

## 1. Preamble

Strathclyde Building Preservation Trust (SBPT) was formed on 4 December 1985 and between 1985 and 2004, the Trust successfully completed a series of restoration projects throughout the West of Scotland covering a wide range of building types, architectural styles, historical periods and locations. In 2004 it was necessary to suspend our operations because of difficulties in securing a viable funding package for the final phase of project to refurbish the Grade A Laurieston House in Glasgow. In 2005 Laurieston House was sold by the Trust to a private company which demonstrated a clear commitment to its conservation, completion of the refurbishment and future use (although to date the building remains un-used). The sale put the Trust in funds and a decision was made by the Trustees to re-start operations and in November 2005 Sarah MacKinnon was appointed as Chief Executive of the Trust.

SBPT was originally funded by Strathclyde Regional Council and subsequently gained support from other local authorities and some of the newer unitary Councils. The Trust also benefited from project based funding provided on a competitive basis by various public bodies and organisations including Historic Scotland and the Heritage Lottery Fund. Today we receive no outside funding and are an entirely independent organisation with our revenue funding provided from income earning operations and from interest earned on the sales receipt for Laurieston House. As a revolving fund BPT, we are keen to put that money to work in the pursuit of our charitable aims as set out in our Memorandum of Association.

Although we can look back on a successful past, we are aware that we have not completed a project for some time and must rebuild our reputation for efficient delivery of projects over the coming years. In this rebuilding process, the financial security provided by the sale of Laurieston House and the depth of experience of our Trustees will be key factors.

## 2. Re-starting the Trust, the past three years

Over the past three years, the Trust has concentrated on three main areas of work:

1. Seeking out and developing potential repair and re-use projects,
2. developing a range of 'consultancy' services,
3. initiating new business practices to put the Trust on a secure and orderly footing and equip it for operations in the current climate.

The Trust has employed one full time member of staff for the whole three year period with part time assistance for about 11 months in 2007-2008. In November 2008 the Trust recruited a permanent, part time Administrator and a permanent, full time Project Officer started work with the Trust at the end of January 2009. This increase in staffing reflects the developing work load.

Throughout the period from November 2005 to date, the Trust has largely been funded by income from the investment of the Laurieston funds. This income has been supplemented by modest fee income and latterly by grant payments for completed options appraisals and by direct injection of reserve funds as and when necessary.

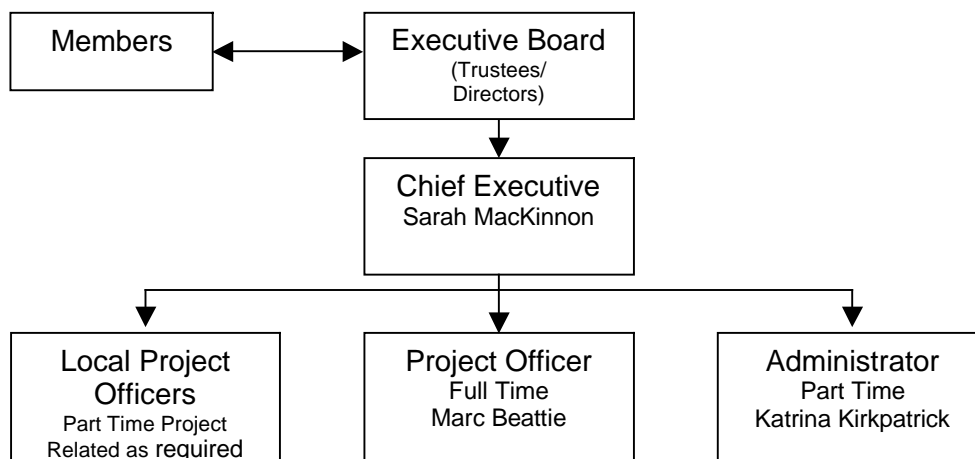
### 3. Project and consultancy work overview

It was hoped that at the end of three years, the Trust would have a repair and re-use project on site. In retrospect, this was an over optimistic target but during the period, three Options Appraisals have been undertaken and it is hoped that at least one of these will lead to a project on the ground. Alongside the development of project work, the Trust has delivered a number of consultancy commissions ranging from various surveys and inspections for Argyll & Bute Council to the production of Conservation Area Appraisals for Loch Lomond and the Trossachs National Park and an area appraisal of central Dunfermline for Fife Council. The Trust has also provided support to LL&T and A&BC on grant schemes and other areas of their conservation service. Latterly there has been less emphasis on this aspect of the Trust's operations due to the Project work load but it is hoped that the recent increase in staff may allow more flexibility to take on such work on a more regular basis. It may in some circumstances be necessary to recruit temporary staff to deliver commissions and the cost and benefit in each case will have to be carefully assessed.

### 4. The organisation of the Trust

The Trust is a company limited by guarantee registered in Scotland (registration number SC096252) and is recognised as a charity by the Inland Revenue (registration number SC005040). As a Scottish charity, we are registered with the Office of the Scottish Charities Regulator (OSCR). The governing documents of the Trust are our Memorandum of Association dated 1997, which set out the aims and areas of work of the Trust and the Articles of Association adopted in 2007, which govern the administration of the Trust.

The organisation of the Trust at January 2009 is shown in the diagram below.



## 5. Roles and responsibilities

### Members

The membership of any voluntary organisation is critical to the success of that organisation. SBPT has a wide geographical remit (we can work across the whole of Scotland) and it is impossible for the paid staff of the Trust to understand fully, local conditions across the whole area. We therefore rely on our Members to bring us news of new initiative, potential projects, grant schemes and so on. We also rely on our Members to spread the word about the work we are doing and thus to help us develop contacts. Our membership is currently drawn from across the former Strathclyde region and includes both individual members and corporate members: local amenity groups and the Local Authorities now making up our geographical area. As we take on projects, we will seek members with a particular interest in that project to join us. Members can influence the direction of the Trust but have no legal responsibility for it nor can they direct its operations. Members can and do elect from their number the Executive Board who are the Directors and Trustees of the Trust.

Members are invited to attend meetings 4 times per year, one of which will be our Annual General Meeting. At these meetings, Members are updated on the progress of the Trust and invited to comment. In the future, there will also be opportunities for Members to visit project sites.

Membership is currently free of charge.

Members may also contribute directly to the work of the Trust through direct volunteering. We are often in need of particular skills that may exist within our membership and wherever possible we would like to draw on these skills rather than engaging consultants. Such skills might include:

- Historical research
- Grant and fundraising research
- Contributing to publications or the web-site
- Experience or understanding of other types of voluntary Trusts that we could work with
- Professional skills in areas such as the law, taxation and so on

Members can be paid for any work that they do for the Trust but they can also offer their time for free as volunteers. We will make sure that volunteers are insured, provided with the correct equipment and somewhere to work. We will also pay any reasonable expenses. Members cannot be employees of the Trust.

If you would like more details of volunteering arrangements please contact us. Opportunities for volunteering will be posted on our web-site from time to time.

One of the most important roles for Members is to provide a pool from which the Executive Board can be drawn.

### Executive Board

The Executive Board are responsible for all major decisions regarding the running of the Trust. They are registered with the OSCR as the Trustees of the Trust and with Companies House as the Directors of the Company. This is a dual role with similar duties and accountability. As a Director, each member of the Board has a financial liability for the Trust limited to £1.00, this is the meaning of a company limited by guarantee.

The duties of Trustees and Directors are laid out in law and they are liable to prosecution if they do not execute those duties properly. The employees of the Trust are employed by the members of the Board and answer directly to them.

The Executive Board meet monthly to receive updates on the progress of the Trust and to make decisions regarding such things as future operations and investment strategy. The Board is currently set at a maximum of 6 members but they can co-opt others to become advisors to the Board from time to time. The Board elects a Chairman to manage meetings and act as a lead Trustee and can elect a Vice Chairman and Treasurer (although these positions are currently vacant).

Members of the Board are required to resign from their position in rotation at each Annual General Meeting and may put themselves forward for re-election or not. The aim being to rotate Membership on the Board to ensure continuity of balance and bring new skills and experience and fresh ideas to the management of the Trust. The Chairman, Vice Chairman and Treasurer will stand for re-election by the other members of the Board annually and ideally should serve for a period of not more than three years consecutively.

### The Chief Executive

The Chief Executive of the Trust is responsible for all matters pertaining to the day to day running of the business, the management of staff and for all project and other work undertaken by the Trust. The Chief Executive is a full time post reporting to the Chairman of the Trust and the Executive Board.

The Chief Executive is currently also the Company Secretary of SBPT and plays an important role in keeping the Directors/Trustees advised of any changes in their statutory responsibilities.

### The Administrator

The Administrator provides support across all areas of the Trust's operations, from business management to projects. The post is part time, currently this means three days per week. The Administrator seeks to maintain an overview of all the Trust's work and will often be the first point of contact for the Trust. The Administrator reports directly to the Chief Executive and through her to the Trustees.

### Project Officer

The Trust's Project Officer is responsible for the management of specific projects and consultancy commissions within the Trust's portfolio. The Project Office also shadows the Chief Executive to ensure continuity should the C.E. be absent. The Project Officer reports directly to the Chief Executive and through her to the Trustees.

### Local Project Officers

Local Project Officers will be engaged from time to time to co-ordinate specific projects. These posts will generally be part time and limited to the length of the project to which they relate. The Trust will seek funding to support these posts on a project by project basis. The Local Project Officers will report directly to the Chief Executive and through her to the Trustees.

It is not expected that any more paid staff in addition to the above, will be employed by the Trust in the foreseeable future.

## **6. Application for Membership**

If you wish to apply to become a member of Strathclyde Building Preservation Trust, please complete the attached application form, which will allow us to comply with our statutory duty to maintain a Register of Members of the Trust. The Register is held at our registered address: 42 Miller Street, Glasgow, G1 1DT.

Your application will be considered by the Directors of the Trust at their next meeting and you will be informed of their decision soon afterwards. Only in exceptional circumstances, when the Directors consider that approval of your application might be detrimental to the Trust, will your application be refused. If your application is refused, you may request in writing, the Directors' reasons for refusing your application. If your application is refused, we will destroy all information relating to your application.



Application Form for Membership of  
Strathclyde Building Preservation Trust  
January 2009

I would like to be considered for membership of Strathclyde Building Preservation Trust. I understand that my application will be considered by the Directors/Trustees of the Trust at their next meeting and that I will be informed of their decision soon afterwards.

1. Your full name:	Mr / Mrs / Ms / Cllr / Other
2. Do you represent a corporate or other body? (Please give the name of that body if appropriate).	
3. Your contact address:	
4. Your e-mail address:	
5. Do you give permission for us to send notices and other communications by e-mail? (You can change your mind later if you wish)	Yes No

Non statutory questions, you do not have to answer these questions if you do not wish to:

6. Do you have any physical disabilities which would make it difficult for you to visit our offices in the basement of the Tobacco Merchant's House at 42 Miller Street, Glasgow?	Yes	No
7. Would you be interested in receiving information about voluntary work with SBPT?	Yes	No
8. If the answer to question 7 is 'yes' please could you provide us with a summary of your skills and areas of interest.		

Signature: ..... Date: .....