Managing Heritage Assets
A Guide for Local Government

October 2016
Foreword

Local authorities own a rich and diverse set of heritage assets. These assets are important in creating the uniqueness that make our communities vibrant places in which to live, work and play. However, these assets can sometimes be seen as liabilities, inflexible in terms of use and costly to maintain – particularly where resources are scarce and where there is pressure to view assets in terms of their performance (utilisation, cost and commerciality etc.). Local authority asset managers have a responsibility to ensure that heritage assets receive a strong management focus in order that the benefits they can provide are realised.

The changing nature of local government and the resource pressures it is facing means that the management and treatment of heritage assets will require more innovative approaches – both to safeguard them for the future and to bring them into productive use. This guidance is written for local authority asset managers in order to raise the profile of heritage assets, to provide a framework of ‘best practice’, and to demonstrate through the use of case studies what is possible. It is intended to be pragmatic and practical guidance which local authorities can use as they see fit to integrate into their own management arrangements. It contains a set of practical ‘tool kits’ which local authorities are encouraged to modify and use to suit their local circumstances.
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**Managing Heritage Assets**  
**A Guide for Local Government**
1 The Importance of Heritage

1.1 Definition of Heritage

The concept of heritage is essentially concerned with the value people attach to buildings and places. Whilst it can mean different things to different people it generally focusses on the physical expression of an individual’s or a community’s aspirations, emotions, history, identity and sense of place. A heritage asset is defined by the National Planning Policy Framework as being:

“a building, monument, site, place, area or landscape identified as having a degree of significance meriting consideration in planning decisions, because of its heritage interest. Heritage assets include designated heritage assets and assets identified by the local planning authority (including local listing).”

There are a number of categories of designated heritage assets used in England:

- World Heritage Sites;
- Scheduled Monuments;
- Listed Buildings;
- Protected Wreck sites;
- Registered parks and Gardens;
- Registered Battlefields and Conservation Areas.

In addition to designated assets, there are also those assets that are locally significant and this significance is formally reflected by their inclusion on local lists, which are maintained by local authorities. There are no national categories for what can be included on local lists and it is entirely at the discretion of the local authority. Whist designated assets have statutory protection; those which are identified locally and not designated have no statutory protection; although they do receive protection under the National Planning Policy Framework. Just because an asset has not been formally designated, it does not necessarily mean it does not possess any heritage significance. Under National Planning Practice Guidance:

“Local planning authorities may identify non-designated heritage assets. These are buildings, monuments, sites, places, areas or landscape identified as having a degree of significance meriting consideration in planning decisions, but are not formally designated heritage assets”

For this guidance the widest interpretation of heritage assets has been adopted including both designated and non-designated assets.

<table>
<thead>
<tr>
<th>Designated Heritage Assets Including:</th>
<th>Non-Designated Heritage Assets Including:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Listed Buildings (including attached &amp; curtilage structures)</td>
<td>- Buildings of Local Interest</td>
</tr>
<tr>
<td>- Conservation Areas</td>
<td>- Areas of archaeological interest</td>
</tr>
<tr>
<td>- Scheduled Monuments</td>
<td>- Unregistered parks and gardens</td>
</tr>
<tr>
<td>- Registered parks and gardens</td>
<td>- Buildings, monuments, places, areas or landscape identified as having significance in terms of the historic environment</td>
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1.2 The Significance of Heritage

Heritage assets play an important role in terms of our prosperity, our health, our education and our civic pride. For these reasons alone they deserve a critical focus of attention.

The Importance of Heritage

<table>
<thead>
<tr>
<th>Sense of place</th>
<th>Sustainability</th>
<th>Economic prosperity</th>
<th>Education</th>
<th>Regeneration</th>
<th>Leisure &amp; tourism</th>
<th>Civic Pride</th>
<th>Health &amp; Well-being</th>
</tr>
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<tbody>
<tr>
<td>heritage provides the unique character and history that helps to make communities distinctive</td>
<td>physical life of heritage assets is often greater than their functional life — bringing them back into use is effective use of resources</td>
<td>heritage acts to attract visitors and these in turn help to bring in wealth and prosperity to an area</td>
<td>opportunities to access and understand heritage can have a positive impact on learning and attainment</td>
<td>heritage can support the revitalisation of deprived areas through their character, location and use</td>
<td>heritage can provide a focus for leisure activities from simple viewing to detailed research and interpretation</td>
<td>heritage contributes to a sense of pride. The legacy of the past reinforces our history and this sense of pride</td>
<td>exploring heritage helps people in maintaining a healthy physical lifestyle and can limit stress and mental health issues</td>
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The value and impact of heritage assets has been defined through an English Heritage publication: Heritage Counts 2014. This identified that 87% of people believed that better quality of buildings and public spaces improved quality of life; 90% believed that investment in the historic environment made their area a better place and 92% believed that investment in historic-led regeneration raised pride in their area.

1.3 Local Authorities’ Responsibilities

Local authorities collectively own or occupy a large number of heritage assets. These have been acquired for a variety of reasons over a long time; but particularly associated with the growth of local government during the late nineteenth and early twentieth centuries when the number of councils and range of functions undertaken grew necessitating new types of buildings. They range from iconic buildings of national interest to locally significant buildings used in the provision of community services.

Councils have an important role in the management of these heritage assets. As owners and users of heritage assets they face the cost, conservation, suitability issues such buildings can present. In their leadership role as representatives of community interests they have a requirement to set an example to other bodies and individuals who own heritage assets. In some cases local authority-owned heritage assets, especially those with civic significance such as town halls, can have very strong links to a geographical community and also be a physical manifestation of the council in the community. In their multifaceted community role as a ‘regulator’, ‘leader’, ‘funder’, ‘facilitator’ and ‘service provider’ local authorities have an important role with regard to heritage assets.
Local Authority roles with respect to heritage assets
- As a landowner with responsibility for many historic buildings and places
- As a regulator (planning authority) and provider of incentives for the protection of heritage assets in private ownerships
- As a facilitator for growth and development
- As a funder of major capital works
- As an advocate for heritage and in promoting the profile and awareness of the benefits of heritage
- In its leadership role, representing community interests

1.4 Current Operating Context for Local Government

Local government is re-inventing itself with the whole process of democracy, accountability and service delivery changing. This process of change is partly driven by, and set within, the context of constrained public finances. Whilst the pace and detailed nature of this change is hard to predict, some key themes seem evident. These are the increasing emphasis on partnership working (between public bodies and the public and private sectors); the need to optimise the use of scarce resources; and a focus on regeneration - creating vibrant and self-sustaining communities. These themes all impinge directly onto how local government manages its heritage assets. There is a need to ensure the capital tied up in heritage assets is where possible put to productive use; that any potential liabilities from poor maintenance are kept to a minimum; and that care is taken in resolving a potential ambiguity between adopting a ‘stewardship role’ for heritage assets against a need for a culture of ‘public entrepreneurialism’.

2 Managing Heritage Assets in Practice

Managing heritage assets involves a range of related activities. These are shown in simple terms in the framework below. This framework is used as the basis for the subsequent guidance in this document and is amplified in a ‘best practice’ template. See ‘Best Practice’ template.

3 Identify

3.1 Understanding what you own

An important precursor to effective management of heritage assets is the need to identify and understand what assets the Council owns. It is essential to have comprehensive and up-to-date information on the extent, nature and condition of heritage assets. The basic requirement
is to establish a register of heritage assets (this need not be a separate system but could be part of a wider property management system). See Heritage Asset Review case study, Swale Borough Council and Heritage in West Berkshire case study, West Berkshire Council.

### 3.2 Recording Heritage Assets

For many local authorities data on property assets are stored and updated electronically. This data needs to be updated regularly in order to support effective day-to-day management of all assets, including those of heritage significance. The lack of information on heritage assets can act as a barrier to their effective management. However, understanding what data is required can be problematic and gathering and maintaining data can also be resource intensive. The Heritage Asset Data Template provides an illustration of what data should be held – this can be used as a starting point to inform the collection priorities for individual councils.

The heritage asset data template is a simple framework which can be modified to meet individual council needs. As a minimum any statutory designations (whether they are listed, scheduled, within a conservation area, or protected by any other form of heritage designation) should be known. A key requirement is where and how this data should be held and the recommendation is for heritage assets to be considered as a sub-set of the wider portfolio of assets that a council may own and for data to be held in any corporate systems that a council may use to manage these. See the Heritage Assets ‘Data Template’

With continuing changes in organisational arrangements within councils it is important to ensure that a cumulative record of each heritage asset (including reports, plans, drawings and photographs) are retained and made readily accessible; with arrangements in place to update records as works are undertaken.

### 4 Plan

#### 4.1 Raising the Profile of Heritage

There is a need to sustain the profile of heritage so it is a consideration in decision-making and resource allocations of the council. There are a variety of ways of achieving this. The identification of a heritage ‘champion’ at a senior member or officer level is critical. Such roles can ensure a consistent, co-ordinated approach is taken to management of heritage assets; promote their case through budget and resource allocation processes; and ensure the impact of other council policies and programmes on the heritage assets are properly considered. Similarly a senior cross-service forum within which to consider heritage issues can be a catalyst for sustaining the profile and progressing detailed heritage management issues. It maybe that heritage matters could be considered as part of a pre-existing group (such as a Corporate Asset Management or Capital Programme Group); or alternatively a separate ‘Heritage’ or ‘Conservation’ forum could be established. In the latter case it will be important to have representatives at a senior level to exert some degree of influence over policy and resource-allocation.
What is a Heritage Champion?

A heritage champion is a member of the council who uses the historic environment as an asset to help achieve strategic goals and bring a better quality of life to the community. The role and responsibilities of a heritage champion include:

- Making the council aware of important historic environment issues and opportunities
- Promoting the value of the historic environment as a catalyst for regeneration and neighbourhood renewal, and for attracting economic investment and funding
- Raising the profile of the historic environment in planning documents by working with planning officers to ensure key issues and opportunities are identified and addressed
- Working with key individuals within and external to the council to maximise benefits the historic environment provides for people.
- Providing leadership within the Council to sustain commitment to heritage matters
- Acting to secure resources (staff and money) to ensure improvement to the heritage portfolio

Adapted from Salford City Council

4.2 Heritage and Asset Management Planning

‘Best practice’ implies the need for Councils to have an overall strategy for their property portfolios. These are often developed as Asset Management Plans (AMPs). These strategies need to support the Council’s wider corporate objectives and priorities and be directed to ensure that the size, nature and condition of the portfolio is consistent with the Council’s needs. These strategies will tend to focus across many property types (such as operational, administrative, investment and surplus) and it is important that heritage assets are reflected as a part of the wider portfolio as part of the strategy. This can be done in several ways and the Heritage in Asset Management Plan template illustrates some options to achieve this. See Gloucester AMP case study, Gloucester City Council.

4.3 Developing a Heritage Strategy

Strategy is important. It allows councils to articulate a direction in response to changing circumstances and provides a framework around which resources and action can be coordinated. The term ‘heritage strategy’ can embrace a variety of documents each with a different focus. These can range from reference to heritage within a broader planning strategy; to one which focuses on cultural or tourism aspects; to one which is focussed specifically on heritage assets.

It is also important that heritage assets themselves are recognised as a significant sub-portfolio within the wider portfolio and in some cases may benefit from their own dedicated Heritage Asset Strategy. This is particularly the case where a council is rich in heritage assets. Developing a heritage asset strategy will allow a specific focus to be placed on heritage assets; raise their profile within the organisation.
and set a broad direction and specific actions for their management. The template provides one example of an approach that can be adopted for the format and content of a Heritage Asset Strategy. See the Heritage Asset Strategy Template & Nottingham Heritage Strategy case study; Nottingham City Council & the Heritage Investment Framework case study, Liverpool City Council.

The process for developing a heritage strategy necessarily needs to be a consultative one - engaging with departments across the Council and with partner agencies external to the Council. Whilst there are no specific stages to follow the approach to developing a heritage strategy given below maybe helpful:

### Process for Developing a Heritage Strategy

- Define the assets / heritage
- Talk to partners
- Consider the risks / threats
- Identify the opportunities
- Create your strategic aims
- Consult again
- Produce an action plan (identify resource implications)
- Define review mechanism (& refresh frequency)
- Launch

*Adapted from Historic England*

### 5 Manage (Detailed Action at an Asset Level)

#### 5.1 The Basis for Management

Understanding the nature of heritage assets is a precursor to effective decision making on required action. Being aware of their significance, condition and potential provides the basis for rational decisions about their future use; whether this is to retain in existing use, to undertake alterations or to dispose.

#### 5.2 Action Plan

At an individual asset level it is important to determine required or preferred action. As shown in the following section there can be a variety of choices for the management treatment of individual assets. There are several criteria that need to be considered in order to determine what might be the best course of action for each asset. These include assessment of ‘fitness for purpose’; condition and options for future use. Whereas an overall heritage asset strategy can provide a broad direction around which to coordinate effort and resources there is also a need for action to be identified for individual assets. There may be a tendency for councils to take a passive approach to managing heritage assets because of a sense of inertia about the ability to effect change. However, there should be an effort made to review and identify actions for each individual asset where possible.
5.3 Maintenance

Planned maintenance and repair, based on regular condition surveys are essential for all assets. In the case of heritage assets such surveys need to be undertaken by appropriately qualified professionals and remedial works may also require traditional craftsman and non-standard material than for other property assets. This has a cost implication which in the context of budget pressures may make prioritising maintenance spend on heritage assets more difficult. ‘Best practice’ implies a need for a visual inspection of assets annually with detailed inspections at least every five years. These inspections should be used to generate a long-term conservation strategy; with a programme of cyclical maintenance and prioritised and costed repair works.

It needs to be recognised that heritage assets may require detailed attention, more frequent maintenance and specialist advice; which also implies budgeting based on special heritage needs. Some assets of particular national significance may require a higher standard of maintenance at all times. It may be appropriate to identify for building managers through guidelines any differing maintenance standards required at an individual building level. Consideration can be given to determining a specific maintenance budget allocation (capital and revenue) for heritage assets so that they do not lose out in allocation processes because of the high costs associated with their specific conservation needs. See Supplementary Planning Document case study, Poole Borough Council

5.4 Conservation

It is necessary to understand what makes a heritage asset important as this knowledge will help to inform and direct any decisions or work affecting the asset. There are a variety of tools that can help in this regard and these are summarised briefly below. Where capacity and expertise are not available in-house then consideration should be given to commissioning the preparation of these statements through external sources. See Heritage Assets Conservation Needs Template

- Significance statements – Statements of Significance (or Heritage Statements) are a requirement of the National Planning Policy Framework (NPPF) which states: “Local planning authorities should require an applicant to describe the significance of any heritage assets affected including any contribution made by their setting”. Statements should be submitted with any application for planning permission within designated conservation areas, registered historic parks or gardens; or affecting known archaeological sites and also with applications for Listed Building Consent. The statement should contain sufficient detail to assess the history and character of the building and justify proposed works in terms of their impact on the heritage asset. An assessment of significance should demonstrate an understanding of the fabric and evolution of an asset, as well as of the heritage values attributed to it. This value may be derived from evidence of past activity, connection to a notable person or event, design, appearance or aesthetic
value. Statements should be prepared by an appropriate professional with necessary expertise to properly assess the heritage asset and its significance.

- Heritage Impact Assessments – An impact assessment looks at the Significance Statement and reviews where works are being proposed; what the impact will be on the specific features or areas of the heritage asset as well as the impact on the assets as a whole. The impact assessment should include any mitigation arguments that can be made in support of the proposals. The impact assessment should be linked to the National Planning Policy Framework Guidance, conservation principles and the Policy and Guidance for the Sustainable Management of the Historic Environment.

- Conservation Management Plan – A Conservation Management Plan is a wider document setting out an understanding of the Statement of Significance, risks and opportunities and future policies. It is usually a document that also sets out how to sustain significance through any new use, alteration, repair or management. It can also be useful for it to contain a programme of works to maintain the building in good order.

### 5.5 The Need for Expertise

Working with heritage assets at all stages requires specialist skills and expertise. These are important at both a craft and professional level.

These skills may not necessarily be available within councils; especially smaller councils, and thus there will be a need to secure specialist professionals and contractors. There is a risk if non-specialist skills are used that actions can be developed and implemented without full understanding of the key management issues for heritage assets and that works undertaken on heritage assets rather than conserving the asset are detrimental to it. The need for specialist heritage skills and on-going dialogue with other bodies, such as Historic England, is paramount for all stages – from conservations statements; condition surveys; feasibility studies; specification through to execution of required works. Whilst it is acknowledged that having such expertise in-house is not necessarily a viable option for many councils there is a need to ensure access to specialist consultants and contractors either through well-defined framework agreements or in partnerships between authorities. See RIBA Plan of Work & Conservation Template.

### 5.6 Linkage between Conservation & Asset Management

The management of heritage assets necessarily involves staff with conservation responsibilities and those with asset management responsibilities. These roles will often be in different organisational departments of a council and consequently close working liaison is not always easily achieved. Emphasis should be placed on establishing simple mechanisms for ensuring this liaison works effectively so that conservation issues are considered as part of any asset management strategies and decision making. This can be done through for example: conservation representation on a Corporate Asset Management Group
(or its equivalent); regular, planned meetings between the Head of Conservation and Head of Asset Management or informal exchange of knowledge of the respective disciplines. The emphasis should be to make the liaison systematic and structured if possible so that it becomes embedded as part of ‘business as usual’ within the overall processes for managing property assets.

6 Implementation (Asset Management Choices)

6.1 Retain in Traditional Use

The physical life of buildings can often exceed their functional life and some heritage assets may be supporting uses for which they were not designed. This is often the case with buildings, such as town halls, which continue to support administrative functions in an outdated physical layout; and where alternative uses are not readily able to be identified. In such cases imaginative minor adjustments with modest investment may allow them to continue in their current use. See Norwich City Hall case study; Norwich City Council.

6.2 Putting Assets into Alternative use

Whilst there may be a preference for retaining ownership of its heritage assets this is not always possible or desirable for the buildings themselves. In some cases the physical life of buildings is longer than their functional life and it is appropriate to consider alternative uses. Sometimes it may be better to put heritage assets into productive use whilst retaining their key historic characteristics; especially if the alternative is for the building to remain vacant. There is a tendency for vacant buildings to deteriorate more quickly than those in use. See Warehouse No. 9 case study; Hull City Council.

6.3 Transferring Assets into Community Ownership

Whilst an authority may have a preference to retain heritage assets within its own ownership this is not always necessary if there are viable alternatives for other forms of ownership which can both protect the building and bring it into sustainable use. Community ownership where it has a sound financial basis and access to experience is a viable long term management arrangement for historic assets. The key requirement is to ensure there is a viable and robust long term operating basis which will protect the asset (perhaps with the ability for the Council to intervene or re-assume ownership if these requirements are not met). See Wells Maltings Trust case study; North Norfolk District Council.

6.4 Using Heritage Assets to Create a Sense of Place

Heritage assets can play an important role in helping to create a sense of place. Investment in heritage assets to bring them into productive use or a good state of repair can mean that heritage assets provide a focal point in an area and contribute to creating a sense of place and
regeneration. In this way heritage assets can act as a focal point; attract visitors and encourage spending in an area; as well as helping to create a unique atmosphere. See Hot Walls case study; Portsmouth City Council.

6.5 Supporting Community Vibrancy & Engagement

Heritage assets can in some cases act as a catalyst for securing community engagement – bringing people together around the cause of protecting heritage and bringing assets back into use. Such community vibrancy is also an important element for regeneration. Councils have an important role in both supporting and facilitating this approach as they can provide specific specialist advice, direction to potential funding sources and in some cases direct funding support. See Stirchley Baths case study; Birmingham City Council.

6.6 Working in Partnership

A council need not necessarily be the sole custodian of its heritage assets. There are community organisations that may be willing to act as partners on a minority, equal or even ‘leading’ basis to manage and operate heritage assets. In such situations a council can provide support and direction and specialist advice to ensure heritage assets are both retained and put to productive use. Such arrangements may need some careful underpinning agreements to clarify respective roles and safeguard the asset. See Victoria Baths case study; Manchester City Council.

6.7 Investment to Ensure Protection

In some cases direct investment is required simply to protect the fabric of a heritage asset to prevent it falling into a further state of disrepair or to protect essential historic characteristics. Whilst this can often be viewed as a last resort in terms of management action it is an important instrument in conserving heritage.

6.8 Promoting Access to Heritage Assets

The Equality Act 2010 places an obligation on public service providers such as local government to take all reasonable steps to remove, alter or avoid physical features that prevent access to services. Most councils have taken steps to comply with this legislative requirement and have done so without compromising the character or quality of their heritage assets. A creative approach using appropriate professional advice is often the key to providing an appropriate access solution. Specialist advice should always be sought when provision of access for people with physical disabilities is likely to be particularly challenging and may involve alteration of the fabric of a building.

Access has a wider meaning than simple physical access; and councils also need to promote activities which encourage interpretation and understanding of its heritage. Many councils have taken innovative approaches to this with walking trails, interpretation boards and open days so that the public can see parts of historic buildings which are not normally seen. This is important given the role heritage can play in...
supporting the tourist economy and in providing learning opportunities. See Know Your Place case study, Bristol City Council. See Heritage Website case study, Stockton-on-Tees Council

6.9 Disposal of Heritage Assets

In the current financial operating environment for local government there is continuing pressure to dispose of assets which are costly to maintain and operate or which are no longer required. In some cases the disposal of heritage assets may be the best solution. There is no rationale for local authorities to hold properties if they are not meeting a defined purpose (service delivery, staff accommodation or for investment reasons); unless the Council sees its ownership as the ‘owner of last resort’ to fulfil a stewardship role in protecting a heritage asset. However, if considering disposal as an option then it will be important to take into account the community interest and to investigate potential partnership arrangements with a private sector partner or a community trust.

The focus through the disposal process should be to obtain the optimum value whilst ensuring the protection of the heritage asset. A useful method of disposal for heritage assets is under a development agreement whereby a local authority defines a development brief for a heritage asset, identifying new uses for the building and requirements for any renovation scheme allowing developers / purchasers to be procured on the open market. The local authority can retain ownership through the duration of the project in order to ensure the brief is being met and issues a license allowing works on site with the freehold or long leasehold of the asset transferred at the conclusion of the works. See Cemetery Lodges, Philips Park case study, Manchester City Council

6.10 Adapting Heritage Assets for Housing

With the current and future demand for housing likely to remain high the capacity for historic assets being adapted to provide housing should be an important option for consideration. Whilst such adaptations can be expensive in order to ensure key historical and aesthetic characteristics are retained within the asset; there is likely to be an increasing likelihood of financial viability for such schemes as the scarcity of housing and uniqueness of the asset pushes up house prices. See Poplar Baths Case Study, London Borough of Tower Hamlets and Tottenham Town Hall & Isobel Place Case Study, London Borough of Haringey.

7 Review

7.1 Reporting

A key mechanism for sustaining the profile of heritage assets is through regular reporting. Individual Councils will need to determine the appropriate reporting frequency, form of reporting and who reports are targeted at. The simple requirement of reporting underpins the
need for review – in order to advise on progress or otherwise. Review and reporting is an area of practice which is poorly developed. It is recommended that where a heritage strategy is developed this specifies its review frequency and approach. It may be in order, for example, to have a formal report on strategy progress on an annual basis. ‘Best practice’ in asset management suggests that performance on property matters should be defined through an ‘annual performance report’. This could be extended to include a specific reference to heritage assets. Many Alternative arrangements could include reporting through to a Corporate Asset management Group or a Conservation Panel if these exist. A key requirement in thinking about reporting arrangements are how to sustain profile and how to make an impact; and where possible reporting should be at a senior officer or senior member level.

### 7.2 Performance Measurement

It is important the councils establish mechanisms and monitoring arrangements in order to review the effectiveness of heritage management policies and practice. Success can be measured in a variety of ways including in terms of service delivery objectives, contributions to wider corporate objectives (such as supporting regeneration) and asset portfolio performance. Specific performance measures should be identified which can be tracked over time. Identifying these can be problematic; but one approach is to identify one or two key heritage performance indicators which can be used as part of a mix of performance indicators for the portfolio as a whole. A key indicator is likely to be around the ‘stewardship’ of heritage assets to ensure that physical nature is not deteriorating. A simple measure and targets based on the number of ‘buildings at risk’ is perhaps the starting point for performance measurement. This can be reported on a systematic basis to an appropriate senior member or officer forum to sustain the profile of heritage management and ensure that incipient risks to heritage assets are recognised and responded to.

### 8 Working Together

#### 8.1 Key Issues in Collaborative Working

The preceding sections (2-7) have an implicit underlying assumption that heritage matters are undertaken by councils on an individual basis. The policy and resource context is however increasingly encouraging partnership working - between neighbouring authorities or with individual authorities with community or private sector organisations. This partnership working is consistent with national policy drives for regeneration, resource efficiency and place shaping. The recommendations on practice in sections 2 to 7 apply equally to where organisations are working together; however, there are some specific additional considerations for joint working arrangements.

- Senior Level Authority – Joint working arrangements are likely to be more effective if there is senior member and officer
commitment. This will help give direction and ensure barriers to partnership working are overcome.

- Overall governance – the ability to formalise joint working through agreed governance arrangements will also support effectiveness. These need not be detailed set of procedures but rather an agreed set of over-arching commitments expressed simply through a formal ‘compact’. This as above will require senior member and officer endorsement in order to enshrine the commitment to joint working.

- Shared vision – The ability to articulate common aims and objectives and a set of agreed actions will be important in translating commitment into action. This can help to raise the profile of heritage matters as well as helping to direct scarce resources (staff and funding) to common priorities.

- Pooling resources and expertise – joint working can also facilitate better use of scarce expertise. There are a variety of approaches that can be adopted including joint funding of conservation specialists, common procurements arrangements, shared conservation services and creating unified heritage recording / data systems.

There are emerging examples of joint working on heritage matters and this impetus for collaborative working is likely to continue. See Pennine Lancashire Heritage Investment Strategy Case Study, Growth Lancashire
Case Studies

1. Understanding What you Own (1)
2. Understanding What you Own (2)
3. Including Heritage in Asset Management Plan
4. Developing a Heritage Strategy (1)
5. Developing a Heritage Strategy (2)
6. Maintenance of Heritage Assets
7. Retaining Assets in Existing Use
8. Putting Assets into Alternative Use
9. Transferring Assets into Community Ownership
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11. Supporting Community Vibrancy & Engagement
12. Working in Partnership
13. Promoting Access to Heritage Assets (1)
14. Promoting Access to Heritage Assets (2)
15. Dispose of Heritage Assets
16. Adapt Heritage for Housing (1)
17. Adapt Heritage for Housing (2)
18. Collaborative Working on Heritage Matters

The Evening Standard in October 1934:

‘A Ballad of Poplar Baths’
I’ve had a bath at Haggerston
And one at Tooting too;
I like to sleep in steamy baths, as alligators do.
I’ve splashed about for hours and hours
In bathrooms great and small,
But the Vapour Baths at Poplar
Are the choicest baths of all.

~

The Wandsworth baths are empty;
At Marylebone they’re dead.
United, from the Bath Club
The Colonel Blimps have fled.
Towards the east, like pilgrims,
They walk and march and crawl
To the vapour baths at Poplar,
The smartest baths of all.

~

A soak in liquid incense, And how exquisite you feel!
While the towels down at Poplar
Will be sprayed with eau de nil.
Come dowagers of Kensington!
Come Ealing! Hear the call!
And bath with us at Poplar,
For its friction time at Poplar,
And the slipper baths at Poplar
Are the grandest baths of all.
In 2015 Swale Borough Council commissioned a review of heritage assets in its administrative area as the evidence base for its Local Plan.

The National Planning Policy Framework requires local authorities to include a positive strategy for the conservation and enjoyment of the historic environment in their Local Plan, based on up to date evidence.

The objectives, stated within the study include, but are not restricted to:-

- Draw together exiting sources to provide a quantitative and qualitative about the borough’s historic environment and the significance they make to the environment.
- Identify areas where the evidence may be weak, inadequate or incomplete; thus requiring further research.
- Use the evidence base to assess the significance of the borough’s heritage assets, their conservation status and needs
- Identify themes and issues which may be developed in a proposed Heritage Strategy.

The heritage asset review included all assets whether council owned or not and although not stated as an explicit aim also provided a mechanism to raise the profile of heritage matters as part of the local planning process. The review provided a rich analysis of the Borough’s heritage through individual themes (such as agriculture and industry) and for the Borough’s key settlements.
On the initiative of the Heritage, Champion West Berkshire Council produced a document to raise the profile of heritage assets in the area, and through this encourage greater engagement in order to promote their conservation. [www.westberks.gov.uk/heritagereport](http://www.westberks.gov.uk/heritagereport)

As well as providing a comprehensive list of the designated heritage assets in the unitary authority, the report also collated a directory of local history and archaeological societies in order to encourage active engagement in conservation matters. Information about the historic environment of each parish has been provided from the HER to many community groups and parish councils in the form of parish packs.

<table>
<thead>
<tr>
<th>Parish</th>
<th>No. of Listed Buildings</th>
<th>No. of Scheduled Monuments</th>
<th>No. of Registered Parks and Gardens</th>
<th>No. of Conservation Area</th>
<th>No. of Listed Asset</th>
<th>No. of Designated Asset</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aldermaston</td>
<td>50</td>
<td>3</td>
<td>1</td>
<td>0</td>
<td>2</td>
<td>1</td>
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<td>Ashampstead</td>
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<td>0</td>
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<tr>
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<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Beech Hill</td>
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</tr>
<tr>
<td>Beedon</td>
<td>18</td>
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<td>0</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Beenham</td>
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<td>0</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Boxford</td>
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<td>Brading</td>
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<td>Brightwell</td>
<td>16</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Brimpton</td>
<td>20</td>
<td>5</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

The document referenced some key sources, council archaeology and conservation services, important assets and collections and the Historic Environment Action Plan (HEAP) of the West Berkshire Heritage Forum.
Gloucester City Council has recently updated its Asset Management Plan (AMP) under the title ‘Using Property to deliver our Ambitions - Asset Management Strategy 2016-21’. The council has categorised its portfolio by asset use or type with a separate section for each category of assets. Within these sections the Council has quantified the number of assets, provided a brief discussion narrative to highlight key issues and identified asset management priorities. There is a separate section covering historic monuments providing a specific management focus on historic assets.

The Council acknowledges that its 39 buildings in this asset category sometimes have no commercial value or any other organisation (other than the Council) to look after them. Whilst recognising its stewardship role for these assets it also identifies the positive impact they can have on tourism and the city’s profile. The AMP identifies specific actions for the historic monuments including developing an historic monuments management plan and options appraisal for future management including assets transfer in appropriate cases.

The approach taken by the Council places a specific focus on heritage assets and in doing so recognises their importance, their distinctive nature and their need for a specific management focus. When updating AMPs or developing asset strategies council should give consideration as to how heritage assets can be reflected through these. At its simplest level the categorisation and quantification of heritage assets as a part of the AMP provides a simple approach to ensuring that they are recognised as distinctive type of asset and this worthy of a specific management focus.
Nottingham City Council has with partner organisations developed a heritage strategy looking forward 15 years to 2030. The strategy is a comprehensive one with key sections on Nottingham’s Heritage; Benefits & Challenges; Working Together; A forward Looking Framework and Governance & Delivery.

The framework for action articulates objectives, actions and outcomes under three key aims - Understanding; Capitalising and Celebrating. The section on Working Together identifies the role of the Council as a leader, source of expertise, property owner and emphasises the need for a joined-up approach across partner organisations.

The section on Governance focuses on delivery and identifies a number of specific actions including: establishing a panel to steer delivery of the strategy; establishing a heritage partnership; producing an annual action plan and report and creating a new dedicated post to help establish the partnership and to deliver actions.

The foreword to the strategy is endorsed by four senior councillors and emphasises the positive contribution that heritage can make to the prosperity of the city which is consistent with the strategy’s vision which is to establish a vibrant, valued and widely-known heritage which delivers long term benefits to the people, economy and environment of the city of Nottingham. The strategy won the ‘Excellence in Planning for Built Heritage’ award from the Royal Town Planning Institute in 2016.
Developing a Heritage Strategy

Liverpool City Council


Through its Heritage Investment Framework Liverpool City Council links its policy and action on heritage to its wider regeneration and culture strategies. The strategy broadly covers heritage assets including collections to which the Council contributes funding.

Heritage is categorised into four groups: buildings, streets and squares; parks & gardens; statutes & monuments; collections & memories with priority action areas for each category identified. Within each of the four categories of heritage a list of project opportunities is also identified along with current project status and outline proposals creating a comprehensive prospectus for action.

The purpose of the framework is to showcase the distinctiveness of the city; to highlight recent successes in heritage-led regeneration; to consider future priorities and to target future funding and investment.
Whist emphasising the guidance is not comprehensive Poole Borough Council have provided some helpful guidance on maintenance which is specifically focussed on heritage assets. This is given through an appendix to supplementary planning guidance on heritage assets adopted by the council in 2013 and is directed at all owners of heritage assets. It gives an outline of how heritage assets should be treated, focussing on the Victorian and Edwardian buildings which are prominent in the area.

The guidance states that the best method of conserving heritage assets is to carry out regular maintenance as this prevents assets decaying to such an extent that they must be restored or demolished. Restoration to replace lost original features is often inappropriate. Frequent minor repairs to conserve the original fabric are the most economic option in maintaining heritage assets. The guidance emphasise that where repair works are unavoidable, traditional materials and methods should always be used to maintain the integrity of the asset. The guidance covers roof coverings, brick and stonework and pointing.
Norwich City Hall built in 1938 is a primary example of British inter-war municipal buildings and is Grade II* listed. It occupies an elevated site overlooking the market square. The administrative centre was moved to this area in 1086 west of the newly built Castle. The Guildhall was erected in 1407-13 to the north of the Market for administering the City, and served this purpose for 500 years. City Hall was built because the administration of the City had outgrown the Guildhall and was spread around the area in a mix of inappropriate buildings.

City Hall has a very strong plan form and retains many of its original civic uses and is home to Norwich City Council. It is set over four floors, with the ground and first floors used by the public and the Council Chambers. The building is predominantly office accommodation. The Council was under financial pressure following years of efficiency savings that had removed most of the opportunities to reduce expenditure without cutting important public services.

The City Hall was costing £1.5m per year to operate. The cost of accommodation needed to be either reduced considerably or offset in order to prevent essential services from being cut in 2012/13. For this reason, the Council undertook an accommodation review and concluded that they had to share accommodation with partners in order to generate income to offset the costs. Staff numbers were falling with each phase of savings; the strategy was to centralise staff from the neighbourhoods, reducing the number of other office buildings whilst maximising staff numbers in City Hall. The Council wanted to retain its civic presence in the city, encourage new agencies into the building thus generating much needed revenue, and to implement a new work style across the council using ‘hot desking’.

The work included removal of cellular offices to create open plan office spaces, the creation of one to one meeting rooms and conference areas, upgrading of washrooms and the restoration of terrazzo flooring, north lights, veneered doors and original features and overhaul of the existing heating system. The main landings have been retained intact; however the 1980s additions were removed revealing the original form. Original cornices have been retained.
Putting Assets into Alternative Use
Hull City Council

Warehouse No. 9

Warehouse No 9 on Guildhall Road in Hull is a Grade II listed four-storey building which has been transformed, bringing it back into use as a contemporary office space whilst retaining its historic features. Originally a warehouse serving Queen’s Dock until 1930 when the dock was filled in, the building was subsequently used by the City Council as an Innovation Centre and since 1987 as a Managed Workspace Centre, known as Hull Business Centre, but had stood empty for two years.

The old partitions were removed to create open-plan, flexible, office spaces with a new entrance lobby, reception area and meeting rooms – all fully accessible. The scheme has revealed the original timber beams and cast iron columns and opened up the spaces to natural daylight and ventilation. Essential building repairs and replacements to windows, roof and brickwork were sensitively carried out to ensure that the building’s external appearance remained as close as possible to the original. The building is now home for 170 staff from the City Council’s Neighbourhoods and Housing Services.

The project is an example of the Council reusing an important industrial building in a contemporary way with the construction and design work all being delivered locally. The project is part of Hull City Council’s programme to reduce the number of its operational buildings and to save costs by moving staff out of expensive to run buildings, which can then be released for redevelopment / refurbishment.
Over the last 4 years as well as completing the transformation of the Sackhouse the Wells Maltings Trust has organized and run the Wells Pirate Festival (as an annual community fundraiser campaign); taken over of the Tourist Information Centre under an SLA agreement with North Norfolk District Council, running it with a team of volunteers and managed the community centre and the Granary studio theatre. The Trust is currently fundraising for phase 2 of the project to repair of the Maltings Project which will repair, restore and develop the historic Grade 2 Maltings building on Staithe Street, improve access throughout and provide space for a new heritage and learning centre, cafe, central box office, improved auditorium and community space.

The Grade II listed former Maltings and Sackhouse at Wells was transferred by North Norfolk District Council on a 100 year lease to Wells Malting Trust to help create a community facility and support regeneration of the area. The Wells Malting Trust has taken on responsibility to redevelop the former industrial buildings built in the 1830s into a mixed use facility with community space, start-up units, café, heritage centre and retail units. A local partnership identified the regeneration potential of the buildings and the need for a multi-use community facility to counter loneliness and economic disadvantage in this isolated rural coastal area.

The charitable Wells Malting Trust was created with support from existing community bodies and the district and town councils. After structural surveys to assess condition of the buildings they were transferred to the trust in 2010 on a long lease. The Trust has been developing the facilities in an incremental phased way to optimise the support of local volunteers and in line with available funding; which has come from a variety of sources.

The first phase of the redevelopment, the Sackhouse, was opened in 2014 and includes mixed community space, offices for small businesses and community space to hire.
The ARTches project is intended to bring an important historic structure back into use; to help create vibrancy through its focus for arts and cultural activities and to create an income stream for its on-going maintenance. The council has proposed that an independent social enterprise would manage and operate the ARTches with the council retaining site ownership; with a contract with the operator targeted to maximise studio usage and occupancy levels.

The Hot Walls (The ARTches Project)

The empty arches that form part of the Hot Walls, previously used in the past as army barracks and part of a historic monument alongside Portsmouth harbour has re-opened as an arts centre after a £1.75M revamp. The arches have been converted into 13 working studios for artists, designers and creative companies in order to boost tourism and help the City Council’s efforts to create an art corner near the Round Tower in Old Portsmouth.

The Hot Walls is part of a Grade I listing within Portsmouth’s harbour fortifications, parts of which date back to the 15th Century. The arches on Broad Street, Old Portsmouth, have been given glass frontages as part of the redevelopment, with artists given the opportunity to apply for leases on studios. The scheme was funded by the government Coastal Communities Fund with contributions from Portsmouth City Council and the Partnership for Urban South Hampshire.

Although the city council had made recent investment in the maintenance of buildings at Point Battery; it is important that on-going funding was made available to continue this work. In terms of the condition of historic buildings it is widely recognised that those that are in sustainable long-term use fare better than those that aren’t.
Redevelopment of Stirchley Baths as a Community Hub

Stirchley Baths in Birmingham which had stood derelict for 30 years since being closed in 1986 has been re-opened as a community hub. The former Bourneville Lane Swimming Baths were opened in 1911 on a site donated by the Cadbury brothers. But following years of neglect since its closure the Grade II listed building had fallen into a poor state or repair.

The community hub will provide space for the community to meet with facilities to support heritage, arts and culture; health and well-being; learning and enterprise. The swimming pool itself has been converted into a community hall. Other facilities include a cinema space, meeting rooms and a café. There are displays of historic photographs and artefacts (such as original signage and the old pools steps) through the building.

The project was undertaken with funding from the Heritage Lottery Fund, Tesco and through the sale of the former Stirchley Community Centre site.
Manchester’s great Edwardian Water Palace – was opened in 1906, at the time costing double the average cost of a public swimming baths to build. It incorporated high quality finishes throughout its three pool halls as well as throughout the common areas and Turkish Baths suite. Stained glass and ceramic tiling was used throughout the complex. By the 1980s the running costs were becoming significant and the backlog of repairs growing and in 1993 the decision was taken to close the baths for good. The same year, the local community came together to form the Friends of Victoria Baths, campaigning to save the building for future generations.

The Friends undertook various essential works to clear rubbish from within the buildings, and opened up the premises to raise awareness of their special nature. In 2001 the City Council entered into a formal management agreement with the Victoria Baths Trust (established from within the Friends group) to improve security and raise grants for repairs. This led to the awarding of the Baths’ first major grant – English Heritage funding works to patch-repair the roofs and treat dry-rot, and to the winning of the BBC Restoration fund in 2003 which facilitated significant works to the main front-block of the building (undertaken in 2007/8), and led to the securing of further funding in 2009 to renew the main Gala Pool roof. The Trust relocated their offices to the Baths in 2009, further contributing to improving security and broadening the programme of events on offer from the complex.

The complex is now a vibrant arts and cultural centre in the heart of the local community – a local, regional and national asset attracting major events throughout the spring, summer and autumn seasons of each year. Whilst there remains much to do, the building is in beneficial use, is accessible to the wider community, hosts a strong programme of events, has a strong community of passionate volunteers behind it, and phased development plans are in development for the future.
Bristol City Council has adopted an innovative approach to encouraging access to heritage. ‘Know Your Place’ is a web based system that allows access to heritage information through historic maps, images and linked information. It is a web site which encourages learning and also allows individuals and other organisations to add their own historic information in order to expand the knowledge about neighbourhoods in the city. The web site allows access to ‘layers’ of information which can be switched ‘on’ or ‘off’ and displayed through a map base of the city. Information on heritage is linked through to the map base so that users can readily access it.

The linked information is varied including photographs, memories, maps and other records. The range of heritage information being added to the web site will grow over time with immediate plans to include: tithe apportionment data providing information about who owned plots of land in the 1840s; a layer of street names from the 1851 census to create a 19th century street search; further Ordnance Survey mapping including surveys undertaken by the Council Mapping team in the 1930s and 1040s and images from the Samuel Loxton collection of early twentieth century drawings.
Stockton-on-Tees has launched a heritage website. This has been identified by the Council as an important resource for all those involved in conserving and promoting Stockton’s heritage. The site brings together a variety of material, from the early settlements to the growth of the industrial age, structured in an easy way to navigate.

The site can be explored via a map base of by selecting one of 8 main themes which cover items such as ‘stories’, ‘people’, ‘places’, ‘buildings’ etc.

These selections then access further more detailed options which contain narrative text, old photographs and scanned images. The structure of the website allows for further material to be added easily. Whilst not identified as an objective of the website it could be readily adapted to be a comprehensive inventory of heritage assets.
The disposal of the lodges did not result in the loss of any revenue to the Council but rather transferred the future maintenance costs to the successful lessee.

Opened in 1866 Philips Park Cemetery was the first municipal cemetery in Manchester, named after Mark Phillips, a local business man and Member of Parliament. The two former lodges (Cemetery Office and Entry Lodge) occupy a prominent position on Alan Turing Way and form an integral part of the landscape of Phillips Park.

The two Grade II listed lodges to the main entrance of this historic, Grade II listed cemetery and park had been derelict for many years, roofing materials, windows and internal floors and fittings having all deteriorated or been removed through the impact of water ingress and crime. A decision was taken to secure the future of the buildings through the disposal of the buildings to a suitable developer. They were advertised for sale on a long lease for £1, on the basis that the successful party had to enter into a contract that would secure the repair and reinstatement of the buildings as residential properties.

A resident approached the Council, who had personal connections with the lodges (her family had previously lived there), and whose partner was a local builder. They secured purchase of the lease, and over four years repaired and renovated the buildings in liaison with the Council’s Conservation team and with English Heritage, and both buildings are now occupied and in beneficial residential use.
Adapting Heritage Assets for Housing
London Borough of Tower Hamlets

Redevelopment of Poplar Bathing Baths

The former public baths, slipper baths and vapour baths at Poplar have been redeveloped with a new leisure centre incorporating a café and with 60 new flats on the adjoin site.

A Grade II listed building Poplar Baths opened originally in 1852 was built to provide public wash facilities for the East End’s poor as a result of the Baths and Washhouses Act 1846. The ‘slipper baths’ section originally contained six baths for women in each division, 12 in the men’s first-class section and 24 in the second-class. The steam and shower bath areas were behind the slipper baths and the laundry was at the rear of the building, on Arthur Street. The laundry contained 48 separate wooden washing tubs, drying equipment and ironing rooms. Rebuilt in 1933, the larger pool was floored over, designated the East India Hall and converted to a theatre with a seating capacity of 1,400, with a dance hall, cinema, exhibition room and sports hall. Wartime bomb damage forced the closure of the main bath hall. Poplar Baths reopened in 1947 and continued to be used as a swimming facility until 1988; when it closed and fell into disrepair.

The baths have been redeveloped as a modern leisure centre, retaining its attractive historic architectural features, with a new 25 metre swimming pool and 60 flats.
Adapting Heritage Assets for Housing
London Borough of Haringey

Tottenham Town Hall and Isobel Place

A two phase redevelopment scheme rescued the former Town Hall from the ‘At Risk’ register and also provides 109 new affordable homes for Tottenham. It included the renovation of the Grade II listed Tottenham Town Hall and a new associated residential scheme at Isobel Place for Newlon Housing Trust.

The project involved close collaboration between bpwt partnership, Newlon Housing Trust, United House and English Heritage involved the sensitive renovation of the exterior and interior of the Grade II Listed Edwardian Baroque Town Hall building, including the grand foyer and Moselle Room with its Moorish-Jacobean style ceiling. The newly restored Town Hall now provides functional spaces for businesses, an MP’s surgery, a café and flexible meeting spaces.

Isobel Place was part of a cross subsidy strategy to enable the refurbishment of the Town Hall and delivers 109 family homes. Situated on the backland site to the rear of the Town Hall, the development was sensitively designed to complement its historical context, with apartment blocks arranged around two south facing courtyards. A key focal point of the development is the former central depot clock tower range which was previously suffering from brick decay and water ingress, and has now been refurbished and converted into an attractive terrace of houses.

The Town Hall, originally opened in 1905, remained Tottenham’s seat of government until it was absorbed into Haringey council, which used it as offices. The opulent Moselle Room, once the main meeting chamber with an impressive plastered ceiling, has been restored for community use and can be hired for events.
The Councils of Pennine Lancashire along with Growth Lancashire (formerly Regenerate Pennine Lancashire) have worked collaboratively to develop a Heritage Investment Strategy. The main emphasis through the strategy is to highlight the importance of heritage in regeneration and to identify opportunities through working in partnership to leverage additional funding.

As part of the work the leaders of Chief Executives of the participating bodies have agreed a ‘heritage compact’. This demonstrates a strong shared commitment to raising the profile of heritage matters and to working jointly through shared heritage services.
Diagnostic Templates

1. Heritage Assets ‘Best Practice’
2. Heritage Assets ‘Data’
3. Heritage in Asset management Plans (AMPs)
4. Heritage Assets Strategy
5. Heritage Assets Conservation Needs
6. RIBA Plan of Works & Conservation
‘Best Practice’ for Heritage Assets

There is a wide range of published ‘best practice’ on managing heritage assets. This framework is not intended to replace this but rather has re-presented some of the key elements of ‘best practice’ into a simple self-help checklist which can be used as a starting point to this about current polices and practices and to identify areas of strength and weakness.

<table>
<thead>
<tr>
<th>Identify</th>
<th>Plan</th>
<th>Manage</th>
<th>Implement</th>
<th>Review</th>
</tr>
</thead>
<tbody>
<tr>
<td>Has the portfolio been reviewed to identify heritage assets?</td>
<td>For overall portfolio of Heritage Assets</td>
<td>Is there single point accountability for heritage?</td>
<td>Retain in Current Use</td>
<td>Is there review of heritage assets to identify changes?</td>
</tr>
<tr>
<td>Has heritage assets been categorised (by status &amp; type)?</td>
<td>Is there an overall management strategy?</td>
<td>Is there access to appropriate heritage capacity &amp; expertise?</td>
<td>Are current building managers aware of responsibilities?</td>
<td>Are there PI &amp; targets for the collective heritage portfolio?</td>
</tr>
<tr>
<td>Has advice been sought to clarify heritage significance?</td>
<td>Are there defined management objectives for heritage assets?</td>
<td>Is there a forum to oversee heritage asset strategy?</td>
<td>Are ongoing funding (incl. repair needs) identified?</td>
<td>Are there defined PI for individual heritage assets?</td>
</tr>
<tr>
<td>Have all statutory obligations been identified?</td>
<td>Is the strategy integrated with corporate plans &amp; objectives?</td>
<td>Has the condition of heritage assets been regularly assessed?</td>
<td>Is there a maintenance plan and repair schedule?</td>
<td>Has an annual report on heritage assets been produced?</td>
</tr>
<tr>
<td>Have policies pertaining to the asset been identified?</td>
<td>For Individual Heritage Assets (or groups of assets)</td>
<td>Has the risk priority for action been identified for each asset?</td>
<td>Adaptively Re-use Asset</td>
<td></td>
</tr>
<tr>
<td>Has appropriate data been gathered &amp; recorded?</td>
<td>Are there defined management objectives for the asset?</td>
<td></td>
<td>Have alternative use options been identified?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Has an assessment of ‘fitness for purpose’ been undertaken?</td>
<td></td>
<td>How easily asset can be modified for alternative use?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Have benefits for local authority &amp; community been defined?</td>
<td></td>
<td>Has a business case for alternative use been defined?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Is the asset supporting defined corporate objectives?</td>
<td></td>
<td>Preserve Asset in ‘Stasis’ (as a nonfunctioning asset)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Have options for the future been identified?</td>
<td></td>
<td>Have repair (conservation) requirements been defined?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Is there a conservation plan (defining required action)?</td>
<td></td>
<td>Have access requirements been considered?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Have potential funding streams been identified / assessed?</td>
<td></td>
<td>Dispose of Asset</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Is there an identified budget for the asset?</td>
<td></td>
<td>Have alternative ownership &amp; uses been identified?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Is there a plan covering presentation &amp; interpretation?</td>
<td></td>
<td>Has a conservation statement be produced?</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Has a plan be prepared which defines how to protect?</td>
<td></td>
</tr>
</tbody>
</table>
Data Needs for Heritage Assets

A wide range of data is needed to fully describe heritage assets. However, there is a basic set of data that local authorities should seek to ensure that they have in order to support effective asset management. The framework below provides an initial list of data requirements in order to inform data collection priorities.

<table>
<thead>
<tr>
<th>Identification &amp; Location</th>
<th>Core Data</th>
<th>Heritage Significance</th>
<th>Management Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>About the Asset</td>
<td>Tenure</td>
<td>Categorisation of asset</td>
<td>History of previous action</td>
</tr>
<tr>
<td>Name of Asset &amp; address</td>
<td>Area</td>
<td>Status (Heritage Designation)</td>
<td></td>
</tr>
<tr>
<td>UPRN (unique property reference number) &amp; HER</td>
<td>Occupation &amp; Current Use</td>
<td>Within a conservation area</td>
<td></td>
</tr>
<tr>
<td>Spatial Identifier (grid-reference)</td>
<td>Value (asset &amp; insurance), cost &amp; income</td>
<td>Physical Description</td>
<td></td>
</tr>
<tr>
<td>Site / location plan</td>
<td>Condition</td>
<td>Statement of Heritage significance</td>
<td></td>
</tr>
<tr>
<td>About the Locality</td>
<td>Suitability (Fitness for Purpose)</td>
<td>Is the asset on the ‘At Risk’ register?</td>
<td></td>
</tr>
<tr>
<td>Description of locality (for context)</td>
<td>Sustainability (energy efficiency / water / whole life costs)</td>
<td>Description of the nature of the risks</td>
<td></td>
</tr>
<tr>
<td>Performance (running cost / utilisation etc.)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Supplementary Information
- Statement on ‘presentation’
- Information on ‘interpretation’
- Photographs
- Details of fixtures & fittings (if appropriate)
- Details of other contents (furniture or art etc.) (if appropriate)
Integrating Heritage into Asset Management Plans

There is no specific format and content for an Asset Management Plan, in general it needs to be relatively short with the main body between 16 to 24 pages plus supplementary appendices. The structure below is presented as a possible approach but this should be modified to suite individual needs. This template identifies where the importance and relevance of ‘heritage’ can be reflected through the AMP.

Managing Heritage Assets
A Guide for Local Government
Format & Content of a Heritage Asset Strategy

There is no specific format and content for a Heritage Asset Strategy. This can vary according to the nature and scope of the strategy (council owned assets, all assets in an area or buildings and non-building assets). In general it needs to be relatively short with the main body between 12 to 20 pages plus supplementary appendices. The structure below is presented as a possible approach but this should be modified to suite individual needs.

<table>
<thead>
<tr>
<th>Foreword</th>
<th>Introduction</th>
<th>Context</th>
<th>Strategic Influences &amp; Direction</th>
<th>Heritage Management in Action</th>
<th>Roles &amp; Responsibilities</th>
<th>Measuring Performance</th>
<th>Appendices (Optional)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Nature of Historic Assets</td>
<td>Challenges &amp; Opportunities</td>
<td>Case Study (1)</td>
<td>Management of Heritage Assets</td>
<td>Monitoring Arrangements</td>
<td>Reference to National Guidance</td>
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<td></td>
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<td>Nationally Significant Heritage</td>
<td>Buildings at Risk</td>
<td>Case Study (2)</td>
<td>Skills &amp; Capacity Required</td>
<td>Measuring Success</td>
<td>Schedule of Heritage Assets</td>
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<td>Locally Significant Heritage</td>
<td>Direction &amp; Key Priorities</td>
<td>Case Study (3)</td>
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<td>National Policy Guidance</td>
<td>Framework for Action</td>
<td>Case Study (4)</td>
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<td>Local Policy Guidance—Role of the Council</td>
<td>Case Study (5)</td>
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</table>

Mix of case studies to illustrate different approaches to managing heritage assets.
### Heritage Asset Conservation Needs

#### Heritage Assets – Conservation Needs

<table>
<thead>
<tr>
<th>Heritage Significance Statements</th>
<th>Heritage Impact Assessments</th>
<th>Conservation Management Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>Proposed works</td>
<td>Executive Summary</td>
</tr>
<tr>
<td>Description of site location</td>
<td>How the proposed work may impact the overall setting</td>
<td>Introduction</td>
</tr>
<tr>
<td>General description of site</td>
<td>Significance of the historic fabric / area being affected</td>
<td>Understanding the Heritage</td>
</tr>
<tr>
<td>Purpose and scope of the Statement of Significance</td>
<td>Impact of the proposed work on the historic fabric and significance of the specific feature / area of the heritage asset</td>
<td>Statement of Significance</td>
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<tr>
<td>Managing change</td>
<td>Impact of the proposed works on the historic fabric and significance of the heritage assets as a whole</td>
<td>Risk and Opportunities</td>
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<tr>
<td>Early plans</td>
<td>Mitigation (if necessary)</td>
<td>Policies</td>
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<tr>
<td>Assessment of heritage significance</td>
<td>Conclusion of the Impact Assessment</td>
<td>Adoption and Review</td>
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<tr>
<td>Significance of the site</td>
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<td>Bibliography</td>
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<tr>
<td>Site development</td>
<td></td>
<td>Appendices</td>
</tr>
<tr>
<td>Ways of looking at significance</td>
<td></td>
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<tr>
<td>History of site and setting</td>
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<tr>
<td>Phased development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Early maps</td>
<td></td>
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<tr>
<td>Survey plans</td>
<td>Early photographs</td>
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<td>Information from the Environment Record</td>
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<td>Conservation Area Character Appraisals</td>
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<tr>
<td>Defining the significance</td>
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</table>
RIBA Plan of Works & Conservation

The table below is based on the RIBA plan of work which sets out the various stages of engagement and the works that would be expected to be carried out at that stage. We have taken these stages and adapted and developed these to be more Conservation and Heritage specific.

<table>
<thead>
<tr>
<th>Stage</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>Brief</td>
<td>Identifying the heritage assets and their heritage impact on the site and the wider area.</td>
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<tr>
<td>Archaeology</td>
<td>Advised on the need for archaeological input.</td>
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<tr>
<td>Specification</td>
<td>Advised on the need for specification of works.</td>
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<tr>
<td>Site</td>
<td>Advised on the need for conservation management plan.</td>
</tr>
<tr>
<td>Conservation Management Plan</td>
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<tr>
<td>Heritage Statement</td>
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<tr>
<td>Statement of Significance</td>
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<td>Historic Buildings</td>
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<td>G threaded</td>
<td>Advised on the need for heritage building record.</td>
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<tr>
<td>Archaeology</td>
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<tr>
<td>Procurement</td>
<td>Advised on the need for procurement.</td>
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<tr>
<td>Planning</td>
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<tr>
<td>Conservation Liaison</td>
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</tbody>
</table>
Further Reading

The National Trust. The Disposal of Heritage Assets by Public Bodies; A report by Green Balance for the National Trust; 2006

The Prince’s Regeneration Trust. Delivering Regeneration through Heritage; the Sustainable heritage Toolkit
http://www.princes-regeneration.org/sustainableheritage/toolkit

Pillars of the Community
https://historicengland.org.uk/images-books/publications/pillars-of-the-community/

Inclusion of Heritage in Asset Management Plans

Making changes to heritage assets -

Good Practice Advice note 2: Managing Significance in Decision-Taking in the Historic Environment

TO DO LIST:-

1. Contact case study authorities to refine & complete
2. Find photos to add to cover / inside
3. Final review by HE
4. Put into HE required format

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