



GLASGOW CITY HERITAGE TRUST

STRATEGIC PLAN 2022-27

Approved by Board

16 March 2022

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“With the world’s spotlight on Scotland, COP26 in Glasgow is a once in lifetime event... The Scottish Government is proud to support the cultural and heritage sectors as they have a major role to play in encouraging debate around environmental issues.”

Culture Minister Jenny Gilruth
22 October 2021 Scottish Government website

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Executive Summary

Through GCHT's conservation grants programme people will enjoy, understand and care for Glasgow's historic built environment. They 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 our objectives and changed priority outcomes the Trust will implement a new open historic environment grants programme. Following on the finding of the "Glasgow State of the Historic Environment" forums and snapshots, the Trust will also deliver a new strand of historic environment activities supporting up-skilling of communities, addressing skills shortage, supporting existing trades and encouraging economic recovery. The economy of Glasgow and Scotland has been severely impacted by the world-wide pandemic and the Trust will implement a revised fundraising and income strategy. This will include ongoing investigating of potential social enterprise and partnership opportunities, all to ensure long-term financial sustainability and resilience of the organisation. Following the United Nations Climate Change Conference in Glasgow (COP 26) the Trust will work towards developing transformative climate actions in the historic environment. All this will be done in partnership with Glasgow City Council and Historic Environment Scotland.

The Trust has also produced a Business Plan 2022/23 and a Fundraising & Income Strategy 2022+ which complement this document.

1. Background to the Plan

Glasgow City Heritage Trust is an independent company (SC318618), incorporated in March 2007 and governed by its Articles of Association adopted on 15 March 2007 and revised on 28 June 2017 and 25 October 2021. 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 thirteen Trustees, two of whom are appointed by Glasgow City Council; the current Board is listed in Appendix A. The Trust currently employs ten members of staff.

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 programme by promoting best practice and providing general and technical advice and support to individuals, communities and organisations.

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

This is the Trust's seventh Strategic Plan updating the previously approved 2018-22 Strategic Plan. Circumstances have changed significantly since the previous plan.

- (i) In March 2020 the worldwide pandemic COVID-19 caused businesses including GCHT to close their offices and work from home. This situation is ongoing and affect running costs. The Trust has adapted and with additional COVID funding support has trained and equipped our team to work in a hybrid home/office model when allowed again. Data storage and exchange has moved to Cloud-based processing and new project management and file sharing software has been introduced.
- (ii) The construction industry has been forced to close building sites. This has resulted in a number of heritage contractors declaring insolvency. There is now a shortage of skilled conservation contractors in Glasgow and Scotland. In some grants aided cases this resulted in re-tendering, time delays, increased costs and even withdrawals by grantees.
- (iii) The UK leaving the European Union (Brexit) in January 2020 affected the economic situation and supply chains in Scotland. Shortage of materials, shortage of labour and increased costs resulted in economic difficulties for home owners needing to contribute financially to grant aided conservation work. This resulted in a decrease in applications for building repairs, skills and community projects.

- (iv) The Trust's main supporter Historic Environment Scotland (HES), an executive, non-departmental, charitable public body had to adopt to COVID measures as well. Its main income through tourist visits to heritage attractions has been severely curtailed.
- (v) The Trust's supporter Glasgow City Council (GCC) has been equally affected. An internal restructure and shifts in sources for GCHT's financial support has resulted in shifted priorities towards more private residential properties.

2. Mission

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

3. 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.

4. 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.

5. Whom we serve

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

6. Our Activities and Outcomes

After 14 years of operation Glasgow City Heritage Trust (GCHT) has decided to refresh its grants programme and activities to deliver even more benefits to Glasgow's heritage and historic built environment. A new **Historic Environment Grants** programme will replace the existing six grants programme (building repair, stewardship, development, traditional skills, heritage education and community engagement). It will champion the full potential of the historic environment and contribute to wider priorities for communities, the environment and the economy. This includes financial support for building repairs, skills training, developing vacant historic assets, educational and community projects.

This new grants programme will support all multi-faceted aspects and benefits within a project, combining outcomes for highest impact, rather than separate them into different types of grants. We believe this will allow for best use of our resources resulting in a stronger historic environment fit to support economic recovery after the pandemic and better safeguard of our joint heritage for current and future generations.

Alongside the grants programme the Trust will pro-actively run funded **Historic Environment Activities** which will promote the historic environment and its benefits. These activities laid down in an annual activity plan will provide skills training, up-skilling and continuing professional development and will showcase career opportunities in the heritage sector. They will also educate, provoke debate, entertain and support cultural tourism in Glasgow.

The Trust's grants and activities will focus on the following priorities:

1. Increase understanding of and engagement with Glasgow's historic environment
2. Enhance communities' use of the historic environment in place making
3. Strengthen the resilience of Glasgow's historic environment
4. Use the historic environment as a catalyst for climate action
5. Increase the quality and availability of historic environment skills
6. Increase economic benefits from Glasgow's historic environment in a sustainable and inclusive way

The Trust changed its committee and team structure to support these new aims. The existing Grants Committee will be expanded and a new Audit & Remuneration Committee and Business Development Committee will be supporting the Board. The staff team will consist of the Director and Deputy Director supported by a Business Manager and two Heritage Managers. Two full-time and one part-time Heritage Officers (Grants) and two Heritage Officers (Activities) together with a part-time Evaluation & Monitoring Officer will support them.

7. Strategic Objectives

Strategic Objectives for Year One 2022-23

The Trust will fulfil its obligations as follows:

1. Implement our new historic environment grants programme to ensure that it supports projects which contribute to the delivery of our new priority outcomes.
2. Implement the finding of the “Glasgow State of the Historic Environment” forums and snapshots and deliver a new strand of historic environment activities supporting up-skilling of communities, addressing skills shortage, supporting existing trades and encouraging economic recovery.
3. Implement our revised fundraising and income strategy. This will include ongoing investigating of potential social enterprise and partnership opportunities, all to ensure long-term financial sustainability and resilience of the organisation.
4. Following the United Nations Climate Change Conference in Glasgow (COP 26) the Trust will work towards developing transformative climate actions in the historic environment.

Strategic Objectives for Year Two 2023-24

The Trust will fulfil its obligations as follows:

1. Analyse and review our new historic environment grants programme to ensure that it continues to support projects which contribute to the delivery of our new priority outcomes.
2. Analyse and review our new historic environment activities to ensure that they continue to contribute to the delivery of our new priority outcomes.
3. Analyse and review our fundraising and income strategy to ensure long-term financial sustainability and resilience of the organisation.
4. Continue to work towards developing transformative climate actions in the historic environment.

Strategic Objectives for the following years 2024-27

The Trust will review its strategic objectives in line with the updated Business Plan.

8. Sources of Funding and Risk Management

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

The Plan assumes total annual funding of £728,000 for historic environment grants, £100,000 for historic environment activities and £260,000 for revenue from the Trust's sponsors. However, it will also rely on the Trust to generate £158,750 of revenue through its own activities and fundraising efforts.

RISK ASSESSMENT	Potential risk if no action			Mitigated by:
Risk	Prob ability	Impact	Score	
Financial Assets - insufficient funds from sponsors	2	3	6	
Financial Assets - insufficient fundraising	2	3	6	
Soft Assets - staff underperformance	1	3	3	
Soft Assets - staff resignation and recruitment	1	3	3	
Governance - failure to comply with charity law	1	3	3	
Governance - lack of skills & experience of Trustees	1	2	2	
Fixed Assets - loss of data/computer equipment by theft/water or fire damage	1	2	2	
Fixed Assets - bad state of office equipment	1	2	2	
Bad publicity – new focus of building repairs in few targeted areas	1	2	2	
External Factor - Interest rates and inflation of costs	1	1	1	
External factors - Brexit	1	1	1	
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 14 year long track record of contributing to its own running costs 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 and home working equipment needs to be kept at the best standards for efficient performance. The uncertainty of the results of Brexit and major economic depression through the COVID-19 pandemic should also not be ignored.

9. In conclusion

Glasgow City Heritage Trust will build on 14 years of successful grant aided work in the city. Continuing public grant funding will give incentives for increased financial contributions from private sources into Glasgow historic built environment. Past GCHT grants of £12.87 million have directly levered £110.6 million from private and other sources (as of 31 March 2021). This is the equivalent of £1 public funding leveraging £8.6 private investment. This will be the guideline for partnerships in the future regeneration of the city and the economic recovering after COVID.

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, thereby securing future skilled labour and increase employability.

GCHT grants' programmes have added value by providing additional social, environmental and cultural benefits to the city. In October 2019 GCHT joined the Global Climate Heritage Network which mobilises the worldwide cultural sector for climate action. In November 2021 the UN Climate Change Conference (COP26) was held in Glasgow. GCHT will support the UN's sustainable development goals and call for climate action.

This new Strategic Plan 2022-27 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" (GCHT Values 2018-22 page 6).

APPENDICES

APPENDIX A - Board of Trustees

Patron

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

Professor Robin Webster OBE, RSA FRIAS

Board of Trustees

Alistair MacDonald, Chair

Martin Cullen, Treasurer and Vice-Chair

Sarah Ashby

Nicholas Blair

Rebecca Cadie

Ewan Cartwright

Councillor Laura Doherty

Neil Grimmond

Kathleen McAnea

Deputy Lord Provost Bailie Christy Mearns

Paul Sweeney MSP

Joe Traynor

Judith Williamson

Company Secretary

Torsten Haak, (Executive) Director

APPENDIX B - SUB-COMMITTEE'S TERMS OF REFERENCE

Extract from Articles of Association of Glasgow City Heritage Trust adopted 25 October 2021

Article 12. Powers of Trustees:

12.3 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);

Audit & Remuneration Committee

The objective of the Committee is to provide financial analysis, advice, and oversight of the Trust's budget.

The Committee's primary function is to assist the Board in fulfilling its responsibilities by:

- reviewing the quality and integrity of financial reporting
- reviewing systems of internal control which management and the Board have established in order to safeguard the Group's financial and physical assets and facilitate compliance with relevant statutory and regulatory requirements
- reviewing the processes for business risk identification, quantification and mitigation
- reviewing the effectiveness and independence of the external audit process
- 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
- oversee staff remuneration to provide maximum Trust benefit from the retention of a high quality team by remunerating staff fairly and appropriately with reference to relevant employment market conditions.
- reviewing the quality and relevance of financial and non-financial information provided to management and the Board on which decisions will be based.
- liaising with other Committees when appropriate
- dealing with any other finance matter referred to it by the Board

Grants Committee

The objective of the Committee is to focus on the grants activities of the Trust.

The Committee's primary function is to assist the Board in fulfilling its responsibilities by:

- ensuring objective and fair assessment of grant applications and distribution of Historic Environment Grants
- making grant application decisions based on set grants policies, budgets and required outcome
- instructing the offer of grants contracts to third party applicants
- monitoring the progress and outcomes of Historic Environment Grants projects
- approving the annual Historic Environment Activities plan and budget.
- monitoring the progress and outcomes of the Trust's Historic Environment Activities.
- reviewing the effectiveness and efficiency of the grants programme and grants policies
- reviewing any grants programme changes proposed by Board/staff to determine need, desirability and marketability considering available funds
- reviewing/monitoring Scottish legislation, regulations and policies and make recommendations on changes to grants policy when required
- reporting Committee decisions to the Board
- liaising with other Committees when appropriate
- dealing with any other grants matter referred to it by the Board

Business Development Committee

The objective of the Business Development Committee is to consider the sustainability of established core functions, and to provide guidance on the potential for other opportunities to grow the Trust in line with its objectives, impact on Glasgow's Historic Environment and new / additional revenue.

The Committee's primary function is to assist the Board in fulfilling its responsibilities by:

- liaising with the Finance and Audit Committee to understand the sustainability of core operations of the Trust and to consider where and how additional revenue might be raised for the organisation
- liaising and collaborating with other Committees in providing suggestions around efficiency and improving business models for income generating Historic Environment activities.
- working to develop, short-term and medium-term business plans, focusing on building reserves and staggered investment in internal capacity, technology or areas of member activity
- identifying potential new sources of revenue which could support the priority functions of the Trust for a sustained period. This may include interaction with a range of external organisations and stakeholders to explore options for new sources of revenue as part of developing recommendations to the Board. Such interactions may also require collaboration with Convenors of other Committees and Interest Groups
- dealing with any other business 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 appropriate resources have been made available to support the new aims for historic buildings projects.

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.

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