

4.6 Seminars and training

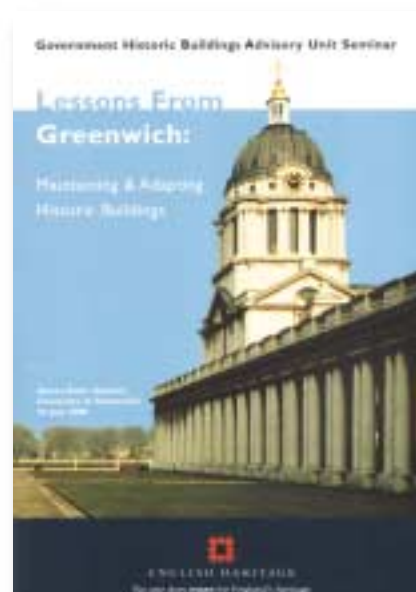
During the reporting period, GHBAU staff have contributed to several training courses for estates and property staff working for government departments and agencies. These include the Premises Management courses at Tadley Court, in Berkshire, offered by the WTI Group on behalf of the Office of Government Commerce. Presentations have also been made at seminars for Court Service staff at the Royal Courts of Justice (March 2001), for staff of the Employment Service at Ranmoor Hall, Sheffield (December 2000) and to staff of NHS Trusts at English Heritage's London headquarters (October 2001). These events are a useful opportunity to explain to property managers the statutory and procedural requirements related to listed and other historic buildings, and to answer any concerns about the management of their historic estates.

In addition, GHBAU's series of annual seminars for departmental focal points has continued. These have been well attended by representatives of almost all departments and agencies as well as invited property managers and specialist consultants. These seminars provide a valuable opportunity to disseminate 'best practice' in all aspects of the management of departmental historic estates. They also provide an opportunity for focal points to meet each other and their contact points in GHBAU, thus reinforcing the relationships between departments and English Heritage. A more interactive format has been included on both occasions with discussion groups on selected topics. Delegates have been invited to comment on

the usefulness of these seminars after each event. Feedback received in this way has been extremely positive and has helped in planning subsequent seminars.

Seminar at Maritime Greenwich University Campus, 25 July 2000: 'Lessons from Greenwich: Maintaining and adapting historic buildings'

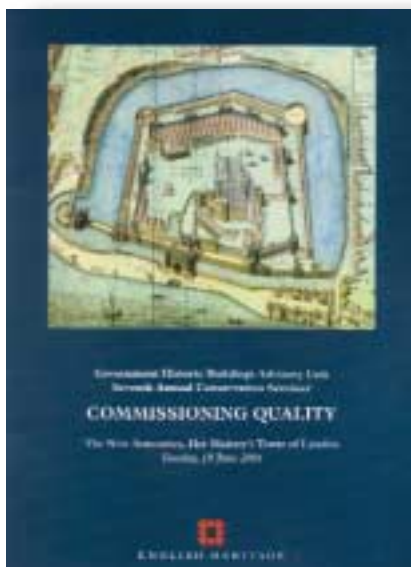
The seminar was held at the Queen Anne Quarter at the Old Royal Naval Hospital at Greenwich, recently adapted for university use. This project provided the principal case study of the day, with contributions from the consultant architects and GHBAU. Other presentations in the morning session were concerned with the issues of disabled access and new design. The themes of the afternoon session were quadrennial inspections, the maintenance cycle and buildings at risk, with speakers from a specialist conservation practice, the Royal Household and English Heritage.



2000 Historic Buildings Seminar at Greenwich

Seminar at the New Armouries, Tower of London, 19 June 2001: 'Commissioning Quality'

The main theme of the event was Government procurement policy in relation to the historic environment. The keynote speech, on raising design standards, was given by Sir Stuart Lipton, Chairman of the Commission for Architecture and the Built Environment. Other speakers represented the Office of Government Commerce, Defence Estates and English Heritage. The second theme of the day was conservation issues at the Tower of London, including the recently completed refurbishment of the New Armouries itself and works at the White Tower. The programme concluded with a number of optional tours of the site.



2001 Historic Buildings Seminar at the Tower of London

4.7 Biennial reports

Reports have been received from 27 departments (see Annex One) including 8 from Northern Ireland. In addition, consolidated reports have been received from the Environment and Heritage Service in Northern Ireland (see paragraph 2.2) and Historic Scotland (see paragraph 2.3).

The table on pp.22-27 summarises the completeness of each report. It will be seen from this that standards achieved are extremely variable. Some departments deserve mention for the comprehensive content and clear presentation of their reports: DEFRA, Cabinet Office and the Home Office. Historic Royal Palaces – formerly an agency and now constituted as a trust – have also produced an excellent overview of their work. The Court Service, who did not produce a report in the previous round, have provided the most comprehensive and analytical report of any department in the current round. This has been achieved by the use of an external consultant. The MoD has produced two well-illustrated annual reports which are highly informative about heritage issues. As these do not conform with the format recommended by GHBAU, Defence Estates has provided additional information for the purposes of the Biennial Report derived from their Historic Buildings Database. Some other departments have produced reports that are relatively incomplete or superficial in their content.

Disappointingly, no report has been received from NHS Estates or the Northern Ireland Court Service.

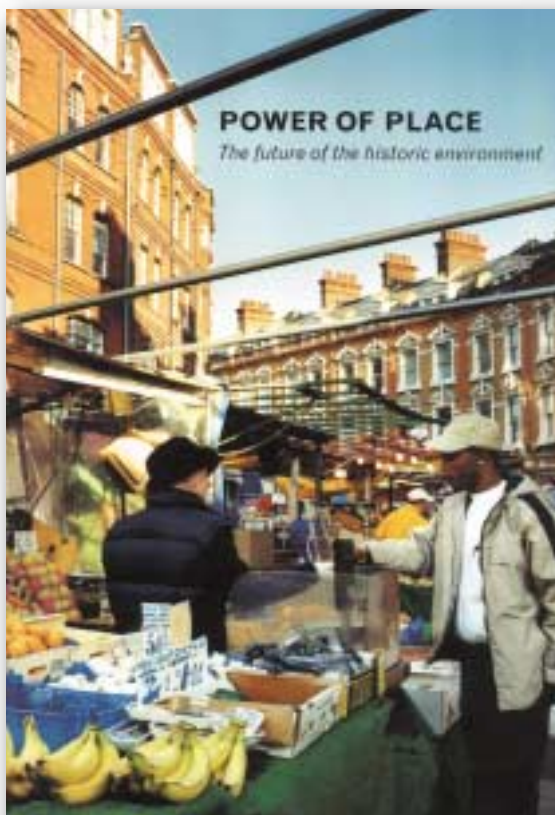
5.0 Current Issues and Initiatives

5.1 The historic environment review

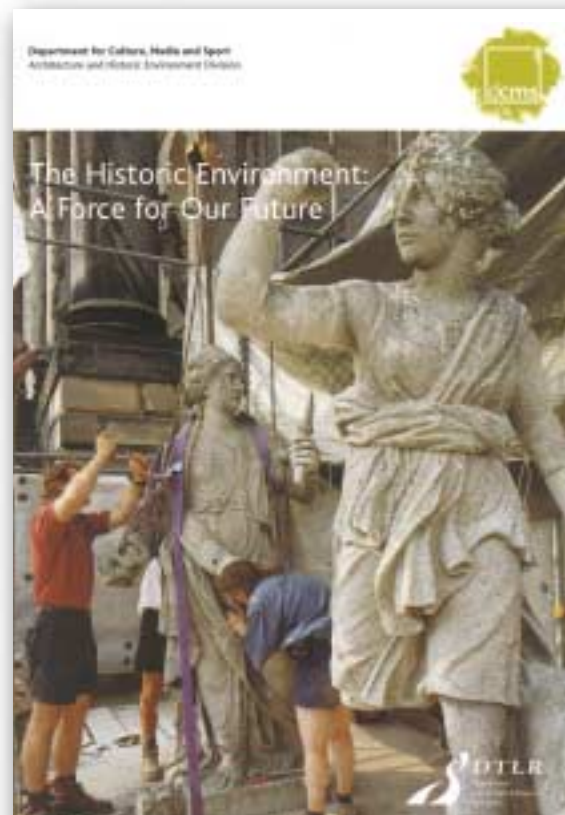
In January 2000, English Heritage was asked by the DCMS and former DETR to co-ordinate a complete review of policies relating to the historic environment. *Power of Place*, the final report of this review, was published in December 2000. *Power of Place* assessed the value of the historic environment in contributing to the sustainable long-term renewal, prosperity and well-being of the nation. It outlined broad changes in policy and recommended actions for the Government, heritage sector, local authorities, regional bodies and owners.

At the end of 2001 the review of policies on the historic environment was concluded with the publication by the Government of *A Force for Our Future*, its statement on the historic environment.

A Force for Our Future confirms that the Government will continue to set an example in the conservation of its own extensive historic estate and is committed to the maintenance of the historic buildings that government departments use and occupy. It confirms that GHBAU will continue to advise and support departments on issues concerning historic buildings and prepare a biennial conservation report.



Power of Place report, 2000



A Force for Our Future report, 2001

5.2 Public access

A strong theme running through the historic environment review is the need to increase access to the historic environment and to maximise its educational potential. There are several ways in which government departments are already contributing to these ends.

As mentioned in the previous report, several of the most important government historic sites have been transferred to charitable trusts over the past decade. The historic dockyards at Chatham and Portsmouth are now major visitor attractions, the latter co-existing beside the very active naval base. There has been further significant progress at several other major sites since the previous report.

The Royal Gunpowder Factory at Waltham Abbey, which closed in 1991, was opened to the public as a visitor attraction in Spring of 2001 with the aid of a £5 million endowment from the MoD and a Heritage Lottery grant of £6.5 million. The site is now a major educational resource and is open to the public seven days a week from April to October.

The Royal Arsenal at Woolwich is gradually being transformed with the introduction of new leisure, commercial and residential uses. 2001 saw the opening of 'Firepower' – the collections of the Royal Artillery Museum – which occupy several listed buildings. The entire site is owned and managed by the London Development Agency (formerly English Partnerships).

Somerset House, under the management of the Somerset House Trust, now accommodates several cultural uses including the Courtauld Institute. Additional public facilities have opened in the South Wing including two new galleries – the Gilbert Collection and the Hermitage Rooms – both of which opened during 2000. The Courtyard at Somerset House has been cleared of car parking and relandscaped to provide a new public space for outdoor performances and other events including the annual Ice Rink. The River Terrace has been restored and opened to the public and new access points to the site have been created from the Embankment and from Waterloo Bridge.

Progress in opening the **Old Royal Naval College at Greenwich** and adapting it to new educational uses is described in the feature on pp.38-40.

Many sites in active government use are opened to the public during one weekend in September as part of 'Open House' in London and 'Heritage Open Days' outside the capital, and the equivalent events in Wales, Scotland and Northern Ireland. Credit is due to participating departments and site staff for their efforts in opening their doors on these occasions. A small number of active military sites are open to the public on a regular basis, notably Edinburgh Castle and Fort George, parts of the Citadel in Plymouth and Horseguards in Whitehall.

Other defence sites include museums and churches which are open to the public at certain times. Some sites maintain permanent links with interested members of the public – for example the MoD's site at Chicksands Priory in Bedfordshire which has an active 'friends' group.

The Victorian Society with assistance from MoD/Defence Estates and GHBAU have organised two successful study days – at Aldershot in September 2000 and at Portsmouth Naval Base in September 2001. Both occasions have combined a series of presentations by expert speakers with a tour of significant buildings. It is planned to hold the third event in this series at Chatham in autumn 2002, the itinerary to include visits to the historic dockyard, Brompton Barracks and Fort Amherst.



Somerset House
Photo: Peter Durant / arcblue.com

The Old Royal Naval College, Greenwich – a new era of educational use

The buildings now known as the Old Royal Naval College are a major set piece of English Baroque design, recognised by their Grade I listing and designation as a World Heritage Site. Their conversion for educational use, following disposal by the MoD in 1995, marks the latest in a series of major adaptations of these buildings spanning three centuries.

The overall design for the Greenwich Hospital (later known as Royal Naval Hospital) was conceived by Sir Christopher Wren in 1694 and the building work continued until the middle of the eighteenth century under Wren, Hawksmoor and later architects. The Hospital closed in 1869 although the Hospital trustees retained their interest in the site.

The buildings were adapted in 1873 as a Royal Naval College, with the Pepys Building added to the west. Internally all four principal buildings underwent extensive alterations around 1900, followed by the insertion of lightweight partitions and suspended ceilings sporadically between 1930 and 1990. A small nuclear reactor was installed in the 1960s.



Photo: ST Walker and Duckham

King William Court: high levels of skill were required for traditional joinery repairs and leadwork to the cupola



Photo: Holloway, White Allom

The withdrawal of the MoD from Greenwich was announced in 1995, generating widespread concern for the future of this major historic site. Expressions of interest were sought from outside bodies to take over the lease from the Hospital trustees. GHBAU drew up a series of criteria for potential occupiers of the site, including greater public access as an essential consequence of any new use, together with adherence to the following conservation principles:

- no significant external alterations to the principal buildings;
- the removal of internal partitions confined to modern insertions wherever possible;
- sympathetic consideration to proposals to reinstate earlier room divisions;
- a reduction in the amount of car parking around the site;
- an approved maintenance regime and the establishment of a fabric committee.

Uses requiring high levels of care and servicing for occupants were not viewed as being compatible with the retention of the special character of the interiors.

The Greenwich Foundation for the Royal Naval College was established in 1997 by DCMS in order to safeguard the character of the former College and to ensure its continued repair. The Foundation took a lease from the Hospital trustees, and developed strategies for the future use of the site.

The Foundation is responsible for the overall site management and the completion of external repairs part funded by DCMS and the Heritage Lottery Fund. The Foundation also retains direct responsibility for parts of the interior of particular interest such as the Painted Hall and the Chapel, and also the Pepys Building which now displays an introductory exhibition to the Maritime Greenwich World Heritage Site. The Foundation has sub-let the rest of the four main buildings to new tenants: Greenwich University (King William, Queen Anne and Queen Mary Courts) and Trinity College of Music (King Charles Court).



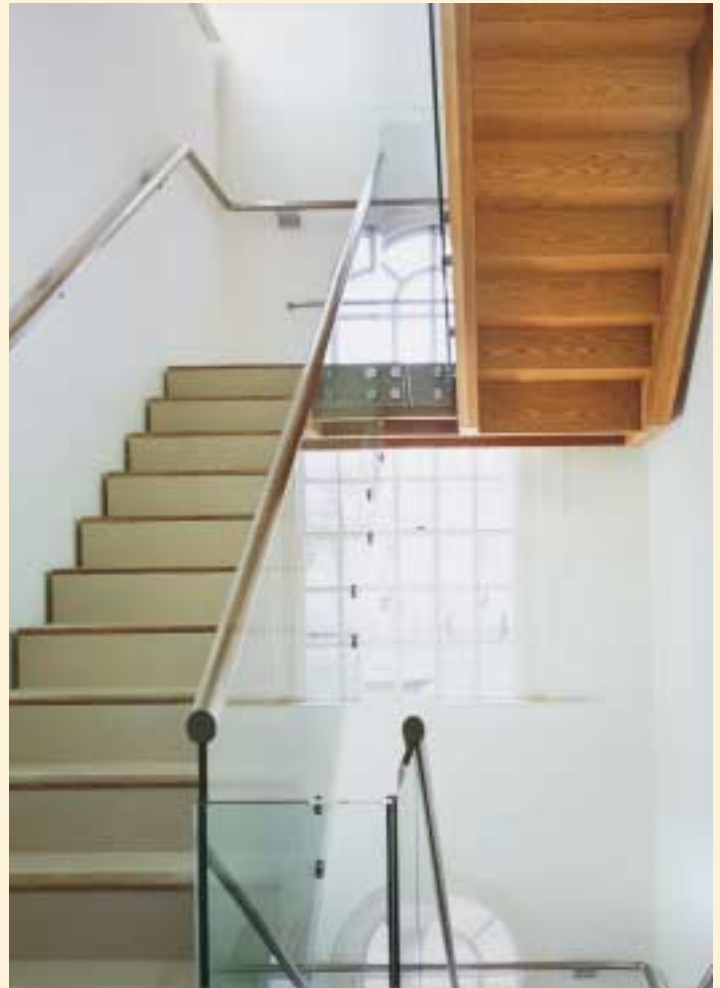
King Charles Court: removal of modern casings and partitions has allowed the display of the historic trusses in the new library for Trinity College of Music.

Photo: Timothy Soar

A series of conservation plans was commissioned from Giles Quarme & Associates to identify the significance of each phase of development across the site. These plans have been used to ensure that the historic buildings are treated appropriately in any new development.

GHBAU has worked closely with the new occupiers and their architects: the Foundation (Rick Mather Architects for the Pepys Building and site landscape strategy and Giles Quarme & Associates and S T Walker & Duckham for external repairs), Greenwich University (Dannatt, Johnson Architects) and Trinity College of Music (John McAslan & Partners) to ensure that the conservation principles are respected and that archaeological remains are adequately recorded. Notable results have been to recover the original proportions of some wards which had lost their cabins in the late nineteenth century and which had subsequently been heavily sub-divided by partitioning, and the discovery of a 1690s cesspit.

The internal works are now complete and the influx of students, as well as increased public access, has raised the profile of this internationally important site as well as bringing economic benefits to the local community. The success of the recent major works has been due to the identification of suitable occupiers who can work in sympathy with the historic buildings and – equally important – commissioning appropriate consultants to reconcile the occupiers' requirements with the architectural heritage.



King William Court: high quality new insertions to accommodate the University of Greenwich complement the refurbished historic fabric.

Photo: Peter Cook / VIEW



5.3 Changes in procurement policy

New procurement methods are changing the ways in which departments manage their historic estates. This was the subject of GHBAU's 2000 seminar at the Tower of London – see paragraph 4.6.

A series of reports and initiatives have been emerging from government over recent years aimed at improving the efficiency of the construction industry, notably the Latham Report in 1994 and the Egan Report of 1998 – *Rethinking Construction*. New Treasury rules on procurement, issued by the Office of Government Commerce, require government departments to limit their procurement strategies for the delivery of new works to one of the following three methods: the Private Finance Initiative (PFI), Design and Build and Prime Contracting.

From June 2002 these procurement strategies will have to be applied to all refurbishment and maintenance contracts. Traditional procurement routes may be used only where they can be clearly shown to offer best value for money. An assessment of 'value for money' must include whole life costs and quality – this will not necessarily result in accepting the lowest bid. Departments are also required to incorporate sustainability targets into construction procurement. The Government's Achieving Sustainability in Construction Procurement action programme requires all departments to promote the re-use of existing buildings.

On the Defence Estate the use of prime contracting is intended to provide a procurement process which integrates design and build through a single point of responsibility. Single prime contractors will be responsible for the management of a fully integrated design and construction supply chain. Regional prime contracts embracing property maintenance and all but the largest capital construction projects are planned. The first such contract, for Scotland, will be let in 2002, with coverage extended to the whole of England and Wales by 2004. GHBAU will be monitoring the new arrangements to ensure that they incorporate the necessary arrangements for managing the historic estate, such as the use of specialist consultants.

The previous report referred to the effect of the Private Finance Initiative on the Government's historic estate. Some major projects such as HM Treasury's headquarters at Government Offices Great George Street (GOGGS) and MoD Main Building are in progress and will be reviewed in the next report. Several PFI projects have included the sites of historic courts, among them Bedford, Exeter and Derby.

County Hall, Derby – reconciling PFI procurement with a unique historic site

At Derby the Grade I listed County Hall, dating from the 1650s, is one of the oldest and most important purpose-built court buildings in the country. It has been empty for over ten years and is included in English Heritage's Buildings at Risk register. In recent years the Derbyshire Magistrates' Courts Committee and Derbyshire County Council have been seeking new accommodation for magistrates' courts in Derby, latterly through the PFI procurement route. However, the difficulties associated with obtaining listed building consent to adapt and extend the existing buildings on this site, compared with building on a new site, were a significant deterrent to bidders. The Lord Chancellor's Department (LCD) have therefore

had to work very closely with the client, local authority and English Heritage to develop a solution which maintains the special interest of the building while providing the required number of courts. A first-stage conservation plan was commissioned by the local authority with LCD support to guide bidders in the PFI process and short-listed bidders were required to develop the conservation plan further. Following intensive negotiations, planning permission and listed building consent for the successful bidder's scheme were granted in 2000 and work commenced towards the end of 2001. This project demonstrates how the PFI process can be adapted and managed to reconcile the complexities of the client's brief with the constraints of an historic site.



County Hall, Derby

5.4 Estate reorganisation

The previous report explained how the search for efficiency savings together with constantly changing operational requirements are resulting in a massive shake-up of departments' property holdings. For example, the boards of HM Customs and Excise and the Inland Revenue have transferred the management of their joint estate to a single private sector partner under the STEPS project.

Following the Strategic Defence Review in 1998 the MoD estate has been rapidly adapting in response to new operational requirements. In June 2000 the MoD

launched *In Trust and on Trust – the strategy for the defence estate*. The strategy sets out a number of challenging objectives to improve the quality, utilisation and value for money of the defence estate. Two important aspects of the Strategy are the move to prime contracting – referred to above – and the Core Sites Review. The latter will result in the concentration of activities in a smaller number of key sites. The Strategy acknowledges the importance of environmental and sustainability considerations – including the historic environment – and the interests of the public and external bodies such as English Heritage. The first annual Estate Strategy Stewardship report is due to be published in 2002.

Greater London Magistrates' Courts Authority – developing a strategic estate plan

In 2001 the Access to Justice Act established the Greater London Magistrates' Courts Authority. This new body has taken over the functions of the former Inner London Magistrates' Courts Service as well as the 22 Petty Sessional Areas in the outer London area. The GLMCA receives the majority of its funding from the Lord Chancellor's Department and the remainder from the local authorities in its area. The GLMCA owns the bulk of its property – unlike all other magistrates' courts areas – and has established an asset register. A new facilities management contract for the GLMCA estate is due to be completed in 2002.

Three new or fully refurbished landmark courthouses are planned by the GLMCA as part of the rationalisation of London magistrates' courts. These will provide modern facilities and absorb the work of a number of older or smaller courts. The proposals are part of a strategic plan published in December 2001 following an extensive seven-month consultation exercise. Statutory consultation on the plan commenced in February 2002. The estate includes a number of listed court buildings, such as Bow Street Magistrates' Court, and some of these are likely to close as a result of the strategic plan proposals.

5.5 Design quality

In parallel with the new procurement rules mentioned above, the Government has made a commitment to improving the design quality of public buildings through the Better Public Buildings initiative. The *Better Public Buildings* report published by DCMS in 2000 states that good design can and should respect and enhance the location, the environment and the community. It stresses the role of good design in revitalising neighbourhoods and transforming derelict sites and neglected buildings. The report advocates the appointment of Design Champions within government departments and other public bodies. The Prime Minister has personally supported this initiative, saying that the Government's increased capital spending should result in a legacy of high quality buildings that can match the best of what we inherited from the Victorians and other past generations. The Prime Minister's first Better Public Building award, judged on all aspects of a construction project, was announced in October 2001. The winner was the conversion of the former Bankside Power Station to house Tate Modern.

The Commission for Architecture and the Built Environment (CABE) and English Heritage are partners in helping Government and other clients to achieve good design. One product of this co-operation is *Building in Context*, published jointly by CABE and EH in January 2002. Several departments have already taken steps to raise design quality. The Lord Chancellor's Department has been working



Better Public Buildings report, 2000

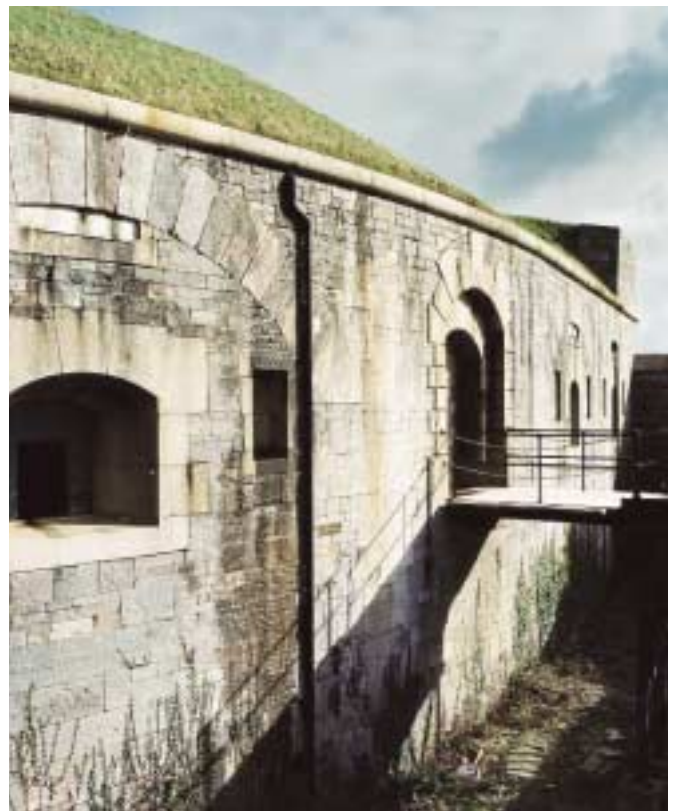
process to ensure that design quality is achieved in new court schemes. The Ministry of Defence published *Better Defence Buildings* in 2001. This stresses the importance of good contextual design for new buildings in historic and other sensitive areas. It also recognises that historic buildings which are durable and adaptable can make a significant contribution to sustainability.

A Force for Our Future confirmed that the role of Ministerial Design Champions will be extended to include the care of any historic estate for which their department is responsible. This is further evidence that initiatives to improve design quality will be integrated with the Government's commitment to the care of the historic environment.

5.6 Progress with Buildings at Risk

There has been good progress over the past two years in finding solutions to buildings at risk, particularly on the Defence Estate. Annex Two of this report lists 59 buildings at 49 sites that are considered to be at risk. This compares with 71 buildings at 55 sites listed in the previous report. Of the current total, 14 items at 10 sites are new entries. There remain several long-standing cases where little or no progress has been made. MoD sites with large repair deficits include **Fort Burgoyne** at Dover, the **Brompton Lines** at Chatham, **Fort Elson and Southwick** at Portsmouth, **Dymchurch Redoubt** in Kent and **Fort Scraesdon** near Plymouth. The Prison Service faces similar challenges in respect of the fortifications on the **Western Heights** at Dover. GHBAU is seeking to instigate progress at all these sites.

Some items have been removed from the list as a consequence of their recent disposal to private developers. These include two important groups of MoD historic buildings at **Shoebury Garrison** in Essex and **Royal Clarence Yard** at Gosport. Other individual items that have been removed as a result of their sale include **Syrencot House** at Ablington in Wiltshire (MoD) and **Nos 353-355 and 359-363 Goswell Road and 352 City Road** in Islington (Highways Agency). In other cases, buildings have been removed on completion of repairs. For example, **White Lodge** in Bushy Park and **Pembroke Lodge** in Richmond Park have both been repaired by the Royal Parks Agency and **No 12 The Terrace** at Sandhurst in Surrey has been repaired by the Defence Housing Executive for MoD.



The Keep, Fort Tregantle

HM Naval Base, Devonport – tackling the backlog of empty buildings

The previous report referred to the problems affecting many of the historic dockyard buildings at the Devonport Naval Base in Plymouth. Considerable progress has been made since then. 2001 saw the completion of major repair works to six historic buildings within South Yard and Morice Yard. The White Yarn store has subsequently found use as a store for the Naval Museum and the Scribe Board, also Grade II*, continues to provide a large covered floor area for the construction of full-size sections of vessels. Due to the effectiveness and extent of repairs to the other buildings that include the North Smithery, No.8 Store and the building known as the Dockyard Lower School, other uses are being considered – office space and small boat storage, for example. The repairs, which included the recasting of the lead roof and re-pointing of a

1722 storehouse, were in conservation terms difficult to achieve, but carried out in an imaginative and sensitive manner. The future regeneration of the two yards will owe much to these successful projects. Accordingly, five of these historic buildings which were on the English Heritage 'Buildings at Risk' register are no longer deemed to be at risk.

Project Sponsor: Mel Spurrell, Naval Base Services Department
Project Manager: Citex Bucknall Austin
Design Consultants: The Philip Desmonde Partnership
Main Contractors: Exeter Building Company



Roof of No.4 Store, Morice Yard in course of repair

Photo: Defence Estates

The Block Mills, Portsmouth Naval Base – paving the way for a new use

There has been an intensive effort by English Heritage to instigate progress with the Block Mills, a vacant building in urgent need of repair. A joint report produced by GHBAU, English Heritage's South East Regional Office and Major Projects Office, and assisted by Defence Estates, was handed to the Naval Base Commander in the summer of 2001. Its intent is to draw attention to the Block Mills, a building constructed around 1800 to house the first steam engines to be used by the Royal Navy to pump out the adjacent dry docks. The engines were subsequently harnessed to drive the block-making machinery designed by Marc Brunel in 1805 – an industrial process that

was well advanced for its time. The Block Mills and the docks are both scheduled as monuments and listed (Grade I), reflecting both their national and international importance. The future use of the Block Mills, No.1 Basin and the remaining two operational dry docks, is also the subject of a strategic report being prepared under the auspices of the Navy and Defence Estates.



Ground floor of the Block Mills, showing some of the surviving block-making machinery

Brompton Barracks, Chatham – repair and refurbishment of the Barracks Square Buildings

This is a large, phased project of repair and refurbishment of the early nineteenth-century barrack blocks which flank three sides of the parade ground at Brompton Barracks, Chatham, Kent. These provide accommodation for personnel attending courses at the Royal School of Military Engineering.

Brompton Barracks has been the headquarters of the Royal Engineers for almost 150 years. On taking over the site, the Royal Engineers inherited barracks buildings constructed for the Royal Artillery between 1804 and 1806 to the designs of James Wyatt. They were the largest barracks built by the Ordnance Board during the period of the Napoleonic Wars, and their architectural quality is such that they are listed Grade II*.

The blocks were previously refurbished internally almost 40 years ago. By the early 1990s the accommodation no longer complied with Ministry of Defence standards and the main aim of the project was to bring the accommodation up to a level which would meet the expectations of today's soldiers. These are so inconsistent with the standards of the nineteenth century that the blocks now house around 300 soldiers compared to the original 1300.

Internally, the three blocks have been entirely re-planned and re-serviced, with accommodation largely provided in the form of self-contained flats or bedsitting rooms. Externally, the appearance of the blocks has remained virtually unchanged, although an extensive programme of careful conservation repairs has been carried out and some features such as sash windows, stone railing plinths and, most conspicuously, chimney stacks, have been reinstated. The total building cost was in the region of £10 million.

Project Sponsor for MoD:	Major (retd.) John Manley
Project Manager:	Schal
Conservation Architect:	Thomas Ford & Partners
Quantity Surveyor:	George Corderoy & Co.
Structural & Services Engineers:	Gifford & Partners
Contractor:	Skanska



The Barracks Square at Brompton Barracks, Chatham

Photo: Schal