

ENGLISH HERITAGE

NEW MODEL PROPOSAL

SUMMARY BUSINESS CASE

**This document is a summary of the full business case presented
by English Heritage to DCMS in January 2014**

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1. EXECUTIVE SUMMARY

1.1. Introduction

English Heritage exists to help people understand, value, care for and enjoy England's unique heritage. It is responsible for running the 420 sites and monuments that make up the National Heritage Collection. It is also the Government's statutory adviser on the historic environment, it provides planning advice and guidance, it encourages investment in heritage at risk and runs grant programmes in support of its aims.

Over the last ten years, English Heritage has increased significantly the commercial income generated by the Collection via growth in membership and visitor numbers, and associated retail and catering income. This has been driven by a targeted programme of capital investment in major properties. However, running the properties still requires a level of public subsidy. It is not possible to reduce this subsidy further without addressing the backlog of conservation works required on the properties, and increasing the investment in visitor facilities and interpretation.

The English Heritage new model proposal has been developed in discussion with Government in order to address these issues and to eliminate the public subsidy requirement. It recognises the need to seek innovative ways to deliver public services. In June 2013 the Government announced its intention to provide special funding of £80m to enable the establishment of the model, subject to a public consultation and approval of a full business case. This investment will enable the management of the National Heritage Collection to become completely self financing and to benefit from a new level of autonomy while maintaining appropriate safeguards. The new model and the £80m Government investment will create jobs and opportunities across England, with business able to develop and enhance skills that can be transferred to the wider historic environment sector.

1.2. New Model Proposal Summary

It is proposed that the current English Heritage organisation is split into two. A new Charity will take on full responsibility for running the National Heritage Collection (NHC) of historic sites and monuments under the terms of a licence agreement. The licence will run for an initial period of eight years.

The Charity will use the £80 million investment from the Government, plus money raised from third parties, to remedy conservation defects and

continue to improve the visitor experience through investment in presentation of the properties and visitor facilities. (Of the £80m, £52m will go towards conservation defects, the remainder will be spent on capital improvements). The Charity will continue to receive resource Grant-in-Aid on a declining basis until 2022/23 when it will become self-sufficient. The £80m and the declining Grant-in-Aid will enable it to continue to grow its income, and by the end of the eight years the management of the NHC will be completely self-financing.

There will be no change to the current English Heritage duties and responsibilities for preserving England's wider historic environment. Those services will be delivered under the new name of "Historic England", while the new Charity retains the name "English Heritage".

1.3. Why Do Nothing is not an option

The drivers for change are:

- the size of the conservation deficit in the NHC. Business as usual government funding cannot address this gap;
- if the deficit is not addressed, these historic assets in state care will suffer irreplaceable loss of fabric, and the Collection cannot become self financing through further commercial growth;
- the desirability of long term sustainable arrangements for running the Collection free from dependence on public subsidy;
- the need to free what has become a £65m commercial operation from the financial, management and fundraising constraints of being part of a Non Departmental Public Body with a wider statutory remit;
- the public sector reform agenda of new models for public service delivery.

1.4. Financial Summary

The New Model proposal rests on the viability of the new Charity's Business Plan. This is based on a number of assumptions about the visitor market, commercial performance and the availability of capital funding. Those assumptions are in turn based on the experience of delivering successful commercial growth over the last ten years.

The annual public subsidy requirement of the NHC over the first eight years of the New Model is in total £87m less than that projected in a do

nothing scenario. After eight years under New Model, that subsidy will have reduced to zero.

The following table summarises the EH Charity Business Plan figures. It shows the reducing public subsidy requirement, to be met by grant from Historic England.

Figure 1: New Model Financial Summary

	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23
	£m	£m	£m	£m	£m	£m	£m	£m
Income								
Trading Income	70.7	75.5	80.0	85.1	89.2	95.1	99.7	105.2
Use of 80m	20.5	16.5	12.5	9.0	6.5	3.5	2.5	9.0
Fundraising	3.0	6.4	7.6	8.4	11.4	7.4	8.7	8.9
	94.2	98.4	100.1	102.5	107.1	106.0	110.9	123.1
Expenditure								
Spend inc defects	97.5	100.9	101.9	103.7	105.5	108.6	111.0	113.8
Capital programme	13.0	12.4	12.6	12.4	14.4	7.4	8.7	8.9
	110.5	113.3	114.5	116.1	119.9	116.0	119.7	122.7
Subsidy requirement	16.3	14.9	14.4	13.6	12.8	10.0	8.8	in surplus

The projection is a break even model, i.e. Historic England's funding of the Charity is set at the level necessary to achieve break even in each year. Should the Charity exceed its business plan targets, the surplus created would enable it to build up reserves ahead of reaching the self sufficiency point in year eight. Should forecasts not be met, the risk mitigation measures described in the Financial Case would be deployed.

1.5. Benefits Summary

The following benefits are anticipated as a result of these changes:

- The decline in the condition of the National Heritage Collection will be reversed. The additional Government money will eliminate the priority defects and the charity's increased income will ensure that after eight years the Charity will have the financial ability to maintain the Collection properly. Without the additional investment, the level of conservation defects would continue to rise and some properties would deteriorate beyond repair;
- Clearer separation from the responsibilities of Historic England and greater independence from Government will make it easier for the Charity to access sources of funding from third parties;

- Visitor and member figures will grow substantially, attracted by the new exhibitions and an improved basic offer, enabling more people to engage with the history of England;
- Greater autonomy from Government means the Charity will be able to plan more effectively for the longer term as it will not be as constrained by Government spending controls and cycles. Greater freedom will enable the Charity to pursue a more flexible and strategic approach to managing the properties and generating income;
- Both the increased investment in the Collection and the enhanced attractiveness to domestic and foreign tourists will contribute to economic growth;
- An enhanced opportunity for volunteering which will enhance the visitor experience;
- Historic England will have a clear focus and purpose. The split will provide an opportunity to reassess priorities and to look at ways of improving how these vital heritage services are managed and delivered;
- Historic England will aim to make the heritage protection system work better for owners, developers and infrastructure providers, reducing unnecessary bureaucracy without reducing protection for heritage. It will develop its constructive approach to conservation demonstrating that heritage supports sustainable economic growth and job creation. The organisation will help to sustain our national quality of life and secure economic benefits, offering advice that remains expert and impartial;
- The resources and expertise of Historic England will be more visible and accessible to the public;
- Heritage at risk will continue to be brought back into economic re-use;
- Once the Charity becomes financially independent, it will no longer have a call on the financial resources of Historic England.

1.6. Organisation Names

English Heritage is the current trading name of the Historic Buildings and Monuments Commission for England (HBMCE). Under the new model arrangements, HBMCE will change its trading name to Historic England. The new Charity will trade under the name English Heritage.

In this document, for clarity, the following meaning applies when these terms are used:

English Heritage - the current HBMCE organisation

EH Charity – the new Charity trading as English Heritage

Historic England – HBMCE after new model has been implemented

2. FINANCIAL CASE

2.1. Introduction

The financial case sets out the EH Charity's business plan, which incorporates the special funding of £80m, and the reducing subsidy required from Historic England. Underpinning the business plan are the capital programme, spend to eliminate the urgent conservation defects and a set of business assumptions. Each of these elements is covered in this case.

In 2014/15, the National Heritage Collection managed by the National Collections Group (NCG) will require £24m of public subsidy (27% of current English Heritage's core GIA allocation). It is the NCG which will form the basis of the EH Charity and its Business Plan shows how that subsidy will be eliminated within eight years.

2.2. EH Charity Business Plan

The viability of this proposal rests on the Business Plan which has been developed for the EH Charity. This section describes that plan, which is based on a number of assumptions about the visitor market and the performance of properties within the National Heritage Collection, the availability of capital for investment, funding to address the backlog of conservation work on the historic estate and on-going time limited revenue funding whilst the business moves to become self-financing.

2.2.1. Introduction

The Summary Business Plan for the EH Charity is set out in Appendix A. It shows that if the assumptions contained in the Plan are correct then by 2022/23 the charity would be self-funded i.e. not require GIA support and would move into surplus. Prior to that point, the Charity would be supported via grant from Historic England.

The Business Plan at Appendix A shows that the anticipated level of Historic England funding the Charity will require is as follows:

Figure 2: Charity Public subsidy Requirement

15/16	16/17	17/18	18/19	19/20	20/21	21/22
£m	£m	£m	£m	£m	£m	£m
16.3	14.9	14.4	13.6	12.8	10.0	8.8

2.2.2. Assumptions

The Business Plan is based on a number of assumptions about how the EH Charity will perform over a 12 year period (i.e. 2015/16-2026/27) of which the most significant are that:

1. The market will continue to favour visits to historic properties and that EH Charity will benefit from this;
2. Government will provide £80m split between £52m to significantly reduce the conservation defects on the historic estate, £18m for capital investment and £10m for small scale interpretative projects. In addition the EH Charity requires declining revenue GIA sufficient to cover the running costs of the EH Charity until it becomes self financing;
3. Capital of £107m comprising £18m from the £80m allocation & £89m from Fundraising will be available in the 12 year period. This will be used to invest in new facilities and exhibitions and to renew existing ones in order to achieve the visitor and income targets set in the Plan;
4. Reducing the conservation defects on the historic estate will not in itself increase visitors and income. It will however ensure that the estate is maintained to a consistent standard and enable the EH Charity to properly fulfil its responsibility to care for the National Heritage Collection. How this is dealt with is covered in the Commercial Case.

These assumptions provide the context in which the detail of the Plan is developed.

2.2.3. Attendances

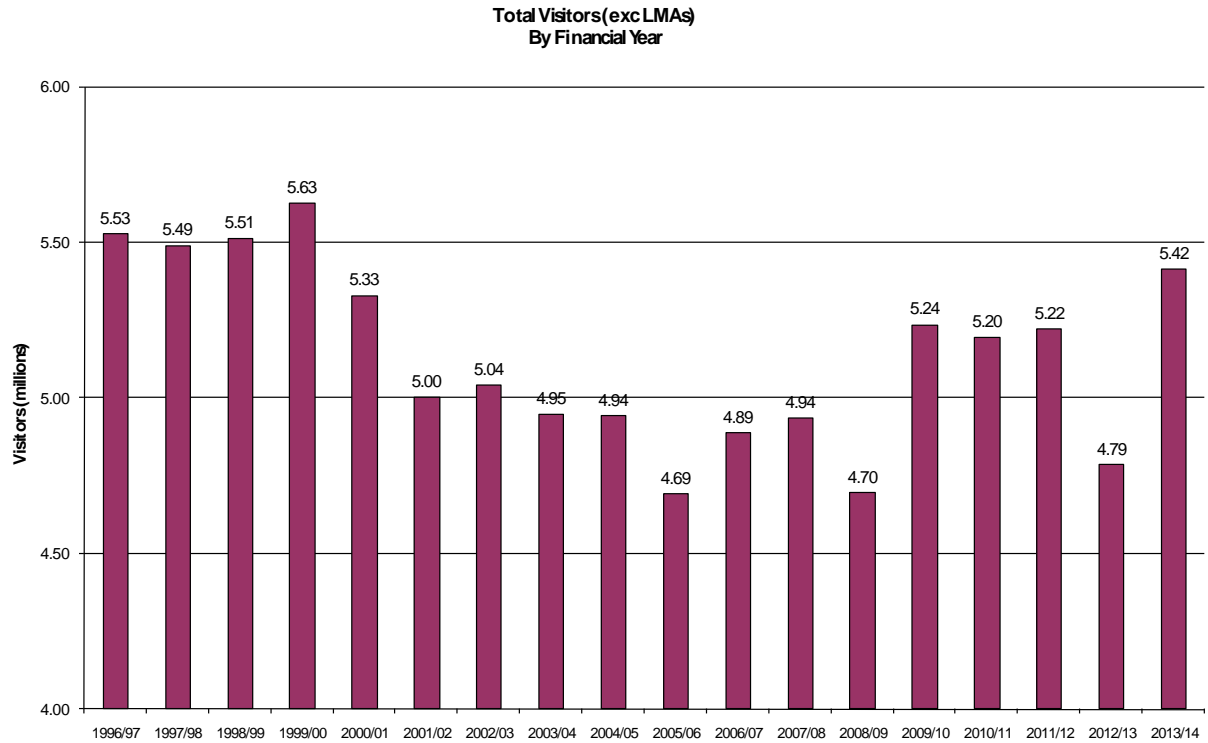
Determining the level of attendances in the period is the most important component of the Business Plan as this drives the main income streams of admissions, membership, retail and catering. This is a calculation which needs to take account of factors outside our control such as changes in visiting habits and competition from other attractions as well as the impact of our own capital projects, marketing and membership campaigns.

a) Establishing a base number

The starting point is to agree a base number, i.e. the figure which in a steady state we would expect to be able to achieve and then build upon

it. The Graph below shows attendances on a financial year basis since 1996/97. It shows a decline from a peak of 5.6m to recovery to an average of 5.2m from 2009

Figure 3: Attendance Figures by Financial Year



Although this format includes the distortion of Easters, it does show that prior to the drop from 2001/02 English Heritage was achieving in excess of 5m visitors per annum which gives us confidence that 5.2m is deliverable as a Base.

Recovery from 2009 has been fuelled in part by the economic situation which has encouraged holidaying in the UK - the so called 'staycation'. However this has not been the only factor accounting for growth. Where there has been investment attendances at properties have increased and where we have failed to invest numbers have fallen or flat-lined. The consensus within the sector is that the staycation will remain a factor whilst the economy is weak but will be influenced by weather. Visit England has reported that the exceptional summer of 2013 saw 12% of those holidaying in England had changed their holiday plans as a result of the good weather. The graph shows a figure of 5.42m visits in 2013 against 4.79m in 2012 and that this variance between years is largely attributable to the impact of weather.

The view taken in this paper is that independent of that factor there has been a step change in the quality of what English Heritage offers its visitors and that this will allow us to counter any decline in the staycation factor, that both 2012 and 2013 were “rogue years” and that our normal “steady state” is now 5.2m. This is therefore the “Base” attendance figure on which to build.

b) Market context to 2026/27

In the period to 2026/27 England's population is predicted to increase by 11%. This means that the market for potential visitors will increase. If English Heritage simply held market share of a larger population numbers would grow to 6.1m. However, this is an overly simplistic approach as the pace of growth is not forecast to be evenly distributed across the country and properties within the National Heritage Collection do not always align with this growth. Another consideration is that it does not follow that growth will be in those market segments which are most inclined to visit historic properties. It must however be the case that the EH Charity will benefit from this even though the level of the benefit cannot be assessed at this stage. For the purposes of the Plan population growth is not factored in as a positive contributor but it does provide a more favourable market context.

c) Attendance model

The Business Plan Summary (Appendix A) shows attendances growing from the 5.2m budget for 2014/15 to 6.8m by 2026/27.

There are three major categories of visitor: Paying, Members and Free (including Educational visits). Each of these categories does, however, contain subsets and there are assumptions for each. In summary, attendances comprise those visitors who walk up and pay, those visitors who walk up, pay and then convert to membership when they leave or who become members at the point of entry. We also have Members who are recruited off site, Members on repeat visits, Educational visitors and other “Free” visitors.

This section sets out the assumptions which drive the main categories.

d) Stonehenge

Stonehenge is a major component of the business. In 2013/14 it delivered just over 1.26m visitors, i.e. 22% of the total visitors to English Heritage properties. The Stonehenge Environmental Improvements Programme completes in two phases. In December 2013 the new visitor

centre opened with an exhibition gallery, café and shop. In the autumn of 2014 the landscaping works at the monument complete and the scheme concludes. From 2015/16 we see the benefits of the completed scheme with attendances at 1.3m which then remains constant.

Although the adult price of £14.90 walk up and £13.90 advance introduced recently represents a substantial increase on the previous price, it reflects the greatly improved product and it is still below the market. Stonehenge is a World Heritage Site and a "must see" attraction for overseas visitors. The price increase plus greater potential from secondary spending in retail and catering contributes significantly to income growth.

e) Remaining sites

In total these are forecast to deliver 5.5m of the 6.8m total visitors by the end of the twelve year plan period. The assumption is that the base remains constant i.e. no growth for the entire period of the Plan. In reality there will be growth at some sites due to the impact of events programmes or other local initiatives but this will simply compensate for decline at other properties. Growth comes from the impact of the Capital Investment Programme and Membership.

f) Capital Investment Programme

English Heritage has benefited from a Capital Investment Programme (CIP) which began in 2003/04 and has seen the completion of major projects such as those at Dover Castle together with smaller interpretative schemes and improved visitor services, shops and cafes. Between 2003/04 and 2011/12 those properties where English Heritage invested saw a 12.8% increase in attendances which contributed to the growth in earned income from £29m to £52m.

The assumption in the Business Plan is that during the 12 year period the EH Charity will have a capital budget totalling £107m which will be made up of £100m for works to the properties and £7m for IT infrastructure essential to drive the business. This will be funded by a mix of £18.0m as part of the £80m allocation and money raised through fundraising of £89.0m. In addition £10m is available for small scale interpretative projects funded from the £80m allocated by government. As in previous programmes, it is anticipated that the main focus of the CIP will be the 25 most visited properties. (This excludes Stonehenge which completes before the start of this programme). It will cover a wide range of major presentational and commercial projects together with schemes to replace time expired projects and brand building or brand protection

schemes i.e. those things we need to do to maintain the overall quality of the offer.

g) Fundraising

The English Heritage Development Department was established in 2001 and has a good track record of raising significant sums for major projects and ongoing unrestricted income.

Our fundraising strategy to date has focused on three main areas of activity:

We typically raise around £1m each year in unrestricted legacies, and around £470k in corporate fundraising. Our performance in recent years in specific project related income has delivered significant results:

- £10.9 million for the Chiswick project between 2005-2008
- £16.7 million for the Stonehenge project since 2008
- £4.8 million for the Caring for Kenwood project since 2011

The English Heritage Foundation (EHF), established as a registered charity in 2011, helps to fundraise for English Heritage properties and collections and extends the potential for the department to reach major donors and funders. It is proposed that the EHF changes its constitution so that it becomes the new EH Charity which will also manage the properties.

English Heritage is a powerful brand but one that is often not fully understood. It is publicly funded and gives grants yet seeks support from trusts, foundations and private individuals. Explaining the funding of the organisation and the “need” is therefore a hurdle for the fundraisers. In addition its statutory role particularly as it relates to the planning process means that there are many potential funders who are off limits notably property developers.

The proposal to “split” the organisation into a charity (trading as English Heritage) and a statutory body (Historic England) has two benefits. Firstly it creates a charity which becomes increasingly less dependant on government funding and as a wholly charitable cause has great potential to deliver increased results through fundraising. Secondly by establishing much clearer separation from the statutory activities being delivered by Historic England, it widens the pool of potential funders and sponsors.

The target set by the CIP is to raise £89.0m over 12 years from 2015/16 to 2026/27. This averages just over £7.4m per annum. In the four years of the current Spending Review period we will have raised an average of £8.6m per annum and over the last 10 years (2003-2013) have raised £55.5m. Therefore, whilst we are looking at a significant increase we believe this is possible given the strength of the capital programme, the fact that we will be seen as a real charitable cause, and the increased pool of potential funders.

h) Membership

Membership is the area where we anticipate major change. It is our largest single source of income. It is currently sold almost entirely on the basis of value for money rather than as supporting a good cause. Establishing ourselves as a charity will allow us to do the latter and thus to sell off site as well as on site. In addition the improved product, the result of the CIP, will aid on site sales and repeat visits.

As a result member visits increase from 1.4m in 2014/15 to 2.6m in 2026/27 which is 38% of all visits compared to 27% in 2014/15. Total average annual membership increases from 824k in 2014/15 to 1,307k by 2026/27.

The combination of the impact of the CIP, of Stonehenge and of membership growth is to take attendances from the base of 5.2m to 6.4m by year 8 and 6.8m by year 12. Given the growth in market, the impact of the CIP, the investment to address the conservation defects and the marketing of membership to benefit from the charitable status of English Heritage and the improving product this seems achievable.

2.2.4. Income

Attendances drive the main income areas of Admissions, Membership, Retail and Catering. Here we have assumed a 2% price increase in each area per annum. (Treasury guidelines for non pay inflation are 1.5% (2015/16), 1.8% (2016/17), 1.7% (2017/18 and 2018/19) then 2.0%). The exception is Stonehenge and those properties where we have invested to create new product where prices will increase in line with the market. The major growth here is in Membership as a result of improved strike rates and renewals which take income from the forecast of £23.4m in 2014/15 to £45.7m in 2026/27. In addition £2m will be generated from off site sales by 2026/27.

Sponsorship is budgeted to increase from the current modest £110k per annum to £1m by the end of the period. This reflects the freedoms which

result from not being part of a statutory body and the opportunities this opens to seek sponsorship from a wider range of companies than at present. In other areas such as hospitality, licensing, holiday cottages, car parking and rents we have also increased income by inflation only of 2%. In some areas such as licensing however the new freedoms as a result of our charitable status will allow growth beyond that figure.

Income from fundraising for capital purposes increases in line with the requirements of the CIP. This target includes receipts from legacies which will increase beyond the current level as a result of the move to a charitable status.

2.2.5. **Expenditure**

Total Marketing costs increase. Visitor marketing expenditure covers the payroll costs and marketing spend to generate visitors. It increases in the period from £4.6m to £6.7m. The cost of on-site sales and servicing the membership increases from £5.9m in 2014/15 to £10m in 2026/27 and reflects the growth in membership. This is partly driven by the off site acquisition campaign the costs of which appear as a separate line from 2014/15.

The Corporate Recharge covers the wide range of support services which would be provided by the parent body to the EH Charity. These include office accommodation, office services, Finance, HR, Legal and IT. The assumption is that the charity would continue to "buy" these services until it is in a position to provide them for itself. It is anticipated that these figures once agreed would remain constant (plus inflation) for 3 years.

In addition Historic England will recharge English Heritage for a range of professional services at £1.1m.

An Efficiency Savings line has been included on the assumption that there would be cost savings as a result of more flexible procurement and by setting each budget manager a target of reducing costs by 1% each year, in all areas bar IT and Performance Pay and is not compounded. Savings are also anticipated in relation to pension costs. Staff currently working in the National Heritage Collection would TUPE to the charity. However, new staff would be recruited directly on new terms and conditions. These would include new pension arrangements with lower employer costs than the current PCS scheme. Turnover of staff is estimated at 15% per annum.

Remaining Expenditure covers all other expenditure heads - principally payroll. Inflation is included in line with HMT guidelines. Depreciation is excluded as the assets remain in the ownership of Historic England.

Headcount (FTEs) will increase from 1,086 (2014/15) to 1,144 at the end of year 8. This growth reflects the increase in the volume of visitors to the properties and the creation of new businesses. Paid staff will be supported by volunteers who will carry out duties which enhance the visitor experience and provide additional back of house assistance. English Heritage has a successful volunteer programme with over 1,000 people engaged in guides, education, room stewarding, collection care and visitor services.

2.2.6. Public Subsidy

The Business Plan shows how the anticipated subsidy requirement in 2015/16 of £16.3m is eliminated over an eight year period, following which surpluses increase to £7m in year 12.

2.2.7. Risk Mitigation

The Business Plan is based on assumptions which if not realised impact upon the plan. It is rarely the case that annual budgets align exactly to plan. There are always factors which result in variances. It is the experience of the business that these factors can be managed to deliver the required contribution. Normally these variances are relatively minor. In 2012, however, the extremely wet summer (the second wettest on record) saw a dramatic drop in attendances to our properties (a fall of 327k against budget and 455k against prior year). This resulted in drop in income of £1m against budget. However, overall the business came in on budget.

This was achieved through tight cost control in response to reduced visitor numbers. We were also able to move marketing resources to properties which were less weather dependant and, with lower visitor numbers, staff were able to focus on sales so that membership, retail and catering income ran ahead of budget mitigating in part the drop in income.

The steps for managing adverse variances deployed in the past will continue to provide the basis for managing the business in the future. The new model does not change the fundamental business considerations – it represents a continuation, based on the experience of delivering significant growth over several years.

Our approach to risk mitigation starts at budget setting when we review performance and set budgets in the context of what has been achieved and the known factors which affect us in the year ahead (capital investments, economic trends, competitors, major events such as the Olympics). We also take account of trading history back to 2000/01 and the knowledge about the business built up since then

Since 2005/06 the business has grown income by 87% increasing per year on average by 8% and the properties have moved from making a loss on opening to the public to a surplus. This experience and the approach we take to budgeting has meant that we have been able to deal easily with factors outside our control such as the weather. We are confident that the same process will allow us to manage risks in the future.

In time, the Charity will have flexibility to utilise reserves built up in earlier years to offset short term trading difficulties. This is one of the benefits of the New Model.

3. COMMERCIAL CASE

3.1. Introduction

This commercial case focuses on the way in which the capital programme and conservation defects work funded by the £80m lump sum will be carried out. Both will involve higher levels of spend over the next eight years than the corresponding levels typically incurred in recent years under the current arrangements.

The £80m funding announced in the Spending Review 2013 is split such that £52m is allocated to address the urgent and priority 1 and 2 defects on the historic estate, £18m towards investment in capital projects and £10m for improved interpretation and presentation at free and smaller properties which form the majority of the properties in the National Heritage Collection.

English Heritage currently invests between £6-10m per annum in its Capital Investment Programme (CIP) which is a commercially driven programme of improvements at key properties. It spends £16m per annum on the Conservation Maintenance Programme (CMP) which breaks down as c£12m on cyclical maintenance including grounds maintenance and c£4m on Conservation Projects to address the priority defects or backlog on the historic estate.

The allocation of £18m to the EH Charity for capital projects, coupled with the projected income from fundraising of £89m results in a £107m CIP. Of this, £7m is expected to be allocated to IT infrastructure investment leaving £100m over a 12 year period for capital improvements to the estate which is c£8.3m per annum. In addition there is the £10m allocated to improved interpretation and presentation at the free and smaller sites. On the CMP, the increase is £6.5m per annum over an eight year period which would take the CMP from £16m to £22.5m per annum of which £10.5m is to address the defects. In both programmes (CMP and CIP) there is therefore a significant increase in spend.

The Commercial Case sets out how we will deliver both the CIP and the CMP over the period of the Business Plan. The Estates department within the National Collections Group (NCG) manages both the CIP and the CMP and the assumption is that it will continue to do so. However, its structure needs to be reviewed in the context of a much larger programme to ensure that it is fit for purpose. This will involve additional project management resources and an appropriate management structure - notably where we are taking functions in house.

3.2. Background

English Heritage has a tried and tested methodology to determine both its Capital Investment and Conservation Maintenance Programmes, the latter being clearly documented in the Asset Management Plan 2011-2015. Appendix B sets out an indicative Conservation Maintenance Programme for the first three years of the Plan (2015-2018). This shows how the additional £6.5m allocated to address the conservation defects might be allocated

The projects to be delivered under the CIP are agreed by the National Collections Group Board following consultation with key managers and delivery is then delegated to the Historic Properties Director. The programme prioritises investment on the basis of the anticipated commercial return but also takes account of the need to replace time expired core displays and visitor facilities.

The Conservation Maintenance Programme of c£16m is split between c£12m for cyclical maintenance and c£4m to address conservation defects. The cyclical maintenance budget covers all infrastructure maintenance (heating etc), grounds maintenance (the largest element) and areas such as condition surveys and collections maintenance (cannons and armaments). This work is contracted out.

The CMP in each territory is developed by the Territory Conservation Maintenance Manager in consultation with the Territory Property Curator and the relevant historic properties staff, using a tightly defined prioritisation process set out in the first Asset Management Plan. Programmes are approved by the Territory Property Steering Group (TPSG) chaired by each Historic Property Director, a national overview taken by the Head of Conservation Maintenance and then signed off by the Property Steering Group (PSG) for the whole of the NCG. These processes are now embedded within the NCG and have been operating effectively for several years ensuring that limited resources are used to address the most pressing conservation issues.

Delivery of the CIP and the CMP is through contractors. Major projects are procured on a project by project basis through the Governments contract portal – Contracts Finder - and supported by the in house procurement team. Minor planned projects are delivered on a project by project basis, either by utilising the Measured Term Maintenance contractors for work up to £10k, or alternatively for projects up to the value of £50k by inviting tenders from at least three suitably experienced contractors, and above £50k through Contracts Finder. All procurement

routes rely on identifying contractors who possess the correct expertise to ensure quality workmanship.

Both the CIP and CMP programmes are supported by professional framework contracts for Architect, Quantity Surveying and Building Engineering Services currently procured through OJEU with professional leads in the Conservation Department within the National Planning and Conservation Department.

Routine Cyclical and Response maintenance contracts covering Building, Mechanical & Electrical and Grounds maintenance are delivered through Measured Term Contracts procured through OJEU and delivered and managed locally. The value of these contracts is in the order of £9.7m per annum.

English Heritage has an excellent track record in delivering successful projects within the framework set out above. The table below illustrates a range of capital investment projects undertaken between 2009 and 2013 which have delivered to specified outcomes and have been managed to time, quality and to budget.

Figure 4: Capital Projects Successfully Completed between 2009 - 2013

Territory	Property	Project	Total Project Budget £k	Delivered
East	Audley End	Stables – phase 2	1,354	May 2010
East	Audley End	Tea Room	93	May 2010
East	Framlingham Castle	Refreshment Kiosk	72	Feb 2011
East	Wrest Park	Revitalisation Project Phase 1 (HLF)	4,301	March 2012
London	Wellington Arch	Interior Refurbishment	734	April 2012
North	Beeston Castle	Shop and Café area refit	100	March 2011
North	Carlisle Castle	Interpretation Scheme	94	March 2012
North	Houseteads Roman Fort	Museum Building and Visitor Facilities	629	March 2012
South East	Carisbrooke Castle	Princess Beatrice Gardens	138	March 2009

South East	Dover Castle	Great Tower Interpretation	2465	August 2009
South East	Dover Castle	New Visitor Admission Building	911	July 2009
South East	Dover Castle	Secret War Time Tunnels Dunkirk Experience	2,431	June 2011
South East	Osborne House	Osborne Bay: Access and Interpretation	1,182	June 2012
South East	Battle Abbey	Walled Garden	132	March 2013
West	Kenilworth Castle	Elizabethan Gardens	1,788	March 2009
West	Pendennis Castle	Sergeants Mess: Holiday Cottage	206	May 2011
West	Witley Court	Play Area	129	March 2013

3.3. Considerations and Options for Delivering Works on the National Heritage Collection from 2015/16

3.3.1. Considerations

There are a number of factors shaping the future direction and delivery of work across all three major work streams (CIP, CMP and cyclical maintenance).

The nature of the property portfolio presents a wide geographic spread of work and wide variances in the nature, type and indeed mixes of work to be undertaken. This dictates that one size solution does not fit all.

The additional Government funding is for eight years, at the end of which it is anticipated that spend will revert to current spending levels. It is important that the EH Charity does not create a structure which cannot be sustained.

There is a finite resource across the sector to respond to increased volumes of work and there is an absolute need to continue to deliver to quality standards.

3.3.2. Options for Future Delivery

The CIP from 2015 will have an average spend not dissimilar to recent years, however, it is front loaded with spends in the first five years of between £10m and £12m. This will represent a larger body of work for the Estates department than it has been accustomed to. (The Stonehenge Environmental Improvements Project at £27m has its own dedicated team and has sat outside the project management structure described in this paper). In addition there will be the extra £6.5m for the CMP. It is therefore important to consider what would be the best “model” to deliver this additional workload and to enable whatever structure and resource is needed to be established well ahead of 2015/16 i.e. within 2014/15. Whatever the model it is important to maintain the following aims:

- To deliver quality workmanship across the full range of projects which reflects the EH Charity brand and the uniqueness and significance of the National Heritage Collection;
- To deliver best value with the increased funding. This drives larger work packages to ensure economies of scale and can be supported by robust AMP data;
- To deliver projects within an agreed programme to support the business growth;
- Where possible provide training opportunities in craft skills for the benefit of the organisation and the wider sector.

There are a range of options for delivering physical works which will meet these stated aims across the three major work streams. The proposals differ for each and are outlined below.

3.3.3. Capital Investment Programme

It is proposed that all projects would be competitively tendered.

There are and will continue to be significant conservation works undertaken at the same time as Development projects. The conservation element will address priority 1 and 2 defects where they are material to supporting the development project and its outcomes. This work can if necessary also be supported by the Conservation Maintenance Teams in the respective Territory. This approach minimises the impact operationally at sites and maximises the use of the in house Project Management/ Conservation Maintenance resource and the external professional teams.

The CIP will continue to be supported by Professional Framework contracts procured in line with OJEU regulations. Current frameworks are in place for Architects, Quantity Surveyors and Building Services Engineers. There is an opportunity to reflect the changes in our expanded programmes as two of the frameworks are due for renewal during 2014/15.

The professional services provided through these frameworks are being assessed to determine the range of work that has been delivered, the cost of these services and whether there is a business case to support the appointment of in house specialists to deliver the range of project services required.

3.3.4. Conservation Maintenance Programme

With the additional funding for priority defects the CMP will grow to an estimated £10.5m spend per annum from 2015/16.

The priority defects are varied in nature and are widely dispersed across the portfolio so one size doesn't fit all. However it is known that there are a significant number of priority 1 and 2 defects associated with masonry/brickwork and that this is likely to form a large element of the work programme. This would suggest that there is an opportunity to establish an in house masonry team in each Territory to deal with some of this work. The size and distribution of the Territory teams would depend upon the level of anticipated work at each site over the full period of the programme. However, it is proposed to create 18-20 posts subject to finalising the first three year work programmes both for CMP and CIP.

There is insufficient timber and roofing works to justify a similar approach to that proposed for masonry. We would therefore continue to procure contracted services to support the programme on a project by project basis in addition to using, where appropriate, the procured cyclical maintenance contractor within each territory.

CMP will also be supported by the professional framework contracts.

3.3.5. Routine Cyclical Maintenance

Cyclical maintenance consists of work across three main areas: Building and Civil Engineering, Mechanical & Electrical and Grounds Maintenance. The annual spend is circa £9.7m per annum.

It is proposed to procure these contracts through OJEU as is current practice, when they become due for renewal in 2015/16.

There is a wide spread of cyclical work across the portfolio and there is a network of local contractors able to provide services speedily and at a competitive price.

There would be significant capital outlay to take this work in house and some of it is very specialist in nature and is founded in statutory legislation. It is also accepted that contractors would continue to carry the most significant Health and Safety risk in delivering this work which would otherwise transfer entirely to the Charity.

The opportunity for general maintenance roles will be explored at key sites in order to provide a timely and responsive service where the level of cyclical maintenance and response calls could support such a role.

3.4. Developing heritage skills within the sector to support the increased work programmes within EH Charity

There is a well-recognised skills shortage to carry out heritage conservation work on an historic estate such as the National Heritage Collection and there are a relatively small number of contractors with a skilled workforce, endorsed by the holding of the Construction Skills Certification Scheme Heritage Skills and Professional Qualified Persons card. The EH Charity, as previously stated, is looking to deliver works through a mixture of directly employed labour and contracted services and this therefore is an issue which will have implications for us and the sector and which the New Model provides an opportunity to address.

It has been a long standing objective of English Heritage to require contractors working on our sites to hold this level of qualification both at Craft level and supervision.

Given that a greater continuity of work than at present will be possible, contractors will be encouraged to provide opportunities for apprenticeships and similar skills initiatives for local labour

Appendix A: Business Plan

	year 1	year 2	year 3	year 4	year 5	year 6	year 7	year 8	year 9	year 10	year 11	year 12
Business Plan - Revenue	2015/16 Plan	2016/17 Plan	2017/18 Plan	2018/19 Plan	2019/20 Plan	2020/21 Plan	2021/22 Plan	2022/23 Plan	2023/24 Plan	2024/25 Plan	2025/26 Plan	2026/27 Plan
	000s	000s	000s	000s	000s	000s	000s	000s	000s	000s	000s	000s
Attendances	5,478	5,612	5,757	5,915	6,029	6,199	6,301	6,423	6,519	6,619	6,723	6,825
Membership Base	846	900	949	996	1,039	1,083	1,123	1,163	1,200	1,236	1,271	1,307
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Admissions Income (inc. Gift Aid)	24,245	25,032	25,968	26,965	27,808	29,154	29,979	30,928	31,787	32,699	33,645	34,617
Membership Income (inc. Gift Aid)	23,541	25,604	27,595	29,576	31,515	33,522	35,499	37,498	39,497	41,519	43,585	45,706
Membership - off site acquisition (inc Gift Aid)	1,220	1,274	1,333	1,399	1,460	1,540	1,603	1,674	1,740	1,811	1,885	1,962
Retail Income	11,904	12,483	13,191	13,906	14,512	15,392	15,973	16,654	17,243	17,881	18,477	19,085
Catering Income	5,135	5,776	6,079	6,837	7,136	7,705	7,938	8,390	8,623	9,007	9,254	9,701
Sponsorship Income (exc Blue Plaques)	200	350	450	560	600	650	720	800	850	950	1,000	1,000
Remaining Earned Income	4,438	5,016	5,375	5,814	6,187	7,144	7,979	9,234	10,567	11,961	12,961	13,232
Stonehenge Project (revenue) - 3rd party funding	0	0	0	0	0	0	0	0	0	0	0	0
Total Income	70,683	75,536	79,990	85,057	89,218	95,107	99,692	105,178	110,308	115,829	120,807	125,303
Visitor Marketing	4,743	4,900	5,061	5,236	5,402	5,609	5,778	5,964	6,139	6,321	6,510	6,704
Membership - on site sales & cost of servicing	5,794	6,170	6,527	6,884	7,251	7,635	8,012	8,396	8,779	9,168	9,565	9,974
Membership - other	1,012	1,030	1,048	1,066	1,087	1,109	1,131	1,153	1,176	1,200	1,224	1,248
Membership - new off site acquisition	1,000	1,018	1,035	1,053	1,074	1,095	1,117	1,140	1,162	1,186	1,209	1,234
HE shared services	12,354	13,617	12,888	12,193	12,209	12,442	12,684	12,932	13,167	13,428	13,689	13,953
Pension Savings	(246)	(464)	(658)	(832)	(991)	(1,139)	(1,273)	(1,396)	(1,508)	(1,612)	(1,708)	(1,799)
Remaining Expenditure (excluding depreciation)	63,171	65,052	66,440	68,449	69,965	72,369	74,073	76,177	82,289	84,577	86,465	88,105
Efficiency Savings	(865)	(891)	(909)	(930)	(953)	(985)	(1,010)	(1,039)	(1,109)	(1,140)	(1,167)	(1,193)
Stonehenge Project (revenue)	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue Spend	86,964	90,431	91,433	93,118	95,044	98,135	100,512	103,327	110,096	113,127	115,787	118,227
A (HE Funding Required)/ Operating Surplus	(16,281)	(14,895)	(11,442)	(8,061)	(5,826)	(3,028)	(820)	1,851	212	2,702	5,020	7,077

		year 1	year 2	year 3	year 4	year 5	year 6	year 7	year 8	year 9	year 10	year 11	year 12		
Business Plan - Capital			2015/16 Plan	2016/17 Plan	2017/18 Plan	2018/19 Plan	2019/20 Plan	2020/21 Plan	2021/22 Plan	2022/23 Plan	2023/24 Plan	2024/25 Plan	2025/26 Plan	2026/27 Plan	12 Year Total
	GIA - Capital Site Investment Programme (part of £80m)	*	8,000	4,000	3,000	2,000	1,000	0	0	0	0	0	0	0	18,000
	Fundraising/ 3rd Party		3,000	6,400	7,650	8,400	11,400	7,400	8,650	8,900	7,650	5,400	6,650	7,500	89,000
	Interpretation/ Presentation Backlog (part of £80m)	*	2,000	2,000	2,000	2,000	2,000	0	0	0	0	0	0	0	10,000
	Conservation Backlog - £52m (part of £80m)	*	10,500	10,500	7,500	5,000	3,500	3,500	2,500	9,000	0	0	0	0	52,000
	Capital Funding - From Historic England For Conservation		0	0	3,000	5,500	7,000	7,000	8,000	1,500	0	0	0	0	32,000
	GIA Capital Funding		0	0	0	0	0	0	0	0	0	0	0	0	
	Stonehenge - total funding (private)		0	0	0	0	0	0	0	0	0	0	0	0	
	Total Capital Funding		23,500	22,900	23,150	22,900	24,900	17,900	19,150	19,400	7,650	5,400	6,650	7,500	201,000
	Capital Site Investment Programme (£18m part of £80m)		9,400	9,900	10,150	9,900	11,900	6,900	8,150	8,400	7,150	4,900	6,150	7,000	99,900
	IT infrastructure		1,600	500	500	500	500	500	500	500	500	500	500	500	7,100
	Interpretation/ Presentation Backlog (part of £80m)		2,000	2,000	2,000	2,000	2,000	0	0	0	0	0	0	0	10,000
	Conservation Base Spend		3,980	3,850	4,000	4,000	4,000	4,000	4,000	4,000	0	0	0	0	31,830
	Conservation Backlog - £52m (part of £80m)		6,520	6,650	6,500	6,500	6,500	6,500	6,500	6,500	0	0	0	0	52,170
	Stonehenge - capital spend (private funded from 11/12)		0	0	0	0	0	0	0	0	0	0	0	0	
	Total Capital Expenditure		23,500	22,900	23,150	22,900	24,900	17,900	19,150	19,400	7,650	5,400	6,650	7,500	201,000
B	Total HE Funding Required For Capital Purposes		0	0	(3,000)	(5,500)	(7,000)	(7,000)	(8,000)	(1,500)	0	0	0	0	0
A+B	Total HE Funding Requirement		(16,281)	(14,895)	(14,442)	(13,561)	(12,826)	(10,028)	(8,820)	0	0	0	0	0	0
	Special £80m funding from DCMS Summary	*£80m	20,500	16,500	12,500	9,000	6,500	3,500	2,500	9,000	0	0	0	0	0

NB: No HE funding is required in 2022/23 because the Charity can use surplus revenue funds to cover its capital funding requirements

Appendix B: Conservation Maintenance Programme 2015-18 – Major Projects

Territory	Property	Major Conservation Projects	Revenue 2015/16	Revenue 2016/17	Revenue 2017/18	Revenue Project Total	Origin of Project	Project development status; other notes/comments
South East	Battle Abbey*	Repair to external walls, windows and joinery and other conservation work			500.0	500.0	AMP P1 & 2	Associated work to tie in with major capital project*
			250.0			250.0		
	Camber Castle	Consolidation of masonry					AMP Survey 1, 2 & 3, Technical Manager, Properties Curator	
	Carisbrooke Castle*	AMP Priority 1 & 2 defects inc. repairs to tea room	150.0			150.0	290k of AMP P1&2 defects to address	to Align with CIP*
	Dover Castle*	ONB remedial works to make weather tight & structurally sound	700.0	740.0		1440.0	AMP Survey 0,1 & 2	continuation of works from the original stabilisation project - to coincide with 1216 anniversary. To align with CIP*
	Dover Castle*	St Mary's Structural Stabilisation of Church and Bell Tower and Roof repairs	150.0			150.0	Technical Manager inspection and Properties Curator	not yet identified / supported in AMP - to be added by CMM. Project to align with CIP*
	Dover Castle*	Addressing AMP Priority 1 & 2 defects	150.0	250.0		400.0	AMP Survey P1 & 2	£2.6m total AMP P1&2 defects to be addressed
			100.0	100.0	250.0	450.0		total AMP defects 743k - 250 k x 3 phases. Site on Heritage At Risk Register & parts cordoned off.
	Fort Cumberland	High level brick & masonry repairs					AMP Survey 1, 2 & 3, Technical Manager, Properties Curator	
	Hurst Castle	Asphalt Roofing east wing & other AMP P1 & 2 defects	750.0	550.0		1300.0	AMP Survey 1 and Technical Manager Inspection	1.5 m of Defects as AMP to address east & west wing
				250.0	700.0	950.0		External match funding for coastal defences - 1m funding required from EH 2m from New Forest DC. Environmental Agency report due 16/17
	Hurst Castle	Sea Defences			100.0	100.0	In house Structural engineer - site suffers from coastal erosion	ext walls 25k AMP defects - high level survey required 16/17 to inform project
	Minster Lovell	High level masonry repairs					AMP Survey 1, 2 & 3 & Technical Manager Inspection	
	Northington Grange	AMP Priority 1 & 2 defects			200.0	200.0	AMP Survey P1 & 2 defects	220k total AMP P1&2 defects; walls & roof to be addressed
	Osborne House*	Conservation and repairs to Princess Beatrice Apartments		100.0		100.0	AMP 1 & 2	Associated work to tie in with major capital project*
	Osborne House*	Lower terrace masonry repairs			250.0	250.0	AMP Survey 1, 2, 3 & 4 Technical Manager Inspection and Properties Curator	
	Osborne House*	Sovereigns Lodge works to facilitate holiday cottage	100.0			100.0	AMP Survey 1, 2, 3 & 4 and Technical Manager Inspection	support for small commercial element to be confirmed ?
			100.0			100.0		cottage is principally constructed from Asbestos board partitions & fibre materials- requires extensive deconstruction & rebuilding: provisional estimate as cost unknown - project would require c.500k total to re-let as holiday cottage (support from CIP tbc?)
	Osborne House*	Pavillion Cottage Removal of asbestos					Technical Manger and Site Manager	
	Osborne House*	Repairs to roads, paths & surfaces inc. re-tarmacing			200.0	200.0	to align with site master plan strategy	263k on AMP P1 & 2 works for roads & surfacing
Osborne House*	Asphalt roof to Durbar Wing	100.0			100.0	AMP Survey P1 & 2	220k total AMP P1 & 2 works for re-roofing for site	
Osborne House*	Addressing other AMP Priority 1 & 2 defects		100.0	100.0	200.0	AMP re-survey due complete 13/14 & cost to be reviewed	£2.1m total AMP P1 & 2 defects to be addressed - works to align with site master plan strategy	
Upnor Castle	Water ingress remedial works and consolidation			200.0	200.0	Properties Curator	132k on AMP	
Walmer Castle	High level lead works to roofs			100.0	100.0	AMP Survey 2 & 3 and technical manager inspection		
Walmer Castle	AMP Priority 1 & 2 defects			100.0	100.0	AMP Survey P1 & 2 defects	96k AMP P1&2 defects to be addressed	
Total Major Conservation Projects- South			2550.0	2090.0	2700.0	7340.0		
Other	Infrastructure projects							
	Dover Castle*	Replacement of boilers/ floodlighting / phone systems/ voltage optimiser & upgrade mains electricity supply	250.0			250.0	CMM recommendation: mains electric supply cost estimate tbc with utility provider	To align with CIP*
	Osbourne House*	Replacement of boiler & static inverters	125.0			125.0	CMM recommendation	To align with CIP*
	Territory - Various sites	Replacement of M&E elements		100.0	100.0	200.0	to be confirmed by CMMs to address territory priorities	
Painting projects								
	Appuldurcombe	Conservation & redecoration of railings	100.0			100.0	AMP Survey 2 and Properties Curator	
	Fort Brockhurst	Casemate redecoration		100.0		100.0	CMM recommendation & AMP verified	70k AMP P1 & 2 defects on window joinery (2009)
	Osborne House	External redecorations inc. Prince of Wales external painting inc. POW, POQ, Shambles, Sovereigns gate, Golf Cottage, Workshops, & inc. glasshouse			150.0	150.0	CMM recommendation & AMP verified	140k AMP P1 & 2 defects on window joinery
De-vegetation projects								
	Carisbrooke Castle*	Devegetation and consolidation of masonry	100.0			100.0	AMP Survey 1, 2, 3 & 4 and Technical Manager Inspection	300k AMP defects. Phased approach to address backlog of vegetation works
				150.0	150.0	300.0		885k AMP P1&2 wall defects to include inner bailey walls & Extensive areas of Roman perimeter walls (high prelim costs for access scaffolding)
	Portchester Castle	Devegetation and consolidation of masonry					AMP Survey 1, 2 Technical Manager, Properties Curator	
Total other projects -South East			575.0	350.0	400.0	1325.0		

		Major Conservation Projects - East & London	Revenue 2015/16	Revenue 2016/17	Revenue 2017/18	Revenue Project Total	Origin of Project	Project development status; other notes/comments
East & London	Audley End House*	AMP P1 & 2 works & remedial works to yard buildings		450.0	200.0	650.0	AMP resurvey due 14/15	1.2m total AMP P1&2 defects. Project to align to CIP 16/ 17*
	Apsley House	Conservation of external masonry inc. south façade	150.0	350.0		500.0	AMP P1 & 2 defects 421k South Façade	500k AMP P 1 & 2 defects on external wall masonry to be addressed
	Castle Acre	AMP P1 & 2 defects			120.0	120.0	incl. replacement of hard capping	96k total AMP P1&2 defects to be addressed
	Framlingham Castle*	Conservation and repair work Curtain walls & Poor House Dormitory		300.0		300.0	AMP P1 & 2 defects	333k AMP P1 & 2 defects to be addressed to align with CIP 16/17*
	Grimes Graves*	AMP Priority 1 & 2 defects			100.0	100.0	AMP P1 & 2 defects	Associated work to tie in with major capital project*
	Kenwood House	Works to South Terrace			200.0	200.0	CMM recommendation: AMP re-survey due 14/15	Price to be reviewed following AMP re-survey 14/15
	Lincoln Bishops Palace	Consolidation of masonry	500.0			500.0	AMP re-survey. Will remove all defects in kitchen area & whole site all AMPS: Corporate objective	460k Total AMP defects - 100k on ext. walls + 110k internal wall conservation
	Orford Castle	Consolidation of external walls - septaria in poor condition	50.0	350.0		400.0	Some trial work previously carried out - this to be revisited. Difficulty in sourcing suitable match stone for repairs	350k AMP P1 & 2 defects to external masonry (AMP survey to be updated 14/15)
	Wellington Arch	Conservation of Quadriga & gates			100.0	100.0	technical manager inspection	AMP allowance 30k for cleaning statue & re-patination. Works costed at 80k.
	Wingfield Manor*	AMP P1 & 2 defects			120.0	120.0	AMP P1 & 2 defects	95k AMP P1 & 2 defects (2009). Address other AMP defects to align with CIP 17/18*
	West Park	Archer pavillion	50.0	400.0		450.0	Revised AMP survey to give priorities	to include conservation to wall paintings
West Park	AMP P1 & 2 defects	100.0			100.0	AMP P1 & 2 defects	400k AMP P1 & 2 defects. Address AMP defects 130k roofs & 90k ext. walls	
		Total Major Conservation Projects- East & London	850.0	1850.0	840.0	3540.0		
Other		Infrastructure projects						
	Wellington Arch	Replacement of lift			120.0	120.0	Current lift has reached end of useful life and requires replacement. High costs of annual repairs (36k p/a)	Design & Specification dependant on usage - current Spec. under sized for application.
	Audley End House*	Installation of Irrigation system to paddock and garden		100.0		100.0	Site Manager / CMM recommendation	
	Apsley House	Replacement / upgrading of Heating system		100.0		100.0	CMM recommendation	upgrading / replacement of controls & embedded heating panels
	West Park*	Replacement of LV switch gear	100.0			100.0	Site Manager / CMM recommendation	
	Territory -Various sites	Replacement of M&E elements Inc. Castle Acre Priory: Upgrade IDS, CCTV & FA systems		100.0		100.0	TBC by CMM to address territory priorities	
		Painting projects						
	Marble Hill House	External decoration	100.0			100.0	CMM recommendation	45k AMP P1&2 defects on external joinery to be addressed
	Territory- Various sites	Redecoration of external joinery elements: contract let by territory		100.0	100.0	200.0	TBC by CMM to address territory priorities	
		De-vegetation projects						
	Territory - Various sites	Woody growth removal & masonry consolidation: prioritised sites contract let by territory	100.0	100.0	100.0	300.0	TBC by CMM to address territory priorities	
		Total East & London	300.0	500.0	320.0	1120.0		

Territory	Property	Major Conservation Projects - North	Revenue 2015/16	Revenue 20116/17	Revenue 2017/18	Revenue Project Total	Origin of Project	Project development status; other notes/comments
North	Belsay Hall & Castle *	High level stone masonry conservation repairs & AMP P1 & 2 defects		200.0	380.0	580.0	Works to address AMP backlog 400k defects assoc. with ext. walls	750k total AMP P1&2 defects; project to align with CIP 16/ 17*
	Brodsworth Hall*	Conservation and repairs of Hall external shutters/ windows & adjacent masonry	300.0			300.0	Originally part of Window masonry project, but then separated.	AMP Survey defects 2&3 but now deteriorate to priority 1. project to align with CIP 16/17*
	Carlisle Castle*	Arroyo building dilapidations repairs		250.0		250.0	EH lease to County Council	290k total AMP P1 & 2 defects to be addressed. To align with CIP 16/17*
	Furness Abbey	Phase 7 North/South wall stability repairs, monitoring & Site tidy works	325.0			325.0	2007/8 Movement began, requiring intervention to prevent collapse	Phased repairs
	Furness Abbey	Phase 8 North/South wall stability		300.0		300.0	2007/8 Movement began, requiring intervention to prevent collapse	Phased repairs
	Sawley Abbey	Conservation of masonry to walls	100.0			100.0	CMM recommendation & AMP verified	90k AMP P1&2 defects to be addressed
	Territory- Various sites	W hit by high level masonry: Berwick castle & ramparts AMP P1&2 defects			200.0	200.0	TBC by CMM to address territory priorities	50k AMP defects W hit by 150k Berwick Castle & Ramparts
Total Major Conservation Projects- North			725.0	750.0	580.0	2055.0		
Other	Infrastructure projects							
	Brodsworth Hall*	Replacement / Upgrading of heating systems & BMS re-new water supply to fire hydrant	420.0			420.0	CMM recommendation	To align with CIP*
	Belsay Hall & Castle *	upgrade power supply & water supply & fire alarms & lighting			375.0	375.0	CMM recommendation & AMP justified costings	all infrastructure over 20 years old & in need of replacement
	Berwick Barracks	Replacement / Upgrading of M&E systems & water supply			185.0	185.0	CMM recommendation	£ 1m in AMP for replacement of all infrastructure within 20 year period.
	Stoke Park	replacement electrical distribution & replacement boiler & intruder alarms		250.0		250.0	CMM recommendation	
	Tynemouth	Coast guard station replace M&E systems		110.0		110.0	CMM recommendation	
Painting projects								
	Territory- Various sites	Redecoration of external joinery elements: contract let by territory	100.0	100.0	100.0	300.0	TBC by CMM to address territory priorities	
De-vegetation projects								
	Territory - Various sites	Woody growth removal & masonry consolidation: prioritised sites contract let by territory	100.0	100.0	50.0	250.0	TBC by CMM to address territory priorities	
Total Other Projects- North			620.0	560.0	710.0	1890.0		

		Major Conservation Projects - West	Revenue 2015/16	Revenue 2016/17	Revenue 2017/18	Revenue Project Total	Origin of Project	Project development status; other notes/comments
West	Ironbridge	Flood barriers & structural fabric repairs			250.0	250.0	Rambolls high level survey & Structural modelling & analysis project	14/15 repairs as listed in CMP. 100k inst all flood barriers (subject to match funding from DC & 150k fabric repairs as listed in CMP / AMP
	Temple Church Bristol	Conservation and repair work to external masonry	100.0	100.0		200.0	AMP Ref: 094/2007 Items 99-264 Inc. (p.12-26 Inc.)	W idespread P1&P2 high level masonry defects throughout Church ruins total 400k AMP P1 & 2 Masonry
	Witley Court	Conservation and repair work to external masonry	100.0	100.0	150.0	350.0	AMP P 1 & 2 works	320k total AMP P1&2 defects to be addressed. Phased Approach to minimise visit or disruption
	Royal Citadel Plymouth	Conservation and repair work to external masonry			100.0	100.0	AMP P 1 & 2 works	£1.2m total AMP P1&2 defects to be addressed
	Garrison Walls, IoS	Coastal erosion remedial works to undermining of walls			100.0	100.0	AMP Ref: 329/2009 Items 64-67 Inc. (p. 6)	350k AMP P1&2 defects on masonry. Remedial works as corporate requirement due to legal agreement with Duchy; funding contribution to be sought from Duchy
	Wroxeter Roman City	Conservation and repair work to external masonry & structural stabilisation of farm buildings	100.0	100.0		200.0	AMP P 1 & 2 works & TM / CMM inspections.	Defects associated with Structural Stabilisation Farm Buildings post AMP survey. Total Amp P1 & 2 defects 96k
	Chester Castle	AMP P 1&2 defects	100.0			100.0	AMP P 1 & 2 works	90k Total AMP P1&2 defects to be addressed
	Cleeve Abbey	Conservation and repair work to external masonry	100.0			100.0	AMP P 1 & 2 works	Masonry conservation repairs to be addressed across site
	Kenilworth Castle	AMP P 1&2 defects	100.0			100.0	high level survey required	60k AMP P1&2 masonry defects - high level condition survey req'd 14/15 to continue programme of high level conservation repairs
	Lulworth Castle	AMP P 1&2 defects from high level survey - roof & leadwork			100.0	100.0	AMP P 1 & 2 works to roof	380k total AMP defects to roof to be addressed
		Total Major Conservation Projects- West	600.0	300.0	700.0	1600.0		
Other		Infrastructure projects						
	Chysauster Ancient Village	provision of electrical supply to site & wiring of SAB			100.0	100.0	TM recommendation	Trading site has no mains service supply - staff welfare issues
	Territory- Various sites	Replacement of M&E elements	100.0	100.0		200.0	TBC by CMM to address territory priorities	
		Painting projects						
	Territory- Various sites	Redecoration of external joinery elements: contract let by territory	100.0	100.0	50.0	250.0	TBC by CMM to address territory priorities	
		De-vegetation projects						
	Territory - Various sites	Woody growth removal & masonry consolidation: prioritised sites contract let by territory	100.0	50.0	100.0	250.0	TBC by CMM to address territory priorities	
		Total other projects- West	300.0	250.0	250.0	800.0		
		SUMMARY TOTALS BY TERRITORY	2015/16	2016/17	2017/18	Revenue Project Total		
		TOTAL SOUTH EAST	3125.0	2440.0	3100.0	8665.0		
		TOTAL EAST & LONDON	1150.0	2350.0	1160.0	4660.0		
		TOTAL NORTH	1345.0	1310.0	1290.0	3945.0		
		TOTAL WEST	900.0	550.0	950.0	2400.0		
		Overall Total	6520.0	6650.0	6500.0	19670.0		
		SUMMARY TOTALS BY WORK STREAM	2015/16	2016/17	2017/18	Revenue Project Total		
		Major Conservation Projects	4725.0	4990.0	4820.0	14535.0		
		Infrastructure Projects	995.0	860.0	880.0	2735.0		
		Painting Projects	400.0	400.0	400.0	1200.0		
		De-vegetation Projects	400.0	400.0	400.0	1200.0		
						19670.0		

Prepared 10th January 2014