



BUSINESS PLAN

April 2015 – March 2018

FINAL DRAFT

The Company

Stirling City Heritage Trust was set up by Historic Scotland in partnership with Stirling Council as a means of delivering focused investment in the historic built environment of the City of Stirling. Launched in December 2014 the Trust is an independent company limited by guarantee and a registered Scottish Charity.

The Objects for which the Trust was established and which still stand today are, to promote and encourage, either alone or in conjunction with others, the protection and preservation of the historic, architectural and landscape heritage within the Stirling Council Area (as defined in Section 1 of the Local Government etc (Scotland) Act 1994) by any means, all for the benefit of the general public now and in the future.

Organisation

The Trust is operated by a Board consisting of 8 trustees who give of their time on a voluntary basis with a wide and varied background of skills including finance, surveying, HR, management and community working, engineering and housing. All share a passion for the heritage and sustainability of Stirling.

On a day to day basis the trust managers manage the Trust's affairs and are accountable to the Board.

The Trust employs 3 full time members of staff and engages a part time consultant. The Trust operates from an independent office in Stirling Business Centre.

A Vision for the City of Stirling's Historic Environment

The Trust's vision for the City of Stirling for 2015 -18 (and beyond) is that the Trust will focus its core grant strategy within Stirling city centre by continuing to expand the works presently being carried out under the King Street Funding Initiative. In partnership with the communities, organisations and businesses within the city centre and through future funding initiatives and outreach work we will continue to contribute to the economic growth, resilience and regeneration of the City of Stirling.

The Trust will also carry forward the Traditional Buildings Health Check Scheme pilot project increasing membership throughout the Stirling City Boundary. By introducing an accompanying small grant scheme (Traditional Building Repair Grant), the Trust will support owners to take a proactive approach to their property's repair and maintenance, to improve the overall condition of Stirling's traditional buildings.

Designated Area

Although the Trust can operate throughout the Stirling Council area, due to the conditions attached to the available funding, the Trust has always concentrated its interest within the City boundary. During 2015 -18 the Trust will focus its core funding strategy within the Stirling Town Conservation Area.

The Traditional Building Repair Grant scheme will operate across the City of Stirling with HS funding operational in all 11 conservation areas.

Resources

- Revenue funding of £750,000 (of which £210,000 are unrestricted funds) has been secured from Historic Scotland for the period April 2015 – March 2018.
- Revenue funding of £25,000 has been secured from Stirling Council for April 2015-2016 and has been intimated that this will remain a likely contribution until 2018.
- Revenue funding of £50,000 has been secured from Historic Scotland for April 2015-16 for delivery of the Traditional Buildings Health Check Scheme (TBHCS) pilot. A further £50,000 per annum has been agreed for 2016-18. In addition to these sums, Historic Scotland will reimburse the Trust all additional spending on the pilot project through their grant from the Construction Industry Training Board Scotland.

FUNDING BODY	RESTRICTED INCOME	PROJECTED EXPENDITURE	UNRESTRICTED INCOME	PROJECTED EXPENDITURE
Historic Scotland 2015-18 (GRANTS)	£540,000	£540,000	£210, 000	£210,000
Stirling Council (Environment Services) 2015-16 (GRANTS)	£25,000	£25,000	-	-
Historic Scotland 2015-18 [TBHCS]	£50,000 (1)	£50,000 (1)	-	-
TOTALS	£615,000	£615,000	£210,000	£210,000

- (1) Historic Scotland funds only; this sum excludes the Construction Industry Training Board Scotland funding which is reimbursed to the Trust by Historic Scotland.

Strategic Objectives

Strategic Objective 1

To invest and support projects within the historic environment which will contribute to the economic regeneration and resilience of Stirling's city centre and make Stirling City a better place to live, visit and invest.

Strategic Objective 2

To promote a wider understanding, enjoyment and appreciation of Stirling City's historic built environment.

Strategic Objective 3

To safeguard the quality and condition of Stirling City's historic built environment, to enhance its sense of place.

Strategic Objective 4

To work with others to amplify the impact of wider initiatives to improve Stirling City.

Strategic Objective 5

To be open, responsive, transparent, effective and efficient in our work.

Key Objectives

To achieve these strategic objectives the Trust will engage in the following key objectives:

Strategic Objective 1

To invest and support projects within the historic environment which will contribute to the economic regeneration and resilience of Stirling's city centre and make Stirling City a better place to live, visit and invest, the Trust will:

- Operate a scheme of grants
- Attract investment
- Promote maintenance
- Work with others to promote traditional skills

Strategic Objective 2

To promote a wider understanding, enjoyment and appreciation of Stirling City's historic built environment, the Trust will:

- Deliver an outreach programme
- Improve the Trust's website
- Inspire learning
- Raise the profile of the historic environment

Strategic Objective 3

To safeguard the quality and condition of Stirling City's historic built environment, to enhance its sense of place, the Trust will:

- Promote conservation – led regeneration

Strategic Objective 4

To work with others to amplify the impact of wider initiatives to improve Stirling City, the Trust will:

- Work in partnership with others

Strategic Objective 5

To be open, responsive, transparent, effective and efficient in our work, the Trust will:

- Continue to operate Trust management best practice and follow good governance

Monitoring and Review

- The Trust will produce an audited set of accounts, to explain its income, expenditure and activities for each financial year. These will be submitted to Companies House, OSCR and Historic Scotland. They will also be available to Stirling Council to be reported to Committee if required.
- Board meetings will be set for each financial year. An annual AGM will be set for 2015 -18. The Trust Managers will continue to issue a comprehensive Trust Manager's report and set of papers at each board meeting.
- Minutes of Board meetings will be made available to all relevant partners if requested to enable distribution of information and ensure openness in decision-making and procedures.
- A report on the outcomes for the last Action Plan 2014 -15 will be produced.
- Outcomes and evaluation criteria for the Trust under the Offer of Grant from Historic Scotland for 2015-18 will be agreed with Historic Scotland during 2015-16.
- Outcomes and evaluation criteria, after agreement, will be reported on an annual basis. The success of the Trust will be measured on these, on progress with implementation of the Business and Action Plans, and local circumstances.

Board of Directors

There are currently eight trustees on the Board of Directors.

David Black (Chair) is an IT professional and freelance broadcaster, who has lived and worked in Stirling since 1989. His passion and dedication to Stirling's heritage is demonstrated by his involvement in a number of groups including the Mercat Cross and City Centre Community Council and Stirling District Tourism Ltd. David is a long standing member of SCHAT Board joining in 2007 and elected Chair in 2013. David brings enthusiasm, a steady leadership and knowledge of local charities and partnership working.

Councillor Jim Thomson (Vice Chair) has been a Councillor for the Castle Ward since 2007, representing Town Centre, Top of the Town, Raploch, Causewayhead, Cornton and Cambuskenneth. Born in Stirling, he is very proud to be a "Son of the Rock". He spent his formative years in and around the natural and historic surroundings of Stirling Castle and surrounding areas and takes a very keen interest in preserving its past for future generations.

Councillor Christine Simpson represents Stirling West Ward comprising Cambusbarron, Cultenhove, St Ninians, Carron Valley and King's Park which has many sites and buildings of major historic interest. Having studied Scottish History as part of her first degree, she appreciates the importance of preserving the historic centre of the town which has played such a significant role in the shaping of our heritage. Councillor Simpson is also a Trustee of Cowane's Hospital in Stirling.

Mary Taylor lives in a listed building in Stirling, previously restored with the help of the Trust. She joined the SCHAT Board to bring a consumer perspective to the work of the Trust. With a professional background in housing, she brings a practical and business understanding of issues around maintenance, repair and conservation. Previously on the Mercat Cross and City Centre Community Council, Mary remains keen to preserve both heritage and the quality of life in Stirling City Centre.

Caron Moodie (Company Secretary) is a Chartered Surveyor who has lived and worked in Stirling since 1999. She works on property development projects on behalf of Stirling Development Agency Ltd and brings a wealth of understanding of commercial property, finance and contracts to the Board. Caron joined the SCHAT Board in 2013 to further her keen interest in the conservation of the city's historic buildings and landscapes to enhance the vitality of Stirling.

Gordon Edwards is a local Chartered Structural Engineer who has lived and worked in Stirling since 1989. He has worked on a variety of domestic projects throughout the Stirling area including structural alterations and maintenance of historical buildings. Gordon joined the Board in 2013 bringing his professional knowledge and keen interest in the maintenance and preservation of Stirling's historical buildings. Gordon is a SCHAT representative on the TBHCS Steering Group.

Andy McEwan is Stirling born and bred and a Chartered Surveyor with 35 years' experience. He has a passion for Stirling's history and in particular its built heritage speaking at many local events. He brings enthusiasm and a solid building knowledge to the work of the Trust. Andy is a SCHAT representative on the TBHCS Steering Group.

Jim Docherty joined the Board in 2014. Jim is a retired HR consultant with many years of experience of working both in private and local authority practice. He brings skills which will assist in the governance and management of the Trust.

Support of Stirling City Heritage Trust

Stirling City Heritage Trust is supported by:



www.stirlingcityheritagetrust.org

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