



How to: Write Conservation Reports

This guide is for non-specialists. It explains how to write a **Conservation Statement** and **Conservation Management Plan**. Understanding and documenting why a historic building is important is key to its successful restoration and re-use. It is particularly valuable where a building is to undergo a change of use. If you wish to bring a historic building back into use, then this guide is for you.

No 1 in the series of The Prince's Regeneration Trust's *How to:* guides

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This guide has been written for community groups, organisations and local trusts involved in projects to conserve, repair and regenerate a redundant historic building to accommodate new uses. While it is intended for the “non-expert” and informed amateur we hope it will also be useful to architectural and other professionals involved in the same processes.

The United Kingdom has a magnificent legacy of historic buildings, particularly from the Victorian age, that add grace and elegance to our townscapes and built environment. They often have a real resonance with the community within which they stand and provide a link to its past. However, with their original purpose gone many now stand derelict or underused. Others are being lost through redevelopment or vandalism.

Communities everywhere are aware of the increasing loss of historic buildings that have frequently defined their local history and identity. People are coming together in action groups, local campaigns, and charitable bodies to find ways to conserve and bring

such redundant buildings back into new uses. Although local people often have good ideas for new uses that would suit a redundant historic building they are frequently new to the technical processes involved in translating these into a technically sound, sustainable and fundable proposal. The Prince's Regeneration Trust has, over many years, worked with such groups, advising and helping them through the tasks that lead to a proposal suitable for submission to funding and planning bodies. This guide draws on that experience.



Armagh Gaol open evening attended by over 700 members of the community

One part of the process of regenerating a historic building that causes the greatest confusion and difficulty is the production of documentation relating to conservation issues.

We have found that once they have identified a historic building to conserve and bring back into use, groups understandably tend to focus on the new uses it might accommodate. However, they should concentrate first on producing the reports relating to its conservation and adaptation needed to secure grant aid, planning permission and listed building consent. Funding bodies now often require **Conservation Statements and/or Conservation Management Plans**, something groups see as hurdles to be overcome rather than documents that can really help them produce better proposals for the conservation and adaptation of the building, and for its subsequent successful management.

This guide explains what these documents are and how their production and development from the beginning of the process will help groups to know the building better and ensure their proposals for its repair and re-use will be appropriate and of a high standard.

Conservation Statements and Conservation Management Plans are important as they underpin sensitive conversion projects, allowing a historic building to fulfill a new purpose that reflects current

social and economic patterns (such as providing homes, offices, leisure facilities or community space).



Haslar Hospital, Gosport, Enquiry by Design workshop led by The Prince's Regeneration Trust

This guide explains what you will need to consider at each stage of putting together a **Conservation Statement and Conservation Management Plan**, with advice on how to organise and present the information. It also includes extracts from best practice Statements and Plans. *NB These are included for information purposes only.*

The term 'partnership' is used throughout the guide as a shorthand way to describe any formal or informal group of people with an interest in the building and a commitment to working to secure a sustainable future for it. Such a group might, for example, take the form of a local charitable trust or a campaign group. The Regeneration Through Heritage Handbook provides more advice on forming a group and is available to order from The Prince's Regeneration Trust's website.

Although this guide refers mainly to converting a single building it also advises on how to deal with a series of buildings on a site. (In general, though, the same logic applies whether there is one or more than one building).

The guide sets out what The Prince's Regeneration Trust believes to be best practice. However, it should be seen as a set of flexible guidelines rather than a straitjacket - every building is different and the structure and content of the conservation reports will need to reflect this. Conservation reports are often a stepping stone to securing funding to enable the project to proceed. However, funding applicants should always be careful to ensure that they also comply with any specific requirements and guidance relating to particular grant(s) for which they are applying. You should contact potential funders early on in the process.



Anchor Mill, Paisley, regenerated to accommodate a mix of new uses, a Prince's Regeneration Trust project completed in 2005



Anchor Mill interior atrium before and after restoration

Conservation Statements and Management Plans: Definitions

The Conservation Statement

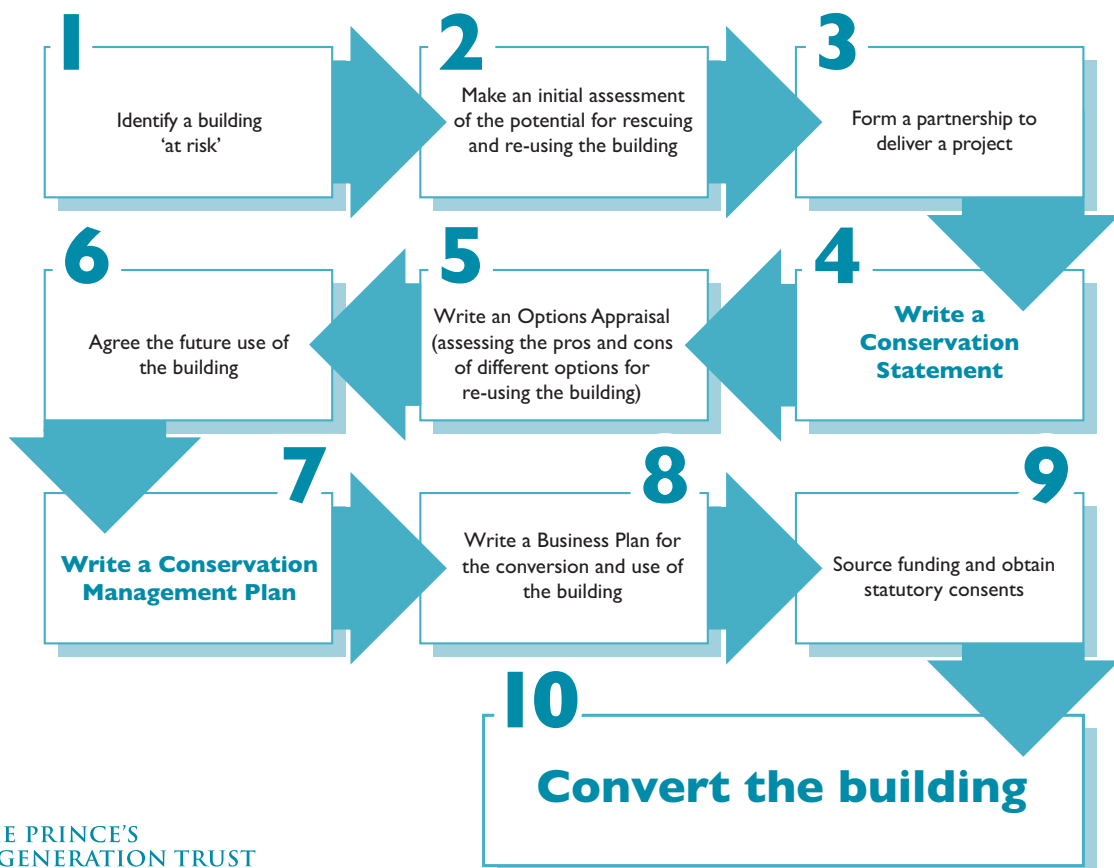
You should put together a **Conservation Statement** as soon as a building has been identified as being 'at risk', and a partnership has been formed with the purpose of bringing it back into use. The statement should identify which aspects of the building and its setting are significant and why, and establish a set of rules or parameters for the project. These might, for instance, set out which parts of the building should not be demolished or radically adapted, and those which could be, subject to obtaining the necessary statutory consents. All options for re-use should remain open at this stage; the **Conservation Statement** should simply inform your decision about the future use of the building and its setting. The value of the Statement is in providing you with an understanding of the asset before you begin to generate creative ideas about how to re-use it.

Much of the work completed for the **Conservation Statement** can be carried forward into the **Conservation Management Plan**. The former should be seen as a preliminary document for the latter rather than two completely separate pieces of work.

The Conservation Management Plan

A **Conservation Management Plan** (often simply called a Conservation Plan) is drawn up later in the process, once you have agreed in outline for what purpose(s) the building is to be adapted. This Plan provides greater detail on the building's significance, assesses the impact of the proposed conversion project on its significance and explains how you will protect it - both throughout the conversion process and once the building is in use. For example, this might be through retaining original fabric and fixtures wherever possible, reusing existing materials for repairs (or carefully sourcing good matches through agreed means) and putting together a schedule for regular and frequent ongoing maintenance. The Plan will inform and influence how you manage the conversion of the building to a new use, ensuring that you conserve the significance of the building. However, this report is not itself a plan for the new use(s) of the building, which will need to be a separate (though related) piece of work.

Converting a historic building a summary of the process



Conservation Statement: *what is it?*

A report identifying aspects of the building which are significant and establishing the parameters for a project to convert the building to a new use. It does not seek to identify the future use of the building; rather, it is intended to inform that decision.

What does it include?

- **Introduction**
 - A brief introduction to the building, partnership and Conservation Statement
- **Understanding the building and setting**
 - Historical Overview
 - Architectural Overview
 - Setting
 - Archaeological Overview
 - Overview of Social and Community Value
- **Significance**
 - An explanation of all factors that give the building its heritage significance, and which must be protected in any future use of the building
- **Condition of the Building**
 - A description of any deterioration, damage and repairs needed
- **Conservation Issues and Capacity for Change**
 - An exploration of issues likely to arise in converting the building to any new use
- **Outline Policies**
 - How the building should be managed before, during and after its conversion to any new use, to protect its significance
- **Next Steps**
 - Actions to be taken
 - Reports to be undertaken
 - Timetable

Conservation Management Plan: *what is it?*

It builds on the Conservation Statement but provides more detail. It is drawn up once you have agreed in outline for what purpose(s) to adapt the building. It guides the management of the building during and after the physical works to convert it to a new use.

What does it include?

- **Introduction**
 - An explanation of key aspects of the project to convert the building to a new use
- **Understanding the building and setting**
 - Description of the Building
 - Historical Context
 - The Building Elements
 - Condition
 - Setting
- **Assessment of significance**
 - A detailed explanation of all factors that give the building its heritage significance, and which must be protected in the building's future use
- **Proposals for re-use**
 - Your intentions for the re-use of the building
- **Vulnerability and risks**
 - An explanation of all factors that have had a negative effect on the significance of the building, or could do so in the conversion and future use of the building.
- **Conservation policies**
 - In detail, how the building should be managed before, during and after its conversion to its new use, to protect its significance
- **Next steps**
 - Technical documentation
 - Funding applications

- **Adoption and review**
 - How you will use the Conservation Statement or Conservation Management Plan and keep it up to date
- **Bibliography**
 - References to related plans, policies and other important documents and sources of information
- **Appendices**
 - Detailed plans, surveys, descriptions and documents which relate to the main body of the Conservation Statement or Conservation Management Plan

Writing a Conservation Statement

“The significance of a place embraces all the diverse cultural and natural heritage values that people associate with it. In order to identify the significance of a place it is necessary first to understand its fabric, and how and why it has changed over time, and how it is valued.”

'Conservation Principles: Policies and Guidance for the sustainable management of the historic environment' English Heritage, April 2008

Writing a Conservation Statement: Purpose

The Conservation Statement sets out:

- A concise history of the building, including major changes over time
- Which characteristics of the building and site are of significance and why
- The current condition of the building
- What changes to the building would be acceptable
- What action is needed to keep the building in good condition

The Statement will underpin an informed decision about the future use of the building and will form the basis for options appraisals (which assess the pros and cons of different re-use proposals), the business plan, some funding applications and, eventually, the delivery of the final project.

Who writes it?

In some cases you will be able to write the Conservation Statement yourself or with only a small amount of informal advice, for example, where the building is relatively small or straightforward. There is immense value in members of the partnership investing their own time and effort, for instance by walking around the building and observing and documenting all of its architectural features. This provides a deeper understanding and appreciation of the building and a more sensitive approach to its conversion, which will deliver better results in the longer term. Even if you think you know the building well you will probably be surprised how much you learn from carefully examining it. Try to get access to roofs, attics, cellars and unusual views of the building. Follow your curiosity: old buildings often have hidden secrets. As stated in the UK Association of Building Preservation Trusts' Guidance Notes for Building Preservation Trusts: "the process is as important as the eventual document".

Where the building is complicated, sensitive or highly designated you will need to commission a specialist, i.e. a suitably qualified conservation professional. You may be able to attract funding for this from sources such as the Architectural Heritage Fund (if you are a charity), your local authority, or statutory funding agencies, or more usually a mix of these. More information on finding specialists is contained in the 'Further Information' section on [page 34](#). You can also seek advice from your local authority, the

relevant national heritage body (English Heritage, Cadw, Historic Scotland or the Historic Buildings section of the Northern Ireland Environment Agency) or other specialist heritage organisations. You should, however, always remain as closely involved as possible in the writing of the Conservation Statement.

The Conservation Statement: Structure

- 1 Introduction to the Conservation Statement
- 2 Understanding the building and setting
- 3 Significance
- 4 Condition of the Building
- 5 Conservation Issues and Capacity for Change
- 6 Outline Policies
- 7 Next Steps after Writing a Conservation Statement
- 8 Adoption and Review (see [p33](#))
- 9 Bibliography (see [p33](#))
- 10 Appendices (see [p33](#))

Hints and Tips

Presenting the Statement in a clear, simple and attractive format will help ensure it is read and used by those who manage the project.

Make sure you consult the local authority, and any other statutory bodies whose permissions you need to re-use the building, early on and throughout the process of drawing up a Conservation Statement.

1 Introduction to the Conservation Statement: *What to include*

- Description of the setting of the building including map (with boundary)
- Key characteristics of the building and setting
- Summary of the building's historic and architectural significance, including any statutory designations
- Ownership issues - who owns the building now, who might own it in the future and who owns surrounding buildings (if relevant)
- Why you want to bring the building back into use
- Who is writing the Conservation Statement
- Explanation of the purpose of this Conservation Statement (for example, to be included in the initial stages of a funding application)

Hints and Tips

You may also wish to highlight the key findings of the Conservation Statement and present them as an 'Executive Summary' to allow them to be communicated easily to those who will not have time to read the full document.

2 Understanding the Building and Setting

This section should describe the history, architecture, setting and archaeology (if relevant) of the building, drawing attention to elements, styles, features and details of special historic or architectural significance.

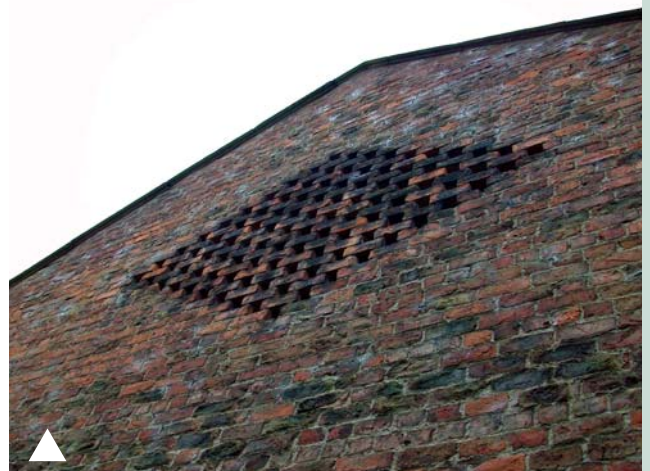
Historical Overview

- Wider historical context: general cultural, economic or other circumstances that led to the construction of the building
- Information about who designed the building and why, how it was constructed and used over its lifetime
- Whether the building reflects a certain historic period and what it can tell us about that period. Include information about how the building affected the development of the local area, if relevant
- Information about important historic events that took place in or near the building
- Information about key historic figures who lived in, or have been closely associated with, the building
- How the architecture reflects the use of the building - from construction to current time
- Associated buildings, for example other parts of the estate which are outside the scope of the Conservation Statement



Architectural Overview

- Name of the architect who designed the structure, or whose work heavily influenced the design of the building (if relevant)
- Architectural style and character - brief overview of the layout, positioning and key architectural features of the building (including any decoration and artwork on the facade(s), or inside, as fixtures and fittings). Include photographs to illustrate architectural details
- Building materials - including original materials and those used in extensions or repair work
- Overview of any architectural modifications, extensions or demolitions over time



Architectural details that contribute to historic character

Setting

Depending on the location of the building, this section could discuss the landscape or the street/ townscape within which it sits. For example, a former country house might be set within a designed parkland with terraces and avenues. Or a watermill might be set in a wooded valley with leet and millpond integral to the former operation of the building and now a habitat for important wildlife. In an urban setting the building could be associated with a public open space or civic area.

- Description of the setting of the building
- Brief description of any designations (e.g. a Site of Special Scientific Interest or Conservation Area)
- Short sections for each relevant category of feature, e.g. woodland, ponds or plazas, commenting on the ancient landscape (if applicable) and any culturally significant landscape features
- Maps marked with key landscape features, and photographs to illustrate these
- Information about any habitats the site affords
- Description of the principal views of, or from, the building

Archaeological Overview (if relevant)

In some cases, it may be appropriate to include a section about archaeological features: the nature and history of the site will determine whether or not this is needed. Remember that archaeology is anything you can find on the site which tells you about what existed and happened there; it can be both above and below ground. The archaeological significance of a site can be very great and the potential for its further understanding as part of the project should be assessed as well as the risks of any proposed building work causing irreversible archaeological damage.

You will need a specialist to produce this part of the Statement: no exploratory excavation whatsoever should be carried out unless under the supervision of qualified archaeologists and, where the site is a Scheduled Ancient Monument, with the necessary consents.

- Key results of any archaeological investigation commissioned for the purpose of the Conservation Statement
- Summary of evidence from previous archaeological investigations
- Information about the archaeology of the immediate area
- Maps, plans, section drawings and sketches of key archaeological features and finds to illustrate the archaeology of the site and the surrounding area
- Information on specific finds of importance (if any)



Setting can be integral to the understanding of historic character



Group value - residential over the shops at the heart of an urban community

Overview of Social and Community Value

As well as possessing tangible architectural features and documented historic importance, a building may also demonstrate less tangible values to society, such as the sentimental bond between a community and a prominent landmark. For civic and public buildings in particular, as well as for places of work, residence and leisure, the social and community value makes up a key component of a building's overall significance that needs to be conserved alongside its more obvious historic and architectural features.

- Association of the building with key cultural, social, religious and civic events
- Role of the building in creating a sense of place and the distinctive identity of a community
- Ephemeral qualities, such as the acoustics, the way light falls or air circulates in the building, or the feelings it evokes
- Inclusion of the building on local lists of historic buildings drawn up by the local authority
- Example(s) of the role the building has played in personal, family or local histories

The Australian ICOMOS Burra Charter (1999) was the first international charter on conservation to formally recognise the importance of trying to preserve those ties and relations that a community forms with its historic environment.

Hints and Tips

Completing the 'Historical Overview' section will often require research in archives, libraries and/or National Monuments Record. For information on the building start with the list description, if it is listed. Then visit the local studies section of your library, as well as your local and/ or county archives (telephone first to find out what they hold). You can also use websites and online catalogues of national resources, like the National Archives at Kew, and records held by the National Monuments Record. See the 'Further Information' section for more details.

- If the architect is particularly renowned you may wish to include brief biographical details.
- You might find it helpful to divide the 'Setting' section into "Built Environment" and "Natural Environment".
- Remember that archaeological interest is as likely to be found close to the surface as it is to require deep excavation.
- Also, it is not just sites with a long history of human occupation that have archaeological significance; more recent sites can also be of major significance.
- Talking to members of the community will help you get a feel for the social and community value of a building.

Extracts of text from sample reports:

Historical Overview

“The site is an important example of a farm in the tradition of “model farms” and “example farms” that made the British agricultural sector of the 18th and 19th centuries one of the most advanced in the world. The later 17th and 18th centuries saw massive “enclosure” of common grazing lands and the amalgamation of tenant farms on estates into much larger consolidated estates by means of private Acts of Parliament...

“Pioneered mostly by the great aristocratic estates of Whig political persuasion, this agricultural revolution was at times fiercely contested and hugely disruptive of rural life. It ended the period when the prosperous yeoman farmer was the leader of British agriculture and it forced large rural populations to relocate. The results of “Improved Farming”, as it was called, were to increase yields greatly. “Model farms” on the great estates were ostentatious building forms signifying the modern approach to agriculture that developed crop rotation, improvement and reclamation and the re-use of manure, artificial fertilisers, irrigation and the establishment of retained farm labour...

“The agricultural depression during the Napoleonic Wars put an end to this first period of the British Agricultural revolution, but British agriculture subsequently prospered from 1840-1875 in a way that was the envy of the world, feeding the rapidly growing and increasingly wealthy urban population of Britain. It is to this second phase that the site belongs and it is a highly important example of the type of farm that resulted...”

(From a Conservation Report prepared by The Prince's Regeneration Trust)

Setting

“The farm is set within an outstanding landscaped park and is part of the essential setting of the Hall. Though the Hall is now in separate ownership, its presence is still the focus of the estate. Around the mid-Victorian country-house is a contemporary garden of exceptional interest as the work of the well-known garden designer Edward Kemp, a pupil of Sir Joseph Paxton.

The house and farm lie on approximately the same contour. Below, to the west, the estate is open farmland sloping down to the valley floor and uphill to the east is notable woodland. Though this area is in separate ownership to the farm all parts of the parkland and woodland are inter-connected and together create the wider regional and national significance of the site...

“The ponds and cascades and water management system are an essential element of the special interest of the landscape setting and historic operation of the farm. Water was pumped up from the river and held in a sequence of ponds to supply a series of cascades. ..These water features are as much illustrative of the layout and ambition of the estate as are the buildings...

“In terms of the farm there are two key views that were specifically intended by patron and architect when laying out the farm. One is the view west



towards the castle and the other to the north towards the estate church. These views are part of the aesthetic design of the estate.

There are also key views to the farm from other parts of the valley with the farm buildings and especially the church being quite prominent. The view on the western approach, looking up towards the farm, is also vital to protect...”

(From a Conservation Report prepared by The Prince's Regeneration Trust)



Leighton Model Farm, Powys, view from west

Archaeological Overview

“The burial archaeology is...of exceptional significance, with extraordinary numbers believed to have been buried here. The site could contain one of the largest group of historic burials anywhere in Britain or Europe outside of modern urban cemeteries and battlefields (eg the Somme). There is also likely to be a perhaps unique demographic character to the cemetery's population, with a very substantial (if not quite total) male bias, and probably within a generally more restricted age range than would be expected in a 'normal' civilian group. One would expect most of those buried here to be men in a range from (perhaps) late teenage to early middle age, with few children or older-aged individuals (with likely exceptions in the officer class). Women are likely to be severely under-represented.

The archaeology of the buildings themselves is variable, ranging from considerable significance where structures survive in broadly original condition (though this is in fact quite rare) to little or no significance for modern structures (some of which are indeed intrusive. With the already stated exception of the burials, the site seems to have little or no significance for below-ground archaeology pre-dating the buildings. It is more difficult to determine the significance of other remains such as the water supply and sewerage systems or evidence for successive landscape designs. They could also be of considerable significance...”

(From a Conservation Report prepared by The Prince's Regeneration Trust)

Overview of social and community value

“The Cathedral's social value derives partly from its status as a source of identity for [the city], first as its parish church and then as its Cathedral. It is a significant place of worship and interaction, the focus of [the] Diocese, but is also much appreciated by its congregation and visitors as the convivial, active centre of its parish, and as a place of choral excellence. The rearrangement of the west end of the nave in the 1980s fulfilled an important role in providing a valued flexible space for gatherings and their necessary support facilities.

others to learn about the history of the city and Christianity. Its spiritual and social values are entwined in the way that thousands of people, both practising Christians and others, come in search of spiritual solace, some as pilgrims and others at times of personal or communal trouble and celebration. For others, the tranquility of the Cathedral and its Precinct is much appreciated in a crowded, noisy city centre...”

(From a Conservation Report prepared by Alan Baxter & Associates LLP)

The Cathedral fulfils various further roles within the wider community, as a location for civic acts of worship and celebration and a wide variety of activities and outreach. It is regularly visited by local children and

3 Significance

“Significance” is what you or others (e.g. experts or the local community) value about the building. It often goes well beyond mere architectural interest. It is whatever must not be placed at risk through the process of change and what your proposals for re-use should aim to safeguard and enhance in a sensitive manner. This section should be a distillation of the information in the previous section, focusing on those facts about the building which make it significant.

This forms the core of the Conservation Statement, which will, in turn, be the basis for protecting significant aspects from harm and justifying the interventions proposed.

You will need to highlight, explore and assess all the factors that give the building its heritage significance, i.e. what is unique, exceptional and exemplary about the building or site. This could encompass the historical associations of the original patron, the architecture of a part or whole of the building, the garden design, a collection of related machinery or perhaps a colony of rare bats.

What to include:

- Information about statutory designations, in more detail than in the 'Introduction' section, with full details in an appendix
- A description of what makes the building significant. This should encapsulate the full cultural value of the site, including the appearance, history, architecture and use of the building, its contents and setting and its social and community value
- A description of architectural significance, identifying how significant each part of the building is and how much it has been altered
- Photographs to illustrate the most significant elements

Groups of buildings

Where there is more than one building describe each building separately and summarise its essential character (as defined by the way it is used or its architectural features).

Also think about the group value or cumulative significance of the buildings i.e. the significance they have by virtue of being in the presence of each other.



Kinloch Castle, Isle of Rum. Its cultural significance lies partly in the completeness of its lavish and opulent interiors and fine historic contents (© Crown Copyright: RCAHMS. Licensor www.rcahms.gov.uk)

Hints and Tips

You might find it helpful to assess what makes the building significant using the following categories: cultural; environmental; social; economic; and other. For projects in England, an alternative framework developed by English Heritage categorises significance according to: evidential, historic, aesthetic and communal value. More information can be found in their 2008 publication, 'Conservation Principles: Policies and Guidance for the sustainable management of the historic environment' (see the 'Literature' section on page 35).

Group the features of significance logically e.g. according to their location, function, age or degree of importance.

It might be helpful to present the description of architectural significance in a table and use a scale of low/ moderate/ high to assess the significance of each feature.

Extracts of text from sample reports:

“The significance of the farm buildings is well summarised by the sentences at the end of the statutory list descriptions which state: ‘It is remarkable for the scale and ambition of its conception and planning, the consistency of its design, the extent of its survival and is the most complete example of its kind in Wales’.

The Landscapes, Parks and Gardens Register refers to the particular historic interest of the garden to the hall and mentions the ‘exceptional collection of Victorian agricultural buildings’. This document also sets out the significance of the woodland as being of ‘high arboricultural interest’ and refers to the fact that this is where the first Leyland cypress grew...”

(From a Conservation Report prepared by The Prince's Regeneration Trust)

“The [building] has great significance for the town not only because of the important histories it contains but for the space and facilities it offers as a secular public building today. The building is centrally located and offers a range of large open spaces which lend themselves to a wide range of activities. Of particular note is the role of the building during the annual Monmouth Festival and Agincourt Re-enactments...”

(From a Conservation Report prepared by Purcell Miller Tritton LLP)

4 Condition of Buildings: *What to include*

- Overview of the condition of the building
- Explanation of the nature and causes of deterioration and damage (e.g. rain water infiltration; dry or wet rot; pigeon infestation)
- Identify the most vulnerable areas, where repairs are most urgently needed
- Further analysis of the condition of the building, summarising the results of the condition survey (if applicable), with the full condition survey included as an appendix. NBA full condition survey is not always required

Groups of buildings

Where there is more than one building, explain for each building any issues of note, including the need for repairs or vulnerability to future damage.

Hints and Tips

It might help to show in a table each part of the building, its statutory designation, whether or not it is in use, and an assessment of its condition (for example using a scale of: very poor/ poor/ moderate/ good/ very good).

Extracts of text from sample reports

“Almost since the date of its original construction there has been uncertainty over whose responsibility [the building] is and who is its owner, a situation made more complex by repeated local government re-organisation. The consequence of the uncertainty over ownership...has been a lack of maintenance and under use of an important and flexible facility.

The [building] is structurally sound insofar as there is no present movement of the structure. There have been some historical minor movements within the structure which can be seen on the left elevation, looking from the front of the building. These cracks require remedial works. Some areas of rot due to water penetration have been identified in the roof timbers. Water penetration, principally from the parapet walls, represents the most pressing issue to be resolved in order to prevent further deterioration of the high quality of roof timbers, external stonework, internal plaster and decorative cornices and coving.”

(From a Conservation Report prepared by Purcell Miller Tritton LLP)

“The interior of the house is generally robust but elements of the remaining historic fabric are vulnerable to change of use or gradual depreciation. The condition of the plaster ceilings and soffits is of concern and the quality of the joinery merits a higher degree of conservation.”

(From a Conservation Report prepared by Purcell Miller Tritton LLP)



Brickwork damage and poor repair

5 Conservation Issues and Capacity for Change

The capacity for change will vary from building to building. It is possible for one building to have the capacity to sustain a great deal of change without adverse impact on its special interest, whereas the character of another building might be so fragile that the slightest change could diminish it. A building's capacity for change will also depend on what is acceptable to the local planning authority and the relevant national heritage body (i.e. English Heritage, Cadw, Historic Scotland or the Historic Buildings section of the Northern Ireland Environment Agency). By understanding all aspects of the building it will be possible to judge how far it would be reasonable to alter it and what changes would be totally unacceptable.

What to include:

- Description of conservation issues

Issues to consider:

- Ownership e.g. if separate ownership of different parts of the site have adversely affected their significance

- Building maintenance e.g. any backlogs or history of neglect
- Size and type of building e.g. if this affects the ability to convert it without damaging its historic character
- Access e.g. the implications of any increase in traffic to or around the site
- Archaeology e.g. what mapping of underground drains and conduits is needed
- Historic parks and gardens e.g. conservation issues relating to the setting of the building
- New development i.e. the possible impact of any enabling development
- Interpretation i.e. how original features could be signposted and enhanced through the conversion process
- Resources e.g. how the necessary funds could be secured

Area	Significance	Capacity for change
Exteriors		
Marine Terrace Main Elevations of Cinema, Cafe and signage	7	7
Hall by The Sea Road East and North elevations	5	5
East Elevation	3	5
South Elevation	3	3
West Elevation	3	3
Views of Cinema from Beach and Marine Terrace	6	5
Ballroom Remains	2	2
Hall Site	2	2
Interiors		
Main Auditorium	5	5
Entrance Hall	4	4
Circular stairwell	5	6
Stalls Foyer	5	5
Director's Room	4	5
Circle Foyer	5	5
Former Café, 1st Floor	6	4
Former Public Bar and Saloon Bar, Street level	2	4
Lower Café, lower ground floor	4	4
Stage	4	3
Proscenium	5	6
Organ console, pipes etc., lower ground, ground and roof level	6	7
Entrance Arcade, Hall By The Sea Road, lower ground	4	4
Ballroom Remains	2	2
Hall site	2	2

Key:

Significance

7,8	Exceptional	National or international significance
5,6	Considerable	Regional significance
3,4	Some	Local significance
1,2	Negative or Negligible	Negative or limited heritage value

Capacity for change

7,8	Very low capacity for change	Highly fragile and very vulnerable to change and neglect. Only capable of accepting minimal interventions carried out with great care if these avoid compromising significance. A conservation approach is needed.
5,6	Low capacity for change	Vulnerable to change and neglect. Capable of accepting some changes if these avoid compromising significance. A conservation approach needed.
3,4	Moderate capacity for change	Capable of accepting a number of changes without compromising significance. Significance must inform proposals.
1,2	High capacity for change	Very major or major interventions possible without compromise to significance.

Capacity for change

Summary of the capacity for change of the site as a whole (e.g. because of its historic or architectural sensitivity and the nature of the building as compared to the demand for different possible uses)

For each part of the building state the current use and capacity for change

Groups of buildings

Where there is more than one building, explain for each building any conservation issues of note, including each building's capacity for change.

Hints and Tips

It might be helpful to present the capacity for change of each part of the building in the form of a table.

You could measure the capacity for change on a sliding scale, e.g. very limited potential/ limited potential/ moderately adaptable/ adaptable/ easily adaptable, or on a chart which maps significance against capacity for change.



Eastbrook Hall, formerly the Methodist Cathedral of the North, built in 1904, suffered a major fire in 1996 leaving it derelict, burnt out and roofless



The Prince's Regeneration Trust led the steering group to find a long-term viable use for the prominent building involving residential, retail and commercial space. The completed project was opened by HRH The Prince of Wales in November 2008

6 Outline Policies

These are your policies on how to manage the building before, during and after its conversion to a new use. The policies will ensure that the significance of the building is protected and enhanced, and not damaged or diminished. They will also form the basis of the architect's brief for further work.

What to include

NB Policies vary from building to building - this is not an exhaustive list.

- Details of uses that might be suitable, outlining briefly any issues which you will need to consider (drawing on the information in the previous section on 'Conservation Issues and Capacity for Change')
- In outline, what characteristic elements and spaces you expect to be retained, explaining why this is important

- Explanation of opportunities for enhancing or restoring original design features
- Policy in relation to “enabling development” (i.e. development on a site for which planning consent would not normally be granted but which is judged necessary to fund the conservation of the historic building)
- Recommended pattern of future ownership, explaining why this would optimise conservation

Extracts of text from sample reports:

“The following outline policies are based upon the significance of the buildings and the conservation issues as identified within this Conservation Statement.

Appropriate Uses

“The agricultural nature of the buildings is an essential part of their special historic character. Policies should be in place to ensure that where buildings cease to be in use for agricultural purposes consideration of new uses pays high regard to the original form and function of the building. Where buildings have already taken on new uses these should be reviewed and managed to ensure future associated change is as sympathetic as possible...

Determining what is an appropriate use will need to consider the resulting impact of that use on the building - for example uses that require many windows are unlikely to be suitable as farm buildings by their nature had few windows. They should also consider impact on the setting - a new use that generates a large amount of heavy goods traffic would be unsuited to the very rural nature of the farm setting.

Retention of characteristic elements and spaces

There should be a strong aim to retain characteristic architectural details and materials as well as the nature of the key farmyards. There is a strong homogeneity about the buildings at present and individual treatments or styles of alteration should be resisted. Where significant detail has to be removed it should be thoroughly recorded first.

Interpretation

There should be some consideration given to how the farm can be interpreted and, if possible, some area given over to public access.

Enabling Development

Policy on this will need to be especially rigorous to protect the sensitive setting of the farm. If enabling development is necessary it should strive to achieve a higher standard of design than that at the northern end of the estate near the church.

Future Management

Future ownership may be split but there must be a co-ordinated management structure to ensure there is consistency of repair and future maintenance...”

(From a Conservation Report prepared by The Prince's Regeneration Trust)

7 Next Steps after Writing a Conservation Statement

What to include

- What actions need to be taken, when and by whom
- A list of reports to be compiled
- Timetable for regeneration of the building

Go to **page 33** for the final three sections:

8. **Adoption and Review**
9. **Bibliography**
10. **Appendices**



At Eastbrook Hall, the quality of the original building required the traditional craft skills of a number of specialist firms and individuals throughout the restoration (photographer Roger Moody)

“A Conservation Management Plan is a document which explains why a site is significant and how that significance will be retained in any future use, alteration, development or repair.”

'Conservation Plans: a benefit or a burden' reproduced from The Building Conservation Directory Kate Clark, 2000

Relationship with the Conservation Statement

There is some overlap between the Conservation Statement and the Conservation Management Plan but, essentially, the difference is that the Conservation Management Plan is prepared once the preferred new use(s) for the building has been clearly identified. On that basis, the Plan can set out the proposed guidelines for the implementation of the project and the future management of the building. Accordingly, it is more detailed than the Statement.

Remember that much of the work completed for the Conservation Statement can be carried forward into the Conservation Management Plan: you don't need to start from scratch.

The Conservation Management Plan explains in detail:

The history of the building, including major changes over time;

- Which characteristics of the building are of significance and why
- The condition of the building, setting out conservation priorities
- How characteristics of significance could be vulnerable to damage or loss, through conversion to the proposed new use(s)
- How these characteristics of significance will be protected in the proposed conversion and the future use of the building.

The Conservation Management Plan will form the basis for careful and appropriate conversion, management and maintenance of the building. It is intended as a working document, which can be amended or revised over time, not one completed simply to obtain funding or planning consent and then consigned to a shelf. The Plan is intended to assist those delivering the project and those maintaining the building well into the future.

Who writes it?

You should manage, or make, the major input to the preparation of the Conservation Management Plan. At some points, however, you will certainly need advice from a suitably qualified conservation professional - even if only in a guiding, scrutinising or certificating role. You may be able to attract funding for this from sources such as the Architectural Heritage Fund (if you are a charity), your local authority or statutory funding agencies, and usually a mix of these. Further guidance on the division of work is included below, along with links to sources of professional advice in the 'Further Information' section on [page 34](#). You can also seek advice from your local authority, the relevant national heritage body (English Heritage, Cadw, Historic Scotland or the Historic Buildings section of the Northern Ireland Environment Agency) or other specialist heritage organisations. You should, however, always remain as closely involved as possible in the writing of the Conservation Management Plan.

The Conservation Management Plan: Structure

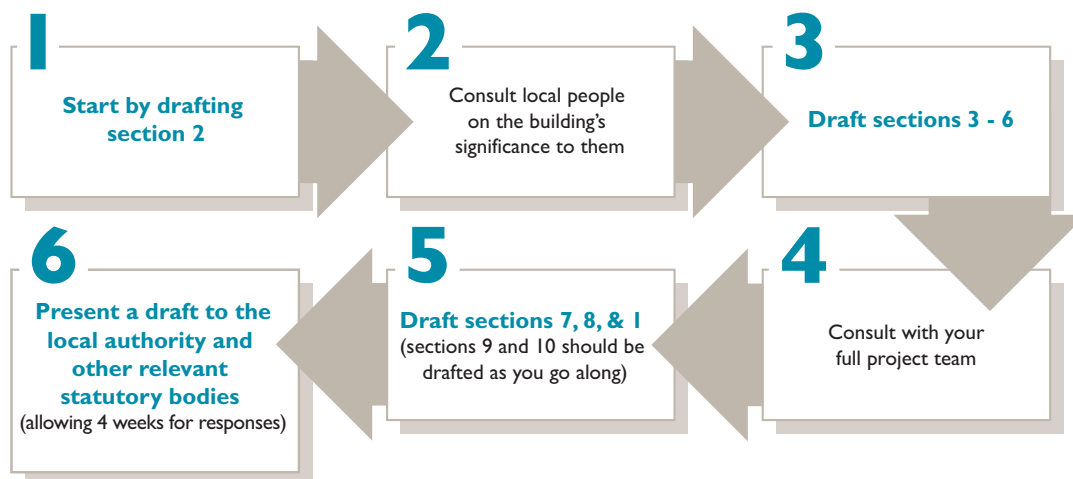
- 1 Introduction to the Conservation Management Plan
- 2 Understanding the building and setting
- 3 Assessment of significance
- 4 Proposals for re-use
- 5 Vulnerability and risks
- 6 Conservation policies
- 7 Next steps after writing the Conservation Management Plan
- 8 Adoption and Review ([see p33](#))
- 9 Bibliography ([see p33](#))
- 10 Appendices ([see p33](#))

Hints and Tips

Presenting the Plan in a clear, simple and attractive format will help ensure it is read and used by those who manage the project.

Make sure you consult the local authority, and any other statutory bodies whose permissions you need to re-use the building, early on and throughout the process of drawing up a Conservation Management Plan.

Process overview



NB You will need to resubmit the Plan alongside any statutory applications e.g. for planning permission and listed building consent.

1 Introduction to the Conservation Management Plan: *What to include*

● The building and its significance

- Description of the location of the building, including a location map (with boundary)
- Key characteristics and historic significance of the building, its contents and setting (brief summary of sections 2 and 3)
- Any statutory or non-statutory designations. Append details of these to the Plan
- Ownership issues- i.e. who owns the building now, who might own it in the future, and who owns any surrounding buildings
- History and recent use of the building
- Condition of the building
- Maintenance and management issues- i.e. how, and how well, it is currently managed and maintained
- Proposed new use(s) for the building

● Vulnerability and risks

- Principal conservation issues - i.e. threats to the significance and historic or architectural value of the building and its setting (summary of section 4)

● The Partnership

- When and why it was established
- Who are the members and what are their skills and experience
- Why you want to save the building
- What the key objectives of the project are in relation to the conservation and re-use of the heritage asset
- Why the future of the building will be secure as a result of your actions

● Conservation policies

- Philosophical approach to conserving significance, balancing conservation and adaptation for the 21st Century
- Purpose of this Conservation Management Plan (e.g. for a funding application, or to guide and inform a strategy for restoration, maintenance and re-use)
- Who is writing the Plan, who contributed and who will use it

- Specialists and communities consulted in preparing the Plan
- How contributors to the Plan will be involved in subsequent planning stages
- Archives and sources of information referred to in preparing the Plan (brief summary of Bibliography)
- Other surveys and reports prepared, in preparation or planned, and their relationship to the Conservation Management Plan

● Adoption of the plan

- How the Plan will be used, for example, by the partnership's staff and trustees, to guide the regeneration and subsequent management of the building
- Endorsement of the Plan, or its principles, by local authorities or other statutory bodies
- How often the Plan will be updated

Hints and Tips

Write this section once the rest of the Plan has been written and keep it brief.

Remember that the Plan must demonstrate that the scheme has been adapted to suit the building or site rather than the other way around.

You may also wish to highlight the key findings of the Conservation Management Plan and present them as an 'Executive Summary' to allow them to be communicated easily to those who will not have time to read the full document.



Navigation Warehouse, Wakefield: Before



Navigation Warehouse, Wakefield: After
(image courtesy of CTP St. James a Joint Venture between CTP Limited and St James Securities Limited)

2 Understanding the building and setting

This section should describe the location, physical characteristics and history of the building. It should make the case for saving the building, drawing attention to its historically significant and architecturally valuable elements. It builds on relevant sections of the Conservation Statement (Historical Overview, Architectural Overview, Landscape Overview, Archaeological Overview and Condition of Buildings) drawing directly from that document where nothing has changed (e.g. the historical context) and providing more detailed information where appropriate.

What to include

- **Description of the building's location, layout, site and ownership**
 - Clear maps, plans and photographs
 - Brief description of each part of the exterior and interior sufficient to describe the appearance of the structure(s) and setting, including attention to special features. Account for everything on the site. Provide full, detailed descriptions in an appendix
 - Current ownership of the building and responsibility for its upkeep
 - Explanation of any arrangements currently in place for managing the building
 - Key stakeholders in the building's future
- **Historical context**
 - Who commissioned or designed the building and why, its construction and use over time
 - General cultural, economic or other circumstances that led to the construction of the building
 - Significant changes in the fabric, contents, ownership, setting and use over time
 - Maps drawings and photographs to show how the building has developed
 - Details of any recent maintenance or restoration work

Issues to consider

- Who was the patron and what was their background?
- What were their objectives in constructing the building?
- Which engineers, architects and builders were involved in its planning and construction?
- What experience did they have and what other relevant projects were they involved with?
- How was the building designed for its use and how does this relate/ compare to other buildings with a similar function?
- How many people were housed, employed or served by the building?
- Were other buildings, amenities or infrastructure created to support this building?
- How has the building been used and conserved in more recent times?

● The building elements

- Surviving evidence of original phase of construction
- Significant alterations, additions or removals that have occurred in later phases, explaining why they were made
- Significant architectural details
- Significant internal fixtures and fittings and notable movable contents
- Brief description of the history, historical function and associations of each part of the building. Say how complete each part of the building is
- Significant archaeology, with a detailed archaeological survey, where appropriate, in an appendix
- Significant natural interest or habitats (e.g. bats)
- Photographs, diagrams and sketches to support descriptions of each part of the building

NB This section is often presented in a "gazetteer" i.e. a comprehensive directory of information that is arranged in an easily referenced format (this is typically alphabetical, but could otherwise be categorised chronologically and/or spatially).

● Condition

- Summary of the condition and structural integrity of every part of the building, with detailed descriptions, including a condition survey, in an appendix
- Say if this assessment has been completed by an expert or a non-expert
- Support descriptions of the building's condition with photographs, plans and drawings

● Setting

The section on the setting will need to be more detailed for some sites than for others, for instance if it is a registered landscape or registered park or garden, or is particularly beautiful or striking.

- Brief description of the surrounding area that relates to the building or in some other way impacts on it. Explain how this has changed over time
- Significant features of the associated setting or landscape, including principal views into and out of the building or site

See **page 10** ('Understanding the building and setting' section from the Conservation Statement section) for example text.

See **page 23** for diagram showing changing uses within a building over time.

Issues to consider

- How sound is the structure?
- Are emergency works necessary?
- Can it sustain change?
- Has the building suffered from abuse or neglect?
- Is the roof intact?
- Are the floors still structurally sound?
- Are doors and windows retained?
- What is the condition of the rest of the site?

Hints and Tips

You will almost certainly need help from a professional at some point for this section, depending on the skills of the partnership itself.

Carry out a detailed examination of the building to ascertain whether there is a pattern to its development that illustrates how it has been used throughout its life.

Present the description of each part of the building in a logical order (e.g. beginning with the oldest and most significant parts), label each part and show it on a clear plan. It may be helpful to present the information in an inventory or table, to avoid repetition. This could be in the form of a gazetteer.

Remember to reference all pictures and plans properly and include scale, compass orientation and explanatory keys.

3 Assessment of significance

This section covers, in detail, what is significant about the building and should build on the 'Significance' section of the Conservation Statement, assessing and evaluating why and how the building is important.

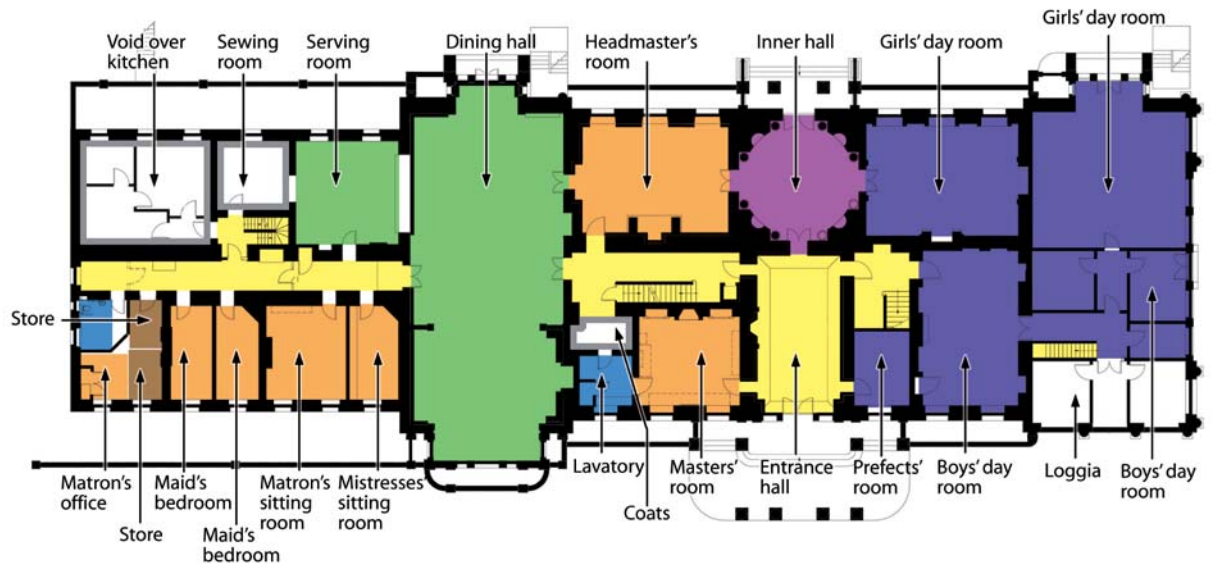
When assessing the significance of your building bear in mind that many buildings have significance to the community that transcends their built form. For example local people may have visited or worked in the building, or have powerful memories and associations with it. Some people describe this section as setting out the 'Spirit of the Place'. You may wish to use a process of public consultation to agree what precisely this means to you and local people. If the proposed new use of the building is for community benefit it is especially important to gather public support at an early stage and, therefore, a process of public consultation is strongly recommended. Demonstrating that public consultation and engagement has been carried out will also be helpful for funding applications. NB architectural significance is still very important and should certainly be included in this section.

● Statement of categories of significance

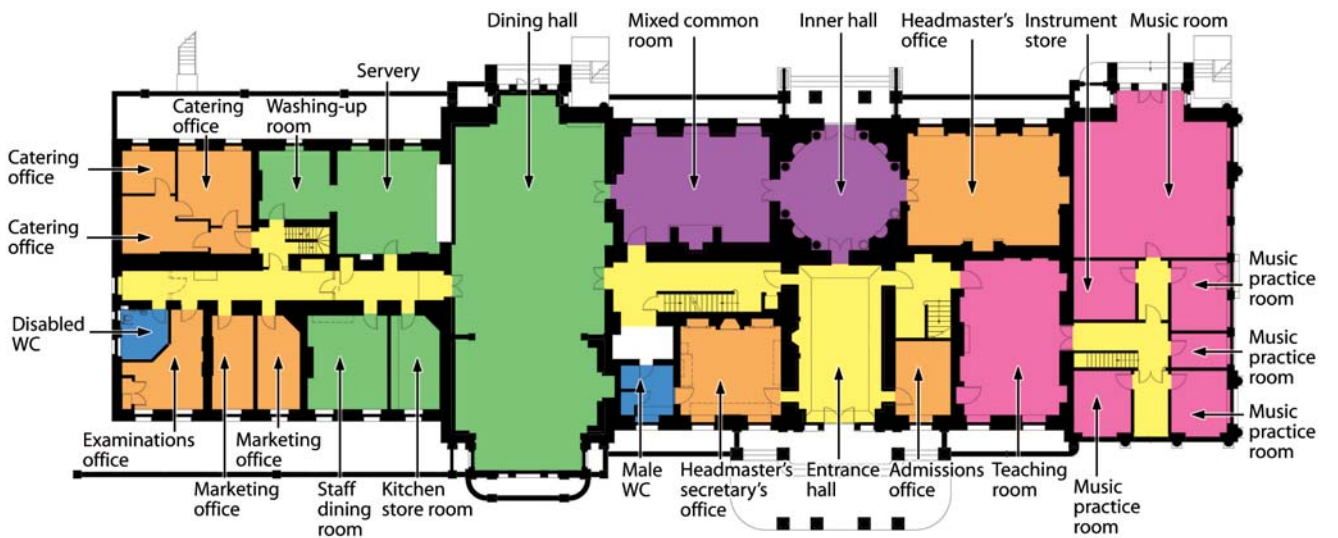
- Ways in which the building is significant, which could, for instance, be categorised according to architectural, economic, environmental, social and cultural significance and include:









Phasing uses in a school:

Ground floor 1939



Ground floor 2008



- | | | | |
|---|-----------------------|---|---------------------------------|
|  | Services and servants |  | Administration and school staff |
|  | Circulation |  | Teaching |
|  | Entertainment |  | Bathrooms and WCs |
|  | Catering and dining |  | Pupil common rooms |

Art or architectural history or design significance	Educational potential
Contribution to technological history	Contribution to landscape character
Community, commemorative, spiritual or social value	Interest as a designed landscape
Archaeological potential or importance	Natural beauty
Associations with notable people or events	Nature conservation

● General statements

- Detailed description of the building's importance to the locality, region or nation
- Assessment of how significant the building is

Issues to consider	
Are the qualities of the building	
Early	(or late)?
Influential	(or derivative)?
Typical	(or innovative)?
Intact	(or greatly altered)?
Representative	(or unique)?
Rare	(or common)?

● Significance of the building

- Description of the significance of each room and component feature of the building, beginning with the oldest and/or most significant
- Assessment of the relative significance of the various elements of the building
- For any elements of low significance, brief explanation of why they are less important

Groups of buildings

Where there is more than one building, describe each building separately, summarise its essential character (as defined by the way it is used or its architectural features). Also think about the group value, or cumulative significance, of the buildings, i.e. the significance they have by virtue of being in the presence of each other.

Extracts of text from sample reports:

Buildings and structures

“The main house and the chapel are listed Grade I and the Orangery and Home Farm are Grade II*, making them of 'outstanding' national architectural and historic importance, among the top 6% of all listed buildings in the UK. The other estate buildings, and a number of other structures, are Grade II, and thus of national architectural historic importance.

Hints and Tips

Consult an architectural historian to complete this section, which should proceed logically from the previous section and could be presented in a similar way, using plans, inventories or tables.

If it is becoming unwieldy, you could put the detailed analysis of some parts of the building in an appendix, with a shorter explanatory summary in the main text of the Plan.

The significance of some parts of the building and site might be strongly linked to others and it is important to demonstrate this in the Plan.

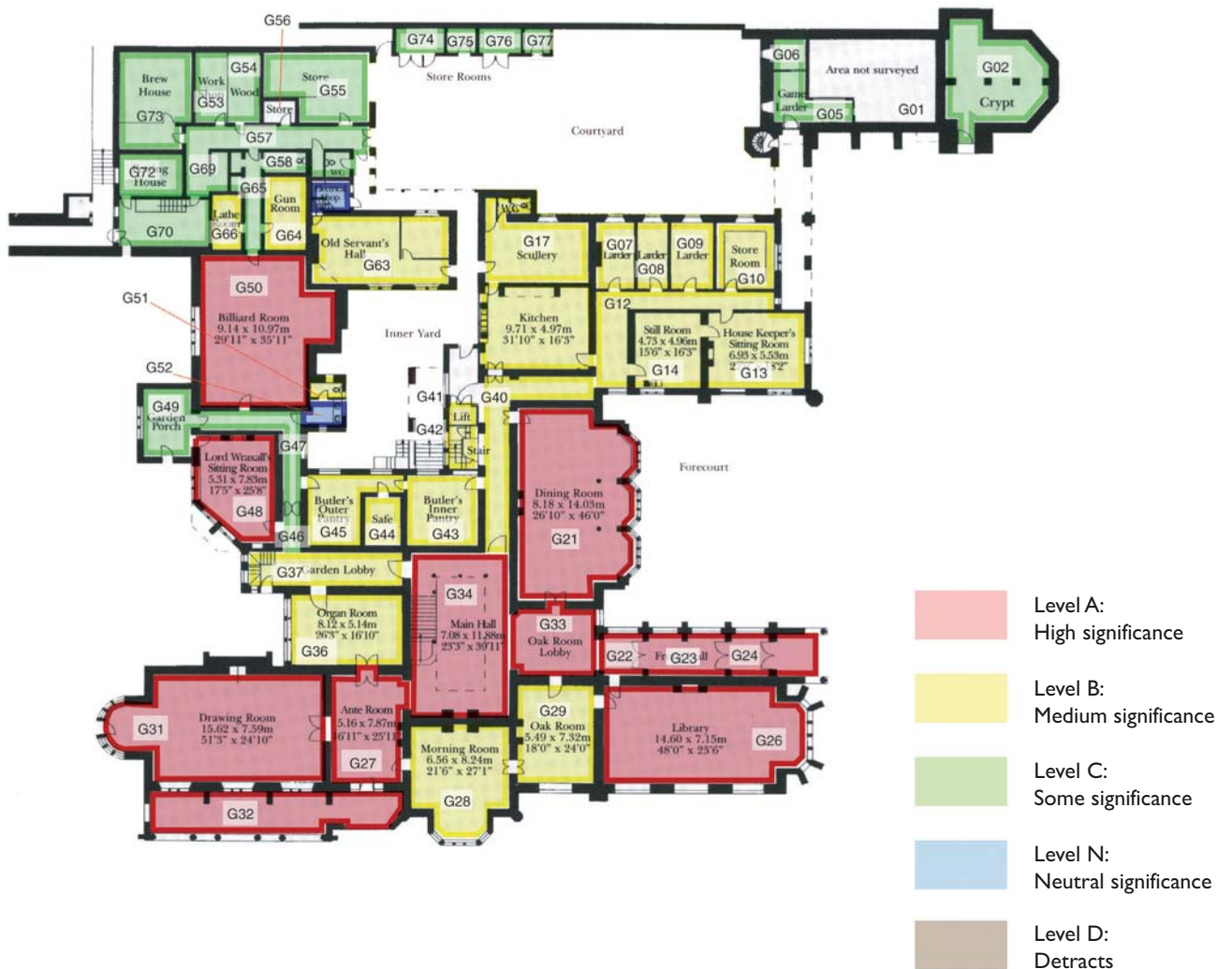
Interviewing local people, especially long-term residents can shed light on the special way in which a community values a building. A public meeting could be an opportunity to share stories about the role of the building in people's lives and discuss what people like about it. These aspects can be recorded in audio or visual media, and an edited summary could accompany the Conservation Management Plan.

For projects in England, an alternative framework developed by English Heritage categorises significance according to: evidential, historic, aesthetic and communal value. More information can be found in their 2008 publication, 'Conservation Principles: Policies and Guidance for the sustainable management of the historic environment' (see 'Literature' section on page 35).

The main house and chapel are of high significance for a variety of reasons:

- as a key example of a mid-Victorian Gothic Revival country house, John Norton's best work, with important additions by Blomfield and Henry Woodyer. The new house's relationship with its early 19th-century predecessor is not well understood, but is significant;
- with the exception of the clock tower and the conservatory, it is largely intact, having been relatively little altered following Antony's death in 1907. It is for this reason that, in the 1970s, Mark Girouard placed it second on his list of six Victorian houses that the National Trust should seek to acquire, if it ever came on the market;
- its link with the Gibbs family, charting their fortunes over four generations and 140 years. Of the contributions made by individual family members, those of William and Antony are the most significant, because of the extent of their works and their use of accomplished architects, Norton, Blomfield and Woodyer;
- its illustration of the application of High Church principles to domestic living, as seen by the choice of the Gothic style, the building of the chapel, and the employment of a chaplain. This religious influence is not, however, all-pervading; the emphasis in most of the house is on providing comfortable, domestic surroundings for the Gibbs family;
- its plan form is a fine illustration of the hierarchies of 19th-century country house planning;
- the high quality of the craftsmanship of its internal decoration and fittings (which, of course, go with the moveable furniture acquired for the house at the same time);
- its use of up-to-date servicing, including hot air heating, gas and electric lighting and the dual water supply;
- its close relationship with its landscape and its wider setting, and the dramatic skyline its roof creates. The naturalistic ornament of the house is symbolic of this link..."

Ground floor



Gazetteer entry:

Area and reference no.:	Library Lobby, Cloister and Tower Lobby G22-G24 G25: See E01-E06)
OS Grid Reference:	ST 5063 7153...
Designation / statutory protection:	Grade I listed...
Significance:	Overall A Archaeology n/a Biodiversity n/a Buildings A Landscape n/a Collections A
Current use:	Visitor circulation space, public entrance.
Area:	
Summary description:	<p>This sequence of entrance spaces forms a crucial part of John Norton's remodelling of the house in the 1860s, and largely retains its appearance from then though with certain alterations. With the obvious exception of the Chapel, these are among the interiors at Tyntesfield with the most overtly Gothic character.</p> <p>The Library Lobby (G22) and Cloister (G23) are shown as a single space called the Cloister on the 1866 plan, but are now separated by double doors, presumably introduced to keep draughts out when the screen formerly separating the Oak Room Lobby (G33) and the Main Hall (G34) was removed by Woodyer in the late 1880s. Together, G22 and G23 form a three-bay vaulted passage with limestone wall shafts and carved bosses, and a Minton tile floor. G23 contains the magnificent hallstand made by Collier and Plucknett in 1878, which was originally located in G33 but was cut down and removed here in the late 1880s.</p> <p>G24 is now an internal entrance porch, designed by Norton to sit under the Clock Tower (P03) demolished in 1935. Another vaulted space, it was originally open to the elements, the splendid inner double doors to G23 being the original front doors. The present front door at its outer face and the glazing of the window, both of inferior workmanship, were possibly carried out at the time that the tower was demolished.</p>
Justification of significance:	This sequence of entrance spaces is an essential part of John Norton's rebuilding of Tyntesfield. Its overtly Gothic character and superb craftsmanship sets the tone for the rest of the house.
Issues:	<p>The tiled floor and furniture in G23 are vulnerable to wear and tear in this heavily used area. The narrowness of the space allows little room for disabled access.</p> <p>(From a Conservation Report prepared by Alan Baxter & Associates LLP for The National Trust)</p>

4 Proposals for re-use

● Overview of proposals for re-use

- Your objectives for the building: general proposals for renovation and the intended use
- Reference to any documents prepared in the course of developing a strategy for re-use
- In brief, any relevant plans or diagrams of alterations

● Detailed proposals for re-use

- Description of proposed functions allocated to different parts of the building
- General statement of work required to render each part suitable for its new use and summary of the resulting impact
- Explanation of what is proposed for any parts remaining unaccounted for after the allocation of uses (e.g. demolition, removal etc). Include detailed plans or diagrams
- Where available, architects' plans and sketches for the re-use of the building (as an appendix if they are very detailed)

● Heritage Interpretation

The aim of heritage interpretation is to communicate what has been learnt about the historic, architectural, archaeological, artistic, social and cultural value of the building to the wider community so that they better understand and appreciate why it is important.

- How you will make the building open to the public and enhance their visitor experience through the use of a range of media and interactive events, e.g. literature, interpretation boards, exhibits, audio-visual equipment, guided tours and historical re-enactments

● Environmental Footprint

- Briefly, how you will minimise the energy and resource use in the building, and encourage users to behave in environmentally sustainable ways
- Proposals to re-use and recycle building materials, and to source new materials locally
- Whether you will generate renewable energy on-site
- How you will encourage biodiversity

Hints and Tips

Heritage interpretation needs to be accessible to all, ensuring, for example, that those with physical, visual and hearing impairments can all learn and benefit from visiting the building.

Note that physical interpretation material must respect the historic fabric of the building. For example, avoid fixing interpretation boards directly to the exterior of the building.



Harvey's Foundry, Hayle: Before - Old Drawing Office



Harvey's Foundry, Hayle: After - converted to accommodate new office uses

Extracts of text from sample reports:

“Broadly speaking, the uses of [the main house] and its service wing have not changed for a number of decades. In some instances, these uses are entirely appropriate and in keeping with the character of spaces and rooms; for example, the present and former dining rooms. In other important architectural spaces, most significantly the former conservatory, the present uses have significantly degraded the character.

The School is currently considering how [the main house] could be more effectively and efficiently used. These deliberations should be informed by the assessment of significance and conservation issues contained in this Plan in order to identify where and how changes could be implemented in ways that not only assist the School, but do so by working with the historic character and appearance of the interior. Indeed, in many instances the two may be indivisible. Frequently, the most successful uses of historic buildings are achieved by matching contemporary needs with historic room functions and circulation patterns; by working with the grain of the architecture and planning of a building in this way it is possible to minimise or even eliminate harmful alterations to the fabric...

The School is considering ways in which the principal public rooms could be used more effectively during term time and made available for commercial hire. The sequence of rooms along the north front of [the main house] was conceived as a single 'entertainment suite' of interconnected spaces, both before and after the alterations of the 1890s. This was the architecturally grandest and functionally most important component of the interior. The present location of the Headmaster's Study and the subdivision of the conservatory has interrupted the eastern part of this sequence. Proposals to relocate the Study and restore the conservatory could enable the reinstatement of this enfilade as a magnificent, and flexible, suite of function rooms. This would also constitute a substantial improvement in the conservation and presentation...

(From a Conservation Report prepared by Alan Baxter & Associates LLP)

5 Vulnerability and risks

This section should identify anything that had a negative impact on the significance of the building, or could do so in the future. It should build on the 'Conservation Issues and Capacity for Change' section of the Conservation Statement. It is particularly important to demonstrate (especially to potential funders) that you have identified the risks to the building; this is a prerequisite for protecting its significance. It gives an indication of the scale of the work involved to bring the building back into good condition and keep it that way.

What to include

● Issues

- Identification of factors which have conflicted with the significance of the whole building in the past, or are still having a negative influence

Issues to consider	
Neglect/ inadequate maintenance	Poor construction
Inappropriate alterations of the building or site	Lack of resources (e.g. money, staff time and skills)
Divided or unsympathetic ownership	Inappropriate use of the building or site
Influence of land use zoning, building control etc	Requirements of access (e.g. for those with disabilities)
Vandalism	Inadequate statutory controls
Inappropriate management of neighbouring sites	External environmental factors (e.g. pollution, climate change, changes in landscape setting, animal activity or plant growth)

- Description of how these factors have affected the significance
- Realistic actions to restore any loss of significance

● Potential difficulties

- Issues that could threaten the significance of the whole building in the future and the proposed safeguards
- The scale and nature of the risks

● Issues relating to individual site elements

- Description of vulnerability of each element of the site
- Assessment of capacity for change of all aspects of the building and setting (e.g. because of statutory designations or the nature of the building, as compared with demand for different possible uses)

Issues to consider

- Implications on the building's significance of your proposed conversion and re-use
- Impact of actions to reduce carbon emissions and tackle climate change
- Requirements relating to accessibility, health and safety, fire and means of escape
- Issues around the security of the building
- What funding is available for conserving significance
- Commercial pressures
- External factors, such as pollution, visual intrusion, inappropriate management of neighbouring sites, insensitive adjacent developments, vandalism, traffic noise and congestion, detrimental animal activity or plant growth, weather conditions

Hints and Tips

If proposed uses cannot be accommodated without considerable disruption to the significance of the building or site you should reconsider whether this building is suitable for your project, or the project for the building.

Again, the most logical way to present this analysis may be in an inventory format, or as part of the gazetteer, especially for the issues relating to individual site elements.



Inappropriate blocking up of historic feature of farm building

Extracts of text from sample reports:

“The great importance of the [building], both historically and architecturally speaking, is reflected in its Grade I Listing on Cadw’s list of protected monuments. This high significance will have a major impact on proposals for its future use. The following paragraphs outline the nature and extent of these constraints and highlight areas of the building which may be subject to particular vulnerability.

Since the building has been and is proposed to continue to be a public building, the majority of areas of vulnerability are connected to issues arising from high footfall and crowd management...”

(From a Conservation Report prepared by Purcell Miller Tritton)

“The Town Hall currently lies vacant, the last remaining Council offices having moved out at the end of 2003. Though the building is heated and has a 24-hour security presence, it is at increasing risk through the lack of maintenance and the possibility of vandalism and theft. These risks would be significantly increased if the costly current heating and security arrangements were to be removed.

The overall structure of the Town Hall is of relatively robust construction, but there has been considerable water penetration and guano damage, which are a serious cause for concern. There is evidence of corrosion of the steel roof structure and there are numerous areas of water staining, effervescence and spalling of plasterwork as a result of blocked rainwater pipes and damaged roof coverings...

More information is required on the condition of the roof structure and covering. In any event, it is critical that the building is made water-tight and that a complete overhaul of rainwater goods is carried out, including the provision of access for regular inspection and maintenance.

As well as repair of the more elaborate interiors, work will also be desirable on the exterior finishes of the building, including conservation of stonework, brick and terracotta...”

(From a Conservation Report prepared by Alan Baxter & Associates LLP)

6 Conservation policies

This section sets out your policies to guide the treatment of the building, works, and future use and maintenance. It should relate directly to the previous section, showing how you propose to mitigate risks that have been identified. It should be seen as a development and 'fleshing-out' of the 'Outline Policies' section of the Conservation Statement.

What to include

NB Policies vary from building to building - this is not an exhaustive list.

● Protecting the spirit of the place

- The essence of the overall significance of the place, i.e. what is being protected
- What it is that you most wish to see preserved in perpetuity

● Basis of approach

- Achieving the right balance between conservation and renewal
- Feasible, compatible and appropriate uses
- Mention any standards which the project will meet, for example:
 - The conservation policies should be informed by internationally agreed conservation standards, notably as set out in the Venice Charter (1964). They should also draw guidance from relevant national documentation, for example English Heritage's Conservation Principles (2008)
 - Does your project meet British Standard 7913 for building conservation?
 - Does it meet British Standard 5454 for archives?
 - Does it meet the green flag award for parks and green spaces in England and Wales?
 - Does it meet the SPECTRUM standard for heritage collections?

NB Your consultant should know about these standards but you might also find it useful to be aware of them yourselves. See the 'Further Information' section on [page 34](#) for relevant links.

● Control of change and future use

- Policies to guide changes that are feasible and compatible with retaining significance

Issues to consider

- Will you consider adaptations that allow the continuation of a significant use, or a change to a new compatible use?
- How would you justify removing significant fabric; or intrusive elements?
- Have you given adequate consideration to enabling development? Will you identify requirements for extensions and new developments?
- Will you require photographing or recording significant elements before altering or removing them?
- Will you list a palette of materials appropriate for use in the building?
- How will you preserve the character of the historic access routes, where relevant?
- What opportunities exist to enhance the heritage?

NB The Local Planning Authority will be the final arbiter on these issues.

● Provision of services and retention of character

- Ways you intend to minimise the disruption of providing electrical, mechanical, hydraulic and communication services and meeting health and safety, fire and access requirements

- How you will install modern services in a reversible and easily maintainable manner to limit future damage to the building through updating or repairs
- Sensitive provision and management of car parking or other visitor facilities

● Specific elements

- Policies setting out how to treat specific parts of the building or site, relating to the assessment of their significance

● Care of fabric

- Policies to guide the proposed works to protect fabric from damage and deterioration e.g. through maintenance, repair, reconstruction and consolidation
- Specific policies on the type of machinery used and on whether 'hot-work' is allowed, in order to minimise risk of fire or damage by contractors
- Longer-term policies which will guarantee the future of a building once restoration work is completed and new uses are up and running

● Setting

- Policies to reinforce significant aspects of the setting e.g. through the design of spaces, landscapes, garden layouts, plantings, views and vistas, fencing and walling; the siting and design of new elements; and the removal or mitigation of visual (and other) intrusions

● Management, implementation and review

- Management structures and practices to ensure implementation of your policies

Ensure you have in place:

- A timetable showing when each policy will be implemented
- A single entity responsible for planning and management
- Ongoing relevant expert advice
- Informed supervision of minor as well as major works, including attention to security and maintenance
- Mechanisms for recording actions that affect the building
- Regular (e.g. annual) reviews of the policies;
- Clear roles and responsibilities



Harvey's Foundry, Hayle: Phase I. A new office building was erected using appropriate materials to a modern design. This provided space for small local businesses bringing in rental income to support the Harvey's Foundry Trust

Hints and Tips

Conservation policies require a thorough understanding of the building's importance (both as a whole and in its parts); its vulnerability; the resources of the owner; and conservation techniques. A consultant skilled in building conservation should prepare this section but it should be based on the information in earlier sections of the Plan.

Thinking about how you would want future generations to appreciate the place can help to focus on what really matters. Be sure that your project proposal and management policies really do safeguard the spirit of place you have identified.

Policies must be realistic - i.e. feasible for you and others to comply with and deliver.

You may find it helpful to integrate the policies into the previous section ('Vulnerabilities and Risks') to demonstrate how they respond to each issue identified there. This approach is now very common in Conservation Management Plans.

Extracts of text from sample reports:

“Policy 15 Any proposals for the Great Hall and former Council Chamber (Gazetteer entries 1:4 and 1:3) should prioritise the preservation of the historical and architectural significance of these interiors, including the possible removal of elements identified as detracting from significance, and taking account of the findings of the condition survey to be made of the fibrous plaster decoration which these interiors contain.

Policy 16 It is highly desirable that any new use for the building includes a significant element of public and community access to the Great Hall and former Council Chamber.

Reason

The above interiors have been identified in this Plan as having a high level of historical and architectural significance. Policy 4 set out the requirement for an element of public and community use in the building and for public access to its most significant parts of most historical and architectural significance. Given the history of the Town Hall, and the uses for which the Great Hall and Council Chamber...

Policy 19 It should be a priority for the current and any future owners of the Town Hall that, while the building remains disused, it is kept heated.

Policy 20 The owners of the Town Hall should ensure that, as an essential preliminary to any future works on the building, a condition survey is made of the roof structure and coverings, that any necessary repairs to these elements are carried out, and that the building is made watertight, including a complete overhaul of rainwater goods.

Reason

In order to preserve the asset, it is essential to minimise vulnerability arising from the current vacancy of the building and the lack of maintenance in recent years...”

(From a Conservation Report prepared by Alan Baxter & Associates LLP)

7 Next Steps after Writing a Conservation Management Plan

- Commission consultants to prepare any technical documentation that has not yet been completed but is still required, for example: Audience Development Plan, Business Plan, Education or Interpretation Plan, Economic Impact Assessment, Environmental Impact Assessment; specialist conservation report. Check which of these are required by funding bodies before making an application
- Prepare any funding applications, and make sure they are submitted by relevant deadlines



Sowerby Bridge Wharf, Warehouse No 4: Before



Sowerby Bridge Wharf, Warehouse No 4: After

8 Adoption and review

This section explains how you will use the Conservation Statement or Conservation Management Plan and keep it up to date.

What to include

● Implementation

- Date when you formally adopted the report
- Who will be responsible for making sure it is used
- Explanation of how it will be implemented

● Keeping up to date

- Who will monitor and review the report and when

● Record management

- Who has copies of the report
- Where it is published, including in any relevant national archives, such as the National Monuments Record
- Where archival copies will be kept
- To whom you might send a copy of the report, and why (e.g. the relevant national heritage body, to support listed building consent; and the local museum, for public reference)

Hints and Tips

Hold regular meetings of the partnership to ensure that the proposals for the building are appropriately implemented in accordance with the Conservation Management Plan.

Maintain complete records to demonstrate good governance and financial accountability and to build a good archive of the project as it progresses.

9 Bibliography

The bibliography should refer to related plans, policies and other important documents and sources of information.

What to include

- Other plans belonging to you that relate to the Conservation Statement or Conservation Management Plan
- Other organisational policies relating to the management of the site

- Other important documents, e.g. surveys, studies, maps and plans
- Material consulted during the preparation of the report
- Important sources of information about the building that you have not yet been able to consult

10 Appendices

You may wish to include the following, as appendices to the Conservation Statement or Conservation Management Plan:

What to include

● Implementation

- Full details of statutory or non-statutory designations
- Fully detailed descriptions of the building's location, layout and size
- Detailed analysis of each constituent part of the building (which may take the form of a gazetteer)
- Detailed plans or diagrams showing the proposed re-use of the building
- Condition and structural surveys
- Archaeological survey (if appropriate)
- Interpretation Plan and Audience Development Plan, showing how understanding of the restored building will be imparted to a wide range of people
- Heritage impact assessment (this is generally only needed for major funding applications and it is usually part of an overall Environment Impact Assessment)
- Access policy and plans

Further Information

National Organisations

The following is a guide to some of the relevant agencies and organisations:

Government and Statutory Agencies

Cadw

www.cadw.wales.gov.uk

Department for Culture, Media and Sport

www.culture.gov.uk

English Heritage

www.english-heritage.org.uk

Historic Scotland

www.historic-scotland.gov.uk

Northern Ireland Environment Agency

www.ni-environment.gov.uk

National Archives

Access to Archives

www.a2a.org.uk

Heritage Gateway

www.heritagegateway.org.uk/gateway

National Archives, Kew

www.nationalarchives.gov.uk

National Monuments Record, Swindon

www.english-heritage.gov.uk/nmr

Royal Commission on the Ancient and Historical Monuments of Scotland

www.rcahms.gov.uk

Royal Commission on the Ancient and Historical Monuments of Wales

www.rcahmw.gov.uk

Technical Guidance

Ancient Monuments Society

www.ancientmonumentsociety.org.uk

British Standards

www.bsi-global.com/en

Garden History Society

www.gardenhistorysociety.org.uk

Georgian Group

www.georgiangroup.org.uk

Green Flag Award for parks and green spaces (England and Wales)

www.greenflagaward.org.uk

Historic Towns Forum

www.historictownsforum.org

Institute of Historic Building Conservation

www.ihbc.org.uk

Society for the Protection of Ancient Buildings

www.spab.org.uk

SPECTRUM Standard for Collections Management

www.collectionstrust.org.uk/spectrum

The Prince's Regeneration Trust

www.princes-regeneration.org

Twentieth Century Society

www.c20society.org.uk

UK Association of Preservation Trusts

www.ukapt.org.uk

Victorian Society

www.victoriansociety.org.uk

Funding

Heritage Lottery Fund

www.hlf.org.uk/english

The Architectural Heritage Fund

www.ahfund.org.uk

Directory of grant sources

www.buildingconservation.com/directory/gr.htm

Conservation Professionals

Historic Environment Service Providers Recognition

www.ihbc.org.uk/hespr

Register of Architects Accredited in Building Conservation

www.aabc-register.co.uk

Literature

A Guide to the Preparation of Conservation Plans
[Historic Scotland, 2000](#)

Conservation Management Planning
[Heritage Lottery Fund, Apr 2008](#)

Conservation Plans in Action, Proceedings of the
Oxford Conference
[English Heritage, 1999](#)

Conservation Plans: A Benefit or a Burden
[K Clark, 2000](#)

Conservation Principles - Policies and Guidance for the
Sustainable Management of the Historic Environment
[English Heritage, Apr 2008](#)

First steps in...Conservation
[Heritage Lottery Fund, Apr 2008](#)

Guidance Notes for Building Preservation Trusts
[UK Association of Preservation Trusts](#)

Management and maintenance planning
[Heritage Lottery Fund, Apr 2008](#)

MIDAS Heritage Forum on Information Standards in
Heritage

The Conservation Plan: A Guide to the Preparation of
Conservation Plans for Places of European Cultural
Significance
[J Kerr, 1996](#)

The Regeneration Through Heritage Handbook
[Regeneration Through Heritage, 2006](#)

Thinking about...Conservation
[Heritage Lottery Fund, Apr 2008](#)

Understanding Historic Buildings: A Guide to Good
Recording Practice
[English Heritage, 2006](#)

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“Heritage-led regeneration - not wasting precious assets, respecting dedication, skill and commitment of our forebears - we owe it to them, the unsung craftsmen and women, to honour their memory and to convert and to re-use the legacy they have left us.”

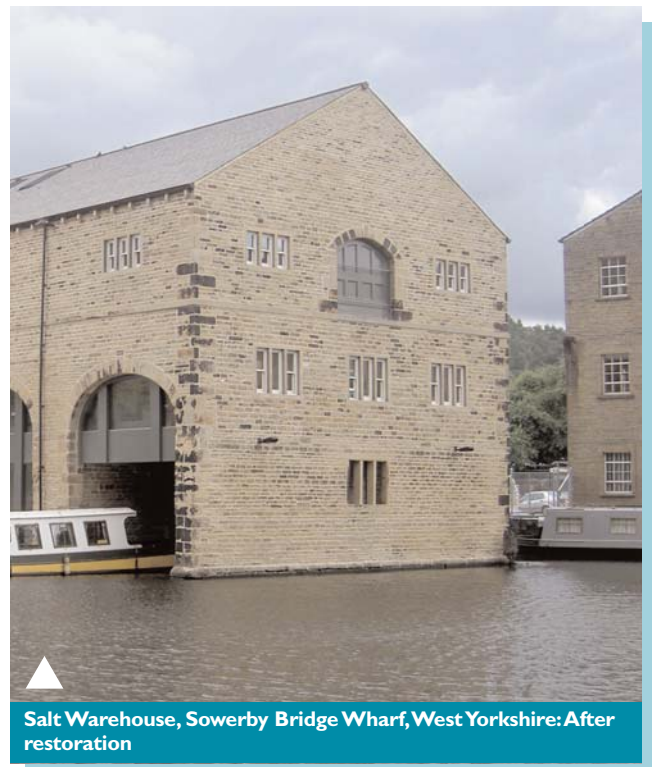
HRH The Prince of Wales
President, The Prince's Regeneration Trust

The Prince's Regeneration Trust is one of The Prince's Charities a group of not-for-profit organisations of which The Prince of Wales is President: 18 of the 20 charities were founded personally by The Prince.

The Trust works with communities throughout the United Kingdom to ensure that important buildings at risk of demolition or decay are preserved, regenerated and re-used. Our projects are focused on socially or economically deprived areas because these are places that will benefit most from the regeneration of the wider community.

We work closely with building owners, developers, community groups, local authorities and other public bodies to find sensitive and sustainable new uses for buildings at risk.

The Trust's projects give redundant buildings a viable and long-term future keeping them at the heart of the communities in which they stand.



Salt Warehouse, Sowerby Bridge Wharf, West Yorkshire: After restoration

Email: info@princes-regeneration.org **Web:** www.princes-regeneration.org