



**Glasgow City Council**

**Environment and Liveable Neighbourhoods  
City Policy Committee**

**Item 1**

**18th March 2025**

**Report by George Gillespie, Executive Director of Neighbourhoods,  
Regeneration & Sustainability**

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## **HERITAGE ASSET PLAN 2019-2029 UPDATE**

### **Purpose of Report:**

To provide the Committee with a progress update regarding the actions set out in the Heritage Asset Plan 2019 – 2029 which is a key element of the Property and Land Strategy 2019-2029.

### **Recommendations:**

The Committee is asked to:

- Note the progress update provided within this report on the actions set out in the Heritage Asset Plan 2019 – 2029.

Ward No(s):

Citywide: ✓

Local member(s) advised: Yes ☐ No ☐ consulted: Yes ☐ No ☐

## **1. Introduction**

- 1.1. The purpose of this report is to provide a progress update on the Heritage Asset Plan 2019 – 2029.
- 1.2. This strategic document sets out the principles of asset management used by the council to manage their heritage assets and is a core part of the Property and Land Strategy 2019 - 2029.
- 1.3. The plan includes a range of actions which are being delivered through effective partnership working between council service departments, private sector partners, and Historic Environment Scotland.
- 1.4. As the custodian of a large and diverse heritage estate which is recognised throughout the world, the council must continue to act as an exemplar for how these vital assets are managed and delivers the actions detailed in the Heritage Asset Plan 2019 – 2029.
- 1.5. As part of the Council's wider "Property Asset Strategy", the buildings that form part of the heritage estate play a significant role in the determination of what buildings are used for operational activity and those which are prioritised for investment. Cognisant of the challenges within the heritage estate, officers will continue to operate a hierarchy of options that prioritise Council and Council Family utilisation first, voluntary, community and third sector utilisation second, and then opportunities that may exist within the private and commercial sector.
- 1.6. In June 2024, Glasgow City Council approved the creation of The Built Heritage Commission (BHC) which has been set up to complement the work of the Council's Heritage Estate Working Group. The remit of the Commission is to provide strategic heritage advice to Glasgow City Council, and its public, private and third sector partners on issues including:
  - The City's Heritage Assets
  - Funding, Policy/ Planning/ Legislative updates
  - Conservation Area updates
  - Overview of Listed Buildings at Risk
  - Identification of sustainable future uses for heritage assets.
  - Public Realm
  - Sustainability and Climate Change considerations
- 1.7. The BHC will set an annual workplan and outcomes which will be reported annually to Glasgow City Council. It will have the ability to gather evidence and produce reports on issues under its remit to provide that advice to the Council.

## **2. Background**

- 2.1. Glasgow's heritage is a key part of its cultural identity and one of its greatest assets.

- 2.2. The council are custodians of one of the largest heritage estates in the United Kingdom, encompassing hundreds of listed properties, bridges, statues, monuments, designated landscapes, battlefields and conservation areas.
- 2.3. By proactively and effectively managing the heritage estate through the actions set out in the Heritage Asset Plan 2019 – 2029, the council will achieve their strategic objectives to promote tourism, investment, and encouraging people to live and work in City.

### **3. Heritage Asset Plan 2019 - 2029**

- 3.1. The Heritage Asset Plan 2019 - 2029 is a key element of the council's overarching Property & Land Strategy 2019 - 2029.
- 3.2. In addition to setting out the key principles of how the heritage estate is developed and managed, this ten-year plan contains a framework of actions to improve the effectiveness of these management arrangements.
- 3.3. The actions focus primarily on heritage property assets, noting that the council (including Council ALEOs) manages 95 operational heritage properties used to support the delivery of public services. High-profile examples of these properties including the City Chambers, Kibble Palace, and Kelvingrove Art Gallery.
- 3.4. The council also manages 68 heritage properties classed as non-operational – i.e. surplus to operational requirements. Examples of these properties include St Vincent Street Church, Elder Park Farm, and Kings Park Courtyard. Despite these properties being surplus to the council's needs, such assets provide heritage value which should be preserved.
- 3.5. The actions are broadly grouped under the following themes:
  - Maintenance and preservation of heritage assets.
  - refurbishment and re-development opportunities;
  - promotion of community use;
  - partnership working opportunities with other public or private sector organisations; and
  - only if no other options are viable - partial or full demolition of the asset.

## **Progress update**

### **Investment strategy**

- 3.6. The council has invested more than £172m within the heritage estate since publication of the Heritage Asset Plan 2019 – 2029. This investment includes culture, arts, leisure, community and learning estate properties.

- 3.7. Whenever a capital project is considered for a heritage building, improving building performance will form a fundamental part of the project brief, for those assets that are not in line for capital investment, we continue to consider the role these buildings play in the reduction of carbon emissions by considering them in the roll out of programmes such as LED lighting conversion, photovoltaic and solar panels, etc.
- 3.8. This targeted investment has enabled a range of strategic capital heritage projects, with notable examples detailed in the table below:

Project	Investment
Gallery of Modern Art Replacing the glazed roof, fixing the gutters and addressing tanking from Royal Exchange Square.	£4.35m
Provands Lordship Renewal of services throughout, replacement of 1980s windows with double-glazed units, replacement of rainwater goods, structural repair of walls and repairs to the roof.	£1.65m
Provan Hall House, Easterhouse Extensive restoration of Provan Hall House and grounds including a new visitors centre	£3.6m
Pollok House and Pollok Stables and Sawmill Pollok House - works will comprise roof and general building fabric repairs Pollok Stables and Sawmill - conservation and refurbishment including visitor exhibition and interpretation, flexible multipurpose and event spaces, a new café	£18.85m
Gaelic school in the Calton, former St James' Primary A new Gaelic Medium Education (GME) centre	£23m

- 3.9. It is essential that the council continues to make planned investment in the heritage estate to preserve these vital assets and meet the aims of the Heritage Asset Plan 2019 – 2029.

### **Key actions**

- 3.10. Following the introduction of the Heritage Asset Plan 2019 – 2029, the council have achieved several key actions. Notable examples are set out in the table below:

Action	Objective	Progress
Identify and assess heritage skills within the council family workforce.	To ensure that the council family has the necessary core conservation skills to manage the heritage estate effectively and make informed decisions.	<p>An audit has been completed to understand the level of heritage skill across the council family.</p> <p>The audit has identified heritage expertise exists across multiple council family service areas including planning, project management, and property management.</p> <p>These skills are now being utilised to improve how the heritage estate is managed.</p>
Establish a robust knowledge and evidence base to support decision making.	<p>Managing a heritage estate is highly complex and influenced by financial, planning, political and societal factors.</p> <p>It is therefore essential that a robust knowledge and evidence base is used to support the council's decision-making process.</p> <p>By working in partnership with heritage experts such as HES, NLHF, GBPT, GCHT, CRMS, there is an opportunity to enhance the council's own knowledge and understanding of heritage matters and ultimately make better and more informed decisions.</p>	<p>The council has developed strong working relationships with two well established and highly recognised heritage trust organisations; Historic Environment Scotland, National Lottery Heritage Fund, Glasgow Building Preservation Trust and Glasgow City Heritage Trust.</p> <p>Some of these organisations are key members of Glasgow's Built Heritage Commission.</p> <p>The council has already worked in partnership with these organisations on the delivery of several strategic heritage projects and will continue to do so moving forward.</p>
Establish partnership approaches with key heritage stakeholders.	A partnership approach which works collaboratively with key stakeholders is key to ensuring that heritage assets enhance the local community.	<p>During 2022, the council commissioned the Glasgow Building Preservation Trust to identify heritage assets that could potentially be used, managed, or transferred to community organisations.</p> <p>GBPT has been involved in discussions with People Make Glasgow Communities (PMGC) about buildings where we could provide consultancy services and/or potentially act as a delivery partner for a capital building project. E.g. Langside Halls</p>

<p>Conduct a review of heritage assets.</p>	<p>The Heritage Asset Plan 2019 – 2029 recognises the important contribution that the heritage estate makes towards the council’s strategic objectives.</p> <p>This includes the role of the heritage estate in promoting Glasgow to a global audience, improving our local communities, and providing opportunities for our citizens.</p> <p>A review of the heritage estate will assist decision making, inform investment, and ultimately ensure these assets provide the maximum possible benefit to Glasgow.</p>	<p>The council has now developed a methodology for the assessment of the heritage estate.</p> <p>This new tool captures important information relating to each heritage asset, including, historical significance, current condition, future opportunities and investment requirements.</p> <p>This new tool is now being used to review all heritage assets. Please see Appendix 1 for an example.</p>
<p>Identify new and innovative approaches to the management of the council’s heritage estate.</p>	<p>The council operates within a challenging financial backdrop and it is vital that the management of the heritage estate achieves best value.</p> <p>Opportunities to make better use of the heritage estate – in particular the vacant heritage estate - through partnership working, long lease, or sale via competitive marketing can protect the long-term future of these important assets and provide a financial benefit to the council.</p>	<p>The council is progressing the marketing of several vacant heritage assets to determine the level of community or commercial interest.</p> <p>These locations include the Martyrs School, St Vincent Street Church, and the Superintendents House at Glasgow Cathedral.</p> <p>In February 2024 the council also began negotiations with Sustainable Ventures (Scotland) Limited on a long-term lease of the Charles Rennie Mackintosh designed Grade A-listed Lighthouse property in Mitchell Lane, which was largely closed since the Covid-19 pandemic,</p> <p>The council has also made strategic investment to improve how heritage properties are managed. The Pollok Stables and Sawmill at Pollok Country Park are being improved through Levelling Up Funding to create a net-zero carbon “Living” Heritage Centre, and community and visitor attraction based around the famous Clydesdale Horses. The project also delivers modern renewable energy technology to contribute towards the council’s climate objectives.</p>

Access to digital information	<p>The use of digital information is extremely useful to support the management of the heritage estate in a modern operating environment.</p> <p>Such information can include digital site plans, 3D structural scans, etc.</p>	<p>The council has embarked on a programme to produce laser scanning surveys of heritage assets, focussing initially on properties most at risk.</p> <p>Laser scanning has now been completed for 15 of the 32 council owned properties. This information will be valuable when progressing future repairs or investment.</p>
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## 4. Funding

- 4.1. As noted in this report, the council has already made significant capital investment to improve the heritage estate and continues to develop proposals for further significant investment, e.g. The People's Palace & Winter Gardens, Mitchell Library, Kelvingrove Gallery, etc.
- 4.2. Whilst the financial landscape remains challenging across the public sector, the council has allocated £1m of capital funding to make further targeted improvements to the heritage estate over the next 3 years.
- 4.3. Furthermore, GCC and its ALEOs will continue to seek opportunities to obtain external funding for investment in the heritage estate. Such opportunities may include, for example, funding provided by Historic Scotland, National Lottery Heritage Fund or the Levelling Up fund.

## 5. Next steps

- 5.1. As highlighted in this report, the council has already made significant progress in delivering the actions contained in the Heritage Asset Plan 2019 – 2029.
- 5.2. Further work is planned over the coming twelve months and will include an assessment of all council owned heritage assets in accordance with a defined methodology and considering the views of all key stakeholders. This assessment will focus particularly on heritage assets which can be used to support the local community.
- 5.3. An assessment of the long-term investment requirements is also being developed which will help colleagues in Corporate Finance in future financial planning.
- 5.4. Refresh the current Heritage Asset Plan to ensure it takes cognisance of the fact that we are amidst a climate emergency and articulate how we will manage our Heritage property estate, contributing where possible to achieving our net zero commitments.
- 5.5. The council will continue to monitor and report on the progress of these actions

## 6. Policy and Resource Implications

### Resource Implications:

<i>Financial:</i>	Not applicable.
<i>Legal:</i>	Not applicable.
<i>Personnel:</i>	Not applicable.



*Procurement:* Not applicable.

**Council Strategic Plan:**

The vision of the council's Strategic Plan 2022 to 2027 is to support a fair and sustainable City.

The Heritage Asset Plan 2019 – 2029 contributes towards this vision under the following Grand Challenges:

**Reducing poverty and inequality in our communities:**

The effective management of heritage assets creates opportunities within our communities which support economic growth and reduce inequality.

**Increase opportunity and prosperity for all our citizens:**

Glasgow's heritage and strong cultural identity plays a key role in promoting the City to a global audience and thereby providing opportunities and prosperity for our citizens.

**Equality and Socio-Economic Impacts:**

*Does the proposal support the Council's Equality Outcomes 2021-25? Please specify.*

No.

*What are the potential equality impacts as a result of this report?*

Not applicable.

*Please highlight if the policy/proposal will help address socio-economic disadvantage.*

**Climate Impacts:**

*Does the proposal support any Climate Plan actions?  
Please specify:*

Not applicable.

*What are the potential climate impacts as a result of this proposal?*

Not applicable.

*Will the proposal contribute to Glasgow's net zero carbon target?*

Not applicable.

**Privacy and Data  
Protection Impacts:**

Are there any potential data protection impacts as a result of this report  
Y/N

Not applicable.

**7. Recommendations**

7.1. The Committee is asked to:

- Note the progress update provided within this report on the actions set out in the Heritage Asset Plan 2019 – 2029.