

ST. ANDREWS PRESERVATION TRUST STRATEGIC PLAN (2013-2018)

INTRODUCTION

The St. Andrews Preservation Trust is a charitable company (No. SC 011782), limited by guarantee, with a membership of around six hundred in the autumn of 2013. It is run by a Board of Trustees, elected by its members, or co-opted by the Board. Its core function is to preserve the amenities and historic character of St. Andrews and its neighbourhood for the benefit of the public. As a charitable organisation, it is wholly dependent on the income it receives in order to carry out its work.

In May 2012 the Trust commissioned a full review of its activities by a small group of current and past Trustees. This Strategic Review was finalised in February 2013 and its comments and recommendations were considered by the Trust's Board over the following months. One recommendation was that the Trust should develop a written Strategic Plan which would provide a template for its present and future work.

This first Strategic Plan, as adopted by the Board of Trustees on 29 October, 2013, seeks to set out in a structured way the Trust's principal aims and aspirations over a rolling five-year period. It is the result of wide consultation with the various Trustee Committees and with individual Trustees and members. It can only ever be a snapshot of the Trust's plans at a given time and it will be reviewed regularly. However, it does identify the Trust's priorities and it will become the guide for Trustees' principal activities and against which the Trust will measure its performance. If a proposed major activity or project is not contained within the approved Plan, either it will not be undertaken or the Plan will have to be revised to incorporate it. In this way the Trust's activities will be controlled and directed, so as to have the greatest impact within its financial resources. The Plan is also a signal to members, partners and other outside organisations that the Trust is a well-run institution, to which scarce resources can be entrusted in the confidence that they will be in good hands and used wisely and economically for the purposes for which they were intended.

The Plan's structure is simple. The Principal Objectives set down the Trust's overarching aims and reflect its ethos. The Strategic Priorities detail the immediate and longer-term activities. An Action Plan with time-scales and identified project leaders underpins this document. Doubtless the Plan will be developed and refined in the light of experience.

29 October, 2013

ST. ANDREWS PRESERVATION TRUST STRATEGIC PLAN

MISSION

For the benefit of the public, to preserve and enhance the amenities and historic character of St. Andrews and its neighbourhood*; to promote them and show why they are important.

PRINCIPAL OBJECTIVES

- 1) To preserve and enhance the amenities and historic character of St. Andrews, through engagement with the public planning system, by commenting on, commending and, where appropriate, raising objections to applications for planning consent and Scottish Government, Fife Council and other relevant local authority plans and planning policies.
- 2) To acquire by purchase or otherwise, to preserve, protect and care for any buildings of architectural, historic or artistic interest or land, rights or privileges within or in the immediate vicinity of St. Andrews.
- 3) To act as advocates from our unique perspective, for the conservation and preservation of the heritage and amenity of St. Andrews, both independently and in partnership with other organisations, providing an independent voice to local and national Government and sharing our expertise in public arenas, in debates and in influencing the development of policy.
- 4) To maintain the Trust Museum as a focal point of historic, artistic and environmental importance, as a means of advancing and promoting the education of the general public in the history and heritage of St. Andrews and of its place within the broader historic environment.
- 5) To manage the Trust efficiently, effectively and wisely, in accordance with the best principles of modern governance, using our resources economically and creatively, generating an increasing income from existing and new sources.
- 6) To deliver high quality benefits to members, strengthening our relationship with them, improving our two-way communications and increasing the appeal of the Trust to a broader range of people and communities from the public, private and voluntary sectors.

* See annexed map for agreed St. Andrews Preservation Trust geographical boundaries.

7) To invest in and recognise our Trustees, staff and volunteers for their talented, passionate and dedicated contribution to the work of the Trust.

8) To develop a selected number of both longer and short-term innovative projects to take forward the work of the Trust.

9) To have a clear sense of priorities, based on the views of Trustees and members and on a clear understanding of the purpose and significance of the Trust, setting and measuring performance against agreed, specific, relevant, attainable and time-bound targets.

STRATEGIC PRIORITIES

1) To review the Trust's arrangements for dealing with Planning matters, so as to: (a) establish an optimal organisational framework; (b) provide continuing professional support, as required; (c) provide a dedicated budget; (d) provide ongoing training for Trustees and co-opted volunteers.

2) To review and implement strategies for increasing the Trust's membership across all categories: (a) as a mechanism for raising the influence of the Trust generally and, in particular, with Planning authorities; and (b) so as to increase the Trust's general funds income in support of its aims and objectives.

3) To take forward a number of strategies for broadening the sources of the Trust's income (currently over-dependent on income from investments) and for increasing it, in support of the Trust's aims and objectives.

4) To undertake the staged refurbishment of the Museum Garden Outbuildings with a view to: (a) restoring the external appearance of the old wash-house and the adjacent dilapidated building; (b) increasing and improving Museum storage and research space; (c) facilitating the re-organisation of the interior of the Museum (see also Priority 7 below).

5) To purchase and improve the generally uncared-for Garden of Number 1 Greyfriars Garden, St. Andrews, either by means of a partnership with Fife Council, which will purchase the Garden compulsorily and then transfer its ownership to the Trust, or by direct purchase from the current owner, with the intention of creating a public memorial garden in memory of Mary, Queen of Scots, who donated the land to the burgh of St. Andrews. The Garden will be maintained and managed by the Trust.

6) To continue the staged improvements to the Trust's Office at 4 Queen's Gardens, St. Andrews, including the Museum and Collections storage and work-space, the better to support the work of the Trust.

7) To carry forward improvements to the interior of the Museum in the light of Priority 4, so as to increase exhibition space, to improve storage-space for the Trust's Collections and to improve working conditions for the Curator and the Museum volunteers.