



ABERDEEN CITY
HERITAGE TRUST



Business Plan
2009-2011

Business Plan 2009 - 2011

The Company

Aberdeen City Heritage Trust is a company limited by guarantee - Scottish Company 271933. It does not have a share capital.

- The Trust is an independent organisation
- The Trust is a Scottish Charity no. SC036391 and operates on a not-for-profit basis. Any surplus of funds achieved will contribute towards achieving its Objects.
- The Trust's Objects are:
 - to promote and encourage, either on its own or in conjunction with others, the preservation, maintenance and enhancement of the historic, architectural and landscape heritage within the City of Aberdeen all for the benefit of the general public;
 - to further knowledge and understanding of such heritage and of conservation practices and techniques
- The Trust has powers to carry out / promote research, to receive money and funds, to provide advice, assistance and distribute information, to co-operate with other bodies, to raise / borrow funds, to acquire / dispose of property; to repair, renovate, restore, preserve property and construct new buildings, to make arrangements to enable the public to view / enjoy property, to make grants / loans of money, to set aside funds / invest funds, to insure the Trust's property and Trustees, to employ staff, to provide services to other bodies, to establish subsidiary companies and to do anything else which promotes the Objects.
- The Trust aims to provide an effective service, add value to the role played by Aberdeen City Council and other like-minded organisations and become less dependent on any single organisation for support.

Vision for Aberdeen's historic environment

- The Trust's vision for Aberdeen's historic environment is that it will be:
 - more widely understood and celebrated,
 - properly maintained and conserved,
 - used and enjoyed by all parts of the community,
 - a catalyst for positive environmental, cultural, economic and social change

Strategic Objectives

To:

- safeguard and enhance the quality and condition of Aberdeen's historic environment;
- promote wider understanding, enjoyment and appreciation of Aberdeen's historic environment:
- enhance Aberdeen's unique identity;
- make Aberdeen's historic areas more attractive places to live, visit and invest in;
- work with others to amplify the impact of wider initiatives to improve Aberdeen; and
- be open, transparent, effective and efficient in its work.

Achievements to date

- Formally launched by the Scottish Executive's Minister for Tourism, Culture and Sport in July 2004 and incorporated as a Limited Company on 12 August 2004
- Established and maintained network with key stakeholders, Aberdeen City Council and Historic Scotland
- Established network with other organisations, including: Scottish Enterprise, Communities Scotland, and VisitScotland, National Trust for Scotland, amenity societies and community councils
- Secured a further two years funding from Historic Scotland following independent review by Tribal Consultants
- Operated Historic Building Repair Grants since April 2005
- Operated Tree Management Grants in partnership with Aberdeen City Council since 2006
- Initiated submission of a bid to Heritage Lottery Fund for a Townscape Heritage Initiative for The Green in 2005/06

Programme of work

- The Company will take forward various streams of work organised around the its strategic objectives

(1) The Trust will work to safeguard and enhance the quality and condition of Aberdeen's Historic environment by:

- maintaining a system of historic environment grants in 2009-11 and use them to invest up to £200k annually in Aberdeen's historic environment in accordance with its Grant Priorities (see Annex A on page 11);
- seeking to attract additional investment in Aberdeen's historic environment;
- promoting ongoing care and maintenance of the Aberdeen's historic buildings, townscapes; and
- investigating opportunities for delivering traditional craft skills training

(2) The Trust will promote wider understanding, enjoyment and appreciation of Aberdeen's historic environment. This will involve:

- support of Doors Open Day Aberdeen in conjunction with the Doors Open Day Committee;
- maintaining a web-site and publishing information about Aberdeen's historic built environment and cultural heritage;
- inspiring learning through promoting contact with and interpretation of Aberdeen's historic environment and cultural heritage through presentations; and
- raising the profile and increasing the understanding of Aberdeen's historic environment through the media.

(3) The Trust will enhance Aberdeen's unique identity:

- monitor strategic plans and masterplans that impact historic fabric, with a view to influencing decisions made in favour of Aberdeen's unique architectural heritage.

(4) The Trust will make Aberdeen's historic areas more attractive places to live, visit and invest in:

- promote enhancement of the public realm;
- support projects including building repair and restoration, with grant assistance.

(5) The Trust will work with others to amplify the impact of wider initiatives to improve the City. This will involve:

- working with Aberdeen City Council and its partners to help deliver its corporate objectives, including the policies and proposals set out in the Aberdeen Local Plan where these serve to fulfil the Trust's objects;
- promoting the role of the heritage conservation in economic and community regeneration;
- promoting opportunities for cultural tourism;
- encouraging the efforts of Aberdeen's voluntary heritage organisations where these serve to fulfill the Trust's Objects;

(6) The Trust will be open, responsive, transparent, effective and efficient in our work. For example, it will:

- agree a two year business plan, with annual action plans with its funding partners including the identification of Key Performance Indicators;
- publish its annual reports and accounts;
- maintain a strong corporate identity
- continue to provide advice and support to the general public on general issues relating to the historic built environment;

Resources

- Funding of up to £540,000 has been secured over the next two years as outlined below:

| | 2009-10 Year 6 | 2010-11 Year 7 | 2011-12* |
|---|-------------------|-------------------|--------------|
| Historic Scotland (Trust Operating Costs) | 70k | 70k | 70k |
| Historic Scotland (Grants) | 180k | 180k | 180k |
| Aberdeen City Council (Grants) | 20k | 20k | 20k |
| Total | £270k | £270k | £270k |

*Contributions indicative

- Support in kind in the form of professional time, advice, IT support and accommodation continues to be provided by Aberdeen City Council
- The Local Enterprise Company, Heritage Lottery Fund and Architectural Heritage Fund share a number of complementary aims and objectives with the Trust and may be able to contribute to the cost of specific projects developed by the Trust

SWOT analysis of Aberdeen City Heritage Trust

| Strengths | Weaknesses |
|---|---|
| <ul style="list-style-type: none"> ● Support and funding from Aberdeen City Council ● Support and funding from Historic Scotland ● Broadly skilled and experienced board of Directors with local knowledge ● Full-time Project Officer ● Separate autonomous organisation | <ul style="list-style-type: none"> ● Limited financial and human resources ● No guarantee of long-term funding ● Profile may affect take up of grant ● Reliance on 3rd party applicants having funding to proceed with projects |
| Opportunities | Threats |
| <ul style="list-style-type: none"> ● To develop voluntary sector support ● Wider engagement with people and businesses ● Wealth of the historic resource ● To seek further sources of funding ● Tailor activity to optimise benefits ● To achieve synergy through partnership working | <ul style="list-style-type: none"> ● Loss of community support ● Loss of core funding after 2010/11 ● Funding does not achieve desired objectives ● Insufficient profile is maintained ● Lack of focus of Trust in activity ● Failure to attract alternative sources of funding |

Monitoring and Review

Monitoring and Review will be carried out through:

- Company books
- Annual Reports and accounts
- Annual update and roll forward of business plan
- The Trust will record work carried out using the following Key Performance Indicators:
 - Annual expenditure on grants for building repair projects
 - Operational costs as a percentage of annual expenditure
 - Historic Scotland, Aberdeen City Council and other bodies grants each as a percentage of annual income and expenditure
 - Number and total cost of projects supported by the Trust
 - The gross floor areas of listed and unlisted, non-residential and residential property improved through grant
 - Grant monies offered in Priority A (Annex A) to increase is a percentage of total grant offered
 - Proportion of successful grant application in Priority A to increase as a proportion of total grants offered

These indicators will be reported at the end of each financial year with data gathered through the application process and at the end of each project.

Trust Directors and Project Officer

Brief Biographical Details

Trust Directors:

- **George Brand**

George has been a training and development practitioner for over 20 years. He has been with Aberdeen and Grampian Chamber of Commerce since 1989 and currently manages their Vocational Training programmes. He is an external verifier and examinations inspector for Oxford, Cambridge and RSA Examinations, is a Member of the Chartered Institute of Personnel and Development, Licentiate Member of the Institute of Verifiers and Assesors, and Fellow of the Institute of Sales and Marketing. His interests include church architecture and Japanese culture. George was invested as a Papal Knight in the Pontifical Equestrian Order of St. Gregory the Great in 1992.

- **Irene Cormack (Vice-Chair)**

Irene is City Councillor for Torry/Ferryhill Ward. Educated at Aberdeen University, her working life was spent in Education and she is particularly keen to encourage Heritage education for schoolchildren. She is a member of the Civic Society, the National Trust for Scotland and Historic Scotland.

- **Angus Donaldson (Chair)**

Angus is Director of Estates for the University of Aberdeen and has strategic oversight of programming, maintenance, repair and restoration of, amongst other things, the University's stock of historic buildings, many of which are listed and fall inside Old Aberdeen Conservation Area. Part of this work includes negotiating with a range of statutory and grant giving bodies. He is a member of the Royal Institution of Chartered Surveyors.

- **Martin Greig**

Martin is Aberdeen City Councillor for Hazlehead/Ashley/Queens Cross Ward. His special interests include Law and Order and Social Issues. His leisure interests include cycling and the arts.

- **David McClean**

David is Head of the Scott Sutherland School of Architecture and the Built Environment. He is an Aberdeen graduate and became a registered architect in 1987. He returned to Aberdeen to join the staff of the University in 1992, after having worked for the highly regarded practice Cambridge Design.

David has served as external examiner at a number of UK institutions and contributes actively to the work of the RIBA Visiting Board. He is currently Chair of the Association of Scottish Schools of Architecture, a Director of the Association for Professional Examination in Architecture Scotland Ltd, and a Trustee of the Martin Jones Fund at the University of Dundee. He is currently undertaking a PhD on aspects of pedagogy within the subject of architecture.

- **Alan Milne**

Alan is Aberdeen City Councilor for Lower Deeside Ward. His interests include planning, environment and sport. For him, the best part of the role is helping the local community, which he has been doing over 40 years as a GP in Aberdeen. Other interests include skiing, hillwalking and the Territorial Army. He is a member of Aberdeen Civic Society and the National Trust for Scotland.

- **Sheila Rhind**

Sheila is a graduate in history and law and has worked for the Economist Intelligence Unit, the Standing Conference on South East Regional Planning and the Countryside Commission for Scotland. Architecture, both heritage and contemporary, has been a life-long passion and she is currently the Secretary of the North East Group of the Architectural Heritage Society of Scotland, having also served as Events Convener and Cases Panel Secretary. She is a life member of the National Trust for Scotland

- **Alexander Urquhart**

Alexander is a retired lecturer in Naval Architecture and Offshore Engineering and a former Deputy Head of the School of Mechanical and Offshore Engineering at The Robert Gordon University. He has held various positions of responsibility in the Territorial Army. His interest in the historic environment in recent years led him to become a member of the Aberdeen Civic Society, where he currently holds the position of Chair.

- **Jennifer Stewart**

Jennifer is Aberdeen City Councillor for Hazlehead/Ashley/Queens Cross Ward. Her special interests include Education. She is passionate about maintaining and restoring historic buildings and developing Cultural Heritage within the City of Aberdeen. She is a member of National Trust for Scotland and Historic Scotland and enjoys visiting historic buildings amongst other leisure interests including swimming, the arts, theatre and cinema.

Project Officer:

- **Douglas M Campbell**

Following a short period working in the private sector Douglas entered local government where he worked as a Building Conservation Officer for nine years prior to moving to Aberdeen to become Project Officer for the Trust in 2004. He has experience of bidding for and managing area-based grant schemes in Hertfordshire, North Yorkshire and Darlington. He is a Member of the Institute of Historic Building Conservation.



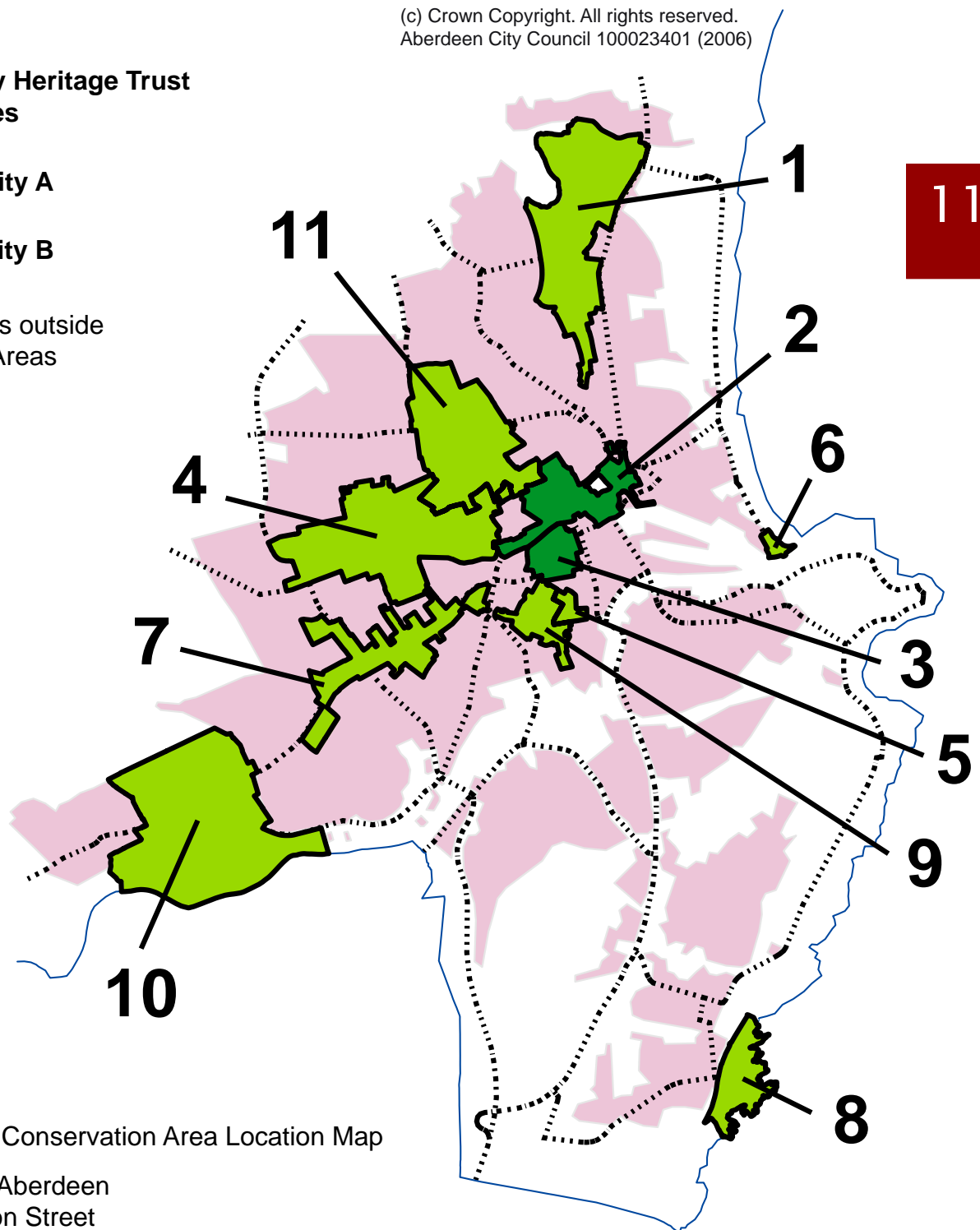
Annex A

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Aberdeen City Council 100023401 (2006)

Aberdeen City Heritage Trust Grant Priorities

-  Priority A
-  Priority B

Listed Buildings outside
Conservation Areas
Priority B



Aberdeen City Conservation Area Location Map

- CA No.1 - Old Aberdeen
- CA No.2 - Union Street
- CA No.3 - Bon-Accord/Crown Street
- CA No.4 - Albyn Place/Rubislaw
- CA No.5 - Marine Terrace
- CA No.6 - Footdee
- CA No.7 - Great Western Road
- CA No.8 - Cove Bay
- CA No.9 - Ferryhill
- CA No.10 - Pitfodels
- CA No.11 - Rosemount and Westburn

For more detailed maps please see:

http://www.aberdeencity.gov.uk/Conservation/sl_cns/pla_conservation_areas.asp

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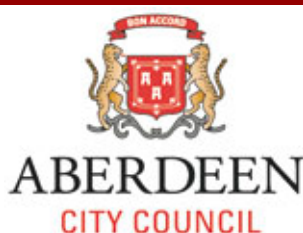
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**Scottish Charity No. SC036391
Scottish Company No. SC271933**



Supported by:



www.aberdeencity.gov.uk and www.historic-scotland.gov.uk