



GLASGOW CITY HERITAGE TRUST

STRATEGIC PLAN 2018-2021

Approved by Board

29 March 2018



Previous page photo: © ZM Architects: 1 Water Row, Govan comprehensive repairs to Category A-Listed building with 10 owners in Govan Conservation Area £390,670 project cost and GCHT grant of £100,000.

“Investing in our older buildings helps generate local construction work as well as ensuring our heritage is preserved and developed for the communities all over Scotland.”

**Cabinet Secretary for Culture, Tourism and External Affairs Fiona Hyslop
21 June 2016 HES website**

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Introduction

Glasgow City Heritage Trust is an independent company (SC318618), incorporated in March 2007 and governed by its Articles of Association adopted on 28 June 2017. It achieved charitable status (SC038640) in September 2007 and was registered with the Scottish Government as a conservation body in November 2007. The Trust registered offices are at 54 Bell Street, Glasgow, G1 1LQ.

The Trust is governed by a Board of up to twelve Trustees, two of whom are appointed by Glasgow City Council; the current board is listed in Appendix A. The Trust currently employs seven members of staff and one consultant.

The Trust's objectives are

- (i) to promote and encourage through its 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 for the benefit of the general public;
- (ii) 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.

The Trust aims to address building repairs, education, training, skills and employment issues through its conservation grant programmes by promoting best practice and providing general and technical advice and support to individuals, communities and organisations.

Funding to facilitate the conservation grant programmes is provided by Historic Environment Scotland and Glasgow City Council.

Executive Summary

Through GCHT's conservation grants programmes people will enjoy, understand and care for Glasgow's historic built environment and will be able to access funding and expertise which will ensure the sustainability of the City's heritage for current and future generations. To deliver the Trust's objectives and deliver the required outcomes the Trust will operate five grants programmes: Building Repair Grants, Development Grants, Traditional Skills Grants, Heritage Grants and Community Grants. Furthermore, the Trust will pilot a project investigating innovative ways for vacant properties on the at-Risk Register to be repaired and temporarily reused with the aim of possible community asset transfer in the future. All this will be done in partnership with Glasgow City Council and Historic Environment Scotland's new building conservation centre, the Engine Shed.

Background to the Plan

This is the Trust's fifth Strategic Plan updating the previously approved 2015-18 Strategic Plan. Circumstances have changed significantly since the previous plan. The changes are as follows:

(i) the Trust's main supporter Historic Scotland (HS), an executive agency of the Scottish Government, responsible for safeguarding Scotland's built heritage and promoting its understanding and enjoyment, changed in 2015 to Historic Environment Scotland (HES), an executive, non-departmental, charitable public body responsible for investigating, caring for and promoting Scotland's historic environment.

(ii) HES stated their vision as:

We want to make sure Scotland's heritage is cherished, understood, shared and enjoyed with pride by everyone.

HES stated their mission as:

Through enhancing knowledge and understanding of our cultural heritage, we aim to protect and conserve it, both now and for future generations. We want to share and celebrate our heritage with the world.

HES stated their values as standing for:

- collaboration: working closely and inclusively with others
- professionalism: striving for excellence in everything we do
- innovation: being forward-looking and creative, embracing change
- openness: transparency in our business and in our relationships
- respect: for the contribution everyone makes and in the way we treat one another

(iii) previous grant aid by HS was given under the Planning (Listed Buildings and Conservation Areas) Act Scotland 1997 which restricted funding outwith conservation areas considerably. Nowadays, grant aid by HES is offered under the Historic Environment Scotland Act 2014 which offers considerably more flexibility in what can be grant aided.

(iv) rather than requesting the submission of a standard application form for funding HES is now offering a collaborative partnership approach in the development of the strategic work of the Trust. An agreed Strategic Plan would form the basis of the request for three year's funding. In addition, HES expects City Heritage Trusts to demonstrate how activities meet HES expected outcomes and provide indicators to show measures of success.

(v) In accordance with the City's Built Heritage Support Review, Glasgow City Council's (GCC) Executive Committee approved on 10 November 2016 to continue funding for Glasgow City Heritage Trust into the foreseeable future. GCC stated that built heritage is a key part of Glasgow's attraction for tourist visitors, with a recent survey finding that around one-third of visits are driven by Glasgow's cultural heritage. Research also suggests that well-kept built heritage brings a sense of well-being to residents (HLF 2016: Values and benefits of Heritage: a research review). Subject to an annual Service Level Agreement GCC would continue to offer annual funding.

Mission

Through our conservation grants programmes people will enjoy, understand and care for Glasgow's historic built environment and will be able to access funding and expertise which will ensure the sustainability of the City's heritage for current and future generations.

Vision

We will be at the heart of a thriving historic built environment sector in Glasgow with a reputation for delivering social, economic, environmental and cultural benefits for all through our work.

Values

- Passionate -** We are passionate about Glasgow's historic built environment and want to tell its story so it is valued and protected by all.
- Collaborative -** We will work with others to draw on the local knowledge and expertise to bring added value to our work and create partnerships.
- Innovative -** We are always looking for fresh ways to deliver our work and engage new audiences.
- Forward looking -** We aim to create a long lasting positive impact for Glasgow's historic built environment so the city is in a better condition than when we found it.

Whom we serve

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



© GCHT Scottish Apprenticeship Week at The Briggait 2016

Our Activities and Outcomes

The Trust will operate five grants programmes in the next three years: Building Repair Grants, Development Grants, Traditional Skills Grants, Heritage Grants and Community Grants. Each of the programmes will have its own budget and be managed by a dedicated officer (see Appendix B). The Grants Committee will set policies and make decisions on applications for the first three programmes while the Outreach Committee will set policies and make decisions on the other two programmes. Every grant application will be subject to a scoring matrix to support the decision making process. The expected outcomes of each programme are listed below and align directly with Historic Environment Scotland’s outcomes framework.

| GCHT Grants Programme | Grants Programme Outcomes (main programme priority in bold) |
|----------------------------------|--|
| Building Repair Grants | <p>The Historic Environment is in better condition.</p> <p>The Historic Environment is better managed and maintained.</p> <p>Historic sites and properties will be conserved, regenerated and sustainable.</p> <p>Economic activity undertaken in and around the Historic Environment will be increased.</p> |
| Development Grants | <p>Our understanding of the Historic Environment, its opportunities, and solutions to existing and emerging challenges is enhanced.</p> <p>Economic activity undertaken in and around the Historic Environment will be increased.</p> <p>Collaboration across the sector is enhanced.</p> <p>The Historic Environment Sector has strong representation.</p> |
| Traditional Skills Grants | <p>Conservation and construction skills within the Historic Environment and connected sectors are enhanced.</p> <p>Positive approaches to energy efficiency and climate change are adopted and promoted.</p> <p>The sector has the skills required to address existing and emerging threats and opportunities.</p> <p>The Historic Environment is better managed and maintained.</p> |
| Heritage Grants | <p>Existing and new audiences will have opportunities to access and learn about the Historic Environment.</p> <p>People and communities enjoy the Historic Environment.</p> <p>Our understanding of the Historic Environment, its opportunities, and solutions to existing and emerging challenges is enhanced.</p> <p>Knowledge disseminated informs better decision making processes.</p> |
| Community Grants | <p>Communities are empowered to take an active role in understanding and enhancing the Historic Environment.</p> <p>People and communities enjoy the Historic Environment.</p> <p>Existing and new audiences will have opportunities to access and learn about the Historic Environment.</p> |

Subject to funding the Trust will appoint a Project Manager to develop and deliver an ambitious pilot project which will investigate the viability of temporary use of some of Glasgow's vacant historic buildings. Once identified, any capital funding for the pilot project would be covered by the existing grant programmes and additional funding secured from such organisation as the Heritage Lottery Fund, Creative Scotland, Skills Development Scotland, the Construction Industry Training Board and other charitable trusts, foundations and private sponsors.

The Director and Office Manager will provide governance and support. A part-time Bookkeeper will be appointed to ensure transparent financial accountability. And the whole team will be supported by an extended volunteer Board of Directors of up to 12 members and three sub-committees; Finance, Grants and Outreach.



© Paul Zane: Comprehensive repair to enable the reuse of the South Rotunda, GCHT grant of £172,823 towards project costs of £430,592 (Top image: as vacant, bottom image: in use)

Strategic Objectives for Year One 2018-19

The Trust will fulfil its obligations as follows:

- 1. Review, analysis and implementation of five Grants Programmes. All grants will have targeted objectives as defined by a matrix scoring system. The matrix will be reviewed regularly and adjusted to guarantee best use of resources towards the regeneration of Glasgow's historic built environment.**
 - 1.1. Operate a Building Repair Grants programme with an increased budget and higher intervention rates to be agreed by the Grants Committee and managed by the Historic Buildings Officer. The Building Repair Strategy will be confirmed once all funding is in place.
 - 1.2. Operate a Development Grants programme with an increased budget to be agreed by the Grants Committee and managed by the Development Officer. The Development Grants Strategy will be drawn up and agreed.
 - 1.3. Operate a Traditional Skills Grants programme with an increased budget to be agreed by the Grants Committee and managed by the Traditional Skills Officer. The Traditional skills Grants Strategy will be drawn up and agreed.
 - 1.4. Operate an educational Heritage Grants programme with an increased budget to be agreed by the Outreach Committee and managed by the Heritage Outreach Officer in line with the adopted Outreach Strategy.
 - 1.5. Operate a Community Grants programme with an increased budget to be agreed by the Outreach Committee and managed by the Community Engagement Officer in line with the adopted Outreach Strategy.
- 2. Research, consult, review, develop policies and funding of a new pilot “meanwhile use” project.**

The Project is to be managed by a newly appointed Project Officer, line managed by the Development Officer. The project will endeavour to re-use empty buildings, up-skill local communities and support community asset transfer when applicable.
- 3. Develop a sustainable fundraising and income strategy.**

Investigate raising additional funds for the “meanwhile use” pilot project.
- 4. Coordinate and deliver a Glasgow Historic Environment Forum to be held at City Chambers inviting relevant stakeholders and decision makers.**

Outcomes from quarterly Historic Building Investment Forums and Glasgow Traditional Skills Forums outcomes to inform the annual Forum.

Strategic Objectives for Year Two 2019-2022

The Trust will fulfil its obligations as follows:

- 1. Review the five grants programmes, measure output, evaluate the delivery of outcomes using agreed indicators and implement any required changes.**
- 2. Implement new pilot “meanwhile use” project if found viable.**
- 3. Implement the sustainable fundraising and income strategy to ensure a resilient organisation.**
- 4. Build on the outcomes of the first Glasgow Historic Environment Forum and deliver events and opportunities to take forward actions and monitor progress as required. Hold a second Glasgow Historic Environment Forum if demand from the sector requires it.**

Strategic Objectives for Year Three 2020-2021

The Trust will fulfil its obligations as follows:

- 1. Review the five grants programmes, measure output, evaluate the delivery of outcomes using agreed indicators and implement any required changes.**
- 2. Review new pilot “meanwhile use” project, analysing outcomes against indicators and implement any required changes and decide on potential future projects.**
- 3. Review and continue implementation of fundraising and income strategy.**
- 4. Build on the outcomes of the second Glasgow Historic Environment Forum and deliver events and opportunities to take forward actions and monitor progress as required. Hold a third Glasgow Historic Environment Forum if demand from the sector requires it.**

Sources of Funding and Risk Management

GCHT is grateful to Historic Environment Scotland and Glasgow City Council for their continuing funding and support.

Year One of the Plan assumes total external funding of £1,440,000 for grants and £245,000 for revenue from the Trust's sponsors. However, it will also rely on the Trust to generate £87,750 of revenue through its own activities and fundraising efforts.

Due to cost inflation Year Two of the Plan assumes total external funding of £1,465,000 for grants and £255,000 for revenue from the Trust's sponsors. The Trust would need to generate £88,692 of revenue through its own activities and fundraising efforts.

Year Three of the Plan requires a total external funding of £1,490,000 for grants and £265,000 for revenue from the Trust's sponsors. However, it will also rely on the Trust to generate £89,458 of revenue through its own activities and fundraising efforts.

| RISK ASSESSMENT | Potential risk if no action | | | Mitigated by: |
|---|-----------------------------|----------|----------|--|
| | Probability | Impact | Score | |
| Financial Assets - insufficient funds from sponsors | 2 | 3 | 6 | Securing sponsor's funding through compelling bid documents and evidence of outcomes in line with their aims and objectives |
| Financial Assets - insufficient fundraising | 1 | 3 | 3 | Trust's eleven year track record and experience by Development Officer and Director of raising funds |
| Soft Assets - staff underperformance | 1 | 3 | 3 | Staff training and supervision support including personal development plans and confidence building |
| Soft Assets - staff resignation and recruitment | 1 | 3 | 3 | Provide an excellent working environment and support, training and career development. |
| Governance - failure to comply with charity law | 1 | 3 | 3 | Induction and Trustee training Monitoring OSCR & other information |
| Governance - lack of skills & experience of Trustees | 1 | 2 | 2 | Selection & election Induction & training Skills audit |
| Fixed Assets - loss of data/computer equipment by theft/water or fire damage | 1 | 2 | 2 | Back up of data stored in fire-safe Fire precautions Insurance |
| Fixed Assets - bad state of office equipment | 1 | 2 | 2 | Regular repair and replacement of IT equipment when redundant due to technological advancements |
| Bad publicity – new focus of building repairs in few targeted areas | 1 | 2 | 2 | Transparent and responsible decision making and new clear updated policies |
| External Factor - Interest rates and inflation of costs | 1 | 1 | 1 | Monitoring of external factors and prompt reaction to changing circumstance |
| External factors - Brexit | 1 | 1 | 1 | Keeping informed on how the heritage sector might be affected and react to changing circumstances |
| This table employs a very simple scoring system. It assesses (a) the Probability of something happening, and (b) the Impact on the Trust should it occur. Each is rated as 1 = low 2 = medium 3 = high. These two scores are then multiplied to produce the risk score, which in this case ranges from 1 - 9. | | | | |

The Trust has an eleven year long track record of contributing to its own running but there is always the risk of not being able to secure the sponsor's funding to the level requested or to generate less funds in the current difficult financial climate in the UK. Staff knowledge and experience is the most important asset of the Trust and needs to be nurtured. Office equipment needs to be kept at the best standards for efficient performance. The uncertainty of the potential results of Brexit and low bank interest rates should also not be ignored.

In conclusion

Glasgow City Heritage Trust will build on eleven years of successful grant aided work in the city. Increased public grant funding will give incentives for increased financial contributions from private sources into Glasgow historic built environment. Past GCHT grants of £10.5 million have directly levered £87 million from private and other sources towards repair projects. This will be the guideline for partnerships in the future regeneration of the city.

In partnership with the Glasgow City Council the Trust will support the regeneration of Glasgow's historic built environment and educate and empower local communities through up-skilling to pursue potential community asset transfers. In partnership with the Engine Shed, Scotland's dedicated building conservation centre in Stirling, GCHT will encourage a greater understanding of traditional building materials and skills and inspire future generations to continue to care for Scotland's built heritage.

Additional GCHT grants programmes will add value by providing additional social, environmental and cultural benefits to the city. Increased staff resources will allow the Trust to pilot innovative approaches for engaging communities in rescuing local Buildings on the at-Risk Register.

The new Strategic Plan 2018-21 will "create a long lasting positive impact for Glasgow's historic built environment so the city is in a better condition than when we found it".

APPENDICES

APPENDIX A - Board of Trustees

Patron

Professor John Hume OBE, BSc ARCST, Hon FRIAS, FSA Scot

Board of Trustees

Thomas F O'Connell, Chair

Rebecca Cadie, Vice-Chair

Angus Kennedy, Treasurer

Nicholas Blair

Michael Gale

Councillor Greg Hepburn

Joe Logan

Alistair MacDonald

John McGee

Bailie Christy Mearns

May Miller

Co-opted Committee Members

Susan Hanlin, Co-opted Grants Committee Member

Fergus Sutherland, Co-opted Outreach Committee Member

Company Secretary

Torsten Haak, Executive Director

APPENDIX B - Sub-Committee's Term of Reference

Extract from Articles of Association of Glasgow City Heritage Trust dated 28 June 2017 Article 12.3 Powers of Trustees: to delegate any of their functions to committees consisting of two or more individuals appointed by them (but at least two members of every committee must be Trustees and all proceedings of committees must be reported promptly to the Trustees).

Finance Committee

The main aim of the committee is to focus on the financial management of the Trust.

Committee duties include:

- to meet quarterly for business
- to advise the Board on finance matters
- to oversee preparations of budgets for Board approval
- to monitor performance against quarterly budgets
- to oversee preparations of annual accounts
- to approve management accounts for reporting to the Board
- to liaise with other committees when appropriate
- to ensure that accurate minutes are taken and approved
- to deal with any other finance matter referred to it by the Board

Grants Committee

The main aim of the committee is to focus on the grants activities of the Trust.

Committee duties include:

- to meet quarterly for business
- to advise the Board on building repair grants, development grants and traditional skills grants related matters
- to develop grants policies for Board approvals
- to apply approved grants policies
- to approve eligible applications within the budget
- to report committee decisions to the Board
- to liaise with other committees, particularly the Outreach Committee, when appropriate
- to ensure that accurate minutes are taken and approved
- to deal with any other grants matter referred to it by the Board

Outreach Committee

The main aim of the committee is to focus on the heritage grants activities, marketing and outreach work of the Trust.

Committee duties include:

- to meet quarterly for business
- to advise the Board on heritage grants and community grants related matters
- to advise the Board on outreach and Friends Group related matters
- to advise the Board on marketing related matters
- to develop outreach grants policies for Board approvals
- to apply approved grants policies
- to approve eligible applications within the budget
- to report committee decisions to the Board
- to liaise with other committees, particularly the Grants Committee, when appropriate
- to ensure that accurate minutes are taken and approved
- to deal with any other outreach matter referred to it by the Board

APPENDIX C - GCHT Outreach Strategy Summary

The strategy sets out the direction for Glasgow City Heritage Trust's outreach work. It focuses on the importance of being rooted in local needs, while connecting these needs to the broader national agendas in the historic environment. Deepening our knowledge and understanding of the communities we serve will ensure that we play a more effective role in developing community skills and understanding in Glasgow's historic environment.

The strategy will build on past successes and will ensure a more strategic approach to our outreach work. This will help us:

- prioritise work and make better use of our available resources.
- establish consistent approaches and frameworks for engagement and evaluation.
- maximise the potential to meet community needs and aspirations.
- sustain relationships and build key partnerships focused on particular areas of work.
- develop our staff skills and expertise in this area of work.
- evidence and measure outcomes.

The strategy has defined the following specific priorities:

- work in GCHT Target Areas in line with GCHT's adopted Strategic Plan.
- getting out into the community and working with people on their own territory, rather than expecting them to come to us.
- engaging new audiences: those in deprived areas; young people; black and minority ethnic groups.
- developing grassroots community involvement in the historic environment that responds to a local need and can act as a catalyst for further community activity.
- working in partnership.

In developing new projects we will focus on the following principles:

- **Accessibility** - The Trust will be more proactive in promoting its activities and projecting an image that is appealing to under-represented groups using appropriate formats and language for different audiences.
- **Sustainability** - Where possible we will strive to directly apply any outreach activity towards a tangible outcome in a community, developing community assets, or increasing community actions.
- **Partnerships** - We will draw on the local knowledge and expertise of other agencies working within the community, identify opportunities for engagement in the most effective and appropriate way for that particular community.
- **Evaluation** - All projects will have clearly defined aims and objectives at the beginning against which success can be measured.

For more details see the complete Outreach Strategy published separately.

APPENDIX D - GCHT Historic Buildings Strategy Summary

The strategy sets out the direction for Glasgow City Heritage Trust's historic buildings work. It focuses on the importance of being rooted in local needs, while connecting these needs to the broader national agendas in the historic environment.

To access grant applications for work with Glasgow's historic buildings, the Trust has moved away from targeting specific conservation areas. Instead the focus is on projects providing clear social, economic and environmental outcomes. High quality conservation repair of the historic fabric and the project's overall benefits for the economy and communities are of equal importance.

The strategy will build on past experience of success in providing valuable outcomes through grant aid and the following resources have been made available to support the new aims for historic buildings projects:

- a dedicated officer operating a Building Repair Grants programme conserving and repairing Glasgow's outstanding historic built environment by demanding high quality historic skills and materials
- a dedicated officer operating a Development Grants programme supporting initial feasibility and option appraisals to investigate sustainable solutions for economic projects
- and a dedicated officer operating a Traditional Skills Grants programme for up-skilling and capacity building in heritage trade skills and the use of sustainable indigenous materials

It is likely that projects providing commercial developments which provide evidence of job creation and use only conservation experienced contractors who train apprentices would be beneficiaries of the new strategy.

Property owners in tenements forming residents' associations and working together on comprehensive repair schemes including elements of traditional skills training and community capacity building are the other likely beneficiaries of this strategy.

It is unlikely that sole owners of historic buildings or individual owners of tenement flats will be able to evidence the required outcomes, therefore the Trust anticipates grant aiding fewer but larger projects which will require increased amounts of staff time for support.

The Trust's Heritage Outreach Strategy (Appendix C) will aid the Historic Buildings Strategy by providing: educational Heritage Grants on heritage matters and deepening the knowledge and understanding of the communities we serve; and Community Grants which build capacities, will provide access for different audiences and foster partnership working.

For more details see the complete Historic Building Strategy published separately.



© GCHT Site inspection visit at the Pump House, Comprehensive building repair to reuse empty building, GCHT £84,591 for project costs to £211,357