



AGENDA ITEM

5

**Falkirk Community Trust –
Heritage Delivery Plan 2018 -2023**

Falkirk Council

Title: Falkirk Community Trust – Heritage Delivery Plan 2018 -2023

Meeting: Executive

Date: 10 April 2018

Submitted By: Director of Corporate and Housing Services

1. Purpose of Report

- 1.1 The purpose of this report is to present the Heritage Delivery Plan 2018 – 2023, developed by Falkirk Community Trust, for approval.

2. Recommendation

- 2.1 The Executive is asked to consider and agree the The Heritage Delivery Plan 2018 – 2023.

3. Background

- 3.1 Falkirk Community Trust has responsibility for delivering services on behalf of the Council and for advising it on matters regarding:

- Arts;
- Heritage;
- Health and Fitness;
- Sports;
- Libraries;
- Strategic Parks;
- Outdoor Activities.

- 3.2 The Trust underpins its activities through the following strategies, which in turn are supported by delivery strategies and plans:

- The Culture and Sports Strategy, Inspiring Active Lives – 2014 to 2024;
- The Arts Delivery Plan – 2016 to 2021;
- The Public Arts Strategy;
- The Physical Activity and Wellbeing Strategy;
- The Library Service Development Plan – 2016 to 2020; and
- Master planning for major sites and Management Plans for each strategic park.

- 3.3 A 2-stage protocol was introduced in 2014 between the Trust and Council to ensure that draft delivery plans are corporately reviewed before submission to the Executive
- 3.4 The first stage will advise the Council of its timetable for developing policies/plans. This will include detail of how the Trust intends to consult with the portfolio holder and elected members in the development stage. Stage 2 sets out a process by which relevant services and the portfolio holder will consider the draft policy/plan and raise any issues/concerns with the Trust. It includes a 'consideration' meeting at which officers and the Trust will aim to resolve any issues in regard to the content.
- 3.5 The protocol ensures that meaningful consultation is carried out with key stakeholders, including elected members, that the Trust Board approves each draft plan and that there is an opportunity for the Council to consider each plan corporately with opportunity for feedback and dialogue with the Trust prior to its submission to the Executive for approval.

4. The Heritage Delivery Plan 2018 - 2023

- 4.1 The Trust has developed a new Heritage Delivery Plan covering the period 2018 – 2023. This replaces the outgoing delivery plan which expires this year. The plan contributes to Inspiring Active Lives – the culture and sport strategy for Falkirk 2014 – 2024. A copy of the delivery plan can be found at: [Heritage Delivery Plan 2018 - 2023](#)
- 4.2 Since 2006, the definition adopted by and for the previous and present Heritage Strategies and Delivery Plans has been:

'...the total of inherited ideas, beliefs, values and knowledge which constitute the shared basis of social action.'

- 4.3 This definition takes the view that heritage is a catalyst for action; it is an active ingredient at work in any community and which influences decisions intended for the benefit of that community. It is a strategic asset for **place-making** at the disposal of professional bodies and communities alike, and has been used to advantage in the transformation which has been the strategic priority for this area in recent years.
- 4.4 The Trust's vision is for Falkirk "to be a place with vibrant culture and sporting opportunities where people can achieve active and fulfilled lifestyles". It aims to do this by
- Increasing and broadening participation in culture and sport; and
 - Helping secure recognition for the Falkirk Council area as a vibrant place.

- 4.5 The delivery plan notes and the need to build on the strong foundations the area has inherited through its history and location, as well as local assets which will contribute to the realisation of priorities.
- 4.6 The plan has been organised around the 4, as follows:
- Participation;
 - Motivation;
 - Venues; and
 - Partnership.
- 4.7 The strategic priorities within the delivery plan include:
- Continuing transformation;
 - Strengthening the role of heritage as a local asset;
 - Facilitating community activity as the best means of meeting their aspirations in this area; and
 - Responding and adapting to meet the financial challenges which will prevail during the lifetime of the plan.
- 4.8 Appendix 1 of the plan highlights the groups and organisations which have been consulted during its development and preparation. The new delivery plan also reflects on some of the key achievements realised during the lifetime of the outgoing plan, including:
- Increased attendances at key attractions;
 - Community development and facilitation programmes;
 - Supporting key projects including the Antonine Wall World Heritage Site, the Falkirk Town Heritage Initiative and the World War One Centenary etc.
- 4.9 The Council in its comments to the Trust asked for clearer linkages to the Council's Corporate Plan and to the Community Planning Partnership's Strategic Outcomes and Local Delivery Plan. These changes have been duly made by the Trust

5. Consultation

The draft Plan has been subject to corporate consultation as set out earlier in the report.

6. Implications

Financial

- 6.1 The Delivery Plan will be implemented using the existing financial resources of the Trust and partner organisations.

Resources

- 6.2 Section 6 of the delivery plan outlines the resources which will be utilised in the actions which support its realisation.

Legal

- 6.3 The Council has an agreement with the Trust for the delivery of services and the provision of professional advice on certain matters. This report fulfils that obligation with regards to Heritage.

Risk

- 6.4 It is important that the Trust and other partners have a consistent vision and plan with regards to the future heritage of our area. This ensures that risks are minimised by the provision of a common vision.

Equalities

- 6.5 Each Strategy should have an equalities impact assessment undertaken in order to assess impact.

Sustainability/Environmental Impact

- 6.6 Nil.

7. Conclusions

- 7.1 The Heritage Plan sets out the how the Trust along with key partners including the Council will protect, improve and utilise the heritage of our area in line with the Strategic Outcomes and Local Delivery Plan and also the Council's Corporate Plan.

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Date - 26 March 2018

APPENDICES

- None

List of Background Papers:

The following papers were relied on in the preparation of this report in terms of the Local Government (Scotland) Act 1973:

- None



Falkirk Community Trust

Heritage Delivery Plan for the Falkirk Area 2018-2023

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

I. Introduction

This Heritage Delivery Plan contributes to *Inspiring Active Lives*: a Culture and Sport Strategy for Falkirk 2014-2024. It is a strategy for the direction of heritage activity across the Falkirk area in 2018-2023 and has been produced by Falkirk Community Trust (the Trust) in its role as heritage advisor to Falkirk Council, in consultation with a range of stakeholders across the local professional and voluntary

Since 2006, the definition adopted by and for the previous and present Heritage Strategies and Delivery Plans has been:

'...the total of inherited ideas, beliefs, values and knowledge which constitute the shared basis of social action.'

This definition takes the view that heritage is a catalyst for action; it is an active ingredient at work in any community and which influences decisions intended for the benefit of that community. It is a strategic asset for **place-making** at the disposal of professional bodies and communities alike, and has been used to advantage in the transformation which has been the strategic priority for this area in recent years. This definition recognises that local people themselves are agents of change, an understanding which is developing throughout the provision of public services and is central to the Trust's approach to developing of provision in the forthcoming years (Falkirk Community Trust, Business Plan Approach 2017-2020). There is increasing emphasis in the role of public sector bodies on facilitation, as opposed to provision. This has been a characteristic in the development of our local heritage sector, and is now due to be given new impetus.

The area's transformation over recent years has been built on its heritage. Realising the potential of heritage as a strategic asset can and should be developed further and will require new organisational structures, roles and functions, or an increased level of partnership among existing institutions and communities to develop and act upon a **shared vision** for the Falkirk area. The very challenging public financial climate provides a sharp incentive for this. Pooling resources is crucial if the achievements so far in transforming the area are to be sustained.

2. Heritage in the Falkirk Area

The Falkirk area's history and location have helped to define its communities and its landscape, and it is a landscape whose heritage assets tell a story of intense human activity from Roman frontier to industrial heartland. The area was a crucible of the industrial revolution and is recognised by its communities, national bodies, international visitors and investors as undergoing another economic transformation, of its industrial base and as a tourism destination.

Our area is traversed by **routes**: the Antonine Wall, John Muir Way, rivers, canals, railways, motorways, cycleways and paths. These routes connect our **landscape** and **heritage** assets, these routes and nodes tell a story of sustained **innovation**: military, steam, iron-founding, engineering, chemical and digital.

The Grangemouth petro-chemical complex is an active reminder of the area's association with industry, but new economies are creating a different society, new landscapes, new assets (for example the Falkirk Wheel and the Kelpies) new associations with the area in the public mind, and a new heritage for the future.

3. Heritage Assets and Strategic Partners

This section provides an overview of those heritage assets that give the area its character and provide attractions for people to visit, together with reference, where relevant, to those organisations responsible for them.

3.1 Falkirk Community Trust is a company limited by guarantee with charitable status established by Falkirk Council. On 1 July 2011 the company assumed responsibility for the management and operation on behalf of the Council for a range of community-facing sport, recreation, arts, heritage and library services. The 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 consists of three areas of professional heritage delivery – museums, archives and archaeology. The 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. The two museums are both situated in designed landscapes of significant heritage interest including being on the route of the Antonine Wall.

The **Libraries** hold the local history collection for the area and also contribute to heritage engagement through access to this collection, exhibitions and delivery of Local History Week as well as contributing to other area-wide programmes such as the First World War commemoration and Big Roman Week.

The Trust plays a significant role in the work of place-making, generating well-being and contributing to the economic development of the area through its management of heritage assets and delivery of heritage engagement activity.

The Trust is responsible for the care and management of some of the area's key historic sites in public use:

- **Callendar House** is an A-listed building and the Falkirk area's main heritage facility. The House functions as the main local museum and archive, offering programmes of activity through permanent displays, temporary exhibitions, events and activities. Callendar House is the only all-weather on-site interpretation facility for the Antonine Wall World Heritage Site, with the monument clearly visible from a display on the Roman frontier. It has a destination Tearoom housed in one of its authentic historic rooms and offers spaces for hire for conferences, weddings, workshops and seminars. Callendar House is a 4-star tourist attraction as well as providing heritage engagement for local people.
- **Callendar Park** is the setting for Callendar House, the Park is Falkirk's premier historic landscape and is used for events, play and walks. The Park's high artistic and historical value is reflected in its listing in Historic Environment Scotland's Inventory of Gardens and Designed Landscapes in Scotland. As well as including part of the Antonine Wall World Heritage Site and the John Muir Way, the parkland is a good example of late 18th century landscape design.
- **The Hippodrome** is Scotland's oldest surviving custom-built cinema (1912), masterpiece of the architect Matthew Steele and an A-listed historic building. It shows a mix of mainstream and specialist cinema and is now well-known for its annual Silent Film Festival in spring. It has a 4-star Arts Venue listing with VisitScotland.
- **Kinneil Estate** as the former grounds of Kinneil House, the estate is now the main public park for Bo'ness. Although not listed in the Historic Environment Scotland Inventory of Designed Landscapes, the parkland is shaped by its earlier history, including a length of the Antonine Wall; the site of a mile fort on the Wall; the remains of the deserted medieval village of Kinneil with the ruined 12th century church and graveyard the most visible features; industrial era tree-planting which supplied pit props to the mining industry, and the Cottage where James Watt worked on prototypes for an improved steam engine and industrial history was transformed The John Muir Way and Sustrans Cycle Route 76 run through the Estate.
- **Kinneil Museum** is situated in the B-listed carriage building for Kinneil House and has displays of Bo'ness town history, which were upgraded in 2015, and is the interpretation centre for the estate. The museum is a 4-star visitor attraction.
- **Muiravonside Country Park** consists of woodland trails, a demonstration farm and visitor centre, and is on the site of a 17th century estate. The John Muir Way runs close to the Park.
- **The Helix** is a modern regenerated greenspace, while the internationally-famous **Kelpies**, although named after mythical Celtic beasts, were inspired by the heavy working horses of Falkirk's industrial era.

In addition to the built assets for which it is responsible, the Trust manages the Council's archive and museum collections, carries out the statutory function of managing the Historic Environment Record (previously the Sites and Monuments Record) and provides archaeological advice to the Council's planning application process. The Trust's Libraries also provide a resource for heritage information and a focus of activity.

3.2 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. It is the planning authority for the Falkirk Council area, is responsible for the area's Historic Environment Strategy, and takes the lead role in the Falkirk area for the delivery of the Antonine Wall Management Plan.

The local land and townscapes contain many historically-significant buildings, monuments, archaeology and greenspaces, ranging from the Pineapple at Dunmore walled garden, the Kincardine Bridge, and public spaces, to buildings of less exalted status which are nevertheless protected because of their contribution to the quality of the built environment and of life in it. Access to greenspaces is made through local parks and a network of paths, including the John Muir Way.

3.3 Falkirk Council Children's 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. Understanding and participating in heritage activity plays an important role in delivering the wider aims of the Curriculum for Excellence.

3.4 Historic Environment Scotland (HES) is the lead public body established to investigate, care for and promote Scotland's historic environment; HES is an enabler of positive change to historic assets through its planning and scheduled monument advice, technical advice and grants. It has responsibility for maintaining statutory schedules of monuments and lists of historic buildings, advising on policies for the historic environment, the Antonine Wall World Heritage Site management plan, and for the management of several sites in the area:

- **Blackness Castle** dates from the 15th century and, located in a strategic position overlooking the Forth, has been a royal palace, garrison and state prison. It is now open to the public.
- **Kinneil House** is an A-listed building owned by Falkirk Council and managed by Historic Environment Scotland. Although partly ruined, a wing of the building contains some of the most significant wall paintings in Scotland. The building is closed to the public, but opens on special days through the year managed by Friends of Kinneil in partnership with and supported by HES. As part of its Kinneil Masterplan, Falkirk Community Trust has generated feasibility research into the potential of developing the House as a visitor attraction.
- Maintenance of sites along the Antonine Wall – **Rough Castle, Seabegs Wood and Watling Lodge.**

3.5 The Antonine Wall is inscribed as a World Heritage Site in 2008 and is part of the larger international Frontiers of the Roman Empire World Heritage Site, which also comprises

Hadrian's Wall and the German *Limes*, and is now one of six World Heritage Sites in Scotland. The monument is managed by the five relevant local authorities in partnership with HES. The Falkirk section, and activity associated with it, is managed by Falkirk Council Development Services with the Trust responsible for developing interpretation and improving understanding of the monument.

- 3.6 Scottish Canals:** with parts of the Forth and Clyde and Union Canals in the area, and focus on the Falkirk Wheel, Kelpies and Helix, Scottish Canals is an important player in the local heritage landscape and its Heritage Strategy 2013-38 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. In addition to ensuring that the canals are cared for according to their heritage scheduling, Scottish Canals supports local wellbeing through community-based activity, and contributes to the area's economy through business generation based on its assets. In addition to the Kelpies and the Wheel, the focus of Scottish Canals' activity is on the canal corridor between the two sites.
- 3.7 Forth Valley College** based in three campuses in Falkirk, Stirling and Alloa runs a range of courses which contribute to the area's transformation – in art, creative industries and tourism. The College also launched a new postgraduate course in August 2017, the Advanced Professional Diploma in Technical Building Conservation, created by Historic Environment Scotland (HES) in conjunction with Forth Valley College and approved by the Scottish Qualification Authority (SQA). Students will be based at The Engine Shed in Stirling - the new national centre for building conservation – and which also acts as the base for HES' wide-ranging technical conservation outreach and educational activities, and provides laboratories for HES conservation scientists and world-renowned digital documentation unit.
- 3.8 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 been recognised as being of national significance. SRPS is an important example of a volunteer-run heritage offer, with a professional curator and marketing officer. It 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. SRPS's offer attracts the highest visitor figures of the area's heritage attractions.
- 3.9 The local community:** in addition to the 'fixed assets' of local heritage, the community itself, with its memories, ideas, desire to share its knowledge, desire to learn, and preparedness to care for and use its heritage for the common weal, is crucial to the success of any local strategy for heritage. This willingness to exploit heritage exists in all communities across the area, including those localities which may not be considered as tourist destinations. The voluntary sector is rich with organisations and societies involved in research and promotion of local heritage. They vary in scale and ambition from those which are in a position to have a role in developing and delivering heritage provision locally, to those whose situation is more in the nature of local clubs with activities carried out for the benefit of its own members:
- **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, heritage-related campaigns, and has been a key player in the Falkirk Townscape Heritage Initiative 2013-18.

- **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 in localities by the Greenhill Historical Society, Denny and Dunipace Heritage Society, Maddiston History Group, Friends of Charlotte Dundas, Friends of Zetland Park and Falkirk Archaeological and Natural History Society.

4. Achievements in Developing Falkirk's Heritage Offer

4.1 Falkirk's Heritage Offer

Heritage exists irrespective of how people deal with it, but a heritage 'offer' exists when that heritage is used as an asset to be managed, developed, presented and used for public benefit.

In 1979, the Scottish Railway Preservation Society moved to Bo'ness and began to develop its site and railway there. In Falkirk, following its refurbishment and public opening during the 1990s, Callendar House was attracting approximately 30,000 visitors a year by the end of that decade, 50% of whom were tourists from outside the Falkirk area. From these beginnings, the Falkirk area developed its tourist economy.

In 2001, 'My Future's in Falkirk' strengthened the sense of purpose in changing the local economy and driving community renewal. Since then, major projects which have begun to change the image of Falkirk have been the Antonine Wall World Heritage Site, the Falkirk Wheel and regeneration of the canal system, the creation of the Helix and the Kelpies, inspired by the local industrial heritage of the working horse and introducing a new symbol for the area, and the Townscape Heritage Initiatives in Falkirk and Bo'ness which have drawn out the quality of the built heritage from behind the townscape facades.

These developments have not only been delivered with a view to changing how the Falkirk area presents itself to the outside world, they are also intended to inspire local people's sense of place and identity, to provide them with new opportunities for encountering and understanding their heritage, and to facilitate their wish to take direct action in response to this inspiration. To date, these attractions and programmes have been successful in drawing tourists to the area and demonstrating the potential of this new economy, but there is now a need for this to be reflected in new business developments which draw visitors into the towns themselves, and in community developments aimed at renewal.

4.2 Falkirk Heritage Delivery Plan 2013-2018

The Plan has contributed to the two aims of *Inspiring Active Lives*:

- To increase and broaden participation in culture and sport
- To help secure recognition for the Falkirk area as a vibrant place.

In addition, the Plan had four guiding principles:

- '*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.*' This principle expanded on the kind of outcome we saw as resulting from broadening participation.
- '*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.*' This gave a more specific perspective on the role of heritage in securing recognition for the area.

- *‘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.’* Maximising heritage shared with other communities, whether in Scotland, the UK and beyond, supports the area’s increasingly outward-looking profile, while discovering more about the area’s past and how it reflects larger historic developments informs the community on its own choices for the future.
- *‘To ensure that our aspirations, plans and delivery models are resilient, adaptable and sustainable.’* In 2013, we fully recognised that the Plan was to be delivered in the post-2008 financial climate, that this would entail significant constraints on resources and that the Trust’s and its partners’ ambitions and expectations for developing local heritage potential would need to explore new models for delivery.

The following review of the 2013-2018 Plan presents its achievements under the two aims of *Inspiring Active Lives*, and reference is made to its guiding principles where they have been most relevant.

4.2.1 Participation

(a) Audience development

Local heritage attractions have experienced increases in visitor figures. In 2015-16 and 2016-17 Callendar House annual visitor figures rose to over 45,000 for the first time, while the Scottish Railway Preservation Society has seen year-on-year increases and in 2017 stood at approximately 70,000 a year. These reflect a national trend in Scotland for museum visiting as well as efforts by these organisations to improve the visitor experience. They constitute an indicator of success towards the aim of increasing participation and towards connecting people with their place through the stories they encounter and the activities in which they take part.

(b) Community development and facilitation programmes: developments at Kinneil, including the Trust’s refurbishment of Kinneil Museum display in 2014/15 and Kinneil House open days, have been based on increased community input through Friends of Kinneil, the latter also in partnership with Historic Environment Scotland. The annual Big Roman Week is led by The Friends of Kinneil, and the Falkirk Townscape Heritage Initiative public engagement programmes have seen close community input by Falkirk Local History Society, working with Falkirk Council Development Services and Falkirk Community Trust. Doors Open Days depend on the contributions and good will of property owners in the area. Such activities not only encourage people to connect with their fellow citizens and to realise their pride of place, its voluntary nature also stresses the importance of giving to the well-being of the local community.

(c) Development strands and projects. The Heritage Plan committed partners to undertaking projects and activity programmes under several long-term themes. These have been:

- **Antonine Wall World Heritage Site:** world heritage is a global concept and the Antonine Wall is unique in being part of a larger World Heritage Site, Frontiers of the Roman Empire with Hadrian’s Wall and the German Limes. The production of the

Antonine Wall Management Plan 2014-19, led by Historic Environment Scotland, draws all partners together in co-ordinated activity and developments. Sitting behind the work of providing opportunities for participation is the potential for people to grasp the idea that their locality is part of a larger global framework, giving people the opportunity to see their place differently. The work has included education programmes at Callendar House; outreach activity, for example at Barnardo's and Easter Carmuir's Primary School; exhibitions; library programmes and, presently, a major plan to seek Heritage Lottery funding for Rediscovering the Wall - a co-ordinated public engagement project along the whole of the Wall.

- **Falkirk Townscape Heritage Initiative (THI)** has been very much about connecting people with place, and perhaps even changing their normal view of the town centre through understanding the significance of buildings they may take for granted, and seeing physical improvements being made to them. The voluntary work by local people, for example by being tour guides or being guides in exhibitions, has been another outlet for giving, and for connecting people with each other as well as place. This has been taken further because, as part of the project legacy, the role of the local community in directly managing the Steeple is under consideration. Work has included tours, education programmes, tour APP development, exhibitions, artist-in-residence project, and opportunities for displaying museum collections in non-museum locations.
- **World War One Centenary** in Falkirk was branded Memorial, Reflection and Restoration. Although the focus of learning has been on the impacts of the conflict on local people, the connections with world events and with experiences shared with communities elsewhere in the UK, Europe and beyond have been inescapable. Work has included a touring exhibition co-created by Laurieston Primary School (which attracted the attention of the Earl of Wessex in 2015), exhibition at Callendar House, web presence, archive provision, activities by libraries, and screening the film Battle of the Somme accompanied by the Tryst Orchestra at Falkirk Town Hall in October 2016.
- **Event Scotland themed years:** Events and programmes of activity have taken advantage of 2016 Year of Innovation, Architecture and Design, and 2017 Year of History, Heritage and Archaeology. The HorsePower event in the latter secured one of the few grants available from Event Scotland. As with all the foregoing, these themed approaches enable different perspectives to be brought to people's view of their local heritage. For 2017, alongside the attention paid to the main features of local heritage – Romans and industry – we chose the horse as the principle theme, as the horse is now indelibly linked to Falkirk through the dominant presence of the Kelpies.
- **Scottish Canals** is a partner with the Trust on the Antonine Wall public access group, and with the Trust and Creative Scotland on the production of the Gongoozler artist's residency and exhibition at Callendar House. Scottish Canals' focus in Falkirk is on the Falkirk Wheel/Kelpies 'corridor' and includes consideration of a new future for the former Rosebank Distillery building. A plan to create a heritage trail with the Friends of Charlotte Dundas has been produced. As with the Antonine Wall, this work not only encourages people to understand how the canals shaped the local community, it connects the local community to other communities through a shared heritage.

- **Callendar House walled garden:** until March 2016, FCT worked in partnership with mental health charity Caledonia Clubhouse to provide gardening work for Caledonia Clubhouse's members, and learning activity in the garden. During 2016-17, the Trust's Heritage and Parks units successfully created a new life for the garden working with Falkirk Allotment Society. Through the connection with Caledonia Clubhouse, this project focused very much on the health aspect of our well-being agenda. The replacement solution continues that approach, enabling people to be active, to connect with each other and to the environment. As with the Allotment Society's existing site at South Bantaskine walled garden, this development also enables the beneficial and productive use of a heritage asset.

4.2.2 Recognition

- (a) **Tourism** During the plan period, Falkirk's tourism profile has continued to strengthen, based on assets which are either historic in themselves or have their origins in the area's heritage – Callendar House (offer development includes revitalised teashop and higher profile Christmas event), Helix, Falkirk Wheel, Hippodrome (achieving national recognition, among other things, through the annual Silent Film Festival), Callendar Park, Kinneil Estate and Antonine Wall.
- (b) **Investment in Assets Heritage** partners have undertaken work to improve planning for assets, to improve the offer and to ensure their ongoing physical integrity and have provided not only quality destinations but also recognition for Falkirk's developing profile. We believe that caring for our assets is crucial to encouraging people to use or visit them and therefore to enhancing the reputation of the area. Such investment has included:
 - **Falkirk Community Trust**
 - Continuous work on Callendar House fabric (including capital funding) and refurbishment of Teashop;
 - HLF-funded refurbishment of Kinneil Museum display during 2014/15;
 - Management and development of the area's parks improved through the creation of Callendar Park Management Plan, Kinneil Masterplan, which includes Kinneil House Feasibility Study;
 - Work with and funding from Inner Forth Landscape Initiative for Kinneil Church and Churchyard, and community archaeology at Zetland Park;
 - Improving environmental conditions at the Trust's Museum Store to improve protection of the museum collections (a 2016-17 capital project);
 - Improvements in FCT's collections data and making this available on-line, facilitating improved work with partners (e.g. NHS Forth Valley, Howgate Centre, BBC Your Paintings, Machine Tools Master Catalogue) and improving the variety and quality of exhibition content.
 - **Falkirk Council**
 - Improvements in the management of the area's built heritage through the Conservation Areas Appraisal and Management Plan, produced in 2013, and the publication in 2015/16 of a suite of 17 Supplementary Planning Guidance booklets to ensure developments are sensitive to the built and natural heritage. A further

guidance booklet is presently in production for the Antonine Wall World Heritage Site;

- Plans for Zetland Park, part of which is the achievement of Listed Building status for the Park's fountain, war memorial and gates;
- Investment in Arnotdale House in Dollar Park which now provides a base for the Cyrenians in Falkirk.

- **Scottish Railway Preservation Society**

- Site improvements and ongoing collections restoration.

(c) **Awards** not only provide an assurance to us that we are managing our responsibilities effectively, they are also a public recognition for our work, a promotional tool, and an indication that stakeholders and partners can place trust in us:

- **Falkirk Community Trust**

- Callendar House, Kinneil Museum, the Hippodrome and Helix all secured 4 stars in the VisitScotland Quality Assurance Scheme. Callendar House achieved 5 stars (the top level) for two years from 14/15 and through a plan of improvements is aiming to regain this level in 2017.
- Falkirk Archives awarded Archive Accreditation in 2014, the first archive in Scotland to achieve this newly-created award.
- Falkirk Museums retained its fully accredited status with the UK Museums Accreditation Scheme.
- James Watt's Cottage in Kinneil Estate voted one of Scotland's six Hidden Gems in the Dig It! 2017 competition.

- **Community Heritage Groups**

- The Friends of Kinneil won a Scottish Heritage Angels Award in 2016.

- **Scottish Railway Preservation Society**

- SRPS maintains its status as a Nationally Recognised Collection;
- In 2016, it secured 4 stars in the VisitScotland Quality Assurance Scheme
- Also in 2016, it retained its fully accredited status within the UK Museums Accreditation Scheme.

4.2.3 Resilience: the last of the Plan's four guiding principles - 'to ensure that our aspirations, plans and delivery models are resilient, adaptable and sustainable' – sits outside of achievements in participation and recognition because it addresses issues of resources for delivery rather than outcomes. As such, it is of crucial strategic importance and fundamental to a strategic statement such as this Plan.

The common theme shared amongst the documents included in our overview of the strategic context below is that of reduced financial resource. By way of example, in late 2016, the Trust took a lead and produced its Business Plan Approach 2017-2020 which, as far as heritage developments are concerned, identifies resilience factors for its publicly-accessible built heritage assets: for Callendar House and the Hippodrome, this factor is

income-generating potential: for Kinneil Museum, the factor is community engagement, aiming to build on the levels of community input that have supported it since 2006.

Although the results of this approach are to be realised in the future, we include it under 2013-18 achievements to mark the fact that, within the outgoing Plan period, the Trust has begun to progress through the crucial stages of release from previous delivery structures and renewal before progressing to a new phase of growth in different circumstances. This approach will undoubtedly impact on the connected network of heritage partners in the Falkirk area, and publicly-funded bodies in this network are facing similar levels of challenge.

5. The Strategic Context 2018-2023

The strategic partners' common purpose for the Falkirk area's heritage is described by a framework of national, regional and local strategies.

5.1 National Strategies

- *Our Place in Time*, The Historic Environment Strategy for Scotland 2014
- *People Make Heritage*, Heritage Tourism 2020
- *Networked Heritage*, Royal Society of Arts, Commerce and Manufacture.
- *A Lasting Difference for Heritage and People*, Heritage Lottery Fund Strategic Framework 2013-2018.

These four publications recognise heritage as significant to the improvement of wellbeing and quality of life. Heritage provides the unique characteristics of a place and offers potential as a strategic asset and catalyst for action on local improvement if delivered by partnerships of organisations and local community groups. In celebrating their unique characteristics however, communities need to take inclusive approaches. Looking after the heritage of the built and natural environments is an economic necessity, not only in terms of attracting tourists, but also in encouraging the businesses and people who will drive the local economy.

Such benefits need to be achieved in a very challenging financial climate, and the Heritage Lottery Fund's Strategic Framework anticipates increasing reliance on, and competition for, its funds.

5.2 Regional Strategies

- Antonine Wall Management Plan 2014-19
- Scottish Canals Heritage Strategy 2013-38
- Central Scotland Green Network, *Vision*

The outcomes expected at a national level are augmented by these regional strategies, which cover the region in which the Falkirk area is located. That the area needs to undergo a process of transformation, not just improvement, and this is most clearly expressed in Central Scotland Green Network's *Vision*. Care of natural and man-made heritage assets in Scotland's former industrial belt is crucial to generating a new economy and way of life in the area.

The canals and the Antonine Wall are two assets which Falkirk shares with much of the rest of the region, with the Antonine Wall bringing an international dimension as part of the Frontiers of the Roman Empire World Heritage Site, particularly appropriate to UNESCO's vision of World Heritage as a common responsibility for all humanity (a further three of the Scotland's six World Heritage Sites sit within this transformation zone: New Lanark, the Forth Bridge, and Edinburgh Old and New Towns).

For Scottish Canals, the emphasis on its work in Falkirk lies in commercial and tourism developments, reflecting an emphasis in local strategic priorities. The Antonine Wall, as well

as being a tourist attraction, presents many opportunities for community engagement to raise the profile and awareness of the area's Roman heritage.

5.3 **Local Strategies**

(a) Falkirk Community Planning Partnership

The **Strategic Outcomes and Local Delivery Plan 2016-2020** sets out the community planning partnership's commitment to focus its attention, resources and efforts on the things that will make the Falkirk Council area **the place to be**. It underpins the work that key partners, stakeholders and communities will deliver for this area and its neighbourhoods. It provides direction, aspiration and ambition and aims to help address the challenges and opportunities for the area over the coming years. The challenge of achieving the vision for the area was set 15 years ago to change the area from one facing significant decline to one where people wanted to live, work and visit and the area's transformation over this timescale has been, in part, achieved by the investment in the area's heritage.

SOLD Priorities are:

- Improving mental health and wellbeing
- Maximising job creation and employability
- Minimising the impact of substance misuse
- Addressing the impact of poverty on children

SOLD Outcomes will be:

- Our area will be a fairer and more equal place to live
- We will grow our local economy to secure successful business, investment and employment
- Our children will develop into resilient, confident and successful adults
- Our population will be healthier
- People live full, independent and positive lives within supportive communities
- Our area will be a safer place.

(b) Falkirk Council

- Economic Strategy for Falkirk 2015-2025
- *Tourism Falkirk 2020*, Falkirk Area Tourism Strategy 2015-2020
- *Our Future in the Past*, Historic Environment Strategy for Falkirk 2017-2022
- *Falkirk Greenspace*, a Strategy for our Green Network

(d) Falkirk Community Trust

- *Inspiring Active Lives*, a Culture and Sport Strategy for Falkirk 2014-2024.
- Business Plan Approach 2017-2020

As set out in 5.3 (a) there is a commitment by all the area's community planning partners to continue the process of change in the Falkirk area from one of decline and its associated

problems to the **place to be**. By the early 2020s the place should look different, feel different, and citizens, visitors and those contemplating moving into the area will think differently about it and about themselves. That we can now seriously consider an ambition to be a tourist destination of first choice is a measure of the success of this mission to date, and the area's heritage has made a significant contribution to this success. The establishment of tourist attractions - Callendar House, Falkirk Wheel, the Kelpies, Bo'ness and Kinneil Railway, Hippodrome and the improvements of the Townscape Heritage Initiatives – have done much to change the look of the place.

There is work to be done in developing the feel of the place by building on the success of these visitor attractions to encourage stays in their surrounding towns. Anecdotally, developments in the Falkirk area are encouraging those from outside the area to think differently about the place and this, together with new people coming to live in the area, encourages us all to think differently about what it means to be 'of Falkirk'. In conjunction with the development of the area's tourism, there is a need to develop the capacity of, potential of, and alleviate hardship in, local communities.

The Trust's vision for Falkirk is to be:

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

To achieve this, it aims to:

- **increase and broaden participation in culture and sport**
- **help secure recognition for the Falkirk area as a vibrant place**

These aims set the framework of expectation for developing the area's heritage offer.

In its role as advisor to the Council on heritage matters, particularly in relation to its work of caring for the Council's archive and museum collections, and in providing archaeological advice to the planning process, the Trust is guided by sector-specific national strategies:

- *Going Further*, A National Strategy for Scotland's Museums and Galleries 2012
- National Records of Scotland Strategy 2012-2022
- Historic Environment Scotland Policy Statement, June 2016.

These documents identify that heritage assets are at the root of place-making and that how a place is recognised is linked to how well it ensures it acts as an exemplar in caring for its heritage assets.

The final part of the strategic framework for this Plan is represented by Falkirk Community Trust's **Business Plan Approach 2017-2020**. The threats posed by an exceptionally challenging financial climate into the early 2020s run through the whole of this strategic framework, and are all partners delivering this Heritage Delivery Plan will be affected.

Over the lifetime of the plan, and if the achievements to date in transforming the area are not to be imperilled, new ways to meet the anticipated impact of substantially reduced financial

resources have to be found. This involves maximising income and the proceeds of trading activity. Major funding opportunities, like those through lottery funding schemes, need to be grasped, but this requires co-ordination between partners to avoid opportunism, duplication and waste. The financial climate demands that money is spent on clear strategic priorities and agreement on what these are is dependent on the work of a strong strategic partnership.

The recent successful bid to Heritage Lottery Fund (HLF)'s Great Place scheme for **Falkirk: landscape, industry and work** by The Falkirk Great Place Partnership (Falkirk Community Trust, Falkirk Council, Scottish Canals and Central Scotland Green Network Trust) will enable the partners and wider stakeholder group to carry out a programme of work focusing on better connecting our heritage assets. Projects will record, interpret and celebrate Falkirk's routes and places and will be complemented by investment in developing social and digital networks. Funding will deliver four key projects over a three year programme:

- **Falkirk Heritage Alliance** will strengthen our links with built and natural heritage groups, local history societies, schools, colleges and others and will provide a framework for collaboration and coproduction on heritage projects.
- **Falkirk's Stories:** community storytelling – a comprehensive archive of memories, images and other responses to Falkirk's heritage to be hosted on a website platform to act as an enduring legacy of the project.
- **Celebrating our heritage: art, tourism and events:** a programme of events, festivities and promotions designed to raise awareness of Falkirk's heritage, attract visitors and encourage local people to explore the heritage network.
- **Careers in a modern producer economy** will complement mainstream training provision by using heritage to influence the prevailing culture, nurture pride in Falkirk's manufacturing tradition and raise awareness of career opportunities.

This bid which brings in £462k worth of external funding into the area creates a tremendous opportunity to respond to current financial challenges including reductions in professional staff. The Falkirk Great Place Partnership also seeks community representation, because the capacity of professional bodies to deliver and provide in the same ways will be reduced, and their relationship with communities will increasingly be as facilitators for the latter to take direct action on their aspirations.

6. The Strategic Priorities for Heritage in the Falkirk Area 2018-2023

More specifically for 2018-2023, and distilling the strategic context above, four key strategic priorities are anticipated for heritage development and management in the Falkirk area:

- To continue the work of transformation, building on the area's heritage as a means of enabling this place, by the 2020s, to look and feel different, and for its inhabitants, visitors and commentators to think differently about it. The success of local heritage attractions

needs to be translated into improvements in town economies and renewal of local communities.

- To strengthen the role of heritage as a local strategic asset by bringing the network of heritage practitioners into a tighter strategic partnership to deliver a common vision for the Falkirk area.
- To respond to aspirations from within localities in the area by placing greater emphasis on facilitating community activity, rather than public bodies providing the development and service.
- For all those working with the area's heritage to respond and adapt resiliently to the financial challenges during the period of the plan.

These drivers form the principal outcomes in the plan below, which indicates the actions required to achieve them. We have framed this plan against the four themes of **Inspiring Active Lives**, with the objectives being:

- **Participation** – increasing visits and community participation, and broadening audience diversity.
- **Motivation** – motivating visitors, the community, non-participants, practitioners and stakeholders.
- **Venues** – investing in our venues and other assets – the local heritage environment and collections - and in people (the professionals and the community).
- **Partnership** – developing the local heritage network into a stronger strategic planning partnership.

7. The Plan

7.1 Participation

Objective	Actions	Responsibility	Outcomes
Increase participation	<p>Increase visits to Trust venues, the Falkirk Wheel, SRPS and other sites across the Falkirk area:</p> <ul style="list-style-type: none"> • Market effectively to the tourism and leisure markets in and outside the area, including developing knowledge of audiences by building on previous successful joint marketing initiatives • Events, Festivities and Promotions – raise awareness of Falkirk's heritage, attract visitors and encourage local people to explore the heritage network; • Develop venues which are of national and international standard • Improve sites – quality, interpretation and facilities. Plans for site improvements at SRPS and Callendar House are in progress. • Increase opportunities to develop income – trading and external development funding; 	Falkirk Great Place Partnership SRPS	<p>The transformation of the local area is furthered through increased recognition as a tourist destination, based on increases in visitors to the area and on positive media coverage.</p> <p>Business resilience and asset investment is supported through increased income generation. Success of venues in offering programmes of activity which attract local and visiting audiences, evidenced by:</p> <ul style="list-style-type: none"> • Year on year increases in visitor numbers • Increased income generation • Positive press comment and visitor feedback <p>The value of local heritage attractions in contributing to local economic improvement is recognised through continued investment in them.</p>

	including capitalising on the retail and guided tour opportunities offered by Outlander and the two Battles of Falkirk		
	Build on success of attractions in attracting visitors by improving the potential of towns as attractions. Ensure that attractions operators are integrated into developments to improve the potential of towns as attractions	FC Development Services – Economic Development (lead) FCT Scottish Canals SRPS Falkirk Delivers	Progress towards area transformation is evidenced. By 2023, progress towards this change will be evidenced by: <ul style="list-style-type: none"> • The increases in visitor numbers to attractions translated into improved periods of stay in towns. • Physical improvements in town centres which are sensitive to/build on towns' heritage assets. • Development of new businesses in town centres and improvements in night-time economy.
	Increase community participation: <ul style="list-style-type: none"> • Facilitate community participation on heritage developments • Recruit and develop volunteers • Develop the relationship with those groups that have already played an important role in community-based heritage – Falkirk Local History Society, Friends of Kinneil, CATCA. • Develop the strategic input of 	Falkirk Great Place Partnership SOLD Partnership Voluntary groups SRPS	Wellbeing is enhanced through increased connections, activity and giving by the community. The local community takes increased ownership of the area's transformation. Business resilience is supported by spreading the load of commitments and delivery into the community and third sector. <ul style="list-style-type: none"> • Increased direct participation by the community is evidenced through

	<p>key community-based heritage players.</p> <ul style="list-style-type: none"> • Ensure mechanisms to record and monitor direct community action (FCT to revise its main PIs). 		<p>numbers of participants.</p> <ul style="list-style-type: none"> • Scottish Railway Preservation Society to demonstrate successful recruitment of new and younger volunteers through its 'Steaming Ahead' project. • Success in 'exemplar' projects: FLHS/Steeple and FoK/Kinneil Estate and House.
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Broaden participation	<p>Engage with new audiences, visitors and participants:</p> <ul style="list-style-type: none"> • Deliver Falkirk's Stories – engage with communities to create an online searchable archive of memories, images and other responses to Falkirk's heritage, comprising contributions from 10,000 over five years; • Identify new groups with which to engage • Tell new stories and give new interpretations of local heritage to meet cultural and educational perspectives of different social groups (e.g. local involvement with slavery and the impact of war on the local economy). • Adopt new media with which to engage with groups not tied to 	<p>Falkirk Great Place Partnership Local voluntary groups.</p>	<p>Further the transformation of the area, addressing directly the vision of looking, feeling and thinking differently, by connecting new people with local heritage and bringing different outlooks to the understanding of it.</p> <ul style="list-style-type: none"> • By 2023, activities will include new perspectives and narratives on the local story. • Evidence of new participants and new perceptions by participants.
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	<p>existing modes of engagement</p> <ul style="list-style-type: none"> • Create mechanisms to record new participants or changed perceptions by participants. 		
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7.2 Motivation

Objective	Action	Responsibility	Outcome
Motivate non-visitors and return visitors	<ul style="list-style-type: none"> • Provide venues, sites, activities and events of high quality to attract visitors from within and outwith the area • Develop audience knowledge to enable improved targeting of programmes and ensuring the affordability of the paid-for offer • Develop promotional activity to achieve effective audience targeting • Develop media coverage (content, methods of communication) to keep the offer in the public eye. • Create programmes of activity which link to national events, schemes and programmes – e.g. Year of Young People 2018 and future Themed Years. 	FCT heritage Scottish Canals SRPS FC Development Services – Tourism.	<p>Increased recognition of Falkirk as a tourist destination.</p> <p>Furthering the transformation of the area and people's perceptions of it.</p> <p>Increased business resilience through income-generating offers and activity.</p> <ul style="list-style-type: none"> • Evidence of new audiences drawn from the local population and from outside the area. • Year-on-year improvements in visitor figures. • A record of media promotion in local and national outlets, including maintenance and improvements in quality standards and awards. • Success in gaining external funds.
Motivate the community to take direct action on heritage aspirations.	<ul style="list-style-type: none"> • Strengthen the network of community-based heritage players (see also under Partnership below) 	Falkirk Great Place Partnership SRPS SOLD Partnership	<p>Local wellbeing is evidenced, measured and demonstrates improvement.</p> <p>Increased business resilience and sustainability</p>

	<ul style="list-style-type: none"> • Facilitate community action inspired by local aspirations • Support existing community events which reflect and celebrate local cultural identity • Investigate and implement mechanisms to measure wellbeing – e.g. work by New Economics Foundation. 	Voluntary groups	<p>through shared delivery of local heritage provision</p> <p>Increased role of heritage as strategic asset with diverse groups and organisations sharing a common vision for the area:</p> <ul style="list-style-type: none"> • Increases in the numbers of volunteers, and in projects involving direct community action. • Local community effort recognised by awards – e.g. Heritage Angels.
Motivate those not engaged with heritage	<p>Adopt a ‘stealth’ approach (cf. the Trust’s Physical Activity and Wellbeing Strategy) to blend heritage engagement with other kinds of activity (e.g. walking). Develop programme planning and leadership approaches to facilitate this.</p> <p>Identify areas of disengagement through audience research and test new stories and new communications media on new potential users – e.g. the impact of slavery and war on local prosperity</p> <p>Create spaces in non-heritage buildings for exhibitions and</p>	<p>Falkirk Great Place Partnership SRPS SOLD Partnership FC – Children’s Services Voluntary groups</p>	<p>Continue the transformation of the area – feeling and thinking differently - through new, diverse and inclusive perceptions of local heritage.</p> <ul style="list-style-type: none"> • New audiences identified at venues and in community-based projects. • Involvement in community projects by groups other than existing local voluntary heritage groups.

	workshops		
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7.3 Venues and Assets

Objective	Action	Responsibility	Outcome
Invest in venues	Focus FCT resources and direct provision of programmes and services on those heritage venues with greatest income generation potential and highest profile outside the area: <ul style="list-style-type: none"> • Callendar House and Park • Hippodrome 	FCT	Supporting Falkirk's transformation and recognition as a no.1 tourist destination through provision of high quality heritage venues. <ul style="list-style-type: none"> • Improvements in visitor figures • Maintenance and improvement of quality standards, e.g. VisitScotland quality assurance scheme
	SRPS to undertake site improvements to enhance visitor experience	SRPS	Developing quality of life through a high quality and cared-for built and natural environment, and promoting well-being through the potential of local people to be directly involved and to give.
	Develop venues with local significance through facilitating community involvement: <ul style="list-style-type: none"> • Kinneil Museum • Falkirk Steeple 	FCT heritage FLHS FoK	Increases in venues' visitor figures and in participation in direct community involvement.

Invest in built and landscape assets.	<p>Ensure the maintenance of a valued and well-used built and natural environment:</p> <ul style="list-style-type: none"> • Kelpies • THIs • Antonine Wall World Heritage Site (from 2018 a major HLF-funded project – Rediscovering the Wall – aims to increase public engagement with the monument). • Canals • Parks, including Callendar, Kinneil and Zetland • Greenspaces • Historic buildings 	<p>FCT Scottish Canals HES FC Planning and Environment</p>	<p>Supporting Falkirk’s transformation and recognition as a major tourist destination through provision of high quality heritage venues.</p> <ul style="list-style-type: none"> • Improvements in visitor figures • Maintenance and improvement of quality standards, e.g. VisitScotland quality assurance scheme <p>Developing quality of life through a high quality and cared-for built and natural environment, and promoting well-being through the potential of local people to be directly involved and to give:</p> <ul style="list-style-type: none"> • Kinneil Masterplan • Callendar Park Management Plan • Zetland Park HLF Parks for People <p>Reduction in vandalism.</p>
Invest in collections and collections spaces	<p>The Trust and SRPS maintain and develop their duty of care towards the collections which forms the basis of public museums’ public engagement.</p> <p>Invest in collections-housing facilities to ensure they are fit for the purpose of collections care.</p>	<p>FCT SRPS</p>	<p>Recognition by public and sector stakeholders of Falkirk heritage providers as well-equipped to look after public collections.</p> <p>Maintenance of heritage sector quality standards – e.g. accreditation.</p>
Invest in people	<p>Ensure staff in the local heritage sector have high levels of competence in terms of:</p> <ul style="list-style-type: none"> • Knowledge • Skills • Contextual awareness 	<p>Falkirk Great Place Partnership SRPS Voluntary groups</p>	<p>Recognition of the Falkirk area as an attractive place to be, live and work, and of local providers as employers of choice.</p> <ul style="list-style-type: none"> • Recruitment of staff with, and retention of staff acquiring, relevant qualifications.

	<ul style="list-style-type: none"> • Values • Adaptability • Vision <p>Leadership Careers in the Modern Producer Economy – develop an industry taster experience targeting under-represented groups, with a focus on encouraging girls and young women to pursue careers in industry.</p> <p>Encourage local people as volunteers – either working for public bodies, or as volunteers in community-based work – to gain competence in these same aptitudes.</p> <p>FCT to focus on three key development needs:</p> <ul style="list-style-type: none"> • commercial, business development • community development work • museums and archives collections management. 		<ul style="list-style-type: none"> • Record of good customer feedback <p>Demonstrable success in volunteer recruitment and involvement with activities in the community and with delivery of organisational programmes.</p>
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7.4 Partnership

Objective	Action	Responsibility	Outcome
Strengthen the network of partners contributing to local heritage development into a strategic planning partnership.	<p>Falkirk: Landscape, Industry and Work has secured HLF Great Place funding. It aims to build on the legacy of Lottery investment in the area to connect up our heritage assets, develop community stewardship of these assets and use the narrative of industrial innovation to inspire the next generation workforce by four key projects:</p> <ul style="list-style-type: none"> Falkirk Heritage Alliance – building on existing networks, provide a framework for collaboration on heritage projects and a network for the exchange of ideas, information and 	<p>Falkirk Great Place Partnership</p> <ul style="list-style-type: none"> HES – Antonine Wall SRPS SOLD Partnership Voluntary sector partners 	<p>Strengthen the role of heritage as a strategic asset for local development</p> <p>Achieve resilience through pooling resources and sharing common goals and plans.</p> <ul style="list-style-type: none"> Effective use of limited human and financial resources. Effective and resource-efficient engagement between professional bodies and community groups. Evidence of links between the aspirations of localities and the area-wide strategic priorities. <p>Maximise investment opportunities and minimise duplication, internal competition and waste.</p> <ul style="list-style-type: none"> A record of success in securing project funding, particularly in joint bids between

	<p>opportunities;</p> <p>Regularly scrutinise activity and projects against strategic plans, and establish a Heritage Plan monitoring framework.</p> <p>Adopt an adaptive resilience approach - conservation, release, renewal, growth – to business development in response to financial challenges.</p> <p>Develop connections, support networks and funding sources with bodies outside the area.</p> <p>,</p>		<p>partners.</p> <ul style="list-style-type: none"> • Success in securing external funds demonstrates strategic relevance and sustainable legacies. • Success in gaining HLF funding for ‘Falkirk: Landscape, Industry and Work’, and a successful programme of development by a strong network of players.
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