

<b>Committee(s)</b> Corporate Asset Sub Committee	<b>Dated:</b> 24 November 2021
<b>Subject:</b> The City's Heritage Estate – Mid Year Update	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	<b>1, 3, 7, 10,12</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	<b>n/a</b>
<b>What is the source of Funding?</b>	<b>n/a</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>n/a</b>
<b>Report of:</b> City Surveyor	<b>For Information</b>
<b>Report author:</b> Fiona McKeith, City Surveyor's Department Julian Kverndal, City Surveyor's Department	

### Summary

The report provides a mid-year update on the objectives as set out in the April 2021 report together with a review of the overall programme undertaken by the City Surveyor in respect to the asset management and maintenance of the City of London's (CoL) extensive and unique Heritage Estate of over 870 assets.

Good progress has been made on strategic thinking as regard ensuring that the City Surveyor's Department (CSD) has appropriate resourcing to deliver the future programme of strategic asset management. This will principally be through the procurement of a Heritage Conservation Services Framework to go live in 2023.

The report also updates on; the strategic approaches to ensuring a proactive approach to health and safety (H&S) in regard to heritage assets; the outcome of the Guildhall Great Hall health and safety works undertaken in the summer; current activity to remove assets and/or prevent inclusion on the Heritage At Risk Register.

### Recommendation

Members are asked to note the contents of this report.

### Main Report

#### Background

- 1.0 Officers provided the Corporate Asset Sub Committee with an overview of the Heritage Estate in April 2021. The report provided a framework of objectives and respective activities. These objectives align with the approved objectives for the Heritage Estate in the Corporate Property Asset Management Strategy 2020-25.

- 2.0 This report below provides an update on activities supporting the strategic objectives and an overview on the programme. The dashboard approach requested by Members has been adopted with respect to the programme as a whole. See Appendix A – Heritage Estate Programme.

### **Heritage Estate – 2021/22 Work Programme**

#### **3.0 Objective 1 - HE staff and budgetary resources utilised effectively and appropriately**

- 3.1 Officers have reviewed the forecast five-year Heritage Estate asset management programme and identified the range of expertise and project management support required to deliver this. A key issue is the Heritage Estate officer capacity to absorb the project management of the more complicated conservation projects. In addition, commissioning ad hoc is inefficient in terms of officer time. In order to address this, the Heritage Estate will co-ordinate the development of a CoL Heritage Conservation Services Framework to be able to draw down a range of conservation expertise for projects undertaken by Heritage Estate, Operations and Property Projects. Research has also been undertaken to see if it is possible to partner with other key heritage organisations. However, an appropriate fit has not been identified as yet. The intention is to establish the framework for April 2023.
- 3.2 Remembrancers have successfully secured Policy & Resources committee approval for CoL expenditure incurred solely due to there being a Lord Mayors' Show to be reimbursed, as of November 2021. This will account for up to £52,000 of Heritage Estate local risk expenditure.
- 3.3 It was hoped to establish a New Diocese Faculty five-year agreement, similar to the Historic England scheduled monument agreement secured in 2020, to reduce time consuming faculty approvals currently required for works on churchyards. However, this requires significant officer resource in the first instance given the complexities of working with the Diocese. Therefore, in the light of resource capacity, the Framework noted above will be prioritised.

#### **4.0 Objective 2 – Heritage Estate assets, building and non building structures are maintained to ensure Health and Safety and mitigate impacts due to climate change**

- 4.1 An exercise to clarify roles and responsibilities across the City Surveyor's Department and other service Departments within which heritage assets are owned including third parties e.g. the Diocese of London, has begun. Given the extent and complexity of the estate, the intention is to focus on City Gardens in the first instance with respective stakeholders. These are very much in the public realm domain and would benefit from a proactive Health and Safety approach, which may in turn inform the discussion with the Diocese regarding addressing Faculty concerns.
- 4.2 The April 2021 report identified the need to secure funding to ensure all quinquennial surveys are programmed. Resourcing also requires officer capacity to commission, specify and as importantly, update the 20 year plans and ensure that the works are then undertaken. Therefore for 2022/23 the priority surveys have been identified that can realistically be incorporated into

the wider programme. The development of the framework should address capacity issues from 2023.

4.3 The Guildhall's Great Hall Internal Health and Safety and restoration Works capital project took advantage of the 2021 summer recess to employ a Historic Buildings architect and a structural engineer to carry out an inspection of the internal stonework and ceiling joinery of the Great Hall, with the aid of a cherry picker. Some minor problems were identified and holding repairs were carried out. This work was needed to ensure the Great Hall could be safely reopened after the end of the ban on large gatherings under government Covid rules. The second stage of the capital project, proactive conservation works, will take place from January 2023 requiring the hall to close for 12 weeks to facilitate. This has been factored into the Remembrancer's future event programme.

#### 5.0 **Objective 3 – Heritage Estate assets are removed and or not added to HARR**

5.1 The most recent CoL property to be added to the HARR (Heritage At Risk Register) was the Grotto in Wanstead Park (2018). The Grotto is the subject of several projects not all lead by City Surveyors, two of which are grant aided. Overarching programme constraints, including securing external funding, have resulted in a delay to the works starting on the Grotto, which is now programmed for late November 2021.

5.2 After the successful completion of conservation works to the Roman and Medieval remains at the London Wall Car Park, officers prevented the addition of these assets to the HARR and are now due to start new conservation programme at All Hallows.

5.3 It is relevant to note that even though City Wall projects are relatively small in cost and size (cost of latest repairs to different sections of the City Wall range from under £50k to circa £90k), these projects require careful project management by individuals with relevant heritage expertise. As a result, these are directly delivered by the two Heritage Estate officers, rather than City Surveyors Operations Group.

5.4 Given the high importance of such assets, liaison with governing bodies (Planners - CoL or other Local Authorities, Historic England and the Diocese of London) and other key stakeholders is essential. Obtaining statutory consents, licencing together with the complex logistics imposed by local restrictions and sensitive neighbourhoods, result in very resource intensive projects.

#### 6.0 **Objective 4 - Improve understanding and awareness of CoL Heritage estate and its significance as within the top 5 prominent UK Heritage asset owners**

6.1 The pandemic has deferred the establishment of periodic cross CoL member and Chief Officer heritage insight days – walkabouts.

6.2 The proposed annual cross CoL officer workshop to share lessons learnt, gaps in knowledge and inform future Heritage Estate management will be arranged for the spring of 2022. However ahead of this there will be joint working on the proposed Framework in the New Year.

## 7.0 **Programming and Resourcing**

- 7.1 Appendix A – Heritage Estate Programme provides a RAG status of the strategic asset management activities and the delivery of conservation related projects. This appendix reflects planned activity, however much of the Heritage Estate’s time is taken up with reactive activity and curatorial support; responding to planning applications; providing advice and expertise; addressing immediate issues such as graffiti, or health and safety matters.
- 7.2 The number of conservation/maintenance projects involving heritage assets currently in progress 2021 – 2022/2023, is as follows: -

Service Delivery	No of projects	Value £
Heritage Estate team	37	773,500
Operations Group	79	15,929,000
Property Projects Group	6	331,500
Total	122	17,034,000

- 7.3 Of the 79 projects delivered by our Operations Group, 57 number are maintenance/repair works to listed buildings (£11.73m). Therefore 22 of the projects with Operations Group are specifically conservation to the value of £4.2m, which includes St Lawrence Jewry church at £3.7m.
- 7.4 The majority of activity is funded via the Cyclical Works Programme (CWP) with only a small number breaching the major projects threshold. Other funding includes the Section 106 and Crossrail. In addition, Property Projects Group are delivering the Main House major project at the Freemen's School of circa £22m.
- 7.5 Due to availability of resources and existing project delivery commitments, the Heritage Estate prioritised projects to slim down the 2022/23 CWP bid list. As noted above, the intention is to utilise additional project management support via a Framework in the future, enabling the Heritage Estate team to focus on strategic asset management of CoL’s extensive and culturally valuable portfolio. However, this will mean that CWP bids will need to factor in external resourcing.
- 7.6 The 2022/23 CWP Heritage bids are yet to be approved, subject to the November 2021 Corporate Asset Sub Committee report Cyclical Works Programme 2022/23 Bid Report.

## 8.0 **Risks**

- 8.1 Below are the key risks being currently managed. A more comprehensive risk register will be provided as part of the Annual Heritage Estate Update report in May 2022.

Category	Description	RAG	Mitigation	RAG
Project - Lord Mayors Show	Southwark Bridge Arches storage of State Coaches, Lord Mayors' saddlery/sundries and glass for temporary coach house are not accessible due to restricted access by Developer WPP (IPG Bridge House Estates' tenant) having consumed the arches into contractor/s' compound since 2020 - 2026	Red	BHE have reinforced with WPP assess requirements. Significant logistic and communications planning between WPP, Heritage Estate, and HE contractors to ensure access prior and post show (immediate) has been agreed in the main. Access outside of show time and other matters remain to be resolved. Negotiations to reduce HE rent (£25k) to BHE are on-going.	Yellow
Project - All Hallows, works to remove from HARR	Works to City Wall at All Hallows are not complete in time before temperatures drop inhibiting lime works and therefore asset is not removed in 2022 from HARR.	Red	Arrange site visit with Historic England to assess work so far and confirm that works will complete as soon as weather allows. Seek reassurance that asset will come off HARR	Yellow
Strategic – asset management	Strategic asset management is not undertaken; updating 20 year plans, the database, forward planning, procurement, due to projects coming back to Heritage Estate from Operations as a result of lack of Heritage project management resource.	Yellow	CWP bids request slimmed down to reflect both Operations and Heritage Estate resourcing and to enable joint working on proposed Framework which will include Heritage project management expertise.	Green

8.2 A further risk, subject to the outcome of the CWP approval process, is that funding for essential maintenance of the Heritage Estate, built assets and otherwise, like essential maintenance for the wider operational estate, remains substantially unfunded.

## 9.0 **Corporate & Strategic Implications**

9.1 The portfolio density of heritage assets in the Square Mile is comparable to York City, Edinburgh or Bath. These cities utilise their heritage past as a unique selling point to significantly drive visitor engagement supporting the local economy and placemaking. While the Cultural and Visitor Services teams bring the City's heritage assets together through curated self-guided walks and events programmes such as *Shakespeare Woz Ere* (2015), *London's Burning* (2016), *Londinium* (2017) and *Fantastic Feats* (2019) which have engaged

audiences in their hundreds of thousands, there is a clear opportunity through cross CoL service collaboration for the City's heritage to contribute to the CoL's Corporate Plan and cultural aspirations. Not least in this, a new Destination Strategic Review is underway and will be considered by Committees over the next two months. The review will seek to drive visitor footfall and spend, serving City Corporation recovery ambitions by building on the City's heritage offer amongst other themes.

## 10.0 **Conclusion**

- 10.1 The focus for the remaining of 2021/22 will be to ensure the successful completion of projects with budgets expiring in March 2022, as well as progressing All Hallows works which should result in that asset being removed from the HARR by the end of 2022.
- 10.2 Collaboration across Heritage Estate, Operations Group and Property Projects Group will be enhanced through joint working to develop and procure a CoL Heritage Conservation Services Framework.
- 10.3 Resourcing appropriately in terms of expertise and delivery of projects will be key to enabling the Heritage Estate team to undertake more effective strategic asset management and therefore 'Protect, curate and promote world-class heritage assets' as per the Corporate Plan.