



GLASGOW CITY HERITAGE TRUST

ORGANISATIONAL PLAN

HES BID 2023-2026

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Introduction

Created in 2007, Glasgow City Heritage Trust invests an average £1 million each year to help people in Glasgow enjoy, understand and care for Glasgow's historic built environment and access funding and expertise which ensures the sustainability of the city's heritage for current and future generations. The charitable company is led by the founding executive director and supported by four experienced managers and five heritage officers. Thirteen voluntary Trustees provide governance and strategic direction.

The objective of this business plan is to be practical and instructive to staff and Trustees. It is about setting short- or mid-term goals and defining the steps necessary to achieve them. Analysing customers, the heritage market, potential partners and how feasible our goals are. It includes information on what kinds of marketing strategies will be required to attract our customers and put emphasis on the enterprise to ensure financial sustainability to grow the Trust's presence and influence in the heritage market of Glasgow.

The Trust strategic objectives for the year; implement our new historic environment grants programme; implement our new historic environment activity plan; implement our revised fundraising an income strategy; and work towards transformative climate action in the historic environment; have been given SMART goals and milestones.

Our new historic environment grants programme available for property owners, commercial businesses and community groups has been divided into Large Grants (over £25,000), Standard Grants (£5,001 to £24,999) and Micro Grants (up to £5,000) to allow for simpler contracts and fewer conditions for lesser grant sums. An asked for improvement from surveyed former applicants and grant recipients.

Our new historic environment annually activities plan will promote the historic environment and its benefits and will provide skills training, up-skilling and continuing professional development and will showcase career opportunities in the heritage sector. The activities will educate, provoke debate, entertain and support cultural tourism in Glasgow

Key performance indicators have been set for our ambitions fundraising and income generating activities and a separate Fundraising and Income Strategy has been created.

Both the grants programme and the activities plan will integrate criteria and measurements to ensure GCHT will be an active contributor to climate change action in the sector. The Trust joined the global Climate Heritage Network to support these important goals in international partnership.

To support our objectives and new grants programme and activities plan the Board has re-structure it's sub-committees and staff resources to ensure the capacity to deliver on our goals.

Summary of staff post duties and responsibilities

Director:

The Director is responsible for strategic planning and implementation, financial sustainability and resilience, internal operations and external relations, governance and leadership of the Trust. The Director leads a team of ten and works closely with the Board of Trustees and Board Committees and the principal funders Historic Environment Scotland and Glasgow City Council.

Deputy Director:

The Deputy Director is responsible for the day-to-day running of the Trust's grants programmes and works closely with the Director to support his/her tasks.

Business Manager:

The Business Manager is responsible for day-to-day running of the office, administrative and financially. This role reports directly to the Director of the Trust and works closely with the Treasurer.

Heritage Managers (p/t):

The Heritage Managers take overall responsibility for the delivery of the new grants and activities programmes. They report directly to the Deputy Director and manage two small teams of Heritage Officers and the Monitoring & Evaluation Officer.

Heritage Officers (Grants):

The Heritage Officers (Grants) support the delivery of the Trust's Historic Built Environment Grant programme by managing a caseload of external grants. The core of this role is working closely with residents, communities, professionals and contractors in Glasgow in support of the Trust's Strategic Plan to promote the benefits of safeguarding, enhancing and engaging with Glasgow's Historic Built Environment.

Heritage Officers (Activities):

The Heritage Officers (Activities) support the delivery of the Trust's Historic Built Environment Activities programme and managing a caseload of internal grants. The officers work closely with residents, communities, professionals and contractors in Glasgow. The Trust's Strategic Plan outlines the promotion of the benefits of safeguarding, enhancing and engaging with Glasgow's Historic Built Environment.

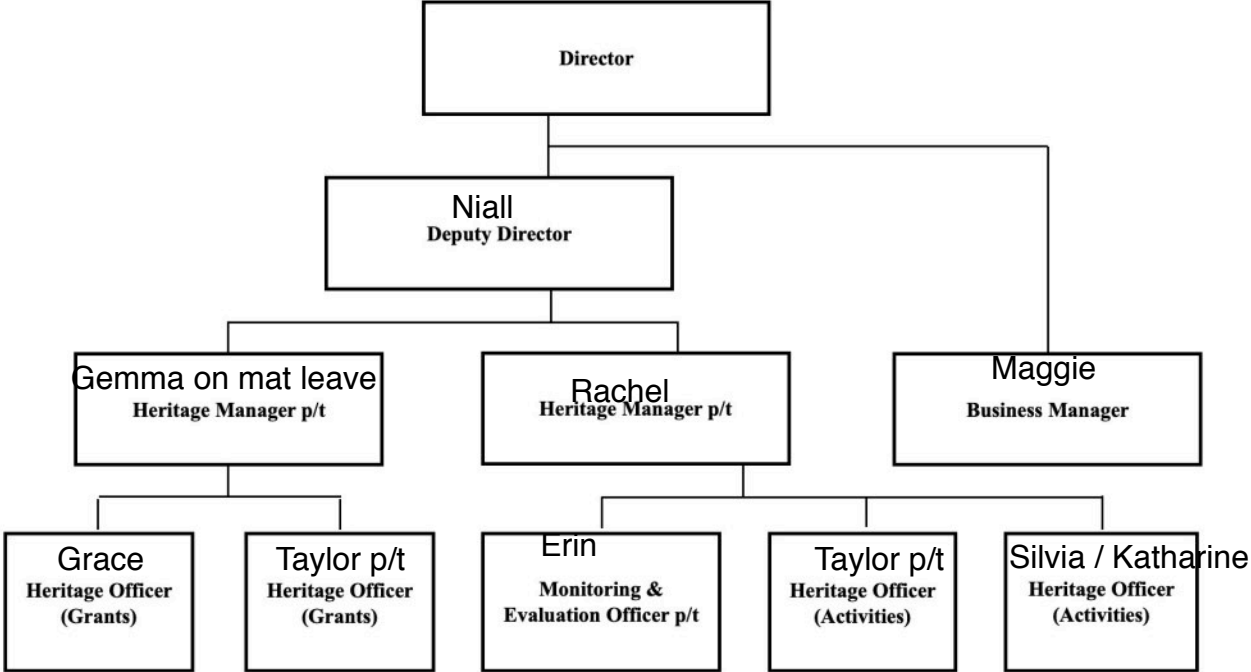
Monitoring & Evaluation Officer (p/t):

The Monitoring & Evaluation Officer develops and uses monitoring and evaluation tools to demonstrate the impact of the Trust's work for Glasgow's historic built environment. The role works with defined outcomes and objectives, collects evidence, analyses and evaluates data and reports on achievements and outcome results.

Revised Staff structure

To support the work of the Board and implement the new grants programme and activities a revised staff structure has been put in place as follows:

GCHT Structure: September 2022



September 2022