

<b>Committees:</b> Corporate Asset Sub Committee – For Decision	<b>Date:</b> 29 January 2020
<b>Subject:</b> The Guildhall Conservation Management Plan	<b>Public</b>
<b>Report of:</b> The City Surveyor (CS.446/19)	<b>For Decision</b>
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### Summary

A Conservation Management Plan (CMP) for the Guildhall Complex, which concentrates on the Great Hall and the Old Library, has been created to ensure that they are being maintained to modern day conservation standards. It will guide proposals for the buildings' ongoing use, maintenance and repair. The City Surveyor Heritage Estate is undertaking CMP's where the asset is of considerable heritage value in order to better inform Forward Maintenance Plans.

The purpose of this report is to advise the Corporate Asset Sub-Committee of the creation of this Guildhall CMP and obtain approval to adopt the policies within the plan. It should be noted that the CMP is a good practice guidance document and does not have any statutory authority.

The historical analysis aspect of the Guildhall CMP, prepared by the consultant, brings attention to the fact that the Great Hall is possibly the greatest secular medieval hall in Europe.

The Guildhall CMP states that the current maintenance regime is generally of an acceptable standard. A number of repair and management issues have been identified, as are potential opportunities to improve circulation routes, as well as aesthetic improvements.

There are 37 recommended policies in the Guildhall CMP, which are listed in the attached appendix 1. This includes the policy concerning the introduction of quinquennial (5-yearly) inspections which has already been incorporated in the Forward Maintenance Plan (FMP) for the complex. Policies where appropriate will be added to the FMP or will be subject to business cases to justify the expenditure.

Periodic extension of the summer recess period for essential repair works will require long term planning and in the case of the function areas, discussions with stakeholders such as the Remembrancer and the Head of Guildhall Galleries.

### Recommendation

Members are asked to:

- approve the adoption of the policies, as detailed in the appendix 1, and
- note the contents of this report.

## Main Report

### Background

1. For much of the 20<sup>th</sup> Century the master-planning of the Guildhall Complex was carried out by Giles Gilbert Scott, which instigated a phased renewal of most of the site, which was completed in 1999 with the opening of the art gallery.
2. By 2000, it was increasingly clear that much of the complex was in need of renewal and renovation to make its buildings fit for purpose in the coming decades. To implement this work, the Guildhall Improvement Project was setup as a programme of works of renovation to reconstruct elements of the complex, in order to create both a modern working environment for staff and a welcoming institution for members of the public.
3. Although there are a variety of reports on the history and condition of the important parts of the Guildhall Complex, there is no single document that summaries the cultural history of the whole of the complex, which is something a Conservation Management Plan provides.
4. Conservation Management Plans (CMP) are a recognised tool for the long-term management of heritage assets, devised to establish consensus amongst the relevant stakeholders of the importance and significance of the asset and how its care should be managed and promoted. The Guildhall Complex contains several Listed Buildings (the Great Hall, the Old Library, the Mayor's and City of London Courts, the Irish Chamber, the police call box and 65/65a Basinghall St) and an Ancient Monument (the Roman Amphitheatre) and is therefore a significant heritage asset, for which a CMP should be regarded as a form of a template, assisting in the future management of the assets.
5. A CMP can be required by a planning authority to support applications for Listed Building consent or planning permission and is a key criterion for the Heritage Lottery Fund (HLF) when considering related grant-aided projects.
6. The Guildhall CMP is an aspirational document and will help the City to determine the future of the property, and the uses to which it can or should be put to. It should be noted that a CMP is not mandatory, nor are its findings, but it will be enormously helpful to aid the City's future decisions about the property, as and when opportunities arise. In addition, having a CMP reduces reputational risk, by demonstrating good practice in the conservation of key heritage assets.
7. The CMP follows a recognised format and structure advocated by Historic England and HLF, reflecting approved principal headings: -
  - a. Understanding the Asset.
  - b. Assessment of Significance.
  - c. Issues, Opportunities & Policies.

In addition, there is a room by room analysis of the historical parts of the Guildhall Complex and assessment of their importance as part of the cultural history of the Guildhall as a whole.

8. The Guildhall CMP is one of several CMPs that have been commissioned by the City, generally to help assist the management of significant heritage assets, to ensure compliance with our obligations and regulations and to guide any future

maintenance or improvement works that are needed. Examples of City properties with CMPs include The Mansion House, Tower Bridge and the Cemetery.

## **The Guildhall CMP**

9. The Guildhall CMP document was completed in mid-December 2019 by Alan Baxter Ltd, a consultant who has already produced several CMPs for the City. The cost of the CMP was met by the Cyclical Works programme (CWP).
10. The document states that the Guildhall Complex 'is unquestionably the most significant site of local governance, not just in the capital City, but in the whole country'.
11. The document also brings the reader's attention to the fact that the Great Hall is one of the most spectacular secular medieval rooms in Europe, along with what was one of the earliest purpose-built public libraries in the country, now known as the Old Library, which is especially large and grand.
12. Because each part of the Guildhall Complex is different, each part had to be researched and analysed separately. Therefore, the work in creating a CMP was divided into the following phases: -
  - The Great Hall
  - The Old Library
  - A lighter investigation/overview of the rest of the Guildhall Complex
13. The Guildhall CMP document explains the significance of each area of the complex and sets out policies to ensure that significance will be retained.
14. The plan is primarily a City Guildhall management tool. It is a live document, needing regular up-dating, to take account of any changes in the use of any part of Guildhall Complex. The CMP is a key element in the Guildhall Asset Management Plan (AMP) for this asset and will be fully incorporated when this AMP is updated next April 2020.
15. It highlights a number of repair and management issues, as well as potential opportunities for improvements to circulation routes or aesthetic improvements which are reflected in the policies, see Appendix 1. Many of the issues are being addressed by the Guildhall Manager and the Property Facilities Manager (PFM) through the major repair works programme, for which annual bids are made.
16. For example, the Guildhall CMP identifies the need to bring forward the examination and conservation of the internal joinery and stonework of the Great Hall, which will also give the opportunity to clean the interior.
17. Subject to full Committee approval in early 2020 for the budget for the works, the intention is to complete the stone conservation works before March 2023. The delivery is also subject to working with the Remembrancer to programme in the required works.
18. The CMP sets out 37 policies for future care, maintenance and use of the significant parts of the Guildhall Complex; they are listed in Appendix 1, along with officer up-date notes regarding the status of each policy.

## Proposals

19. It is proposed to: -

- a. Update the Guildhall Complex Forward Maintenance Plan to reflect the adopted policies where appropriate.
- b. Liaise with the Remembrancer and other stakeholders with the planning of the major longer-term conservation and repair projects in the historical parts of the Guildhall Complex.
- c. Update the CMP within five years to reflect not just the passage of time, but also to align with: -
  - i. Final use of the Chartered Insurance Institute premises and 65/65a Basinghall Street.
  - ii. The commencement on site of the St Lawrence Jewry restoration project in 2021.
  - iii. The policies and plans implemented as a result of the Fundamental Review.

And report to your Committee on any updates to the CMP policies.

- d. Incorporate into the Guildhall Asset Management Plan.

## Corporate & Strategic Implications

20. In the longer term, adopting these types of policies will indicate that the City Corporation is striving to conform to its own Corporate Plan in 'providing access to world-class heritage, culture and learning to people of all ages, abilities and backgrounds'.

21. Decisions to implement the policies are reliant on financial resources and in most instances will be determined by assessment of health and safety, impact on income generation (commercial/corporate events), impact on the Guildhall Yard Programme (public events including markets) and also reputational risk. Prioritisation of all budgets (Capital and Revenue) for the Guildhall Complex as a whole will continue to be reviewed annually of which those targeted budgets for works drawn from the CMP are incorporated where they meet the prioritisation benchmark.

## Conclusion

22. In the long run, the adoption of the CMP policies proposed for the Guildhall Complex is essential to show that the City Corporation is caring for these culturally important historical buildings in the complex in the best and internationally recognised appropriate manner. In addition, it will support the continued purpose and use of the Great Hall for City/civic functions in a way that is compatible with its date and significance.

## Appendices

Appendix 1 – Schedule of policies and Officer's updates

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## Background Papers

The Guildhall Conservation Management Plan – published December 2019 - copies available on request

## APPENDIX 1

Policy No.	Policy Text
	Please see Note for Officer's updates on policies where appropriate
	<b>Management of the Site</b>
4.2.1a	This Conservation Management Plan will be formally adopted by the City Surveyor as a strategic framework for guiding the conservation management of the site.
4.2.1b	The Guildhall Manager, will be responsible for seeing the policies in this plan are implemented by the City of London, its staff, consultants and contractors
4.2.1c	The City will review this Conservation Plan every five years.
4.2.2	The City will seek to recognise and enhance the Guildhall's spirit of place in all aspects of caring for and managing the site.  Note: To be investigated further to see how the emotional significance of the site can be incorporated in the management of the Guildhall complex.
4.2.3	The City will employ an experienced conservation architect /historic building surveyor to oversee works to the Listed Buildings.  Note: Matches current practice.
4.2.4	The City will monitor the condition of the stonework and take action if required.  Note: Matches current practice.
4.2.5	The City will review the impact of events on the Listed Buildings and find ways to mitigate any adverse impacts.  Note: Impact of Events – Discussions on the number and type of events within the complex has taken place between the Remembrancer's and the City Surveyor's Departments.
4.2.6	The City will increase, regularise and publicise public access to the Great Hall.  Note: Subject to funding and resources. In addition, it should be noted that when the Great Hall is hired for both commercial and charitable functions, it is in fact increasing the public's awareness of the historic building.
4.2.7	The City will explore new ways of interpreting and presenting the Guildhall's history and architecture.  Note: Subject to funding and resources. The work would be implemented in consultation with the City Corporation's Cultural and Visitor Development team and the Remembrancer.
4.2.8	The City will explore alternative circulation routes that have potential to reduce traffic at 'pinch points'.  Note: To be implemented when possible.

4.2.9	<p>Any alterations for services will seek to protect or enhance the significance of the site.</p> <p>Note: Matches current practice.</p>
4.2.10	<p>The City will maintain its long tradition of excellence in design.</p> <p>Note: Matches current practice.</p>
	<p><b>The Roman Amphitheatre</b></p>
4.3.1	<p>The environmental conditions and condition of the masonry will be monitored.</p> <p>Note: Matches current practice.</p>
4.3.2	<p>The environmental conditions and condition of the timber elements will be monitored.</p> <p>Note: Matches current practice.</p>
4.3.3	<p>To explore opportunities to broaden the interpretation themes of the amphitheatre.</p> <p>Note: Currently being undertaken by the Head of Guildhall Galleries.</p>
	<p><b>The Great Hall</b></p>
4.4.1a	<p>The long-term care of the stonework will be prioritised above other demands such as the operation of events.</p> <p>Note: The stonework and timber interior of the Great Hall was last consolidated in the mid-1990's and has not had a close inspection since then. However, the need for an inspection and works was highlighted in 2013 when a decorative wooden boss came loose from the ceiling and last year a piece of stone came away from decorative moulding to the walls.</p> <p>As health and safety is a priority, events will need to be scheduled to accommodate the inspection and repair works being undertaken before March 2023.</p>
4.4.1b	<p>The City will commission a detailed survey to inform the long-term conservation of the Great Hall and crypts.</p> <p>Note: In hand for early 2020.</p>
4.4.2	<p>The City will explore ways to better reveal the significance of the Great Hall interior.</p> <p>Note: Lighting improvements were installed during the 2019 summer recess.</p>
4.4.3	<p>The City will reveal the floor of the Great Hall more often.</p> <p>Note: to be implemented as and when practical.</p>

4.4.4a	<p>The City will explore ways to better integrate the woodwork into the overall decorative scheme.</p> <p>Note: This is currently being investigated.</p>
4.4.4b	<p>The City will investigate the possibility of modifying the east canopy to reveal the stonework behind it.</p> <p>Note: Subject to the condition and completeness of the firebomb damaged decorative stonework which will be investigated during the 2020 summer recess.</p>
	<p><b>Old Library</b></p>
4.5.1a	<p>Short-term – Explore the possibilities both financially and in terms of design of improving the appearance of the aisle walls where the library bookshelves have been removed.</p> <p>Note: Subject to a satisfactory business case for this proposal being made.</p>
4.5.1b	<p>The existing galleries should be removed. They could be replaced with galleries based on the originals that are recessed in the bays.</p> <p>Note: Subject to a satisfactory business case for this proposal being made.</p>
4.5.1c	<p>Investigate the painted scheme on the ceiling of the Livery Hall and the feasibility of restoring it.</p> <p>Note: This will be added to the Forward Maintenance Plan</p>
4.5.1d	<p>Reinstate shelves in the niches of the Print Room.</p> <p>Note: Subject to the practicalities of adapting the original joinery to suit the reformed niches and a satisfactory business case.</p>
4.5.1e	<p>Reinstate encaustic patterned tiles to the Entrance Hall floor.</p> <p>Note: This will be added to the Forward Maintenance Plan</p>
4.5.2a	<p>Replace the less appropriate light fittings in the Old Library with a choice of limited designs that relate to the character of the building.</p> <p>Note: Subject to a satisfactory business case for this proposal being made.</p>
4.5.2b	<p>When the audio-visual equipment becomes redundant replace with more discreet equipment.</p> <p>Note: Subject to a satisfactory business case for this proposal being made.</p>
4.5.2c	<p>An inventory of the historic furniture and its position should be prepared and then checked on an annual basis.</p> <p>Note: Existing arrangement to be formalised.</p>
4.5.2d	<p>Replace the modern furniture in the entrance hall with more appropriate designs.</p> <p>Note: To be implemented as and when furniture needs replacing.</p>

4.5.4	<p>To investigate whether measures could be taken to improve the environmental conditions of the Library Hall, Print Room and the Chief Commoner's Parlour without harming the character of the building.</p> <p>Note: Any identified improvements will be subject to a satisfactory business case being made before implementation.</p>
	<p><b>Irish Chamber</b></p>
4.6	<p>In future refurbishment, opportunities will be sought to restore the interiors of the Irish Chamber.</p> <p>Note: Subject to a satisfactory business case.</p>
	<p><b>Mayor's and CoL of London Court</b></p>
4.7	<p>The high significance of the well-preserved interiors will be recognised and taken into account in any future decisions.</p> <p>Note: This Listed Building will still be in use as a court at least until 2026.</p>
	<p><b>Police Call Post</b></p>
4.8	<p>Historical information regarding the City's surviving Police Call Posts will be made available online.</p> <p>Note: This Police Call Post, which is within Guildhall Yard is one of eight surviving Police call posts in the City of London which were installed in the 1960's. They ceased to be used in 1988. There is very little other information available, apart from the fact that they are all Listed Buildings.</p>
	<p><b>Guildhall Yard</b></p>
4.9a	<p>Guildhall Yard will continue to be used for a range of public events that enliven the space.</p>
	<p><b>65/65a Basinghall Street</b></p>
4.10	<p>In the maintenance of 65/65a Basinghall Street there will be a presumption to retain and repair elements that contribute to its significance.</p> <p>Note: It is reasonable that the architectural features of this Listed Building are retained.</p>