**HERITAGE TRUST NETWORK Strategic Plan 2020 – 2023**

**EXECUTIVE SUMMARY**

**Objectives:**

* Responding to member needs to enable and support their work on heritage at risk across the UK
* Strengthening the network at a local level
* Providing capacity building programme, easy access to resources and networking
* Developing HTN’s core capacity, income/funding streams and strategic partnerships

**Development of Organisational Culture and Influence:**

Modelling the way for our membership by focusing on the resources and skills they need to deliver their projects, to meet the expectations and requirements of funders and to achieve their goals.

Focusing on key themes:

* Revitalisation of the high street
* Diversity and inclusion
* Reducing the carbon footprint / Environmental Sustainability
* Engaging and involving young people
* Creating innovative new partnerships
* Maximising the benefit of digital technology
* Wider sources of funding – e.g. social investment, crowd funding and non-heritage sector options

**Key delivery mechanisms**

* National Lottery Heritage Fund project – Unlocking the Power of Communities (UK wide)
* Architectural Heritage Fund – Transforming Places Through Heritage Capacity Building (England)
* Development Officer for Scotland
* Partnership with AHF support officers in Wales and Northern Ireland
* Updated MOUs with Historic England, IHBC, Cadw, Department for Communities NI and Historic Environment Scotland
* New strategic partnership with Locality and Stir to Action

**Outcomes**

**For Heritage Trust Network**

* Raising the profile of the organisation
* Strengthening the network
* Developing financial sustainability

**For HTN Members**

* Improving and increasing access to the network
* Ensuring members are better informed and equipped to deliver
* Celebrating success to provide inspiration and advocacy

**For heritage at risk**

* Enabling and supporting members to remove heritage assets from the at risk register
* Increase the level of investment secured for the conservation and sensitive adaptation of historic buildings
* Provide innovative and sustainable new uses that respond to local needs and are delivered by the community