



Strategic Plan 2026-31

THE HEART OF GLASGOW'S HERITAGE

Contents

- 3 Welcome
- 5 Our Work
- 6 Background
- 7 Strategic Priorities
- 9 Priority 1: Protecting & Sustaining Glasgow's Historic Environment
- 10 Priority 2: Connecting People with Place
- 11 Priority 3: Supporting Tenement Resilience
- 12 Priority 4: Traditional Skills Leadership
- 13 Priority 5: Heritage & Climate Action



Our Work

Glasgow City Heritage Trust invests around £1million each year to help people in Glasgow protect, repair and promote the city's historic buildings and places.

Our Mission:

To be the go-to resource for heritage information and funding in Glasgow, boosting civic pride and inspiring Glaswegians to value, celebrate, and proactively care for and maintain their historic environment.

Vision:

A happier, more vibrant city, filled with proud, engaged communities, where Glasgow's heritage is understood, valued and well cared for.

Our Values:



Inclusivity: We serve all people living, working and visiting Glasgow and its outstanding historic built environment.



Expertise: We bring deep knowledge and experience of Glasgow's historic built environment to our work and we believe in sharing this expertise widely.



Collaboration: We work with others to draw on local knowledge and expertise, adding value through partnerships.



Innovation: We are always looking for fresh ways to deliver our work and engage new audiences.



Background

This strategy builds on the delivery, learning and reflection undertaken during the 2022-2025 strategic period and has been shaped by honest discussion within the GCHT team and with stakeholders about what has worked, what has held us back, and where our greatest opportunities lie.

Learning from our previous strategy has directly informed our new direction:

We successfully implemented a revised historic environment grants programme, and this will remain a core strength. However, we've recognised the need to go further — using grants not just to fund repairs but to address emerging priorities such as retrofit, resilience and owner education, particularly in relation to Glasgow's ageing tenements.

Our activities strand has delivered strong, well-received projects such as Gallus Glasgow, the If Glasgow Walls Could Talk podcast, and Our City Chambers. These initiatives have demonstrated the power of heritage to spark civic pride, tell untold stories, and reach wide audiences. As interest and engagement continue to grow, we now see an opportunity to build on this success and reach more of Glasgow's diverse communities.

Responding to the climate emergency has become an increasingly urgent priority - for Glasgow, and for those who live and work within its historic buildings. Traditional tenements and older buildings are often poorly insulated and expensive to heat, contributing to high levels of fuel poverty in the city. This strategy sets out a more defined and proactive approach — embedding climate action across our grants, training and engagement work. We will focus on providing practical support, commissioning research, increasing the number of grants responding to climate change, and delivering training for property factors and building owners, ensuring Glasgow's traditional buildings are part of the climate solution.

We've made headway on income generation, building partnerships and exploring new models, but understand that our long-term sustainability depends on taking this further. A clearer commitment to sponsorships, digital products, and earned income opportunities will cut across this strategy.

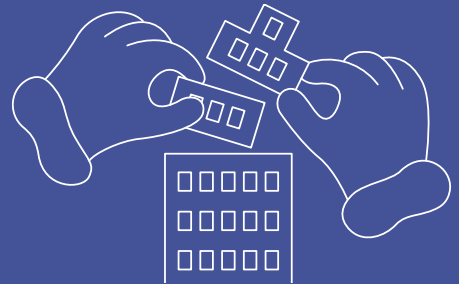
While we've maintained a strong, committed team, our capacity remains stretched. The strategy recognises that to grow impact without burnout, we must focus, plan more intentionally, and support staff and governance development.

Finally, we've recognised that demonstrating and communicating our impact and value is crucial if we are to thrive in a competitive funding environment and grow our influence in the city.

Strategic Priorities

We have identified 5 strategic priorities to guide our work over the next 5 years.

PROTECTING & SUSTAINING GLASGOW'S HISTORIC ENVIRONMENT



CONNECTING PEOPLE WITH PLACE



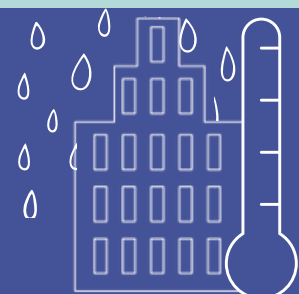
SUPPORTING TENEMENT RESILIENCE



TRADITIONAL SKILLS LEADERSHIP



HERITAGE & CLIMATE ACTION





*STRATEGIC PRIORITY 1:***Protecting & Sustaining Glasgow's Historic Environment**

We work to protect, enhance and promote Glasgow's historic built environment - from the city's iconic landmarks to its lesser-known neighbourhood assets. Through our grants programme, expert advice and advocacy work, we support the sustainable repair and reuse of traditional buildings using appropriate materials and methods. Our focus is on quality, impact and longevity, ensuring the city's historic fabric continues to serve communities today and into the future.

The condition of Glasgow's buildings remains a critical issue. Around 71% of traditionally built homes in Scotland require urgent repair, and Glasgow has nearly 150 buildings on the national Buildings at Risk Register. We recognise that Glasgow's historic environment underpins local identity, supports economic resilience, and has enormous potential to drive regeneration when maintained and celebrated. By championing place-based approaches and promoting thoughtful stewardship, we aim to protect Glasgow's unique character while responding to contemporary challenges - from development pressures to changing policy landscapes.

This strand of our work ensures the city's built heritage is not only safeguarded, but remains a living, evolving part of Glasgow's cultural, civic and economic story.

WHAT WE'LL DO:

- Continue our core Historic Environment Grants programme, with refined scoring & intervention rates to maximise impact, ensuring resources are focused on priority areas such as low-SIMD (Scottish Index of Multiple Deprivation) communities, climate resilience, and the skills pipeline.
- Prioritise tenements, city centre commercial properties, buildings at-risk and community-led heritage projects, ensuring the programme supports not just buildings but also wider regeneration, sustainability and community wellbeing goals.
- Support feasibility studies for historic buildings, to bring underused and vacant buildings back into use.
- Explore funding for a Heritage & Place Scheme with local partners and community input.

STRATEGIC PRIORITY 2:

Connecting People with Place

Glasgow’s heritage belongs to everyone. Our work connects people with the places that shape their lives - from tenement closes and civic squares to industrial sites and community landmarks. We create opportunities for people to engage with heritage in meaningful, inclusive ways: through exhibitions, walking tours, events, digital media, volunteering and creative projects.

We know that many of Glasgow’s diverse communities are underrepresented in heritage. 44% of Glasgow’s residents live in the most deprived 20% of areas in Scotland. These same communities often live in the poorest-quality housing and face the highest risks from poor building conditions and fuel poverty. Without intervention, heritage risks being perceived as exclusive, rather than a shared civic asset.

This priority supports individuals and communities to explore their local history, share stories, and build stronger relationships with the city around them. We will especially seek to engage those who have been historically excluded from heritage conversations, ensuring our work reflects the full richness and diversity of Glasgow’s past and present.

We believe that fostering a sense of place and belonging can empower communities, spark curiosity, and support wellbeing. By encouraging connection between people and place, we also cultivate greater understanding, care and collective responsibility for the historic environment.

WHAT WE’LL DO:

- Continue to run a regular programme of event, tours, and exhibitions to increase understanding, participation & pride in Glasgow’s heritage.
- Prioritise community-led heritage projects for grant funding, with a focus on low-SIMD areas.
- Develop partnerships to extend reach into underrepresented communities and low-SIMD areas, to engage broader, more diverse audiences.
- Continue to deliver large-scale innovative projects that generate civic pride, media coverage and new income streams, Building on the success of initiatives such as Brutal Glasgow.
- Develop the Trust as a ‘Heritage Hub’ - the place to go for heritage information in the city - with more in-person experiences, opportunities for income diversification and community-led programming.
- Focus resources on low-SIMD areas and underrepresented groups, co-designing projects with communities and making heritage more relevant to people’s lives.



*STRATEGIC PRIORITY 3:***Supporting Tenement Resilience***WHAT WE'LL DO:*

- Prioritise repair of tenements for grant investment and encourage property owners to develop their understanding of traditional construction and maintenance.
- Expand our existing programme of tenement maintenance events and support with a focus on low SIMD areas.
- Explore a 'Stitch in Time' pilot scheme, to build a preventative maintenance culture and encourage behaviour change among tenement owners.
- Deliver accredited training for property factors responsible for managing traditional tenement properties.

Tenements are the foundation of Glasgow's built environment - and the homes of over 70% of the city's residents. Yet they face ongoing challenges: complex ownership structures, deferred maintenance, unaffordable repairs, and a lack of coordinated action. Through this strategic strand, we aim to strengthen tenement resilience across the city.

We provide practical guidance, support and funding to help owners carry out essential repairs, and we work with partners to influence policy and develop long-term solutions. Our Tenement Maintenance events help demystify repair processes and promote shared responsibility.

By supporting residents and professionals alike, we hope to encourage a culture of care and collaboration. A resilient tenement is more than a building - it's a thriving, shared space that supports healthy homes, strong communities and a sustainable city.

*STRATEGIC PRIORITY 4:***Traditional Skills Leadership**

Preserving Glasgow's historic built environment relies on a skilled workforce with the right knowledge, tools and confidence to carry out high-quality repairs and maintenance. Yet there remains a serious conservation skills gap — from apprenticeships and specialist trades to professional CPD. Those working in the sector are often under-supported, and too few people are entering the field.

This strand of our strategy focuses on championing traditional skills and strengthening the entire training pathway: from school engagement and introductory workshops, through to accreditation, master practitioner training and continuing professional development. We will also offer targeted resources and training for property owners, managers and factors.

By investing in people as well as buildings, we aim to ensure that the specialist knowledge needed to care for Glasgow's traditional architecture is preserved, passed on and made more accessible. A skilled and confident workforce is essential to achieving our wider goals of sustainability, resilience and community-led regeneration.

WHAT WE'LL DO:

- Formalise clear skills pathways, from schools and entry-level engagement through to apprenticeships, CPD and master-level training.
- Work with colleges, employers and sector partners to strengthen provision, promote accreditation, and support quality across the pipeline.
- Expand our programme of traditional skills events and workshops, including hands-on training for homeowners, factors and community groups.
- Position GCHT as a regional hub for heritage skills by curating and promoting training opportunities, resources and events.
- Continue to ensure apprenticeships and skills training opportunities are embedded in grant-funded projects.



*STRATEGIC PRIORITY 5:***Heritage & Climate Action***WHAT WE'LL DO:*

- Embed climate action across all grant and training programmes, supporting mitigation & adaptation measures which do not harm historic assets.
- Increase the proportion of grant funded projects explicitly addressing climate resilience and skills by revising our grants guidance and adjusting scoring.
- Commission sustainability assessments for selected building repair projects / typologies, providing a strong evidence base and ensuring that Glasgow can lead nationally in demonstrating how traditional buildings are part of the climate solution.

Climate change is the greatest long-term threat to the historic environment — but it also presents an opportunity to adapt, build resilience, and ensure traditional buildings remain part of a sustainable future. Our strategy commits to embedding climate action across everything we do, from grant-making and property guidance to events and partnerships.

We will support appropriate retrofit of traditional buildings, reduce emissions through sensitive interventions, and promote energy efficiency without compromising historic character. We recognise that older buildings, especially tenements, can contribute to fuel poverty if not properly maintained or upgraded.

By investing in practical support and awareness-raising, we will help owners make informed decisions that improve comfort, affordability, and sustainability.

We will invest in climate change and sustainability studies to provide a robust evidence base to guide this work, ensuring our approach is strategic, targeted and aligned with the city's wider net-zero goals. Glasgow's traditional buildings can — and must — be part of the climate solution.

Monitoring & Evaluation

Progress against this strategy will be monitored through a small set of indicators aligned with each strategic priority. These indicators focus on the reach, outcomes and long-term impact of Glasgow City Heritage Trust's work between 2026 and 2031.

HEADLINE MEASURES OF SUCCESS BY 2031

- Total heritage investment supported across Glasgow
- Number of historic buildings repaired or brought back into use
- Number of tenement flats benefiting from repair or maintenance initiatives
- Number of people engaged with Glasgow's heritage through events, exhibitions, tours and digital projects
- Number of people participating in heritage skills training or education programmes
- Percentage of grant-funded projects incorporating climate resilience measures

KEY STRATEGIC PRIORITY INDICATORS

PROTECTING & SUSTAINING GLASGOW'S HISTORIC ENVIRONMENT

- Value of repair investment leveraged through GCHT grants
- Number of historic buildings repaired or brought back into use
- Number of Buildings at Risk repaired or brought back into use

CONNECTING PEOPLE WITH PLACE

- Number of participants attending heritage events, tours and exhibitions
- Number of community-led heritage projects supported
- Participation from underrepresented communities

SUPPORTING TENEMENT RESILIENCE

- Number of tenement repair projects supported
- Number of owners attending maintenance training or advice events
- Number of property factors trained

TRADITIONAL SKILLS LEADERSHIP

- Number of people participating in traditional skills training
- Number of apprenticeships supported
- Number of schools engaged through skills programmes

HERITAGE & CLIMATE ACTION

- Percentage of grant-funded projects incorporating climate resilience measures
- Number of climate-related research studies commissioned
- Number of training events addressing retrofit and sustainability

Monitoring & Evaluation

OUR IMPACT BY 2031

Better protected buildings • Resilient tenements
Stronger heritage skills • Engaged communities
Historic buildings part of the climate solution

HEADLINE MEASURES OF SUCCESS

Total heritage investment supported across Glasgow
Number of historic buildings repaired or brought back into use
Number of tenement flats benefiting from repair or maintenance initiatives
Percentage of GCHT-funded repair projects incorporate climate resilience or energy efficiency measures.
Number of people engaged with Glasgow's heritage through events, exhibitions, tours and digital projects
Number of people participating in heritage skills training or education programmes

STRATEGIC PRIORITIES

Protecting & Sustaining Glasgow's Historic Environment
Connecting People with Place
Supporting Tenement Resilience
Traditional Skills Leadership
Heritage & Climate Action

OUR ACTIVITIES

Grants • Training • Research • Partnerships
Community Projects • Events • Advice

Glasgow City Heritage Trust
54 Bell Street, Glasgow, G1 1LQ
T: 0141 552 1331
E: info@glasgowheritage.org.uk
www.glasgowheritage.org.uk



Glasgow City Heritage Trust is supported by Glasgow City Council
and Historic Environment Scotland

Scottish Charity Number: SC038640
Scottish Company Number: SC318618

