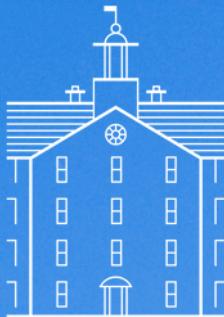
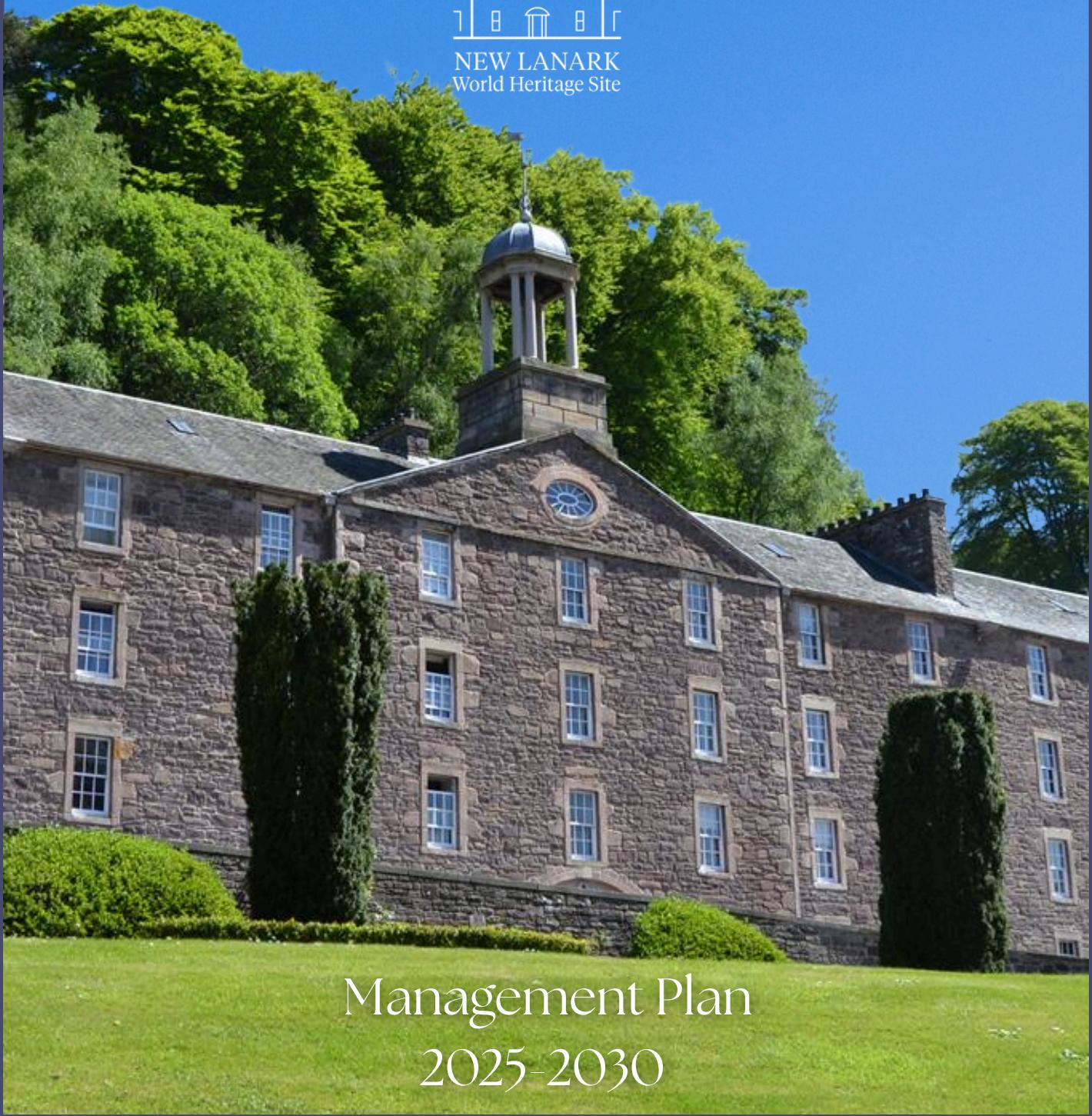


# New Lanark World Heritage Site



NEW LANARK  
World Heritage Site



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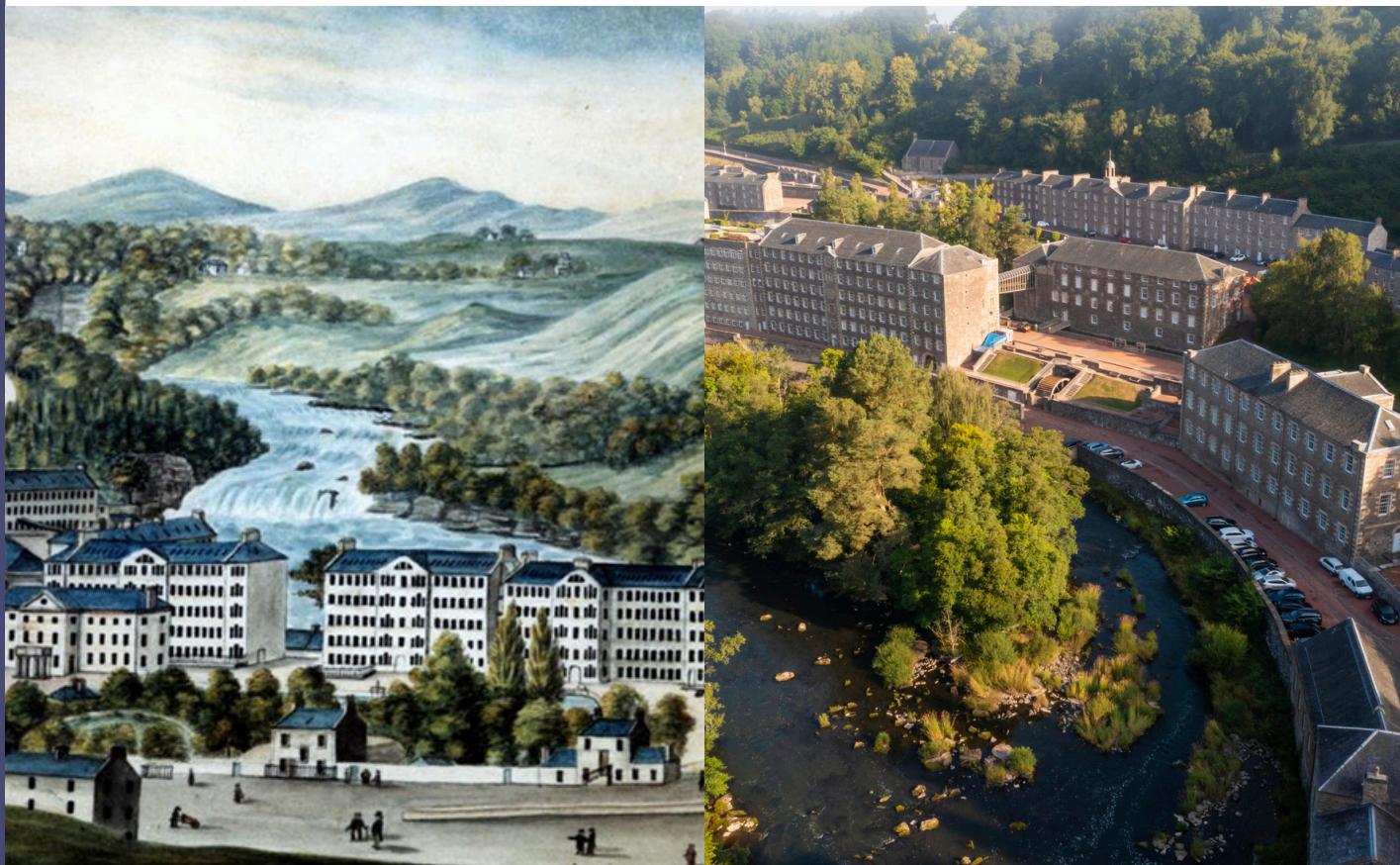


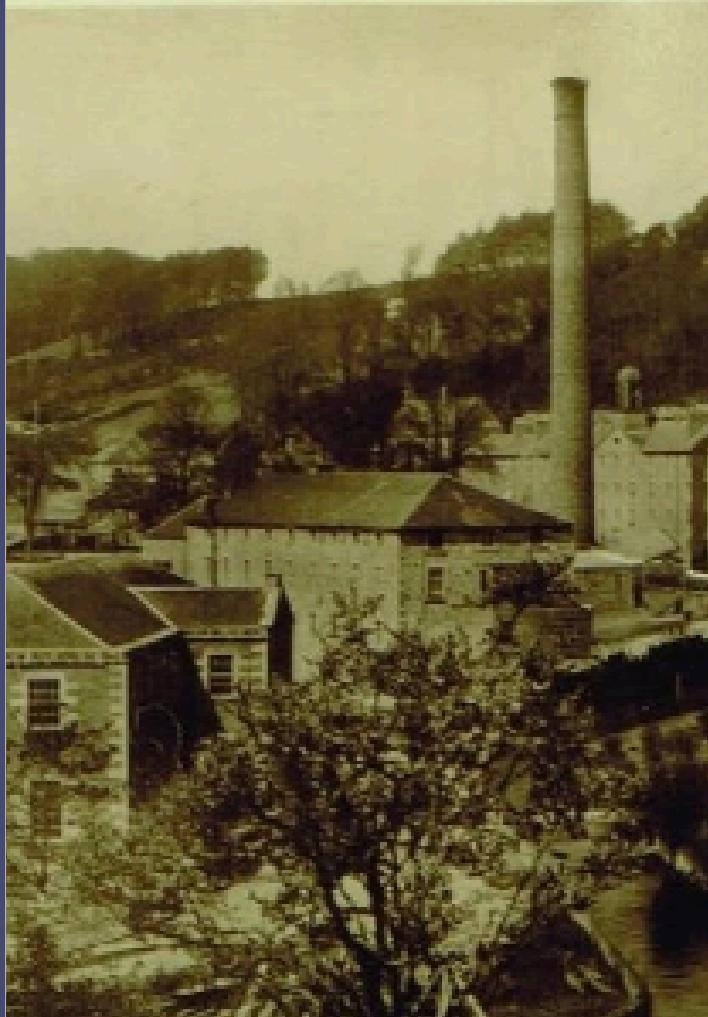
## FOREWORD

We are delighted to present the New Lanark World Heritage Site Management Plan for 2025–2030. As custodians of this internationally significant site, the New Lanark Trust remain committed to its preservation, enhancement, and sustainable future.

As we enter this new chapter following a period of post-Covid recovery, collaboration remains at the heart of our approach. Through strong partnerships, shared expertise, and coordinated resources, we will continue to deliver innovative and impactful projects that celebrate and sustain New Lanark’s heritage.

We extend our sincere thanks to everyone who has contributed to the development of this Plan, including staff, partners, residents, stakeholders, and volunteers. Their dedication ensures that New Lanark will not only be safeguarded but will continue to inspire, educate, and be enjoyed for generations to come.





## CHAPTER 1: THE WORLD HERITAGE STATUS AND ITS SIGNIFICANCE FOR NEW LANARK

World Heritage encompasses the most exceptional cultural and natural treasures of humanity, recognised for their global significance by the United Nations Educational, Scientific and Cultural Organisation (UNESCO). These sites, selected for their unique qualities or exemplary status, represent shared heritage and belong to everyone. With over 1,000 sites worldwide, UNESCO oversees the World Heritage List, adding or removing locations based on strict criteria.

Member states, such as the UK, nominate sites for inscription following UNESCO's comprehensive guidelines. The overarching goal of the list is to identify, protect, conserve, and showcase the world's irreplaceable heritage. Each listed site must continuously demonstrate compliance with the obligations outlined in the World Heritage Convention, ensuring its value is preserved for future generations.

### I. The World Heritage Convention and Outstanding Universal Value

The global responsibility to protect the world's most valuable heritage is upheld through the World Heritage Convention (WHC) and its Operational Guidelines for the Implementation of the World Heritage Convention. Adopted by UNESCO in 1972, the WHC defines the types of sites eligible for inclusion on the World Heritage List and outlines standards for their identification, protection, and preservation.

By nominating a site, States Parties affirm their commitment to the WHC's goals of safeguarding and conserving heritage for future generations. The UK ratified the WHC in 1984, pledging to identify, protect, and preserve its World Heritage Sites as part of a shared universal heritage.

The UK and its Overseas Territories boast 35 UNESCO World Heritage Sites, including seven in Scotland. The WHC's Operational Guidelines provide a framework to ensure the long-term protection and presentation of these irreplaceable treasures. The concept of Outstanding Universal Value (OUV) is fundamental to the World Heritage designation. It signifies the exceptional cultural and/or natural significance of a site which is so extraordinary as to transcend national boundaries and be of importance for present and future generations worldwide. To be deemed of Outstanding Universal Value, a site must meet at least one of ten criteria specified in the Convention's Operational Guidelines. The key distinction between World Heritage Sites (WHSs) and nationally recognised or designated sites is the requirement for WHSs to demonstrate Outstanding Universal Value (OUV).

Defined in UNESCO's Operational Guidelines, OUV refers to "cultural and/or natural significance so exceptional that it transcends national boundaries and is of common importance for present and future generations of all humanity." This means that a site's values must have global relevance, extending beyond its national context. To qualify as having OUV, a site must satisfy at least one of ten assessment criteria outlined in the Operational Guidelines.

Additionally, sites must meet conditions of Authenticity and Integrity. Decisions on inscription are made by UNESCO's World Heritage Committee, following evaluations by expert advisory

bodies: ICOMOS (International Council on Monuments and Sites) for cultural properties and IUCN (International Union for Conservation of Nature) for natural properties.

## II. New Lanark's inscription as a World Heritage Site

On 14 December 2001, New Lanark was formally inscribed on the UNESCO World Heritage List, recognised for its demonstration of Outstanding Universal Value under three specific criteria:

**A. Criterion (II)** - New Lanark represents a significant exchange of human values over time, profoundly influencing developments in architecture, technology, monumental arts, town planning, or landscape design. The village's foundation, under the vision of David Dale and Robert Owen, heralded a new era in industrial community living, which was to become a model replicated globally in the ensuing centuries.

**B. Criterion (IV)** - As an exemplary instance of a type of building, architectural or technological ensemble, New Lanark encapsulates significant stages in human history. The village is distinguished by its well-conceived worker housing and public buildings, designed with a deep understanding of the needs for educational and recreational spaces, as well as the physical well-being of its inhabitants.

**C. Criterion (VI)** - New Lanark is intrinsically linked with events, living traditions, ideas, beliefs, and artistic and literary works of outstanding universal significance, particularly through its association with Robert Owen. His vision and social reforms at New Lanark laid the groundwork for future developments in education, factory reform, and social welfare that have left a lasting impact on society.

The Statement of Outstanding Universal Value for each World Heritage Site defines the elements that confer its significance, and what must be protected to maintain this status. It is developed using the original nomination document, evaluations by the advisory bodies to UNESCO, and the decision of the World Heritage Committee at the time of inscription. This statement guides the assessment of potential threats to the site and outlines the framework for its continued protection.

## New Lanark's World Heritage Status

New Lanark stands as a remarkable testament to the social and technological advancements of the Industrial Revolution. Founded by David Dale and later developed by Robert Owen, the village represents a pioneering integration of industrial innovation with progressive worker welfare, educational provision, and community living. This unique approach not only transformed the local area but also set a global precedent for the design of industrial communities.

New Lanark's inscription as a UNESCO World Heritage Site highlights its exceptional significance in technological achievement, architectural design, and social reform. The village's preserved layout, buildings, and natural surroundings offer a vivid connection to its history while reflecting the ideals that shaped its development. Conservation efforts are guided by principles of authenticity and integrity, ensuring all interventions respect the site's cultural and historical context.

As a World Heritage Site, New Lanark carries the responsibility of educating and engaging current and future generations. Through research, interpretation, and community engagement, it remains a place of learning and innovation, showcasing the enduring relevance of its heritage in addressing contemporary challenges.

The site's management is firmly committed to the principles of the World Heritage Convention, aiming to preserve and enhance its Outstanding Universal Value. This Management Plan outlines strategic objectives to protect New Lanark's heritage, promote its global significance, and ensure sustainable development for the benefit of generations to come.

## **Statement of Outstanding Universal Value**

New Lanark is an outstanding example of an 18th-century purpose-built mill village, nestled in the scenic Scottish landscape near the Falls of Clyde. In the early 19th century, it became a pioneering model of industrial and social reform under Robert Owen, regarded as a Utopian visionary who built on the altruistic foundation laid by his father-in-law, David Dale. Owen's innovative management approach combined industrial success with a commitment to improving workers' lives.

Founded in 1785, New Lanark's cotton mills, powered by water wheels, began operation in 1786 and continued until 1968. By the early 19th century, the village housed one of the world's largest industrial complexes. Uniquely, it integrated planning and architecture with a humane ethos, marking a milestone in social and industrial history.

The principles established at New Lanark- emphasising moral, social, and environmental values- had profound and lasting impacts, shaping developments in welfare, education, and industrial practices over the past two centuries. The village demonstrated that industrial prosperity need not come at the expense of workers' well-being. Its design and ethos inspired other benevolent industrialists and influenced movements such as Ebenezer Howard's Garden City concept.

Today, New Lanark's impressive mill buildings, thoughtfully designed workers' housing, and educational institute and school stand as enduring symbols of Owen's progressive humanism and a testament to the potential for industry to uplift, rather than exploit, its workforce.

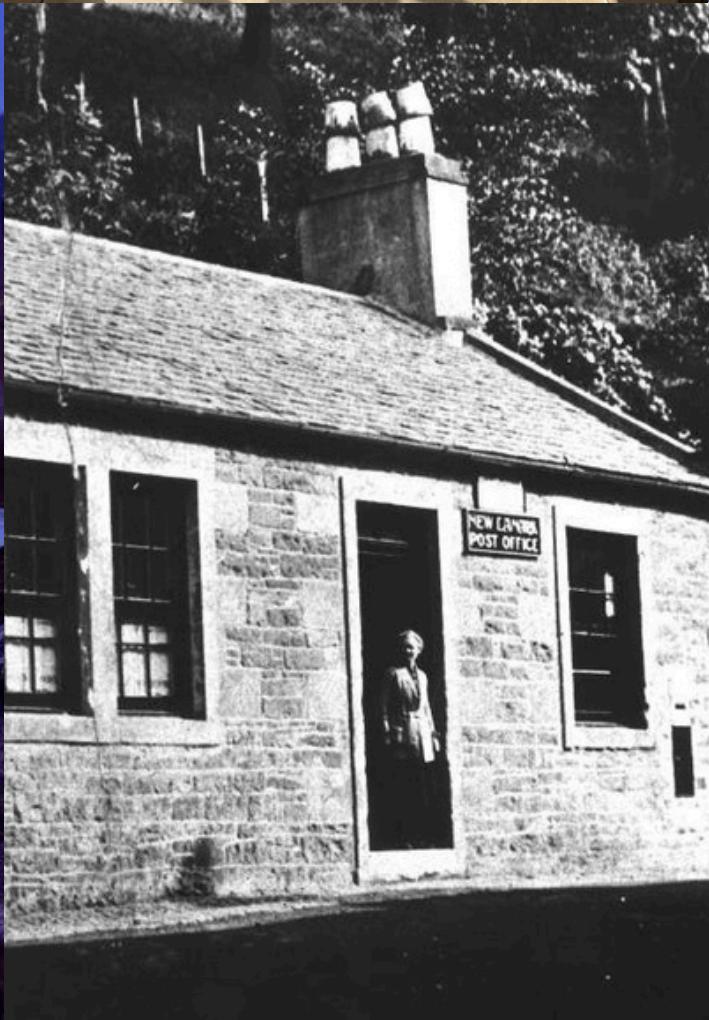
## **Statement of Authenticity**

The processes of restoration and regeneration, conservation and rehabilitation at New Lanark have now been in progress for almost half a century. Major projects continue to the present day. The façade of the village has remained little changed from its heyday of cotton production in the early nineteenth century. Where elements are missing or have been replaced, the site is clearly interpreted to reflect this. Where rebuilding or reconstruction have been necessary, this has been carried out to the highest possible conservation standards, based on full historic records. Repair and restoration have been undertaken using appropriate traditional materials and workmanship, following original designs wherever possible, and always respecting existing historic fabric. The original weir, lade and waterways which provided waterpower to the mills from the 1780s are still in use today.

## Statement of Integrity

The appearance of the village's buildings is now close to that of the early 19th century, as it would have been during Owen's management, based on the physical evidence, archaeological, graphic and written archive material available. In restoring the village to its historic state, some later 20th century structures have been removed, and in doing so focusing on those elements that contributed to the site's Outstanding Universal Value.





## CHAPTER 2: THE MANAGEMENT PLAN FOR NEW LANARK WORLD HERITAGE SITE

### I. Necessity for a Management Plan

The United Kingdom, as a signatory to the World Heritage Convention, has obligations regarding the effective stewardship of World Heritage Sites. These obligations necessitate that each Site is supported by an appropriate management structure. These Plans are recognised as material considerations within the planning system. Adhering to the advice outlined in the 'Operational Guidelines for the Implementation of the World Heritage Convention,' Management Plans should undergo regular reviews, monitoring, evaluation, and updates. The development of a Management Plan involves the amalgamation of all key partners to agree on a shared vision for the future of the site. The subsequent implementation of the Management Plan depends on the effective collaboration and commitment of these and other stakeholders to advance actions. The management of the New Lanark World Heritage Site falls under the remit of the New Lanark World Heritage Site Partnership Group, which includes New Lanark Trust, Historic Environment Scotland, and South Lanarkshire Council.

### II. Purpose of the Management Plan

The primary aim of a Management Plan is to guide the effective management of a World Heritage Site in a way that safeguards its unique character and ensures the preservation of its Outstanding Universal Value (OUV). Strategic objectives and actions within the plan are developed based on an analysis of the site's significance, heritage condition, and specific developmental needs. This ensures targeted, site-specific management while demonstrating to UNESCO that robust mechanisms are in place for the site's long-term conservation.

The New Lanark World Heritage Site Management Plan provides a framework for protecting, enhancing, and promoting the site and its OUV. It outlines a shared purpose, values, and strategic objectives to guide decision-making by all stakeholders. Successful implementation depends on collaboration and commitment from all involved parties, with the plan serving as a cornerstone for detailed, long-term decision-making. To maximise its impact, the Management Plan's values and objectives should align with and influence other local plans, strategies, and guidance. Covering a five-year period (2025–2030), the plan will be reviewed and updated in line with UNESCO's guidance to reflect ongoing needs and long-term aspirations for New Lanark. Some objectives extend beyond the plan's timeframe, underpinning the site's vision for the future. This Management Plan is not intended to provide a full historical or physical analysis of New Lanark but should be read alongside complementary documents such as the Nomination of New Lanark for Inscription in the World Heritage List (Historic Environment Scotland, 2000) and the relevant South Lanarkshire Council appraisals.

### III. Consultation on the Management Plan

Between November 2024 and February 2025, New Lanark Trust conducted public and partner consultations to review the site's purpose, heritage, values, strategic objectives, and areas for development, alongside an outline strategy for implementation. Feedback gathered during this process has directly informed the Management Plan and its accompanying Action Plan. The approach to community consultation was refined to separately engage with New Lanark village residents and the broader community of site users. This distinction provides a clearer understanding of the unique experiences of the people living in 72 mixed tenure homes within the site, enabling a stronger focus on resident wellbeing and community relationships.

**Resident Consultation:** Key survey findings highlight the unique lived experience of New Lanark residents. 43% have lived onsite for over 10 years, with greenspaces and walking routes being their most used areas. Almost all engage with parts of the site daily, with dining facilities also a key feature. While connections to onsite events vary, 81% want more opportunities to participate. Residents see tourism as beneficial, boosting the local economy and community pride, with 71% hoping to see visitor levels grow. Improved communication with the Trust and greater involvement in events were identified as priorities. Following the survey, residents joined a consultation evening to discuss the management plan, Trust values, and strategic objectives, agreeing on enhanced communication moving forward.

**Community Consultation:** Key survey findings highlight visitors' strong appreciation for New Lanark's scenery and outdoor spaces, with green spaces and walking routes being the most engaged-with aspects of the site. Most regular visitors live within 30 miles, and while over a quarter visit monthly or more, the majority come a few times a year. Overall, 80% rate their experience as Good or Excellent, and many express pride in living near a World Heritage Site, recommending it to others. Lower engagement in some areas of the site aligns with post-Covid shifts toward outdoor community spaces. Visitors prioritise guided heritage education, outdoor activities, and family-friendly events for future programming and development.

## IV. 2019-2023 Management Plan achievements

### Commercial Activities

The Trust's trading subsidiaries continue to manage New Lanark's commercial operations, supporting local employment, skill development, and generating vital funds for reinvestment in the site. Seasonal events, including the popular Christmas Experience, play a key role in driving footfall, revenue, and community engagement.

### Hydro Power Turbine Restoration

In late 2019, New Lanark's hydro power turbine experienced a 'catastrophic failure.' As a vital and historic component of the site's sustainability efforts, the turbine generates significant green energy to power many of the buildings within the village. Thanks to full funding from the Scottish Government, refurbishment was successfully completed in February 2023, ensuring the continued production of renewable energy for the site.

### Grant Funded Projects

Since July 2020, New Lanark has received significant support from Historic Environment Scotland and Scottish Government funding. This support has been instrumental in helping the site navigate challenges posed by Covid 19 and other financial pressures, reinforcing its resilience and long-term sustainability. In July 2023 The National Heritage Memorial Fund awarded a grant for building and maintenance of £2.4m through its Covid 19 Response Fund. This will enable specific work to be carried out across various buildings onsite.



## Shuttle Bus

The introduction of the electric shuttle bus in 2020 has significantly improved access between the car park and Visitor Centre, enhancing visitor safety, accessibility, visitor support, and reducing congestion. This service runs during opening hours at peak times.

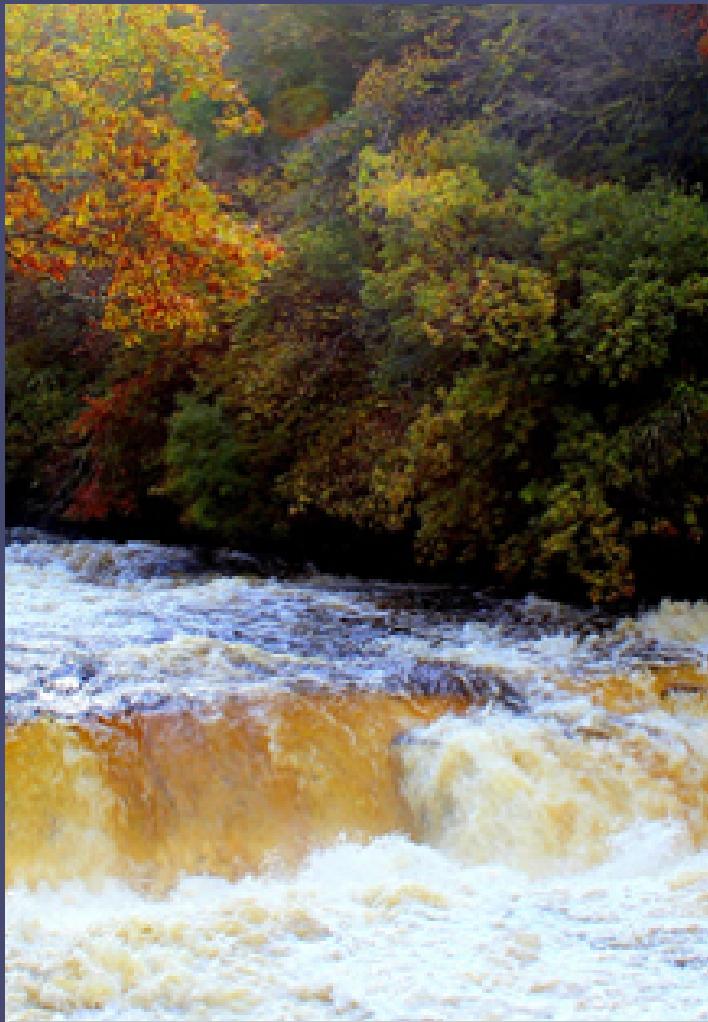
## Award-Winning New Lanark Mill Shop

The New Lanark Mill Shop was awarded Best Gift Shop at the 2023 Scottish Business Awards, recognising its exceptional retail offering, commitment to high-quality products, and outstanding customer service. The shop offers a diverse range of hand-crafted textiles, traditional Scottish gifts, books, locally produced food items, and bespoke souvenirs, all selected with an emphasis on sustainability and support for local artisans. This recognition highlights the shop's success in creating a unique and engaging retail experience while contributing to the wider preservation and promotion of New Lanark's cultural and historical significance.

## Townscape Heritage & Conservation Area Regeneration Scheme (2015–2020)

New Lanark successfully completed a major four-year regeneration project, supported by the Heritage Lottery Fund's Townscape Heritage Programme, Historic Environment Scotland's CARS scheme, South Lanarkshire Council, and The Wolfson Foundation. Beginning in early 2016, the project focused on restoring the last empty block of millworkers' housing on Double Row. A key feature, the Museum Stair, with original sinks, box beds, linoleum, and layers of wallpaper, was carefully conserved and stabilised. As the interior is not publicly accessible, it was digitally recorded and transformed into an immersive exhibition in Robert Owen's School for Children, allowing visitors to virtually explore how the space evolved over 200 years. The project also delivered a rich programme of heritage-based activities, including traditional building skills training, talks, tours, and the popular 'House History' initiative, which brought the story of Double Row to life across multiple time periods.





## CHAPTER 3: VISION, VALUES & STRATEGIC AIMS 2025-30

### I. Our purpose

ICOMOS advises that management plans for World Heritage Sites should be based on a strategic view over 20-30 years. This strategic vision provides the basis for identifying and developing a framework of longer term aims, which in turn inform the priorities for the medium to short term specific objectives which are set out in the following section. The Management Plan has a five-year lifespan, from 2025-2030, but many of its aims and objectives will be relevant for longer and guide the future management of the site. New Lanark Trust is the Registered Scottish Charity responsible for the management of New Lanark World Heritage Site, and the Trust is committed to:

- **Conserve its heritage, site and environs**
- **Contribute socially and economically to the area**
- **Evolve to stay relevant to our people and the world**

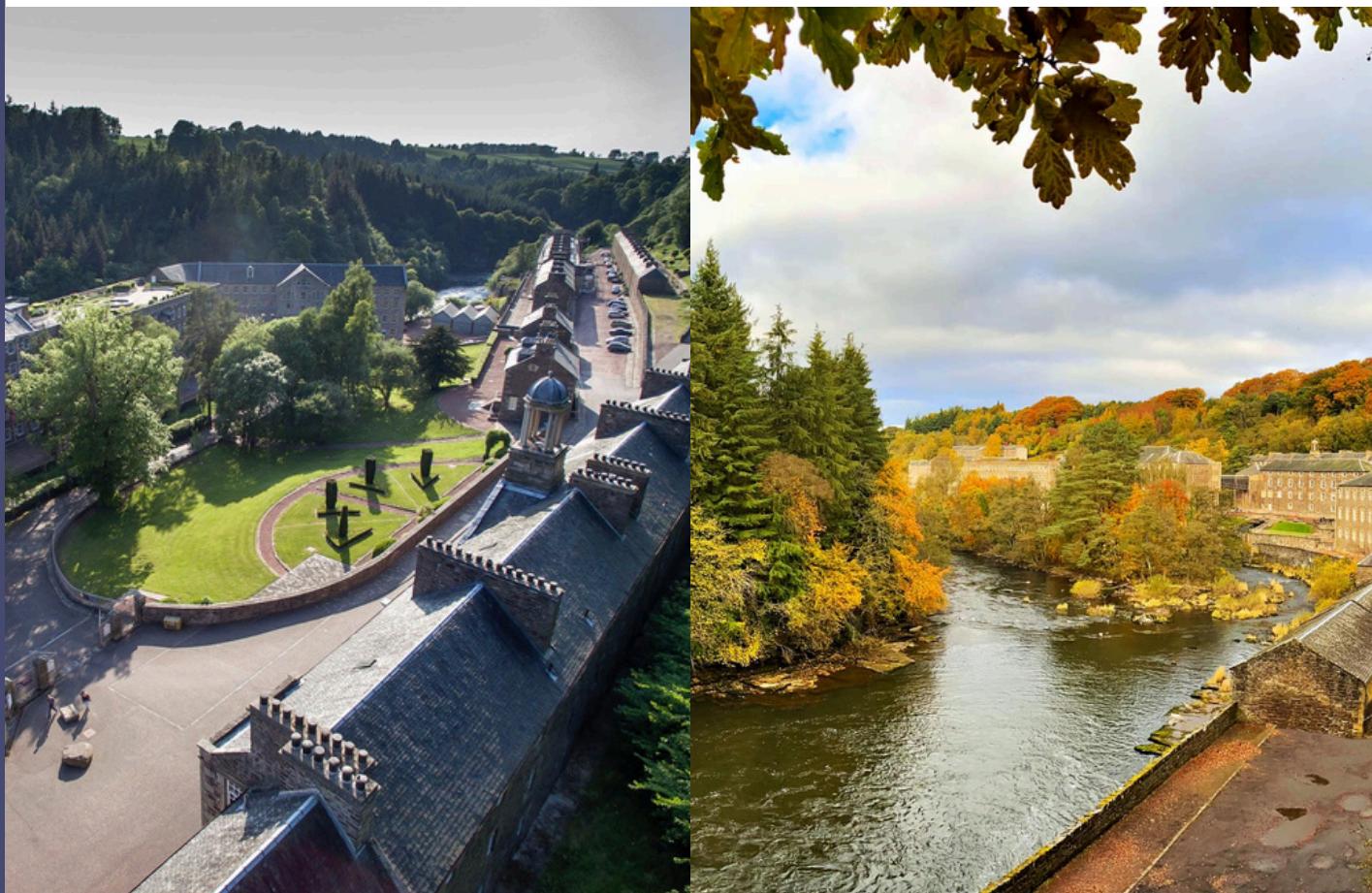
**To conserve:** The Trust is entrusted with the preservation of New Lanark's unique heritage, a responsibility that encompasses the maintenance and care of its built and natural environments. This commitment to conservation ensures that the site's architecture, along with its picturesque landscapes, continue to captivate and educate future generations. Our conservation efforts are guided by principles of authenticity and integrity, ensuring that any interventions are respectful of the site's historical fabric and its Outstanding Universal Value.

**To contribute:** New Lanark is more than a monument to the past; it is a living community with a vibrant present and a dynamic future. As custodians of this heritage, The Trust aims to contribute to the social and economic well-being of the local area and beyond. Through educational initiatives, community engagement, and the promotion of sustainable tourism, the Trust strives to make New Lanark a source of inspiration and a catalyst for positive change. Programmes and activities are designed to build a deeper understanding and appreciation of the site's historical significance, while also addressing contemporary social and environmental issues.

**To evolve:** Recognising the ever-changing context in which we operate, the Trust is committed to ensuring that New Lanark remains relevant and responsive to the needs of today's society. This involves a proactive approach to innovation, embracing new technologies and methodologies to enhance the visitor experience and to broaden our reach. The Trust is dedicated to exploring new ways of interpreting and presenting New Lanark's rich heritage, making it accessible and engaging for a diverse global audience. The Trust's commitment to evolution also means actively seeking opportunities for collaboration and partnership, using the site's World Heritage status to advocate for heritage conservation and sustainable development on a wider scale. In embracing these principles, the New Lanark Trust aspires to uphold the visionary ideals of its founders. Our purpose is not only to preserve the physical legacy of New Lanark but also to continue its ethos of innovation, community, and social progress.

## II. Our heritage

New Lanark, set within the dramatic landscape of the Clyde Valley in Scotland, exemplifies the social and technological advancements of the Industrial Revolution. Its architecturally ambitious mills, built along the fast-flowing River Clyde, showcase innovative industrial design against a backdrop of natural beauty. The site reflects the combination of economic ambition with a commitment to social progress; a vision realised by its founder David Dale and later expanded by Robert Owen.



**Origins and enlightenment ideals:** Founded on a combination of David Dale's entrepreneurship and Richard Arkwright's industrial innovations, New Lanark exploited the abundant waterpower of the Clyde and addressed the rural displacement of rural workers during the Agricultural Revolution. New Lanark embodied Enlightenment principles of economic theory, education, and workforce welfare. Backed by local landowners, Glasgow merchants, and the aristocracy, Dale's enterprise brought new wealth and employment to the area. The picturesque setting, already celebrated by 18th-century writers, poets and artists, provided a stage for this pioneering industrial and social experiment. This context enhances the site's Outstanding Universal Value (OUV), integrating both its physical and cultural heritage.

**Industrial and architectural innovation:** New Lanark's built environment is a model of early industrial community planning. Its spatial organisation groups industrial, residential, and social buildings in a layout shaped by the steep terrain. The mills are monumental in scale, reflecting classical architectural influences, and illustrate advancements in construction methods, culminating in the fireproof, iron-framed Mill 3 in the 1820s. The steep tenement housing represents the most extensive surviving example of multi-storey 18th-century housing in Britain, designed to accommodate the challenges of the site's topography.

**A legacy of social reform:** David Dale's philanthropy and religious values shaped the village's initial development. He provided improved-quality housing, education, and enhanced living conditions for workers, including the 800 orphaned children employed in the mills. Although their work was demanding, Dale ensured they were housed, fed, and clothed- an uncommon practice at the time. He also encouraged Scots to settle in New Lanark as an alternative to immigrating to America following the Highland Clearances. Robert Owen, arguably New Lanark's most famous figure, expanded Dale's vision, implementing progressive reforms that transformed the village into a global model of industrial and social welfare. Owen improved housing, healthcare, working conditions, and established a revolutionary education system and the New Institution for the Formation of Character. He described his work as "the most important experiment for the happiness of the human race." Owen's publications, including *A New View of Society*, inspired movements for education reform, factory legislation, and international cooperation, influencing concepts such as garden cities.

**Technological and industrial heritage:** New Lanark's origins lie in the principles of Richard Arkwright, whose water-powered spinning technology revolutionised cotton production. By 1813, New Lanark had become Scotland's largest mill complex. Innovations by works manager William Kelly in heating, ventilation, and machinery design, including the 'self-acting mule,' positioned the village at the forefront of industrial progress. Later diversification under the Gourock Ropework Company introduced new skills and machinery. The village attracted workers from Ireland and the Isle of Man, while auxiliary steam power and modern water turbines replaced the original waterwheels by 1930.

**A unique legacy:** New Lanark's physical and social legacy is a powerful reminder that industrial success need not come at the expense of human welfare. It demonstrates the possibility of integrating technological innovation with a humane approach to community and workforce management. Today, New Lanark continues to inspire, offering a living example of

### III. Our values

Our values guide everything we do at New Lanark, shaping our approach to conservation, community, and sustainability:

#### ·Authentic

We celebrate New Lanark's outstanding natural and built heritage, preserving its unique character as a living, working and inclusive community with real stories to tell.

#### ·Responsible

As a registered charity, we are committed to conserving our heritage, creating opportunities for employment and skills development, and ensuring long-term environmental and financial sustainability.

#### ·Industrious

We strive to provide an engaging and inclusive visitor experience, build strong partnerships, and continue New Lanark's legacy of innovation and social enterprise.

#### ·Ambitious

We aim to enhance New Lanark's role on the global stage, increasing its impact in culture, tourism, business, and education while developing it as a hub for learning and innovation.

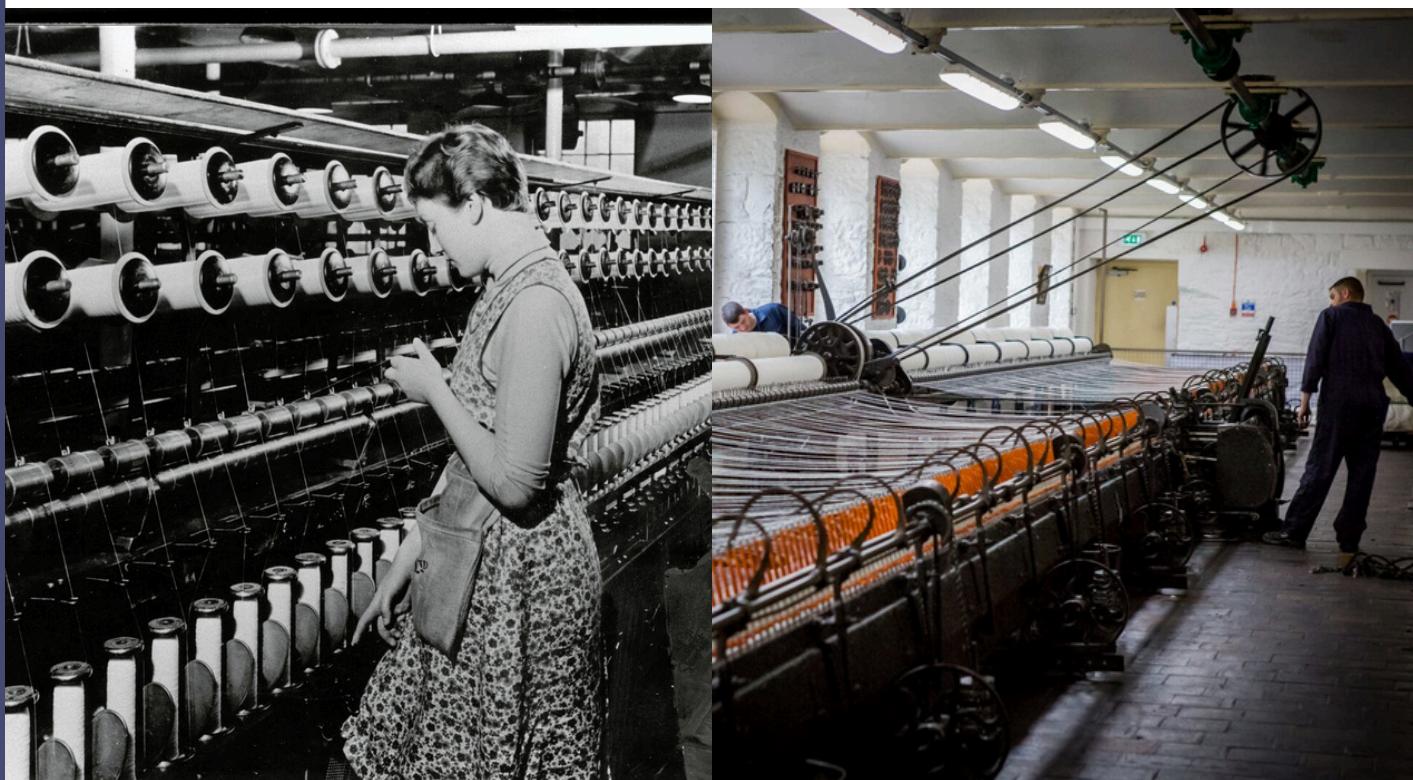


#### IV. Our strategic objectives

Our approach to managing and sustaining the New Lanark World Heritage Site is guided by four key strategic objectives. These objectives ensure that we protect and enhance the site while promoting its global significance, strengthening its role as a visitor destination, and securing its long-term sustainability. Each objective will be expanded upon in this section to outline our commitments and actions.

Our strategic objectives are:

- 1. To safeguard and enhance the World Heritage Site and its environs**
- 2. To promote awareness and understanding of New Lanark's outstanding universal value, authenticity and integrity**
- 3. To grow New Lanark as a visitor destination and strengthen the site's regional, national and international profile**
- 4. To build a commercially and environmentally sustainable business**



## TO SAFEGUARD AND ENHANCE THE WORLD HERITAGE SITE AND ITS ENVIRONS

### 1. Conservation, maintenance, and development

1.1 Maintenance and renovation Ongoing maintenance and renovation of New Lanark's historic buildings are crucial to preserving its Outstanding Universal Value (OUV). This includes:

- Regular inspections and proactive conservation of key structures.
- Restoration of vacant or derelict properties and structures to bring them into use.
- Implement targeted monitoring and maintenance of high-risk structural elements, including retaining walls, while actively exploring funding opportunities to support these preservation efforts.
- Ensuring all conservation efforts align with UNESCO World Heritage Site policies.

### 1.2 Traffic and parking

A focus on reducing congestion and enhancing pedestrian safety will help protect the site's character while improving accessibility. Key actions include:

- Improved signage and visitor flow management.
- Measures to control traffic and parking to minimise impact on the historic setting.

### 1.3 Accessibility

Ensuring inclusive access for visitors and staff through:

- Maintaining clear, obstacle-free paths, entryways, and facilities through regular checks and upkeep.
- Using portable ramps or temporary solutions where permanent installations aren't feasible.
- Improving signage and wayfinding to support easier navigation and improved access for all users.
- Adjusting existing layouts (e.g. furniture or display placement) to create wider, more accessible routes.

### 1.4 Public spaces

Plans will be developed to promote our green spaces, play areas, and walking routes, ensuring a balance between conservation and community use. Key actions include:

- Improve existing landscaping to enhance accessibility, navigation, and the overall visitor experience.
- Strengthen connections between built and natural features like the River Clyde and woodlands through clearer paths and visual links.
- Use interpretation, signage, and digital tools to promote awareness and engagement with the site's natural assets.

### 1.5 Buildings and built structures

To ensure sustainable conservation and development, New Lanark will:

- Explore temporary or flexible uses for underutilised spaces that align with the site's heritage and visitor needs.
- Balance restoration efforts with commercial and visitor needs to support sustainable tourism.

## 2. Asset management

2.1 Management and planning New Lanark will continue to prioritise effective stewardship of its heritage assets through:

- Ongoing care and thoughtful use of historic buildings and infrastructure, guided by long-term sustainability.
- Periodic reviews and updates to maintenance approaches, drawing on best practices and evolving sustainability standards.
- Proactive collaboration with local authorities, stakeholders, and private owners to support shared goals and coordinated action.

### 2.2 Woodland management

To highlight and enhance the natural environment while embedding sustainability in current and future projects, key actions include:

- Promoting biodiversity through ongoing conservation efforts that are integrated into site activities.
- Strengthening partnerships with organisations such as the Scottish Wildlife Trust to support shared environmental goals.
- Encouraging community participation by incorporating sustainability themes into existing educational programmes and practical conservation projects.
- Embedding sustainable practices and natural environment considerations into all relevant developments and site management activities.

### 2.3 Ongoing and future projects

To support long-term sustainability, New Lanark will engage with major capital projects in the coming years, including:

- Structural repairs and maintenance, and conservation work on key buildings and infrastructure.
- The regeneration and enhancement of key visitor areas, strengthening the site's appeal as a leading destination and ensuring long-term engagement and relevance.
- Advance sustainable energy initiatives, including potential hydroelectric developments, aiming to improve energy efficiency and position the Site as a model of environmental best practice.

## 3. Policy and protection

### 3.1 World Heritage Site and buffer zone protection

To safeguard New Lanark and its buffer zone, actions include:

- Ensuring all developments align with World Heritage guidelines.
- Preventing inappropriate development that could impact key views or the Site's character.
- Ensuring all developments comply with relevant environmental planning legislation and regulatory frameworks, supporting responsible and sustainable site management.

### 3.2 Preservation and enhancement of built and natural features

A collaborative approach to conservation will:

- Strengthen collaboration with residents, landowners, and conservation bodies to support shared stewardship

- Integrating improvements into existing work, such as planting, repairs, or signage, that contribute to overall landscape quality.
- Encouraging community involvement in practical conservation activities.

### 3.3 Climate change and environmental risks

To mitigate climate risks, New Lanark will remain mindful of guidance from relevant advisory bodies and:

- Identify and assess potential climate change risks to the Site and its assets and proactively develop feasible adaptation measures to mitigate their impact.
- Support the continued use and maintenance of sustainable energy sources, including hydroelectric power.
- Strive to implement greener, low-impact practices in daily operations wherever feasible, while remaining cognisant of and aligned with relevant environmental legislation and policy frameworks.

### 3.4 Access and interpretation of the landscape

To improve public engagement with the site's built and natural heritage, actions include:

- Enhancing visitor signage, information materials, and interpretative resources.
- Addressing traffic flow concerns through collaboration with local authorities.
- Working towards more sustainable tourism strategies to balance visitor experience with conservation.

## TO PROMOTE AWARENESS AND UNDERSTANDING OF NEW LANARK'S OUTSTANDING UNIVERSAL VALUE, AUTHENTICITY AND INTEGRITY

### 1. Interpretation of the World Heritage Site

#### 1.1 Strategic Interpretation

To ensure interpretation of New Lanark's tangible and intangible cultural heritage is conveyed thoroughly, the Trust will:

- Identify and understand key audience groups to tailor interpretation that is relevant, engaging, and accessible to our visitors.
- Maximise use of existing interpretive assets through cost-effective updates and enhancements, ensuring accessibility remains central to all materials and experiences.
- Align interpretation development with key findings and products from partners and stakeholders to maintain consistency and strengthen collaborative impact.
- Provide a holistic narrative that integrates New Lanark's historical, environmental, and cultural significance.
- Develop thematic programmes that connect site stories with contemporary global issues such as sustainable living, labour rights, and community wellbeing.
- Ensure cohesive messaging across staff and volunteers to unify visitor experience and accurately convey New Lanark's Outstanding Universal Value (OUV).

#### 1.2 Visitor Attraction development

To ensure the visitor attraction meets the evolving needs of its audiences while continuing to grow as a leading cultural destination, actions include:

- Enhance accessibility of interpretation by improving and adapting current visitor routes to support diverse learning styles through clear signage, engaging guides, and interactive elements.

- Use existing historical materials and stories more effectively to provide a fuller, more inclusive timeline of New Lanark's evolution
- Refresh the presentation of key historical sites by improving existing displays and content, working with academic and cultural partners to ensure accuracy and innovative educational approaches.
- Explore opportunities to update and upgrade the visitor experience and visitor attraction.

### 1.3 Digital and remote provisions

To promote understanding and awareness through our digital platforms and attract new digital audiences, our objectives include:

- Maintain an up-to-date digital presence, ensuring online and educational resources are accessible globally.
- Engage staff and volunteers in creating digital content that provides insights into New Lanark's stories and upcoming events.
- Establish partnerships with educational organisations to promote New Lanark as a centre for virtual learning, offering remote engagement opportunities.

## 2. Partnerships

### 2.1 Lanark and local collaborations

Building strong local partnerships that benefit communities and maximise New Lanark's potential by:

- Continuing to nurture and enhance relationships with local community groups to develop affordable, mutually beneficial projects that enhance wellbeing and engagement.
- Using New Lanark's environment and resources to create meaningful, accessible opportunities that help unlock the site's full potential.

### 2.2 Heritage and cultural organisations

Working with heritage and cultural partners to enrich interpretation, share expertise, and strengthen sustainable stewardship of the site, the Trust will:

- Collaborate with cultural sites on thematic programmes, exhibitions, and events to enrich New Lanark's heritage offerings.
- Strengthen strategic partnerships with heritage and cultural organisations to share expertise, strengthen collective impact, and support collaborative approaches to preservation, interpretation, and sustainable site management.

### 2.3 Academic partnerships

To ensure engagement with academic institutions to support research, learning, and innovation while positioning New Lanark as a key educational resource, actions include:

- Establish academic partnerships for research and learning in heritage, tourism, STEM, and environmental studies.
- Promote New Lanark as a point of reference within academic programmes and curriculums.

## 3. Care and development of the collection

### 3.1 Collections management

To ensure the collection is well cared for, accessible, and sustainably managed, actions will include:

- Improve collections management through digitisation and development of dedicated research spaces.
- Conduct research to uncover untold stories within the collection, adding depth to visitor engagement and understanding of the site.
- Enhance accessibility through digital tools, tactile archives, and interactive displays.
- Develop policies on acquisitions, conservation, and deaccessions to ensure sustainable stewardship.

### 3.2 Users and customers

To support diverse users and encourage wider engagement with the collection, the Trust will:

- Ensure flexible access to archival materials, supporting remote research where feasible.
- Recruit and train volunteers and students to assist with research and cataloguing, encouraging community engagement.

### 3.3 Outreach and accessibility

To broaden access, participation, and representation within the collections, work will be undertaken to:

- Increase visibility of collections online and highlight key artefacts through exhibitions and digital storytelling.
- Develop object-based learning opportunities for educational visits.
- Engage schools, higher education institutions, and local community groups in reinterpretation projects to ensure New Lanark's history reflects the diverse perspectives and experiences of the people who live nearby and visit the site.

### 3.4 Research strategies and frameworks

To strengthen research activity and align it with organisational priorities, actions will include:

- Participate in data-sharing projects to support collaborative research.
- Regularly analyse demographic and tourism trends to align heritage programming with contemporary issues.
- Work with academic institutions to develop research on subjects relevant to our site goals, such as tourism, education, and industrial heritage.

## 4. Learning, outreach, and access

### 4.1 Core learning offer

To deliver a high-quality, inclusive learning programme that meets diverse educational needs, the Trust will:

- Maintain and improve existing educational programmes, ensuring alignment with national and international curricula.
- Identify and address gaps in current provision, with a focus on better engaging underrepresented groups, including learners with additional support needs and neurodiversity.

- Develop inclusive resources and adapt existing materials to improve accessibility across a wider range of learning needs.
- Conduct annual reviews to keep programmes relevant, impactful, and responsive to feedback.
- Promote equity by prioritising accessible opportunities for South Lanarkshire education groups, particularly in areas of multiple deprivation.

#### 4.2 Promotion and visibility

To increase awareness and engagement with learning opportunities, this will be supported by:

- Enhanced promotion of educational offerings through social media, website and mailing lists.
- Exploring partnerships with educators and learners to co-create hands-on learning experiences.

### 5. Placements and volunteering

#### 5.1 Volunteer programme

To build a skilled, supported, and valued volunteer community, this will involve:

- Developing robust recruitment, training and review strategy for volunteers, ensuring meaningful roles in site operations as well as enhancing the overall visitor experience.
- Strengthening volunteer relationships with Trust staff through regular meetups, inclusion in core training, and ongoing communication to keep them informed and engaged.
- Recognising and celebrating volunteers and their contributions.

#### 5.2 Student placements

To develop meaningful, cross-disciplinary placement and work-based learning opportunities, this will be enabled by:

- Establishing links with university departments to embed site-based learning into curricula and create ongoing placement opportunities aligned with relevant degree subjects.
- Providing structured mentorship and meaningful research opportunities for students.
- Expanding placement opportunities to include fields beyond heritage, such as STEM and environmental sciences to attract students across multiple disciplines and at varied levels of study.
- Exploring opportunities for work experience placements and career development initiatives for school-aged students.

## TO GROW NEW LANARK AS A VISITOR DESTINATION AND STRENGTHEN THE SITE'S REGIONAL, NATIONAL AND INTERNATIONAL PROFILE

### 1. Transport and routes

#### 1.1 Route planning

To improve visitor journey planning and accessibility, efforts will focus on:

- Identify and address gaps in transport information or accessibility to improve overall visitor journey planning and parking.
- Produce clear, user-friendly transport guides (digital and print) tailored for public transport users, drivers, cyclists, and travel trade visitors.

#### 1.2 Promotion and marketing

To raise awareness of transport options and position New Lanark as a top destination, initiatives will include:

- Developing user-friendly transport maps, highlighting routes from major locations such as Glasgow and Edinburgh, incorporating multiple travel options (car, train, bus, and shuttle service).
- Collaborating with tourism boards and travel operators to position New Lanark as a key cultural destination in Scotland.
- Utilising social media and tourism platforms to promote accessibility and the visitor experience, inclusive of scenic travel routes, trails and sustainable transport options.

### 1.3 Onsite and offsite signage

To enhance navigation, accessibility, and visitor engagement, measures will involve:

- Development of a user-friendly visitor map highlighting key routes, interpretation points, and amenities.
- Ensuring maps clearly inclusive of parking areas, toilets, picnic spots, and accessible routes to enhance inclusivity.
- Ensuring Wi-Fi availability is well-publicised at the Visitor Centre and key areas, supporting self-guided tours, interactive exhibits, and digital resources.
- Promotion of the use of digital guides, paperless ticketing, and mobile-accessible visitor tools, enhancing engagement while aligning with wider sustainability goals.

## 2 Marketing, sales, and promotion

### 2.1 Marketing strategy

- To strengthen New Lanark's profile and reach, key initiatives will focus on:
- Establishment of a robust marketing strategy that enhances New Lanark's appeal regionally, nationally, and internationally while preserving its cultural and historical significance.
- Conducting research to define and understand target demographics (families, tourists, history enthusiasts, educational groups, and international visitors).
- Development of campaigns rooted in storytelling, showcasing New Lanark's heritage, cultural relevance, and community impact.
- Building an annual events calendar, including seasonal festivals, tours, and educational workshops, promoted via regional tourism boards, travel websites, and social media.
- Collaboration with local tourism bodies, hospitality partners, educational institutions, and international travel operators, leveraging cross-promotional opportunities to expand reach.

### 2.2 Fundraising and sponsorship

- To secure sustainable support for projects and development, the Trust will:
- Lead public-facing campaigns to support key projects through engaging, interactive initiatives.
- Establish a membership program with exclusive benefits to encourage sustained support.
- Create and implement fundraising and sponsorship strategies aligned with site development priorities.
- Pursue grant funding opportunities to advance organisational projects.

## 3. Digital strategy

### 3.1 Website

To enhance the site's digital presence and visitor experience, actions will be taken to:

- Strengthen New Lanark's digital presence to reach broader audiences and foster community engagement.
- Improve website navigation, booking systems, and accessibility features, ensuring seamless access to event schedules, ticketing, and visitor information.
- Incorporate high-quality images, virtual tours, and visitor testimonials to bring New Lanark's story to life.
- Develop an intuitive, secure donation portal to facilitate direct contributions to conservation efforts.

### 3.2 Social media and digital outreach

To engage wider audiences and promote New Lanark's stories, activities will include:

- Strengthening New Lanark's digital presence to engage broader audiences, drive visitor interest, and strengthen community connections.
- Collaboration with travel bloggers and heritage advocates to promote New Lanark's landscapes, history and experiences.
- Running targeted digital and media ad campaigns to highlight events, exhibitions and offers.

### 3.3 Newsletters and e-marketing

To keep audiences informed and connected while encouraging repeat visits, approaches will include:

- Use of newsletters and e-marketing to inform, engage, and encourage repeat visits.
- Produce a seasonal newsletter featuring upcoming events, stories and opportunities for support and involvement.
- Integration of surveys and feedback tools to gather visitor insights, refining programming and services accordingly.
- Use of data analytics to monitor engagement, adapting content for continuous improvement.

## **TO BUILD A COMMERCIALLY AND ENVIRONMENTALLY SUSTAINABLE BUSINESS**

### **1. Business sustainability**

#### 1.1 Commercial strategy

Focusing on long-term resilience, priorities will cover trading efficiency, integrated commercial planning, and sustainable business practices through:

- Regularly reviewing trading subsidiaries to ensure operational efficiency and alignment with the site's values and objectives.
- Continuously evaluating sales and marketing strategies to maximise income, engagement, and sustainability.
- Supporting staff development through ongoing training and cross-department collaboration to strengthen skills, and support succession planning.
- Developing integrated commercial strategies for cross-site experiences that optimise use of site assets, such as hotel, restaurant, and visitor centre.
- Consider opportunities to enhance the site's long-term financial resilience in alignment with its core values and World Heritage designation.
- Identify and implement sustainable business practices to support long-term environmental and

### 1.2 Fundraising strategy

Efforts will centre on diversifying income streams and building strategic partnerships to support financial sustainability:

- Create a targeted fundraising strategy, identifying new opportunities across public, private, and grant funding streams.
- Cultivate partnerships with aligned corporate and commercial organisations to support long-term financial sustainability.

### 1.3 Membership programme

Developing a structured membership offer will support growth, engagement, and long-term organisational sustainability:

- Establish a structured membership programme for financial supporters.
- Introduce tiered membership options catering to individuals and businesses, particularly those with corporate social responsibility (CSR) initiatives.
- Define clear membership benefits, ensuring value for supporters while reinforcing New Lanark's sustainability and growth objectives.

## 2. Environmental sustainability

### 2.1 Environmental Initiatives

To reduce environmental impact and highlight New Lanark's heritage, initiatives will target energy efficiency, biodiversity, and visitor engagement with sustainability:

- Identify and adopt more energy-efficient practices across the site.
- Enhance interpretation and promotion of New Lanark's hydroelectric heritage and renewable energy use to engage and educate visitors.
- Work with environmental partners to support biodiversity, conservation, and the integration of natural and cultural heritage values.

## 3. Site-wide events

### 3.1 Core offer

To deliver a consistent and engaging visitor experience, event planning will emphasise seasonal programming, thematic coherence, and clear promotion:

- Develop a quarterly calendar of events featuring a consistent core offer each season, complemented by additional activities and one-off events throughout the year.
- Establish key themes for each season to guide programming, allowing the core offer to be adapted and refreshed regularly.
- Promote the seasonal offer across all channels and ensure staff, volunteers, visitors, and partners are informed and aligned.
- Design all events and activities to reflect the site's core values, ensuring they contribute meaningfully to the visitor experience and support long-term goals.

### 3.2 Heritage & events programming

Expanding creative, income-generating events will be guided by research, audience needs, and strategic partnerships:

- Grow income-generating events that enhance the visitor experience, such as exhibitions and interactive installations.
- Establish a structured programme of seasonal and special events, adaptable to various formats and audiences.
- Use data and research to inform creative and practical use of onsite facilities, such as hosting public and private screenings in the film theatre to diversify income streams.
- Build strategic partnerships with tourism organisations to boost event visibility and attendance.

#### **4. Trading businesses**

##### 4.1 Management and finance

Governance and financial management will ensure ethical operations that support the Trust's charitable aims by:

- Maintaining ethical decision-making and robust corporate governance, ensuring that all activities contribute to the charitable aims of the Trust.
- Regularly review of policy and structures to ensure trustees and relevant boards remain fit for purpose and support prospective funding projects.

##### 4.2 Hotel and business collaboration

Maximising cross-site collaboration and integrated marketing will strengthen the hotel, hospitality, and accommodation offerings:

- Strengthening cross-site collaboration to ensure the hotel and other businesses- including accommodation, leisure, and hospitality- are fully utilised, contributing to the overall sustainability of New Lanark.
- Develop collaborative marketing strategies that integrate hotel occupancy with events, conferences, and seasonal programming to encourage longer visitor stays.
- Focus on corporate and group partnerships to maximise room hire and event space usage, particularly during off-peak periods.

##### 4.3 Café and visitor services

Enhancing visitor services and café experiences will support both profitability and the overall visitor journey:

- Implement cross-site marketing strategies to maximise café footfall, integrating visitor services with onsite events to enhance the visitor experience and profitability.
- Develop themed dining experiences or historical tie-ins that encourage longer visits, positioning the café and onsite shops as essential parts of the overall visitor journey.
- Deliver customer service training that promotes consistently high standards of engagement, enhancing the visitor experience at every stage of the visit.

#### **5. Organisational culture**

##### 5.1 Collaborative working

Alignment, open dialogue, and recognition schemes will strengthen teamwork and embed core values across the Trust, with actions including:

- Ensuring that practices across the Trust, at every level, consistently reflect and are guided by our core values: authenticity, responsibility, industriousness, and ambition.
- Encouraging open dialogue and shared learning, ensuring staff and volunteers are aligned with New Lanark's vision and strategic goals.
- Engaging with recognition and incentive schemes to motivate staff and volunteers, contributing to a positive work environment.

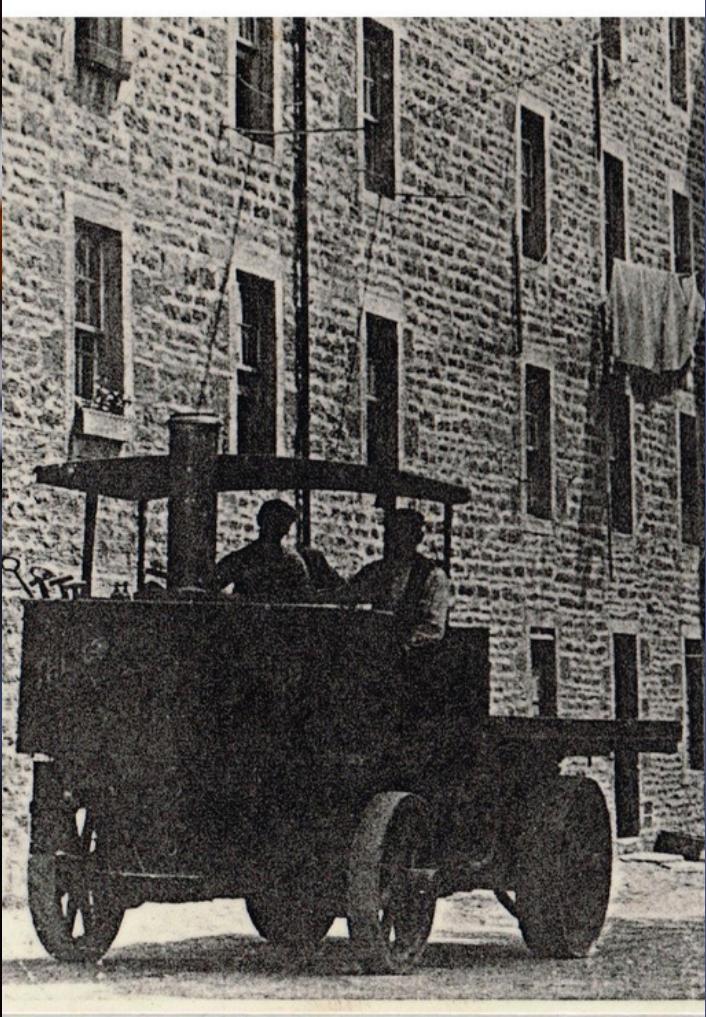
## 5.2 Strengthening workforce development

Investing in fair practices, training, and career pathways will ensure a skilled, supported, and sustainable workforce, with actions involving:

- Continuing to actively embed fair working practices across the Trust as part of routine policy review.
- Enhancing staff development through structured training, upskilling, and retention strategies, ensuring a supportive and sustainable working environment.
- Maintenance of robust recruitment and selection procedures that create pathways for personal and professional growth.

Collaborate with wider heritage and museum networks to support best practice and strengthen organisational health.





## CHAPTER 4: MANAGING THE WORLD HERITAGE SITE

### I. The State Party

State Parties are countries which have ratified the UNESCO World Heritage Convention. Since International Treaties are reserved under the Scotland Act 1998 the UK government is State Party to the Convention. The Department of Culture, Media and Sport (DCMS) is responsible for the UK's overall policy on WHSs but since management of the historic environment is devolved, Scottish Ministers are responsible for selecting Scottish sites for nomination, for ensuring that World Heritage Sites in Scotland are well managed, and that the Outstanding Universal Value of each World Heritage Site is protected.

### II. The World Heritage Site Partnership Group

The World Heritage Site Partnership Group for New Lanark is responsible for co-ordinating other partners and stakeholders to deliver the Action Plan. At present, the partnership group comprises the New Lanark Trust, Historic Environment Scotland and South Lanarkshire Council. The current composition of the Partnership Group includes:

**New Lanark Trust:** As the custodian of the New Lanark site, the Trust oversees the day-to-day management, conservation, and public engagement efforts. It is instrumental in implementing the strategic vision for New Lanark, ensuring that the site's heritage is both preserved and accessible.

**Historic Environment Scotland (HES):** As the lead public body responsible for Scotland's historic environment, HES provides invaluable expertise, support, and funding for conservation activities and learning and engagement. HES's involvement is crucial in maintaining the site's physical integrity and promoting best practices in heritage conservation. **South Lanarkshire Council:** The local authority plays a significant role in supporting the site's management, particularly in areas related to planning, local infrastructure, and community engagement. The Council's involvement ensures that the World Heritage Site's needs are integrated into broader local planning and development strategies.

The Partnership Group's collaborative approach facilitates a comprehensive management strategy that addresses both the preservation of the site's cultural and natural heritage and its sustainable integration into the wider community. Through regular meetings and coordinated efforts, the Group ensures that New Lanark World Heritage Site continues to thrive and the OUV is protected.

### III. The stakeholders

Effective stewardship of the New Lanark World Heritage Site is enriched by the active involvement of diverse stakeholders, each contributing unique perspectives and resources. Their collaboration ensures the site remains vibrant, accessible, and well-preserved.

### **a. Local Community and residents**

The local community is central to New Lanark's living heritage, with residents' daily lives closely tied to the site's cultural and historical identity. Ongoing engagement through consultation, partnership, and education helps ensure the site's development reflects shared values and remains relevant to contemporary life. New Lanark currently includes 27 owner-occupied homes and 45 rental properties, with residents from diverse demographic and socio-economic backgrounds. The Trust is accredited by Landlord Accreditation Scotland (LAS) and adheres to its standards, ensuring high-quality tenancy management and strong resident support.

### **b. Landowners**

The stewardship of New Lanark's natural and architectural heritage relies heavily on its landowners. By working closely with the management team, landowners help conserve the site's unique landscape and historic buildings, aligning private responsibilities with the collective goal of preserving its Outstanding Universal Value (OUV).

### **c. Business and economic partners**

As a globally recognised heritage site, New Lanark contributes significantly to the economy through tourism, hospitality, and cultural activities. Business partners play a crucial role in its sustainable development, enhancing visitor experiences while supporting infrastructure and services that ensure economic vitality.

### **d. Educational institutions**

New Lanark serves as an invaluable educational resource, engaging schools, universities, and other institutions. These collaborations support learning about industrial history, social reform, and renewable energy. By linking the site's heritage to contemporary themes, these partnerships enrich educational opportunities and broaden its relevance.

### **e. Conservation and heritage organisations**

The preservation of New Lanark benefits greatly from the expertise and support of conservation and heritage bodies. These organisations provide technical advice, funding, and research, aiding efforts to safeguard the site's buildings, machinery, and landscapes. Their advocacy elevates New Lanark's profile, ensuring its heritage resonates globally.

### **f. Visitors**

Visitors are vital to New Lanark's ongoing success, bringing fresh perspectives and insights. By tailoring services to meet their diverse needs, the site allows for greater appreciation of its history and values while promoting cultural and natural conservation on a global scale.

### **g. Volunteers**

New Lanark has developed a thriving volunteer community since the volunteer scheme opened in late 2024. Volunteers come from a wide range of backgrounds and are united by a shared commitment to supporting the Trust's mission to care for, preserve, and interpret the site. They contribute in many different ways across the organisation, enriching the work of the Trust while acting as passionate ambassadors for New Lanark as a World Heritage Site.

## IV. Planning and public policy considerations

In ensuring the safeguarding and enhancement of the New Lanark World Heritage Site, the interplay of planning and public policy plays a pivotal role. These frameworks not only guide the preservation efforts but also shape the developmental trajectory of the site, ensuring that its Outstanding Universal Value (OUV) is upheld. This section outlines the critical aspects of planning and public policy that bear upon the management of New Lanark.

### a. Planning frameworks and legislation

The United Kingdom's adherence to the World Heritage Convention is manifested through a robust planning framework that recognises the unique status of World Heritage Sites. In Scotland, this framework is integrated into national planning policies, which afford a protective overlay to sites of such distinguished heritage value. New Lanark, positioned within this framework, benefits from specific planning considerations that aim to preserve its historical integrity and natural beauty. Local planning policies, formulated by South Lanarkshire Council, serve as the operational guidelines for managing the New Lanark site. These policies, reflective of both national heritage priorities and local aspirations, seek to balance conservation needs with sustainable development objectives. The planning frameworks and legislative documents are instrumental in evaluating and guiding proposed changes or interventions within the site and its buffer zone, ensuring that these are in harmony with the site's OUV.

### b. Protection and enhancement

The statutory protection afforded to New Lanark through its listing as a World Heritage Site is complemented by national and local heritage policies. These policies, while providing a framework for physical conservation, also emphasise the site's living heritage, where the social, economic, and cultural dimensions of sustainability are interwoven with conservation strategies. Historic Environment Scotland, as the principal advisory body on heritage matters in Scotland, plays a critical role in this context. Its guidance on conservation principles and practices informs the management strategies for New Lanark, ensuring that any conservation work or development within the site maintains the highest standards of heritage integrity.

### c. Community and stakeholder engagement

Integral to the planning and policy considerations is the active engagement of the community and stakeholders. This engagement ensures that the management of New Lanark reflects a broad consensus, respecting the site's heritage while accommodating contemporary needs and aspirations. Public consultations, stakeholder meetings, and collaborative planning exercises form the bedrock of a participatory approach to heritage management, building a shared sense of ownership and responsibility towards the site.

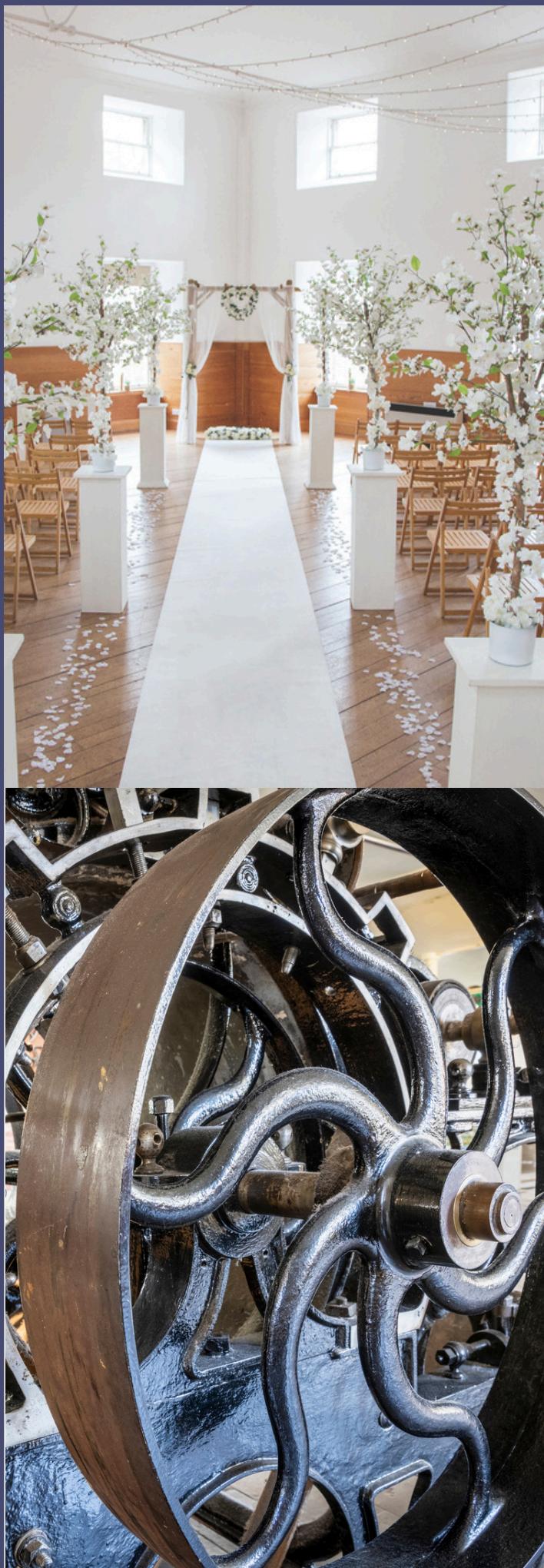
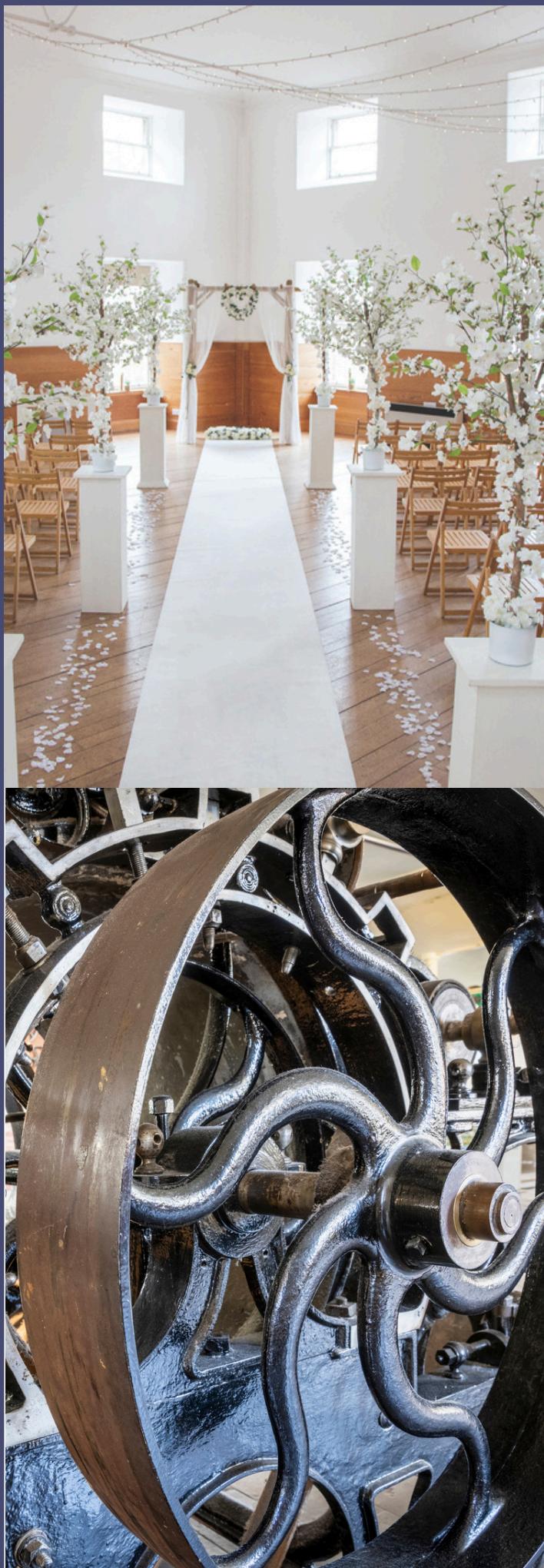
### d. Sustainable development and heritage conservation

The intersection of sustainable development principles with heritage conservation objectives is a key policy consideration for New Lanark. This approach recognises the need for the site to evolve as a dynamic cultural landscape that contributes to local and national well-being. Sustainable tourism, economic revitalisation through heritage-led regeneration, and the promotion of cultural and educational activities are pursued within a framework that ensures the long-term preservation of the site's OUV.

In navigating the complex interplay of planning and public policy, the management of the New Lanark World Heritage Site remains committed to a holistic vision. This vision not only seeks

to safeguard the site's physical and cultural heritage but also to harness its potential as a catalyst for sustainable development and community enrichment. Through diligent adherence to planning frameworks and active engagement with policy processes, New Lanark continues to evolve as a model of integrated heritage management, reflecting the enduring values and aspirations that have shaped its legacy.





## CHAPTER 5: IMPLEMENTATION STRATEGY FOR THE MANAGEMENT PLAN

### I. The Action Plan

For the realisation of the New Lanark World Heritage Site's strategic objectives for the period 2025-2030, an Action Plan has been developed. This plan serves as the blueprint for all activities and projects aimed at preserving the site's Outstanding Universal Value (OUV), enhancing visitor experiences, and ensuring sustainable development within the site's bounds. The Action Plan is structured around the strategic objectives outlined in Chapter 3, with each objective breaking down into specific, actionable steps. These steps are designed to address the various aspects of the site's management, conservation, and development. This encompasses a broad range of focus areas, including but not limited to, conservation and restoration projects, educational programming, community engagement initiatives, and sustainable tourism development. Each area is tailored to contribute towards the overarching aim of enhancing the site's value for present and future generations.

The Action Plan has been developed in consultation with local communities, heritage organisations, academic institutions, and government bodies. A robust monitoring and evaluation framework will facilitate regular reviews of progress against stated objectives, allowing for adjustments and refinements to be made as necessary. Performance indicators and milestones will be established for each action, providing clear criteria for assessing achievements and areas requiring further attention.

Efforts will be directed towards identifying and accessing diverse funding streams, including government grants, private donations, and partnership opportunities. The Trust will seek to support the site's ongoing financial sustainability, without compromising its Outstanding Universal Value. Raising awareness about New Lanark's heritage, its significance, and the ongoing efforts to preserve it is essential for building public support and encouraging active participation in the site's programmes and initiatives.

### II. Implementation considerations

To effectively implement the 2025-2030 Management Plan for New Lanark World Heritage Site, several key factors must be addressed to ensure its sustainability and impact. The Plan will navigate the complexities of heritage conservation and ensure that New Lanark's Outstanding Universal Value is safeguarded. Through collaboration, adaptability, capacity building, financial sustainability, and effective communication, we aim to preserve New Lanark as a vibrant example of our shared heritage.

The success of the Management Plan depends on balancing conservation efforts with community engagement, education, and sustainable development. By integrating heritage

preservation with socio-economic growth, we ensure a balanced stewardship that respects the site's past while planning for its future. It is essential to involve a diverse range of stakeholders, from local residents and businesses to heritage professionals and government agencies. Given the evolving nature of heritage sites, the Management Plan adopts an adaptive approach, allowing flexibility to respond to new challenges, opportunities, and insights. Regular monitoring and revisions will ensure the plan remains relevant and effective over time.

The successful implementation of the plan relies on developing the skills and knowledge of those managing the site, alongside building broader community understanding and appreciation of its heritage. Training, educational programmes, and volunteer involvement will help build capacity across all levels. A diversified funding strategy- encompassing government support, grants, philanthropy, and revenue-generating activities- will ensure long-term financial sustainability while aligning with the site's heritage and educational goals. Effective communication is crucial for raising awareness about New Lanark's heritage and conservation efforts. A comprehensive strategy will engage audiences through media, public events, and educational programmes, building a shared responsibility for the site's future.

### **III. Monitoring and reporting**

For the New Lanark World Heritage Site Management Plan 2025-2030 to achieve its set objectives, a monitoring and reporting system is essential. This system ensures continuous evaluation of progress, enabling adjustments as needed to meet the plan's objectives. Monitoring and reporting provide the means to assess the effectiveness of management strategies and communicate results to all stakeholders.

The foundation of our approach is the establishment of a continuous monitoring system that examines the execution of the action plan and its outcomes against the established benchmarks. Regular data collection will focus on indicators such as the site's conservation status, visitor experience, community engagement, and the impact of educational initiatives. This systematic approach enables informed decision-making to ensure strategies are delivering the desired outcomes, with course corrections implemented where necessary. Monitoring will actively involve a broad range of stakeholders, including local residents, heritage professionals, educational institutions, and volunteers. Engaging these groups in the process builds shared responsibility and strengthens commitment to the site's preservation.

To ensure transparency and accountability, regular reports will be produced detailing the progress towards strategic objectives, successes, and areas needing improvement. These reports will document actions taken, resources used, and outcomes achieved, providing stakeholders- such as funding bodies, government agencies, and the local community- with clear and accessible information on the plan's implementation. Making the content of these

reports publicly accessible will ensure that all interested parties, from local residents to heritage enthusiasts, can review the site's management efforts and outcomes. Public access will also invite feedback and suggestions for improvement, building an open, collaborative environment that encourages contributions from the wider community. Feedback from stakeholders, annual reports, and public consultations will be analysed to refine and enhance the Management Plan. This adaptive approach ensures the plan remains flexible and responsive to new challenges and opportunities.





## APPENDICES

### Appendix 1: Key documents for the Management Plan

#### Policy context and alignment

The New Lanark World Heritage Site Management Plan aligns with, and is informed by, the following international, national, regional, and local policies and strategies:

#### UNESCO World Heritage Convention (1972)

Provides for the identification, protection, conservation, and presentation of cultural and natural sites of outstanding universal value.

*The Management Plan fully meets the requirements of the Convention.*

#### European Convention on the Protection of Archaeological Heritage (Revised, 1992)

Aims to protect archaeological heritage, including buildings, monuments, sites, structures, artefacts, and their wider contexts.

*The Management Plan takes cognisance of the Convention within its objectives and actions.*

#### United Nations Sustainable Development Goals (2015)

Seventeen interlinked global goals providing a blueprint for a more sustainable and equitable future by 2030.

*The Management Plan takes account of the SDGs, which are embedded within the Action Plan.*

#### The Paris Agreement (UNFCCC, 2015)

An international agreement to reduce greenhouse gas emissions and limit global warming to well below 2°C.

*The Management Plan contributes to national climate commitments at a local level.*

#### United Nations Climate Change Conference (COP26), Glasgow (2021)

A global forum addressing climate change mitigation, adaptation, and finance.

*The Management Plan supports the delivery of global climate commitments through local action.*

#### European Landscape Convention (2000)

An international treaty focused on the protection, management, and planning of landscapes across Europe.

*The Management Plan helps safeguard the landscape by influencing land-use change and protecting the site's setting.*

#### Historic Environment Policy for Scotland (2019)

A policy framework guiding decisions that affect the historic environment.

*The Management Plan recognises the importance of New Lanark's historic and built heritage.*

#### Our Past, Our Future: The Historic Environment Strategy for Scotland (2023)

Sets out a national mission to sustain and enhance the benefits of the historic environment.

*The Management Plan contributes directly to sustaining the historic and cultural significance of New Lanark.*

### **Pointing the Way to the Future (HES, 2023)**

Historic Environment Scotland's statement on responding to the climate and nature crises.

*The Management Plan supports this agenda at a local level within the World Heritage Site.*

### **Climate Change (Emissions Reduction Targets) (Scotland) Act 2019**

Sets statutory targets for Scotland to reach net-zero emissions by 2045.

*The Management Plan integrates climate mitigation and adaptation into its actions.*

### **A Culture Strategy for Scotland (2022)**

Prioritises culture, place, and the historic built environment.

*The Management Plan contributes to delivery of the Strategy at a local level.*

### **Climate Change Plan 2018–2032**

Outlines proposals and policies to support a low-carbon economy and sustainable growth.

*The Management Plan supports delivery of relevant policies locally.*

### **Planning (Scotland) Act 2019**

Sets the framework for the planning system in Scotland.

*The Management Plan takes account of the Act's requirements.*

### **National Planning Framework 4 (NPF4)**

Sets out Scotland's spatial strategy to 2050, with a focus on placemaking and environmental protection.

*The Management Plan aligns with NPF4 and contributes to its delivery locally.*

### **Heat in Buildings Strategy**

Sets out actions to decarbonise buildings, reduce emissions, and address fuel poverty.

*The Management Plan takes account of this strategy while recognising the challenges of retrofitting historic buildings.*

### **Scotland Outlook to 2030: Responsible Tourism for a Sustainable Future (2020)**

A national vision for responsible tourism that benefits communities, visitors, and the economy.

*The Management Plan promotes responsible and sustainable tourism in New Lanark and its surroundings.*

### **Glasgow City Region Climate Adaptation Strategy and Action Plan (2020–2030)**

Aims to build resilience to climate impacts across the region.

*The Management Plan has cognisance of this strategy.*

### **Flood Risk Management Strategy – Clyde and Loch Lomond: Tweed (2022–2028)**

Sets actions to manage flood risk in high-risk areas.

*The Management Plan takes account of flood risk management within New Lanark.*

### **Local Flood Risk Management Plans – Clyde and Loch Lomond: Tweed (2022–2028)**

Provides local detail on funding and delivery of flood risk actions.

*The Management Plan reflects these considerations to reduce flood risk and impacts.*

### **Clydeplan Forestry and Woodland Strategy**

Guides woodland creation, design, and management across the Clydeplan area.

*The Management Plan supports this strategy by recognising the importance of trees to the site's landscape and heritage.*

### **Clyde Climate Forest**

A regional project aiming to plant 18 million trees across the Glasgow City Region.

*The Management Plan considers how local action can contribute to this initiative.*

### **Clyde Mission**

Aims to drive sustainable and inclusive growth using the River Clyde and surrounding assets.

*The Management Plan supports the Clyde Mission through local delivery.*

### **Clyde Mission: Energy Masterplan**

Supports the development of low-carbon heat and energy infrastructure.

*The Management Plan contributes to the Energy Masterplan at a local level.*

### **Local Development Plan 2 and Supporting Planning Guidance (2021–2026)**

Guides growth, regeneration, and environmental protection in South Lanarkshire.

*The Management Plan aligns with the LDP, and all actions requiring consent will comply with it.*

### **New Lanark Conservation Area Appraisal**

Provides guidance on conservation and development within the Conservation Area.

*The Management Plan takes account of the Appraisal to protect Conservation Area integrity.*

### **Tourism Strategy (2022–2025)**

Supports a vibrant and responsible visitor economy in South Lanarkshire.

*The Management Plan reflects and supports the Strategy's aims.*

### **South Lanarkshire Leisure and Culture Strategy (2022–2027)**

Focuses on cultural and leisure priorities for communities.

*The Management Plan contributes to delivery at a local level.*

### **Vision for Lanark (2020–2030)**

A community-led strategy to enhance Lanark's assets and quality of life.

*The Management Plan supports this vision within New Lanark.*

### **Local Heat and Energy Efficiency Strategy (2024–2028)**

A framework for decarbonising heat and improving energy efficiency.

*The Management Plan takes account of these requirements within the historic context of the site.*

## Appendix 2: Strategic Environmental Assessment (SEA)

In Scotland, public bodies are required to assess, consult on, and monitor the likely impacts their plans, programmes and strategies will have on the environment. This process is known as Strategic Environmental Assessment (SEA). South Lanarkshire Council conducted the SEA on behalf of the New Lanark World Heritage Partnership Group (New Lanark Trust, South Lanarkshire Council and Historic Environment Scotland), which will cover the period 2025 – 2030.

The SEA found that an overall assessment of the Management Plan has identified the potential for positive cumulative effects across its objectives for the historic and cultural heritage of New Lanark WHS. The Management Plan will offer and support opportunities to promote the importance of local heritage assets and protect them for future generations.

The following key measures were identified:

- Ensure that the promotion of local historic and cultural assets to communities and tourists is carried out sensitively to avoid adverse impacts which may be detrimental to the integrity of the Site and its amenity.
- Consider how the Management Plan can align with partner organisations' plans and strategies to ensure a shared and consistent approach to environmental stewardship.
- Strengthen the use of volunteering to increase awareness and understanding and provide additional safeguarding by the Third Sector and communities.
- Opportunity to promote the interconnections between the climate and nature emergencies and how these impact on New Lanark and its setting.





NEW LANARK  
World Heritage Site

