



Strategic Plan 2015 -2018

Front page photo © N. Smith:
164-168 Buchanan Street, Glasgow
comprehensive repairs to A-listed
building with 15 commercial owners in
Central Conservation Area
£390.670 total project cost
£100,000 GCHT grant

This report was prepared by
www.jura-consultants.co.uk
for the Board of Trustees of
Glasgow City Heritage Trust
in March 2014

CONTENTS

Section	Page
Executive Summary	i.
1. Introduction	1.
2. Strategic Context	10.
3. Approach to Targeting Resources	20.
4. Strategic Approach in Practice	27.
Appendix A Attendees at Stakeholder Workshop	

EXECUTIVE SUMMARY

Introduction

Glasgow is one of the finest Victorian cities in the world. Its architecture and wider historic environment has been shaped for good and ill through periods of economic growth and decline. Transatlantic trade, the industrial revolution and the city's role at the forefront of heavy engineering attracted significant resources and wealth into the city which is reflected in the quality of the architecture and historic streetscapes that remain today. However under-investment in this vitally important part of our shared built and cultural heritage has led to a considerable backlog in repair and restoration required to preserve and improve the historic environment which plays a critical role in connecting the city to its past, providing the backdrop for day to day life whilst also contributing to the city's international standing and reputation.

Glasgow is Scotland's largest city both in geographic size and population and we would argue that the resources required to improve the historic environment in Glasgow are considerably greater than any other city in Scotland. Glasgow City Council has delivered a number of Townscape Heritage Initiatives and restoration projects for specific properties, and private and public sector developers and private owners have all contributed to improving the historic environment. However, there remains much to do to address and enhance the condition of the historic environment across the city.

Glasgow City Heritage Trust (GCHT) has been supporting the repair and restoration of our historic environment since 2007 through the provision of grant funding to property owners in conservation areas and strategic support to developers to restore historic properties. Education and outreach projects have also been developed and delivered to assist in creating an understanding and appreciation of the historic environment within a wide range of audiences. Since 2007, we have:

- invested £6 million in the conservation, enhancement and promotion of Glasgow's historic built environment.
- helped over 1,100 people and organisations restore or repair their historic buildings.
- supported and enabled an average of 80 – 100 building projects per year, with over 75% of total project costs invested by the private sector in most GCHT – funded projects.
- delivered more than 100 conservation lectures and debates, 10 exhibitions, 12 technical workshops and 20 photographic competitions involving 20 local schools and 800 pupils

This strategic plan considers our role for the period 2015 – 18 within the context of a need to more closely align our activity to the strategic priorities of stakeholders across the city and at a national level as identified by the Scottish Government.

Strategic Context

We receive approximately 78% of its funding from Historic Scotland. As an agency of the Scottish Government, Historic Scotland needs to respond to the strategic priorities of the Scottish Government and demonstrate the ways in which its activities and funded partners deliver against the economic and social regeneration agenda. Therefore, in the coming period, 2015 – 18, we need to identify an approach that will deliver the greatest economic and social return on investment. Over the 7 years of our operation, we have continually sought to prioritise how to allocate our resources to respond to the demands for funding. There is now a view within Historic Scotland that an **area based approach** whereby funding is targeted at a small number of priority areas will generate a greater impact than spreading the available funding across the city. We have considered this view, and respond to it within this strategic plan.

In order to inform the decision on the areas that could be invested in, a review of Glasgow City Council's strategic priority areas was undertaken. This identified the following:

- Local Development Plan identifies the City Centre, Clyde Gateway and Clyde Waterfront as priority areas
- Transformational Regeneration Areas includes Gallowgate, Maryhill, Laurieston, Sighthill, North Toryglen, Pollokshields, East Govan / Ibrox, Barmulloch
- Glasgow Canal includes areas to the north of the city
- Areas that score high on the Social Index of Multiple Deprivation
- Target areas for investment such as Calton and the Barras

Strategic Approach

We acknowledge the need to target specific and identified target areas to effect greatest change, and consideration was given to the best areas to select to deliver greatest return on investment (see below). However, following consultation with representatives of the sector in Glasgow and discussion amongst Trustees it was decided that a proportion of the funding should be allocated towards Priority Projects Outwith Focus Areas (PPOFA). This would allow us to retain a city wide presence, but with investments outwith focus areas being directed towards projects that would deliver against the economic and social regeneration agenda. Therefore a dual approach to delivery of building related grants was identified:

1. Area based approach for up to 4 geographic areas
2. Priority Projects Outwith Focus Areas

The following describes the approach to identifying target geographic areas.

Aims and Objectives for the Strategic Plan Period

Our aim for the period 2015 – 2018 has been informed and influenced by the strategic priorities of the Scottish Government, Historic Scotland and Glasgow City Council and our view of the areas within which it can address issues associated with economic need and opportunity. The aim for 2015 – 18 is as follows:

To support the economic, physical and social regeneration of Glasgow through enhancing the historic environment in priority areas for investment.

To achieve the aim stated above, the following objectives will be pursued:

- To adopt a proactive approach to the delivery of regeneration investment
- To adopt a comprehensive area based regeneration scheme in up to 4 conservation areas in the city
- To grant aid a variety of projects where the project will create a significant regenerative impact which contributes to achieving the strategic aims of Glasgow City Council, Historic Scotland and Scottish Government
- To continue to deliver heritage education projects in partnership and independently
- To deliver a programme of traditional skills training activities independently and in collaboration with others to address existing and future demands
- To work collaboratively with all relevant partners to achieve the greatest impact from resources utilised

Approaches to identifying Target Areas

Section 3 of this report considers a range of approaches to targeting resources within the context of national and local priorities. The majority of Historic Scotland funding needs to be aligned to conservation areas and therefore an exercise was undertaken to identify the overlap across Glasgow City Council Strategic Priority Areas and conservation areas. This is shown below:

	Glasgow City Plan
	Intervention
Priority Areas	City Centre, Clyde Gateway, Clyde Waterfront
Conservation Areas	Central, Parkhead Cross, Bridgeton, Govan, Victoria Park, Scotstoun
	Transformational Regeneration Areas
Priority Areas	Gallowgate, Maryhill, Laurieston, Sighthill, North Toryglen, Pollokshields, East Govan / Ibrox, Barmulloch
Conservation Areas	Govan
	CARS and SIMD Areas
Priority Areas	Areas that are both conservation areas and those experiencing high scores on SIMD
Conservation Areas	Bridgeton, Parkhead Cross, Govan, East Pollokshields, Carmunnock (areas of), Walmer Crescent, Central (areas of), Victoria Park,
	Priority areas for City Council Investment
Priority Areas	Calton and Barrowlands
Conservation Areas	None
	Priority Areas for City Council Investment
Priority Areas	Glasgow Canal
Conservation Areas	None
	Potential THI Areas
Priority Areas	
Conservation Areas	Walmer Crescent, Shawlands
	Further develop areas in receipt of THI / CARS funding
Priority Areas	
Conservation Areas	Merchant City, Parkhead Cross, Govan

Approaches where there is little or no correlation between priority areas and conservation areas (e.g. Transformational Regeneration Areas), and areas which have already received

significant funding (e.g. Parkhead Cross, Govan, Bridgeton) were discounted for Area Based Regeneration Investment.

In responding to Government Agenda and Historic Scotland guidance there is considerable merit in selecting areas that score highly on the SIMD and areas where our investment would add value to the investment made by others. Following discussion and consideration of the options available to the Trust, the following areas were selected as priority areas for investment:

- Saltmarket, High Street and Trongate within the Central Conservation Area. This predominantly commercial area with some residential borders the Merchant City THI areas and with investment could better connect the city centre to the east end.
- Walmer Crescent Conservation Area is a Grade A listed area including commercial, residential and public realm assets which require investment. A THI bid was prepared but not submitted and as such considerable detail exists for a potential scope of work. Walmer Crescent is also in the top 15% of most deprived areas as measured by the SIMD.
- Shawlands Conservation Area is the subject of potentially significant investment by Glasgow City Council. This area includes a mix of commercial and residential properties and investment would assist in arresting the decline of the area
- East Pollokshields Conservation Area includes a small area which scores highly on the SIMD. Primarily residential in nature, we could use its historic investment in this area to encourage more owners to enhance their properties.

Additional research and community engagement is required during the development or transition year, i.e. 2014 – 15. This research will either confirm the selection made above or will identify alternative areas that could be included in this process.

Priority Projects Outwith Focus Areas

Projects to bring redundant or underused properties back into use are developed and delivered by a range of individuals and organisations. We have a role to assist these projects strategically and financially if the output of the project contributes to economic and social regeneration, and the priorities of stakeholders. Applications for funding will be considered by the Grants Committee of the Trust using a refined scoring matrix to ensure resources are deployed in the best manner.

Additional Roles

In addition to refining current activity, we are keen to develop our role as a provider of traditional skills training in collaboration with others and independently. Discussions with Historic Scotland on our role supporting the National Conservation Centre have identified a number of areas of joint working including:

- Our acting as a local hub within the NCC network and a two way conduit for best practice, projects to and from NCC.
- Closer working with relevant FE Colleges in Glasgow regarding traditional skills up skilling and awareness
- Leading on engagement with GCC, Housing Associations and City Building
- Providing a local focal point for our NCC engagement with organisations like GalGael, Scottish Canals, NTS, GBPT

Additional Resources Required

The approach outlined in this strategic plan is an evolution and extension of the existing activity we have undertaken. An analysis of skills and resources required to deliver this wider role has been undertaken which found that the following resources would be required:

- Development Initiatives Officer (part time)
- Traditional Skills Officer (part time)



Grant aided training of dry-stone walling for unemployed locals at Lambhill Stable
B-listed former Building-at-Risk from 1830s turned Community Hub & Social Enterprise
£1,154,543 total project costs. £90,167 GCHT grant

1. INTRODUCTION

1.1. Introduction

Glasgow's historic built environment has been influenced and shaped by many factors. The city was known as the 'Second City of the Empire' for much of the Victorian and Edwardian periods, generating a legacy as the finest Victorian city in the world. In the 18th century, the city played a key role in transatlantic trade, bringing wealth and prosperity to the city, which is reflected in the nature of the city its architecture and wider historic environment. Similarly, the industrial revolution and the city's role as a world centre for heavy engineering again influenced the development of the city, its culture and architecture.

By the early 20th century, the city's population grew to over 1 million. In the latter half of the 20th century, factors such as the creation of new towns drawing people away from the historic city centre and boundary changes amongst many others saw population decrease markedly. The population of the city today is circa 600,000.

The economic and social development of the city has created the historic built environment that exists today. Periods of economic prosperity have created magnificent buildings at all scales and of all types (residential, commercial and civic). These buildings and built landscapes assist in place making and forming an inherent sense of place informing the identity of the city and providing both the backdrop and infrastructure within which the city operates and continually develops.

The historic environment provides both the backdrop and the focal point for place making and has been recognised in the promotion and marketing of the city. The heritage and culture of the city contributes to the international reputation and perception of the city, encouraging tourism and the economic benefits tourism generates. Trip Advisor has recently named Glasgow as the number one UK destination 'on the rise' and the third best destination in the UK in the 2013 Travellers' Choice Destinations Awards. It is vital that the condition of historic buildings and the wider historic environment are effectively maintained to continue to support the economic benefits that tourism and culture can generate.

A report by the Scottish Stone Liaison Group in 2006, noted that £585 million of stone repairs was required to protect the historic environment across the city and that this would require 1.4 million mason days to carry out all the repairs required. Since then some action has been taken; Historic Scotland and others have developed strategies and implemented initiatives to address the shortfall in funding and expertise to address the condition of the city and the nation's built heritage. However, there is still much to do. History has left the city a wonderful architectural legacy and the Trust is determined to support the protection and enhancement of the city's built environment.

1.2. Glasgow City Heritage Trust

Glasgow City Heritage Trust is an independent charity, incorporated in March 2007 and governed by its Memorandum and Articles of Association dated 2 March 2007. It achieved charitable status in September 2007 and was registered as a conservation body in November 2007.

Our objectives are:

- To promote and encourage through our conservation grant programmes, either on its own or in conjunction with others, the conservation, protection and improvement of the historic, architectural and physical environments of Glasgow all for the benefit of the general public
- To further the study of such environments now and in the future and to use the information obtained to educate the general public on issues concerning such environments

Under the Service Level Agreement which sets out the respective obligations of the Trust and of Glasgow City Council, we are obliged to:

- Operate a building repair grant scheme to help with the refurbishment of architectural features and repair work to stonework, windows, doors, roofs and railings
- Operate a heritage grants scheme to support non-building related projects
- Operate policies and procedures to manage its activities in support of the regeneration of Glasgow as contained in the Council's city plan, policies and proposals,
- Aim to bring additional sources of funding towards its principal activities through partnership or direct funding

We are a team of 4 staff members with a voluntary board of trustees. The Director is supported by a Conservation Grants Officer, Heritage and Outreach Officer and Office Manager. Recently a number of interns have been 'recruited' to support our activities. At present, 3 interns are working on projects that will benefit the Trust including the creation of an app to support an exhibition, developing an exhibition based on historic swimming pools in the city as part of the Commonwealth Games cultural programme, and a research project on cast iron in the city. All involvement of paid interns is designed to further our objectives and activities and increases the future job opportunities for post-graduates, whilst creating an output of value to us and others and.

We are an independent charity, supported by Glasgow City Council and Historic Scotland. The levels of financial support provided by each supporter in the current financial year is provided below.

TABLE 1.1 SUMMARY OF RESOURCES			
Source	Revenue	Capital	Total
Historic Scotland	£100,000	£750,000	£850,000
Glasgow City Council	£50,000	£190,000	£240,000
Total	£150,000	£940,000	£1,090,000

1.3. Activities and Outputs

We celebrate, explore and promote debate about the unique built heritage in the city and assists in the repair and conservation of Glasgow's historic built environment. We do this by:

- Grant aiding historic building repairs and conservation work
- Giving advice
- Co-ordinating and funding training sessions focused on traditional building skills, methods and materials
- Hosting a range of changing free exhibitions and displays in a public gallery space
- Running a series of monthly lectures, talks and special one off events
- Working with local schools on a range of heritage projects and workshops

Since its inception in 2007, we have invested £6 million in the conservation, enhancement and promotion of Glasgow's historic built environment. This average investment of £1 million per annum has had a real impact on real lives in the city; we have now helped over 1,100 people and organisations restore or repair their historic buildings.

We have supported and enabled an average of 80 – 100 building projects per year, with over 75% of total project costs invested by the private sector in most GCHT- funded projects. This has leveraged substantial economic investment into the city's built environment.

We have also hosted a variety of popular education projects through its own initiatives and in partnership with others.

1.3.1. Grants Programmes

Building Repair Grants

We have operated a Building Repairs Grant Programme since its inception in 2007, and have continually sought to prioritise its use of funding administered via the Building Repair Grants

programme, by targeting specific areas of identified need. In the most recent financial year, applications for funding were sought from the following:

- Non-residential buildings in any conservation area in Glasgow
- Comprehensive repairs to Category A or B listed buildings anywhere in Glasgow
- Traditional buildings in the following priority conservation areas:
Bridgeton Cross, City Centre, Crosshill, Dennistoun, Govan, Parkhead Cross, Walmer Crescent and Woodlands

Applicants are invited to apply for up to 40% of the cost of eligible external building repairs to historic properties, to a maximum of £100,000. The Grant Committee meets to discuss all applications for funding, and a scoring matrix is used to direct funding to bids that are deemed greatest priority.

The targeting of areas noted above is an evolution of the approach taken in previous years where other areas were prioritised. The approach to allocating grant funding has continually evolved and taken greater cognisance of drivers of social and economic regeneration. A recent example of this would be providing grant support to the Lambhill Stables project which restored a derelict stable building to provide training opportunities during the restoration project and a facility from which a social enterprise could deliver community activities for a range of audiences including excluded groups.

Heritage Grants

Alongside BRG, we administer a Heritage Grant funding pot which gives us the opportunity to fund a range of 'non-building projects such as interpretation, education, outreach and community engagement projects. The delivery of heritage education and outreach activities and projects is one of our stated objectives and we continue to seek new and interesting ways to deliver this area of its work in partnership with others and on our own.

Our track record of more than 100 conservation lectures and debates, 10 exhibitions, 12 technical workshops and 20 photographic competitions involving 20 local schools and 800 pupils over six years clearly shows the ability and need for further conservation education in Glasgow. We will continue to provide these core activities for dissemination of knowledge but also hope to offer the coordination of heritage education for others such as local THI and CARS officers and the NCC.

1.3.2. Strategic Support

In addition to the dispersal of funding to capital and revenue projects, we provide strategic support and advice to a range of audiences including individual property owners seeking advice on appropriate repair, other organisations concerned with the repair or protection of the historic environment, and project developers in receipt of grant. Recently, we have been approached by

Glasgow City Council to support the delivery of the second phase of the Parkhead THI through the delivery of training. Collaboration between ourselves and GCC in this manner will provide additional opportunities to support projects and individuals involved in this area of work.

1.4. Context for this Strategic Plan

We have been invited to submit an application for City Heritage Trust funding by Historic Scotland. A formal application process with application guidance and form has been introduced for the first time. This change in process means that we will need to consider the activities it will deliver in the future and how its strategic and operational plan meets the aims of Historic Scotland and the wider Scottish Government Economic Regeneration Strategy.

The guidance provided by Historic Scotland includes the following:

- The size of the award to a CHT will depend on the need of the local community
- The decision on whether to award support will continue to be based on the regeneration benefit of the scheme

Resources should be targeted towards Conservation Areas:

- That are recognised 'priority areas' for Historic Scotland investment
- Where economic, social and physical need for financial support can be demonstrated
- Which clearly contributes towards the Scottish Government's Economic and Regeneration strategies
- That are highlighted as being a priority for investment through development plans and community planning partnerships
- Where support can be demonstrated to be adding value to any wider package of public and private investment and action
- That are being actively managed in line with best practice set out in Planning Advice Note 71: Conservation Area Management, and
- Where there is evidence of strong local commitment for heritage led regeneration#

CHT schemes would be able to fund:

- A repairs programme for larger scale 'priority projects'
- A small grants scheme (such as to homeowners or retailers)
- Community engagement through providing training opportunities in traditional skills and through education programmes
- Training opportunities for traditional craftsmen
- Public realm conservation and restoration
- Administration costs including the appointment of dedicated project officers

Discussions have been held with representatives from Historic Scotland to fully understand its expectations of our bids. The following was made clear:

- We need to move away from city wide grant support to targeting a smaller number of priority areas. Narrow and deep is preferred to shallow and wide. Greater impact can be achieved by a higher level of investment in narrower defined target areas.
- We need to move from a largely reactive role to a proactive role, taking offers of financial and technical assistance to areas of need
- Partnerships need to be developed to maximise the impact of funding
- Staff expertise needs to be offered and used to support the wider 'sector' interested in preserving and enhancing the historic environment
- The outreach and learning programmes are valued but consideration is required to ensure that maximum impact is created
- Our enabling role needs to be further explored
- Historic Scotland is interested in how we could contribute to addressing the needs of Buildings at Risk

1.5. The Need for Change? – The View of Strategic Stakeholders

Representatives of organisations engaged in the preservation and enhancement of the historic environment in Glasgow were invited to a workshop in January 2014 to discuss our future activities and priorities. The need for an evolution of our activities and priorities was explained as an introduction to considering how we could become more aligned to government agenda at a local and national level. The discussion was facilitated around a SWOT analysis which led into a discussion on strategic issues. The key findings are noted below.

Strengths

The group agreed that we delivered a valuable **enabling role** through the provision of both funding and strategic support. We are well integrated into the network of organisations in the city engaged in heritage conservation or enhancement. Critically, the offer of financial support to property owners encourages appropriate repairs to historic buildings by bridging the cost gap between using appropriate techniques and materials, and lower cost alternatives. We are flexible in responding to opportunities and needs, and are able to be reactive to emerging issues whilst also taking a strategic approach when required. The importance of the historic environment to the international standing of the city was acknowledged and our contribution to protecting and enhancing these assets was recognised.

Finally, the geographic spread of investment in properties across the city was seen by many as a positive output of our activities.

Weaknesses

The only weakness noted were insufficient resources to deliver a wider and greater benefit, and excessive bureaucracy affecting our ability to react more quickly or to address a wider range of issues.

Opportunities

The following summarises the main opportunities that the group felt appropriate for us to pursue:

- Break bureaucratic blockages to use resources more effectively
- Enhance role in developing international standing of the city – regeneration
- Advisor role for the city
- Clarify the types of projects that should be supported
- Take strategic approach / pro-active to assist in developing activity / projects
- Support large projects that will contribute to international standing
- Wider dispersal of funding
- Focus on mid-sized domestic market
- Align ourselves to Council Housing stock, (with Council identifying stock in need and ourselves providing financial / strategic support to address need)
- Involvement outwith conservation areas?
- Involvement with historically significant 'un-listed' buildings

There was some discussion around whether we should continue to invest in properties across the city, or whether an area based approach would be more appropriate, whereby resources would be targeted to a small number of specific areas. ***In the main, the group felt that we should continue to disperse funding across the city, fulfilling a city wide role. There was some concern that a new approach that focused on area based schemes would only neglect properties and areas that required funding.***

Threats

The scale of investment required to address the current backlog of repairs to historic properties is significant across the city, and we are contributing to reducing this requirement. However, a reduction in funding would make achieving progress more difficult to achieve.

1.5.1. View of Glasgow City Council

A draft of this strategic plan was shared with Glasgow City Council. The following statement was provided by Liz Davidson, Principal within City Design at Development and Regeneration Services:

“Overall, we would record our strong appreciation of the work undertaken by GCHT over the last 7 years of operation. It has quickly established itself as a well run, effective, visible and flexible organisation which has reached many areas of the city, including households, businesses and organisations, promoting high quality repair and conservation of our built fabric. The relative speed of its decision making process and wide area of impact is seen in the sheer number and spread of grants it has made and we see this as a strength, not a weakness in its modus operandi as funded by GCC and Historic Scotland, promoting skills, small to medium sized traditional construction companies, and most importantly reaching expansively into communities to promote good 'housekeeping' and grass roots civic pride”.

Representatives from Glasgow City Council acknowledged Historic Scotland's increased need for projects and initiatives it funds directly and indirectly to generate economic and social regeneration, and as a result the suggestion that we focus on a small number of target areas within which significant investment should be made. Observations on the strategy proposed are provided below:

- The constraints of aligning funding to Conservation Areas will raise significant challenges as of Glasgow's 24 Conservation Areas only a very small percentage fall under this dual designation
- GCC would therefore support the proposal to make specific funding available to these small areas of cross over where appropriate and would wish to work closely with the CHT to maximise the benefit to that area as part of the shift in forward focus for the years 2015-17.
- The role of and collaboration with GCHT in seeking solutions to Buildings at Risk will form a key strand of Council property in the forthcoming City Plan 3. GCC's Buildings at Risk officer has already engaged in constructive discussions with us on this basis.

1.6. Summary

We have delivered successful building repair and heritage and outreach grants over the last 7 years. Feedback from the sector demonstrates that we are playing a critical role in enhancing the city's historic environment through the provision of funding and support to property owners and managers. There is a general acceptance that we need to refine and evolve our grant giving process to target specific areas of need or opportunity to generate the greatest return on investment / economic or social regeneration, however there sector representatives have also recommended that we continue to offer some grant funding to projects across the city that deliver economic and social regeneration.



King Street South Block: underused B-listed block converted to 96 flexible studios for artists, visual and applied arts and social enterprises. £3.5 mill total project costs. £44,500 GCHT grant.



School photographic competition winners 2013

2. STRATEGIC CONTEXT

2.1. Introduction

In order to achieve the greatest impact from the application of our staff and financial resources, we must consider the strategic context within which we will operate and the ways in which this can be used to guide the strategic approach that we will adopt.

The following sets out the strategic context at the national and local level, taking into account the strategic drivers of stakeholders and the inherent issues associated with the historic environment that we aim to enhance, protect and encourage engagement with.

2.2. National Context

Historic Scotland and Scottish Government Agenda

Historic Scotland as an Agency of Government, until the completion of the merger with RCAHMS, is required to act in furtherance of the Scottish Government's vision and published strategies. By extension, projects and initiatives, such as City Heritage Trusts are becoming increasingly required to demonstrate how their activities are contributing to the published aims of Historic Scotland as an interpretation of the Government's strategic agenda. Historic Scotland is focused on contributing to the Government's economic regeneration strategies and this provides context for the dispersal of its funding.

Historic Scotland's strategic objectives include:

1. Championing Scotland's historic environment
 - a. Enhance local sense of place
 - b. Increase level of partnership in historic environment
 - c. Growing opportunities for all to use, enjoy and understand the historic environment
 - d. Working creatively to showcase Scotland
 - e. Developing awareness on consensus of the benefits of conservation, protection and promotion of the historic environment
2. Contributing to sustainable economic growth
 - a. Growing Scotland's tourism industry and wider participation
 - b. Growing Scotland's construction industry
 - c. Stimulating capital growth in small and medium sized enterprises
3. Managing Scotland's historic environment creatively
 - a. Growing volume of world class research activity
 - b. Good practice guidance
 - c. Technical advice on practical matters
 - d. Effective outreach programmes and interpretation of the historic environment
4. Supporting transition to a low carbon economy

Scottish Government's Economic Strategy

The following sets out the strategic aims as identified in the Scottish Government's Economic Development Strategy.

1. Supportive Business Environment
2. Transition to a Low Carbon Economy
3. Learning, Skills and Well Being
4. Infrastructure, development and place
5. Effective Government
6. Equity

We have the potential to contribute to achieving priorities 1, 3 and 4 above through the provision of strategic support and targeted investment. Investment to enhance the appearance of historic streetscapes, improving shop frontages etc will create an enhanced landscape within which trade and business can develop. Bringing redundant business premises or residential properties into use, attracts trade and vibrancy, regenerating our communities.

Investment reveals and enhances the historic character of the city, contributing to the development of place and in some cases provision of infrastructure.

Regeneration Strategy – Achieving a Sustainable Future

The vision expressed in the Scottish Government's Regeneration Strategy is as follows:

“A Scotland where our most disadvantaged communities are supported and where all places are sustainable and promote well-being”

The vision can only be achieved if issues are tackled in a holistic way by addressing the economic, physical and social needs of our communities. This will require the public, private and third sectors to work collaboratively with communities to identify the most appropriate solutions to address challenges and capitalise upon opportunities.

Interventions should be focused upon:

1. Places in need of physical renewal and which underperform economically;
2. Town centres in need of revitalisation; and
3. Communities where there are significant issues across a range of social and economic indicators, including poor health and education outcomes, and high levels of poverty and unemployment.

The Strategy also notes the need to invest in the economic potential of our communities. Within this approach the importance of town centres and placemaking initiatives are recognised.

A selection of outcomes identified by the Scottish Government to support the delivery of the strategy include:

- Economically sustainable communities
 - Strong local business
 - Skilled workforce
 - Thriving private sector and social enterprise
 - Infrastructure fosters the right environment for growth
 - Thriving towns and high streets
- Physically sustainable communities
 - Access to high quality public space
 - Communities have a positive appearance and are places that people want to live, work and invest
 - Quality design and upkeep of buildings and spaces
 - Address vacant and derelict land and property and preserve heritage/built environment for productive use
- Socially sustainable communities
 - Towns and high streets act as a focal point for social and economic interactions
 - Communities and people are protected and feel safe

Through the appropriate administration and targeting of a Building Repair Grants programme, we have the opportunity to contribute to creating the environment within which business and communities can flourish, thereby supporting the development of 'strong businesses' within the right physical environment that can foster growth.

Investing in the historic built environment will also address many of the priorities expressed within the physically sustainable communities theme. Ensuring our historic environment and historic buildings are maintained and attractive will encourage people to work, live and invest in these areas, thereby engendering a sense and vibrancy of place.

National Conservation Centre

Historic Scotland is currently developing a project to create a National Conservation Centre (NCC) in Stirling. The Centre will adopt a hub and spoke approach, with activity being delivered across Scotland in collaboration with a number of stakeholders and partners.

The aim of the NCC is to raise the standard of practical conservation as applied to the historic built environment. This will be achieved by engaging all audiences involved in the preservation, protection and repair of the historic environment, from individual property owners to trades people, to professionals. At the core of the NCC will be a postgraduate diploma in conservation. The content of the diploma will be translated into a series of modules designed to be accessible

for a wide range of audiences and with different levels of commitment required, from one day seminars to extensive engagement. Training and learning programmes will be delivered to a range of audiences, from the general public to industry professionals.

We are well placed to assist in the delivery of the hub and spoke model given its geographic location, its existing strategic network and prominence and experience in delivering training, CPD and engagement events. We are keen to continue on-going discussions as to its role in the NCC as the concept for the Centre develops over the coming year. Initial discussions with representatives from Historic Scotland leading the development of the project (Technical Outreach Manager and Head of Traditional Skills and Materials) have identified a number of ways through which the existing relationship between ourselves and Historic Scotland could develop as a result of collaboration on NCC. These include:

- GCHT acting as a local hub within the NCC network and a two way conduit for best practice, projects to and from NCC.
- Closer working with relevant FE Colleges in Glasgow regarding traditional skills up skilling and awareness
- Leading on engagement with GCC, Housing Associations and City Building
- Providing a local focal point for our NCC engagement with organisations like GalGael, Scottish Canals, NTS, GBPT

The above suggestions on collaborative working were provided by Colin Tennant, Head of Traditional Skills and Materials.



GCHT roofing contractor training series site visit: lead worker at A-listed Alexander “Greek” Thomson terrace 1-10 Moray Place. £346,593 total project cost. £129,975 GCHT grant

2.3. Local Context

Glasgow is one of the finest Victorian cities in the world with an historic environment that has been shaped by Glasgow's evolving relationship with the rest of the world. Periods of economic growth have created a rich tapestry of historic buildings of varying scales and forms. Depopulation of the city in the mid 20th century due to the creation of new towns has led, over time to less resources being available to maintain the historic building stock and the environment within which they sit. The scale of repair to historic stone alone is considerable, and if other elements of buildings were considered, the total investment required to address the backlog of repair required would be significant.

An under appreciation of the value of historic buildings and lack of investment to maintain these buildings in the mid 20th century has created a significant backlog of repair works required and a number of buildings experiencing significant challenge. This situation is not unique to Glasgow; however the scale and extent of action and investment required to address the deterioration of the historic environment is greatest in Glasgow when considered to other Scottish cities.

We would argue that we are ideally placed to tackle the legacy of historic under investment and lack of action, and to address the needs of buildings today to assist in avoiding the mistakes of the past.

2.3.1. Glasgow City Council

Glasgow City Council's aims in respect of the historic environment as expressed in City Plan 2 are as follows:

- Continue to protect and enhance the City's rich and varied historic built environment
- Raise civic pride in and responsibility for the City's architectural heritage
- Ensure that conservation continues to play a vital role in the economic regeneration of the city
- Reinforce and promote Glasgow's image and position as a City of international standing

Glasgow City Council's Future Local Development Plan

The Main Issues Report developed to inform the Local Development Plan presents the context for advancing the future development of the city. The Main Issues Report includes a spatial strategy that identifies priority areas for renewal and regeneration. These areas include:

- City Centre
- Clyde Waterfront
- Clyde Gateway

Activity and investment in the Corridor will support and be supported by other significant developments in the city including Glasgow Housing Associations Transformational Regeneration Areas and three Community Growth Areas.

The MIR identifies the need for a policy response to enable the delivery of the required change. The policy response should enable the creation of an **enhanced sense of place** capitalising on the best aspects of the urban environment, and allowing appropriate change and development. **Prioritisation** in the current climate will be required; choices will need to be made on how to achieve the greatest impact. **Partnerships** between public, private and third sectors will be critical.

2.3.2 Glasgow Transformational Regeneration Areas (TRA)

The City has identified 8 Transformational Regeneration Areas which will be developed in partnership with Glasgow Housing Association and Scottish Government. These Areas are large scale housing led regeneration projects intended to create 600 homes for social rent along with 6,500 homes for affordable sale or mid market rent. Six of the 8 areas are now active. The eight areas are:

- Gallowgate
- Maryhill
- Laurieston
- Sighthill
- North Toryglen
- Pollokshields
- East Govan / Ibrox
- Barmulloch

The aim is to create sustainable communities with public amenities provided to offer attractive places to live.

Several of these TRA areas are located in close proximity to conservation areas, with East Govan being the only area within a conservation area.

An opportunity exists for us to provide support and potentially investment in these areas to deliver the conservation or protection of historic buildings and structures to broaden and deepen the impact of the activities and investments of others.

2.3.3 Glasgow's Canal

The Glasgow's Canal Project follows the branch of the Forth and Clyde Canal from Spiers Lock to Maryhill. A wide variety of projects from environmental improvements / public art to recreation

and building improvement projects have been delivered and more are planned along the Canal and the areas surrounding it.

2.3.4 Conservation Areas and Social Indices of Multiple Deprivation (SIMD)

Glasgow has 24 conservation areas located across the city. These areas vary from sprawling, high density mixed use locations in the city centre to small rural settlements in areas such as Carmunnock. The diversity of heritage asset varies and the extent and type of character of area is captured within conservation area appraisals produced for most of the conservation areas within the city. The non-homogenous nature of conservation areas should be recognised, i.e. all conservation areas are different and within individual conservation areas, the nature of the architecture and the community that lives there can vary considerably.

An exercise was undertaken to identify the location of areas of significant social and economic deprivation as identified as the 15% most deprived areas in the country using the Social Index of Multiple Deprivation. (SIMD). It was noted that few conservation areas have wards within the 15% of the most deprived areas in the country. The following conservation areas do have wards experiencing significant economic disadvantage:

- Bridgeton Cross
- Parkhead Cross
- Govan
- East Pollokshields (small area to the north)
- Carmunnock
- Walmer Crescent
- Areas of Central
- Victoria Park

Unsurprisingly, Parkhead and Govan have been the subjects of Townscape Heritage Initiatives and Conservation Area Regeneration Scheme investment, and indeed, Parkhead is now entering its second phase of such investment.

There are small pockets of deprivation (as defined by the SIMD) adjacent to conservation areas at Victoria Park and Scotstoun. Investment here would not benefit directly those communities and families experiencing social and economic deprivation but could be used to enhance the wider setting of the area, and where relevant supporting investment by partners or other agencies designed to tackle the specific areas of deprivation.

2.3.5 Townscape Heritage and Conservation Area Regeneration Schemes

Govan Cross THI began in 2009 and included a number of projects and initiatives to regenerate historic Govan Cross. Initiatives funded include Pearce Institute, public realm work to Govan Cross, Aitken Memorial Fountain, and a shop fronts scheme.

Other areas of Glasgow that have delivered THI's or CARS schemes include Merchant City and Parkhead Cross. We have already provided financial and strategic support to both Govan and Parkhead THIs. In addition to the successful THI projects, the following were unsuccessful or were developed but never submitted:

- Walmer Crescent
- Shawlands

2.3.6 Buildings at Risk

A review of the Buildings at Risk Register notes that there are 137 Buildings at Risk in Glasgow of which 86 are either A or B listed and approximately 50 within conservation areas in the city of all listing types (correct as at January 2014). Central conservation area accounts for just over half of BAR within Conservation Areas (26 buildings), with those on the list varying from unlisted small retail premises to large, impressive, A listed buildings such as the former Royal Bank of Scotland building at the Trongate. The following identifies the number of Buildings At Risk in conservation areas:

- Central – 26 buildings
- Crosshill – 1 building
- Dennistoun – 7 buildings
- Dumbreck – 1 building
- Glasgow West – 4 buildings
- Govan – 2 buildings
- Park – 1 building
- Parkhead Cross – 3 buildings
- Pollok Park – 5 buildings

There is likely to be a number of listed buildings and historically significant unlisted buildings on the periphery of Conservation Areas or within areas of influence which could also be considered for support if we chose to become take on a role to contribute to addressing the needs of BAR either strategically or financially.

2.3.7 Organisations and Roles

As in many other cities, Glasgow has a vast number and diverse range of organisations with an interest in the protection and enhancement of the historic built environment. This tapestry

includes the local authority, developers (both private and public), interest groups, action groups and trusts. Aspiration and action of these groups ranges from the interested amateur, through the enabler, to the developer and deliverer of capital projects restoring the city's heritage. There is a need for us to develop / maintain a clear vision, purpose and identity which can be easily communicated to the sector, associated sectors and the general public.

2.4. Summary and Conclusions

This strategic context review has considered the strategic priorities of a range of stakeholders interested in the enhancement of the historic environment and the wider themes relevant to regeneration. As an Agency of Government, Historic Scotland is required to pursue the economic development and economic and social regeneration priorities. Historic Scotland now expects all projects and initiatives it funds to deliver outputs and outcomes against the priorities of the Scottish Government's economic strategies. Therefore, we are required to demonstrate how its use of funding will deliver against this strategic framework. In response to this, there is an expectation that resources will be more invested in a smaller number of target areas to effect a greater impact than resources being spread wide and shallow.

Glasgow City Council has identified a number of strategic investment areas including Clyde Gateway, City Centre and Clyde Waterfront. These areas will continue to receive significant capital investment and promotion to investors to enhance this corridor through the city. A number of conservation areas overlap with these strategic development sites and this offers opportunities to consider linkages between or activities and those of Glasgow City Council. In addition, Glasgow City Council is also developing 8 Transformational Regeneration Areas (TRA) which will be predominantly housing led. Potential geographic overlaps with conservation areas include at Govan and Pollokshields.

There are a number of other issues affecting the strategic context including the number and location of Buildings at Risk, the location of underused or redundant buildings, the dispersal of CARS or TH projects across the city and the activities and priorities of other organisations with an interest in the restoration / protection of the historic environment and regeneration.

An understanding of the strategic context and the geographical priorities of stakeholders can assist in the decision making process with respect to our future activities in the context of maximising the impact of the use of its funds.



A-listed Argyll Arcade, Buchanan Street/Argyle Street one of Europe's oldest covered shopping arcade built in 1827. £1.01 mill total project costs. £200,000 GCHT grant for 38 commercial properties.



Glasgow City Chambers: "Investing in the Past - Global and Local", Glasgow's first International Heritage Conference organised by GCHT. 320 delegates attended over 3 days in Nov. 2010

3. APPROACH TO TARGETING RESOURCES

3.1. Introduction

The national strategic context is clear. Emphasis is placed on economic, physical and social regeneration with a particular focus on creating the environment that can support sustainable economic growth. Place making, and the provision of appropriate supporting infrastructure will create the appropriate conditions for regeneration to take root and be sustained.

The context review identifies the types of initiatives that we could lead to contribute to the wider approach to regeneration, specifically:

- Supportive Business Environment
- Learning, Skills and Well Being
- Infrastructure, Development and Place

Glasgow is a large, dense city when compared to other cities in Scotland. Glasgow City Council has taken a spatial planning approach to prioritise development and enhancement to respond to local and city wide challenges. It is within this context, that we must choose an appropriate strategic approach to add value, address economic, physical and social **need and opportunity**.

3.2. Strategic Approaches

Historically, CHT funding has been allocated to buildings and projects predominately located within conservation areas as guided by the Listed Buildings and Conservation Areas Act (1997). There is a presumption that this will continue to be the preference for the foreseeable future. The following exercise aims to link strategies for addressing city issues with the geographic boundaries of conservation areas, e.g. if we chose to follow the priorities of the City Plan, this would lead to us investing in conservation areas within the target areas of the City Centre, Clyde Gateway and Clyde Waterfront.

In the following table the shaded heading identifies a strategic approach that could be adopted. The rows underneath each heading identify the priority area for development attached to that approach and conservation areas relevant to the strategy. The column to the right identifies the type of support that we could provide with **Area Based Regeneration (ABR)** indicating an investment in a number of properties across a target area and **BARG** denoting a Building at Risk or Building Repair Grant.

	Glasgow City Plan	
	Intervention	
Priority Areas	City Centre, Clyde Gateway, Clyde Waterfront	
Conservation Areas	Central, Parkhead Cross, Bridgeton, Govan, Victoria Park, Scotstoun	ABR, BARG
	Transformational Regeneration Areas	
Priority Areas	Gallowgate, Maryhill, Laurieston, Sighthill, North Toryglen, Pollokshields, East Govan / Ibrox, Barmulloch	
Conservation Areas	Govan	BARG
	CARS and SIMD Areas	
Priority Areas	Areas that are both conservation areas and those experiencing high scores on SIMD	
Conservation Areas	Bridgeton, Parkhead Cross, Govan, East Pollokshields, Carmunnock (areas of), Walmer Crescent, Central (areas of), Victoria Park,	ABR, BARG
	Priority areas for City Council Investment	
Priority Areas	Calton and Barrowlands	
Conservation Areas	None	BARG
	Priority Areas for City Council Investment	
Priority Areas	Glasgow Canal	BARG
Conservation Areas	None	
	Potential THI Areas	
Priority Areas		
Conservation Areas	Walmer Crescent, Shawlands	ABR, BARG
	Further develop areas in receipt of THI / CARS funding	
Priority Areas		
Conservation Areas	Merchant City, Parkhead Cross, Govan	ABR, BARG

The following conservation areas are identified under several potential strategic approaches:

- Parkhead Cross
- Bridgeton
- Govan

Unsurprisingly, these areas have been targeted for significant investment from HLF, Historic Scotland and Scottish Government. We could target these areas in the future as a means of further delivering THI or CARS type projects, where initial and subsequent investment was insufficient to fully address local need.

Conversely, we could choose to target areas where THI bids were developed but were not submitted for funding. In this case, target conservation areas would be Walmer Crescent and Shawlands. Research was undertaken in both of these areas to inform a scope of work, assess demand and engage the community. Walmer Crescent was not ultimately submitted for THI funding and Shawlands was not submitted for HLF support as the area did not score low enough on the SIMD. If the argument is shifted from economic need to economic opportunity, there is scope to support the enhancement of Shawlands as a 'town centre', creating vibrancy through supporting the business environment and making the area a better place to work, live and invest.

If we were to target support to areas of specific and **identified economic and social disadvantage**, this would lead to the Trust focusing on Bridgeton, Parkhead Cross, Govan, East Pollokshields, Carmunnock, Walmer Crescent, areas of Central and Victoria Park. .

The Transformational Regeneration Areas and **Glasgow Canal** target areas have no correlation with conservation areas and therefore a CARS type approach to these priority areas would not be appropriate. We could support wider regeneration in these areas through strategic support funding the re-use of Buildings at Risk or education / skills training projects with an emphasis on traditional skills and traditional materials.

Finally, the Calton / Barras areas of the city will soon receive circa £4 million of investment. Early actions, pre Commonwealth Games will enhance key sites, whilst post games there will be further strategic interventions including the creation of a masterplan and a vacant floor space grant. The Calton / Barras area is not a conservation area; however there are a number of historic buildings in the area that could benefit from investment (which we could provide by becoming involved in wider regeneration schemes out with conservation areas).

3.3. Preferred Approach

The approach falls into three ways of working:

- **Proactive** area based approach in which we identify a small number of target areas to invest in
- **Reactive** point based investment (i.e. single buildings or sites) where we will invest in projects developed and delivered by others in specific targeted areas
- **Responsive** approach whereby projects that do not fall within targeted areas but meet the criteria of being listed, have other funding in place, have wider community/economic outputs and if not supported may otherwise be at risk - may also be considered on its merits as a high scoring project for grant

3.3.1. Pro-active, area based focus

We acknowledge that targeted investment in a small number of areas will potentially create a more significant impact than spreading the same resource across a greater number of geographic areas.

A number of areas have already received significant funding from Historic Scotland and other agencies, and although there is an expressed need, it is considered that our funding could be better invested elsewhere. Therefore the following areas would **NOT** be selected for an Area Based Regeneration (ABR) type approach:

- Parkhead Cross
- Bridgeton
- Govan

The current context across the City has informed the consideration of potential target areas for area based investment. **The areas selected below are indicative of current thinking as informed by the adopted strategic approach. Over the financial year 2014 – 15, further investigations will be undertaken to assess the feasibility and deliverability of investment in the proposed areas. It may be the case that other areas are identified during the planning year, that are then included in the delivery plan for 2015 – 18.**

In the following areas, we would take a proactive role in stimulating and delivering an area based regeneration / enhancement project in the following areas and for the following reasons:

1. High Street and Saltmarket areas of the Central Conservation Area – this is a mixed commercial and residential area which would benefit from improvements to the historic built environment. Geographically it could be viewed as an extension to the Merchant City TH1 and will enhance connections between city centre and proposed investments at the Calton / Barras area. In order to deliver a project in the Saltmarket, we would work collaboratively with Glasgow Housing Association and City Properties to effect greatest change, which would encourage an enhanced way of working for us.

2. Walmer Crescent Conservation Area – preparatory work has been undertaken to develop a THI bid which has defined the scope for a project with background research. It is understood that at least half of the shops in this area (of which there are 15) are owned by one person, and that person is interested in delivering enhancements if funding support were available. Residential property in this area has been in need of repair for some time.
3. Shawlands Conservation Area – The City Council approached HLF regarding a potential THI bid therefore there is clearly a strategic need as expressed by the Council considering Shawlands for a potential bid. There is apparent political will to deliver regeneration in Shawlands which we could support to ensure that heritage contributes to the wider strategic approach. The following provides a summary of the proposed THI as taken from the application form prepared by Glasgow City Council:

“Shawlands Cross is the primary historic town centre of the Southside of Glasgow but this role has been under threat recently from its continued decline. The principal concern of the of the proposed THI was to restore its historic role, securing its wealth of heritage assets and re-establish the Cross as a place people feel is their community heart again.

In realising this vision the THI proposes repairs to key historic buildings, restoration of traditional shopfronts, upgrading the public realm and encouraging the reuse of vacant property. The THI also seeks to increase awareness of the historic environment and develop conservation skills particularly amongst the students of Shawlands Academy. This Initiative will complement and work alongside Shawlands Town Centre Action Plan which is an ambitious £3.3M Council funded programme of actions arrived at after considerable research and community engagement. It encourages development of the areas retail core and emergent creative industries, the remodelling of traffic dominated public space, improvements to the environment, promotion of events and marketing initiatives. This Plan was driven by the local community and, as such, the development of the complementary THI will provide a holistic approach to saving this key asset for the city.”

4. East Pollokshields (north) – there is a small area to the north East of Pollokshields Conservation Area that is within the top 15% of most deprived areas in Scotland.

3.3.2. Priority Projects Outwith a Focused Area (PPOFA) – Redundant or Underused Properties

We have a role to play in facilitating or enabling the protection or re-use of historic buildings. Many projects to enhance or bring buildings back into use are developed by a range of developers including private owners, community groups and public bodies amongst others. We have the potential to provide support to these developers progressing projects whilst also being able to offer capital funding to restore or develop these properties. We have previously described this as a ‘reactive’ role as we are not the originator or driver of these projects, and will react to opportunities created by others.

We can choose to target this investment in individual buildings in two ways:

1. Allocate funding to historic buildings in identified priority investment zones, such as the Transformational Regeneration Areas, Calton and Barras zone , and potentially the Canal
2. Operate a city wide funding programme where a scoring matrix enables us to prioritise which projects are funded (a matrix exists for use in applying the current programme)

In practice, scenario 2 is likely to be more applicable as in the 3 year funding period, an insufficient number of projects may come forward, or require the spend, and in addition, if this investment is too geographically restricted important projects and real opportunities to address challenging buildings may be lost.

It is imperative that if this approach is to be successful, we must be empowered to invest in projects out with conservation areas.

3.3.3. Responsive

We should also be empowered to respond to the demands of listed at risk buildings across the city which could be enhanced with their support. It has been suggested that we would be able to support these projects if a number of criteria are met such as additional funding is in place and has the potential to deliver significant community and economic regeneration benefits. In many respects the responsive approach is a further iteration of the point based approach advocated in 3.3.2 above whereby we would be able to assist a restoration / enhancement project anywhere in Glasgow if the project has the potential to create benefits proportionate to the sum invested by the Trust.

3.4 Aims and Objectives for the Strategic Plan Period

Our aim for the period 2015 – 2018 has been informed and influenced by the strategic priorities of the Scottish Government, Historic Scotland and Glasgow City Council and our view of the areas within which it can address issues associated with economic need and opportunity. The aim for 2015 – 18 is as follows:

To support the economic, physical and social regeneration of Glasgow through enhancing the historic environment in priority areas for investment.

To achieve the aim stated above, the following objectives will be pursued:

- To adopt a proactive approach to the delivery of regeneration investment
- To adopt a comprehensive area based regeneration scheme in up to 4 conservation areas in the city

- To grant aid a variety of projects where the project will create a significant regenerative impact which contribute to achieving the strategic aims of Glasgow City Council, Historic Scotland and Scottish Government
- To continue to deliver heritage education projects in partnership and independently
- To deliver a programme of traditional skills training activities independently and in collaboration with others to address existing and future demands
- To work collaboratively with all relevant partners to achieve the greatest impact from resources utilised



A-listed Stewart Memorial Fountain from 1872 restoration.
Total project costs £571,327. £50,000 GCHT grant

4. STRATEGIC APPROACH IN PRACTICE

4.1. Introduction

The preceding sections have set the strategic context and introduced a preferred approach of working towards an area based approach from 2015. This section sets out how this will potentially work in greater detail whilst still acknowledging that we require flexibility to respond to change between the completion of this strategic plan in March 2014 and the beginning of the next spending round April 2015. The local context may change, offering new opportunities for us to deliver significant benefit from its input.

4.2. Transition Planning 2014 / 15

4.2.1. Developing the Area Based Regeneration Schemes

Financial year 2014 / 15 is the last year of agreed funding from Historic Scotland. We intend to use this coming year as a planning year to inform the final approach to be adopted and implemented from April 2015. The approach for the period 2015 – 2018 is an evolution of the current and historic approaches we have adopted, but will require a revised way of working. The drive to invest a proportion of funding in a specific area will mean that we need to be comfortable that the required outputs and outcomes can be achieved in the next 3 year funding round. Therefore the following actions will be undertaken in 2014 / 15 to confirm that the geographic areas selected for area based regeneration schemes are the most appropriate areas and to inform a detailed schedule of potential projects:

- Engagement with strategic stakeholders in the potential target areas to identify linkages to other investment or enhancement proposals
- Engagement with the local community to raise awareness of the prospect of a grants programme for the area
- Engagement with the business community to identify interest in the proposal
- Consideration of the extent of the target area for investment to inform a definitive investment zone, for areas where the entire conservation area may not be targeted
- Consideration of special conditions that may be required to encourage progress, e.g. level of grant rate may need to flex in response to the financial circumstances of grant recipients
- Development of a detailed understanding of the needs of the area and the likely level of capital funding required to deliver the required improvement

It may be useful to explore additional geographic areas not listed in this report during the transition planning year so that if, when given detailed consideration, areas cannot be advanced there is another area that can be substituted in to take its place.

4.2.2. Continuing Service

Developing the ABRS for 2015 -18 will require a significant resource commitment from staff. Therefore, consideration needs to be given as to the impact on continuing regular business. The Heritage Grants programme is likely to continue as at present. However, there will be less time to administer the Building Repair Grant programme if the Grant Officer and Director are required to engage in research and planning work for the 2015 – 18 period. Therefore the administration of the BRG programme will need to be refined to require less administration time whilst still providing funding for approved projects. It may be appropriate to grant aid a smaller number of relatively larger projects to ensure that the administrative workload is appropriate given other commitments.

4.3. Area Based Investment

For the period 2015 – 18, we will focus on developing and delivering up to 4 area based regeneration schemes. The aim is to create a greater return on investment in target areas by taking a holistic and comprehensive approach to addressing the needs of the historic environment. The approach will include the following:

- Offer of grant funding to enhance the condition of listed buildings in conservation areas
- Grant funding to improve the appearance of shop fronts
- Funding to improve the public realm where this will generate additional economic or social regenerative impacts
- Provision of traditional skills training where suitable and appropriate
- Delivery of heritage education programmes as appropriate

The following provides examples of the areas that are currently identified as being high priority within the context of the national investment framework and the priorities of the city. More extensive information is available for Walmer Crescent and Shawlands as these areas were considered for THI funding and as such research was undertaken to identify the scope of potential projects.

4.3.1. Central Conservation Area mainly focused on High Street, Saltmarket and Trongate

High Street, Saltmarket and Trongate are located to the east of the Central conservation area. It is understood that the second phase of the Merchant City THI addressed small parts of this area of the city and that there is potential to improve the area for traders and residents via an area based approach. The boundary of the target area for investment would be developed during 2014 / 15 in consultation with the resident and trading communities.

The target area is predominantly commercial with some residential above, or in defined areas. The focus of investment would be on bringing redundant or underused floor space into a more productive use, or enhancing the trading environment for existing businesses through investment in shop fronts and the associated environment.

4.3.2. Walmer Crescent Conservation Area

Walmer Crescent Conservation Area consists of an 'A' listed Alexander 'Greek' Thomson tenement at 1 – 18 Walmer Crescent and 1, 3 and 5 Cessnock Street built in 1858 and a parade of 15 shops on Paisley Road West built in 1907. The space between the shops and terrace consist of gardens with mature trees.

According to Glasgow City Council's City Plan 2, Walmer Crescent has been identified as one of six 'A' listed buildings meriting the highest priority for early attention by the Council to prevent further deterioration of the built fabric. Walmer Crescent is at the south end of the north-south avenue of Gareth Hoskins Architects Masterplan for Glasgow's Science Centre area. Govan THI neighbours this area and Paisley Road West is the main access to Ibrox Stadium and a priority of GCC Land and Environmental Services Department.

Ibrox and East Govan are identified as Transformation Regeneration Areas, therefore there is potential to connect investment at Walmer Crescent to a wider programme of regeneration and enhancement.

A scope of work was prepared by Simpson and Brown to enhance the public realm. This included:

- Upgrading of the streetscape in the Crescent, including forming parking bays, street lighting and signage, and new footpaths returning into Cessnock and Harley Street, minor repairs and repainting of the rear wall of the shops, replanting landscaped strip behind shops and tree maintenance
- Repairs to basemen areas, railings and entrance steps
- Upgrading of the service lane surface and new refuse stores

Total cost of public realm - £1.14 million

A shop front improvement scheme would also be administered and if we assume a cost of £25,000 per shop, this would total £375,000 (for all 15 shops).

A budget is also included for a cost of up to £40,000 per property in the terrace (of which there are 18). This would total £720,000.

The total cost of this scheme at Walmer Crescent would be circa £2.25 million.

There is scope for the area based approach to support the enhancement of commercial and residential properties, with some additional investment in the public realm.

4.3.3. Shawlands Conservation Area

The following is taken from the HLF round 1 application for THI funding developed by Glasgow City Council:

“The recent decline of the appearance of the town centre, caused in part by previous limitations on planning controls (which will be addressed by the proposed Conservation Area designation) and the more general decline of the area's commercial role, is reflected in the deterioration of the heritage assets. The cumulative effect of inappropriate replacement shopfronts, windows, shop signage and roof coverings together with a lack of routine maintenance to many properties has resulted in deterioration in condition of many buildings and, to some extent, eroded the special character of Shawlands Cross.”

The proposed Shawlands THI identified a number of costed projects, a summary of which is provided below:

- Kilmarnock Road Shopping Parade - £568,500
- Crossmyloof Mansions - £375,000
- Former White Elephant Cinema - £375,000
- Langside Hall – £240,000
- Corona Public House – £90,000
- Public Realm Works - £1.137 million
- Crossmyloof Bakery - £100,000
- Re-using redundant floor space £150,000
- Shop fronts - £665,000

The scope of work included within the extent of the proposed THI project was significant. It may be appropriate for a small number of these projects to be prioritised if Shawlands remains a priority area. Many of the target or priority projects are commercial in nature, and if enhanced these properties have the potential to contribute to the economic and social development of the area.

4.3.4. East Pollokshields Conservation Area

East Pollokshields is predominantly a residential area. We have supported property owners in both West and East Pollokshields in the past and therefore the Trust will be able to use these historic investments to encourage property owners to become involved in this area based approach.

An area to the north of Pollokshields is within the top 15% of the most deprived places in Scotland. Our previous experience in areas with significant deprivation such as Parkhead has shown that 40% grant rate is insufficient to generate action from owners as they tend to not have the resources to match our support. Therefore the evaluation process adopted by our Grants Committee will need to take into account the financial circumstances of potential grant recipients.

4.4. Priority Projects Outwith Focus Areas – Redundant and Underused Properties

We believe we have a role to support the restoration and potential re-use of historic buildings across the city where they can demonstrate a realistic and achievable regenerative impact. The principles underpinning investment decisions we have made in this area include:

- Grants we have made for any single project are normally capped at £100,000 – this would be kept under review and an appropriate response to applications for funding taken
- A scoring matrix will be developed to recognise thematic and geographic priorities

Priority will be given to projects that have a thematic or geographic connection to a stated priority investment programme / target area. If there was sufficient demand for this funding from project related to strategic investment programmes then all funding would be allocated in this basis.

Where demand falls short of available funding, any project that is focused on a building at risk, or aims to enhance the impact in use of an historic building will be considered for funding.

4.5. Strategic Enabling and Partnership Working

The experience, expertise and established relationships we have developed are one of its most valuable assets. We are keen to exploit this expertise to further deliver an enabling role across Glasgow and beyond. This role may include, but not be limited to the following:

- Providing advice to projects seeking funding
- Providing support and services to projects in receipt of funding to deliver restoration and repair work to historic buildings including recipients of THI funding
- Providing opportunities for the sector to network and assist in making connections within the context of enhancing the impact of regeneration projects
- Championing the role of heritage and the historic environment in wider area based regeneration schemes

4.6. Heritage Education Grants

We intend to continue to support initiatives designed to encourage engagement and understanding of the built historic environment. However, our role in this will evolve with us taking a more active role in leading the development and delivery of these activities, although still in partnership with other organisations.

Heritage education activity will be delivered across the city, but with a preference for those areas benefiting from other CHT funding, thereby creating a comprehensive package of investment in these target areas, i.e. physical regeneration and social /public engagement.

4.7. Events / Lectures Etc

Events, lectures and other initiatives designed to encourage engagement with the issues and challenges facing the conservation and repair of historic buildings will continue. In addition, and as appropriate, networking events will be organised to encourage those with an interest in the protection of the city's historic environment to come together to consider approaches to addressing current and anticipated needs.

4.8. Training and Skills Development

Our Director is one of the founding members of the West of Scotland Traditional Building Forum (now Glasgow Traditional Building Forum) and chairs the group comprising of representatives from trades federations and associations, Construction Skills, traditional material suppliers, professional institutes, government housing officers, local authority officers, and City of Glasgow College. The support of apprenticeships in traditional skills, indigenous building materials, high quality repairs of the local housing stock and general conservation training of house holders is their remit. We would like to develop this pool of skill and knowledge to further the protection and enhancement of the Scottish historic environment. Traditional Buildings Festivals, workshop and training days are planned.

The majority of the building industry nowadays deals with historic building stock and contractors need to be knowledgeable about traditional building construction to repair effectively without accidentally causing future problems due to incompatibility of some modern materials and lack of knowledge in methods of historic construction. These issues have been widely recognised and we ran a pilot roofing contractor conservation training course in partnership with CITB and the Independent Roofing Federation in Glasgow for six days in autumn 2013. This highly successful event received outstanding praise from the participants and we are in discussion to provide further regular training for all major branches of the historic building industry in the future.

4.9. Staff Resources – Current and Required

Our current staffing complement includes the following:

- Director
- Conservation Grants Officer
- Heritage and Outreach Officer
- Office Manager

The approach outlined in this document will require a new way of working, with ourselves taking an active role in developing area based regeneration projects. We must therefore consider the skills required to develop these initiatives and to then consider if revision to existing staffing roles will be sufficient or whether additional roles will be required.

We consider that the following skills will be required:

- Community engagement, relationship building and management
- Detailed understanding of maintaining historic buildings
- Understanding of capital cost profiles
- Budget management
- Legislation and contract management
- Understanding of the strategic context – maximising return on funds invested
- Project management for both development and construction programmes
- Development of heritage events, exhibitions and outreach initiatives
- Monitoring and evaluation

On paper, many THI or CARS projects are often delivered with limited staffing resources, often 1 – 1.5 FTE posts. However, THI and CARS are most often delivered by local authorities and as such the post holder has access to a comprehensive range of additional support on an as required basis. If we are to adopt an area based regeneration approach which may be applied to several areas, whilst also maintaining an outreach and education remit and also administering a city wide Building Repair Grant for the city the current staffing requirement needs to be complemented.

Of the current complement of 4 staff, 2 could be made available to support the adoption and implementation of this new approach, the Conservation Grants Officer and the Director. Therefore in practice the current resource is considerably less than 2 FTE due to the continuing demand of other areas of activity.

We should take a team based approach to the delivery of area based initiatives. That is, employ a team to develop and deliver all area based initiatives, rather than an area specific officer responsible for delivering a scheme. With this in mind, it is our view that the following additional skills are required to support the existing team in adopting the approach outlined in this document:

- Project coordination and engagement to encourage participation in projects
- Traditional skills development

The following additional part time posts are required to deliver a new way of working:

- Development Initiatives Officer (part time)
- Traditional Skills Officer (part time)

4.10. Monitoring and Evaluation

The transition year (2014 – 15) will be used to confirm / refine the areas for targeted or focused investment and to identify a baseline of activity / socio-economic demographics that can then be

used to assess the success of interventions and investment in these areas. As this will be an iterative process with additional work being undertaken in 2014 – 15, it is not possible to be prescriptive at this stage for each individual focus area. However, we can provide an indication of the types of measures that would be captured within a baseline and then tracked to demonstrate progress.

The following measures would be considered as relevant to the **Area Based Regeneration** programme:

Conservation Benefits (applicable to both Area Based Regeneration and Priority Projects Outwith Focus Areas):

- Number of buildings repaired
- Number of redundant or underused buildings brought back into use
- Number of architectural features restored

Focus Areas – Businesses

- Total number of paid staff (full time equivalent)
- Total turnover
- Net profit
- Business confidence and impact of investment

Focus Areas – Community Benefits

- Enhanced perception of place
- Enhanced sense of community
- Enhanced satisfaction with living in a particular area

The following measures would be considered as relevant to the **Priority Projects Outwith Focus Areas (PPOFA)** programme (measures would be dependent upon the type of property and scope of the project seeking support):

- Staffing levels pre and post project
- Volunteer numbers pre and post project
- Visitor profile pre and post project
- Visitor spend on site pre and post project, and financial performance pre and post project
- Impact on businesses in the locality
- Number of contractors involved in the project and dispersal of capital funding

One of 23 shopfront improvements grant aided by GCHT
in the Parkhead Cross Conservation Area (worst 15% SIMD data zones)
GCHT interns from Glasgow School of Art and Glasgow University
presenting their historic shopfront exhibition at 54 Bell Street Photographic school competition winners



APPENDIX A

ATTENDEES AT STAKEHOLDER WORKSHOP

Liz Davidson	GCC Principal Heritage & Design & former Director Merchant City Townscape Heritage Initiative
Ewan Curtis	GCC Group Manager DRS & former Parkhead Cross Townscape Heritage Initiative
Anne McChlery	Director Glasgow Building Preservation Trust
David Robertson	Director Four Acres Charitable Trust
Fiona Sinclair	Architects & former President Glasgow Institute of Architects
Colin McCorquodale	Director McCorquodale & Sons
Fergus Sutherland	Icosse Heritage Consultant
Ian Elder	Manager Lighthouse
Chris Burrows	Parkhead Cross THI Officer



“Bridgeton Umbrella”: A-listed former derelict cast-iron structure built in 1875.
£1.4 mill public realm improvements at Bridgeton Cross. £50,000 GCHT grant.

Glasgow City Heritage Trust

54 Bell Street

Glasgow

G1 1LQ

Telephone: 0141-552 1331

www.glasgowheritage.org.uk

Scottish charity no: SC038640

Scottish company no: SC318618

Supported by Historic Scotland and Glasgow City Council

