



Invitation to Tender

INTERPRETATION CONSULTANT

FOR

SILVERBURN FLAX MILL RENOVATION

Leven, Fife

(November 2019)



**WILLIAM GRANT
FOUNDATION**

1. Client's Name

Fife Employment Access Trust FEAT).

6 to 8 Hanover Court, Hanover Court, North St, Falkland Pl, Glenrothes KY7 5SB

Tel: 01592 759371

2. Principal Contact

Duncan Mitchell, CEO & Project Manager e-mail: duncan@feat.org.uk

3. Background

FEAT is a mental health charity that provides support and training to clients with a mental health condition in order to help them self-manage their condition and get back into full time employment. The charity's strategy is to continue to provide that employment focussed support and training to clients with severe and enduring mental health conditions, whilst also developing Silverburn Park as a centre for wellbeing aimed at hard to reach, intergenerational and family audiences.

In 2013 FEAT was selected by Fife Council as their preferred partner to take over the management and regeneration of Silverburn Park, a 27 acre public park on the outskirts of Leven in Fife. Following extensive public consultation and feasibility studies, a Business Plan was produced in 2014 and accepted by Fife Council. FEAT has been implementing that plan since then.

The key project in that plan is the renovation and conversion of the B listed Flax Mill into a Visitor Centre and Community Hub. The Flax Mill will contain a café and restaurant, meeting and event space, arts and crafts studios, office space, a backpackers' hostel, and interpretative displays. This is a collaborative project between FEAT and Fife Council, with FEAT taking the role of lead Client, supported by Fife Historic Buildings Trust (FHBT).

FEAT has been awarded funding for the Development Phase from the National Lottery Heritage Fund (NLHF) under the Heritage Enterprise grant scheme, Fife Council, the Architectural Heritage Fund (AHF), and the William Grant Foundation in order to further develop the renovation plans. The Development Phase started in September 2019 and will run until March 2021, culminating in a Stage 2 bid to the NLHF for further funding for the Delivery Phase. The Delivery Phase is expected to last from June 2021 until the building renovation is completed in August 2024.

4. Context

The Levenmouth area is made up of three main coastal towns (Leven, Buckhaven and Methil) and a number of smaller towns and villages. These sit on the north side of the Firth of Forth in the south east of Fife. The area is characterised by heavy and traditional industries, such as coal mining and the docks, which have steadily declined over recent decades.

The Levenmouth area is the most deprived area of Fife, with 23 of 51 datazones in the area featuring in the 20% most deprived for Scotland (SIMD 2016). Across the Levenmouth area, 19.0% of the total population is income deprived (compared to 12.4% for Fife), while 17.1% of the working age population is employment deprived (compared to 11.0% for Fife).

The project aims to make a significant contribution towards improving the situation by providing employment, increasing employment training opportunities, creating new economic activity, and improving the wellbeing of those engaging with the project. This potential contribution has been recognised by the inclusion of the project as a strategic priority in the Levenmouth Area Local Community Plan.

5. Aim

The aim of this commission is to produce a comprehensive and fully costed Interpretation Plan by January 2021.

6. Scope of Commission

The commission is to prepare an Interpretation Plan for the Silverburn Flax Mill renovation project as part of the current Development Phase, in order to guide future interpretation, education and community heritage activity. It is intended that this be worked up alongside a refresh of the existing Outline Activity Statement at Annex B. This refresh will be completed by the Development Officer, but the Interpretation Consultant will be expected to work closely with him/her.

The Outline Activity Statement gives 4 key themes that will be reflected in the final Activity Statement and the Interpretation Plan. FEAT has now signed a partnership agreement with Fife Council's Gaelic Development Officer, and Silverburn Park has been designated as Fife's first Gaelic friendly public park. We will therefore be adding a 5th theme to future work, namely the history of the Gaelic language in Fife.

The Outline Activity Statement states that we will use FEAT's skills and the heritage of Silverburn to offer activities which engage local people and reconnect them with their heritage, specifically the part that flax and linen production once played in the area, and the role of Silverburn in that. For example, in 1867 there were 9 flax and linen mills in the Leven area alone, employing over 3,000 people – the Silverburn Flax Mill is the only remaining physical evidence of that industrial heritage.

External consultancy support is required to produce an Interpretation Plan in close consultation with the local community and local groups that:

- Considers the Silverburn Flax Mill heritage, the target audiences to be reached, the key messages to be conveyed, and the media to be used.
- Provides a costed implementation plan to guide and add detail to future activity.
- Provides input to the final Activity Statement

The finalised Interpretation Plan will be included as part of the round two application to HLF. There is a budget of £25,000 excluding VAT for the delivery of the interpretation proposals included in the plan and for any specialist advice required. The project is looking for imaginative interpretation proposals that would meet this level of budget

The Interpretation Consultant will be specifically responsible for:

- Working as part of the Project Management Structure in the Development Phase as shown at Annex A.
- Gathering and reviewing source materials.
- Designing display materials around the key themes of:
 - The Flax Mill building, its history, and the renovation project.
 - The story of flax and linen production, and traditional craft skills.

- The social and industrial history of Silverburn and the surrounding area, especially with regard to flax growing and linen production, locally and regionally.
- The natural heritage of the Silverburn Estate and the nearby shoreline.
- The history of the Gaelic language in Fife
- Designing the optimum combination of display technologies to present the stories to the audience in the most engaging way. Consideration should be given to:
 - Physical displays including interpretation boards both inside and outside the building.
 - Digital displays.
 - Audio.
 - Internet, including web pages and apps.
 - Potential for volunteer and community involvement in developing interpretation
- Working with the Design Team to ensure that interpretation is integrated into the overall building design, and with the Development Officer to integrate with Activity Statement.
- Providing input into the Management and Maintenance Plan.
- Producing a 1st draft of the Interpretation Plan in time for the NLHF Development Phase Review in May 2020.
- Producing a comprehensive and fully costed Interpretation Plan, including recommendations on implementation during the Delivery Phase, by January 2021.
- Prepare a brief for delivering the Interpretation Plan in the Delivery Phase including any consultancy services required by Jan 2021.

7. Budget

The maximum budget available for this engagement is £8,000 excluding VAT.

This commission is for the Development Phase only. The requirement for continued consultancy services during the Delivery Phase will be agreed at the end of the Development Phase. Any further commission will be subject to funding and to another tender.

8. Timetable

Tender returns are expected no later than 25 November 2019. Tender assessment will take place from 26 November to 6 December, with a start date of 6 January 2020.

9. Reporting and Liaison

The Interpretation Consultant will report to the Development Officer, and work day-to-day with the Integrated Project Team, Design Team and other consultants as shown at Annex A. The consultant will engage with project stakeholders as required.

Progress reports will be required in time for consideration at the monthly Integrated Project Team meeting.

10. Consultant Specification

Essential:

- Experience of developing Interpretation Plans for historic buildings
- Good client relationship building skills
- Experience of developing plans and reports to inform successful grant applications to HLF/HES
- Experience of working with local communities and third sector organisations

- Good communication skills including the ability to engage with a wide range of stakeholders, the ability to write in succinct plain English.
- Track record in delivering imaginative and creative interpretive proposals

Desirable:

- Experience of working on National Lottery Heritage Fund projects with a significant wellbeing component.

11. Tender Submission

Details of submissions should be treated as private and confidential. The form of the submission should be as follows:

- Firm's name, address and contact details
- Name of Director/Partner in charge and contact details
- Details of approach to the project (methodology) including programme
- A fee proposal – **to be provided in a separate, sealed envelope (or separate, clearly marked email).**
- CVs of key personnel including details of the experience of the individual(s) who will directly undertake the work, and examples of previously completed projects for which he or she was responsible
- Copy of current Public Liability / Professional Indemnity documents
- List of similar projects designed and completed by firm
- Any other project specific information in support of the firm's submission
- Two contacts for references

A lump sum fee is envisaged. Any additional work/costs excluded from the fee should be clearly noted.

12. Assessment of Submissions

The submission is to be sent electronically to Duncan Mitchell at FEAT Duncan@feat.org.uk by 25 November 2019.

FEAT is not bound to accept the lowest or any offer of Tender.

Tender submissions will be assessed on a 70% Quality/ 30% Price weighting.

Quality Assessment Criteria (70%):

- Relevant experience (25%): To evaluate this criterion, consideration will be given to the evidence shown of previous relevant experience of delivering similar projects, which should be described.
- Project team (25%): To evaluate this criterion, consideration will be given to the evidence shown of the skills and suitability of the firm/project team to deliver this type of work.
- Methodology (50%): To evaluate this criterion, consideration will be given to the details provided in your methodology statement including, but not limited to, method of working, stakeholder engagement, programme and timescales etc.

The quality related criterion shall be assessed on the basis of the tender and supporting evidence submitted by the Tenderer.

Tenderers may be invited to interview.

13. Copyright and GDPR

All rights including copyright to reports, images, specifications and interpretation whether in writing or electric form must be assigned to FEAT. Intellectual copyright will remain with the original author.

Any information and data collected as part of this commission must comply with current data protection laws.

14. Presentation of Reports and Documents

Copies of all reports are to be submitted to FEAT in hardcopy format (2 copies) and electronically via email or similar.

All reports, publicity, materials and outputs must acknowledge the support of the National Lottery Heritage Fund, Fife Council, the Architectural Heritage Fund and the William Grant Foundation; and include the relevant logos in line with their requirements.

15. Further Information

The Outline Activity Statement is included in full at Annex B, and the Project Outcomes to be achieved are at Annex C. Further project information is held at FEAT's office in Glenrothes.

FEAT gratefully acknowledges the support of the National Lottery Heritage Fund, Fife Council, the Architectural Heritage Fund, and the William Grant Foundation, who are the main funders of the Development Phase of this project.

Annexes:

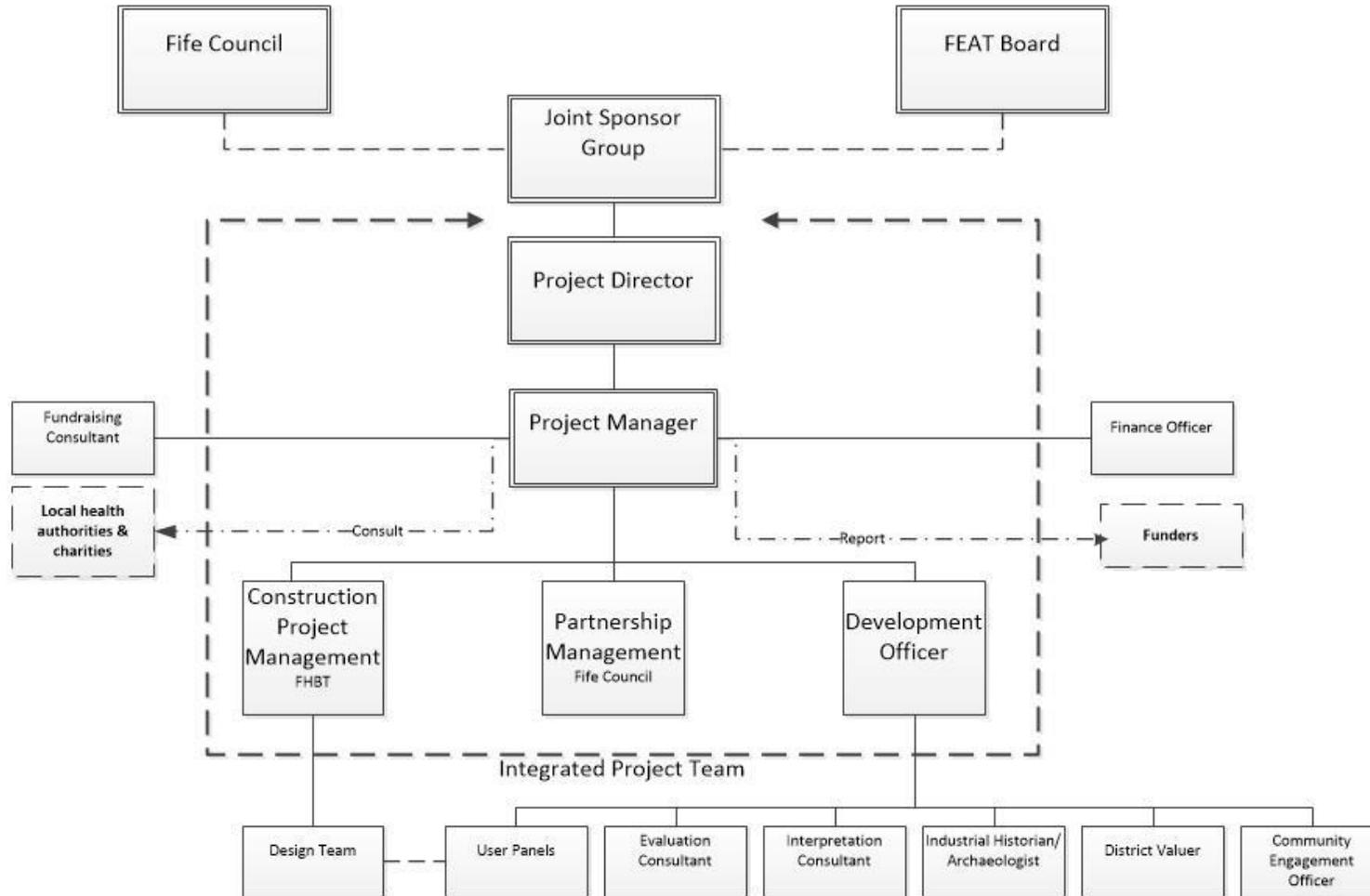
A – Project Management Structure – Development Phase.

B – Outline Activity Statement.

C – Project Outcomes.

FLAX MILL PROJECT MANAGEMENT STRUCTURE

Development Phase



V2.0– 31 Oct 19

OUTLINE ACTIVITY STATEMENT

The aim of the Activity Statement is to develop a series of activities which will reflect the main aspects of the project, and appeal to a wide range of potential audiences, and in particular members of the local community in a disadvantaged area, and also FEAT clients. In doing this, we will reflect the strengths and track record of FEAT, and the needs of the local community, in order to involve a wide range of people in heritage.

FEAT changes people's lives, by offering training and support to people with complex, severe and enduring mental health conditions, to help them to find or retain employment. Our programmes are showcased as examples of best practice by Fife Council, and the intervention model we pioneered has been replicated as far away as Australia. We have just won the UK-wide **Social Justice Award** in the "work" category. We have also been shortlisted for the **Fife Business Awards for Excellence**, in the "Innovation and Creativity" category.

At Silverburn, we have developed our core work to reflect the opportunities and challenges of the setting, using the natural woodland setting as a base for employment training for a range of people, including those in recovery from substance misuse as well as mental health service users. Our success rates are impressive (see Supporting Document *About FEAT* for more information).

We now aim to extend our approach, engaging a wider range of people in activities which develop their skills, abilities and interests, using heritage as a means to do so. The local area, Levenmouth, is one of the most deprived areas in Scotland, with six datazones in the 5% most deprived areas in Scotland.

We will use our skills and the heritage of Silverburn to offer activities which engage local people and reconnect them with their heritage, specifically the part that flax and linen production once played in this area, and the role of Silverburn in that. We have consulted local groups working in the areas we wish to reach, for example Gingerbread (supports lone parent, vulnerable and disadvantaged families) and the Corra Foundation (works to improve the lives of individuals and communities experiencing disadvantage), and local schools, and the response has been supportive and enthusiastic. They are prepared to help us reach people in our target communities, who they are already working with.

The activity proposed within the four-year Activity Statement is designed to deliver the outcomes sought by HF including:

- a wider range of people involved in heritage
- heritage will be identified and better explained
- people will have developed skills
- people will have learnt about heritage, leading to change in ideas and actions
- people will have greater wellbeing
- the local area will be a better place to live and to visit



- FEAT will be more resilient

The four themes of the project which are the basis for activities are:

- THEME 1 - The Flax Mill building, its history, the renovation project
- THEME 2 - The story of flax and linen production and traditional craft skills
- THEME 3 - The social and industrial history of Silverburn and the surrounding area, especially with regard to flax growing and linen production, locally and regionally
- THEME 4 - The natural heritage of the Silverburn Estate and the nearby shoreline

In addition to these themes, there is a fifth strand, which is the development of adequate organisational capacity and capabilities within FEAT to deliver our vision for Silverburn.

The target audiences we have in mind are:

- Members of disadvantaged communities in and around Levenmouth
- FEAT clients – people experiencing enduring mental health conditions
- Local schools, who will be interested in activities which reflect aspects of the national curriculum and/or generate pupils' interest in heritage
- The general public, including people with an interest in local history, or who are interested in volunteering, or gaining skills, or seeking employment
- Walkers on the Fife Coastal Path and other visitors and tourists in the region who want to get some insight into aspects of the local and natural heritage of the places they visit

With regard to the building itself, we want to carry out a range of activities which will interest those who just want to find out a bit more, and also engage a smaller number of people on a deeper level, learning about building and developing skills. We aim to record the story of the conversion of the flax mill, to be able to explain it through interpretation at the site and material on our website to people who come across Silverburn after the project is complete. Facilitating this work will be part of the building project, and we will address it in the tender so that contractors take this fully into account in planning their approach.

The story of flax and linen is now largely forgotten. The industry was once Scotland's most important export, and Fife was one of the main areas for linen production. As recently as WW2, flax was a key crop for the production of parachutes, blackout blinds and many other things besides clothing. Now hardly any flax is grown, and there is just one linen factory left in Fife. We want to offer activities which explain the history of flax, and what work was carried out at Silverburn. We want to be able to demonstrate how flax is grown, harvested, processed, and turned into linen. This will be an activity to engage children at points through the whole life cycle of the process, while occasional demonstrations will interest other visitors.

As the industry has faded away, so too has its impact on local society and the local economy. The 1861 census shows that pretty much every other house in Leven had someone employed in some capacity to do with flax and linen, but those occupations have long since disappeared. We want to offer

local schools projects involving finding out what jobs people locally would have had, what they involved, and what conditions were like. We want to couple this with exploring other aspects of social history, like the meals people would have prepared and the games children would have played. We think these things will spark interest in engaging actively with local heritage, will allow local children to develop transferable skills, and will help them connect better with their family's history. During the development phase we will explore these ideas further with teachers at local schools, because these things need to have a good fit within the Curriculum For Excellence and meet as many as possible of the needs of teachers and pupils.

Silverburn also has an interesting natural heritage. We want to encourage people to explore and experience this. We envisage things ranging from simple signposting and interpretation, to improving beach access including for people with mobility issues, to developing some activities around the former retting pond. The park is already used informally by some kindergarten and school groups, including for nature and wildlife study, but with some effort from us it could be a much more valuable resource that can support both recreation and education.

We want to make use of the strong connection between natural heritage, and wellbeing. Local health professionals already make use of Silverburn informally, as part of the emerging "social prescribing" approach. We will develop this further, by establishing planned programmes for people with mental health conditions to learn estate and woodland management, and also growing heritage crops using traditional tools and techniques. As well as promoting wellbeing, this will help with skills development, and help some into employment.

Underpinning all of this will be the facilities created as part of the redevelopment of the flax mill. We are very conscious of the need to run services which generate income in order to ensure the future sustainability of the enterprise. Our Activity Statement will therefore also address how we can develop organisational capacity and the skills we will need to deliver good services, keep paying customers coming back, and ensure that the wider project has a long and secure future. We have proposed some training to achieve this, including facilities management, customer care, and safety-related training. We also propose to engage an Activity Co-ordinator to make all this happen.

Our provisional estimates of the number of people we will reach through this programme of activities is about 1600 participants in one-off events, 135 participants in activities which recur in each year of the programme, 14 volunteers, and 24 FEAT clients in activities which recur in each year of the programme. We propose to pilot some activities during the development phase, before the main programme begins, and we have included these costs in the development phase budget.

Participant numbers for each activity will be chosen on the basis of what we think will work best. For example, photographic and video teaching require low numbers, while talks can accommodate larger numbers. With FEAT client groups, experience has shown that having two learning coaches for a group of six people allows staff to manage any difficulties which may arise during sessions if participants become anxious or stressed. The draft activity proposals are outlined below. These will be reviewed and developed further during the development phase. This will require further engagement with potential traditional skills providers, delivery partners, schools and other target audiences and close collaboration with the Friends of Silverburn to maintain the momentum of public engagement and consultation on all parts of the project.

Draft Activity Proposals		Timetable	Target audience
THEME 1 - The Flax Mill building, its history, the renovation project			
1.1	Hard hat tours during construction phase to give people a behind the scenes insight into the conservation work and the environmental sustainability of the building	During capital works	Local community, including target groups
1.2	Evening talks by design team during construction phase	During capital works	Local community Local building professionals
1.3	Traditional skills taster sessions at park events (e.g. stonemasonry, slating, plasterwork etc.)	During capital works	Local community, including families and children
1.4	Main contractor required to engage trainees on site, probably as a series of discrete training activities. This can include placements for people furthest from the labour market.	During capital works	Young people, especially in more deprived areas FEAT's client group Older people who are not active in the labour market
1.5	2 x short work placements	During capital works	Students on relevant courses locally
1.6	Workshops to develop photographic and video skills Linked to historic photos and meeting project/design team - i.e. photographers have the opportunity to understand the significance of what they are seeing, and to visit at stages throughout the project, learning about the project development/delivery process as they photograph it. Their work to contribute to project evaluation and interpretation.	Delivery phase	Adult learners/ students Those with interest in photography or history Especially target Leven, Methil, Buckhaven
1.7	Celebration opening event of completed building	On completion of capital works	Stakeholders, funders, volunteers, Friends Group, local people
1.8	Participation in Doors Open Day events	Delivery phase	Local people

1.9	<p>Commission an interpretation plan for the flax mill and the whole park.</p> <p>Temporary exhibition and permanent interpretation in restored flax mill and the park</p> <p>Volunteers assist with preparing interpretation</p>	<p>Development phase Delivery Phase</p>	<p>Volunteers, local people, visitors to hostel, FEAT's client group</p>
THEME 2 - The story of flax and linen production and traditional craft skills			
2.1	<p>Participants find out some background on flax mill, flax and its connection with Russell family/ Levenmouth area using Russell archives. This activity includes guidance from St Andrews University archivist</p>	<p>Delivery phase</p>	<p>Friends Group Local people</p>
2.2	<p>Volunteers collect memories of the flax mill/ flax/ Russell family/ Silverburn Park from local residents. Memories recorded on audio and/or film. This activity includes oral history training and could also include film training.</p> <p>This can also include something on the Polish connection with Silverburn, drawing on local people who remember the war years.</p>	<p>Delivery phase</p>	<p>Primary or secondary school pupils Local community and local heritage groups, including Polish community</p>
2.3	<p>Talks by project volunteers to a number of local history and other interested groups in the area. Topics could include the history of flax and linen in the region but also provide a 'how we went about our project' topic to give encouragement to other potential project teams</p>	<p>Delivery phase</p>	<p>Local people Local history groups</p>

2.4	<p>Demonstration and have-a-go activities over a full season to experience all stages of the flax process - from growing to spinning. Potential sessions over the season:</p> <p>Intro and planting (2 hours) Harvest & Stacking (2 hours) Retting (2 hours) Processing (2 hours) Spinning / Weaving (4 hours) Presentation to parents</p>	<p>Pilot with school children in development phase</p> <p>Delivery phase</p>	<p>Local primary school for pilot Other groups (e.g. youth groups, adult learners) if pilot is successful</p>
2.5	<p>Craft artist to work with FEAT clients and local community on traditional craft projects reflecting the building, the grounds and the heritage of Silverburn</p> <p>Extend the pilot into a full programme</p>	<p>Pilot with FEAT clients in the development phase</p> <p>Delivery phase</p>	<p>FEAT's client group</p> <p>Local community</p>
2.6	<p>Drop-in traditional craft taster sessions during Easter and summer season, e.g. weaving, spinning etc. linked to explaining history of flax and linen, and our industrial heritage</p>	<p>Delivery phase</p>	<p>Local community Casual visitors People staying at the hostel and campsite</p>
THEME 3 - Social and industrial history of Silverburn and the surrounding area			
3.1	<p>Volunteers produce an overview of the flax and linen industry in Fife and especially Levenmouth, concentrating on the period from 1850-1918, to explain the context in which the Silverburn mill was established, how the industry fared, and why mills closed. This activity requires gathering information from existing sources and publications, and producing a written summary that can be the basis for website material, schools education projects, and perhaps a printed publication</p>	<p>Delivery phase</p>	<p>Methil Heritage Centre, College students, FEAT's client group</p> <p>Target for consumption: general public, visitors</p>

3.2	Develop a variety of school projects to match the curriculum. Potential projects could include looking at the changing pattern of employment in Leven using census records to illustrate examples of local families and their changing occupations; researching the range of jobs involved in the flax and linen industries; creating stories and poetry inspired by the history of the industry; a heritage cookery project; a play project demonstrating the games that children would have played; an art project	Delivery phase	Primary and secondary school pupils in local area Opportunity for engagement with older local people
THEME 4- The natural heritage of the Silverburn estate and the nearby coastline			
4.1	Retting pond improvements: dipping platform, interpretation of links to flax mill and wildlife, new planting and natural heritage improvements	Delivery phase	Dipping is a free activity for families and school children Interpretation for all visitors
4.2	An 8 week pilot programme for people to engage with natural heritage to develop skills in estate management and woodland maintenance, in order to enhance wellbeing and increase employment prospects	Development phase	FEAT clients
4.3	An 8 week pilot programme for FEAT clients, growing heritage crops from the internationally recognised Slow Food “Ark of Taste” project, using heritage tools and techniques, to develop skills, deepen understanding of natural heritage, and enhance wellbeing	Development phase	FEAT clients
4.4	Establish the above programmes as core programmes, adjusted in the light of experience and feedback	Delivery phase	FEAT clients
4.5	Offer specialist sessions to enable people to connect more deeply with the particular natural heritage of Silverburn and the local coastline, for example birdwatching and foraging	Delivery phase	local community, and also open to people staying at the campsite or hostel

4.6	Run a series of activities for children to introduce them to the natural heritage both of Silverburn and the nearby coast (a site of special scientific interest). This might include comparative minibeast hunts / rockpool safaris to teach children all about subjects such as basic wildlife survey and identification, adaptations to different habitats, food webs and human impact. Other examples include identifying bats and bees, moths, setting up bat boxes and "bee hotels", and observing signs of the badgers which have been located in the woods.	Delivery phase	Local schoolchildren Participants in the John Muir awards
4.7	Additional events and instruction for children to connect with Silverburn's natural heritage, including nature walks and woodland exploration.	Delivery phase	Local children
4.8	Explore the feasibility of providing specialist beach wheelchairs to give people with mobility issues access to the beach and coastal path	Once secure storage is available	Visitors with restricted mobility
4.9	Signage for Fife Coastal Path including to Silverburn from the beach	Delivery phase	Anyone passing by on the coastal path
THEME 5 - Staff training			
5.1	Service delivery training to develop skills of staff/volunteers for project delivery and running of the completed hostel and cafe e.g. event management, train the trainer courses, customer service qualifications for staff and volunteers (e.g. Welcome Host), H&S training, food safety, first aid	Delivery phase	Staff and volunteers
5.2	Management training: facilities management training, recruit Board members with appropriate skills (and undertake Board training), all legislation requirements, websites and booking systems	Delivery phase	Board, staff, volunteers

PROJECT OUTCOMES

The outcomes and supporting statements from the NLHF application are detailed below:

A wider range of people will be involved in heritage:

The local community is currently largely unaware of the rich heritage of the flax mill and the park and there is little connection from the park to the natural heritage of the nearby coastline. We will engage with as wide a range of people as possible, and will especially focus on FEAT's core community of interest (those with significant mental health issues), those from the local areas of recognised multiple deprivation, school children, and visitors. In doing this, we will reflect the strengths and track record of FEAT, and the needs of the local community. We anticipate that over 2,000 people will take part in activities, events and volunteering linked to the history and heritage of Silverburn, and a significant proportion of these will be from under-represented communities. We also expect the general visitor numbers to the park and the flax mill to increase significantly, returning to historic levels of circa 25,000 p.a. Throughout the project we will carry out community engagement and collect data so that we can identify who does and doesn't engage with the heritage, and track the changes that come about as a result of this project.

Heritage will be in better condition:

The plans for the derelict B-listed flax mill have been informed by a detailed Conservation Statement for the Flax Mill and a Conservation Management Plan for the whole park. The flax mill building will be sensitively repaired and adapted for a range of new uses in line with best conservation practice, overseen by an experienced design team working with a Conservation Accredited architect. Works to the roof, brick walls, structural elements, rainwater goods, doors and windows will ensure that the building is made structurally sound and wind and watertight while retaining as much of the original fabric as possible. Internally, the building will be sympathetically adapted to create new spaces and upgraded to ensure it meets modern building standards, levels of comfort and accessibility, with new services and insulation. As a result of this work, the building will be removed from the Buildings at Risk Register. It will become accessible to the public for the first time in decades and will be transformed from an eyesore and health and safety liability within Silverburn Park to a real community asset. Income raised through the new flax mill operations will be reinvested in the building and the park, thereby also improving the condition of the wider park heritage. During the development phase the conservation plan will be updated and a detailed management and maintenance plan will be prepared to help us maintain the flax mill and manage the site appropriately after the project ends.

Heritage will be identified and better explained:

Silverburn flax mill has a rich history and connection to the local area that is largely forgotten today. The heritage will be explored and researched through the project development and activities, and an interpretation plan will ensure that the heritage is explained clearly so that everyone can understand and appreciate it. There will be exhibition space within the redeveloped flax mill and new interpretation at the flax mill, in the park and linking to the nearby coastal path.

People will have developed skills:

FEAT's core work already involves helping people develop skills, with a view to finding work. The flax mill project will allow us to extend this into new areas. As we have developed this project we have seen how the heritage can be used to help people gain skills. For example, we were able to provide



paid work experience to a student to research the history of the flax mill using the Silverburn archive material, and this work was then used by the design team to inform the Conservation Statement. The student had access to the University of St Andrews archives for the first time and gained research and presentation skills using a real-life project. Another example is FEAT's partnership with Fife Council Employability Services to deliver a training programme for unemployed adults from the Levenmouth area, providing them with a range of accredited training followed by supervised work experience within Silverburn park and then leading on to short-term employment with Fife Council. We will build on this experience for the flax mill project, which will provide a wide variety of opportunities for our target audiences to develop skills such as in traditional building conservation, natural heritage, traditional crafts, historical research and project management. This will include a requirement for contractors to offer work experience and training to local people, training in estate management and woodland maintenance skills, historical research training for volunteers including how to use the University of St Andrews archives, and a range of activities for school children in line with the Curriculum for Excellence. After the project ends we will continue to provide skills training opportunities for local people, for example in the café and hostel. As a result of taking part in these activities, we think that adults and children will have improved their mental wellbeing and self-confidence, and in some cases gained new skills to help them take up further education or employment. Our staff, Board, volunteers and Friends Group will also receive training to provide them with the necessary skills to ensure the heritage is properly understood and communicated and is well managed and looked after in the long term.

People will have learnt about heritage, leading to change in ideas and actions:

We will provide a wide range of opportunities for people to learn about and engage with the heritage, in ways that best suit them. The four main heritage themes that we have identified will ensure that there will be something to interest everyone. Activities will range from short drop-in sessions such as talks, hard hat tours and taster craft events to more in depth learning through volunteering, exploring the rich archives, and work placements. We think that the heritage learning opportunities will make a real difference to how people see themselves and their community and will help people prosper, be inspired and will foster hope for the future. People will use the knowledge they have gained in a variety of ways, from simply spreading the word about the flax mill and Silverburn, to taking up new hobbies, studies and employment.

People will have greater well-being:

In line with FEAT's core aims, our focus in this project will be on heritage activities to improve well-being and mental health. Drawing on our own expertise and working with local health professionals and organisations already active in deprived communities, we can target the people whose health and wellbeing is most in need of enhancing. We already have experience of working at Silverburn in ways that connect people with natural heritage to enhance wellbeing, and local health professionals already make use of Silverburn informally, as part of the emerging "social prescribing" approach. We are therefore very well placed to use this experience to develop a wider range of heritage activities to bring life changing benefits for people. In addition, the location of the flax mill within the park and close to the Fife Coastal Path will encourage physical activity, leading to improvements in physical health. The provision of a café allows us to combine FEAT's focus on health and wellbeing with serving healthy and good quality food which addresses a public health issue of mounting concern.

The funded organisation will be more resilient:

In order for FEAT charity to prosper and continue to achieve excellent outcomes for mental health in Fife, security and longevity of funding is required and a move away from year-by-year awards from a wide range of different funding streams. This project will allow us to work towards a more sustainable business model with self-generated income from the hostel, workshop units and café within the restored flax mill alongside longer term funding. It will also allow us to expand our work in the Levenmouth area and will ensure that we can provide a wider range of volunteering and training opportunities for our clients. As a result of this project, our governance will be strengthened and we expect to gain new volunteers, including to the Board and Friends of Silverburn, from the Levenmouth area.

The local area will be a better place to live, work or visit:

The flax mill in its current condition does not add value to the local area and has a negative impact on the wider Silverburn Park. Our community consultations have shown that while the local community still has a great fondness for Silverburn, this is often based on memories of how the park used to be in its heyday. There is strong support for, and a sense of local excitement about, the proposals for the flax mill, as well as the wider park plans. Local people really want to see the park returned to its former glory and are very supportive that something is actually happening after so many years of decline. This demonstrates that the flax mill project will result in the local area and community being a better place to live, work and visit. The new café, bunkhouse, exhibition space and workshop units will become a hub for the park and a new visitor attraction for local residents, users of the Fife Coastal Path, and visitors from further afield - a hugely positive development in an area of Fife that lacks similar facilities. The need for the flax mill and park to generate a sustainable income will be carefully balanced with the needs of the local community in order to ensure that there are no barriers to engagement for those with little disposable income. The repairs to the flax mill will remove the air of neglect from the surrounding area of the park, making it appear more attractive and well-tended. The increased visitor and staff presence will deter anti-social behaviour, which is likely to also reduce across the whole park. The activities and interpretation will connect the local community with forgotten aspects of their heritage; this will enhance their sense of place and will increase their pride in the community, the park and the wider Levenmouth area.

The local economy will be boosted:

The flax mill project will help to boost the local economy at every stage of the project in an area of deprivation with a shortage of good quality job opportunities within an accessible distance for those in the most deprived communities. We believe that the economic development outcomes for the flax mill project will be additional rather than the result of displacement or deadweight (see the Viability Appraisal). The design and construction phases provide opportunities for local firms to bid for work, for example two of the design team consultancy firms are based in Levenmouth. The project will bring approximately 1,650 square meters of floor space back into use. The hostel and café will encourage more visitors, including those using the Fife Coastal Path, to stop in the area rather than bypassing Levenmouth for more well-known tourist destinations such as the East Neuk. This will support 10 FTE employment opportunities at Silverburn and will also benefit local businesses such as the nearby Blacketyside farm shop. We also intend to use local suppliers for the hostel and café where possible. The 4 new craft workshops/ small business units and the meeting rooms will provide high quality, affordable facilities for new and existing businesses. We have a long track record of delivering meaningful learning, volunteering, work experience and job opportunities to people who are furthest from the job market, and this will be embedded in the project through the activity programme. This will continue after the project ends as the new flax mill facilities will enable us to expand our presence in the local area and increase the type and range of training and support we can provide to local people. For example there will be new office space for our staff, the café will provide the opportunity for employability training in catering, and there will be suitable indoor space for trainees and volunteers undertaking employment training in the wider park.