

## Action Plan 2015-20 Updated May 2015

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 26 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:<br>£250,000 revenue to 31/03/20<br>£1M grant to 31/03/20<br><br>£946,841 from the above fund to support projects in the TH Scheme for Academy Street<br><br>The Highland Council (in kind) | Successful applications and uptake of grant through the TH and other city centre projects.<br><br>Applications area scored against pre agreed ICHT criteria & will take into account HLF/ HS funding also | Marked improvement to the visual appearance and feel of the city centre.<br><br>This is being met with over 200 projects to date |
| 1.2. Attract additional investment | Ongoing                               | High     | HLF and HS funding for a linked TH project with the Highland Council  | Further funding applications to be made to relevant bodies.   | Ability to increase grant provision/ number of projects funded by the Trust.   |

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| <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> | Ongoing | Medium | The Highland Council, Inverness Partnership, Inverness BID, Historic Scotland, HLF and the Traditional Buildings Forum | 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> Encourage/ facilitate:</p> <ul style="list-style-type: none"> <li>• a building status and condition database for important city landmarks</li> <li>• Stone audit for Inverness</li> </ul>                                     | Ongoing | Low    | Historic Scotland, The Highland Council, British Geological Society  | Sharing of information between ICHT and THC re: urgent works etc.  | Currently working with THC to conduct an audit of stone and traditional skills audit as part of the proposed TH skills training exercise.                                 |
| <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.                    |

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| <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                  | <p>An increased number of professionals applying for conservation accreditation status where applicable.</p> <p>ICHT to become one of the founding members of a Traditional Buildings Forum for the Highlands.</p> | <p>An increased number of local companies and individuals able to work on ICHT funded projects.</p> <p>A Traditional Buildings Forum set up by 2016</p> |
| <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 The Inverness Design Review Panel  |

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| <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>2016</p> | <p>Medium</p> | <p>ICTH</p> | <p>Grant of an award as part of 2016 Inverness Civic Trust biennial award scheme</p> | <p>ICTH providing financial support for previous award schemes 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   |
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| <b>2.1. Maintain:</b> <ul style="list-style-type: none"> <li>• website and</li> <li>• newsletter - available on line</li> </ul>  | Ongoing<br><br>Ongoing | High<br><br>High | Historic Scotland                            | An up to date website containing all key activities of ICHT including guidance for grant information.<br><br>Produce an interesting and informative regular newsletter.  | Increased awareness of ICHT to encourage applications.<br><br>Raise the profile of ICHT in a positive way to encourage understanding and support.   |
| <b>2.2. Inspire learning by:</b> <ul style="list-style-type: none"> <li>• Maintain links with HS/ UHI and constituent colleges</li> <li>• Establish links with education officers at HS, NTS, THC, Highlife Highland</li> <li>• Continue to promote public lecture series on heritage/ architectural issues organised with others</li> <li>• Work with others to set up and run the Highland Traditional Building Forum</li> </ul> | Ongoing                | High             | Historic Scotland/ HLF through the TH scheme | Work with link bodies to involve young people in the built environment of Inverness with a view to increasing skills base<br><br>Work with Inverness College (UHI), Historic Scotland and others to deliver a series of masterclasses/ one day seminars including traditional home owner’s day on heritage/ architectural issues | Increased understanding of the importance of Inverness’s architectural and cultural heritage.<br><br>Links with (UHI) and HS through masterclasses lecture series and traditional home owner’s day<br><br>Increased knowledge and awareness of architectural issues in and around Inverness |

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| <ul style="list-style-type: none"> <li>Regularly update and distribute City Heritage Trail</li> </ul>  | Ongoing | Medium | ICHT/ TH scheme |   | Raise interest in Inverness's architectural and cultural heritage encouraging schools to follow the trail  |
| <p><b>2.3.</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> | Ongoing | High   | ICHT            | Achieve good press coverage re: events and activities of the Trust. | Raise the profile of ICHT in a positive way to encourage understanding and support. Good press coverage for major trust projects. Promote Trust funded projects in the city centre |

**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   |
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| <b>3.1.</b> Work with the Highland Council and its associated companies to help deliver its corporate objectives including the policies and proposals set out in the <i>Highland-wide Local Development Plan</i> (adopted 05 April 2012) and the <i>Inner Moray Firth Local Plan</i> ; | Ongoing   | High     | N/A                       | Consult with relevant officials within The Highland Council as appropriate.   | Close partnership working to achieve better results and positive outcomes.  |
| <b>3.2.</b> Work with the Inverness Development & Infrastructure Team to help deliver the aspirations set out in the “City Vision for Inverness” through the implementation of the <i>Inverness City Centre Development Brief</i> (March 2013);  | Ongoing   | High     | N/A                       | Consult with relevant officials within The Highland Council as appropriate.   | Identification of new projects and joint initiatives.   |
| <b>3.3.</b> Work with Inverness Business Improvement District (BID) Team to improve the built environment of the city centre   | Ongoing   | Medium   | BID/ The Highland Council | Work with BID team to improve the built environment of the city centre.<br>Work with The Highland Council and BID to produce a workable Shopfront Improvement Guide/ Scheme | Marked improvement in the visual appearance of the City Centre.<br>Improved dialogue between property owners, ICHT and BID. |

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| <p><b>3.4.</b> Work with Inverness's voluntary heritage organisations to help co-ordinate efforts and build capacity;</p>                                     | 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<br>Work with ICT to help deliver their Awards Scheme (as per 1.4.4)  |
| <p><b>3.5.1.</b> Fund improvement to commercial property by:</p> <ul style="list-style-type: none"> <li>Operating and distributing a grant scheme.</li> </ul> | <p>Established April 2005 &amp; ongoing and under review</p> <p><i>Residential scheme suspended until 2017</i></p> | High   | Historic Scotland<br>The Highland Council (in kind)   | Uptake of grant from local businesses, for major conservation projects of buildings within Inverness Conservation Areas. | Improvement in the visual appearance of the city centre and increased demand for grants through example.  |
| <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>    | Ongoing  | High   | Local housing associations, Historic Scotland, Highland Historic Buildings Trust, The Highland Council, BID | Produce options appraisals and surveys for key city centre buildings and features  | Identify and grant fund at least one major restoration and refurbishment project in partnership with other appropriate end user funders.<br>Work with Highland Council in their bid for a TH scheme for Academy St based on ICHT's Academy street Improvement Project report (2012) |
| <p><b>3.5.3.</b> Work with Historic Scotland</p>  | Ongoing  | High   | N/A   | Consult regularly to discuss potential projects.<br>Process drawdown claims timeously                                    | Close partnership working to achieve good results and efficient service for grant applicants.   |



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| <p><b>3.6.</b> Promote cultural tourism by:</p> <ol style="list-style-type: none"> <li>1. <i>Publishing a city heritage 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> <li>4. <i>Working with Highlife Highland</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> <li>4. Highlife Highland</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> | Work with others to create a new and vibrant historic trail for Inverness.    |
| <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)   | Work with relevant partners to achieve best outcomes for key projects  | 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 annually | High            | N/A   | These will be reviewed annually and posted on the ICHT website  | Increased awareness of the role and objectives of ICHT<br>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.<br>Accounts and Annual report to be published on ICHT website. | Increased awareness of the role and objectives of ICHT<br>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<br>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.<br>(As 1.3.1)  | Increased awareness of the role and objectives of ICHT and an enhanced living/ work environment in Inverness for all.  |