector nationally.	FCT SRPS Voluntary sector National bodies	By 2018, FCT museums and archives units take the lead through linking professional development with the programmes and priorities of national lead

and promoting role models to communicate, influence and shape positive behaviour to improve lifestyles and well-being.		responsible for setting standards and priorities in museums, archives and heritage.	bodies.
	To inspire people to rethink attitudes to the environment through heritage engagement.	FCT Voluntary sector, Falkirk Council Development Services, Central Scotland Forest, Central Scotland Green Network.	By 2018 to demonstrate this contribution through <ul style="list-style-type: none"> • Sustainable facilities management • 'Green' messages incorporated in programmes of activity • 'Green' messages incorporated into the major heritage developments carried out in 2015-18. • Closer integration between organisations involved with human and natural heritage.
	We will increase the number of volunteering opportunities and support	FCT, SRPS, Voluntary sector, Community Learning.	By 2018, voluntary work in the local heritage sector can be demonstrated through contributions to FCT activity and programmes, membership of local voluntary heritage groups, and engagement with heritage work by those in other areas of community volunteer activity. This will be captured through proactive links with the voluntary sector.
Marketing We will use market intelligence and customer knowledge, tailor marketing strategies to generate income, target effectively and develop new audiences based on knowing who all the delivery partners' audiences are.	To maximise existing known audiences for heritage: through developing knowledge of them and targeting activity: <ul style="list-style-type: none"> • personal users • tourists • older people • families • schools • 18-24 year olds • active volunteers 	FCT Visit Falkirk VisitScotland Education sector Voluntary sector	By 2015, to have a marketing strategy for heritage in place, which will contribute to heritage provision and engagement which, by 2018, will be resilient, adaptable and sustainable.
	To monitor changes in existing audiences, identify new audiences, changes in methods of engagement, changing motivations for participation and engagement, and plan for new delivery activity.		

	To gather audience intelligence through improved deployment and training of front-line staff and participants.		
Fairness We will address challenges in respect of the 'value' relative to the 'cost' of activities to ensure that services are cost-effectively delivered and that subsidy is accurately targeted at individuals based on need.	Abide by and promote the ethical standards which underpin engagement and collections management. Work with disadvantaged and traditional non-users of heritage services through outreach and volunteer programmes.	FCT SRPS Voluntary sector Community learning.	By 2018, FCT to demonstrate a range of targeted activity with its community learning partners.

Venues and collections: *venues and museum and archive collections provide focal points for participation and community cohesion, attract visitors and enhance the image of the area; we need to ensure they are 'fit for purpose', meet expectations and are of a sufficient quality to attract customers.*

Objective	Actions	Partners	Outcomes
Spread We will identify opportunities for rationalising our venues and collections, identify co-location opportunities with partners and balance the benefits of local access with financial sustainability of centralised provision and making the best use of existing provision wherever possible	The Trust's input to heritage provision in the town will be assessed in the light of existing work by Grangemouth Heritage Trust, identification of other potential partners, and progress of proposals for town centre regeneration.	Town Centre Management, Economic Development, Grangemouth Heritage Trust, other development programmes to be identified.	By 2017, a plan of action appropriate to the scale of town centre regeneration plans.
	Build on the increased visibility of collections through the installation of displays at Forth Valley Hospital in Larbert and design and develop an ongoing programme	FCT NHSFV Other regional collections-based partners	Continue to develop and deliver an exhibition programme at FVRH hospital in partnership with other regional collections organisations
	Develop new opportunities for access to the Trust's collections beyond in-house exhibition programmes by <ul style="list-style-type: none"> • Creating opportunities for display at venues other than main sites • Creating opportunities for relevant groups to explore the collections at the museum store • Build on the experience of Kinneil Museum redisplay project to enable local groups to create exhibitions at main sites • Create opportunities for relevant groups to use collections with their communities. • To develop new audiences for loan boxes, building on experience of working with care sector. • Create opportunities for connecting exhibition and collections-access programmes to THI project. 	FCT <i>heritage and libraries</i> , Voluntary heritage groups, Schools, FV College, Care sector, Falkirk THI.	For 2015/16, to review effectiveness of liaison and contact with partner groups, and take up of opportunities created.
	Explore feasibility for development of Kinneil House as visitor attraction or other potential use	FCT Historic Scotland Falkirk Council Friends of Kinneil	By 2015, to determine and agree a feasible solution for the future of Kinneil House within the context of a Kinneil estate development plan.

Investment We will plan and prioritise future investments to make best use of our limited available finances to attract and lever in additional funds	Complete refurbish of the ground floor of Kinneil Museum, renewing displays to present a clearer narrative of the Bo'ness story, the storytelling potential of objects and the significance of the site as part of a World Heritage Site.	FCT Friends of Kinneil	Project to be completed by March 2015.
	Callendar House transformation project is flagship and priority development for the plan period 2015-18. Key features of the project: <ul style="list-style-type: none"> • Create a new identity and vision for the site • Develop stronger linkages between Park and House – natural and human heritage • Give new significance to local collections by depicting them from a global perspective • Deploy new display techniques through use of art to interpret heritage material • Uncover and discover more of the historic features of House and Park 	FCT <i>heritage, arts, parks/sustainability</i> , FC Development Services, Forestry Commission, Callendar Estates, HLF.	Establish vision and development plan by 2016.
	We will explore options for new storage facilities for archive and museum collections ensuring they meet national standards for long-term collections care.	FCT <i>heritage and libraries</i> FC Development Services Historic Scotland HLF MGS National Records of Scotland	By 2015, to have undertaken needs analysis for housing museums and archives collections, and link future storage needs of museum collections with disposal process from 2016 onwards.

Quality We will prevent the decline in quality of existing heritage venues and tackle asset management issues in a planned way across all sites including a critical review and appraisal of asset performance in terms of condition suitability and utilisation.	FCT will work towards 'green' management of its buildings, taking a lead with Callendar House by: <ul style="list-style-type: none"> • Developing the House's operation according to standards required to achieve Green Tourism award • Developing the ability to monitor energy consumption and to demonstrate increasing energy efficiency. 	FCT FC Development Services	To achieve Gold in Green Tourism award for Callendar House by 2016.
	FCT will maintain and, where feasible, improve on the VisitScotland Quality Assurance Scheme status for Callendar House and Kinneil Museum	FCT	By 2017, to maintain 5 star status for Callendar House.
	FCT museum service to develop a contemporary collecting strand to increase relevance of collections of changing community and audience	FCT	Plan identifying main collecting strands produced by April 2015.
	Develop a methodology for collecting 'born-digital' archive material, including acquiring the technology and the knowledge to manage the process effectively.	FCT, RCAHMS, National Records of Scotland, National Library of Scotland	By 2018, to be able to add verifiable and accessible documents from the Council to the Archive.
	We will continue to develop on-line access to collections, archives, other resources and information.	FCT <i>heritage and libraries</i> Voluntary sector	HER (SMR) to be on-line by 2015.
	To encourage the creation/development of collections disposal policies: active disposal is an ethical requirement of the UK museums sector to ensure that collections are managed sustainably.	FCT	FCT to complete inventory of its collection by 2015, produce disposal plan 2016, implement plan 2017 onwards.
	To further develop Cultivating Earth as an exemplar of the link between heritage engagement and environmental responsibility, and heritage engagement and social responsibility	FCT Forth Environment Link, Caledonia Clubhouse, External horticultural advice	By 2015, to import the learning from managing the space into plans for Callendar House and Park.

Partnership is vital for ensuring our competitiveness and providing new opportunities for individuals, communities and visitors, in these challenging times we need to make sure our forward plans are aligned to partner expectations

Objective	Actions	Partners	Outcomes
Cross cutting themes We will ensure that heritage services contribute to the attainment of local outcomes as outlined in the Strategic Community Plan and Single Outcome Agreement	SCP outcome – Economy. Develop heritage input to developing tourism to the area.	Tourism Strategy Partnership	Increase tourism to the Falkirk area by contributing to the emerging Tourism Strategy
	SCP outcomes – Learning Health, Fairness, Society, Sustainability.	FCT, voluntary sector, SRPS	Contribute to or develop new partnerships to enhance heritage input to achieving outcomes.
	FCT will support the protection of the historic environment through the provision of archaeological advice to the planning process, through asset management and programme delivery.	FCT FC Development Services	FCT recognised as taking the lead through its management of buildings, landscapes, collections and delivery of programmes, and through its advice to Falkirk Council.
	FCT will support the standards required in records management by Falkirk Council through provision of relevant archival input.	FC Chief Executive's Office	Maintain compliance with the archive provisions under the Public Records Scotland Act and by 2018 roll out relevant developments in records management within FCT.
	FCT will advise Falkirk Council on SRPS's <ul style="list-style-type: none"> • Success as visitor attraction • Contribution to the local economy • Employment of staff and generation of volunteer participation 	FCT, Falkirk Council Chief Executive's Office and Development Services	By 2015, renewal of Joint Working Agreement between SRPS and Falkirk Council.
National engagement We will engage with national and regional agencies to seek inward investment in the area to deliver a range of innovative projects	Major projects for the plan period: <ul style="list-style-type: none"> • Callendar House and Park development • Kinneil Museum and Estate development • Falkirk THI • Helix • Antonine Wall World Heritage Site 	Key strategic partners: FCT, Falkirk Council, Historic Scotland, Heritage Lottery Fund, Central Scotland Forest Trust, Scottish Canals.	Successful creation/development of each project.
National support We will contribute to developing national strategies and influence policymaking and will	We will work with: Museums Galleries Scotland in relation to the delivery of the National Strategy for Museums in Scotland, and maintenance of museum standards.	FCT, Falkirk Council, SRPS, voluntary sector.	To demonstrate the contribution of individual members of FCT staff and local professional and volunteer practitioners to the development of policy and practice by these national lead bodies.

support national strategy delivery through locally co-ordinated action	Historic Environment Scotland (replacement body for Historic Scotland and RCAHMS) in relation to the management of listed buildings in the Trust's portfolio and the care and engagement with the historic built environment.		
	National Records of Scotland and Scottish Council on Archives in relation to the standards of archives care.		
	Museums Association in relation to museums operational standards and professional development.		

Feedback	Comment
Cllr Adrian Mahoney <ul style="list-style-type: none"> Ensure the document takes account of recent local and national policy changes such as the approval of the Tourism Strategy for the Falkirk Council area and the publication of the Historic Environment Strategy for Scotland 	<i>Plan amended</i>
Cllr Robert Spears <ul style="list-style-type: none"> Requested the detailed Heritage plans for Grangemouth 	<i>Projects specific to Grangemouth highlighted in the report and sent to Cllr Spears. Clarification that the Heritage Delivery Plan is a strategic plan for the whole area and, as such, there are many actions that will have an impact on Grangemouth as well as other communities across the area. Annual updates to members will include specific examples of how the Plan has impact in specific communities</i>
Pete Reid, Manager (Growth & Investment) Falkirk Council Development Services <ul style="list-style-type: none"> In Econ Dev input no mention of TC Regen particularly Denny - this will be a big investment and opportunity to reflect heritage in new plans and library facility building on extensive consultation work with community around the new town sq. Other example of partner working is support/collaborative working with Silent Film Festival in Hippodrome and opportunity to engage local businesses. Maybe make mention of previous work in town centres e.g. Stenhousemuir and the cows sculpture facilitated and delivered FCT (formerly Community Services). Just another example of embedding Heritage into town centre regeneration but may be too insignificant for this report. In action plan Motivation under section marketing suggest adding in VisitFalkirk as well as VisitScotland in terms of tourist outreach. In action plan Partnership under section cross cutting themes economic this should refer to Tourism Strategy Partnership rather than Tourism Group. I also note in this section their continued role in 'advising' on SRPS outputs and performance 	<i>Plan amended (p.5)</i> <i>To be covered in Arts Delivery Plan;</i> <i>Plan amended (p.5)</i> <i>Plan amended (p.16)</i> <i>Plan amended (p.21)</i>