

# Action Plan 2015 - 2018

FINAL DRAFT



## Stirling City Heritage Trust has 5 Strategic objectives for 2015- 2018

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.
2. To promote a wider understanding, enjoyment and appreciation of Stirling City's historic built environment.
3. To safeguard the quality and condition of Stirling City's historic built environment, to enhance its sense of place.
4. To work with others to amplify the impact of wider initiatives to improve Stirling City.
5. To be open, responsive, transparent, effective and efficient in our work.

Stirling City Heritage Trust is supported by:



*Stirling City Heritage Trust, July 2015*

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

***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

***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

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

- Promote conservation – led regeneration

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

- Work in partnership with others

***5. To be open, responsive, transparent, effective and efficient in its work the Trust will:***

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

These activities will be carried out through the following Action Plan for 2015 - 2018

## Glossary

<b>ABBREVIATION</b>	
<b>A+DS</b>	Architecture & Design Scotland
<b>AHF</b>	Architectural Heritage Fund
<b>BAR</b>	Building(s) at risk
<b>CARS</b>	Conservation Area Regeneration Scheme (Historic Scotland)
<b>CC</b>	Community Council
<b>CITB</b>	Construction Industry Training Board (Scotland)
<b>DOD</b>	Doors Open Days
<b>FES</b>	Façade Enhancement Scheme
<b>FofKP</b>	Friends of Kings Park
<b>HLF</b>	Heritage Lottery Fund
<b>HS</b>	Historic Scotland
<b>LDP</b>	Local Development Plan (Stirling Council)
<b>KPI</b>	Key Performance Indicator
<b>LL&amp;TNP</b>	Loch Lomond and Trossachs National Park
<b>RIAS</b>	Royal Incorporation of Architects in Scotland
<b>RICS</b>	Royal Institute of Chartered Surveyors
<b>SC</b>	Stirling Council
<b>(S)CHT</b>	(Stirling) City Heritage Trust
<b>SCT</b>	Stirling Civic Trust
<b>SNH</b>	Scottish Natural Heritage
<b>SBCC</b>	Scotland's Building Conservation Centre [The Engine Shed] HS
<b>THI</b>	Townscape Heritage Initiative
<b>TCG</b>	Technical Conservation Group [HS]
<b>TBHCS</b>	Traditional Buildings Health Check Scheme

**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:**

Activity	Action
<b>1.00 OPERATE A SCHEME OF GRANTS</b>	
<b>1.01</b> Maintain a grant scheme for key priority buildings	Continue to support a number of major repairs schemes to buildings on and within the City of Stirling where their repair will assist with the economic sustainability of the city centre. Continue to investigate and encourage the holistic repair of buildings which are presently unoccupied / have vacancy issues and where their repair may assist with occupancy and economic vitality.
<b>1.02</b> Deliver a shop front grant initiative	Develop and deliver a shop front grant initiative to support the appropriate repair, enhancement and economic viability of shop fronts in the city centre.
<b>1.03</b> Deliver a Traditional Building Repair Grant	Develop and deliver a small grant scheme for TBHCS members to encourage and support the appropriate repair of traditional buildings in Stirling City boundary.

<b>2.00 ATTRACT INVESTMENT</b>	
<b>2.01</b> Continue to attract existing funding and levels	Comply with HS core funding conditions to fulfil grant obligations. Comply with the TBHCS funding conditions to fulfil grant obligations Continue to attract SC funding and in kind support for the work of the Trust.
<b>2.02</b> Investigate other sources of funding	Investigate availability of other funding relevant to Trust business and to further the objectives of the Trust. Investigate 'project based' funding specifically.

<b>3.00 PROMOTE MAINTENANCE</b>	
<b>3.01</b> Deliver the TBHCS	Continue to manage and develop the TBHCS pilot project, increase membership and promote the scheme in line with specific project outcomes set by Historic Scotland.
<b>3.02</b> Provide maintenance advice	Continue to offer advice to building owners, professionals etc. as part of TBHCS and generally through the work of the Trust

<b>4.00 WORK WITH OTHERS TO PROMOTE TRADITIONAL SKILLS</b>	
<b>4.01</b> Work HS + CITB	Continue to support the HS traditional skills training programme through TBHCS.
<b>4.02</b> Work with TCG	Continue to liase with TCG to identify projects to promote traditional skills in Stirling and to deliver through SBCC

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

<b>Activity</b>	<b>Action</b>
<b>5.00 DELIVER AN OUTREACH / EDUCATION PROGRAMME</b>	
<b>5.01</b> Produce an outreach strategy	Investigate an education and awareness (outreach) strategy to commit £18K
<b>5.01</b> Promote Doors Open Days	Liaise with Stirling Council Planning to aid in promotion of event for DOD 2015.
<b>5.02</b> Work with community groups to support community based projects	Investigate the possibility of taking forward the City Centre and Mercat Cross Community Council's Top of the Town History project through RCHAMS 'Scotland's Urban Past'. Investigate the Trust's involvement with an event in 2016 to celebrate the 170 <sup>th</sup> anniversary of eminent Stirling architect John Allan along with SC and other local groups.
<b>5.03</b> Promote a heritage event	Examine the possibility of curating an exhibition of John Allan's work at the Smith Art Gallery. Investigate hosting the Micro High Street Exhibition through AD+S. Consider link to shop front grant initiative and KSFI.
<b>5.04</b> Provide seminars through TBHCS	Continue to provide historical and heritage lectures and events to members and the public through the TBHCS.
<b>5.05</b> Promote shopfront outreach	Investigate ways to promote shopfront outreach such as delivery of the King Street shop front leaflet 2015, training for shop owners, professionals, and public.
<b>5.06</b> Work with SBCC	Explore outreach possibilities to work in partnership with HS to deliver projects at the SBCC in Stirling 2016 -18

<b>6.00 IMPROVE THE TRUST'S WEBSITES</b>	
<b>6.01</b> Review and develop SCHAT websites	Review and upgrading of SCHAT website to be undertaken by January 2016. Ensure all Trust publications are available to download from the website. Review and improve web-links to other organisations.
<b>6.02</b> Maintain TBHCS website	Continue to review and maintain TBHCS website and regularly publish news articles and updates

<b>7.00 INSPIRE LEARNING THROUGH TRAINING AND SKILLS</b>	
<b>7.01</b> Offer student placements	Investigate opportunities to develop placements / contacts with universities/colleges particularly Stirling University and Forth Valley College through their Heritage Conservation Course.
<b>7.02</b> Support HS summer school	Fund student certificate reception and deliver talk 2015.

Activity	Action
<b>8.00 RAISE THE PROFILE OF THE HISTORIC ENVIRONMENT</b>	
<b>8.01</b> Promote the general work of the Trust in the media	Press release events, projects and general works of the Trust. Publicise Trust involvement in heritage projects. Assist other heritage bodies in raising the profile of their work.

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

<b>9.00 PROMOTE CONSERVATION - LED REGENERATION</b>	
<b>9.01</b> Fund improvements to commercial and residential property	Continue to encourage and investigate opportunities for implementation of large-scale repair grants in areas of greatest need. Develop and implement a shop front repair grant initiative. Develop and implement Traditional Buildings Repair Grant scheme.
<b>9.02</b> Participate in Stirling City Centre Strategy and Action plan 2013 – 18 and Stirling City Strategic Infrastructure Plan	Continue to explore ways that SCHAT can work with Stirling Council on identified key projects [within the Council's strategic infrastructure goals] such as Stirling Station Gateway, Stirling Heritage Park, increase city centre living. Firm up actions after review / discussion with Stirling Council's new initiatives).
<b>9.03</b> Work with others to develop strategies on re-use of Buildings at Risk.	Continue to explore the reuse of Borrowmeadow Farm within wider strategic plans for the Forthbank Loop. Continue to fund large scale projects in the city centre which will assist with vacancy issues.

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

Activity	Action
<b>10.00 WORK IN PARTNERSHIP WITH OTHERS</b>	
<b>10.01</b> National Bodies	Continue ongoing dialogue with HS (Projects & Investments, TCG, Heritage Management and Policy & Outreach).
<b>10.02</b> Stirling Council	Continue regular dialogue with SC Planning and Environment
<b>10.03</b> Community Councils	Look at engaging with local community councils through a Trust outreach programme.
<b>10.05</b> Local heritage groups	Continue support for all local heritage groups such as Stirling Civic Trust; Friends of Kings Park, Stirling Local History Society etc.

**5. To be open transparent, responsive, effective and efficient in its work, the Trust will:**

<b>11.00 CONTINUE TO OPERATE TRUST MANAGEMENT BEST PRACTICE AND FOLLOW GOOD GOVERNANCE</b>	
<b>11.01</b> Provide advice and support to the public	Continue to work on established, good relationships with general public. Continue to disseminate advice by way of Inform guides, telephone dialogue, websites and through the TBHCS
<b>11.02</b> Publish Trust documents	Publish Action Plan, Business Plan and Annual Report. Review above on an annual basis. Publish annual audited Accounts.
<b>11.03</b> Review Governance	Continue review of Trust governance. Review and revise standing orders. Establish a risk register
<b>11.04</b> Monitor health and safety	Continue to regularly review H&S plan. Give H&S tool box talks at staff meetings.

Outcomes and Evaluation

The Trust will endeavour to carry out the above actions relative to each activity and report the outcomes of each to Historic Scotland on an annual basis. Further Evaluation Measures will be agreed with Historic Scotland during 2015-16.