



## Action Plan 2011-2012 Updated May 2011

The development of an Action Plan for Inverness City Heritage Trust (ICHT) was conceived as an extension to the ICHT Business Plan.

The Action Plan has 4 main themes and 27 action points.

All of the actions are focused on delivering the overriding objective of the Trust to make Inverness's historic environment more widely understood and accessible for residents and visitors, sustained in a good state of repair and used as a catalyst for environmental, cultural, economic and social change for the better for all that live in or visit Inverness. This update document shows areas where the Trust is achieving or failing to meet pre-determined performance measures.

### 1. We will safeguard and enhance the quality and condition of Inverness's historic environment

Action	Timescale	Priority	Funding	Performance measure	Outcome
1.1. Establish a grants scheme.	Established in April 2005 and ongoing	High	HS funding as below: £50,000 revenue to 31/03/12 £200,000 grant to 31/03/12  The Highland Council (in kind)	Successful applications and uptake of grant. Applications are now scored against pre agreed ICHT criteria	Marked improvement to the visual appearance of the city centre. This is being met with 137 projects to date
1.2. Attract additional investment	Ongoing	High	Anticipated funding from: Inverness Common Good Fund, HLF, AHF, Private Trusts	Funding applications to be made to relevant bodies.	Ability to increase grant provision/ number of projects funded by the Trust.

<p><b>1.3.1.</b> Promote maintenance through:</p> <ul style="list-style-type: none"> <li>• <i>Maintenance exhibition &amp; seminar/ talks including relevant publicity</i></li> <li>• <i>Advice leaflet for all building owners</i></li> </ul>	<ul style="list-style-type: none"> <li>• Link with Doors Open Day</li> <li>• Ongoing</li> </ul>	Medium	The Highland Council, Inverness Partnership, Inverness BID, Historic Scotland	Continued production and distribution of information leaflets to building owners. Promote and work in partnership to arrange and organise seminars	Improved understanding and appreciation of the built environment by tenants and owners of property. Repair Grant leaflet and Maintenance leaflet published & distributed.
<p><b>1.3.2.</b> Establish a building status and condition database</p>	Ongoing	High	Historic Scotland, The Highland Council	Sharing of information between ICHT and THC re: urgent works etc.	Currently working with THC to conduct an audit of stone and skill requirements in the Conservation Areas.
<p><b>1.3.3.</b> Liaise with planning authority re: statutory function/ enforcement</p>	Ongoing	High	The Highland Council	Notify THC of any problem buildings and work with them to resolve the issue potentially through grant aid to owners.	More statutory control over inappropriate works/ dangerous buildings. Marked improvement in the appearance of buildings within the Conservation Areas. Article 4 Direction for the Conservation Areas now in place.

<p><b>1.4.1.</b> Promote quality in conservation work by:</p> <ul style="list-style-type: none"> <li>Developing a dialogue with the architectural and other professions in the building industry re: accreditation in conservation.</li> </ul>	Ongoing	High	N/A	An increased number of professionals applying for conservation accreditation status where applicable.	An increased number of local companies and individuals able to work on ICHT funded projects.
<p><b>1.4.2.</b> Promote quality in new development by:</p> <ul style="list-style-type: none"> <li><i>Keeping abreast of current planning applications.</i></li> <li><i>Developing a dialogue with planning staff/ developers</i></li> </ul>	Ongoing re: dialogue with planning staff	Medium	The Highland Council	Involvement in local planning applications for new developments affecting the conservation area/ listed buildings.	Improved quality of new build developments/ conversion within Inverness. The Trust offers advice on planning applications where appropriate.
<p><b>1.4.3.</b> Support the Inverness Design Review Panel based on similar models.</p>	Ongoing	High	N/A	Improvement in design quality of new developments in Inverness	ICHT is one of the founding members of PLACE: The Inverness Design Review Panel (launched in Spring 2011)

<p><b>1.4.4.</b> Promote a quality award for contribution to/enhancement of Conservation Areas in partnership with Inverness Civic Trust (ICT)</p>	<p>2011</p>	<p>Medium</p>	<p>ICTH</p>	<p>Grant of an award as part of 2011 Inverness Civic Trust biennial award scheme</p>	<p>ICTH providing financial support for the 2011 award scheme for excellence in a development or restoration project within in the City's Conservation Areas. Member of ICTH Board to sit on judging panel.</p>
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**2. We will promote wider understanding, enjoyment and appreciation of Inverness’s historic environment.**

Action	Timescale	Priority	Funding	Performance measure	Outcome
<b>2.1. Maintain:</b> <ul style="list-style-type: none"> <li>• website and</li> <li>• newsletter - available on line</li> </ul>	Ongoing  Ongoing	High  High	Historic Scotland	<p>An up to date website containing all key activities of ICHT including guidance for grant information.</p> <p>Produce an interesting and informative regular newsletter.</p>	<p>Increased awareness of ICHT to encourage applications.</p> <p>Raise the profile of ICHT in a positive way to encourage understanding and support.</p>
<b>2.2. Inspire learning by:</b> <ul style="list-style-type: none"> <li>• Establishing links with UHI/ HS and constituent colleges</li> <li>• Establishing links with education officers at HS, NTS, THC</li> <li>• Continue to promote public lecture series on heritage/ architectural issues organised with HS/ Inverness College (UHI).</li> </ul>	Ongoing	High	N/A	<p>Work with link bodies to involve young people in the built environment of Inverness with a view to increasing skills base</p> <p>Work with Inverness College (UHI) and Historic Scotland to deliver a series of masterclasses for 2011/12</p>	<p>Increased understanding of the importance of Inverness’s architectural and cultural heritage.</p> <p>Links with Inverness College (UHI) and Historic Scotland through lecture series</p> <p>Increased knowledge and awareness of architectural issues in and around Inverness.</p>

<p><b>2.3.</b> Doors Open Day in partnership with The Highland Council (Inverness only)</p>	<p>Annual event on Saturdays in September.</p>	<p>Medium</p>	<p>The Highland Council ICHT Scottish Civic Trust</p>	<p>Open buildings that are “new” to the event each year within Inverness and retain buildings which have proved popular in the past.</p>	<p>Increased appreciation of the built environment by the public of local architecture/ interiors.</p>
<p><b>2.4.</b> Raise the profile of the historic environment by:</p> <ul style="list-style-type: none"> <li>• Publicising the work of the trust at every opportunity.</li> </ul>	<p>Ongoing</p>	<p>High</p>	<p>ICHT</p>	<p>Achieve good press coverage re: events and activities of the Trust.</p>	<p>Raise the profile of ICHT in a positive way to encourage understanding and support. Good press coverage for major trust projects. Promote potential of Trust involvement in improving city centre buildings.</p>

**3. Work with others to amplify the impact of wider initiatives to improve the city and make Inverness a better place to live, visit and invest in.**

Action	Timescale	Priority	Funding	Performance measure	Outcome
3.1. Work with The Highland Council and associated companies to help deliver main objectives	Ongoing	High	N/A	Consult with relevant officials within The Highland Council as appropriate.	Close partnership working to achieve better results and positive outcomes.
3.2. Work with the Inverness Partnership to help deliver the Highland Single Outcome Agreement	Ongoing	High	N/A	Attendance at Inverness Partnership Meetings.	Identification of new projects and joint initiatives.
3.3. Work with Inverness Business Improvement District (BID) Team to improve the built environment of the city centre	Ongoing	Low	N/A	Work with BID team to improve the built environment of the city centre when requested.	Marked improvement in the visual appearance of the City Centre. Improved dialogue between property owners, ICHT and BID.
3.4. Work with Inverness's voluntary heritage organisations to help co-ordinate efforts and build capacity;	Ongoing	Medium	N/A	Identification of linked projects where ICHT input can add value or extra dimension	Increase in the profile of the historic built environment of Inverness Work with ICT for 2011 Awards Scheme (as per 1.4.4)

<p><b>3.5.1.</b> Fund improvement to commercial and residential property by:</p> <ul style="list-style-type: none"> <li>Operating and distributing a grant scheme.</li> </ul>	<p>Established April 2005 &amp; ongoing</p>	<p>High</p>	<p>Historic Scotland The Highland Council (in kind)</p>	<p>Uptake of grant from local businesses, residential property owners for major conservation projects of buildings within Inverness Conservation Areas.</p>	<p>Improvement in the visual appearance of the city centre and residential district and increased demand for grants through example. This is being met with 137 projects to date.</p>
<p><b>3.5.2.</b> Promote conservation-led regeneration by:</p> <ul style="list-style-type: none"> <li><i>Working with partner organisations</i></li> </ul>	<p>Ongoing</p>	<p>Medium</p>	<p>Local housing associations, Historic Scotland, Highland Buildings Preservation Trust</p>	<p>Produce options appraisals for key city centre locations.</p>	<p>Identify and grant fund at least one major restoration and refurbishment project in partnership with other appropriate end user funders.</p>
<p><b>3.5.3.</b> Work with Historic Scotland</p>	<p>Ongoing</p>	<p>High</p>	<p>N/A</p>	<p>Consult regularly to discuss any problems/ potential projects. Process grant drawdown claims regularly and within agreed time scales.</p>	<p>Close partnership working to achieve good results and efficient service for grant applicants.</p>

<p><b>3.6.</b> Promote cultural tourism by:</p> <ol style="list-style-type: none"> <li>1. <i>Publishing a town trail &amp; architectural guide to Inverness</i></li> <li>2. <i>Continuing the blue plaques scheme for Inverness</i></li> <li>3. <i>Liaising with CNAG re: Gaelic initiatives</i></li> </ol>	Ongoing	Medium	<ol style="list-style-type: none"> <li>1. Inverness Civic Trust (in kind), Inverness Common Good Fund, Historic Scotland.</li> <li>2. ICHT</li> <li>3. CNAG</li> </ol>	<p>Joint project with all parties to revamp the existing historic trail.</p> <p>Identify key buildings, events and associations of historical interest to promote the built heritage of Inverness to a wider global audience through links with related websites</p> <p>Look at the possibility of producing information on Inverness in English &amp; Gaelic.</p>	<p>Work with others to create a new and vibrant historic trail for Inverness.</p> <p>Blue plaques sites to be incorporated into the proposed new historic trail for Inverness.</p>
<p><b>3.7.</b> Promote public realm enhancement</p>	Ongoing	Medium	Historic Scotland – up to 15% of the annual grants budget (at Trusts discretion)	<p>Work with relevant partners to achieve best outcomes for key projects:</p> <p>Lady Drummuir Plaque and carved Pediments on Dunbar’s Hospital. Forbes Fountain Flood Prevention Scheme</p>	Completion of selected projects subject to funding and resource availability.

**4. We will be open, responsive, transparent, effective and efficient in our work.**

<b>Action</b>	<b>Timescale</b>	<b>Priority</b>	<b>Funding</b>	<b>Performance measure</b>	<b>Outcome</b>
<b>4.1.</b> Business Plan and Action Plan	Completed & reviewed regularly	High	N/A	These will be reviewed annually and posted on the ICHT website	Increased awareness of the role and objectives of ICHT Business/ Action Plan to be reviewed regularly.
<b>4.2.</b> Annual Report and Accounts	Ongoing	High	Historic Scotland revenue funding	All files to be submitted to the accountants within four weeks of the end of the financial year. Accounts and Annual report to be published on ICHT website.	Increased awareness of the role and objectives of ICHT Final accounts and audit statement to be completed within six months after the financial year end.
<b>4.3.</b> Maintain a strong corporate identity for the company	Ongoing	High	Historic Scotland revenue funding	Continued use of ICHT identity on all Trust materials and related activities.	Recognition of ICHT role and activities
<b>4.4.</b> Maintain a city centre office space	Ongoing	High	Historic Scotland revenue funding The Highland Council (in kind)	The Trust will ideally share office space with like-minded organisations	Continuing city centre office with like-minded organisations.
<b>4.5.</b> Provide advice and support to the public on a range of heritage related issues	Ongoing	High	Historic Scotland revenue funding	Production of information leaflets and newsletter as well as providing advice. (As 1.3.1)	Increased awareness of the role and objectives of ICHT and an enhanced living/ work environment in Inverness for all.