

Falkirk Council HERITAGE STRATEGY and Museum Development Plan 2006-11



March 2006

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Heritage Strategy

1. Introduction and Scope of Document

- 1.1 Heritage consists of many things man-made and natural and exists in many forms - archives, literature, the built environment, customs, language, museum collections, the natural environment, music, beliefs, modes of behaviour - the list is not exhaustive. It can be conveyed by many different means by different bodies - libraries, television, museums, schools, traditional street events, societies, countryside rangers, community groups, concerts, and the web. There is enormous potential to increase awareness of and interest in heritage and this document sets out a framework in which this can take place.
- 1.2 This is the first Heritage Strategy for the Falkirk Council area and is directed primarily at learning about and understanding heritage. It seeks to pursue a vision of heritage as a fundamental ingredient in a community thinking seriously about its future.
- 1.3 This document is in two parts: a Heritage Strategy for the Falkirk Area and a Development Plan for Falkirk Council Museums Service.
- 1.4 The strategy complements existing work undertaken on the area's heritage, in particular the Council's Built Heritage Strategy, Sustainable Falkirk, and Biodiversity Action Plan. These collectively provide direction for the care of our natural and man-made environment. The Heritage Strategy seeks to develop the present generation's understanding of their responsibility and support its capacity to produce or maintain legacies for future generations.
- 1.5 The key element in the implementation of this Strategy is the Museum Development Plan for the Falkirk Council Museums Service:
 - More than any other public bodies, museums have as their core purpose engaging people with heritage;
 - The cultural heritage of the Falkirk area is the focus and subject of the Council's Museums Service;
 - As part of Falkirk Council, the Museums Service is well-placed to link people's understanding of heritage to the strategic development of the area, for example through the processes of community planning, learning and development;
 - The Museums Service can offer a starting point for developing partnerships between the various bodies and groups involved in delivering heritage learning.

2. Definition of Heritage

2.1 Heritage is fundamental to the way people live their lives. It is a resource that provides for people's needs. Heritage provides meaning, understanding and a source of learning. For individuals and whole communities, identity is found in heritage. It can be a source of well-being and gives a sense of purpose. It is also a basis for respect and understanding between people and communities. People's heritage is a key influence on how they think, behave and act.

2.2 Such a view of heritage can frequently be overlooked, because of the way it is often experienced. For example:

- like much cultural activity, heritage is very often valued only with regard to how well it supports the economy, so that there is a 'heritage industry' which sees heritage as a commodity to be sold in the interests of tourism. This can have the effect of divorcing people from their heritage;
- an active interest in heritage can be seen as something specialist, the leisure time pursuit of a minority, something marginal to 'real life' (the charge of elitism levelled at the arts springs from the same prejudice). This attitude has been a characteristic of social life and policy in the UK, which has not attached the same value to culture as has continental Europe, although this now appears to be changing;
- heritage can be used to perpetuate a narrow focus of identity and so act as a barrier to inclusion and/or progress.

2.3 There are several dictionary definitions of heritage:

- 'birthright'
- 'anything to which one succeeds by birth'
- 'social and intellectual environment into which an individual is born'
- 'total of inherited ideas, beliefs, values and knowledge which constitute the shared basis of social action'

2.4 This last definition is the one chosen for this strategy because:

- In stating that heritage consists of 'ideas, beliefs, values and knowledge', it makes clear that it is about how people understand themselves and their worlds;
- By being 'inherited' that understanding is handed down by previous generations;
- By constituting the 'basis of social action', this understanding is active in the decisions people make about their present, their future and on behalf of future generations;
- By being 'shared', it operates at a community level;

- By being the ‘total’ of the elements that make up that understanding, it makes clear that it is very complex;
- The definition reflects the majority of the population’s relationship to heritage, the social value of culture now recognised by government policy.

2.5 It is also the definition most appropriate to meeting the Council’s Corporate Goals and delivering the wider objectives of the Strategic Community Plan for the Falkirk area. The Plan was revised in 2006 and the Heritage Strategy clearly links to two of the major themes:

- enhancing lifelong learning and opportunity;
- improving performance of the local economy and tourism.

2.6 Critical to the economic development theme, as above, is My Future’s in Falkirk (MFIF). The cultural aspirations which underpin MFIF require new thinking about this area’s future, from communities as well as providers. Success will be dependent on a strong sense of local identity and local heritage blended with new ideas and new cultural dynamism and diversity. It requires recognition that a sense of present and future grows out of an understanding of the past, but moreover, that new thinking about the future requires creative and critical ideas - new stories - about the past. Modes of understanding are always in flux, and MFIF needs this to be actively understood, that the ‘total of inherited ideas, beliefs, values and knowledge’ demand reinterpretation if the community is to be revitalised.

2.7 Linkages to other Strategic Community Plan themes are expanded upon in section 4.2.

3. Profile of the Falkirk Council Area

- 3.1 The Falkirk area forms part of a concentration of smaller towns in Scotland's central belt whose growth and prosperity was based on manufacturing industry from the late 18th to the mid-20th century. Its geographical location places it at the heart of the national transport network, and within easy reach of Scotland's two largest cities.
- 3.2 The Council area has a growing population of 145,920 (based on the 2003 mid-year estimate) with over 58000 people working in the area. The population is expected to grow to over 150,000 by 2018 making it one of the fastest growing in Scotland.
- 3.3 The largest town is Falkirk and the area also contains the former burghs of Grangemouth, Bo'ness, Denny and Dunipace as well as several other towns and communities such as Bonnybridge, Larbert and Stenhousemuir.
- 3.4 Less than 1% of people in the Falkirk area from minority ethnic groups other than white compared to the Scottish average of 2%. Falkirk's largest minority ethnic groups are the Pakistani and Chinese communities. Only 0.67% of the population have any knowledge of Gaelic.
- 3.5 The local response to actual and anticipated change in economic circumstances has been accompanied by increasing recognition of the value of culture, not only in direct economic value terms through increasing tourism for example, but also through longer-term and indirect contributions, for example, through education and other lifelong learning opportunities. Indicators of this cultural investment are Callendar House, Falkirk Wheel, Big in Falkirk, and Bo'ness Townscape Heritage Initiative.

4. Strategic Context

The key strategic drivers for the development of the Heritage Strategy are the Scottish Executive's developing culture policy, the Falkirk Strategic Community Plan 2005 - 10, Falkirk Council's Corporate Goals, the Falkirk Strategic Community Plan 2005 -10 and My Future's in Falkirk.

4.1 Scottish Executive Policy

4.1.1 The Executive's policy on culture in Scotland has been developed through the National Cultural Strategy (2001), the First Minister's St Andrews Day Speech (2003), the work of the Cultural Commission (2004/5), and Scotland's Culture, the ministerial statement on the work of the Commission (2006).

4.1.2 The definition of culture used in the Cultural Commission is: the arts, including drama, dance, literature, music, the visual arts, crafts, film and all branches of these; the creative industries...museums and heritage, galleries, libraries, archives, architecture' (Our next great enterprise..., June 2005, p.12)

4.1.3 The Executive's view is that culture is a key element of life at all levels - individual, community, regional and national; that it important as an instrument of government policy as well as in its own right, and that it cuts across all local and national government portfolios and policy agendas. Scotland's Culture proposes a Culture Bill by the end of 2006.

4.1.4 At local government level, the key expectation of Scotland's Culture is the development of cultural planning, the main features of which are:

- To feed cultural planning directly into the process of Community Planning;
- To link to other relevant plans, such as Community Learning and Development Strategies;
- To develop cultural delivery from non-cultural budgets: e.g. education, regeneration;
- To produce evidence of cultural planning as part of the strategic planning activity of Community Planning Partnerships;
- To establish a group at national level, by June 2006, to offer practical guidance on cultural planning.

4.1.5 Cultural entitlements which are 'effective and practical' will be set at local level within a legal framework of minimum standards.

- 4.1.6 The voluntary sector is recognised as an important part of the required cultural delivery infrastructure. To link with the Executive's Volunteering Strategy, cultural volunteering will be promoted and support for it encouraged. Guidance on the voluntary sector will also be produced.
- 4.1.7 The Executive's priority of developing Scotland's cultural and creative talent is to be augmented by the creation of a new Scottish cultural development agency, Creative Scotland, an amalgamation of Scottish Arts Council and Scottish Screen. Scotland's Culture discusses the development of talent largely from an artistic perspective, but the routes through education identified by the document as the key to developing talent are relevant to the heritage sector. The educational initiative which resulted from the National Cultural Strategy, Cultural Co-ordinators and Cultural Links Officers, has been administered by the Scottish Arts Council and, although the intention was to develop heritage-based learning as well, there has been a tendency nationally to equate culture with arts. It is important that the benefits of developments aimed at improving cultural education are not confined within component parts of the cultural sector. It is also intended that the guidance, mentioned above, on cultural volunteering should be issued through Creative Scotland, and so a similar caveat with regard to the voluntary sector applies.
- 4.1.8 Creative Scotland's sector lead role will include developing standards and acting as Lottery distributor. For the heritage sector, sector lead and resultant functions will be undertaken by a range of bodies including the national collections bodies (National Museums, National Galleries, and National Library etc), Scottish Museums Council, Historic Scotland and Heritage Lottery Fund but the Executive requests that these bodies undertake greater strategic co-ordination. Non-national museums with collections of national significance will benefit from new funding from the Executive.
- 4.1.9 Scotland's Culture states the intention of promoting Scotland's heritage and community languages, and promoting access to Scotland's literary heritage.

4.2 ***Falkirk Strategic Community Plan and Falkirk Council Corporate Goals***

The Council's Corporate Goals and the themes of the Strategic Community Plan are interlinked; the Strategic Community Plan was revised in late 2005 to cover the years 2005-10 and added a sixth theme: enhance lifelong learning and opportunity. The Corporate Goals are as follows:

4.2.1 *Increase jobs, income and enterprise for all our citizens*

- We will develop the area's tourist economy through its heritage assets - museums, sites and monuments. Maximising income to the area through tourism will be balanced against the need to conserve the attraction visited. Investment (human as well as financial resources) in the development of attractions should be measured against a realistic assessment of potential 'drawing power'. The representation of heritage to visitors will encourage critical understanding, and we will try to avoid simplistic interpretation.
- We will respond to the national priority given to raising creativity for a new economic reality. At the heart of learning delivery will be an understanding of how a critical appreciation of heritage leads to a creative view of the future. We will be directly involved in developing skills through raising the contribution of the cultural and creative industries to the local economy.

4.2.2 *Enable our citizens to live healthily and safely*

- We recognise holistic views of health and will seek to promote well-being and confidence through investigation and understanding of cultural and environmental heritage.
- We will promote safe communities by encouraging respect for the heritage environment, and for mutual respect and understanding between cultural communities.

4.2.3 *Stimulate working partnerships amongst agencies, organisations, citizens and communities*

- We will ensure that a critical understanding of cultural heritage plays a significant role in enabling communities to take ownership of planning their futures. The influence of cultural heritage on community action, both in restrictive and positive terms, is recognised on a global scale, and developing an understanding of this influence and its effect on future planning should be integrated into the community planning process.
- We will actively seek and engage with partners to achieve the aims of this strategy, which are those of Falkirk Council. This will include partnerships with other Council departments, local authorities, communities, and a range of other agencies. Such co-operation is designed not only to reduce competition for limited resources, but also to take advantage of different areas of skill and knowledge, to broaden the impact of, and participation in, service delivery, and to widen the relevance of heritage.

4.2.4 *Tackle disadvantage and discrimination in all its forms*

- We will work to reduce cultural divisions in Falkirk's communities. In all parts of the world, a key issue for heritage policymakers is achieving the balance between preserving ways of life and culture with ensuring respect and positive, creative crossover between communities of cultural practice. As a predominantly urban community with aspirations to continue to be an effective economic player in Scotland, it is important that cultural diversity, from basic differences in cultural perception to differences in ethnicity, is celebrated.
- We will promote engagement with cultural heritage as a necessity for an active, informed, healthy, open, confident and creative community. In support of regeneration work, the idea of 'essence of place' will be deployed, in terms not only of providing a basis of pride and confidence in the community, but also to tackle inherited assumptions of disadvantage.

4.2.5 *Create and sustain an environment in which people want to live, work and visit*

- We will take into consideration such factors as levels of demand, and capacity to supply sustainable management in relation to the growth potential of existing facilities and proposals for new facilities. An active cultural sector within a community is a mechanism for encouraging people to remain resident within an area, and an attraction for visitors and those who are considering moving to an area. Cultural facilities should be able to function as community spaces and also have sufficient profile outside the area.
- We will aim for innovation and challenge in programmes of activity. As with cultural facilities, the needs of the local community and the impression conveyed to audiences outside the community also govern activities programmes. Common to both perspectives - internal and external - is an understanding that cultural activity provides the opportunity for people to rethink their view of the world.
- We will direct resources towards the preservation and interpretation of heritage items according to the following criteria: cultural value, accessibility and learning potential. Preservation of cultural heritage - which includes cultural practice as well as physical remains - is a task fundamental to the global heritage sector. Preservation of cultural heritage assets supports wider policies of sustainability and is a demonstration of the authority's intention to enhance quality of life through environmental sensitivity. However, not every heritage item can or should be preserved or interpreted at public expense.

4.3 The Falkirk Strategic Community Plan

The Heritage Strategy links to the Strategic Community Plan through at least two of the key themes :

4.3.1 *Enhancing lifelong learning and opportunity*

- Learning is the core purpose of this strategy, and this Strategy defines learning not simply as collecting knowledge, but also, developing understanding. Learning about heritage offers personal self-fulfilment and pleasure, but local authority support for this learning is provided with the intention of achieving community-wide outcomes; heritage learning is supported and enhanced in order to help people understand who they are, and by extension to:
 - Generate respect, for others and for the environment;
 - Create an awareness of responsibility for creating legacy;
 - Generate continuously developing personal, community and world views from the complexity of heritage;
 - Give people the understanding and incentive to take an active part in community action;
 - In working towards these outcomes, providing answers are only part of the task, a key approach is one which encourages exploration, questioning and imagination.

4.4 My Future's in Falkirk

4.4.1 MFIF is a key element in the delivery of the economic development theme - improving the performance of the Local Economy and Tourism, of the Strategic Community Plan and, although focused primarily on economic regeneration, is a process which requires wider community transformation and involves all aspects of community experience and public service delivery.

4.4.2 It is a process which requires the development of a community-wide futures literacy - a sense of understanding the future options for the community and its active input into creating them.

4.4.3 The community's understanding of its cultural heritage is crucial to this, firstly to know what stories the community tells to understand itself - its framework of understanding - and secondly, to consider alternative perspectives on these stories. We believe that this is a key component of futures literacy, as the complexity of heritage revealed by it opens up new ideas about the future.

4.4.4 MFIF places a new value on heritage, opening new opportunities for understanding by the community, and requiring a new sense of purpose from heritage practitioners. The priority for those practitioners is to develop the community's relationship to heritage as one of awareness and understanding. Such awareness allows an explanation of why the local environment, cultural and physical, is as it is, and leads that community to make decisions about its future with consideration for the legacy it chooses to pass to future generations. We will act upon these principles through service delivery and through professional development.

4.5 Other Strategic Linkages

4.5.1 In addition to the above, this strategy has been influenced by other policies and strategies produced by Falkirk Council, and it is designed to complement their delivery.

4.5.2 Documents consulted: Built Heritage Strategy, Strategy for the Arts in the Falkirk Area, Biodiversity Action Plan, Community Learning and Development Strategy, Countryside Access Strategy, Economic Development Strategy, Environment Policy, Social Inclusion Strategy, Structure and Local Plans, Sustainable Falkirk.

5. Vision

With reference to the definition of heritage adopted for this strategy and the context in which the Strategy will operate, the vision is to ensure that heritage has meaning for the lives of local people, now, and through this makes an impact on nurturing a creative, active, confident and tolerant community.



Museum Development Plan

The Museum Development Plan is the Falkirk Council Museums Service's contribution to the delivery of the Heritage Strategy.

6. Background: Heritage and Museum Provision in the Falkirk Area

6.1 This section examines some of the background to the development of the Strategy with particular reference to the heritage resources of the Falkirk area.

6.2 In addition to museums in the area (see below), heritage can be accessed through libraries, local groups and societies, and through monuments, sites and historic buildings.

6.3 Significant developments in the area have been built on a heritage foundation:

- The Falkirk Wheel, the development of which was based on the recognised value of regenerating central Scotland's canal system
- The Townscape Heritage Initiative in Bo'ness which aims to revitalise the historic architecture as part of the town centre's regeneration.
- The Antonine Wall which is the subject of a bid for World Heritage Status and is part of a pan-European development designating all the Roman Empire's frontier structures. The Falkirk Council area has the longest and most significant stretches of the Antonine Wall of all the local authority areas involved in the bid.

6.3.1 *Falkirk Council Museums Service*

6.3.2 Engaging the public with heritage is the core purpose of museums. The Falkirk area is the subject of the Council's service, and by virtue of being part of Falkirk Council, carries the task of linking people's understanding of heritage to the strategic development of the area.

6.3.3 The first Council-run museum service was established in 1926. This closed in 1964, to be re-opened with local government reorganisation in 1972, by which time the collections had deteriorated. From then until 1990, a store in Grangemouth was acquired to accommodate the build-up of the collections. Education and archaeology services were developed. A project to build a replica of the 1803 *Charlotte Dundas* steam vessel was begun. The public focus of the service was a series of small-scale facilities in Falkirk, Grangemouth and Bo'ness. The material dealt with was of a localised nature, and the audience for the entire service, which was generally below 10000 per annum, was also almost entirely local.

6.3.4 From 1990 to the present, the development of the service was built around the acquisition of Callendar House and the following elements were critical to its success:

- Professional skills and capacity were developed in the areas of archive management, curatorship, design/exhibitions, visual art, security, and income generation.
- A larger audience was sought and catered for and by the end of the decade the entire service was attracting 30000 visits per year, 25000 to 27000 of which was accounted for by visits to Callendar House. For the first time, significant numbers of visitors - approximately half the total Callendar House figure - were from outside the Falkirk area. This signalled the potential that Falkirk could with greater confidence include tourism in its economic development mix.
- New ways of engaging with heritage material were introduced: costumed interpretation clearly left a strong impression with visitors, while temporary exhibition programmes introduced access to cultural interest beyond the local.
- New kinds of community engagement with cultural heritage were introduced through the Access and Outreach service, funded by Heritage Lottery Fund from 2004-7. This was a key strategic development in demonstrating engagement with non-traditional audiences using mechanisms not normally associated with museums, the heritage sector or local history groups.

6.3.5 From these developments, several issues have emerged:

- The permanent features at the service's main outlet, Callendar House, are very narrowly focused. The emphasis on the Georgian era prevents the House from displaying much of the museum's collections, and a fuller coverage of the area's heritage. There is a challenging balance between operating as a museum and a historic house and the development potential for the costumed interpreter team was restricted.

- Issues of accessibility to Callendar House were created by the operation of an admission charge, while the location and social and cultural associations of 'the Big Hoose' acted as deterrents to further audience development.
- There remains a challenge to find appropriate spaces to display parts of the Museum Service's collections; this requires a review of existing facilities to ensure they are fit for purpose, sustainable and meet the needs and aspirations of C21st museum visitors.
- A fabric condition survey carried out in 2004/5 has demonstrated that the human resource, expertise and funding available to manage and meet the needs of this large A-listed building needs to be significantly improved.
- Responding to rising museum standards has demonstrated the need to develop collections management and improve archive and art storage capacity outwith Callendar House.
- The resources to achieve the key strategic development of access and outreach were based on a temporary project scheduled to finish in 2007. Sustaining this development as integral to the service requires additional revenue funding or a reallocation of existing funding.

6.4 Non-Council Museums (as listed in Collective Insight, National Museums Audit, 2002)

6.4.1 Of the non-Council run museums, the Scottish Railway Preservation Society in Bo'ness is the most significant focus for railway heritage in Scotland. SRPS is part-funded by Falkirk Council, and the partnership at museum management level was strengthened between 2003-6 by a collections management project funded by the Scottish Executive's Strategic Change Fund (SCF). SRPS continues to receive revenue funding from Falkirk Council based on their contribution to Falkirk Council's strategic goals. This is augmented by a plan to develop the benefits of the SCF project. The plan commits Falkirk Museum to direct professional input to SRPS's museum function, but subject to demonstrable development by SRPS of its strategic management capacity.

6.4.2 Grangemouth Heritage Trust operates in the town's La Porte Precinct. It is run by volunteers and has collections relating to the local area, with a large proportion of photographs and archive material. As a community-based creation, it demonstrates the possibilities of community ownership of heritage. In contrast to the arrangements with SRPS, there is little or no partnership between Grangemouth Heritage Trust and the professional museum sector, and so an opportunity exists.

- 6.4.3 There are a number of community-based heritage groups in the Falkirk area some of which own collections and have ambitions to create museum-like facilities. There is no doubt that the Council would wish to encourage communities to take action to engage with their heritage, it is a central theme of this strategy, but this needs to be balanced by factors such as level of demand and sustainability. Again the opportunity for further discussion and partnership exists.
- 6.4.4 There are a variety of other agencies which support the delivery of heritage in the Falkirk area including Historic Scotland and the National Trust for Scotland. Falkirk Council will continue to work in partnership with these and other relevant organisations to ensure that issues such as sustainability and Best Value are addressed in delivering the objectives of the Heritage Strategy.

7. Objectives for Falkirk Council Museums Service

7.1 The Heritage Strategy presents a complex mix of strategic drivers and Falkirk Council's Museums Service is at the heart of this community-wide, strategic approach to heritage. The objectives of its Plan to deliver this vision are:

- **To strengthen public engagement with cultural heritage**, to support the purposes of learning and building community capacity
- **To increase the effectiveness of stewardship of cultural heritage**, in relation to managing its collections, adopting a balanced approach to sustainability
- **To develop facilities provision and management to contribute to the area's tourist economy**, supporting the purpose of economic development through facilities of sufficient quality to be credible as tourist attractions, including the closure of those which are unsustainable

7.2 Two further objectives support the delivery of these:

- **To develop the staff resource**; ongoing development of the service requires ongoing change to roles and remits, requiring in turn effective professional development, the creation of new posts, and the discontinuation of those which are obsolete
- **To develop partnerships**; the museum will need to take the initiative in creating partnerships to deliver its services via other bodies - other Council departments, national bodies, other local authorities, the voluntary heritage sector, and communities.

7.3 The detailed Plan is outlined in Section 8.



8. Museum Service Forward Plan 2006-11

To strengthen public engagement with cultural heritage

Objectives	Outcomes	Timescale
Contribute to community capacity by developing community-based engagement with cultural heritage	<ul style="list-style-type: none"> • create a permanent access and outreach service after completion of HLF funding • develop community-based programmes through mechanisms of community planning, learning and development • Create free access to Callendar House to improve accessibility and the House's links to community-based activity and work to reduce other barriers • Implement community engagement plan for Bo'ness Hippodrome development 	<ul style="list-style-type: none"> • From spring 2007 • Continuous • Permanent free access approved November 2005 • Autumn 2006 to target for opening 2008
Expand the resource for learning provision available within the Museum Service	<ul style="list-style-type: none"> • change the remit of costumed interpreters to that of learning assistants • expand content of education and learning programmes • start programme of training and professional development for learning assistants 	<ul style="list-style-type: none"> • complete process by April 2006 • From April 2006 • From April 2006
Increase challenge and scope of programme content	<ul style="list-style-type: none"> • Create team to develop a creative vision for exhibitions and events programmes based on our strategic priorities, and to monitor and review programmes • Develop options for new permanent displays at Callendar House to reflect purposes of learning and sustainability - and principles of Long Now and MFIF • Raise profile of Roman material in context of World Heritage Site bid for Antonine Wall 	<ul style="list-style-type: none"> • January 2006 • Display concept by end 2007; implementation by 2010 • Create Roman display and education programme at Callendar House Autumn 2006

Increase relevance of collections to needs of contemporary and future audiences	<ul style="list-style-type: none"> • Develop new post of Curator from that of Collections Manager to facilitate improved links with public programmes • Create new collections and disposal policy to reflect post-industrial cultural change in contemporary society • Increase access to collections through display and temporary exhibition, and through development of publicly accessible storage • Develop options for archives service 	<ul style="list-style-type: none"> • Achieved July 2005 • Policy approved February 2006 • New display at Callendar House to be implemented 2010 • Storage options to be considered 2006/7 • March 2007
Develop new mechanisms of community support for the service	<ul style="list-style-type: none"> • Review Callendar House cardholders scheme • Create new volunteer policy • Develop contacts with local voluntary heritage sector • Develop new opportunities for volunteers to work in the service 	<ul style="list-style-type: none"> • 2006/7 • February 2006 • From April 2006 • From 2007
Develop learning through digital technology	<ul style="list-style-type: none"> • Create new website and web management software to enable access to material for digital learning 	<ul style="list-style-type: none"> • September 2006
Develop our understanding of our market	<ul style="list-style-type: none"> • Develop a marketing strategy • Lead and participate in Regional Development Challenge Fund project to define and develop tourism markets for museums in Forth Valley region 	<ul style="list-style-type: none"> • 2006/7 • 2006 - 2009

To increase effectiveness of stewardship of cultural heritage

Objectives	Outcomes	Timescale
Ensure collecting activity reflects sustainable management needs	<ul style="list-style-type: none"> • New collecting and disposal policy to signal greater selectivity and cessation of 'reference collecting' approach 	<ul style="list-style-type: none"> • Policy approved February 2006
Improve information about collections	<ul style="list-style-type: none"> • Create documentation plan resulting from Scottish Museums Council collections survey 2003 	<ul style="list-style-type: none"> • Plan produced by May 2006 (in compliance with Accreditation)
Develop human resource available for stewardship	<ul style="list-style-type: none"> • Develop options for creation of collections officer post 	<ul style="list-style-type: none"> • Staffing options reviewed 2006/7
Improve collections storage	<ul style="list-style-type: none"> • reduce dependency on Callendar House for archives storage • consider options for improving long-term storage of museum, art and archives storage 	<ul style="list-style-type: none"> • interim 5-year storage arrangements established for 2006-11 • to be considered 2006/7
Develop archaeology service to meet national best practice	<ul style="list-style-type: none"> • Review archaeology service and produce options for change 	<ul style="list-style-type: none"> • Review 2006/7

To develop facilities provision and management, and to contribute to the area's tourist economy

Objectives	Outcomes	Timescale
Improve the tourist potential of the area's museums	<ul style="list-style-type: none"> • Lead and participate in Regional Development Challenge Fund project to develop museum product in tourism to Forth Valley area • Maintain and seek to improve Visitscotland 4-star rating for Callendar House 	<ul style="list-style-type: none"> • 2006-9 • continuous
Consider potential of new capital proposals for engaging people with Cultural heritage	<p>Within context of cultural masterplan:</p> <ul style="list-style-type: none"> • Develop options for Hippodrome in Bo'ness, as component of Townscape Heritage Initiative • Ecopark - potential for service input to achieve main aims of this strategy • Proposal for long-term development of archives 	<ul style="list-style-type: none"> • Implementation due 2008 • Phase 1 development due to begin May 2006 • March 2007

Consider options for facilities with limited visitor profile and development potential	<ul style="list-style-type: none"> • Consultation on museum provision in Bo'ness • Consider options for Grangemouth Museum in context of town centre development proposals • Report findings from pilot operation of Birkhill 2003/6 and deliver solutions • Pursue exit strategy for Charlotte Dundas replica 	<ul style="list-style-type: none"> • 2006/7 • Timescale dependent on development work • From end of 2006 opening season • By April 2006
Improve facilities management capability	<ul style="list-style-type: none"> • review staffing provision for facilities management and produce options • implement maintenance plan for Callendar House resulting from Renshaw report 	<ul style="list-style-type: none"> • review 2006/7 • implement 2006/7
Ensure balance between commercial income generation activity and delivery of cultural entitlement	<ul style="list-style-type: none"> • produce income generation strategy 	<ul style="list-style-type: none"> • 2006/7

To develop staff resource

Objectives	Outcomes	Timescale
To develop staffing provision to meet development needs - as outlined above	<ul style="list-style-type: none"> • Learning provision • Curatorship • Collections management • Archaeological service • Facilities management • Expand opportunities for voluntary work 	<ul style="list-style-type: none"> • Achieved April 2006 • Achieved July 2005 • Review and options 2006/7 • Review and options 2006/7 • Review and options 2006/7 • Review and options 2006/7 • Develop local contacts and proposals 2006/7
Increase professional capacity in line with development needs	<ul style="list-style-type: none"> • Increase take up of continuing professional development 	<ul style="list-style-type: none"> • All key professional staff to be undertaking CPD by 2007/8

Ensure formal acknowledgement by staff and elected members of professional purpose and practice	<ul style="list-style-type: none"> • Formal adoption by the Council of Museum Association Code of Ethics 	<ul style="list-style-type: none"> • Committee approval February 2006.
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To develop partnerships

Objectives	Outcomes	Timescale
Develop partnerships to achieve the vision and objectives of this strategy	<ul style="list-style-type: none"> • With Scottish Railway Preservation Society to achieve Council's strategic objectives for Bo'ness and develop SRPS's museum capacity (outcome of Strategic Change Fund project 2003-6) • With Council's community learning, development and planning sections in community capacity-building work • With Historic Scotland, other local authorities and bodies to develop the bid for World Heritage Site status for the Antonine Wall • With Development Services to complement achieving the Council's Built Heritage Strategy • With the local voluntary heritage sector in activity to achieve the present Strategy • With Education Services and the Cultural Co-ordinators to increase the opportunity for all young people to engage with heritage • With national collections bodies in sharing resources to increase access to the 'nationally distributed collection' • With museums, heritage bodies and tourism sector to develop Forth Valley's museums' contribution to the region's tourist product 	<ul style="list-style-type: none"> • From 2006/7 JWA Falkirk Council and SRPS, and Strategic Change Fund Continuity Plan • Ongoing - annual review • Bid submission Spring 2007 • Ongoing - annual review • Contacts begin 2006/7 • Ongoing - annual review • Ongoing - annual review • 2006-9

	<ul style="list-style-type: none">• With local cultural bodies through MFIF to develop opportunities through culture for young people	<ul style="list-style-type: none">• ongoing - annual review
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