

---

<b>Report To:</b>	<b>Education and Communities Committee</b>	<b>Date:</b>	<b>10 March 2020</b>
<b>Report By:</b>	<b>Corporate Director Education, Communities and Organisational Development</b>	<b>Report No:</b>	<b>EDUCOM/27/20/AW</b>
<b>Contact Officer:</b>	<b>Alana Ward</b>	<b>Contact No:</b>	<b>01475 712347</b>
<b>Subject:</b>	<b>Inverclyde Heritage Strategy 2019-29</b>		

---

## **1.0 PURPOSE**

- 1.1 The purpose of this report is to inform the Committee of the recent launch of the Inverclyde Heritage Strategy 2019-29.

## **2.0 SUMMARY**

- 2.1 One of the approved purposes of Inverclyde's Great Place Scheme funding was the production of a heritage strategy for the Inverclyde area. The Inverclyde Cultural Partnership worked with heritage consultants to produce the Strategy, which was based on a combination of desk-based research and significant staff, stakeholder and public consultation.
- 2.2 The Heritage Strategy was approved by the Inverclyde Alliance Board in 2019 and formally launched, alongside the re-opening of the Watt Institution, in February 2020.
- 2.3 The next steps in the implementation of the Strategy include a capacity building funding bid to the National Lottery Heritage Fund (NLHF) and this will be the subject of further reports to this Committee at the appropriate time.

## **3.0 RECOMMENDATIONS**

- 3.1 It is recommended that the Committee notes the production and launch of the Inverclyde Heritage Strategy 2019-29.

**Ruth Binks**  
**Corporate Director Education, Communities and Organisational Development**

## **4.0 BACKGROUND**

- 4.1 In January 2018, Inverclyde Council was awarded c. £200,000 from the Great Place Scheme (GPS), a funding stream administered by the National Lottery Heritage Fund (NLHF). The steering group for the GPS is the Inverclyde Cultural Partnership. Membership of the Cultural Partnership is drawn from local organisations, groups and individuals with an interest in arts, culture and heritage, and the group supports the Culture and Heritage priority of the Inverclyde Outcomes Improvement Plan.
- 4.2 One of the approved purposes of the funding was the production of a long term strategy for the development of heritage in Inverclyde to help the Cultural Partnership plan effectively for the future, provide a framework for heritage delivery in the area, and potentially support access to further heritage funding.
- 4.3 The successful bid to develop a Heritage Strategy for Inverclyde was awarded to a collaboration led by Jura Consultants working with icecream architecture. The study commenced in December 2018 and had a number of phases including desk-based research; staff and stakeholder consultation; and public engagement. The consultants engaged with around 800 people in the production of the Strategy.
- 4.4 The Strategy was approved by the Inverclyde Alliance Board at its meeting of 17 June 2019, and was launched alongside the refurbished Watt Institution on 5 February 2020, the date of the launch having been postponed from November 2019 due to the snap general election the following month.
- 4.4 The Strategy presents an overview of heritage in Inverclyde; strategic priorities and opportunities; mapping of heritage sites and buildings; comprehensive information on the staff, stakeholder and public consultation carried out; a vision, aims and objectives, and a leadership framework for heritage in Inverclyde; a delivery model; and an implementation strategy.
- 4.5 Work has begun on implementing the recommendations of the Heritage Strategy and progress will be reported at Inverclyde Outcomes Improvement Plan Programme Board and at Inverclyde Alliance Board. The next steps in the implementation include a capacity building funding bid to the NLHF and this will be the subject of further reports to this Committee at the appropriate time.

## **5.0 PROPOSALS**

- 5.1 It is proposed that the Committee notes the production and launch of the Inverclyde Heritage Strategy.

## **6.0 IMPLICATIONS**

### **6.1 Finance**

Financial Implications:

There are no financial implications contained within this report.

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
N/A					

6.2 **Legal**

There are no Legal implications contained within this report.

6.3 **Human Resources**

There are no Human Resources implications contained within this report.

6.4 **Equalities**

Equalities

(a) Has an Equality Impact Assessment been carried out?

<input checked="" type="checkbox"/>	YES
<input type="checkbox"/>	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

<input checked="" type="checkbox"/>	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
<input type="checkbox"/>	NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

<input type="checkbox"/>	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
--------------------------	---

<b>X</b>	NO
----------	----

## 6.5 **Repopulation**

Culture, arts and heritage are useful ways in which to raise the profile of Inverclyde, and can attract people to visit the area.

## 7.0 **CONSULTATIONS**

7.1 Significant public consultation was carried out prior to the production of the Inverclyde Heritage Strategy. More details are contained within the Strategy document.

## 8.0 **BACKGROUND PAPERS**

8.1 Inverclyde Heritage Strategy 2019-29 (Appendix 1)



**Inverclyde Heritage Strategy**  
**2019-2029** *Final Report, May 2019*

Inverclyde  
council



## Inverclyde Heritage Strategy: *Contents*

<b>Section</b>		<b>Page</b>
Foreword		1.
1.0	The Heritage Strategy: Introduction	2.
2.0	Inverclyde Today	5.
3.0	Inverclyde's Heritage	7.
4.0	Mapping Inverclyde's Heritage	8.
5.0	Consultation	17.
6.0	SWOT Analysis	18.
7.0	Strategy Strategic Framework	22.
8.0	Implementation Strategy	29.
9.0	Watt Institution Action Plan	49.

All images sourced and provided by Inverclyde Council unless otherwise stated  
Researched and compiled by



## Inverclyde Heritage Strategy: *Foreword*

As Chair of Inverclyde Alliance, the Inverclyde Community Planning Partnership, I am delighted to introduce *Inverclyde's Heritage Strategy 2019-2029*.

Inverclyde Alliance's *Outcomes Improvement Plan 2017-2022: Moving Forward Together* identifies three strategic priorities for the area, one of which - Environment, Culture and Heritage – recognises that a thriving culture and heritage offer can have a positive impact on the physical, mental and social wellbeing of residents of all ages, as well as contributing to social and economic regeneration, promoting tourism, and making Inverclyde a more attractive place to live, work and visit.

Commissioned by the Inverclyde Cultural Partnership, one of the Outcomes Improvement Plan delivery groups, the Strategy has been prepared in consultation with community groups and organisations with an interest in culture and heritage, as well as with Inverclyde's communities. In order to celebrate and promote our unique culture and heritage, a vital part of the strategy is to ensure it is available to all and to provide the community, including our children and young people, with opportunities to engage, volunteer, and learn new skills.

The Strategy comes at a time when the public sector is facing unprecedented financial challenges, and this will require us to work closely with a wide range of partners from the public, private, and third sectors to achieve the Strategy's ambitious vision, aims and objectives and the strong, sustainable infrastructure required to ensure that heritage is in the best possible position to build civic pride and social capital. The Strategy will therefore serve as a framework for partners with an interest in culture and heritage to share, learn and collaborate.

The Strategy is both backwards and forwards looking in its understanding of heritage, acknowledging that heritage does not simply exist in the past but provides a sense of enduring continuity helping us to make sense of today and to make decisions about how things should be in the future. It will help to ensure that Inverclyde's unique culture and heritage is preserved for present and future generations.

Stephen McCabe  
Chair, Inverclyde Alliance Board  
Leader of Inverclyde Council



## 1.0 The Heritage Strategy: *Introduction*

A titan of industry and trade, place of spectacular natural beauty, magnet for immigration, launchpad for the Scottish diaspora and birthplace of internationally renowned individuals whose legacy is still felt today, Inverclyde has a profound and significant heritage.

### Inverclyde's History – A Summary

Inverclyde is steeped in centuries of **maritime and industrial endeavour**. Over the course of the 18<sup>th</sup>, 19<sup>th</sup> and 20<sup>th</sup> centuries Inverclyde's coastal settlements became **world leaders in shipbuilding**. Shipbuilding became a mainstay of the regional and national economy and gateway to the British Empire, North America and the Caribbean. The success of shipbuilding on the Clyde led to a rich heritage in trade, emigration and war – all relating to a much wider heritage of national and international significance. Post Second World War, an era of **socio-economic ascendancy turned to decline**, with competition from overseas leading to restructuring and eventually closure for many of Inverclyde's shipyards. The electronics industry emerged in the wake of shipbuilding and Inverclyde became part of 'Scotland's Silicon Valley' – Silicon Glen. However, electronics was never to replicate the peak of the shipbuilding era eventually declining in the early 2000's.



Inverclyde's history has not only played out along its coastal region. Before the dominance of the shipbuilding and maritime industries, one of the main economic activities in the region was **agriculture**. Inland, multiple farms nestled around the villages of Kilmacolm, Houston and the River Gryffe with strong commerce links to the towns along the Clyde. Today, the popular Kilmacolm Agricultural Show, now in its 183<sup>rd</sup> year, celebrates the region's agricultural heritage with demonstrations of Clydesdale horses making the historic journey up the hill from Port Glasgow to Kilmacolm.

Inverclyde as a regional entity is relatively new, redefined from the former governance of Renfrewshire in 1975, within which Port Glasgow, Greenock and Gourock were different boroughs. Each had a **strong sense of place and identity** derived, to a large extent, from the industries, occupations which defined the roles each settlement played in the area's rise to industrial pre-eminence rather than one regionally defined sense of self.





## 1.0 The Heritage Strategy: *Introduction*

### Study Background

Inverclyde has a rich and unique heritage, intrinsically important to the sense of place and identities which are felt locally. However, heritage engagement falls short.

The Royal Society for the encouragement of Arts, Manufactures and Commerce (RSA) Heritage Index for Scotland ranks Inverclyde third out of 32 council areas for the quality of its industrial heritage. However, the region is ranked 13<sup>th</sup> for its community activity and engagement with heritage. Similarly, despite the strength of Inverclyde's natural heritage assets, Inverclyde is ranked second lowest in Scotland with regards to accessing its landscapes and wild spaces.

In a region which continues to be affected by a number of socio-economic challenges, heritage engagement has been identified as a key lever for regeneration. Inverclyde Council and its community planning partnership partners (the Inverclyde Alliance) are committed to improving the wellbeing and quality of life for residents and aim to do this through a partnership approach between public, private and third sector bodies with community support at its heart. The Inverclyde Alliance has set three strategic priorities for 2017–2022:

1. **Population** – Inverclyde's population will be stable and sustainable with an appropriate balance of socio-economic groups that is conducive to local economic prosperity and longer term population growth
2. **Inequalities** – There will be low levels of poverty and deprivation and the gap in income and health between the richest and poorest members of our community will be reduced
3. **Environment, Culture and Heritage** – Inverclyde's environment, culture and heritage will be protected and enhanced to create a better place for all Inverclyde residents and an attractive place in which to live, work and visit



These priorities should not be viewed in isolation but as inter-related. Heritage engagement can have profound impact on all three. As priority three alludes, how we conceive of heritage is key for unlocking its potential. Heritage should not be defined as a singular sector but as a component part embedded within a wider and multifaceted cultural tapestry. The natural **synergy between arts and heritage** is acknowledged in Inverclyde's Arts and Creativity Strategy (2017). The Heritage Strategy builds on and complements this, seeking to harness the reciprocity and unlock the wider benefits of cultural engagement.

*'A thriving arts, culture and heritage offer can have a positive impact on the physical, mental and social wellbeing of residents of all ages, as well as contributing to social and economic regeneration, promoting tourism, developing local talent and innovation, and making the Inverclyde area a more attractive place to live, work and visit.'* Inverclyde Council Corporate Plan 2017-2022.

The Inverclyde Heritage Strategy was commissioned by Inverclyde Council, working through the Inverclyde Cultural Partnership, a body of the Inverclyde Alliance formed to take forward priority three above. The group emerged from Inverclyde's Place Partnership (which commissioned the Arts & Creativity Strategy). The Inverclyde Heritage Strategy is funded by the Inverclyde Great Places Scheme and produced by Jura Consultants and locream architecture.

## 1.0 The Heritage Strategy: *Introduction*

### Study Objectives

The Inverclyde Cultural Partnership's vision for the future is of a **strong, sustainable heritage infrastructure operating across the public, private and third sectors**. Achieving fluid engagement partnerships both within the sector and in cross-partnership initiatives, and growing the heritage sector capitalising on underused tangible and intangible assets are core objectives. A key area of focus is also determining the role for Inverclyde's principal heritage asset, the Watt Institution, set to reopen in Autumn 2019.

### Defining Heritage

This Strategy adopts a broad definition of heritage to include:

the built environment (such as historic buildings and monuments); artefacts and materials (from museums and archival collections to online resources); natural heritage (such as landscapes and wildlife); and intangible heritage (local stories, traditions and practices).

The Strategy is both **backwards and forwards** looking in its understanding of heritage, acknowledging that heritage does not simply exist in the past but provides a sense of enduring continuity helping us to make sense of today and to make decisions about how things should be in the future. Heritage can be accessed as much through the contemporary experiences of life in Inverclyde today as it can by focussing on a particular period from the past.

### Study Methodology

Our study methodology is based on a combination of desk-based and primary research. A total of 797 individuals including representatives from heritage groups and organisations, local councillors, schools and youth groups and local residents have participated in our consultation programme sharing their views on the meaning, value and role of heritage in Inverclyde today and the opportunities moving forward.



## 2.0 Inverclyde Today: Overview

### Location

Inverclyde's landscape is characterised by **spectacular scenery**, outwardly along the coast enveloped by the Clyde and inwardly by the Clyde Muirshiel Regional Park. The majority of the region's settlements are positioned along the boundary edges, the largest on the banks of the River Clyde. As well as the outstanding scenery, the region benefits from **efficient transport** links to Glasgow and Edinburgh by road and rail (the former accessible within half an hour), rendering it a popular choice for commuters, particularly those who work in the Glasgow area.

### Demographic

With a population of approximately **79,000**, Inverclyde is one of Scotland's smallest local authorities. Greenock is the largest settlement and administrative centre (54%), followed by Port Glasgow (18%) and Gourock (13%). Considerable **de-population** has occurred in recent years, a trend which is projected to continue at an accelerated pace (projected decline by -19.4% from 2012 to 2037, compared with average growth of +8.8% across Scotland).

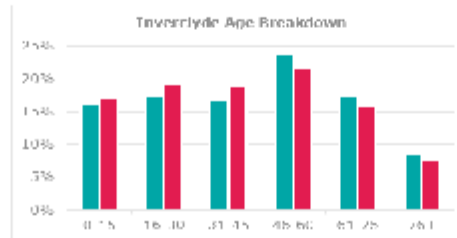
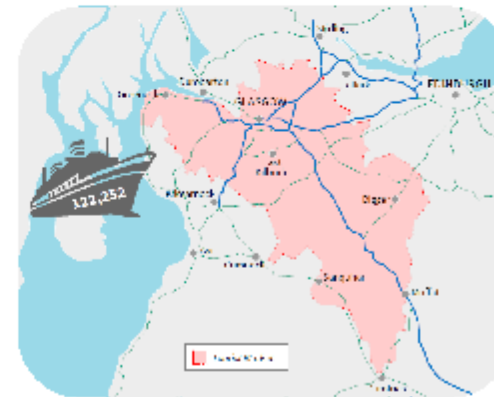
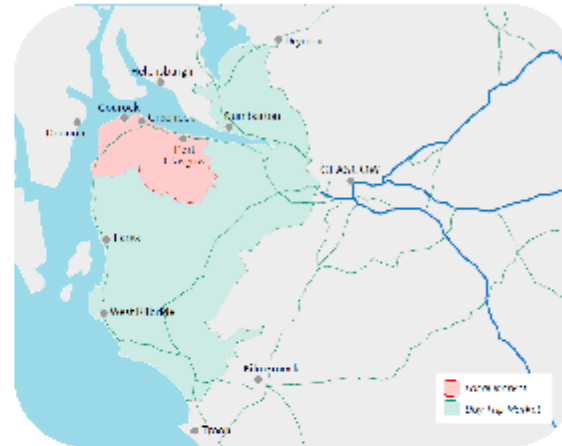


Compared with the national average, Inverclyde has a **lower proportion of children and young people** (up to 30 years), and a higher proportion of older people (aged 61+).

### Visitor Market

The visitor market for Inverclyde can be categorised into three market segments: local market, day trip market and tourist market.

- **Local Market:** Inverclyde resident population (79,000)
- **Day Trip Market:** Those who live further afield but within a reasonable proximity with potential to visit Inverclyde as part of a day trip neighbouring local authorities including Renfrewshire, West Dunbartonshire and North Lanarkshire.
- **Tourist Market:** Visitors staying away from home for one or more nights either in Inverclyde or nearby with potential to visit. We have quantified this as approximately half of the Greater Glasgow and Clyde tourist market, excluding City of Glasgow – 218,000 – and cruise ship passengers docking in Greenock -122,000.



Source: Mid-Year Population Estimates, Nov-2017, [www.scotland.gov.uk](http://www.scotland.gov.uk)

## 2.0 Inverclyde Today: *Overview*

Today Inverclyde's economy is heavily reliant on the public sector. Inverclyde was affected particularly badly by the recession of 2008-2013. Whilst there has been a gradual improvement in the local economy over the past five years, a gap in terms of the socio-economic position of Inverclyde and the rest of Scotland remains.

Deprivation is high in a number of areas. In 2012, 40% of all datazones in Inverclyde were amongst the 15% most deprived in Scotland. Deprivation is particularly high in areas of Greenock and Port Glasgow. One in four children in Inverclyde live in poverty.

**LIFE EXPECTANCY AT BIRTH (2014-2016)**  
75.6  
(Scotland: 77.1)

**EDUCATIONAL ATTAINMENT NVQ4+ (HND+): 38.3%**  
(43.9% Scotland)

Small and relatively narrow business base, with a reliance on a small number of larger employers, fewer high level jobs and over-reliance on the public sector for employment

### UNEMPLOYMENT 2017/18

SCOTLAND  
4.1%

INVERCLYDE  
5.3%

### UNIVERSAL CREDIT CLAIMANTS 2018

SCOTLAND  
2.7%

INVERCLYDE  
5.4%

### GROSS ANNUAL SALARY

£27,397  
Scotland

£24,531  
Inverclyde



Sources: Inverclyde Economic Development & Regeneration Single Operating Plan; Office for National Statistics, Nomis, Labour Market Profile – Inverclyde; Inverclyde Council Corporate Plan 2018/22

A range of strategies, initiatives and programmes are currently under development or in place to address the challenges faced by the region, utilising the area's key assets to grow the economy and stimulate socio-economic change making Inverclyde a better place to live, work, study and visit. Education has been a key priority for Inverclyde Council. Over the past 12 years the Council has invested more than £270 million in its schools estate and is well on its way to achieving its objective that 'by 2020 every child in Inverclyde will be educated in a brand new, or fully refurbished, educational establishment' (Inverclyde Alliance Outcomes Improvement Plan 2017-2022).

### 3.0 Inverclyde's Heritage: *Strategic Priorities and Opportunities*

Inverclyde Council are committed to making Inverclyde a successful place to live, work, study and visit. Heritage has been identified as a key driver in achieving this and, as a result, a number of strategies, initiatives and programmes are currently under development or in place which seek to explore the ways in which Inverclyde's key heritage assets can grow the economy and stimulate positive socio-economic change.

Three sectors have been identified as of particular importance to help grow Inverclyde's economy (Inverclyde Economic Development & Regeneration Single Operating Plan 2016-2019):

- ❖ Marine and engineering
- ❖ Financial and business services
- ❖ Leisure and tourism

Inverclyde's **leisure and tourism sector** is identified as an emerging strand of the economy with considerable **growth potential**. Cruise ship tourism is one specific and important strand of this. Greenock is a gateway for substantial volumes of cruise ship passengers. However, with many by-passing Inverclyde on arrival and instead participating in daytrips further afield, the economic benefit to Inverclyde is not maximised. The Heritage Strategy has a role to play in addressing this and other challenges facing the sector in order to unlock the growth potential

Looking forward, the **Glasgow and Clyde Valley City Deal** offers an enormous opportunity for Inverclyde. The deal will provide £1.1 billion in grant funding across eight local authorities over the next 20 years. The funding will support projects aimed at

creating employment, improving transport networks, delivering regeneration and development projects and encouraging private sector investment. One of the Deal's signature projects is the £14 million expansion of Greenock's Ocean Terminal increasing capacity to more than 100 cruise ships per year with upwards of 150,000 passengers. The new iconic facility will also deliver a new heritage attraction – featuring a museum displaying works by renowned local sculptor George Wyllie. This development alone brings considerable potential to impact on Inverclyde's cruise and wider tourists/ day trip markets. Fundamental to success for the Glasgow City Region Partnership is collaboration between the local authorities, working together with Scottish and UK Governments, related agencies and the wider business community (Glasgow City Region Economic Action Plan, 2017). It is important to understand the potential for Inverclyde's heritage

Moving beyond the regional, there are two key national initiatives which provide strategic opportunities for Inverclyde:

Each year VisitScotland announce a marketing theme for promoting the uniqueness and abundance of Scotland's assets which make up its overall visitor experience. This offers attractions and local heritage bodies an opportunity to capitalise on and enhance their offer in line with the national tourism agenda. The upcoming Year of Coasts and Waters 2020 provides a key strategic opportunity for Inverclyde to promote its distinctiveness as an area from which the large majority of its heritage and culture has stemmed from the River Clyde.



Inverclyde is well placed to benefit from **National Lottery Heritage Fund** support. The new Strategic Funding Framework 2019-2024 identifies Inverclyde as one of Scotland's two "target areas" (the other North Lanarkshire) on the basis of level funding received to date (or lack thereof) coupled with scale of deprivation. The Heritage Fund also has a renewed focus on landscapes and nature, and community heritage. Inverclyde has much to offer in both of these areas. Finally, the Heritage Fund is set to launch various small time-limited campaigns such as capacity building, organisational resilience, digital capabilities, wellbeing, dynamic collections, and place – all directly relevant to Inverclyde as it looks to grow and enhance its heritage sector.

## 4.0 Mapping Inverclyde's Heritage: *Designated and Undesignated Heritage*

An appraisal of Inverclyde's heritage assets has shown the area to be rich in **tangible evidence of its history and past prosperity**. Whilst modest in number compared to other Local Authority areas in Scotland, the following designated and non-designated assets collectively contribute to the history and unique character of Inverclyde as a post-industrial area with a strong heritage of trade and goods production.



### Locally and Nationally Designated Assets

- ❖ **248 statutory Listed Buildings** under the Planning (Listed Buildings and Conservation Areas) (Scotland) Act 1997. These are primarily located within Inverclyde's town and villages. 25 are graded as Category A deeming them of national or international importance, including Gourock Ropeworks in Port Glasgow and the Custom House and Sugar warehouses in Greenock.
- ❖ **31 Scheduled Monuments** under the Ancient Monuments and Archaeological Areas Act 1979.
- ❖ **8 Conservation Areas** under the Planning (Listed Buildings and Conservation Areas) (Scotland) Act 1997. These are:
  - ❖ Greenock - Cathcart Square/William Street and West End
  - ❖ Inverkip
  - ❖ Gourock - West Bay and Kempock Street/Shore Street
  - ❖ Kilmacollm - The Cross and South East
  - ❖ Quarters Homes
  - ❖ Five of these, excluding Kilmacollm (The Cross) and the two Gourock CAs, have an Article 4 Direction under the Town and Country Planning (General Permitted Development) (Scotland) Amendment Order 2011. Only Greenock (West End) CA has a full Character Appraisal.
- ❖ **3 Gardens and Designated Landscapes** at the Ardgown, Finlaystone and Duchal House Estates
- ❖ **7 SSSIs** at Coves Community Park Local Nature Reserve, Dunrod Hill, Knocknairs Hill, Renfrewshire Heights, Renfrewshire Heights Special Protection Area, Shielhill Glen and Wemyss Bay Woodland.
- ❖ **2 Internationally designated Special Protection Area/RAMSAR** (wetlands of international significance) sites.
- ❖ Inverclyde has no designated historic battlefields.

### Buildings at Risk

At present, 14 of Inverclyde's Listed Buildings have fallen into disrepair to the extent that they are deemed "at risk" of loss by Historic Environment Scotland. These include three Category A listed assets, two of which are of significant tangible evidence to Inverclyde's industrial past: the James Watt Warehouse and Scott's Dry Dock and Outer Basin, both in Greenock. The former Broadfield Hospital in Port Glasgow, deemed important for its architectural significance, is the third.

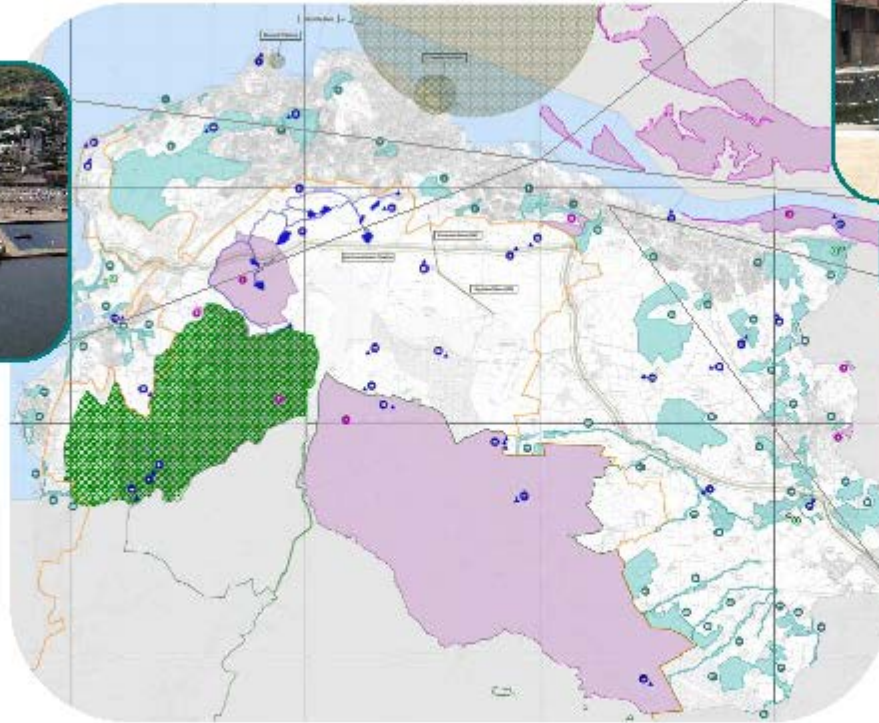
### Non-designated Assets

Alongside the statutory designated assets Inverclyde Council has non-statutory designated **52 Local Nature Conservation Sites (LNCSs)** and **33 Tree Preservation Orders (TPOs)** (protecting individual trees and entire woodlands deemed of importance). Both LNCSs and TPOs do not meet SSSI standards but have been identified by Inverclyde Council as locally important natural heritage at risk of being damaged by development.

## 4.0 Mapping Inverclyde's Heritage: Designations and Buildings At Risk (Category A)



Scott's Dry Dock and Outer Basin, Greenock



James Watt Warehouses, Greenock



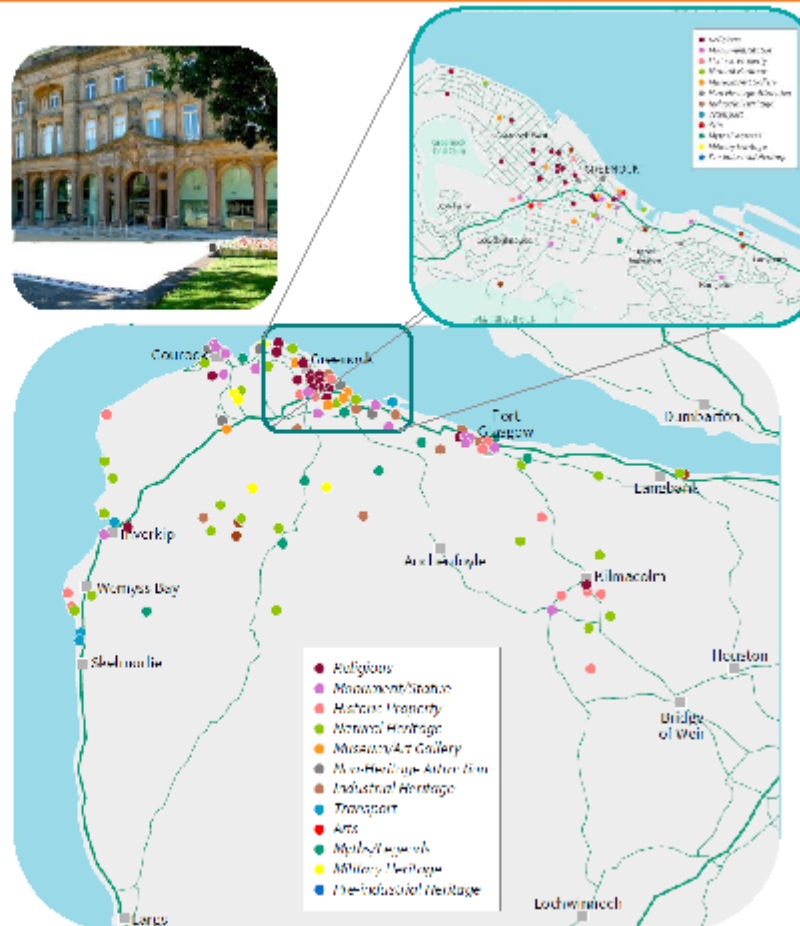
Former Broadfield Hospital, Port Glasgow

- SITES OF SPECIAL SCIENTIFIC INTEREST (SSSI)
- LOCAL NATURE CONSERVATION SITES (LNCS)
- SCHEDULED MONUMENTS
- GARDENS & DESIGNED LANDSCAPES
- SPA (Renfrewshire Heights)
- SPA / RAMSAR Site (Inner Clyde Estuary - Inverclyde part)
- Clyde Muirshiel Regional Park
- West Renfrew Hills Local Landscape Area

## 4.0 Mapping Inverclyde's Heritage: *Natural, Cultural and Built*

Whilst Inverclyde has a wealth of tangible natural, cultural and built heritage assets, a limited volume have been developed primarily for the purpose of visitor engagement. The following conclusions are therefore drawn from an assessment of those assets which are **accessible to the public**. This includes both visitor attractions and those not necessarily marketed as, or available to visit as, "attractions" but which contribute to Inverclyde's overall built historic environment. With this in mind, Inverclyde's heritage assets are:

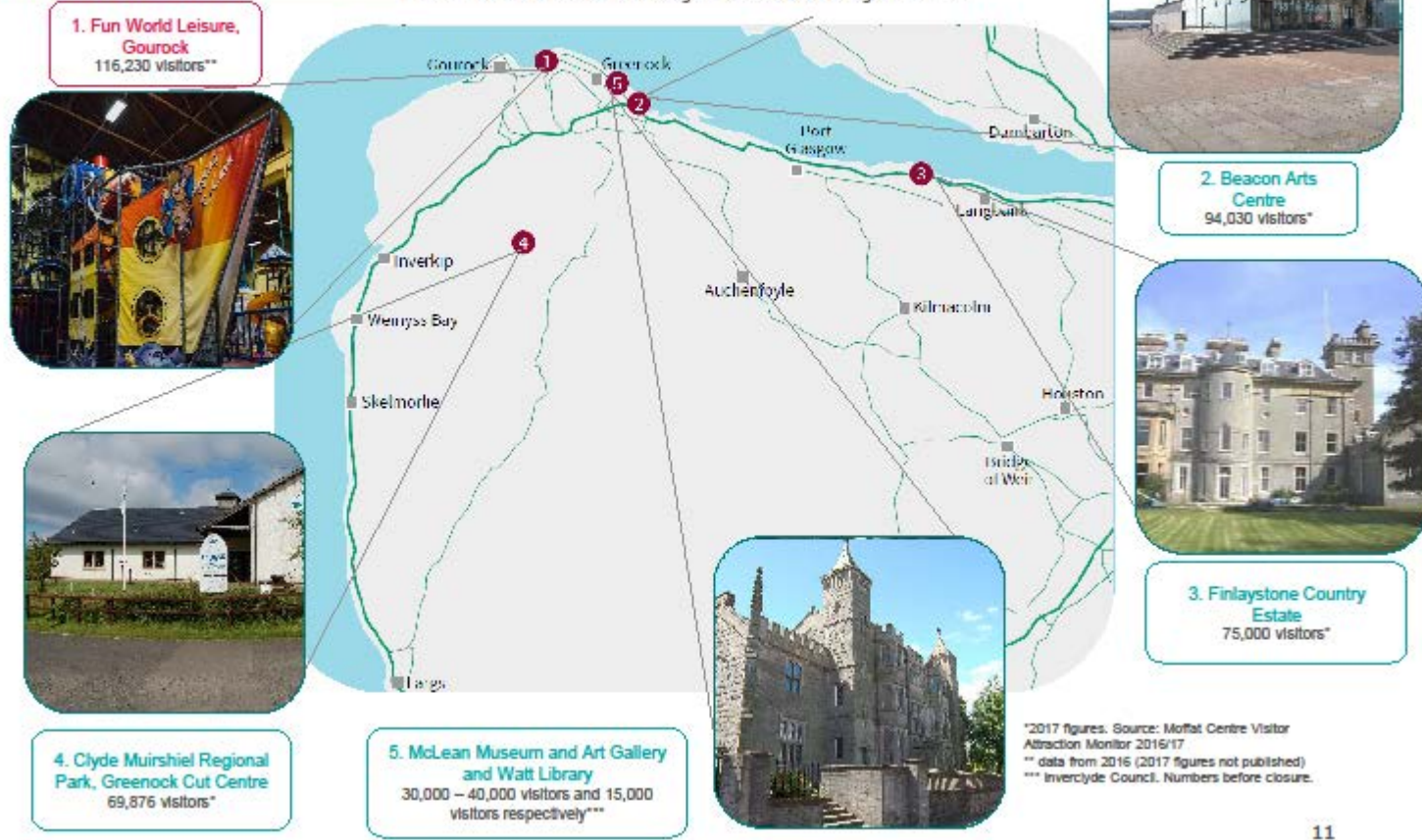
- Predominately **located along the coast** in the vicinity of Inverclyde's principal settlements, particularly within Greenock (see map). This is likely due to the historic reliance upon the River Clyde as a key economic driver for the region.
- **Wide-ranging** in their type and purpose. Natural heritage assets, historic buildings (religious buildings in particular) and monuments make up the majority of the heritage 'offer' across Inverclyde. Geographically, the Clyde Muirshiel Regional Park dominates as the region's largest asset.
- Largely **related to the region's past as a place of industry**, ship-building and trade. Many assets related to this past activity currently lie unused/abandoned, such as the James Watt Warehouses and Gourrock Ropeworks. There may be opportunities going forward to utilise some of these buildings for heritage engagement activity.





## 4.0 Mapping Inverclyde's Heritage: Top Five Visitor Attractions

The map below shows Inverclyde's top five performing attractions, including those non-heritage or arts related. Natural heritage aside, leisure focused attractions consistently attract more visitors each year than Inverclyde's heritage assets. Fun World is the top performing attraction. Other popular attractions such as the Beacon Arts Centre and Gourock Outdoor Pool are arts/heritage attractions with a strong leisure focus.



## 4.0 Inverclyde's Heritage Stories, Traditions and Events

A 2015 report conducted by Edinburgh Napier University, 'Living Culture and Tourism in Scotland', assessed the shared intangible heritage of Scotland and the potential to capitalise on these for economic benefit through tourism. As one of the four study areas, Inverclyde was highlighted as having **strong cultural resources** and an **established tourism network** but with **limited cooperation** between these and as such, as having **no single cultural practice** defining it. It does however, share a number of **living traditions** with the **rest of Scotland** which are practised in various forms across the nation.

### Regional and Local

- ❖ **Traditional Crafts** – Inverclyde rose as an important **shipbuilding industry** in the 18<sup>th</sup> century.
- ❖ **Goods Production and Trade** - As Inverclyde grew pre-eminent in the ship-building industry so too did its role as a trade centre, producing and distributing goods across the UK and the world. This included textiles and paper, iron and steel, sugar, cured fish, and whisky.
- ❖ **Food & Drink** - Companies including Tate and Lyle (sugar), and Lawson's (lemonade) have been contributing to the food economy of Greenock as far back as the 1820s.
- ❖ **Literature** – noteworthy authors from Inverclyde include George Blake, John Galt and WS Graham.
- ❖ **People** - Influential people from Inverclyde include James Watt, William Quarrier, Henry 'Birdie' Bowers and George Wylie, Chippy McNish, Highland Mary, and Stanley Spencer amongst others.

### National

- ❖ **Storytelling** – Stories of witchcraft, mermaids, "impish" creatures and children's games.
- ❖ **Hogmanay** – Including the traditions of "first footing" and the singing of Burns' *Auld Lang Syne*.
- ❖ **Food** – Established cafes and restaurants serving local food such as Café Continental, Gourock (est. 1899) and Buchanan's Sweets, Greenock (est. 1856).
- ❖ **Arts & Crafts** – Including, for example, contemporary stained glass artist Alec Galloway, artist and industrial designer Dugald Cameron and artist Alison Watt.
- ❖ **"Going Galoshans"** - A piece of folk theatre traditionally performed at Halloween which today takes the form of 'guising' or 'trick or treating' across the rest of Scotland.
- ❖ **Traditional Music** – The Inverclyde Folk Club meet every week, and have done since 1990, to celebrate and perform a variety of traditional folk songs.
- ❖ **Dialect** - Inverclyde falls into the 'Central Scots' group of dialects.
- ❖ **Waulking Traditions** – Including the Greenock based *Sgioba Lualth Inbhrichlualth*, a woman's waulking group who regularly perform publicly.
- ❖ **Dancing and Choral Singing** – 'Inverclyde Voices' are one of the region's largest choirs, with over 100 member.
- ❖ **Burns Clubs** - The first ever Burns Club, also known as the 'Mother Club', was formed in 1801 by the Greenock Ayrshire Society and continues today.

Events and activities also help to bring to life, sustain and fuel Inverclyde's heritage and traditions, retaining its relevance and engaging new audiences. Examples of these include:



- ❖ **Gourock Highland Games**
- ❖ **Port Glasgow and Kilmacollm Agricultural Show**
- ❖ **Inverkip and Wemyss Bay Gala Day**
- ❖ **Galoshans Parade**
- ❖ Various **music, theatre and arts performances** held across the region's various venues.
- ❖ **Burns Celebration** events held by the Greenock Burns Club and Gourock Rotary Club.
- ❖ **Scotland's Boat Show**, Kip Marina
- ❖ Various **talks** delivered across Inverclyde celebrating the region's local history.
- ❖ Events relating to **local nature and wildlife** such as those organised by the Clyde Muirshiel Regional Park.
- ❖ **World War Commemoration** events.
- ❖ **Family focused** events.

## 4.0 Inverclyde's Heritage: Role of the Council

The Watt Institution incorporating the **Watt Library** (built 1832-1837) and the **McLean Museum and Art Gallery** (built 1876) play an important role in the cultural life of Inverclyde. The Grade A Listed complex is designed in the Gothic Revival style, with modern extension added in 1958 to accommodate the art gallery. The complex is home to a highly significant and diverse collection of local material from the Inverclyde area as well as artefacts from an array of cultures across 3,000 years of human history. Headline collections include Egyptology artefacts; British and Scottish fine art including works by the Glasgow Boys and Scottish Colourists; rare books collections and an extensive local history and archive collection. Historically the complex has drawn 45,000 – 60,000 visits per annum.

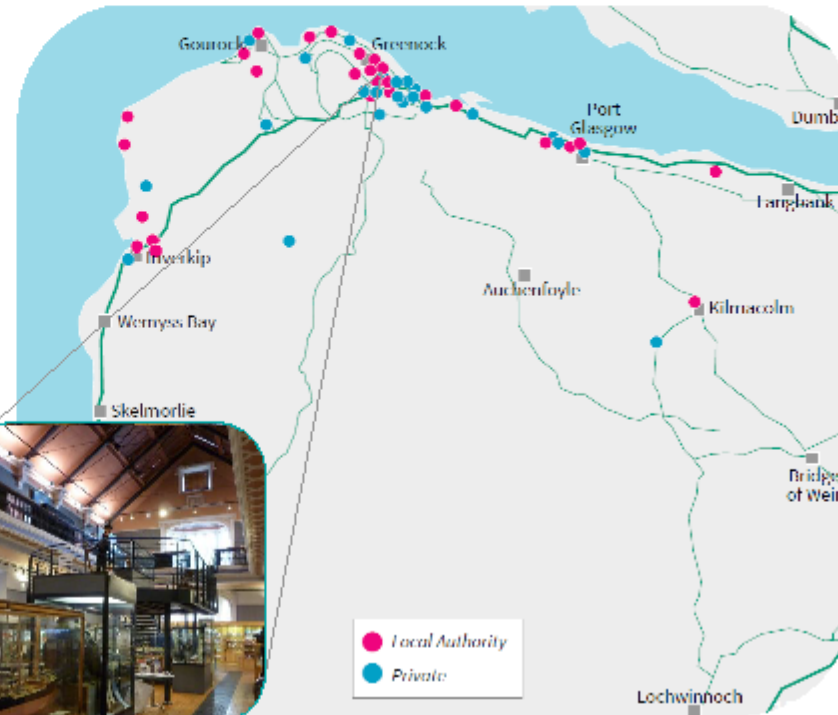
The complex has been closed for refurbishment since December 2016. The £2 million will deliver essential structural maintenance, introduce a lift rendering the art gallery DDA compliant and, for the first time, will enable internal access between the McLean Museum and Watt Library. There will be limited impact on the visitor experience in terms of collections displays or visitor facilities.

A temporary pop-up facility on Greenock's Cathcart Street has enabled the Council to continue to deliver heritage and library collections. The Heritage Hub featured a selection of museum and library collections with computer terminals and activity programme displays. The focus was predominantly local history. The Heritage Hub closed in December 2018. From July 2017 to August 2018 the Heritage Hub attracted approximately 19,300 visitors. This is approximately 37% of the volume of visits achieved by the Watt and McLean in 2015/16.



Image source: Jura Consultants

- ✦ Roughly half of Inverclyde's heritage assets are owned by the local authority. These include 4 of the top 5 attractions: McLean Museum and Art Gallery and Watt Library, Beacon Arts Centre, Greenock Cut Centre and Gourock Outdoor Pool. A large majority are commemorative statues and memorials owned by Inverclyde Council.
- ✦ The Museums and Libraries service seeks to "make a significant contribution to the lives of the people of Inverclyde through the delivery of high quality cultural, learning, information and leisure services and opportunities." These are provided through a network of six branch libraries and the Watt Institution (incorporating the Watt Library and the McLean Museum and Art Gallery).



## 4.0 Inverclyde's Heritage: Stakeholders

Inverclyde's heritage sector has a wide range of active groups and stakeholders with a variety of interests, concerns and aims, many of whom have become more active since the closure of the McLean Museum and Art Gallery and Watt Library. The groups listed below are a select few of those who are working to fill gaps in demand, provide a community and/or visitor service and promote a positive perception of the region. In some cases, this is achieved through close-working and cross-sectoral partnerships, although many work in isolation.

### THEME OR SITE SPECIFIC

Inverclyde has an array of theme or site specific organisations which together with the Council-run facilities make up the rich tapestry of the region's heritage offering.

This includes organisations which run specific attractions, deliver heritage related engagement and important conservation activity.

#### EXAMPLES

- Historic Environment Scotland
- Greenock Philosophical Society
- Inverclyde Tourist Group
- Greenock Burns Club

### NETWORKING

Inverclyde has a number of organisations seeking to provide networking opportunities and support for third sector parties and those in unemployment. These provide a service primarily attempting to fill the gap in demand for volunteers across Inverclyde's heritage sector.

#### EXAMPLES

- Inverclyde Heritage Network
- Inverclyde Tourist Group
- Inverclyde Community Development Trust
- CVS Inverclyde

### PRIVATE BUSINESSES

Private businesses and organisations play a significant role in plugging gaps in heritage demand in Inverclyde through the provision of services related to the ongoing physical, economic and social regeneration of the area. Many of these relate to capital works, regenerating historic buildings and finding uses for these buildings which provide some degree of community benefit and/or aid in improving the social and economic welfare of the region.

A small number of other private businesses serve the current demand for leisure, tourism and hospitality in Inverclyde, although not all are located within Inverclyde itself (e.g. the PS Waverley).

#### EXAMPLES

- Riverside Inverclyde
- Waverley Steam Navigation Company Ltd
- Ardgowan Estate and Distillery
- Finlaystone Country Estate

### CROSS-SECTORAL

Inverclyde's arts offer is strong, with venues such as the Beacon Art Centre and the Albany Arts Centre along with a multitude of practicing local artists, groups and classes across the region ensuring its success. There is direct relevance between the region's arts offer and its heritage engagement potential, and a number of organisations and partnerships are working across and within both the arts and heritage sectors, both to make heritage relevant to Inverclyde's communities today and to celebrate and present Inverclyde's past. This is serving to address a gap in demand for creatively-led heritage engagement across the region.

#### EXAMPLES

- RIG Arts
- Inverclyde Cultural Partnership (specifically through their arts and creativity strategy)
- Wishes (Women's Initiative for Socialising, Health, Education and Skills) Inverclyde

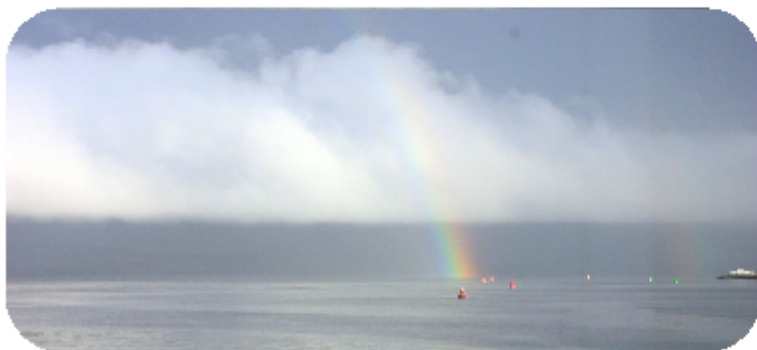


Image source: Icecream Architecture 2019

## 5.0 Consultation: *Methodology*

A programme of consultation took place across a five week timeframe from late January to early March 2019. This aimed to build on the study team's desk based assessment of Inverclyde's heritage, gaining a more nuanced understanding of what are considered to be the key assets, perceived value and role of heritage as well as opportunities and challenges moving forward.

A total of **797 people were consulted** over the course of the consultation period.



Image sources: Icecream Architecture 2019.  
Bottom right: Inverclyde Council, February 2019



### Workshops

Involving elected councillors and senior departmental Council staff members; heritage groups and organisations from across Inverclyde; and Watt Institution staff  
**58 people engaged.**



### On-street Public Engagements x 6

Taking place in Kilmacolm, Port Glasgow, Greenock, Gourock, Quarmers Village and Wemyss Bay Station

**5 x sessions, 443 engaged (183 active engagement)**



### Meeting & Interviews

Held with a variety of groups representing a range of heritage interests, businesses and target audience demographics (including five sessions with schools and young people).

**238 engaged (203 actively engaged)**



### Light Website

Total of **58 survey responses** across local residents, businesses and visitors to Inverclyde.

## 5.0 Consultation: *Key Findings*

The consultation process highlighted a complex and nuanced relationship between Inverclyde's population and 'their' heritage. Key findings are summarised below. See Appendix B 'A Future For Heritage Inverclyde' by Icecream Architecture for more details.

As summarised in the diagram below heritage is conceived and regarded in a number of ways by Inverclyde's population and heritage stakeholders.



The following key findings from the consultation demonstrate in more detail the **different perspectives on heritage** across Inverclyde and the reasons given by certain audiences on why the find engaging with Inverclyde's heritage particularly challenging:

- ❖ Most people were **familiar with the term 'heritage'** as something related 'history' or the 'past'. Some also recognised that it is also about 'culture' and 'community'. People generally found the concept of '**intangible heritage**' **harder to grasp**. Most children and young people were not sure what the word meant, but understood it well when explained.

- ❖ Regardless of place, most expressed a **sense of pride** to be from their town or village, mostly from a sense of belonging to the community, although few specifically mentioned heritage as a reason. There was a shared view throughout each community that more could be done to celebrate the heritage of the region.
- ❖ There are **active groups** within each of Inverclyde's communities who are **passionate and knowledgeable** about heritage and who wish to preserve it and share it. They deliver a range of heritage work, often engaging local people, and are eager for increased support, co-ordination and resources to continue this.
- ❖ **Young people** commonly claimed to **know little to nothing** about their local heritage. Local history is rarely taught in schools and there is a lack of consistent opportunities for schools in Inverclyde to engage with heritage. Primary aged children were interested and excited to learn about local history topics and had a wealth of ideas for heritage projects that could be developed for families. Secondary aged students claimed to find heritage less interesting or relevant to them, but would be interested in a number of arts and social activities which could engage them with heritage.
- ❖ A number felt that the current offer of heritage opportunities were **not accessible** to them. For example, workers supporting people with **mental/physical support needs** explained that many clients would love to talk about the past and listen to/ share stories but few heritage groups or individuals are willing to facilitate this, perhaps due to stigma or in confidence associated with working with disability. Similarly, a lack of opportunities was identified for **older, and often socially isolated, men** compared to a higher number of craft and bingo activities which may appeal more to women. **Professionals** in the region also felt that there was little on offer for those who work during the day and do not necessarily fit into targeted demographic groups.
- ❖ Sections of communities, typically those of an **older demographic**, whose lives have been severely affected by the loss of industry, hold **negative perceptions** of heritage due to its association with a traumatic and 'drawn-out' 'laying off' process and their subsequent painful memories.
- ❖ Discussions also highlighted limited resonance with the notion of Inverclyde's heritage. Heritage tends to resonate primarily at a **settlement rather than regional level**. This is summarised overleaf.

## 5.0 Consultation: *Key Findings*

Nuances in the sense of place which is felt and the ways in which heritage resonates across Inverclyde's settlements are summarised below. See Appendix B 'A Future For Heritage Inverclyde' by loccream Architecture for more details.



## 6.0 SWOT Analysis: *Strengths*

- There is a **wealth and range** of tangible and intangible heritage assets that are characterised in particular by the spectacular natural heritage and built historic environment.
- Tangible and intangible heritage fuel a **distinctive localised sense of place and pride** felt by individual communities across the region, giving Inverclyde a diverse array of different points of interest spread widely geographically. Heritage narratives also relate to a series of overarching themes, industry and trade in particular, with sub themes including shipbuilding, sugar and engineering and James Watt as a key personality. These themes offer a common thread between Inverclyde's localised heritage and identities and strands of national and international significance and renown.
- The Greenock Cut Visitor Centre, Watt Institution and Finlaystone Country Estate are the **top performing heritage attractions**. The Watt Institution is recognised due to the range and significance of its collections – considerably greater than many typical local authority museums/galleries. Past heritage focussed events have also attracted high volumes of engagement. The Tall Ships' visit to Greenock is claimed to be 'one of the best' heritage experiences in recent history.
- The new **George Wyllie exhibition**, proposed as part of the new Ocean Terminal development will add considerably to Inverclyde's visitor attraction offer amongst day trippers and tourists, helping to capitalise on opportunities with regards to the cruise ship market.
- Inverclyde has a **strong arts offer** and a **growing arts network**. There is a strong and proven synergy between arts and heritage engagement. Community arts projects commissioned as part of the demolition of Greenock's Broomhill flats and subsequent build of the Broomhill Gardens and Community Hub are strong examples of this. The Beacon Arts Centre is an important focal point for arts activity.

Inverclyde's **people** are a key asset, not only the prominent personalities from the past but people today who share their knowledge, memories and skills through storytelling and reminiscing, making artefacts and memorabilia available by collecting, archiving and digitising. **Significant historical events** (such as the rise and fall of shipbuilding as an industry) are still in living memory amongst older generations and there is an appetite to share them.

*"Heritage? Well you're right amongst it here!" – Inverclyde Resident, Quarmers Village On-street Consultation, March 2019*

- There is a **high volume** and **wide range of heritage organisations** who are passionate and actively involved in heritage and community engagement.
- There is **support** demonstrated by community groups, local businesses, heritage organisations and Council officials for the potential contribution of heritage in Inverclyde moving forward. There is a popular view that **'more should be made of the heritage'** although there are a number of barriers to address in achieving this.
- Inverclyde has **accessible to a sizeable potential market**, particularly in the day trip area, served by efficient and regular transport links.

*"I remember the old railway [and] coming down to Gourock on a bike to fish off the pier. My father took all the German prisoners up to Lyle Hill during the war." – Inverclyde Resident, Gourock On-street Consultation, March 2019*



Image Source: Icecream Architecture 2019



## 6.0 SWOT Analysis: *Weaknesses*

- There are a **number of barriers** limiting and in some cases preventing engagement with heritage:
  - Lack of understanding/ awareness
  - Negative perceptions towards heritage and/ or preconceived ideas about who heritage is for
  - Financial pressures limit ability to access heritage
  - Social isolation
- **Sense of place is often settlement specific** rather than relevant at a regional level. Thus heritage is perceived, felt and valued by many primarily at a settlement-level. The notion of 'Inverclyde's heritage' has limited resonance. Where Inverclyde as an entity is recognised there are often negative perceptions attached.
- **Limited and/ or ineffective promotion of the region as a destination.** Lack of collective identity contributes to this – if an authentic common sense of place and self is not felt and shared amongst locals, it cannot be communicated externally. Lack of 'headline' visitor attractions also factors.
- Despite Inverclyde's wealth of heritage assets, there is a **limited volume of visitor attractions and limited spread geographically.**
- **Underperformance of Inverclyde's key heritage assets,** including the McLean Museum and Art Gallery, despite the volume and significance of its collections. Amongst locals there is a perception that 'it's not for me' due to the imposing/ intimidating building or, amongst those who have visited, that there is nothing new to see. Whilst the Greenock Cut Visitor Centre achieves a higher visit volume, limited investment in the visitor offer constrains its ability to achieve more. Leisure attractions currently draw more visits than heritage (e.g. Funworld family play centre).

*"We used to go all the time, now families are going to Glasgow and Paisley for the museums."*  
— Broomhill Knit and Natter Group Member, March 2019

- **Fragmented sector with limited communication and collaboration** between heritage organisations and cross-sectoral bodies. Whilst many are passionate and self-motivated to deliver their own activities there is a tendency to operate in isolation.
- **Limited resources to address weaknesses** and take advantage of opportunities, particularly in terms of engaging with under-represented audiences facing particular barriers to participation. Barriers are acknowledged but there is limited capacity to address these.

*"History is not in the minds of young people"*  
— Inverclyde Resident, Greenock On-street Consultation, March 2019



## 6.0 SWOT Analysis: Opportunities

- Use heritage engagement, specifically through formal and Informal learning opportunities, as a lever to create a more positive sense of place and enhance civic pride leading to destination development and socio-economic regeneration.
- Explore and better present under-represented stories authentic to Inverclyde and its settlements, positioning these within wider, regional overarching narratives utilising key themes as hooks/ entry points for locals and visitors alike.

### Regional Themes

- Shipbuilding and Industrial heritage
- The River Clyde
- James Watt
- Immigration and emigration
- Slavery
- Military and maritime history
- Archaeological heritage
- Traditional food/ drinks

### Localised Themes

- Gourock: CND Heritage, Gaelic and Irish Heritage
- History of Wemyss Bay Station
- Inverkip: Smuggling, Witchcraft
- Klimacolm: Agriculture
- Quarter's Village: Architecture, Emigration
- Greenock: Sugar Industry, Burn's Clubs

- Extent and scale of unused/ under-utilised historic properties that could attract funding if the right use/ development opportunities are found. Consultees considered Newark Castle, Dutch Gable House, Quarter's Village and the Custom House to have untapped potential (amongst others). Retail space, such as empty units in the Oak Mall and Port Glasgow's High Street, could become valuable space for heritage activity/ displays building on the success of the Heritage Hub on Greenock's Cathcart Street.

*"I would like to see more people coming into schools and teaching kids more about their heritage. This would be really useful as it would teach kids from an early age about their heritage and it may also help them to be more interested and involved in their community."*—  
Young person responding to online survey, March 2019

- Harness the passion, expertise and resources of heritage and arts organisations across Inverclyde to widen the benefits delivered and impact achieved.
- Develop a more coordinated, accessible and stronger cultural sector by aligning heritage initiatives with arts initiatives and developing activities that capitalise on the synergies between the two.
- Achieve greater penetration of the day trip market (population of approximately 400,000) by developing Inverclyde as a destination. Heritage can play a key role in this.
- Potential of the new Cruise Ship Terminal to offer tourism growth opportunities, particularly in relation to the cruise-ship market (122,000).

*"Let the young ones see what this town did!"*—  
Inverclyde Resident, Greenock On-street Consultation, March 2019



## 6.0 SWOT Analysis: *Opportunities and Threats*

- **Partnership development** as critical for achieving potential. There are multiple layers to this:
  - ❖ Coordination and collaboration between the various heritage-related groups and organisations across Inverclyde. The Council has a key role to play, through a reimagined Watt Institution.
  - ❖ Further collaboration between arts and heritage groups.
  - ❖ Development of cross-agency partnerships in order to achieve wider socio-economic outcomes such as health and well-being and ultimately social cohesion. Partnerships with education and health related Council departments/ services are highlighted in particular.
  - ❖ Cross-boundary partnership development – looking beyond Inverclyde to consider opportunities for thematic promotion and product development with organisations and attractions in other nearby local authorities.
- Capitalise on **NLHF priority campaigns** and Inverclyde as a target area to unlock funding.
- Capitalise on **VisitScotland's Year of Coasts and Waters 2020** and **Year of Storytelling 2022** to enhance funding applications.

### Threats

- **Continued deterioration of built heritage** – there are many listed and non-listed buildings which are in need of repair across Inverclyde.
- A lot of heritage assets have already **disappeared without any commemoration** and often the sites are unrecognisable – this poses a challenge in being able to successfully interpret this heritage. It is important to think creatively about how to interpret heritage within the

regeneration processes.

- **Demographic changes** pose a risk to retaining heritage knowledge and expertise. Already in Quarter's Village there is a disconnect between tangible and intangible heritage – most children/ workers who grew up there have moved away and there is little in the way of aural histories passed down.
- **Loss of motivation and support** amongst the community and strategic stakeholders owing to a lack of visible action.
- Expectations surrounding the redevelopment of the Watt Institution and the expansion of Ocean Terminal are high. There is a **risk of disappointment** if expectations are not met.
- **Failure to address barriers** to heritage engagement. Key barriers include income and access; lack of awareness; perceptions that 'heritage is not for me' and in some cases negative associations specifically due to the trauma and pain of the loss of industry. For some, a sense that in an area facing severe deprivation challenges that there are more pressing issues to be addressed. Heritage is not universally viewed positively and approaches to celebrating and promoting it should be mindful of this.
- **Inaction** would fail to capitalise on the opportunity to help address profound socio-economic challenges.
- Population decline and wider socio-economic challenges risks **losing people and skill-sets** vital for increasing heritage engagement
- **Increasing competition from neighbouring local authorities** drawing audiences elsewhere who may have considered visiting and spending money in Inverclyde.



## 7.0 Strategy Strategic Framework: *Vision, Aims and Objectives*

The Inverclyde Heritage Strategy aspires to achieve the following **vision by 2029**:

Inverclyde's heritage is a source of knowledge and pride across the region and is employed at every opportunity to support our diverse community's social, cultural and economic wellbeing

### Aims

- ◆ Inverclyde's heritage is **captured, conserved, protected and enhanced**
- ◆ Inverclyde's heritage is **valued, appreciated and instils a sense of pride and belonging** amongst residents
- ◆ Inverclyde's heritage offers **opportunities for participation to all**, inspiring and sustaining **meaningful heritage engagement** over the long-term
- ◆ Inverclyde's heritage encourages **more people to visit, stay longer and spend more** across the region
- ◆ Inverclyde's heritage sector is **strong and sustainable**, underpinned by an ethos of **collaboration and co-ordination** across the public, private and third sectors and **integrated** within Inverclyde's wider **cultural sphere**, harnessing the synergy and reciprocity with the arts.



### Objectives

1. To ensure that Inverclyde's heritage assets are **well cared for, looked after and protected**.
2. To identify and pursue opportunities that capitalise on **underused and/or underappreciated heritage assets**.
3. To **improve perceptions and reshape attitudes** towards heritage by encouraging local communities to "rediscover" their heritage on their terms; fostering positive relationships and a **renewed sense of relevance**.
4. To **celebrate heritage at both a local and regional level** – relating the distinctiveness of Inverclyde's settlements to the overarching narratives the region shares.
5. To **engage more people and a more diverse range of audiences** in participating and volunteering in heritage, including young people, socially isolated older people and those unable to engage in heritage activity through economic circumstance and/or disability.
6. To sustain and create new opportunities for **employment and skills development**.
7. To develop and promote Inverclyde's unique attributes creating a **distinctive and authentic destination** which appeals to both day trippers and overnight tourists.
8. To **strengthen existing and create new partnerships** with stakeholders who share our objectives:
  - ◆ within Inverclyde's heritage sector;
  - ◆ between the heritage sector and organisations in other sectors operating in Inverclyde;
  - ◆ with other national stakeholders.
9. To **maximise** the use of current **resources** and capitalise on funding opportunities.

## 7.0 Strategy Strategic Framework: *Leadership Framework*

To ensure that the objectives of the Heritage Strategy are met and the actions put forward in the Implementation Strategy are successfully delivered, we have developed a **Leadership Framework**.

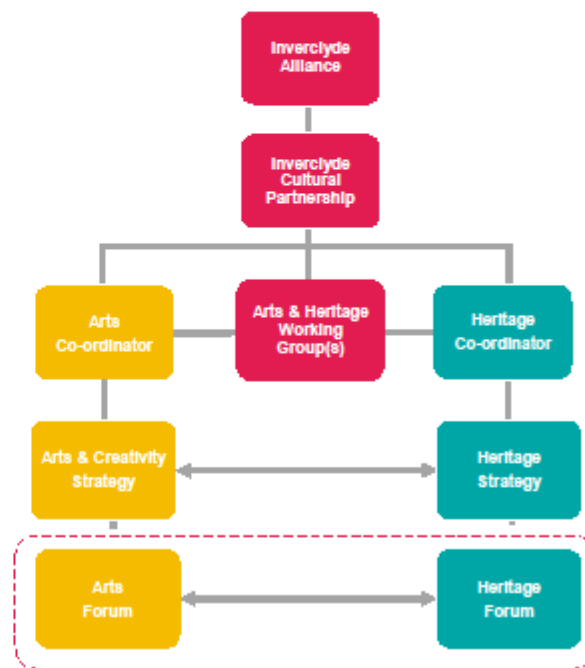
The Leadership Framework sets out the structure by which key decisions concerning Inverclyde's Heritage will be made. Overseen by the Inverclyde Alliance, delegated to the Inverclyde Cultural Partnership, the Leadership Framework advocates a partnership approach whereby the sector collectively decides which actions should be taken and to identify the key organisations/ individuals which are best placed to take them forward. Participation of Inverclyde Council is critical for the success of the Leadership Framework, however responsibility for its implementation and driving forward the Heritage Strategy cannot rest on the Council alone. A partnership approach with the third sector is essential.

This ethos of partnership extends beyond the heritage sector. Acknowledging the synergies between the two, the Heritage Strategy is conceived as a companion to the Arts & Creativity Strategy. The vision articulated in the Arts & Creativity Strategy is as follows:

- ❖ Inverclyde is known locally and globally as a Creative Place. Creativity is vibrant, visible and a significant source of pride for local people.
- ❖ The arts are a core driver for regeneration and contribute positively towards a sustainable increase in local economy and employment, underpinned by the work of every sector within the local authority.
- ❖ Creativity is a critical tool for imagining and communicating a unique and innovative identity for the area. This identity makes meaningful connections between the rich heritage, environmental and social assets of the area.
- ❖ Everyone in Inverclyde has equal access to the arts. The arts are inclusive and people are empowered and confident in engaging creatively with the present and future of their local community.
- ❖ The arts are respected as a vehicle for achieving positive wellbeing for local people and local places, in terms of health, education and stewardship of the environment.

The Leadership Framework establishes a governance and delivery mechanism that reflects the interdependencies between the Strategies and strives to establish a thriving cultural sector by realising them in tandem. The overarching objective is to achieve a self-sustaining Leadership Framework which delivers arts and heritage initiatives in response to the needs of the sector in partnership with arts and heritage stakeholders.

The following diagram sets out the Leadership Framework:



## 7.0 Strategy Strategic Framework: *Leadership Framework*

The Inverclyde Alliance, working through the Inverclyde Cultural Partnership, are responsible and accountable for the implementation of the Heritage Strategy (as per the Arts & Creativity Strategy). In practice it is likely that a variety of [Working Groups or Task Forces](#) are set up to implement specific actions (see Implementation Strategy for suggested actions). The Working Group/ Task Force would include representatives from the Inverclyde Cultural Partnership as well as other stakeholders from the sector with a particular strategic interest or expertise in relation to the specific task. The Working Groups are thus an opportunity for the wider sector to directly participate and deliver heritage initiatives.

Working Group members from the wider sector would be drawn from the [Heritage Forum](#). The Heritage Forum provides an arena for representatives across the heritage sector to come together to share experiences, identify and discuss opportunities, and collaborate to tackle the challenges which affect organisations at the frontline of delivery. The aspiration is that the Heritage Forum is representative – reflecting the diverse range of heritage assets and interests from across Inverclyde. Participation would not require an excessive commitment of time, but continued attendance is key for momentum and continuity in delivery. The Forum would meet at an agreed frequency as appropriate throughout the year, perhaps quarterly or biannually depending on issues and activities, and would be chaired by the Inverclyde Cultural Partnership.

Where relevant, the Heritage Forum could include attendees from, or meet alongside, an arts equivalent body thus ensuring coordination between the actions delivered under the remit of both the Heritage and Arts & Creativity Strategies.

The Forum approach is a key mechanism underpinning the Leadership Framework providing a voice from the frontline of heritage sector delivery and a mechanism to communicate and prioritise the issues to be addressed by the Strategy. The Heritage Forum together with the Working Groups/ Task Forces ensures that stakeholders from across the heritage and arts sectors have an opportunity to influence the direction of travel at both the decision making and implementation stages. It allows for sector-led solutions rather than imposing actions from the top-down. Embedding opportunities for active participation in this way should encourage buy-in, ownership and, as benefits are realised, continued commitment from Inverclyde's heritage sector fuelling the partnership relationships which are key to this self-sustaining Leadership Framework.

Increasing participation and engagement amongst [young people](#) in Inverclyde is a key objective of the Heritage Strategy. In order to change young people's perceptions towards heritage, active involvement in the decision making process is key. The Leadership Framework offers this opportunity through both the Heritage Forum and Working Groups approach. In setting up the Heritage Forum a concerted effort to involve young people should be made.

An integrated cultural forum bringing together representatives from arts and heritage may be the key to achieving this initially given the considerable involvement of young people in arts and drama groups. Attempts should also be made to involve at least one young person on every Working Group which is formed to address specific issues.

In the short term, support will be required to set up the Leadership Framework, involve the relevant stakeholders, establish the necessary partnership relationships and build capacity within the sector. In order to achieve this we recommend the creation of a time-limited, externally funded, [Heritage Coordinator post](#), the counterpart to the recently appointed Arts Coordinator and who would build on the platform established by the Great Places Scheme Heritage Outreach Officer (in post until 2020).

It is recommended that the post is established as part of a sector-wide capacity building exercise during years 1 to 3 of the Heritage Strategy. The Implementation Strategy sets out the core capacity building tasks which should be delivered by the Heritage Coordinator in order to set up the self-sustaining Leadership Framework (see Actions 7-14). Funding for the post and these core tasks could form a single funding application to organisations such as the National Lottery Heritage Fund where capacity building is a key area of focus. The Heritage Coordinator would be directly accountable to the Inverclyde Cultural Partnership.

## 7.0 Strategy Strategic Framework: *Role of the Watt Institution*

A repositioned Watt Institution with a stronger, more community focused role will play a central part in the delivery of Inverclyde's Heritage Strategy, for the greater benefit of the cultural sector in Inverclyde as a whole and for the social, economic and destination development of the region.

This is not to say that the cultural sector and the development of the region could not function or happen without the Watt Institution. Rather, the inclusion of the Watt will strengthen the mechanisms of a proficient and self-sustaining cultural sector.

The diagram to the right illustrates this concept with the Watt Institution supporting the cultural sector as a key provider of resources, expertise, activities and engagement initiatives. The objective is for each partner to realise the reciprocal benefits of a collaborative approach serving to strengthen and enhance the cultural sector as a whole in consequence. With the involvement of enough partners a snowballing effect can occur aiding the wider socio-economic development of Inverclyde as a thriving place to live, work and visit. Collaboration, with the Watt Institution as a central cog in the cultural sector machinery, is key to unlocking the potential of broader/wider heritage engagement across Inverclyde.

The Watt Institution is instrumental to the success of the Inverclyde Heritage Strategy. The role which it has is wide-ranging, multifaceted and will vary in form depending on the

particular partners and initiatives being delivered. The proposed overall remit of the Watt Institution is summarised to the right.



- W.1 Custodian of collections for the region
- W.2 Sharing collections and lending more to local/regional/national organisations
- W.3 Sharing expertise of staff with sector to build capacity across sector
- W.4 Training library staff on other headline heritage and info available
- W.5 Providing learning and training support for Inverclyde's education providers
- W.6 Disseminating heritage sector information to the wider community
- W.7 Co-ordinating networking events for heritage sector
- W.8 Sharing best practice with the sector
- W.9 Developing relationship with regional and national partners
- W.10 Attracting visitors and signposting to other sites and locations
- W.11 Applying for joint funding applications for museum and heritage sector enhancements

Through all of these roles, the Watt Institution will be supported by the wider cultural sector including the Inverclyde Cultural Partnership, and buoyed by the positive eventual social, economic and destination developments of the region. See Section 9.0. for specific actions which should be implemented by the Watt Institution in order to reposition it in this way. The relationship of the Watt Institution with other heritage stakeholders is explained below.

## 7.0 Strategy Strategic Framework: *Partnership and Service Delivery Model*

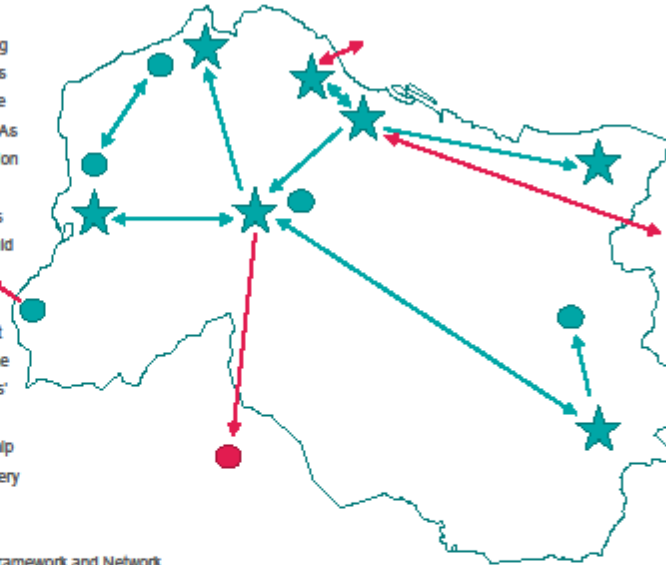
The number and diversity of stakeholders in Inverclyde's heritage sector coupled with ongoing budget pressures to deliver more with less resource means that a single partnership delivery model is not feasible. As such, we have conceived of a **network approach** to service delivery, whereby heritage assets and organisations come together to deliver particular actions as determined through the Leadership Framework. Roles as either primary or secondary nodes on the network would be adopted, with each node potentially sharing resources, materials and/ or expertise with others across the network to deliver the common goals. All assets would adopt a signposting role creating a series of 'entry points' for locals and visitors alike, and facilitating the movement of audiences between assets and across the region.

Conceptually the 'network' at large includes all of Inverclyde's heritage assets/ organisations. The network becomes an active delivery model when partners endorse, implement and uphold a collaborative approach, assuming their role as a primary or secondary node and delivering associated actions that maximise the reciprocal benefits. Looking beyond Inverclyde, key nodes would seek to establish similar partner relationships with national organisations. This is illustrated in the diagram.

Roles and relationships across the heritage network will be defined through the Leadership Framework. The Heritage Forum, comprised of stakeholders from across the sector, is an important bridge between the decision making processes and the Heritage Network as a delivery mechanism.

The Heritage Network can be activated in various ways involving different actors or the same actors in different roles depending on the objective or initiative in question. As the region's main heritage attraction with the expertise and financial support of Inverclyde Council, it is likely that the Watt Institution would assume a primary role in the majority of delivery networks. However, this does not mean that the Council is singularly driving the strategy forward. Without partners' participation and continued commitment neither the Leadership Framework nor the Network delivery model are possible.

Fundamentally, the Leadership Framework and Network delivery model sets out the mechanism for decision making and taking forward actions but affords the flexibility for the sector to determine how this is done and by whom. As well as working in partnership, organisations will also continue to pursue their own projects and individual funding applications. The Heritage Strategy through the overarching vision, objectives and points of contact with the sector at large it creates will ensure that all action ultimately works towards common overarching goals, is coordinated and supported by a strong strategic rationale subscribed to across the sector at large.



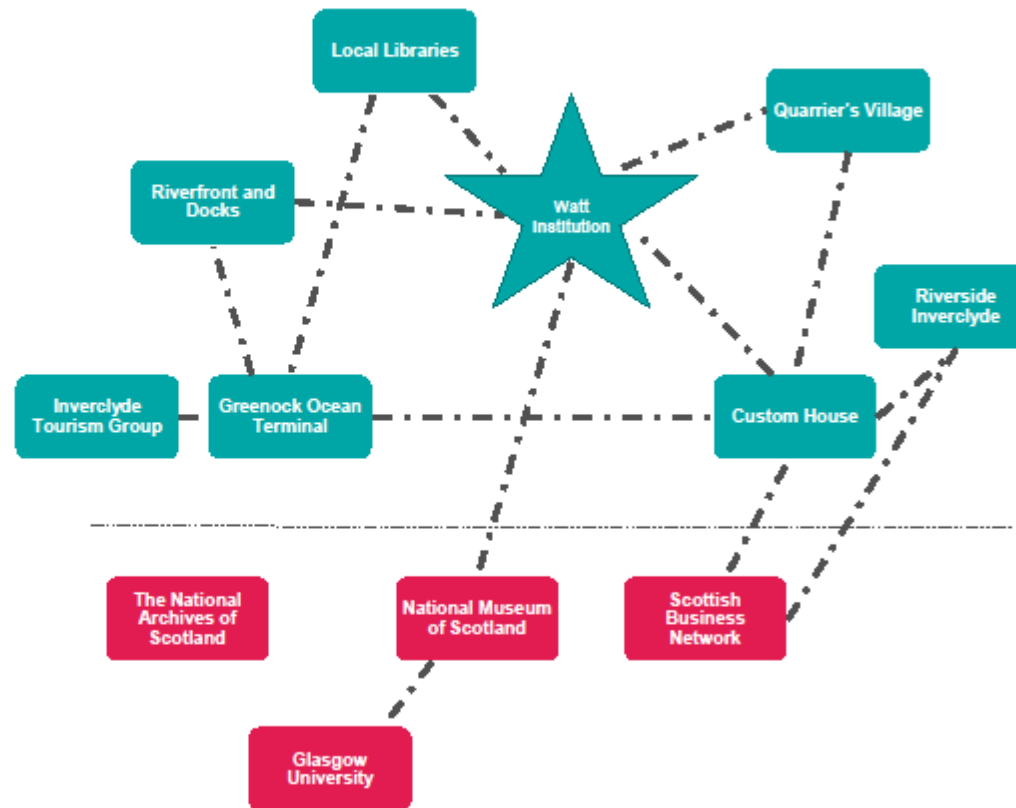
Amongst the wide range of initiatives the heritage network will uphold, thematic programming is likely to be a key feature. We have devised an examples of a possible thematic network, based on one of several key themes the consultation process highlighted as relevant at a regional level (Emigration and Immigration) placing select regional (teal) and national (pink) heritage assets and organisations within a network of resource sharing, partnership and support. The box in orange summarises the list of potential activities and engagements which could be facilitated through the network. See overleaf.



## 7.0 Strategy Strategic Framework: *Partnership and Service Delivery Model*

- Themed temporary exhibition and programming at the Watt Institution (displaying own collections and potentially those on loan from regional and/ or national partners)
- Outreach programming delivered by Watt Institution staff with partners at locations across Inverclyde
- Sharing collections to create 'pop-up' exhibitions (e.g. at local libraries)
- Training library staff to deliver genealogy classes
- Regularly updating Inverclyde Tourism Group on activities and programming at the Watt Institution
- Watt Institution collections inspire artistic response (e.g. play at The Beacon, sculpture design with local artists)
- Signposting between all assets
- Themed coastal trail (digital or other media)
- Themed festival with programmes/ activities at each node on the network

Service Delivery Model: Emigration and Immigration

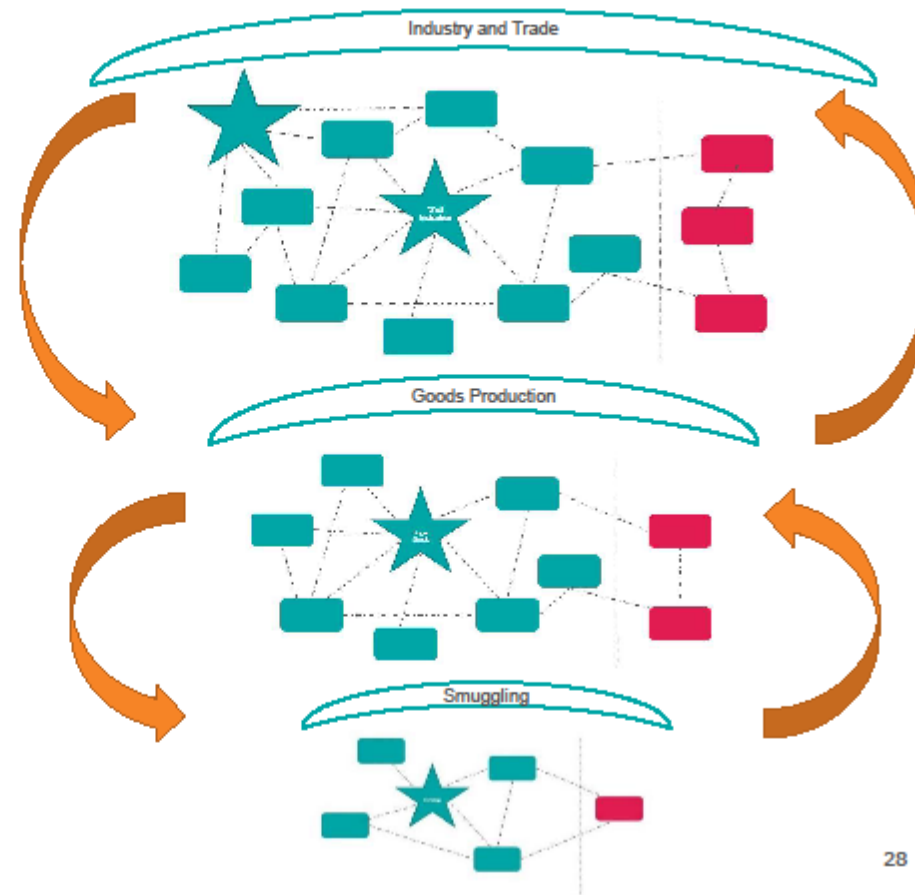


## 7.0 Strategy Strategic Framework: *Partnership and Service Delivery Model*

It would be remiss to view each network in isolation. Inverclyde's heritage (and arts) themes and network partnerships do not, and could never, sit apart from one another - as they are interdependent and work alongside each other as components of Inverclyde's unique heritage 'whole'. As such, one thematic network partnership may lead to the development of another, involving new members of the wider network and connecting with new, related themes, including those which are more settlement specific. This network approach thus allows both a top-down and bottom up approach, placing the authentic heritage narratives at a settlement level within their wider regional context. This approach is critical for enabling local communities to 'rediscover' their heritage and relate to it on their terms and creating an authentic platform for Inverclyde as an enhanced destination.

The diagram demonstrates one example of this, illustrating how the Inverclyde specific theme of 'Smuggling' could be its own, individual network and would link, through the top-down and bottom up network approach, to the larger thematic network of 'Goods Production' and in turn, the wider, regional thematic network of 'Industry and Trade'.

Bottom-up and Top-down Approach to Thematic Networking: Smuggling, Goods Production and Industry and Trade



## 8.0 Implementation Strategy

The Implementation Plan sets out the actions required to achieve the Heritage Strategy Vision, Aims and Objectives over the next ten years (by the end of 2028). Actions are grouped by delivery period as follows:

Strategy Duration	10 years	2019 - 2028
Short-Term Actions	Years 1, 2, 3	2019, 2020, 2021
Medium-Term Actions	Years 4 and 5	2022, 2023
Long-Term Actions	Years 6, 7, 8, 9, 10	2024, 2025, 2026, 2027, 2028

## 8.0 Implementation Plan

Action	What do we want to achieve?	What is required? (Resources)	When and how will we get there? (Funding and Timetable)	Who will take responsibility? (Owner and Contributor)	Relevant Strategy Objective(s)	
<b>SHORT TERM (2019, 2020, 2021)</b>						
1	Agree and adopt strategy.	An agreed way forward which will be championed by Inverclyde Alliance, Inverclyde Council, the wider heritage sector with opportunities for cross-sectoral participation.	Time	2019, Q2 (Apr – Jun)	Inverclyde Alliance with Inverclyde Cultural Partnership	All
2	Develop and Implement a communications strategy as part of the launch of the Heritage Strategy, reminding or revealing for the first time in some cases, the rich and diverse heritage of Inverclyde to its communities and setting out the aspiration and action plan for the future. The communications strategy will encourage stakeholders and the wider community to commit to delivering the Strategy, developing a database of contacts and mechanism for continued engagement going forward.	Generation of widespread awareness of the Heritage Strategy, motivating and enabling commitment and participation amongst stakeholders in the cultural sector and local residents alike.	Time Budget for publication	2019, Q2-Q3 (Apr – Sept)	Inverclyde Cultural Partnership	5, 8
3	Identify a strategic owner for Heritage within Inverclyde Council. It is suggested that this is the Head of Culture, Communities and Education Resources.	Designation of an individual within the Council staff structure to deliver the Heritage Strategy in partnership with the Inverclyde Cultural Partnership.	Time	2019, Q2 (Apr - Jun)	Inverclyde Alliance to approve appointment	All

## 8.0 Implementation Plan

Action	What do we want to achieve?	What is required? (Resources)	When and how will we get there? (Funding and Timetable)	Who will take responsibility? (Owner and Contributor)	Relevant Strategy Objective(s)	
<b>SHORT TERM (2019, 2020, 2021)</b>						
4	Establish a heritage advocacy role within the elected member structure. This individual would ensure that considerations for heritage and maximising its impact are a part of strategic planning and decision making across the Council's remit (e.g. health, education, planning).	Establishment of a mechanism to achieve cross-sectoral approaches that will maximise heritage engagement and associated socio-economic benefits.	Time	2019, Q3 (Jul – Sep)	Inverclyde Council to approve appointment.	All
5	<p><b>Confirm or revise proposed Leadership Framework and Network Delivery Model</b> in response to decisions taken concerning the relationship between the Heritage and Arts &amp; Creativity Strategies. Consider joint arts and heritage Forum and Working Groups. Consult with the sector to determine the optimum way forward and canvass willingness to participate. Devise a strategy to maximise the participation of young people in both the Heritage Forum and Working Groups.</p> <p>Thereafter create and coordinate the proposed Heritage Forum. Initial frame of reference would be produced to encourage interest in the concept. The detailed terms of reference and role for the Forum would evolve out of discussions with members. This may result in joint funding applications</p>	<p>Effective decision making and delivery structures to support and sustain the Heritage Strategy over the next ten years and beyond.</p> <p>Maximising of synergies between arts and heritage.</p> <p>Decision making and delivery structures which encourage 'buy in' and participation from the sector at large and key audience groups, young people in particular.</p>	Time	2019, Q3 (Jul – Sep)	Inverclyde Alliance with Inverclyde Cultural Partnership. The Great Place Scheme Project Officer would play an important role consulting the sector.	8

## 8.0 Implementation Plan

Action	What do we want to achieve?	What is required? (Resources)	When and how will we get there? (Funding and Timetable)	Who will take responsibility? (Owner and Contributor)	Relevant Strategy Objective(s)	
<b>SHORT TERM (2019, 2020, 2021)</b>						
6	<p>Appoint a <b>Heritage Coordinator</b>. A time limited post, the Coordinator would be responsible for networking with partners across the sector encouraging their participation in the Heritage Strategy, specifically:</p> <ul style="list-style-type: none"> <li>Facilitating the Heritage Forum – which would meet at an agreed frequency as appropriate e.g. monthly, quarterly depending on issues and activities. This should take place in different locations across Inverclyde.</li> <li>Supporting the formation of Working Groups formed to develop and deliver specific initiatives.</li> <li>Working with the sector to deliver capacity building initiatives (see Actions 7, 8 and 9).</li> <li>Establish mechanisms for monitoring and evaluation in line with Inverclyde Cultural Partnership practices.</li> </ul> <p>Funding for the post could be part of a capacity building application. The National Lottery Heritage Fund (NLHF) continues to support capacity building as part of its main Grants for Heritage programme, and it is an area of particular focus over 2019-2021.</p>	<p>Building interest, participation and capacity in order to achieve a self-sustaining Leadership Framework and effective partnership delivery model over the medium to long-term.</p> <p>Seamless transition between the Heritage Outreach Officer and new Heritage Coordinator thus maintaining and building momentum.</p>	<p>Time to develop funding application.</p> <p>Funding to pay for post. An approximate budget of £250,000 should be considered for the post and associated activities.</p> <p>All costs are subject to funding bids.</p>	<p>Develop funding application(s) in 2019 Q4 (Oct – Dec).</p> <p>Submit funding application(s) in 2020 Q1 (Jan – Mar).</p> <p>three year post duration from 2020 Q2 (Apr – Jun) to 2023 Q1 (Jan – Mar).</p>	<p>Inverclyde Cultural Partnership to identify lead applicant and develop agreement between the partners in terms of where the Coordinator would be based and how the post-holder's time would be split across the key task areas.</p>	All

## 8.0 Implementation Plan

Action	What do we want to achieve?	What is required? (Resources)	When and how will we get there? (Funding and Timetable)	Who will take responsibility? (Owner and Contributor)	Relevant Strategy Objective(s)	
<b>SHORT TERM (2019, 2020, 2021)</b>						
7	<p><b>Capacity and Skills Audit</b> – assessing existing and gaps in terms of governance, staff and volunteers across all heritage and arts organisations (willing to participate). The Watt Institution is a key partner in lieu of its role as primary hub in a more connected heritage network. An approach should also be made to primary and secondary school head teachers in order to ascertain where and how local history currently features within the curriculum as well as the appetite to expand teaching in this area. The study would include an analysis of key training needs and an action plan for delivery over the remainder of the Heritage Strategy life-span. A more focussed short-term delivery plan would be implemented by the Heritage Coordinator with partner support.</p>	<p>An understanding of key skills development requirements in order to build capacity across the sector thus enabling a self-sustaining leadership framework and an effective Heritage Network delivery model capable of taking the Heritage Strategy forward over the medium and longer term.</p> <p>Involving schools at this early stage is key to engaging children and young adults, key target groups for the Strategy.</p>	<p>Funding to conduct audit and deliver immediate training requirements. Allow budget of approx. £50,000. All costs are subject to funding bids.</p>	<p>Funded as part of capacity building application (action 6).</p> <p>Conduct audit 2020 Q2 (Apr – Jun) to Q3 (Jul – Sep)</p> <p>Deliver training 2020 Q4 (Oct – Dec) to 2021 Q1 (Jan – Mar)</p>	<p>Overall responsibility of the Inverclyde Cultural Partnership, potentially delegated to a Working Group. Managed by the Heritage Coordinator. Watt Institution staff are a key contributor.</p>	8
8.	<p>Prepare an <b>Interpretation Strategy</b> in order to:</p> <ul style="list-style-type: none"> <li>Identify key heritage themes and stories involving communities from across Inverclyde</li> <li>Identify ways to thematically link heritage stories between different settlements/ areas/ assets</li> </ul>	<p>An authentic 'bottom up' understanding of Inverclyde's rich heritage and a means to convey and engage audiences with this at a range of levels, from settlement specific to overarching regional themes.</p>	<p>Funding to appoint interpretation and consultation specialists.</p> <p>Budget of approx. £50,000.</p> <p>All costs are subject to funding bids.</p>	<p>Funded as part of capacity building application (action 6).</p>	<p>Overall responsibility of the Inverclyde Cultural Partnership, potentially delegated to a Working Group. Managed by the Heritage Coordinator. Watt Institution is a key contributor.</p>	2, 3, 4, 5, 7, 8  33

## 8.0 Implementation Plan

Action	What do we want to achieve?	What is required? (Resources)	When and how will we get there? (Funding and Timetable)	Who will take responsibility? (Owner and Contributor)	Relevant Strategy Objective(s)	
<b>SHORT TERM (2019, 2020, 2021)</b>						
8	<ul style="list-style-type: none"> <li>Conduct an audit of existing methods of interpretation, specifically themed trails and pathways connecting settlements</li> <li>Determine methods of interpretation that will encourage and enable participation amongst local residents and visitors. This could include trails (signage, digital, online), events such as festivals, branding or marketing initiatives. Creative methods, involving artists and artistic responses is likely to be a key feature.</li> </ul> <p>Outputs:</p> <ul style="list-style-type: none"> <li>Develop headline messages about Inverclyde's heritage and a sector overview summary that shows where people should go to access specific types of heritage collections and information now. These heritage guides should be published and circulated amongst partners and the community</li> <li>Determine action plan for delivering recommendations.</li> </ul>	<p>Raising awareness and understanding of the heritage sector and improving connectivity across sites and organisations (cross-sector).</p> <p>Setting up an action plan for future initiatives and projects.</p> <p>Key point where arts and heritage initiatives can coalesce.</p>		<p>Deliver strategy 2020 Q4 (Oct – Dec) to 2021 Q2 (Apr – Jun)</p> <p>Heritage guides to be completed by end of 2020.</p>		
9.	<p>Review Collections Acquisitions and Storage Policies at:</p> <ul style="list-style-type: none"> <li>Watt Institution</li> <li>Other arts and heritage organisations which actively produce/ collect/ store (physically or digitally)</li> <li>From this:</li> <li>Clarify the collections held and associated activities undertaken by organisations across Inverclyde</li> </ul> <p>Develop a centrally accessible database which details what is held, where it is held and legal obligations. From this identify which items at risk of decay, those which could be made available for loans, research etc. and the terms that would need to be satisfied. Identify priority actions such as digitisation needs, physical storage requirements etc. Discuss actions at Working Group meetings.</p>	<p>A collaborative approach encouraging signposting, sharing expertise, information and (where possible) collections and highlighting training requirements.</p> <p>Recommendations streamlined included within the Interpretation Strategy.</p>	<p>Funding for collections/ digitisation professional expertise required to set up the database.</p> <p>Allow budget of £50,000.</p> <p>All costs are subject to funding bids.</p>	<p>Funded as part of capacity building application (action 6).</p> <p>Conduct review 2020 Q4 (Oct - Dec) to 2021 Q2 (Apr – Jun)</p> <p>Develop database 2021 Q3 (Jul – Sep) to Q4 (Oct – Dec)</p>	<p>Responsibility of the Inverclyde Cultural Partnership, potentially delegated to a Working Group comprised of representatives from the Cultural Partnership and others from the sector with particular expertise in this area. Managed by the Heritage Coordinator. Watt Institution staff are a key contributor (see Action 15).</p>	<p>1, 3, 4, 5,</p> <p>34</p>



## 8.0 Implementation Plan

Action	What do we want to achieve?	What is required? (Resources)	When and how will we get there? (Funding and Timetable)	Who will take responsibility? (Owner and Contributor)	Relevant Strategy Objective(s)
<b>SHORT TERM (2019, 2020, 2021)</b>					
<p>10. <b>Working Group established to deliver the recommendations of the Interpretation Strategy.</b> It is anticipated that area-wide approaches to Interpretation such as trails and festivals will feature in the Interpretation Strategy. The Working Group, comprised of representatives from the Inverclyde Cultural Partnership and the sector more widely (it is strongly advocated that this includes those active in both the arts and heritage sectors), would assume responsibility for developing the recommendations in more detail and preparing funding applications. Where relevant, actions should be coordinated with the festivals and events being developed through the ICP Outcome Delivery Plan by the Festival &amp; Events Sub-group.</p> <p><i>Example Actions</i> Developing a festival with an overarching theme such as 'Innovation and Engineering'; with different organisations across Inverclyde (drawn from the Heritage and Arts Forums) encouraged to develop a proposal for how they would interpret and celebrate the theme at their asset, attraction or in their locality. The overarching theme would provide the umbrella identity and the Working Group would establish how to activate the Network delivery model between partners.</p>	<p>A plan for taking forward the recommendations of the Interpretation Strategy and a Working Group with the appetite and expertise to do so.</p> <p>Coordinated and where possible integrated arts and heritage festival and events programmes across Inverclyde.</p>	<p>Working Group members' time.</p> <p>Funding to deliver pilot events/ Initiatives.</p> <p>Funding required is dependent upon the recommendations pursued.</p>	<p>Working Group established after completion of Interpretation Strategy, 2021 Q2 (Apr-Jun) to Q3 (Jul - Sep)</p> <p>Take forward initial recommendations over 2021 and 2022. This could include seeking funding for pilot events. 2022 is VisitScotland's Year of Scotland's Stories. At the core of the Interpretation Strategy is identifying and conveying authentic heritage themes which resonate with local residents. Storytelling is fundamental to this. Funding applications could be prepared in summer 2021.</p> <p>There is also an opportunity to capitalise on NLHF funded opportunities with Inverclyde as a target area. A specific campaign focussing on digital will be active from 2019-21.</p>	<p>Responsibility of the Inverclyde Cultural Partnership and delivered by the Working Group. The Heritage Coordinator would participate and provide support developing funding applications.</p>	<p>1, 3, 4, 5,</p> <p style="text-align: right;">35</p>

## 8.0 Implementation Plan

Action	What do we want to achieve?	What is required? (Resources)	When and how will we get there? (Funding and Timetable)	Who will take responsibility? (Owner and Contributor)	Relevant Strategy Objective(s)	
<b>SHORT TERM (2019, 2020, 2021)</b>						
10.	<p><i>Festivals should capitalise on national funding initiatives such as Visit Scotland's 'Year of...' campaigns and/or become an extension/ satellite to existing successful and relevant festivals e.g. Glasgow Science Festival.</i></p> <p><i>Develop themed interpretive trails – another mechanism for showcasing tangible and intangible heritage and wider landscapes across Inverclyde as a means of delivering storytelling and encouraging exploration.</i></p>					
11.	<p>Create a Landscape Conservation and Enhancement Working Group tasked with identifying specific opportunities in relation to Inverclyde's natural heritage. The results of the Interpretation Strategy may help to guide decision making if, for example, recommendations are made for trails across sections of the landscape. Initiatives should also be matched with funding opportunities and considered in light of other applications which are being developed across the region.</p>	<p>A strategic approach to enhancement of Inverclyde's natural heritage assets within a wider heritage development strategy that minimises conflict for funding and maximises chance of success.</p>	<p>Working Group members' time</p>	<p>Working Group established by 2021 Q3 (Jul – Sep), after completion of the Interpretation Strategy and Working Group for this has been set up.</p>	<p>Inverclyde Cultural Partnership to oversee formation of the Working Group. Working Group members to comprise representatives from the Inverclyde Cultural Partnership and from the Heritage Forum.</p>	1, 2, 7, 9
12	<p>Create a redundant heritage assets Working Group tasked with taking a strategic approach to the revitalisation of redundant and under-used assets. This Working Group would be tasked with:</p> <p>Conducting a scoping exercise to identify derelict and underused assets</p>	<p>A strategic approach to the development of redundant and under-used assets that is transparent and deliverable.</p>	<p>Working Group members' time.</p> <p>Funding to deliver Options Appraisal/ Feasibility Studies.</p>	<p>Working Group established by 2021 Q3 (Jul – Sep), after Capacity and Skills Audit and associated training is delivered. Funders such as NLHF and the</p>	<p>Responsibility of the Inverclyde Cultural Partnership working with Inverclyde Council's Environment, Regeneration and Resources Directorate. Delivered by the</p>	1, 2, 6, 7, 9

## 8.0 Implementation Plan

Action	What do we want to achieve?	What is required? (Resources)	When and how will we get there? (Funding and Timetable)	Who will take responsibility? (Owner and Contributor)	Relevant Strategy Objective(s)
<b>SHORT TERM (2019, 2020, 2021)</b>					
12.	<ul style="list-style-type: none"> <li>Determining priority assets to focus on to identify new uses</li> <li>Identify 'next steps' such as key assets which would benefit from options appraisal/ feasibility study</li> <li>Identify how funding could be obtained for next stage studies</li> <li>There are a number of buildings which have emerged as significant such as the 'Sugar Sheds' and 'Dutch Gable House' – this process will objectively and comprehensively assess all assets, involving the public and sector in order to determine those which should be prioritised. The aspiration should not be to develop a public use/ benefit for all assets but to determine the optimum way forward. In some instances (sensitive) private development may be the best option.</li> </ul> <p>Membership of this Working Group should reflect the range of issues that need to be explored. It should include representation from the Inverclyde Cultural Partnership and Inverclyde Council's Environment, Regeneration and Resources Directorate.</p>	<p>Depending on the complexity and sensitivities</p> <p>Cost per study could range from £10,000 to £30,000.</p> <p>All costs are subject to funding bids.</p>	<p>Architectural Heritage Fund provide support for such studies. Funding opportunities should be explored in 2021 Q3 (Jul – Sep) to Q4 (Oct – Dec).</p> <p><i>Options Appraisals/ Feasibility Studies delivered in 2022-23 – see Action 16 below.</i></p> <p>Priority assets Options Appraisals/ Feasibility Studies completed by 2023 Q1 (Jan – Mar) - before the end of the Heritage Coordinator post funding.</p>	Working Group with support from the Heritage Coordinator.	

## 8.0 Implementation Plan

Action	What do we want to achieve?	What is required? (Resources)	When and how will we get there? (Funding and Timetable)	Who will take responsibility? (Owner and Contributor)	Relevant Strategy Objective(s)	
<b>SHORT TERM (2019, 2020, 2021)</b>						
13.	<p><b>Develop a Digital Assets Database</b> – building on existing digitisation and archiving activity (such as that being delivered by the Inverclyde Heritage Network) to establish a centralised database cataloguing all assets with copyright free usage for members of the Heritage Forum. This database would not replace the Council's Internal Past Perfect resource. The purpose is to document the array of artefacts and materials across Inverclyde and provide a single entry point for interested parties to access that information. Opportunities to provide training in digitisation should be explored as part of the database development, adopting a 'train the trainer' approach in order to spread skills development opportunities as widely as possible.</p> <p>The Digital Assets Database builds on the Capacity and Skills Audit (Action 7), the Interpretation Strategy (Action 8) and the Collections Policies Review (Action 9). Developing the database provides interpretive content to implement the Interpretive Strategy recommendations (Action 10).</p>	<p>Resource sharing and positive promotion of Inverclyde's heritage assets.</p> <p>Sector skilled in digitisation.</p>	<p>Working Group to take forward the initiative. External advice to identify necessary software and cataloguing. Funding to set up database and deliver training. Budget TBC (dependent on the requirements). All costs are subject to funding bids.</p>	<p>Consultation and planning in 2021 Q3 (July - Sept) to Q4 (Oct - Dec). Potential funding application during this time.</p> <p>There is potential to capitalise on funding opportunities such as the NLHF digital capabilities campaign (2019-2021).</p> <p><i>Delivery in 2022-23 (see Action 18)</i></p>	<p>Responsibility of the Inverclyde Cultural Partnership, potentially delegated to a Working Group. Managed by Heritage Coordinator. Input from groups across the sector, including the Inverclyde Heritage Network. Watt Institution staff are a key contributor (see Action 15).</p>	1, 2, 4, 6, 8

## 8.0 Implementation Plan

Action	What do we want to achieve?	What is required? (Resources)	When and how will we get there? (Funding and Timetable)	Who will take responsibility? (Owner and Contributor)	Relevant Strategy Objective(s)
<b>SHORT TERM (2019, 2020, 2021)</b>					
14. <b>Monitoring and evaluation</b> – Incorporate metrics for measuring progress and Impact of Heritage Strategy actions within an overarching ICP Self-Evaluation Strategy. Utilise the consultation data collected as part of the Heritage Strategy research to inform the baseline, conducting additional quantitative research where necessary. At the end of 2021 conduct a formative assessment in order to determine progress made and enable more detailed planning for the next phase of the Heritage Strategy Implementation.	A robust evidence base concerning current views towards heritage, engagement with heritage and barriers to participation across Inverclyde.  An integrated strategy for monitoring and evaluating arts and heritage engagement.	Time	Identify information gaps and conduct research to complete robust baseline by end of 2019.  Methods of monitoring and evaluation to feature for all actions where there is a resource or physical output (e.g. evaluation of training programmes, monitoring use of database etc.).	ICP self-evaluation sub-group with support from Arts Coordinator and Heritage Coordinator.	All

## 8.0 Implementation Plan

Action	What do we want to achieve?	What is required? (Resources)	When and how will we get there? (Funding and Timetable)	Who will take responsibility? (Owner and Contributor)	Relevant Strategy Objective(s)	
<b>MEDIUM TERM (2022, 2023)</b>						
15.	<b>Operational Leadership Framework</b> with clearly defined structure and opportunities for participation through the Heritage Forum and Working Groups approach. The Network Delivery Model has been activated and benefits of this approach are apparent encouraging new partners to participate. By this point there is no need for an externally funded post (Heritage Coordinator) to facilitate the Framework or Delivery Model.	Self-sustaining Leadership Framework and Network Delivery Model.  Participation from new partners, including cross-sectoral and regional partners.	Time to facilitate and attend Heritage Forum and Working Group meetings.	Continue to operate over 2022 and 2023 (no funding required).	Inverclyde Cultural Partnership. Watt Institution remains critical to an effective Network Delivery Model.	8
16.	<b>Conduct Options Appraisals/ Feasibility Studies for priority redundant heritage assets</b> (Implementing recommendations from Action 12).	An understanding of the optimum way forward for priority redundant/ under-utilised heritage assets.	Funding to appoint external experts to deliver robust and objective assessment. All costs are subject to funding bids.	Funding obtained as part of Action 12.	Inverclyde Cultural Partnership delegated to Redundant Heritage Assets Working Group.	1, 2, 9

## 8.0 Implementation Plan

Action	What do we want to achieve?	What is required? (Resources)	When and how will we get there? (Funding and Timetable)	Who will take responsibility? (Owner and Contributor)	Relevant Strategy Objective(s)	
<b>MEDIUM TERM (2022, 2023)</b>						
17.	Take forward any capital projects resulting from Redundant Heritage Assets Assessment (Action 12). Given that Inverclyde is an NLHF target area, there should be an aspiration to take at least one capital project forward to the funder over the medium to longer term (additional to the capacity building related funding application outlined in Action 6).	Sustainable redevelopment for at least one of Inverclyde's significant and at risk heritage assets. Creating both use and non-use value from redundant heritage asset/s adding to the quality of the historic environment and sense of place and pride it espouses.	Working Group time and commitment.  Support from property owner (if not already represented in Working Group). All costs are subject to funding bids. Budget for professional expertise to develop funding application.	Submit NLHF Development Stage application in 2022/23.  Project delivery timetable dependent on asset which is to be redeveloped and nature of the interventions	Inverclyde Cultural Partnership with Working Group.	1, 2, 9
18.	Digitisation Training Delivered and Digital Assets Database Operational (developed as per Action 13). Note that this database will be separate from the existing Past Perfect system utilised by the Museum and Library service. The new digital assets database will encompass the artefacts and materials available by other groups, charities and individuals across Inverclyde. Key information from Past Perfect would be incorporated to provide a comprehensive picture.	Resource sharing and positive promotion of Inverclyde's heritage assets.  Sector skilled in digitisation.	Funding to set up database and deliver training. Budget TBC (dependent on the requirements). All costs are subject to funding bids.	Funding secured as per Action 13.  Database developed and training delivered from 2022 to 2023 Q1 (Jan – Mar) whilst Heritage Coordinator is in post.	Inverclyde Cultural Partnership with relevant Working Group. Support from Heritage Coordinator. The Watt Institution will be a key partner (Action H).	1, 4, 5, 6, 7, 8, 9

## 8.0 Implementation Plan

Action	What do we want to achieve?	What is required? (Resources)	When and how will we get there? (Funding and Timetable)	Who will take responsibility? (Owner and Contributor)	Relevant Strategy Objective(s)	
<b>MEDIUM TERM (2022, 2023)</b>						
19	<p><b>Further embed heritage protection within planning framework</b> and pursue the idea that every capital development project should include a heritage element e.g. interpretation, heritage inspired public art, the naming of streets or sites, public engagement activity etc., interpretation/commemoration for all historically significant buildings and public realm.</p>	<p>Heritage is remembered, visible and celebrated.</p> <p>Enhanced sense of relevance and pride felt amongst local residents towards their heritage.</p>	Time	Policy in place by 2022-23.	Inverclyde Alliance with Inverclyde Council Environment, Regeneration and Resources Directorate. The Council's Heritage Advocate (Action 4) will be an important enabler.	1, 2, 3, 7
20	<p>Building on the results of the Capacity and Skills Audit and associated Training (Action 7), groups across the sector will have developed <b>new engagement opportunities for school pupils</b>. Rather than being a defined programme delivered solely by one organisation (although the Watt Institution will play a key role – See Action J), enhancing engagement opportunities for school pupils will be adopted as a collective ambition, taken forward by individual organisations in line with their own objectives and aspirations. The Leadership Framework through the Heritage Forum provides the space for organisations to share their plans and coordinate both funding</p>	<p>More opportunities for school pupils to learn about their local heritage.</p> <p>New opportunities which excite and inspire young people about heritage encouraging life-long appreciation.</p> <p>A strategic approach which assists cultural organisations to access funding and maximise the positive impact generated.</p>	<p>At a strategic level, time and commitment to the Leadership Framework and participation at Heritage Forum events.</p> <p>Applications would be developed by organisations individually in order to access necessary funding.</p>	<p>Funding applications made after the completion of the Capacity and Skills Audit and associated Training.</p> <p>Focus on delivering new schools programmes across 2021, 2022 and 2023.</p>	Heritage Forum members.	3, 5, 9



## 8.0 Implementation Plan

Action	What do we want to achieve?	What is required? (Resources)	When and how will we get there? (Funding and Timetable)	Who will take responsibility? (Owner and Contributor)	Relevant Strategy Objective(s)
<b>MEDIUM TERM (2022, 2023)</b>					
	applications and activity delivery in order to minimise conflict and realise reciprocal benefits. Developing an education focussed network delivery model will assist organisations to establish how their individual aspirations can support and benefit those of others and will be an important development planning tool.	Seminars on how to write effective funding applications could be delivered through the Heritage Forum by members who have skills and experience in this area.			
21.	<b>Use of community centres and libraries as heritage engagement centres</b> to provide additional locations where heritage activity can take place (especially in communities where there is no dedicated heritage hub). Library staff would support increasing the profile of heritage and could provide advice and support to people undertaking heritage activity / research. Arts and other creative responses and programming could assist libraries and community centres as they seek to engage more audiences. Members of Inverclyde's creative community should be involved in the development and delivery.	Increased heritage engagement amongst locals including more diverse audiences currently prevented from participating due to actual and/ or perceived socio-economic or cultural barriers.  Enhanced sense of relevance and pride felt amongst local towards their heritage.  Volunteering/ skills development.	Budget to develop displays  Training for Library staff  All costs are subject to funding bids.	Library staff Included in Capacity and Skills audit (Action 7) 2020 Q2 (Apr – Jun) to Q3 (Jul – Sep).  Training and piloting delivered in 2020/21 in readiness for roll-out across Inverclyde in 2022-23.	Led by Libraries, Education Development and Arts Manager with input from Watt Institution staff.

## 8.0 Implementation Plan

Action	What do we want to achieve?	What is required? (Resources)	When and how will we get there? (Funding and Timetable)	Who will take responsibility? (Owner and Contributor)	Relevant Strategy Objective(s)	
<b>MEDIUM TERM (2022, 2023)</b>						
22.	<p><b>Mainstream an annual Inverclyde Heritage Festival</b> (anticipating the results of the Interpretation Strategy, Actions 8 and 10). Festival theme to be recognisably 'Inverclyde' with scope for settlement/ asset specific interpretation and celebration. Partnerships should be developed with cultural sector organisations from across Inverclyde and cross-sectoral delivery partners such as those in education and health and well-being.</p>	<p>Engagement from locals and visitors.</p> <p>Enhanced sense of relevance and pride felt amongst local towards their heritage.</p> <p>Increased profile and appeal of Inverclyde as a destination.</p> <p>Volunteering/ skills development.</p>	<p>Funding to deliver festival.</p> <p>Partner and volunteer time input.</p> <p>All costs are subject to funding bids.</p>	<p>Festival development in 2020/21 leading to delivery in 2022. Specific timing to be funding or partner dependent. Funding opportunities for 2020 'Year of Is' £10,000 - £50,000 through EventScotland.</p>	<p>Inverclyde Cultural Partnership delegated to Festival Working Group (potentially merging with ICP Outcome Delivery Plan Festival &amp; Events Sub-group).</p>	3, 4, 5, 6, 7, 8, 9
23.	<p><b>Development of a Heritage Brand for Inverclyde.</b> Positioning the region's rich and diverse range of heritage under a collective 'umbrella' will enhance awareness and promote engagement. This is a particularly effective tool for promoting Inverclyde as a visitor destination. There should be a website to communicate the brand and function as an 'access' point to the region's heritage allowing those who access it to compile their own routes and itineraries etc. The ways in which heritage is presented should draw from the findings of the Interpretation Strategy (Action 8) ensuring an 'authentic' narrative</p>	<p>A tool for promoting and communicating the breadth of heritage creating a single point of access.</p> <p>Using heritage as a key means to enhance Inverclyde as a visitor destination.</p> <p>Consistency in cross-sectoral messaging in order to maximise the appeal of Inverclyde as a destination.</p>	<p>Funding to appoint brand/ marketing consultants</p> <p>Funding to develop website and other brand-related resources.</p> <p>All costs are subject to funding bids.</p>	<p>Partnership involvement is critical for success, involving all with a vested interest in destination development e.g. Inverclyde Alliance, Inverclyde Council, Riverside Inverclyde, VisitScotland etc.</p>	<p>Inverclyde Alliance</p>	4, 7, 8

## 8.0 Implementation Plan

Action	What do we want to achieve?	What is required? (Resources)	When and how will we get there? (Funding and Timetable)	Who will take responsibility? (Owner and Contributor)	Relevant Strategy Objective(s)
<b>MEDIUM TERM (2022, 2023)</b>					
	with a consistency in how heritage resonates locally with how it is presented externally. The Inverclyde Alliance Local Outcome Improvement Plan suggests that plans are underway to develop a brand for Inverclyde more widely. Heritage-specific branding should fit within this wider brand identity. Arts should also feature within this. The role for further developing Creative Inverclyde such that it sits as the counterpart to a Heritage Inverclyde should be considered.	Encouraging more cruise ship passengers to remain in Inverclyde and increased penetration of the day trip market as initial audience development targets in the medium term.		A Working Group should be formed in 2022 aiming to launch the brand by the end of 2023.	
24.	<b>Monitoring and Evaluation</b> – formative assessment of progress made over the first five years of the Strategy relative to the baseline position and phase 1 formative assessment (Action 14). This could be achieved via a survey with the sector, distributed across the Heritage Network via the Heritage Forum. Ideally the results would be incorporated within wider ICP Self-Evaluation assessment.	Understanding of progress made, new issues/ challenges which have arisen, potential new opportunities.  Determining actions that will enable Strategy objectives and aims to be met over the remaining duration of the Strategy.  Continuing to promote cross-sectoral approach to cultural engagement.	Time from Working Group to develop and analyse survey. Depending on expertise of WG, potential need for external evaluator support.	Evaluation completed by the end of 2023.  Inverclyde Cultural Partnership self-evaluation sub-group	All

## 8.0 Implementation Plan

Action	What do we want to achieve?	What is required? (Resources)	When and how will we get there? (Funding and Timetable)	Who will take responsibility? (Owner and Contributor)	Relevant Strategy Objective(s)	
<b>LONG TERM: 2024, 2025, 2026, 2027, 2028</b>						
25.	<b>Continuation of Leadership Framework and Network Delivery Model</b>	Self-sustaining Leadership Framework and Network Delivery Model.  Participation from new partners, including cross-sectoral and regional partners.	Time to facilitate and attend Heritage Forum and Working Group meetings.	Continues to operate over 2024 – 2028	Inverclyde Cultural Partnership. Watt Institution remains critical to an effective Network Delivery Model.	8
26.	<b>Response to findings of mid-strategy evaluation</b>	Determining actions that will enable Strategy objectives and aims to be met over the remaining duration of the Strategy.  Continuing to promote cross-sectoral approach to cultural engagement.	Challenges and remedies discussed.  Potential issue of updated Heritage Strategy.	Modifications to strategy determined in 2024.	Inverclyde Cultural Partnership self-evaluation sub-group	All
27.	<b>Continued capital project(s) development</b> Including: <ul style="list-style-type: none"> <li>Securing funding for project(s) which are mid-development (Action 17) and moving into delivery</li> <li>Developing funding applications for new capital projects (Informed by Action 16). Note that the current NLHF Strategic Funding Framework runs to 2024.</li> </ul>	Action plan developed that will see sustainable redevelopment of priority heritage buildings.  At least one project proceeding to delivery phase, with other projects in planning.	Project-specific Working Group(s).  External support to develop funding applications	Capital project one delivered by 2027  Continue to match projects identified as a result of Action 16 to funding opportunities.	Overall responsibility depends on asset ownership.	1, 2, 9

## 8.0 Implementation Plan

Action	What do we want to achieve?	What is required? (Resources)	When and how will we get there? (Funding and Timetable)	Who will take responsibility? (Owner and Contributor)	Relevant Strategy Objective(s)
<b>LONG TERM: 2024, 2025, 2026, 2027, 2028</b>					
<ul style="list-style-type: none"> <li>Continuing to conduct Options Appraisals/ Feasibility Studies (Action 16) as appropriate</li> </ul>	Creating both use and non-use value from redundant heritage asset/s adding to the quality of the historic environment and sense of place and pride it espouses.	and other studies may be required.  Full funding for first capital project(s) secured.			
26. Continued development of the Heritage Brand for Inverclyde, taking advantage of new opportunities as Inverclyde's market grows.	Developing Inverclyde as a destination requires more than heritage, with arts and other recreational activity playing an important role as well as accommodation supply and other infrastructure. Concomitant development of all destination components will enable significant enhancement of Inverclyde as a tourist destination.	Coordinated development and promotional messaging.	Partnership involvement is critical for success, involving all with a vested interest in destination development e.g. Inverclyde Alliance, Inverclyde Council, Riverside Inverclyde, VisitScotland etc.  Continued over 2024 – 2028	Inverclyde Alliance	4, 7, 8

## 8.0 Implementation Plan

Action	What do we want to achieve?	What is required? (Resources)	When and how will we get there? (Funding and Timetable)	Who will take responsibility? (Owner and Contributor)	Relevant Strategy Objective(s)	
<b>LONG TERM: 2024, 2025, 2026, 2027, 2028</b>						
29.	<b>Summative Strategy Evaluation</b> – as part of wider ICP Self-Evaluation Assessment.	The evaluation is a means to: <ul style="list-style-type: none"> <li>Understand the Impact of the Heritage Strategy relative to vision, aims and objectives</li> <li>Understand the collective impact with the Arts &amp; Creativity Strategy and other ICP Initiatives</li> <li>Highlight key lessons learned</li> <li>Inform next steps for continuing cultural engagement in Inverclyde</li> </ul>	Time and potentially external expertise	Conducted in 2029	Inverclyde Alliance	All

## 9.0 Watt Institution Action Plan

An outline Action Plan for the Watt Institution is set out below. The Action Plan for the Watt Institution envisages a mixed model in terms of funding and service delivery is essential in order for the Watt Institution to maintain and enhance its role at the heart of Inverclyde's heritage sector. With a funding mix comprising reduced core funding, where increased support is sought from national bodies, and where there is greater reliance on partners and stakeholders to access funding and deliver initiatives, there is an opportunity to recast the role of the Watt Institution, to reshape its activities and to introduce new and creative ways of working. The below sets out key actions for the Watt Institution in order to achieve this. These actions cannot be viewed in isolation but are embedded within the overarching Heritage Strategy Implementation Plan. Where relevant, actions for the Watt Institution are correlated with those identified for the sector at large as detailed in the Implementation Plan above.

Action	What do we want to achieve?	What is required? (Resources)	When and how will we get there? (Funding and Timetable)	Who will take responsibility? (Owner and Contributor)	Relevant Strategy Objective(s)	
<b>SHORT TERM (2019, 2020, 2021)</b>						
A	<p>Implement <b>staff review</b> in order to determine:</p> <p>I. Suitability of existing posts (role, FTE etc) in order to deliver the services of the now integrated Watt Institution</p> <p>II. Any new roles and/ or rationalisation of existing roles which may be required. With the Watt Institution as a primary hub in a much more connected heritage network, outreach activity and partnership liaison is a critical component of the Watt Institution's role going forward. Adequate staff resource in this area is essential.</p> <p>III. Skill gaps and training requirements in light of I and II. Exercise is a pre-cursor to the wider sector Capacity Skills Audit and Training exercise (Activity 7). It is essential that in advance of this the revised Watt Institution staff structure is in place with staff fully trained in their respective positions.</p>	<p>Watt Institution staff structure is compatible with the needs of the now integrated museum and library and staff are equipped to deliver services required.</p> <p>Watt Institution staff are equipped to participate in the wider sector Capacity building exercises (Activity 7).</p>	Staff time	<p>Conduct review 2019 Q3 – 4</p> <p>Posts created/ rationalised and necessary training delivered 2019 Q4 – 2020 Q1</p>	<p>Libraries, Education Development and Arts Manager with Inverclyde Council Human Resources</p>	

## 9.0 Watt Institution Action Plan

Action	What do we want to achieve?	What is required? (Resources)	When and how will we get there? (Funding and Timetable)	Who will take responsibility? (Owner and Contributor)	Relevant Strategy Objective(s)	
<b>SHORT TERM (2019, 2020, 2021)</b>						
B	<p><b>Develop partner relationships and implement expanded outreach programme</b> across Inverclyde. It is envisaged that as a result of Action A there will be a dedicated <b>Outreach post</b> and associated budget for outreach activity within central library and museum funding allocations. This post-holder would build on the relationships developed by the Great Places Project Officer and would lead on the planning and delivery of outreach activities and initiatives. Initially outreach output is likely to be modest however as the Network Delivery Model is developed and activated and other sector-wide initiatives gather momentum (and crucially funding) outreach activity will expand (see Activity C below). Types of activity which should be considered for the short term and/ or planned over the medium term should include:</p> <ul style="list-style-type: none"> <li>• Collections boxes</li> <li>• Temporary or pop-up exhibitions with other attractions, community centres, libraries or vacant shop premises as per the Heritage Hub (where security and environmental requirements allow)</li> </ul>	<p>Demonstrable commitment to the sector and audiences that the Watt Institution seeks to reposition itself at the heart of a more connected cultural sector</p> <p>Changing perceptions towards heritage and facilitating engagement with under-represented audiences particularly young people, socially isolated older people and those unable to engage in heritage activity through economic circumstance and/ or disability.</p>	<p>Review of existing Council revenue funding to appoint Outreach Officer</p> <p>Sector-wide impact can only be achieved by pooling resources and expertise between Heritage Forum partners.</p> <p>Buy-in and commitment from the sector is essential for achieving the stated outreach objectives.</p>	<p>Watt Institution Outreach post in place before end of 2020 Q1 (and in advance of appointment of Heritage Coordinator – proposed for 2020 Q2)</p> <p>Outreach activity planning and budgeting for year 1 and longer term aspirations for outreach established by end 2020 Q1</p>	<p>Appointment led by Libraries, Education Development and Arts Manager.</p> <p>For activities implementation, input from Heritage Forum partners is essential.</p>	2, 3, 4, 5, 6, 8, 9



## 9.0 Watt Institution Action Plan

Action	What do we want to achieve?	What is required? (Resources)	When and how will we get there? (Funding and Timetable)	Who will take responsibility? (Owner and Contributor)	Relevant Strategy Objective(s)
<b>SHORT TERM (2019, 2020, 2021)</b>					
<p>B</p> <ul style="list-style-type: none"> <li>• Activity programming which takes place at attractions or during events/ celebrations across the region.</li> <li>• Workshops delivered with schools across the region</li> <li>• Projects with local communities exploring 'their heritage' and how this links with the Watt Institution collections</li> <li>• Programming which reaches under-represented audiences should be a focus.</li> </ul> <p>The Outreach post-holder should be in place ahead of the Heritage Coordinator and would provide support to the Heritage Coordinator in determining and delivering outreach components of the capacity building exercises.</p> <p>It is recommended that the Outreach post-holder is in place and has clarity on the Watt Institution's priorities and resources in advance of the appointment of the Heritage Coordinator (Action 5). There would be a close working relationship between the Watt Institution Outreach Officer and the Heritage Coordinator.</p>					

## 9.0 Watt Institution Action Plan

Action	What do we want to achieve?	What is required? (Resources)	When and how will we get there? (Funding and Timetable)	Who will take responsibility? (Owner and Contributor)	Relevant Strategy Objective(s)	
<b>SHORT TERM (2019, 2020, 2021)</b>						
C	<p>Decision making and planning for outreach will form a part of a wider <b>activity programming process</b> for the Watt Institution, determining its aspirations and priorities and balancing programme delivery on-site with that which is delivered elsewhere.</p> <p>As a <b>key cog</b> in the Heritage Network Delivery Model, in parallel with this internal planning process the Watt Institution should also scope out <b>opportunities for collaborative initiatives with regional and national partners</b>, defining the support required from a partner and beginning discussions to progress specific projects. This could include but not be limited to borrowing items for exhibition, joint programming, participation in regional, national or thematic events, joint marketing campaigns and so on. Joint funding applications may result from these discussions. Discussions would take place at Heritage Forum meetings and subsequent Working Group meetings.</p>	<p>Clarity on internal audience engagement and programming priorities</p> <p>Facilitating a partnership approach to heritage engagement</p> <p>Initiatives maximising the audience reach and benefit achieved.</p>	<p>Attendance and participation at all Heritage Forum meetings and all relevant Working Group meetings.</p>	<p>Internal priorities established by end of 2019 (in parallel with staff structure review and appointment of Outreach officer)</p> <p>2019, Q3 (Jul – Sep), Watt Institution is a key contributor leading to the confirmation and implementation of proposed Leadership Framework and Network Delivery Model (Action 5).</p> <p>Partnership activities and potential funding applications discussed from 2020.</p>	<p>At a strategic level, the Inverclyde Council representatives in the Inverclyde Cultural Partnership. Support would be provided by the Great Places Project Officer and, once in post, the Watt Institution Outreach Officer.</p>	8

## 9.0 Watt Institution Action Plan

Action	What do we want to achieve?	What is required? (Resources)	When and how will we get there? (Funding and Timetable)	Who will take responsibility? (Owner and Contributor)	Relevant Strategy Objective(s)	
<b>SHORT TERM (2019, 2020, 2021)</b>						
D.	<p>Watt Institution staff will identify thematic links between its collections and exhibitions and offers provided at other sites and organisations across Inverclyde. Linkages will be promoted and capitalised upon to maximise sharing of audiences. This may include the creation of display boards in the Watt, trails, leaflets, activities and so on. To feed into Watt Institution activity planning and budgeting, within which outreach is anticipated as a key area of focus (Action B).</p>	<p>Enhanced awareness of and increased engagement with Watt Institution collections helping to address several socio-economic and cultural barriers to participation.</p> <p>Enhanced awareness of and increased engagement with other heritage assets/ collections across Inverclyde.</p> <p>Partnership development that will lead to future collaborative initiatives.</p> <p>Activity programme that reflects aspirations of the Watt Institution whilst firmly embedded in the shared, collective strategy for the sector.</p>	<p>Staff time to establish thematic links.</p> <p>Consultation as part of Interpretation Strategy funding.</p> <p>Budget to develop resources.</p>	<p>Thematic links should be identified in advance of the Interpretation Strategy (Action 8, late 2019 into 2020) using the development of the Strategy for further consultation/ discussion and piloting (2020 Q4 – 2021 Q2).</p> <p>Continue to develop methods of engagement in response to the findings of the Strategy and incorporated with the resultant action plan (2021).</p> <p>Use as a basis to inform Watt Institution activity planning and budgeting over 2020, 2021 and beyond.</p>	<p>Led by Libraries, Education Development and Arts Manager with input from Watt Institution staff, including the Outreach Officer.</p>	<p>3, 4, 5, 7, 8, 9</p>

## 9.0 Watt Institution Action Plan

Action	What do we want to achieve?	What is required? (Resources)	When and how will we get there? (Funding and Timetable)	Who will take responsibility? (Owner and Contributor)	Relevant Strategy Objective(s)	
<b>SHORT TERM (2019, 2020, 2021)</b>						
E	<p>Review Watt Institution's loan policy and confirm artefacts which can be shared and conditions of this. Make collections status and availability information available to partners to make it easier for community organisations and others to borrow objects, subject to meeting all collections management and protection requirements (part of Action 9 above).</p>	<p>Greater access to and use of the Watt's Institution's collections by the wider community.</p>	<p>Staff time</p>	<p>Conduct review 2020 Q4 (Oct - Dec) to 2021 Q2 (Apr - Jun) after completion of Interpretation Strategy (Action 8) and as potential partner Initiatives are being discussed (Action C).</p>	<p>Libraries, Education Development and Arts Manager</p>	<p>1, 3, 4, 5,</p>
<b>MEDIUM TERM (2022, 2023)</b>						
F.	<p>The Watt Institution would be a key partner in the creation of a digital database, sharing information pertaining to its collections and a key participant in the associated digitisation training (Action 17). With a 'train the trainer' approach, Watt Institution staff would share their skills with other across the sector in line with its role as a primary hub in the Network Delivery model.</p> <p>Delivery of digitisation training and creating digital database (Action 17) – the Watt Institution is a key delivery partner.</p>	<p>Resource sharing and positive promotion of Inverclyde's heritage assets.</p> <p>Watt Institution staff skilled in digitisation and in a position to train others.</p>	<p>Funding to set up database and deliver training.</p> <p>Budget TBC (dependent on the requirements).</p> <p>Watt Institution staff time as participants.</p>	<p>Funding secured as per Action 12.</p> <p>Database developed and training delivered from 2022 to 2023 Q1 (Jan - Mar) whilst Heritage Coordinator is in post.</p>	<p>Watt Institution staff presence on Working Group and training participants.</p>	<p>1, 4, 5, 6, 7, 8, 9</p>

## 9.0 Watt Institution Action Plan

Action	What do we want to achieve?	What is required? (Resources)	When and how will we get there? (Funding and Timetable)	Who will take responsibility? (Owner and Contributor)	Relevant Strategy Objective(s)	
<b>MEDIUM TERM (2022, 2023)</b>						
G.	<p>Training for Watt Institution staff delivered as part of staff organisational integration and staff re-structure exercise (Action A) rolled out to library staff across Inverclyde as heritage engagement becomes a core feature of community centres and libraries across the region (Action 19). Training needs are identified as part of the Capacity and Skills Audit (Action 7).</p>	<p>Increased heritage engagement amongst locals including more diverse audiences currently prevented from participating due to actual and/ or perceived socio-economic or cultural barriers.</p> <p>Enhanced sense of relevance and pride felt amongst local towards their heritage.</p> <p>Volunteering/ skills development.</p>	<p>Staff time to devise and deliver training programmes</p>	<p>All training delivered by end of 2022.</p>	<p>Led by Libraries, Education Development and Arts Manager with input from Watt Institution Staff.</p>	3, 4, 5, 9
H	<p>Continued expansion and development of Watt Institution outreach programming, including delivery of partnership initiatives developed during the initial years of the Strategy (see Actions B, C and D) for which funding has now been secured.</p>	<p>More people engage with heritage</p> <p>Engaging with under-represented audiences particularly young people, socially isolated older people and those unable to engage in heritage activity through economic circumstance and/ or disability.</p> <p>With the delivery of partnership initiatives the reciprocal benefits of the Heritage Network and Heritage forum are realised helping to fuel its continuation.</p>	<p>Staff time to develop programmes in partnership</p>	<p>Initiatives contingent upon successful funding applications.</p>	<p>Inverclyde Cultural Partnership assume ultimate responsibility for setting up the Working Groups and approving actions that lead to and arrangements underpinning partnership funding applications. Support from Heritage Coordinator is also key.</p> <p>Watt Institution has a responsibility to participate in meetings and commit to supporting the Leadership Framework and Delivery model. Outreach Officer time will be key.</p>	3, 5, 6, 8, 9

## 9.0 Watt Institution Action Plan

Action	What do we want to achieve?	What is required? (Resources)	When and how will we get there? (Funding and Timetable)	Who will take responsibility? (Owner and Contributor)	Relevant Strategy Objective(s)
<b>MEDIUM TERM (2022, 2023)</b>					
I.	<b>Internal Monitoring and Evaluation – Watt Institution</b> specific formative assessment, with more specific and detailed metrics than that conducted for the Strategy overall (Action 22). This could be achieved via a series of surveys (with visitors, non-visitors, staff and volunteers). Coordination with Strategy focussed monitoring and evaluation activity is key.	Determining progress against internal aims and objectives.  Setting targets and budgets for the coming years.	Watt Institution staff time.  Coordination with Heritage Strategy evaluators.	Evaluation completed by the end of 2023.  Led by Libraries, Education Development and Arts Manager in coordination with Inverclyde Cultural Partnership self-evaluation sub-group.	All
<b>LONG-TERM (2024 – end 2028)</b>					
J.	Continue to deliver training, engagement activity and other support as the core node in the Network Delivery Model. In line with this continued reciprocal benefits are realised. By this point external partnerships should be developed (if not already in place) including with other local authorities and national organisations – particularly as Inverclyde develops as a visitor destination.	The Watt Institution cemented as the core node in Inverclyde's heritage network.	Effective partnership agreements and pooling resources	Sustaining the Network Delivery Model is adopted as a core Watt Institution strategic objective.  Where appropriate formal partnership agreements made.	Head of Culture, Communities and Education Resources  2, 3, 4, 5, 6, 8, 9

## 9.0 Watt Institution Action Plan

Action	What do we want to achieve?	What is required? (Resources)	When and how will we get there? (Funding and Timetable)	Who will take responsibility? (Owner and Contributor)	Relevant Strategy Objective(s)
<b>LONG-TERM (2024 – end 2028)</b>					
K.	<b>Internal Summative Evaluation</b>	Determining progress against Internal aims and objectives.  Setting targets and budgets for the coming years.	Watt Institution staff time. Coordination with Heritage Strategy evaluators.	Completed in 2029  Led by Libraries, Education Development and Arts Manager	All



Jura Consultants Limited,  
7 Straiton View,  
Straiton Business Park,  
Loanhead, Midlothian  
EH20 9QZ

T. 0131 440 6750 F. 0131 440 6751 E. [admin@jura-consultants.co.uk](mailto:admin@jura-consultants.co.uk)

[www.jura-consultants.co.uk](http://www.jura-consultants.co.uk)

Jura Consultants Limited. Registered in Scotland No. 196023. VAT Reg. No. 682 8100 34