

# **AN INDUSTRIAL HERITAGE STRATEGY FOR SCOTLAND**

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## **An Industrial Heritage Strategy for Scotland**

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## Foreword (Cabinet Secretary, Fiona Hyslop, MSP)

In this the year in which we are celebrating the 250<sup>th</sup> anniversary of James Watt's invention of the separate condenser, I am delighted to be writing these words of introduction to Scotland's Industrial Heritage Strategy. The profound impact that Watt's invention had on the world, transforming steam power and energising industries across the globe, cannot be underestimated. Equally, the extraordinary number of other inventors, engineers and entrepreneurs who have emanated from Scotland explains why our small country has had such a disproportionately large impact on the world.

Yet, this vitally important part of our history has tended in the past to be overshadowed by a more classical view of cultural heritage. Now, with the impending creation of Historic Environment Scotland, and with a wider strategy for the Historic Environment set down in *Our Place in Time*, we have a tremendous opportunity to take stock of our industrial past, and to consider ways in which it can help build a better, more sustainable Scotland.

Whilst it is normal today to be offered a diet of sensational history littered with warfare, carnage, religious strife and mythical monsters, it is refreshing to take a moment to reflect on the genuinely creative and inspiring events in our history, and more specifically, the periods when our industries changed the lives of millions of people across the world. It is not difficult, for example, to trace the events that emanated from the birth of the modern iron industry at Carron in the mid-18<sup>th</sup> century to the life-saving effects that vertically-cast iron pipes from Scotland had on the water supplies of cities throughout the world from the second half of the 19<sup>th</sup> century on.

Scots have become famous not only for innovation, but also for exploiting and developing existing technologies. Whilst, for example, Kirkcaldy became the global centre of the world for Linoleum manufacture, structural engineers such as William Arrol & Co of Glasgow grasped the opportunity offered by Siemens Martin mild steel, demonstrating the scale and complexity of structures that could be built using this cheap but reliable versatile new material. So it was that in the space of a few years, Arrol was responsible for reconstructing the Tay Bridge, building the Forth Bridge, and erecting the steel frame of Tower Bridge in London. A few decades later, the company went on to do the same for the iconic Bankside (now Tate Modern) and Battersea Power stations.

The hydraulic technologies that Arrol developed were forerunners of the lifting systems now used in the offshore oil and gas industries, just as Robert McAlpine's early concrete constructions on the West Highland Railway, including the Glenfinnan Viaduct, signalled the evolution of technologies that were later used to construct giant offshore oil platforms for fields such as Brent and Frigg at Ardyne Point.

Such links between our historic and our current industries are important. Much of our media paints a picture of near-complete industrial decline, but Scotland continues to nurture and host many world-class industries, not least whisky, textiles, optoelectronics and software. Taking our energy sector as an example, whilst we have moved on from the once formidable coalfields, we have done so through the development of a unique offshore oil and gas industry, and through a growing

renewables sector. The latter is significant because our hydro-electric industry has a rich history, and together with wind energy and emerging tidal technologies, will play an increasingly important role in our future.

Just as Scotland has exported hugely successful innovators and entrepreneurs such as Andrew Carnegie and Thomas Blake Glover, so it has attracted world-class industrialists, a good example being Alfred Nobel, who came to Ayrshire in 1871 and built the world's largest high explosives factory at Ardeer. A key to this success has been the ingenuity, work, and sacrifice of industrial communities across the country, and the generations of migrants who took their hard work and ingenuity across the world. It's important that this huge contribution to Scotland's history is recognised.

2015 happens to be the European Year of Industrial and Technical Heritage, and we are also anticipating the potential inscription of the Forth Bridge as a UNESCO World Heritage Site. Now is therefore an exceptional opportunity to celebrate our industrial heritage, and to consider both what needs to be done to care for it more effectively, and how we can harness it better in order to deliver benefits for our future.

The fact is that our industries have valuable tangible and intangible attributes that should be playing a greater part in creating a better, sustainable future for Scotland. There are therefore many portfolios in Scottish Government that could benefit from a more co-ordinated approach to industrial heritage. In addition to culture and heritage, energy, enterprise, tourism, education, and infrastructure all spring to mind immediately. Furthermore, the outcomes defined in the National Performance Framework also suggest that our industrial pedigree should be contributing more to the lives of our young people, to regeneration and placemaking, to social justice and inclusion, and to our national identity.

Our industry is as much a part of our future as our past and deserves to be nurtured and celebrated. We should be forging better links between our industrial past and our industrial future, reviving and promoting traditional skills and instilling a sense of respect and pride in the communities that built the Scotland we know today.

## Preface

Industry has been a hugely important part of Scotland's story for 250 years, yet even now, it does not seem to receive the recognition that it deserves. For this reason, Historic Scotland has been leading a working group drawn from across the Culture Sector that has been seeking to develop an Industrial Heritage Strategy for Scotland. Our aim is to demonstrate the significance of Scottish industrial heritage in a global context, to highlight the benefits that it brings, assess what still survives and how representative it is, and identify a range of priorities that ensure that our actions over the next five years best serve the interests both of the heritage itself, and of the people of Scotland.

Our historic industrial age extended from the establishment of the Carron Ironworks in 1759 through to the late-20<sup>th</sup> century, although we still retain a much bigger industrial base than is widely recognised. Despite some prominent losses in the late 20<sup>th</sup> century, this period has left us with a tremendous legacy, and we have some outstanding industrial museums and sites, and internationally important industrial collections and archives, all of which have helped fuel a growing interest in the subject.

However, there are many challenges ahead, not least the scale and maintenance issues facing some of our bigger sites, structures and artefacts, some significant gaps in our collections, increasingly scarce resources, and inadequate connections with education. Equally, we are losing many of the last people with direct connections and experience of our most historic industries, so it is especially important that our understanding of our industrial past is brought to the fore. We have a uniquely rich legacy from which to draw, but if we are to make the most of it and plan for the future, we need to act now.

Dr David Mitchell  
Director of Conservation  
Historic Scotland

# 1. The Vision

*The purpose of this strategy is to highlight the value of Scotland's Industrial Heritage, and to raise awareness of the huge and innovative contribution made by the people of Scotland to social and economic development across the world. It identifies the many benefits that a sustainable approach to the promotion and conservation of industrial heritage can deliver. Protecting, recording, and interpreting the tangible and intangible elements of this heritage will ensure that succeeding generations recognise, value and continue to benefit from the achievements of one of the world's pioneering industrial nations.*

## 1.1 Background

This strategy covers the five years 2015 to 2020, and aims to demonstrate that Industrial heritage is particularly well placed to contribute to Scotland's National Performance framework, in its potential to support sustainable development, its capacity to engage with previously marginalised communities and its work towards enhanced social justice.

The strategic aims are articulated within several of the Outcomes defined in the Framework. Of these, the most relevant are:

- We live in a Scotland that is the most attractive place for doing business in Europe [NO 1]
- We realise our full economic potential with more and better employment opportunities for our people [NO 2]
- We are better educated, more skilled and more successful, renowned for our research and innovation [NO 3]
- Our young people are successful learners, confident individuals, effective contributors and responsible citizens [NO 4]
- We have tackled the significant inequalities in Scottish society [NO 7]
- We live in well-designed, sustainable places where we are able to access the amenities and services we need [NO 10]
- We value and enjoy our built and natural environment and protect it and enhance it for future generations [NO 12]
- We take pride in a strong, fair and inclusive national identity [NO 13]
- We reduce the local and global environmental impact of our consumption and production [NO 14]

Industrial Heritage also has the potential to complement a number of strands and initiatives within the Culture Sector in Scotland, notably the Historic Environment Strategy, *Our Place in Time* (2014). The Industrial Heritage Strategy should, in addition, be viewed in the context of other strategies and action plans, relating to Scotland's museums and galleries, archives, archaeology, traditional skills and climate change.

## 1.2 Definition

The International Committee on the Conservation of the Industrial Heritage (TICCIH) defines industrial heritage in the *Nizhny Tagil Charter* (2003) as follows:

*Industrial heritage consists of the remains of industrial culture which are of historical, technological, social, architectural or scientific value. These remains consist of buildings and machinery, workshops, mills and factories, mines and sites for processing and refining, warehouses and stores, places where energy is generated, transmitted and used, transport and all its infrastructure, as well as places used for social activities related to industry such as housing, religious worship or education.*

The charter then proceeds to cite key material and immaterial evidence that also forms a part of the heritage, which includes archives (including photographs) , artefacts, stratigraphy and structures, human settlements and natural and urban landscapes created for or by industrial processes.

The historical period of principal interest extends forward from the beginning of the Industrial Revolution in the second half of the eighteenth century up to and including the present day, while also examining its earlier pre-industrial and proto-industrial roots. It draws on the study of work and working techniques encompassed by the history of technology, processes and skills.

### **1.3 Aims**

With this definition in mind, together with governmental national priorities and aspirations, the Strategy aims to:

- Share the diverse history of Scotland's working past to foster a better future for all
- Obtain a clear understanding of the values and condition of industrial heritage in order to prioritise and measure benefits
- Identify and tackle the major risks to Scotland's industrial heritage
- Define specific, deliverable outputs in the short- and medium-term
- Provide a framework to maximise the benefits that industrial heritage can deliver in terms of Scottish Government priorities and the Historic Environment Strategy
- Build on the past strategic work of relevant sectors
- Be honest and open in our assessment of the industrial past and remain mindful of those who made an immense personal sacrifice in the achievement of economic ambition
- Be ambitious and far-sighted

### **1.4 Objectives**

The Strategy has defined the following specific objectives and goals:

- Assess the completeness and balance of industrial heritage as represented in the National Collections, ranging from properties in care to artefacts and archives
- Assess the extent to which industrial heritage is adequately represented in the lists and schedules of designated sites in Scotland
- Review the completeness and balance of industrial heritage as represented in the regional, university, local and independent collections and databases, ranging from entire sites to artefacts and archives
- Develop opportunities to advance the acquisition, care, development, research and interpretation of industrial collections
- Identify key issues facing long-term stewardship and development of industrial heritage collections and work together to tackle these

- Promote, encourage and advance access to Scotland's Working Past, especially through all levels of education
- Protect intangible industrial heritage through the promotion of traditional skills and the retention of knowledge relating to key historic technologies
- Forge mutually-beneficial links with living industries, to ensure accurate historical recording, and to help marketing and address skills shortages
- Develop public engagement programmes to share awareness of the importance of Scotland's industrial history within the industrial communities
- Actively promote and support industrial World Heritage sites with a Scottish connection.
- Actively promote and support Scotland's premier industrial heritage collections

## **1.5 Audience**

This strategy aims to inform and inspire a wide range of people and institutions with a stake in Industrial Heritage, and many are already involved in some way in its evolution. Most of all, the intention is that it guides those who are in decision-making positions who have the power to make a difference.

The strategy is therefore of relevance to industrial communities across Scotland, as well as the local authorities within whose boundaries they are located, and all levels of education. It is also potentially important to an array of national cultural institutions, including museums, archives and libraries, and to the new heritage body, Historic Environment Scotland. Equally, it should hold significance for a range of independent and professional organisations, not least members of Industrial Museums Scotland, University and business archives, and professional institutions relating to engineering, buildings conservation, climate change and archaeology. Finally, a lot of Scotland's finest industrial heritage still operates and is in the care of working businesses, which range from shipyards and engineering complexes to textile mills, whisky distilleries and offshore operators and energy companies. Indeed, some of the largest businesses comprise our national infrastructure, which includes energy supply as well as our railways, canals, water supply and waste management networks. This strategy will support current businesses to use their heritage to their advantage.

## **2. Context**

### **2.1 Who is involved?**

This strategy is the result of a series of workshops held from 2012-14 involving a group of institutions and individuals with a shared interest and expertise in Scotland's industrial heritage. Organised by Historic Scotland, the group includes representatives from other national public bodies such as the Scottish Government's Directorate for Culture, Europe and External Affairs, Industrial Museums Scotland, National Museums Scotland, the National Libraries of Scotland, the National Archives of Scotland, RCAHMS, and Museums Galleries Scotland.

Independent museums were especially well represented, and included the National Mining Museum Scotland and the Scottish Maritime Museum, with Industrial Museums Scotland covering the sector more generally, and others being involved via circulation and correspondence. These included railways, shale-oil mining, lead mining and fisheries. Archives were represented via the Ballast Trust and the Business Archives Council of Scotland (BACS), and Glasgow University Archives, whilst several local authorities such as North Lanarkshire, City of Aberdeen and City of Dundee were also actively involved because of their leading archives, museums and archaeology services. The group was also able to tap into a range of expertise through professional bodies such as the Institution of Civil Engineers, historic building conservators and archaeologists, and through national organisations such as Forestry Commission Scotland, Network Rail and Scottish Canals. Finally, links with education were important, especially through the valuable experience of New Lanark and via SCRAN.

### **2.2 Why?**

Scotland's global impact has been disproportionately large, given its modest size and population. A great part of that impact has been industrial in nature, but rarely reflected in the portrayal of Scottish history or culture, despite recognition across the world. Scotland's extraordinary history of industrial development and innovation has not, it is argued, received the attention it deserves, and neither has the rich legacy of industrial heritage, tangible and intangible, that survives across the country.

The severe economic decline that occurred in the second half of the 20<sup>th</sup> Century has tended to discourage interest in and respect for industrial achievements, the predominant urge in the worst-hit areas being to move on and clear away the evidence of the past. For many communities, histories have been lost, and bland new developments and persistent economic decline have led to a sense of placelessness and hopelessness. The major contribution many industrial communities have made, not just to Scotland but also to the world, has too often been forgotten. Economic change has coincided with a protracted de-skilling of the workforce, pervasive unemployment and passive consumption, together with a substantial skills shortage. In consequence, young people enter the job market with low understanding of how the goods on which they depend are manufactured, and are often incapable of meeting the demands of industries for a competent workforce.

The Group found that, despite notable successes and the evolution of flagship collections and sites, industrial heritage has far too often been seen as a problem, and continues to receive disproportionately poor funding compared, for example, to art galleries. It concluded that a national Strategy was needed in order to ensure that Industrial Heritage is seen by decision makers as being an asset, and that the many benefits that it can bring are fully understood and maximised.

Furthermore, whilst action is required to make the most of major opportunities, it is also needed to prevent the imminent loss of tangible and intangible industrial heritage. Important industrial sites are still under threat from a variety of pressures, and key people, knowledge and skills are disappearing. This is therefore an important moment for industrial heritage, when a Strategy will help to define a new future for our industrious past.

### **2.3 Aligning with Scottish Government Priorities**

Industrial heritage has the potential to make a still bigger contribution to Scotland's national performance, and as indicated in section 1.1 above, already feeds into at least eight of the Scottish Government's National Outcomes.

Specifically, our historic industrial achievements can be better used to build confidence and demonstrate Scotland to be a proven centre of excellence for business in Europe (National Outcome 1). Furthermore, promoting our long history of technological development and innovation, especially through education, can help bring on a new generation of capable, skilled and motivated young people (National Outcomes 3 and 4). A key aim should be to emulate the situation in countries like Germany where skills in dexterity and mechanics are more highly prized, and where skills shortages are far less serious.

Many significant industrial areas have suffered the most severe socio-economic decline, and the contributions their communities have made to Scotland's success as an industrial nation have been overlooked. Industrial heritage, through regeneration and education initiatives, has the potential to breathe life back into many of these areas, and provide an opportunity to address some of the ingrained inequalities that have become embedded over recent decades (National Outcome 7). In particular, industrial buildings and structures can often be adapted and re-used, providing tangible links with the past and helping to re-build sustainable communities with a sense of place and self-respect (National Outcome 10).

Initiatives of adaptive re-use, such as these supported by Townscape Heritage and Conservation Area Regeneration Schemes work towards developing heightened appreciation for the historic and natural environment, of which the industrial heritage is a pre-eminent part (National Outcome 12), whilst also reducing the carbon footprint of development by re-using as much of the existing historic fabric as possible (National Outcome 14). Finally, recognising and promoting the central part our industries and industrial communities have played in Scotland's extraordinary history can reinforce and build upon our strong, fair and inclusive national identity (National Outcome 13).

## 2.4 Value

In economic terms, it is widely recognised that the historic environment is a major contributor to the Scottish economy. In 2009, a report for the Historic Environment Advisory Council for Scotland (HEACS) estimated that it was worth £2.3 billion annually, and supported over 41,000 full-time-equivalent employees. Research for Visit Scotland confirms, especially for overseas visitors, that historic sites are a principal attraction. This situation has strengthened in recent years, with record visitor numbers. Scotland's industrial heritage now plays an important part in the tourism sector, and there is potential for this contribution to grow still further.

Whilst it can sometimes take time to become attuned to the appearance of some industrial heritage, many buildings and structures are aesthetically pleasing, and some, such as New Lanark and the Forth Bridge, inspire awe. Industrial sites, structures and buildings have strong associative historic value, vividly illustrating periods of history. They can contribute significantly to local and regional knowledge and identity (including international links and global importance), and to a distinctive sense of place. This can be inter-generational, helping to maintain the geographical roots of communities, as well as a sense of value and self-respect.

Industrial heritage can be instrumental in underpinning economic regeneration, bolstering confidence and re-establishing the reputation of an area. It can help promote and revive traditional skills, build public spirit and re-establish community values. Some of Scotland's most important political and cultural roots lie in its industrial communities, like the coalfields, places marginalised in recent decades. More than any other part of the Culture portfolio, industrial heritage offers an opportunity to reverse this process whilst tapping into a forgotten resource and nurturing a version of our history that better reflects the immense contribution of working people.

## 2.5 Baseline Data

Much of Scotland's industrial heritage is found in the central part of the country where most industries and by far the largest proportion of the population was and still is based. However, industrial activity occurred in every region of Scotland, and even where rural activities such as farming or forestry dominate, they too have spawned their own industrial processes, activities, buildings and structures.

Perhaps the best headline data is provided by the National inventory compiled by Royal Commission on the Ancient and Historical Monuments of Scotland (RCAHMS), in addition to information from local Sites and Monuments Records and Historic Environment Records. Searches of Canmore, RCAHMS' online database, yield a total of approximately 27,000 industrial and transport-related sites across the country. Drilling into the detail, records held by RCAHMS include approximately 150,000 industry-related catalogue items, 40,000 of which are photographs taken by Professor John R Hume over three decades from 1964 to 1983.

John Hume's photographs are remarkable, not least because such a large proportion of the industries he recorded in places like Glasgow have completely disappeared. Yet, despite this, very significant and valuable industrial heritage has survived the

ravages of the late 20<sup>th</sup> century, some having benefited from statutory protection. The latest available statistics suggest that of the 8,191 Scheduled Monuments in Scotland, 532 (6%) are industry or transport related. Moreover, 6,380 (13%) of Scotland's 47,674 Listed Buildings are classed as industrial or transport. Significant protection is also provided by Conservation Areas, especially urban landscapes such as those associated industrial housing and commercial buildings.

Listed Building protection is an important factor in enabling industrial heritage to buy time until it is adaptively re-used, as is demonstrated by information provided by the Buildings at Risk Register (BARR), which suggests that 272 (11%) out of the 2,470 'buildings at risk' in Scotland are industrial or transport related. The Buildings at Risk narrative suggests that industrial buildings and sites pose a greater challenge to achieve positive solutions, but in the Scottish Civic Trust's study, *New Uses for old Buildings*, half the exemplars used are industrial, showing that solutions are possible, and have wide and deep regeneration impact.

The implication is therefore that industrial heritage sites are most likely to represent opportunities for change, development, and interpretation. More are also likely to be under threat, beyond their numerical representation in terms of designated assets at national and local levels of importance, and of those in care. This means that many industrial heritage projects require a high degree of co-operation with external stakeholders. Conservation work is therefore more likely to engage with and support partnerships within the most disadvantaged communities.

Re-use of the embodied energy contained in existing buildings, and in particular heavily-constructed industrial structures, also helps to mitigate against climate change. In 2011, Scotland's Historic Environment Policy noted that 'A huge investment of money, energy and materials went into these buildings - it would be poor stewardship of this inheritance to neglect it'.

Industrial Heritage has, in addition, begun to make a substantial contribution to tourism, not least because the Scottish diaspora includes families whose ancestors were instrumental in the emergence of Scotland as a global industrial force in the world. As a consequence, there were 1,200,000 visits to industrial heritage attractions in 2007 (distilleries/ breweries, craft work places and steam railways, the first two categories also resulting in the highest visitor spend of £22 million). Distillery visits are now higher than ever, with 1.5 million alone to the 54 distilleries that are open to the public recorded by the Scotch Whisky Association in 2014 (the Scotsman May 2015). More recent economic data has been provided by Industrial Museums Scotland, whose Strategic Plan and economic impact toolkit suggest that its eleven member sites achieved a positive economic impact of £14.9 million in 2012-13.

Some industrial heritage assets are, in contrast, less visible. The Business Archives Council of Scotland estimates that there are 6,122 known archive collections held within public and private archives in Scotland, providing a resource for history and for the promotion of modern industry and product design. However, this number only reflects the 'known' collections and does not include the hundreds of collections held by many museums, local libraries and/or individual collectors.

It is therefore clear that whilst there is already an established industrial heritage resource in Scotland, there is much more that has yet to be recognised and utilised. A major purpose of this Strategy is to outline ways in which this hitherto hidden resource can be identified and used by communities and businesses across Scotland.

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## 3. Related Strategies

### 3.1 The Historic Environment Strategy for Scotland (2014)

In preparing this strategy we are fortunate to be able to nestle into the slipstream of Scotland's first Historic Environment Strategy, *Our Place in Time*, which was launched in 2014 and sets out a ten-year vision for the historic environment. At the outset, therefore, the intention is to complement the Historic Environment strategy and to identify ways in which industrial heritage can contribute to its broad aims.

*Our Place in Time* sets out a vision in which 'Scotland's historic environment is understood and valued, cared for and protected, enjoyed and enhanced. It is at the heart of a flourishing and sustainable Scotland and will be passed on with pride to benefit future generations'. Its underlying ambition is to ensure that we do more to preserve and maintain the historic environment and to secure the many associated benefits that it can generate. It acknowledges that there are challenges, but sees the principal outcome as being that '...the cultural, social, environmental and economic value of Scotland's heritage makes a strong contribution to the wellbeing of the nation and its people.'

A fundamental principal underpinning *Our Place in Time* is that to succeed, there must be a cross-cutting approach to our heritage. Such is the breadth, variety and complexity of industrial heritage, progress would be impossible without such an approach. Equally, the core priorities – enriching understanding, strengthening protection and enhancing the appreciation of our historic environment all apply resoundingly to industrial heritage. There is a long tradition of communication and collaboration within Scotland, stemming from the formation of the Scottish Industrial Archaeology Panel in 1982, and more recently, of 'STICK', the Scottish Transport and Industrial Collections Knowledge specialist network - the first subject-specialist network in the UK to draw members from outwith the professional heritage sector.

In addition to the Historic Environment Strategy, there are a number of other strategies which mesh well and have the potential to drive industrial heritage forward. These are mentioned briefly below, and are listed in the Bibliography at the end of this document.

### 3.2 International Context

The challenges facing Scotland are not unique, and Industrial Heritage has over the last twenty years taken on an international focus, through the work of The International Committee on the Conservation of the Industrial Heritage (TICCIH), whose *Nizhny Tagil Charter For The Industrial Heritage* agreed in 2003 forms the basis of the definition used in Section 1.2 above.

The work of TICCIH has extended beyond its core Western European, North American and Australasian member countries into far-east Asia and South America, leaving Africa as the single largest gap in representation. However, the greatest impetus for its work came from the collapse of the Soviet bloc in 1989, and the ensuing rapid de-industrialisation which outpaced even the transformation that occurred in Scotland several decades earlier.

The urgency of the crisis facing Eastern Europe in particular encouraged TICCIH to work more closely with the International Council on Monuments and Sites (ICOMOS), and in 2000, the London Agreement was signed which recognised TICCIH as official advisers to ICOMOS on industrial World Heritage issues. In 2011 this relationship was strengthened by the signing of *The Dublin Principles, the Joint ICOMOS – TICCIH Principles for the Conservation of Industrial Heritage: Sites, Structures, Areas and Landscapes*.

The collaboration between TICCIH and ICOMOS has been an important driver for industrial heritage, helping to ensure that UNESCO's World Heritage List is augmented by the inscription of a series of industrial sites and landscapes, with more in the nomination process. Significant sources of expertise have come from traditional centres of excellence such as England where English Heritage has led the way. Elsewhere in Europe, Germany, Sweden, Norway, France, Italy and Spain are all major players, with the Czech Republic and Poland fast emerging. Further afield, Mexico has led the way in South America, and in Asia, Japan is showing great ambition.

There is strong Scottish representation on TICCIH, and with long-standing links with colleagues in England, Wales and Ireland, it will be important to engage with and contribute to international strategies for Industrial Heritage as they continue to evolve.

Sites can be of such a scale that it is unrealistic to expect one country to conserve an example of each type of site. For example, no Scottish integrated steel works survives, and there probably will be none in future anywhere in the UK. For the key examples that can be conserved we look to Germany, USA, Russia and the Czech Republic. On the other hand Scotland does have a large coal mine with well-planned pithead buildings of c1905, unmatched in England. There the comparators are German, Belgian, Czech, Polish and French, with few elsewhere. A strategy has to look beyond borders to identify gaps and to avoid duplication.

### **3.3 National Context**

Industrial heritage cuts across many parts of the culture sector in Scotland, and extends into other portfolios, with notable links to the UK including the Department of Culture, Media and Sport (DCMS) for World Heritage issues (currently a reserved matter), Historic England, and the Heritage Lottery Fund (HLF). In the case of HLF, for example, Industrial Heritage has always been a major strand in its work, featuring prominently in its *Strategic framework 2013–2018: A lasting difference for heritage and people*. Since its creation in 1994, HLF calculates that it has invested over £400 million in industrial, maritime and transport heritage.

One of the most important pieces of work on the future of industrial heritage was completed in 2011 for English Heritage by Sir Neil Cossons. Although not extended north of the Border, *Sustaining England's Industrial Heritage: A Future for Preserved Industrial Sites in England* identifies many of the issues facing preserved sites and structures, as well as the need to protect the intangible heritage without which further interpretation and operation of working industrial artefacts will be impossible.

Within Scotland itself, Industrial Heritage touches on several national strategies, the most relevant of which are mentioned below. One of the most important is the *National Strategy for Business Archives in Scotland* (2013), Revised 2015 which recognises the fundamental significance of the information on Scottish historic industries held in archives ranging from the National Records of Scotland and the Scottish Business Archive at the University of Glasgow to collections held by local authorities, universities, private companies and individuals. This strategy has raised awareness among businesses of the value of their records and archives, raised the profile of business records with the public, and raised standards in the care of business archives through best practice exemplars, professional training and an improved funding and support infrastructure.

In 2012, Museums and Galleries Scotland (MGS) launched *The National Strategy for Scotland's Museums and Galleries*. Prior to that, there have been studies and reports devoted to tackling the particular challenges and opportunities offered by industrial heritage. The Museums and Galleries Commission's *Working Party on Non-National Museums and Galleries in Scotland* in 1986, later published by the Scottish Office in 1988 as *The Miles report on Museums in Scotland: individual recommendations & Government responses* is key among these in recognising the strong role of a locally-dispersed independent sector that reflects the location of nationally important industries.

The need for a particular approach to industrial museums, articulated for many years, was considered by 'The Museums Think Tank' which reported in 2010 and prioritised a sustainable future for Scotland's Industrial Museums collections, recommending the formation of a federation of industrial museums. This has taken the form of Industrial Museums Scotland, which is an association formed from Scotland's ten leading industrial museums.

A unique quality of industrial heritage is that it has natural and productive links into live industries and businesses, and a particularly important aspect of this relates to traditional skills. For this reason, in taking forward the *Traditional Skills Strategy for in Scotland*, which was launched by Historic Scotland in 2011, it will be important to consider the specific needs and potential of industrial heritage. Equally, an enhanced educational role in the Curriculum for Excellence for industrial and technological history should be considered.

Industrial heritage contributes to sustainable development, not least through regeneration and adaptive re-use. Following on from *A Climate Change Action Plan for Historic Scotland 2012-2017* it is important that industrial heritage can play its role in mitigating and adapting to climate change.

The publication in 2013 by Scottish Canals of its *Heritage Strategy 2013 – 2038* is a reminder of the quality and scale of Scotland's historic infrastructure, which extends to embrace railways, roads, water supply and sewerage systems, electricity, gas, hydraulic power, and telecommunications. Much of this infrastructure combines with other built heritage to form distinct Scottish landscapes, assets to the tourism and leisure industries.

As early as 1996 the then Scottish Tourist Board published, *Industrial Heritage and Tourism in Scotland: A Review*. This identified local and national gaps in provision. Most recently, Visit Scotland has embarked upon a Tourism Plan aimed at maximising the visitor potential of all three Forth Bridges, the aim being to market them collectively as spanning three consecutive centuries.

### 3.4 National Strategy for Archaeology in Scotland

In 2015, the Scottish Strategic Archaeology Committee held a public consultation, *Scotland's Archaeology Strategy: what role should archaeology play in Scotland's future?* This follows extensive work carried out by the 'Modern Panel' of Scottish Archaeological Research Framework (ScARF), which included industrial archaeology in its remit, specifically as a case study into research priorities.

Archaeology has contributed a great deal to industrial heritage over many decades, through research, recording, and in practical terms, through active support via the Association for Industrial Archaeology. However, one of the biggest contributions has been through English Heritage's Industrial Archaeology Advisory Panel and the thematic studies produced by its Monuments Protection Programme (MPP). There have also been some outstanding excavation projects, amongst which the M74 Extension programme is one of the most impressive instances of an urban archaeology project.

This strategy therefore undertakes to ensure that the many strands of activity and expertise within archaeology utilise and, where appropriate, effectively engage in promoting industrial heritage in Scotland

#### Case Study

**Business Archive case studies generated through the National Business Archives Strategy for Scotland can be found here**

[http://www.scottisharchives.org.uk/projects/business\\_archives/case\\_studies/scottish\\_case\\_studies](http://www.scottisharchives.org.uk/projects/business_archives/case_studies/scottish_case_studies)

- [Upper Clyde Shipbuilders Collection](#) - *archivists and liquidators working in partnership to save key business records for the nation*
- [Stoddard-Templeton Collection](#) - *inspiring designers through business records*
- [The Bartholomew Archive](#) - *art and the business archive*
- [Standard Life](#) - *creating an inspirational and invaluable business resource*
- [Tasglann nan Eilean Siar \(Hebridean Archives\)](#) - *supporting local business in your community*
- [Tasglann nan Eilean Siar](#) - *A' toirt taic dha gnothaichean ionadail sna h-Eileanan Siar*

- [The Royal Bank of Scotland's 'Archive Taster Weeks'](#) - *providing work experience in a business archive*
- [Dundee Whaling Project](#) - *partnership working across the heritage sector*
- [The Royal Bank of Scotland and National Library of Scotland UNESCO's UK Memory of the World Register](#) - *business archives of national importance*
- [John Murray Archive](#) - *celebrating the history of the book*
- [The Ballast Trust](#) - *understanding technical records*
- [Capturing the Energy Project](#) - *future-proofing industry*
- [Diageo PLC](#) - *brand passion and integrity*
- [Lloyds Banking Group](#) - *identity and engagement*
- [The Scottish Business Archive](#) - *supporting business to secure its heritage*
- [Sir Basil Spence Archive at RCAHMS](#) - *creative use, interpretation and community engagement*
- [Tennent's](#) - *celebrating and marketing your heritage*
- [GL Watson & Co Ltd.](#) - *investing in your brand and archives*

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## 4. The need

### 4.1 Context

The familiarity and apparent normality of recent industrial historic environments has led to dismissal, invisibility and even contempt. The default position has often therefore been one of destruction, new build and collective amnesia. Understandably, recently-closed industrial premises are what local communities have wanted to forget, the assumption being that they can move on into a bright new future with a clean break, severing links with difficult memories of decay and decline. However, far from being a problem, industrial roots can be an asset that can define and enrich the future of many communities, and the Scottish economy as a whole.

To make the most of this asset, there is now an urgent need for action. The second decade of the 21<sup>st</sup> century has reached a critical point where first-hand knowledge, understanding and skills are dissipating, and in some cases, disappearing entirely. Equally, some of the physical evidence of our industrial past is under increased threat.

Immediate priorities are therefore:

1. to measure public awareness and appreciation of the diverse history of Scotland's working past.
2. clearer understanding of the values and condition of industrial heritage in order to prioritise actions and measure benefits.
3. Identify and tackle the major risks to Scotland's industrial heritage.
4. That the benefits that industrial heritage can deliver are clearly identified in what is inevitably going to be a challenging political and funding environment.

These tasks are made easier by the strategic work already done in key areas, in museums and business archives, and in the historic environment sector more generally.

### 4.2 Emerging Themes

In short, therefore, there is a need for action. More detail is provided below in Sections 5, 6 and 7 on how this might be achieved, but first, it is important to set the scene. Industrial heritage poses very particular challenges, identified by the working group in a SWOT analysis. A summary of these is included below under thematic headings, all of which translate into actions:

#### Scale

- The enormous scale of some industrial sites, buildings, structures and landscapes – associated conservation, management, presentation, interpretation and security
- The large scale of some industrial collections – conservation, accessibility, retention, disposal and interpretation issues
- Higher proportion of industrial buildings and sites are at risk
- Coverage and standard of record still not adequate

- No comprehensive record of what's out there
- No measure or monitoring activity recording what is happening to what's out there
- No systematic recording of what grant assistance has been awarded to industrial heritage

### **Environmental**

- Historic contamination (e.g. heavy metals, asbestos in both sites and collections)
- Heritage crime (e.g. metal theft, vandalism)
- Physical hazards (e.g. falling masonry, sharp objects, tripping hazards, precipitous slopes, unstable ground, holes etc.)
- Incomplete understanding of the benefits and economics of industrial heritage and associated skills, and the life costs of traditional industrial buildings in economic and carbon terms

### **Inclusion and Protection**

- Under-represented in 'National Collection' of the built heritage
- Under-represented in Scotland's national collections (Museums, Galleries, Libraries and Archives)
- Disproportionately low proportion of designated sites (statutory protection through Listed Buildings and Scheduled Monuments legislation) are industrial
- Under-representation in other collections and datasets (e.g. Dictionary of Scottish Architects)

### **Image**

- Perceived unattractive image (both urban and rural)
- Comparatively little media interest
- Few high-profile advocates/champions
- Relatively low political priority
- Marginalised communities, wasted skills, drain on public resources
- Loss of self-respect – history ignored. High culture dominates and excludes
- Gender/age issues (volunteers and activists male dominated)

### **Access**

- Large blocks of un-catalogued gifted material in collections
- Huge amount of record and archive not accessible and not digitised
- Hazards within collections
- Availability of industrial heritage specialists is patchy across Scotland

### **Intangible**

- Loss of specialist skills, especially in museums with working objects
- Aging volunteer workforce
- Shrinking pool of expertise
- Disappearance of associated culture (e.g. political and musical traditions)

## **Resources**

- Shrinking public funding combined with rising costs, and a historic lack of investment
- Loss of intangible cultural heritage associated with industries
- Short-termism caused by imprisoning annual funding cycle
- Political uncertainty, which adds to funding crises
- Insufficient links with live, working industries
- Aging buildings and poor quality maintenance means a declining economic asset and increasingly risks to public safety
- A perception that industrial heritage / building skills and conservation are a luxury or not efficient in terms of energy or sustainability
- Dependence on a few highly motivated individuals

## **Education and Skills**

- Lack of formal academic foundation in Scottish and UK Universities
- Lack of formal foundation in professional institutions (such as Engineering)
- Few if any academic courses or options within existing courses to pursue industrial heritage related work
- Industrial and technical history still has a low profile in education
- No coherent education resource from which teaching modules can be built
- Lack of integration into Traditional Skills programme
- Heritage professionals and some of those teaching across Scotland have gaps in the knowledge and skills they need to repair and maintain industrial sites, collections and buildings
- Lack of understanding of the relevance of industrial heritage, and its importance in history, or the benefits it can bring
- Difficulty in recruiting and maintaining a workforce in industrial heritage

Taking these issues in isolation paints a negative and depressing picture, but the reality is that many of them also represent an opportunity. The next section seeks to identify priorities from which a strategy and specific actions and recommendations can be derived.

## **Case Study**

## 5. The Priorities

### 5.1 The Challenge

The issues identified in Section 4 are a useful means of identifying the most important priorities facing Scotland's industrial heritage. A major challenge is to address the key issues, not be undermined by the often daunting scale of sites and collections, and turn what are often regarded as problems into significant opportunities.

The most pervasive themes that emerge include continuing threat to industrial heritage sites and collections from a variety of areas, such as lack of maintenance and decay, decontamination, political pressure to develop brown-field sites, 'rehabilitation' (e.g. afforestation) and heritage crime, prime examples being vandalism and metal theft. There is a definite sense that there remains an image problem, that the media continues to have a blind spot, and that there is a lack of political interest or support.

Even though there are national and regional records of the historic environment, the record of industrial heritage sites is far from complete. There is therefore no coherent sense of what is out there in terms of significant sites, and even the extent of what is already in care within collections is sometimes uncertain because of backlogs in cataloguing and the constant deposit of new material from the public. Perhaps the closest to a benchmark is *Scotland's Industrial Past*, compiled in 1990, from which it is clear that there has been a significant disappearance of 'known' collections in the last two decades.

There is therefore no detailed baseline record from which to measure what is happening to the industrial heritage, and no process of monitoring change and threat. Equally, there is no accurate sense of the scale of grant assistance that is being awarded to industrial heritage. Even where the industrial heritage content of collections is known, much of it is inaccessible to the public, and there are no plans in the foreseeable future to digitise and make even the best of this material available on line.

There is also a sense that industrial heritage is not adequately represented in the national or independent collections and does not as a consequence receive an appropriate share of heritage funding. This is amplified by the knowledge that a number of museums, such as the Royal Museum of Scotland, were originally founded as museums of science and industry, but have diversified away from their original core purpose.

Especially important is the intangible side of industrial heritage, as represented by specialist knowledge and skills. The steady loss of experienced staff and volunteers through natural processes (aging) and reduced resources is causing increasing alarm and creating very real practical problems for collections with working plant and machinery in particular.

The scale of the representation of industrial heritage in the care of Ministers (as 'Properties in Care') also seems to be remarkably small, especially given the central

part industry has played in the formation of Scottish identity. Equally, it could be argued that industrial sites are poorly represented on the Schedule of historic monuments and historic buildings List. The same might be said of the number of Conservation Areas containing industrial sites and landscapes.

Across the sector and beyond, there are also major concerns about shrinking public funding and rising costs, the rigidities of annual funding cycles, political uncertainty, and long-term financial sustainability. Ageing buildings and deepening maintenance crises add to the pressure, which is sometimes further complicated by resulting health and safety compliance issues.

Whilst there is a strong feeling that industrial heritage has great educational potential, it has suffered from a lack of formal academic foundation in Scotland, and insufficient roots in professional institutions such as those representing the different branches of engineering (such as civil, mechanical, electrical, gas etc.). Very little teaching at any level of education covers industrial heritage or history coherently, and it does not feature in curricula or courses as cohesive modules. Equally, there is no organised identifiable skills programme that focuses on the needs of industrial heritage.

## **5.2 Focusing on the Opportunities**

Against this background, the Strategy working group identified strengths and opportunities facing industrial heritage, and it was agreed that these be used to help focus the priorities of the Strategy and answer the issues raised in 5.1. It was possible to group the themes that emerged under the five titles of , 'Relevance', 'Significance', 'Resource', 'Education' and 'Skills', as described below:

### **Relevance to**

- Threat and sense of urgency - the need to "act now or lose it"
- Curriculum for Excellence
- Employment
- Society
- International identity

### **Significance**

- Integral to Scotland's identity
- Integral to the identity of a region, area or city
- Internationally significant sites and collections, including World Heritage
- Contemporary relevance

### **Resource**

- Internationally significant sites and stories
- Passionate workforce and volunteers an asset to be nurtured
- Audience diversity
- Potential Media interest
- Increased volunteering potential
- Already a well-networked sector
- Potential for a truly nationwide network

- Prestigious international networks
- Award-winning institutions
- Potential for inclusion in corporate social responsibility indices of companies
- Growing industrial & ancestral tourism markets (Scottish industrial diaspora)
- Links with live industries – using the past to work for the future
- Unrealised potential for adaptive re-use
- Enhanced sense of place
- Film potential (movie settings)

### **Education**

- Multi-disciplinary
- Intellectually accessible
- Contemporary relevance
- Direct links with large proportion of the population
- Ideally positioned for integration into school curricula

### **Skills**

- Training for apprenticeships especially traditional mechanical trades, conservation, materials etc.
- Potential for links to professional organisations and higher education

## **5.3 Emerging Priorities**

Taking these factors into account, a number of priorities have become clear. They are:

- Improving the record of industrial heritage. This includes records of sites within national and regional historic environment records, and information in catalogues relating to collections.
- A review of the representation of industrial heritage in national, regional, university and independent collections, in properties in the care of Ministers, the National Trust for Scotland, and local authorities
- A review of the level of statutory protection provided by national historic environment designations, and indirectly through natural designations
- An overview of the extent and nature of grant assistance to the conservation, interpretation and promotion of industrial heritage.
- Exploration of the range of available funding for industrial heritage and of new potential sources, especially within the private sector and live industry itself
- Assessment of the possibility of more mutually beneficial relationships with natural environment organisations, especially in the context of industrial landscapes. These could include SNH and Forestry Commission Scotland, as well as the Central Scotland Green network.
- Commission studies to demonstrate the economic and social benefits of retaining and conserving industrial heritage and associated skills, and the life costs of traditional industrial buildings in economic and carbon terms
- Tackle the negative image of industrial heritage through the media, for example, through the promotion of iconic sites and the use of prominent ‘champions’
- Address the issue of access to important industrial collections through cataloguing initiatives and focused digitisation projects

- Embed industrial heritage and history into modules and courses across the formal education sector, including specialist heritage courses
- Approach universities to assess the possibility of establishing formal academic courses on and research into industrial heritage
- Establish a more coherent industrial heritage presence in the work of professional institutions
- Seek ways of staunching the loss of historic industrial skills
- Work towards the inclusion of industrial skills in traditional skills initiatives
- Achieve an equal funding footing with comparable institutions in the Arts

## **Case Study**

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## 6. The Strategy

### 6.1 Aligning with *Our Place in Time*

Industrial Heritage is a major component both of the historic environment and the culture sector more widely. Its significance is such that it impacts across society, and not merely in Scotland, but also much further afield in the UK and overseas. Indeed, for a country of such modest size, Scotland's scientists, engineers and industrialists have had a major impact on the world. Yet this disproportionately large influence on history is not reflected in the way our industrial heritage is acknowledged or supported across the culture and heritage sector. The aim of this strategy is therefore redress the balance and release the latent value for the benefit of as many people as possible.

In order to build on work already done and co-ordinate more effectively with existing priorities, this section has been designed to mesh with the principal strands of *Our Place in Time*, Scotland's Historic Environment Strategy. One of its key aims was to mainstream the Historic Environment, and it follows logically that the aim of this strategy is mainstream Industrial Heritage within the historic environment, and the culture sector of which it is a significant part.

### 6.2 Core Themes

The aims underpinning *Our Place in Time* - understanding, strengthening protection and enhancing the appreciation of our historic environment - all apply resoundingly to industrial heritage. With this in mind, the proposed priorities and actions of the Industrial Heritage strategy have been grouped under the three headings of 'Understand', 'Protect' and 'Value'.

#### **Understand – Investigate & Record**

- Know what industrial heritage exists
- Know what's happening to it and what condition it is in
- Know what assets are already held in collections, and what gaps there are
- Address gaps in the coverage of designation
- Address gaps in the coverage of collections
- Adopt the latest technologies to record

#### **Protect – Care & Protect**

- Adopt a holistic and sustainable approach to protection
- Effective and proportionate protection and regulation with controls and incentives
- Build and protect the capacity available for the conservation of industrial heritage
- Incorporate the needs of industrial heritage into the Traditional Skills Strategy

#### **Value – Share & Celebrate**

- Co-ordinate with tourism initiatives, including national and international networks
- Enhance participation
- Broad-ranging approach to learning
- Integrate industrial heritage into school curricula, higher and further education.
- Engage more effectively with existing initiatives, such as STEMNET and SCRAN

- Better media engagement and promotion
- Appoint media champions to promote the industrial heritage
- Use evolving Digital technologies more effectively

### **6.3 Stakeholders**

The strategy needs to deliver a change in the mindsets of key stakeholders, to achieve for industrial heritage the enviable status of arts and nature preservation. Improved advocacy will only be achieved by learning from comparators' experiences and creating a diverse network of ambassadors.

### **6.4 Audiences**

The strategy needs to connect industrial heritage with potentially enormous national and international audiences. To help bridge gaps, the connection between media interest and public awareness requires co-ordinated marketing and media campaigns with high-level support.

### **6.5 Skills**

The strategy needs to identify mechanisms to reverse the skills shortages in industrial museums. There is a pressing need for realism about the future nature of volunteer involvement, which will involve some difficult decisions about the need to preserve both form and function. There is potential to have a greater impact through partnerships with education and industry, the use of internships and apprenticeships, and ample opportunity for international skills exchange. Equally, there is a great opportunity to lock into the traditional skills strategy and its flagship project, the Engine Shed.

### **6.6 Resources**

The strategy needs to address the historic imbalance in financial and staff resources in Scotland's culture and heritage sector. There needs to be acknowledgement (at a high level) of the rarity and importance of the cultural resource, the higher level of costs associated with its maintenance and the risks associated with maintaining the status quo. Equally, there needs to be a recognition of the fundamental relevance industrial heritage has for large proportion of the people of Scotland and beyond.

## **Case Study: Industrial Museums**

## 7. Delivering the Vision

### 7.1 Ambition

This strategy aims to ensure that industrial heritage in Scotland will become more valued, better represented in the culture and heritage sector, more accessible to all, and better sustained by a strong network of partnerships. Better understanding of its relevance, and addressing the major risks it now faces will help industrial heritage to deliver wide benefits..

### 7.2 Learning from the past

Of the recently produced strategies that cut across industrial heritage, the Business Archives Strategy for Scotland offers some of the most useful lessons. These include the importance of:

- **Partnerships**, essential to ensure that common goals are agreed and that actions are linked where possible to reflect the aims of the strategy.
- **Annual action plans** that help to drive implementation forward, and can tie in more effectively to the aims of a longer strategy period, allowing for meaningful monitoring and a sense of progress
- **Proactive networking** that brings extra work but generates a lot of good will, achieving positive results. Appointing a project officer to take forward the Strategy would help with this type of work and could pay dividends.
- **Developing an on-line presence and resources:** important and cost effective if managed well. It has the potential to expand audiences and extend the reach and power of partnerships.
- **International** - Scottish industrial heritage does not stop at the border. It is therefore important to work with colleagues elsewhere in the UK and abroad, to co-ordinate with and learn from their strategies, avoiding duplication but adding value where there are gaps, and networks such as ERIH.

### 7.3 Collections

For collections held by national, regional, university, local and independent museums and archive institutions and individuals, key actions include:

- Enable access to industrial and transport collections and knowledge, possibly through a central online service, to act as a key resource for information about all collections archives, objects, built heritage, landscape, etc
- Raising awareness of the assets in National Collections and other collections
- Raising awareness of assets such as archives in private hands, highlighting their value (e.g. Motherwell Bridge, Harper Collins, Diegeo)
- Increased number of businesses retaining and managing historic collections, including archives, records and artefacts
- Promote wider public access to all historic industrial collections
- Raise the standard of care of these collections
- Develop networks and partnerships, and build on the success of existing initiatives such as STICK and SIAP

- Promote educational benefits by forging links between collections and education and skills training, school curricula and course modules
- Educate those potentially disposing of collections to contact public museums and repositories and tap into their expertise
- Keep distinct collections together if at all possible
- Identify sustainable funding streams

#### **7.4 Historic Environment Data**

In order to better understand and appreciate the true extent and nature of our industrial heritage, its condition and its potential, key actions should include:

- A holistic record of Scotland's industrial heritage assets through survey and collecting, addressing gaps in representation and developing baseline comparative data
- Formation of a National Inventory and collections (delivered through Canmore)
- Inspire learning through the collections, buildings, artefacts relating to the industrialisation of Scotland by strengthening ties with Curriculum for Excellence: <http://www.educationscotland.gov.uk/thecurriculum/howisthecurriculumorganised/experiencesandoutcomes/index.asp>; lifelong wellbeing and learning through encouraging the teaching of courses for all ages relating to Scotland industrial past, present and future, e.g. using museum industrial collections to formulate study courses for students of engineering or industrial design; using industrial collections in National Inventory to explain how to read engineering drawings or understand a manufacturing process.
- Strategic recording enabled through a 'hub' to ensure that archive records and industrial buildings of potential value are not lost prior to assessment

#### **7.5 Skills**

To make the most of our industrial heritage, to care for it better, for a fuller contribution to communities and businesses, key actions include:

- Make intangible industrial heritage focus on technical expertise and practical experience, both in collections curation and in live industries.
- Strive towards securing consistency and availability of industrial and curatorial skills training, developing courses and qualifications that meet conservation demands and are responsive to the needs of industrial heritage
- Focus on developing succession planning, in particular establishing the means to pass on specialist knowledge and expertise to new staff and volunteers
- Develop skills and knowledge to ensure excellence in provision of support to industrial sites, monuments, landscapes and artefacts which informs and enhances understanding of Scotland's industrialisation both past and present

#### **7.6 Education**

To maximise the contribution industrial heritage can make to all levels of education in Scotland, key actions include:

- Invest in curricular links and teacher training
- Inspire wellbeing through lifelong learning - Enhance adult learning and increase active participation as citizens, social capital enhanced (e.g. interest in industrial heritage reports <http://www.scotedreview.org.uk/pdf/281.pdf> )

## 7.7 Staff and Resources

Without adequate resources and personnel, stewardship of the industrial heritage will fail to deliver the benefits that are within its potential. Key actions therefore include:

- Resources – secure sustainable investment, addressing the disparity in revenue funding as opposed to capital funding, afflicting industrial heritage
- Develop a business sponsorship strategy, identifying and developing activities which are best suited to the interests of working industries and business
- Address the crisis in caring for the industrial heritage - the stewardship role is becoming more difficult as resources shrink and knowledge and expertise melt away as the workforce gets older.

## 7.8 Networking and Partnerships

To make the most of the many people and organisations with an interest in experience and knowledge of industrial heritage, key actions include:

- Creation of a Scottish Industrial History Network
- Harness the international dimension of our industrial heritage, plugging into the Scottish diaspora and raising the profile of international collaboration
- Actively engage with live industry and partners to ensure that traditional industrial skills are kept alive, and will incorporate them within the wider traditional skills programme of HES and its partners
- Work with Police Scotland to combat heritage crime more effectively
- Partnerships - continue and be more creative in these in order to provide 'value for money' and 'wellbeing-ness' especially in the public sector sponsored areas e.g. synchronicity of fieldwork where at all possible, synchronicity of record gathering and dissemination to cut down on double handling and costs
- Work with UK Crisis Monitoring Team (Archives at risk) and liquidators and administrators to rescue and/or survey sites and collections at risk and raise awareness of historic and cultural value of industrial heritage assets.

## 7.9 Placemaking and Climate Change

The embodied energy resource of bricks and mortar already invested in industrial sites should not be squandered by its destruction, to be replaced by newly imported materials that harm the environment in their creation and delivery, and are at a cost to the historic environment and amenity. Industrial buildings that are adapted to new

purposes signal a new dawn for hard-pressed areas, often paving the way for new investment and changed perceptions of a place.

- Promote fiscal reform, removing the VAT penalty on adaptive re-use of buildings in comparison to the absence of VAT on new-build housing.
- Measure the rate of change to historic industrial places through
- The Buildings at Risk Register (mainly listed buildings that become available for new uses)
- Good exemplars of adaptive re-use noted through awards

### **7.10 Media & Communication**

- Develop a co-ordinated national media and marketing strategy to promote Scotland's industrial heritage, taking advantage of iconic sites and major events, such as a World Heritage inscription
- Organise better special events, conferences and summits devoted to industrial heritage, focusing on younger people in particular
- Promote more public engagement with regard to targeted articles in popular journals and other media to help promote industrial heritage amongst visitors to all parts of Scotland.
- Improve curatorial capacity through the use of new technologies, including better data management, digitisation and visualisation
- Develop programmes of events across industrial communities in Scotland reconnecting them with their own heritage
- Develop holistic industrial heritage events bringing together all types of curators and potential users.

### **7.11 Conclusion**

Industrial heritage is often seen as a potential burden, but this strategy aims to help demonstrate that this is not the case. Whilst it asks what can be done for our industrial heritage, it also points out that there is a lot that our industrial heritage can do for us. It is the view of the strategy working group that, our industrial heritage has the potential to make a still bigger contribution to the economy, the culture and heritage sectors, and to communities across Scotland.

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