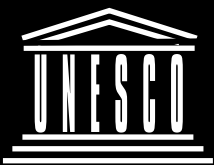


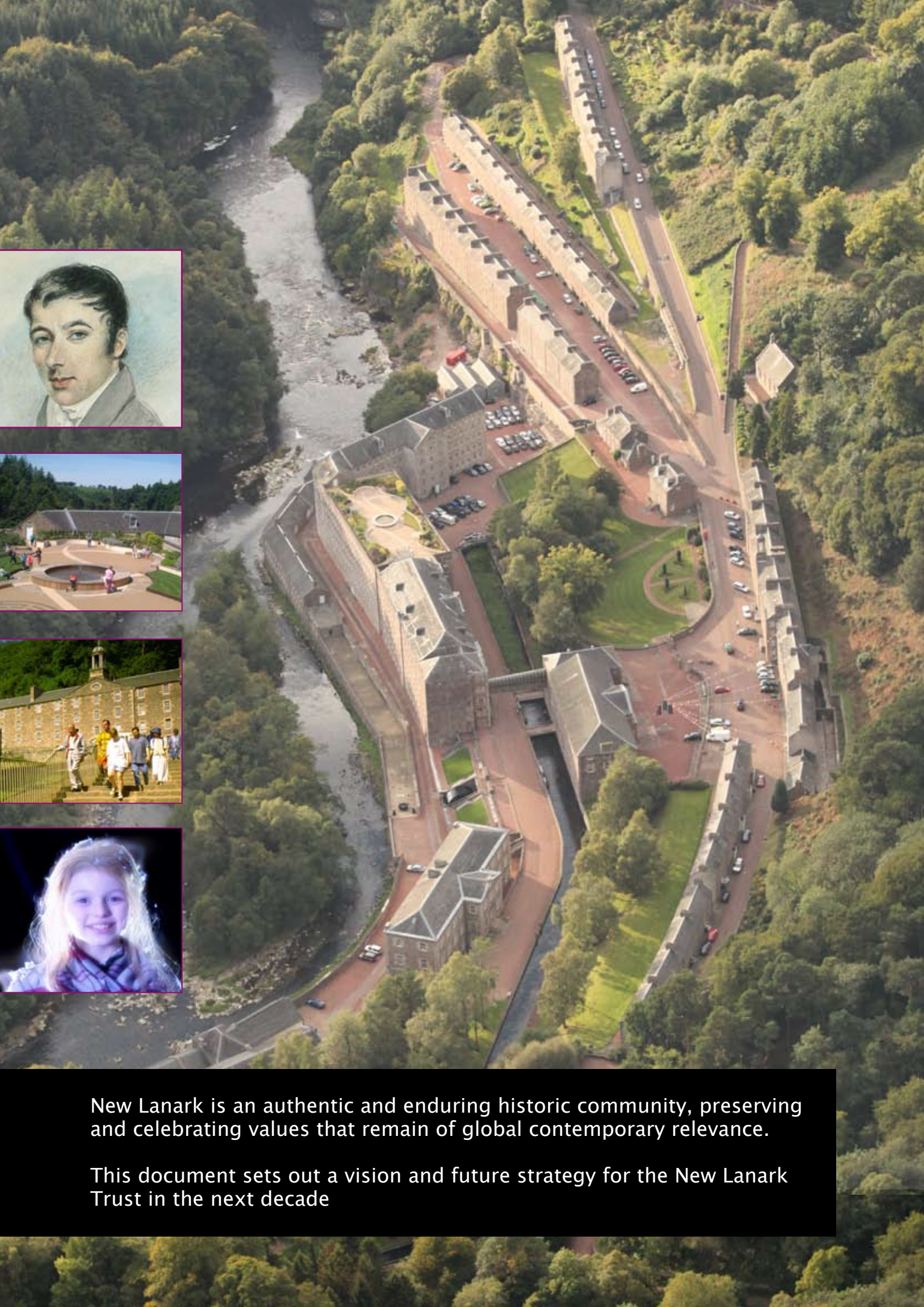


NEW LANARK TRUST



10 Year Vision and Strategy





New Lanark is an authentic and enduring historic community, preserving and celebrating values that remain of global contemporary relevance.

This document sets out a vision and future strategy for the New Lanark Trust in the next decade

What is..... NEW LANARK

New Lanark was founded by Scottish entrepreneur David Dale in 1785. It developed as a model industrial community under the enlightened management of Robert Owen. The revolution in New Lanark was not just industrial. It delivered pioneering social and educational change, aimed at creating a better and fairer society.

NEW LANARK today is a UNESCO World Heritage Site

with

- An impressive collection of Category A Listed Buildings and Scheduled Monuments
- A successful on-going multi-million pound restoration project
- A resident village community of 65 households
- An innovative and ethical social enterprise
- A home-base for a range of businesses providing local employment
- A traditional wool manufacturer (certified organic)
- A centre for renewable energy production

NEW LANARK is also an international visitor destination

with

- A Visitor Centre (exhibitions, retail, catering) attracting visitors from all over the world
- A 38-room Hotel & Conference Centre, Leisure Suite and Self-Catering accommodation
- An award-winning education and access programme
- A 60 bed Youth Hostel
- A National Nature Reserve with unique designed landscape & woodlands

What does it contribute?

- £7 million annually to the region's economy
- Direct employment for more than 160 people
- A high-profile cultural attraction of value to the region and nation

Key actions to unlock the future potential of New Lanark

- Making New Lanark world-class in all that it does
- Completing the restoration through a planned capital programme
- Growing the visitor numbers and business revenues
- Improving the marketing and promotion of the site
- Developing the cultural, educational and events programme
- Engaging the communities of Lanarkshire and beyond
- Championing the values and ideals that gave birth to the site
- Growing the capacity and skills of the Trust to deliver these objectives

the FUTURE VISION of the New Lanark Trust



The New Lanark Trust has recently undertaken a reassessment of its core strategy to coincide with the appointment of its second Director in 2010.

New Lanark is as an authentic and enduring historic community. The intellectual tradition it preserves and celebrates remains of global contemporary relevance and interest.

The site is one of the most important industrial heritage sites in the world and has significance for all who are interested in co-operation, utopianism and industrialization. This historic legacy provides a powerful opportunity for education and learning. New Lanark retains relevance not just because of its intellectual roots, and historic fabric, but also because of its evolving nature as a living place where those values are upheld.

The Trust is innovative, progressive and pioneering in the use of historic buildings, in community co-operation and development. New Lanark offers a mix of social and private housing, as well as business accommodation. We are committed to maintaining the site as a living, working community.

However impressive the heritage, and the achievements of the Trust to date, it needs a strong future vision and strategy.

Today the Trust is in transition from the organisation that co-ordinated the conservation, restoration and regeneration of the village into one with a changing focus on the future.

This change of focus will mean forging new relationships and finding innovative ways to make progress.

The Board of Trustees and

- 1. Safeguarding the World Heritage Site** – The Trust is the key delivery stakeholder in managing the New Lanark World Heritage Site. We wish to be a dynamic and pro-active lead partner in its future management and development, through working with the wider world heritage partnership. We want to be constructive champions of a progressive WHS Management Plan, and be the key delivery partner in achieving the ambitions of the stakeholders for the site. Completion of the restoration of the Trust's own historic buildings is critical to securing its future. It is equally important that the potential of the natural and cultural assets of the wider World Heritage Site and Buffer Zone, its built and landscape heritage, is fully realised.
- 2. Developing Capacity and Governance** – The Trust has a key role to play in developing the capacity of the site to achieve its objectives, and those of the World Heritage



Management Team have agreed that the following objectives are critical to that future:

Site. An essential part of this strategy is expanded management capacity, with additional dedicated staff for Education and Learning, Events, Cultural and Arts activity and Specialist Fundraising. Skills must be constantly assessed, reviewed and developed to maximise the contributions of the Trustees, Staff, Volunteers, Friends and the local community, ensuring that investment in New Lanark is always effective and good value for money.

3. **Successful Marketing** – The Trust aspires to strengthen the regional, national and international profile of New Lanark through effective product development and marketing. A primary objective here is to work towards filling the visitor capacity of the site. The Trust will also prioritize partnership and collaboration to ensure the strategic marketing of World Heritage Sites and other key local destinations.
4. **Strong Commerciality** – The Trust needs to maintain the commercial success of its trading subsidiaries, generating funds to be reinvested in the restoration, preservation, conservation and ongoing maintenance of the site. The Trust also recognises that it can play a powerful catalytic economic role for the surrounding area. The Trust will work with partners and stakeholders to develop the combined assets of the World Heritage Site, making high quality experiences and products accessible to new audiences.
5. **Engaging the Community** – The Trust will retain focus on developing New Lanark as a successful living community with flagship projects in terms of green energy, social housing, community engagement and linkages with the wider local community. The Trust will focus increasingly on developing the site as a hub for access and interpretation, delivering wider benefits for Lanarkshire's communities.
6. **Education and Access** – The Trust will continue to develop the learning, training and educational programme of the site. Future work will engage new audiences and raise the educational profile of the site to take full advantage of the intellectual heritage of the site and the UNESCO focus on education.
7. **Long-term Sustainability** – New Lanark is a site with a long history as a living, working community. The Trust will support its evolution as a model of best practice in terms of green energy, social housing, landscape management and conservation, building maintenance and energy efficiency. The Trust will also seek to continue running its commercial activities effectively and to maintain financial viability as a social enterprise, providing long-term sustainable employment for local people.

delivering against these 7 OBJECTIVES

The Trust's ambitions and aspirations for the future are critical to the New Lanark World Heritage Site becoming the world class attraction that all the key stakeholders aspire to develop. There is considerable overlap between the objectives and aspirations of the New Lanark Trust and those of the World Heritage Site as a whole. The Trust recognizes that this means operating at a level above and beyond its historic role. Our willingness to do so requires support and investment to help us meet these challenges. To this end, New Lanark Trust will invest time, intellectual energy and significant resources in raising the performance of the site in the following ways:

- Improving the marketing and branding of the site to strengthen profile
- Improving visitor/community understanding of what it means to be a World Heritage Site
- Improving the quality of the Hotel, Retail, Catering and Leisure Facilities to be 'first-class'
- Improving the quality of the visitor experience, interpretation and storytelling
- Improving physical access to the site - with effective traffic and pedestrian access
- Improving the inter-relationship with other parts of the site and managing relationships with partners - e.g. the Scottish Wildlife Trust
- Improving accessibility for new audiences
- Continuing to invest Trust funds in site maintenance and management
- Maximizing the use made of built spaces within the site - through regular property management reviews
- Developing the Trust's capacity and skills to undertake innovative educational and cultural programmes and events
- Developing the Trust's capacity and skills to raise funding and investment from new sources and to ensure that governance is fit-for-purpose
- Developing the community links of the site and widening the socio-economic benefits
- Developing the site as an exemplar of sustainability and maximizing green energy production

- Developing a sustainable community – through new green energy, social housing, social enterprise
- Developing the site as a hub for access to and interpretation of the wider area
- Maximising the revenue generation of the Trust’s trading companies to increase reinvestment in the historic fabric and visitor facilities
- Making New Lanark Trust positive champions of a progressive and effective WHS Management Plan
- Completing the restoration of the site, and continuing with its conservation thereafter
- Developing and expanding the opportunities for Friends and volunteers

Action

The Trust will focus on delivering against the above priorities, with management team leading with the support of the Trustees. The key to the economic sustainability of the site will be the performance of the revenue-generating subsidiaries and development of the site as a high quality destination for leisure and learning.

The Trust itself will be a key investor in the future of the World Heritage Site. However, it will need support to maximize the wider public benefits of the site for South Lanarkshire and Scotland.



Strategic Solutions and.. ADDITIONAL INVESTMENT

Strategic solutions will require additional investment in New Lanark.

The Completion of the Restoration of the Historic Fabric. It is estimated that the remaining necessary capital works on the World Heritage Site have a cost of around £11 million. In addition, there are longer-term aspirational projects, currently estimated at around £10 million. The Trust needs the support and investment of other stakeholders to deliver this programme.

Strategic Marketing of the World Heritage Site. The Trust recognizes that as it has a commercial imperative to attract visitors and customers to its trading subsidiaries – it has a role to play in marketing the New Lanark site locally, regionally and internationally. However, as the

leading heritage attraction in South Lanarkshire and one of the most important heritage sites in Scotland, the profile of the site also has a wider economic benefit for the region and nation. The Trust believes that greater investment than it can self-finance is needed in marketing collectively the World Heritage Sites of Scotland, and at a more local level marketing the historic and cultural assets of South Lanarkshire.

Developing the Quality of the Visitor Experience.

The Trust recognizes that the New Lanark visitor experience could benefit from significant investment, to deliver a level of excellence commensurate with the WHS designation. Investment in a 10 year Interpretation and Access Masterplan for the site would form the strategy for its future as an international visitor destination.

Development of the learning, social and cultural contribution of the site. The Trust has long had an educational role, supported by external stakeholders and funders. A step change in scale and investment can develop this to the level required for a world class heritage attraction.

Developing the site's catalytic value for the local economy. The benefits to the local community could be greater. Investment in the strategic links between the site and the town of Lanark could result – in the medium to longer-term – in positive social and economic gains for local residents. We wish to play a full part in such developments.

The Trust recognizes that the UK and world economies are experiencing one of the most profound recessions in modern times, and that this is a difficult time to seek additional investment. However, we also believe that by moving forward in stages, this future, with its potential benefits to the local economy, can be unlocked.

Action – the key to this future will be to generate developmental funding through working hard on the relationships between the Trust and external partners who are capable of investing in the site.



capacity for. CHANGE



The New Lanark Trust requires new levels of investment and support to deliver these wider public, cultural, social and economic impacts.

The New Lanark Trust requires new levels of investment and support to deliver these wider public, cultural, social and economic impacts.

The ambitious plans for this World Heritage Site have a development cost which exceeds the trading surpluses created. In real terms this means that the current “lean” management team has little spare capacity for new initiatives. The revenue raising elements of the site would not sustain the additional 4–6 staff that might be necessary to deliver the enhanced educational/learning programme, events/cultural/arts development programme and, perhaps most critically, the additional fundraising from new sources that would unlock the full potential of the site.

The interpretation of the site requires investment to explore the ability to tell New Lanark’s globally important stories in the most effective and exciting ways possible. This requires specialist support to identify a storytelling strategy for the site, and the development of a Masterplan that can be used to co-ordinate investment for the next 10 years.

The town of Lanark lacks the basic tourism infrastructure to benefit fully from the proximity of the World Heritage Site. The town should be part of the experience of visiting New Lanark, and ways found to increase visitor spend, and lengthen their stays in the local community. This should be part of the Storytelling Masterplan.



capacity for. CHANGE

The final restoration projects for the site are problematic in that they are primarily about the preservation or repair of the historic fabric like Retaining Walls. These do not necessarily offer any direct revenue payback or heritage access benefit, but are essential to the safeguarding of the site for future generations to enjoy.

There is a real ambition at New Lanark to develop a cultural, educational and artistic programme that takes global best practice in how industrial sites can be animated and made dynamic centres for their regions. But such programmes require public subsidy. They rarely generate enough revenue to be self-financing.

The Trust will also play a key facilitating role in developing the longer term future of the site, working with other stakeholders to deliver in time a range of ambitious capital and revenue projects that can further enhance the reputation and role of New Lanark on a regional, national and international stage, these projects include

- Development of the Beeches Access Road and Welcome /Visitor Information Centre at the Car-Park
- Enhancing access to the beautiful landscape setting which surrounds the village, including building two new footbridges across the Clyde, one upstream and one downstream
- Restoring and interpreting built heritage features within the Designed Landscapes surrounding the village – e.g. Bonnington View House
- A Landscaping scheme for the Mantilla Row site

Action – the Trust will prioritise securing additional staff and external support resources to secure additional investment in fundraising, developing the cultural, artistic and educational programme, as well as the restoration of the historic fabric.



a strategy for. additional development at NEW LANARK

The growth strategy for development for New Lanark needs to be progressed throughout 2011 which marks the 10th anniversary of the World Heritage inscription. The gap between self-generated income and the cost of completing restoration and future developmental work needs to be filled.

Stage 1 – Establishing a Planned Capital Programme

This is required to tackle the necessary capital projects in a planned and sensibly prioritized way.

The Buildings Condition Survey (regularly updated) supplies the required basis on which this programme can be worked out, in conjunction with Historic Scotland and South Lanarkshire Council. This should also dovetail with the WHS Management Plan. The key objective is to secure the complete restoration of the historic physical fabric of all New Lanark's A Listed properties.

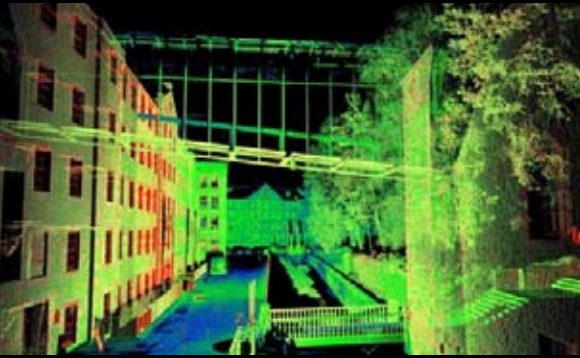
Estimated Cost – £11 million over the next 5 years to 2015.

Stage 2 Investing in Capacity Building

These actions are required in the short term to support the transition of New Lanark, and to grow its capacity for delivering change, including attracting investment from new sources:

- 2.1** Critical to unlocking the future will be investing in high quality fundraising capacity for the Trust. This should be targeted at developing submissions to new funders, including private trusts and foundations and, importantly, European funds, to invest over the following 2–3 years in the educational, arts, learning and outreach capacity of the Trust.
Investment required – min. £50,000 over 2011/12.
- 2.2** New Lanark needs to be a world-class visitor experience, but this requires investment at a level beyond the scope of the Trust's trading surpluses. Such investment is best achieved from a range of sources when the interpretation is underpinned by a powerful and compelling vision. We believe the New Lanark World Heritage Site requires a high quality Storytelling Masterplan that would provide a blueprint and vision for fundraising. The aspiration should be to turn New Lanark into a world-class heritage attraction in Scotland by 2020.
Investment required – £30,000 over 2011/12.
- 2.3** New Lanark is too important a site for education and learning to press 'PAUSE' on the future. It is essential to secure the revenue funding for the education and access programme beyond the current timescale, and explore the potential for additional capacity for local/regional needs.
Investment required – £40–45,000 per annum.

Action – develop an investment proposition that explains the value, necessity and rationale of investing in New Lanark. Use this as the beginnings of a new approach to working with stakeholders to secure the future of New Lanark.



And finally ... New Lanark Trust is grateful for the support of our partners, especially Historic Scotland and South Lanarkshire Council, in achieving the successes of the past decades. We hope they will have the confidence to invest in the future of New Lanark, and help us deliver the full potential of the World Heritage Site.

NEW LANARK TRUST
New Lanark Mills, Lanark ML11 9DB
Telephone 01555 661345 Fax 01555 665738
trust@newlanark.org www.newlanark.org

Laser scanned images from Historic Scotland's innovative "Scottish Ten" project, digitally documenting Scotland's 5 World Heritage Sites and 5 international sites (by kind permission of Centre for Digital Documentation and Visualisation).