



# Appendix 1

## Action Plan 2010

to deliver the strategic priorities identified in the Business Plan

# Historic Towns Forum Business Plan 2010 - 2012

Strategic priority	Action	Compliance with corporate objectives	Precursor	Actions	
				2009	2010
Historic towns and cities as sustainable communities	Respond to emerging Heritage Protection Review	1,2,3,4,5	Publication of draft PPS; identification of need for lobbying on behalf of membership; guidance & support for practitioners & Members.	Participation in consultation process and successful lobbying for amendments to PPS draft.	Continuing engagement with EH and Govt to develop the PPS and guidance. Working in partnership within the sector to raise the profile of the historic environment. Work with partners to support Members and practitioners to deliver new guidance.
	Support for Conservation Area Appraisals & Management Plans	1,2,3,4,5	Success of previous training series (indication of need from Members). Explore needs and potential for training delivery with partner organisations (English Heritage). Increasing recognition of the value of Character Assessment as management tool.	Development of training programme with EH for delivery in Jan & Feb 2010. Development of project with EH re heritage awareness within degree programmes (for potential heritage professionals). Townscape Character Assessment web-based project carried out by Lincoln City Council, supported by EH & HLF; HTF invited to organise dissemination event.	Conservation Areas At Risk - delivery of 4 regional seminars. Research into current levels of awareness in HE. Develop teaching resources, working with UWE and other institutes. Conference in Lincoln - 15 July.
The importance of local distinctiveness	Address climate change issues	1,2,3,4,5	Need for guidance regarding the growing requirement for mitigation and adaptation measures.	Monitoring research and guidance available to practitioners.	Annual Conference to explore and address the issues (Oxford October 20 - 22).
	Follow up retail development agenda	1,2,3,4,5	Research & publication of Focus on Retail (2008). Discussions with partner organisations.	'Breakfast in Bath' networking event; case studies – Cabot Circus & Southgate developments. Seminar (hosted by JLP): PPS4/6 & retail & regeneration in town centres. Conference in York – 'Retail development: a time for reflection?'	Seminar in partnership with Land Securities – 'The role of retail development in economic regeneration and its impact on historic city centres: case study - Cardiff St David's 2' - 27 May. Develop partnership working with Cadw re characterisation and local distinctiveness. Actively encourage involvement in Wales.
Delivering high quality public realm	Disseminate outcomes of 2008 Annual Conference ref Townscape in Trouble / HPR	1,2,3,4,5	Review of "Townscape in Trouble" & HPR. Article 4 Direction research; disseminated at Annual Conference Lichfield 2008.	Collation of findings, identify good practice in townscape management Dissemination of good practice – conference report. Study tour and contribution to event in Kilkenny, Eire, exploring heritage and tourism issues. Annual Conference (Oct 09) in Chichester looking at the value of the protection of the historic environment.	
	Managing the impact of tourism	1,2,3,4,5	Research and publication of 'Focus on Tourism' (2006).	Work with the EAHTR on 'Guidelines for Sustainable Cultural Tourism in Historic Towns and Cities'.	Develop best practice project with EAHTR. Partner a conference in Youghal, Republic of Ireland, exploring tourism in historic towns (13-14 May); including dissemination of EAHTR guidelines. Working with Failte Ireland to develop good practice. Actively encourage involvement in the Republic of Ireland.
Managing Growth	Explore impact of growth agenda on historic towns with partner organisations	1,2,3,4,5	Need to accommodate Govt growth strategy. Need to engage communities in the planning process. Develop programme of research and explore issues with partner organisations (Academy of Urbanism, URBED, Andrea Pellegram).	Conference held in Cambridge; 'Historic Towns and Smarter Growth'. Dissemination of findings & good practice. Invited by Chester Civic Trust to partner an event celebrating civic society. Development of web-based guidance project.	Update conference report on web site. Conference in Chester (23 September) exploring the value and good practice in community engagement. Dedicated web-pages for guidance and case studies. Explore partnership project with EH and URBED.
	Follow up 'Manual for Historic Streets' (2008)	1,2,3,4	Publication of MfHS 2008; wide distribution of document.		
Traffic in historic towns	Develop networks to identify good practice	1,2,3,5	Continued interest in managing traffic in historic towns and HCZ / public realm (including in Ireland). Continue to explore issues with partner organisations. Progress proposal for expansion of membership.	Study tour to Ireland & participation in conference in Kilkenny (as above). Partner HCZ proposal (with Colin Buchanan & Wiltshire Council) in Bradford on Avon. Membership opened to all UK and Republic of Ireland.	Advisory capacity in project development. Seminar in Bradford on Avon to promote the principles of HCZ and disseminate project findings (10 June).
	Review P&R guidance and parking in historic towns	1,2,3,4,5	Continued sales of current doc & indication from membership. Discussions with partner organisations (RPS, BPA, DfT).	Research & identification of good practice; conference in Winchester. Dissemination of findings. Development of web-based guidance.	Dedicated web-pages for guidance and case studies. Re-launch P&R survey.



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			2009	2010
In order to achieve the corporate objectives, management and operational structures need to be developed and maintained to match the changing context in which the organisation works.				
Maintain a sound operating base	UWE contract renewal preparation	Current contract ends 31/07/09; Prepare contract proposal	Review meeting with UWE Jan 09. New 5 year contract from 1 Aug 09.	Maintain positive links with UWE via projects and student placements.
Maintain a broad, inter-sector, inter-disciplinary network	Expand membership & partnerships	Success of Forum; development of broader working relationships; wider interest from UK and Ireland.  Proposal to AGM.  Discussions with representatives of potential members in UK & Ireland.	Development of strategy for expansion & new membership structure.  Invite new members from Scotland, Wales & the Republic of Ireland.	Continue to build links with Scotland, Wales & the Republic of Ireland; expanding case study 'library' and ensuring inclusivity in all projects and events.  Events in: Wales (with Land Securities / Cadw / Cardiff on retail development)  The Republic of Ireland (with Failte Ireland on tourism)
Maintain a strong leadership role in the sector	Address Chair / President roles	Decision of 2007 AGM	Develop role specification and explore budget implications.  Proposal to AGM.  Appointment of Chair October 2009.  HRH agreed to be Patron	Continue to develop strategic roles and responsibilities in order to: <ul style="list-style-type: none"> <li>improve engagement with politicians and decision makers</li> <li>improve engagement with other heritage sector organisations;</li> <li>continue to raise profile;</li> <li>increase influence on behalf of Members</li> <li>work with HRH office to raise profile.</li> </ul> Partners' Dinner (February) – networking event

#### HTF corporate objectives

1. Promote an integrated approach to the planning and management of historic towns and cities
2. Facilitate a network for practitioners
3. Develop, promote and disseminate best practice
4. Influence government and other policy making bodies
5. Develop partnerships in order to achieve these objectives.



## Appendix 2

### Action Plan 2010

Operational issues arising from the 2008 membership survey and the Forum's responses

# Historic Towns Forum Business Plan 2010 - 2012

Issue	Source	Response
<b>Quality of the documents and events</b> Members were happy with these - reasons for non-attendance were lack of time and resources, not because of value to Members, fees etc	Membership survey	No specific action required. The Forum is to continue to offer good value and relevant documents and events
<b>Workshops / training</b> Support for additional workshops / training events	Membership survey	<b>Action: The Forum has developed a number of projects, working in partnership, to provide training programmes and events</b>
<b>Membership Fees</b> Considered to be good value	Membership survey	No specific action required: the Forum continues to review its membership categories and fees to ensure an adequate income but also to offer good value. At the 2009 AGM, it was decided to freeze the membership fees for 2010.
<b>Membership from the rest of the UK and the Republic of Ireland</b> Support for more formal links	Membership survey	<b>Action: The Forum extended its membership to the rest of the UK and the Republic of Ireland in January 2009 and removed the word 'English' from its name. The Director and the Executive will continue to work to encourage participation and new members from the new countries, and to ensure that, via the location of events and the relevance of case studies, it is inclusive.</b>
<b>Website</b> Easy to use, although not many use it	Membership survey	<b>Action: This was re-launched in 2009, moving from an expensive dedicated server to a more cost effective web host package offering better value and more scope for interactive facilities. Use of the website has increased – as a vehicle for communication with the Members and by the Members. Visits are monitored to ensure most effective use.</b>
<b>Newsletter</b> There is a preference for both hard copy and electronic versions to be available and to maintain the current frequency	Membership survey	<b>Action: In view of this and the need to ensure value for money, the Newsletter was re-launched as a high quality electronic version, which has been well received.</b>
<b>Review of the senior management and representation of the Forum</b> Local Government has to adapt to a rapidly changing context as a result of reorganisation programmes and reduced resources. The time demands on the Chair has grown as the Forum has successfully raised its profile but there is a reduced availability of local government officers who are able to, or are prepared to, find the time to take on the role of Chair.	Executive	<b>Action: In recognition of this, the 2007 AGM agreed to widen the selection criteria of the Chair of the Forum and a new Chair was appointed at the 2009 AGM using these criteria.</b>
<b>Resourcing of the Forum</b> The current economic downturn and the increasing pressures on limited public funds have increased the imperative to demonstrate value for money for Members, Partners and Sponsors of the HTF.  Also, as the organisation relies heavily on membership subscriptions, the effects of local government reorganisation (in which a number of current member authorities are being amalgamated into a new single unitary authority) is having an adverse effect on income.	Executive	<b>Action: The Executive is continually reviewing its business model and has put together a Financial Strategy which is included as part of this Business Plan. Its operational costs are under continual review as part of this strategy.</b>