



Action Plan 2009-2011 Updated July 2009

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 28 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: £100,000 revenue to 31/03/11 £400,000 grant to 31/03/11 The Highland Council (in kind) Highlands & Islands Enterprise Inner Moray Firth (HIE (IMF)) (in kind)	Successful applications and uptake of grant. Allocation of grants in areas of most need as identified by baseline heritage assessment.	Marked improvement to the visual appearance of the city centre. This is being met with 78 projects to date including 18 in the initial target area.
1.2. Attract additional investment	Ongoing	High	Anticipated funding from: HIE (IMF), Common Good, Communities Scotland, 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>1.3.1. Promote maintenance through:</p> <ul style="list-style-type: none"> • <i>Maintenance exhibition & seminar/ talks including relevant publicity</i> • <i>Advice leaflet for all building owners</i> 	<ul style="list-style-type: none"> • Link with Doors Open Day • Ongoing 	Medium	The Highland Council, City Partnership, 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>1.3.2. 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>1.3.3. 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>1.4.1. Promote quality in conservation work by:</p> <ul style="list-style-type: none"> Developing a dialogue with the architectural and other professions in the building industry re: accreditation in conservation. 	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. Encouraged by the willingness of grant applicants to appoint accredited professionals for the comprehensive scheme
<p>1.4.2. Promote quality in new development by:</p> <ul style="list-style-type: none"> <i>Keeping abreast of current planning applications.</i> <i>Developing a dialogue with planning staff/ developers</i> 	Ongoing re: dialogue with planning staff	Medium	The Highland Council, Inverness Partnership	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>1.4.3. Promote the establishment of an Inverness Design Review Panel based on similar models.</p>	Autumn 2009	High	The Highland Council (in kind)	Improvement in design quality of new developments in Inverness	ICHT will be one of the founding members of PLACE: The Inverness Design Review Panel (to be launched in Autumn 2009)

<p>1.4.4. Promote a quality award for contribution to/enhancement of Conservation Areas in partnership with Inverness Civic Trust (ICT)</p>	<p>June 2009</p>	<p>Medium</p>	<p>Historic Scotland, The Highland Council, Inverness Partnership, HIE (IMF)</p>	<p>Grant of an award as part of 2009 Inverness Civic Trust biennial award scheme.</p>	<p>ICT providing financial support for the 2009 award scheme for excellence in a development or restoration project within in the City's Conservation Areas. Member of ICT 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
2.1. Maintain: <ul style="list-style-type: none"> • website and • newsletter - available on line 	Ongoing Ongoing	High High	Historic Scotland	An up to date website containing all key activities of ICHT including guidance for grant information. Produce an interesting and informative regular newsletter.	Increased awareness of ICHT to encourage applications. Raise the profile of ICHT in a positive way to encourage understanding and support.
2.2. Inspire learning by: <ul style="list-style-type: none"> • Establishing links with UHI/ HS and constituent colleges • Establishing links with education officers at HS, NTS, THC • Promoting public lecture series on heritage/ architectural issues organised with UHI. 	Ongoing	Low	N/A	Work with link bodies to involve young people in the built environment of Inverness with a view to increase skills base	Increased understanding of the importance of Inverness’s architectural and cultural heritage. Links with UHI through UHI public lecture series Increased awareness of architectural issues in and around Inverness.
2.3. Doors Open Day in partnership with The Highland Council (Inverness only)	Annual event on 1 st Saturday in September.	Medium	The Highland Council Historic Scotland Scottish Civic Trust	Open buildings that are “new” to the event each year within Inverness and retain buildings which have proved popular in the past.	Increased appreciation of the built environment by the public of local architecture/ interiors.

<p>2.4. Raise the profile of the historic environment by:</p> <ul style="list-style-type: none"> Publicising the work of the trust at every opportunity. 	Ongoing	High	Historic Scotland	Achieve good press coverage re: events and activities of the Trust.	<p>Raise the profile of ICHT in a positive way to encourage understanding and support.</p> <p>Good press coverage for major trust projects.</p> <p>Promote potential of Trust involvement in improving city centre buildings post Streetscape completion.</p>
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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 built environment of the city centre	Ongoing	High	N/A	Work with BID team to improve the built environment of the city centre.	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 2009 Awards Scheme (as per 1.4.4)

<p>3.5.1. Fund improvement to commercial and residential property by:</p> <ul style="list-style-type: none"> Operating and distributing a grant scheme. 	<p>Established April 2005 & 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 78 projects to date including 18 in the initial target area.</p>
<p>3.5.2. Promote conservation-led regeneration by:</p> <ul style="list-style-type: none"> <i>Working with partner organisations</i> 	<p>Ongoing</p>	<p>Medium</p>	<p>Local housing associations, Historic Scotland</p>	<p>Produce options appraisals for Ardross Area Project, Academy Street (North End) and Vacant Upper Floors to make informed decisions re: way forward.</p>	<p>Identify and grant fund at least one major restoration and refurbishment project in partnership with other appropriate end user funders.</p>
<p>3.5.3. 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>3.6. Promote cultural tourism by:</p> <ol style="list-style-type: none"> 1. <i>Publishing a town trail & architectural guide to Inverness</i> 2. <i>Liaising with HS re: potential blue plaques scheme for Inverness</i> 3. <i>Liaising with CNAG re: Gaelic initiatives</i> 	Ongoing	Medium	<ol style="list-style-type: none"> 1. Inverness Civic Trust (in kind), Inverness Common Good Fund, Historic Scotland. 2. ICHT 3. CNAG 	<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 & 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>3.7. Promote public realm enhancement</p>	Ongoing	Medium-High	Historic Scotland – £30k pa max	<p>Work with relevant partners to achieve best outcomes for the following projects:</p> <p>Lady Drummuir Plaque and carved Pediments on Dunbar's Hospital. Forbes Fountain Flood Prevention Scheme</p>	<p>Completion of selected projects subject to funding and resource availability.</p>

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

Action	Timescale	Priority	Funding	Performance measure	Outcome
4.1. 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.
4.2. 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 three months after the financial year end.
4.3. 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
4.4. Maintain a city centre office space	Completed	High	Historic Scotland revenue funding The Highland Council (in kind)	The Trust will share office space with like-minded organisations	Continuing city centre office with like-minded organisations.
4.5. 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.