



PURCELL

**CENTRAL POLICE STATION, HONG
KONG**

**CONSERVATION MANAGEMENT PLAN - INTERIM
REVIEW**

December 2013

Brian Anderson / Michael Morrison/Heather Jermy

Room 2501, 25th Floor, 88 Hing Fat Street, Causeway Bay, Hong Kong

info@purcellhk.com

www.purcellhk.com

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CONTENTS

1	INTRODUCTION	4
1.1	Reasons for the report	4
1.2	Authorship	4
2	THE CONSERVATION MANAGEMENT PLAN	5
2.1	Commissioning and completion	5
2.2	Long Term Aims	5
2.3	How the Conservation Management Plan is being used	6
3	SUMMARY OF NEW INFORMATION	7
3.1	Historical Research	7
3.1.1	Historical Research – The CMP	7
3.1.2	Historical Research – New Information	7
3.2	Archaeological Investigations	8
3.3	Paint Analysis	9
3.4	Opening up works	9
3.5	Additional reports	10
4	CONSERVATION POLICY REVIEW	11
4.1	Policy overview	11
4.2	Individual Policy Review	11
4.3	Other areas where additional or unforeseen work has been necessary	22
4.3.1	Access to the Site	22
4.3.2	Access and Movement within the Site	23
4.3.3	The Scale of Excavation	23
4.3.4	Fire Escape Provision	23
4.3.5	Provision of Kitchens	24
4.3.6	Structural Strengthening of the Retaining Walls	24
4.4	Policy Review Summary	24
5	CONCLUSION	25

I INTRODUCTION

I.1 REASONS FOR THE REPORT

This report is an Interim Review of the Conservation Management Plan (CMP) for the Central Police Station (CPS) Revitalisation Project, Hong Kong, commissioned by the Hong Kong Jockey Club. Given that the CMP, which was completed in June 2008, has formed an important basis for assessing the significance of the CPS site and has continued to inform sensitive conservation change within the site, it is seen as important to review the status of the CMP during site works and ensure that the policies outlined within the CMP are being fulfilled. The original CMP noted that it is good practice to review and update CMPs every five years and it is therefore timely to undertake this task now.

As such, the intention of this report is to:

- Re-iterate the long-term aims of the CMP.
- Summarise relevant new information acquired since completion of the CMP.
- Review the policies of the CMP against this new information, proposals for change and current works being carried out on site.
- Consider any work which is either at variance with the original CMP or which was not anticipated and to outline the reason and justification for this work.

I.2 AUTHORSHIP

This Interim Review has been completed by Purcell, specifically by Heather Jermy (nee Lindsay) and Michael Morrison, the authors of the original CMP, as well as Brian Anderson, who has been overseeing the management of the CPS project in Hong Kong. A brief summary of the authors is provided below.

Heather Jermy, Associate and Head of Heritage Consultancy

Heather carried out all primary research for the original CMP and since its completion she has undertaken considerable additional research into the history of the site. As such, Heather has the greatest understanding of the history, development and significance of the CPS within the Purcell team. Additionally, as Head of Heritage Consultancy within Purcell, Heather has authored or contributed to over 100 Conservation Statements and CMPs and is therefore well-versed in assessing the relevance and success of CMPs and their policies.

Michael Morrison, Partner and Conservation Architect

Michael has been heavily involved in the CPS project since Purcell was appointed as the heritage consultant in 2007. In addition to Michael's continuous advisory role on the project both as Architect and with regards to heritage consultancy, Michael was also instrumental in writing the original CMP for the site. His knowledge of the CPS and consistent contribution to CMPs (and as such a clear understanding of the best practice for writing them) make him essential to completing this interim review.

Brian Anderson, Partner and Conservation Architect

Brian is an experienced conservation architect who has been a partner at Purcell for twenty years. Before moving to Hong Kong he was based in Purcell's London Office working on a wide range of historic buildings. Brian has been based full-time in Hong Kong since the summer of 2010 and has been the partner in charge of the repair and alteration work on the CPS site. Before moving to Hong Kong Brian had written CMPs and other Heritage Assessments for Purcell and is therefore fully aware of what makes for a useful and successful CMP.

2 THE CONSERVATION MANAGEMENT PLAN

2.1 COMMISSIONING AND COMPLETION

The Hong Kong Jockey Club (HKJC) commissioned the Conservation Management Plan (CMP) in December 2007 and a final version was delivered in June 2008. The purpose of the CMP was, as is standard practice for this sort of document, to gain a better understanding of the history of the site and from this to consider the cultural heritage significance. The work involved research in archives in Hong Kong and the United Kingdom (the UK), as well as a detailed inspection of the buildings on the site.

To quote from the 2008 document the purpose was to “*gain a better understanding of the site, its significance and possible issues involved with future development*”. The CMP sets out how best to preserve the significance of the site, the buildings on the site and other features (such as trees, retaining walls and steps) whilst providing a framework for change. The key features of individual buildings are identified and the document considers where it may be possible to erect some new buildings. The need for change is taken as a starting point. To do otherwise, for example to turn the site into a Museum would both be inconsistent with the majority view collected in public consultations and would also not have a lasting interest. This would make such a use unsustainable in the long term. In any event, the basic requirements to make the buildings safe would require a great deal of intervention. Buildings need to have a beneficial use if they are to have a sustainable future. This involves new services, better access and escape provisions, as well as structural strengthening and repair.

The conclusion of the CMP is a set of ‘Conservation Policies’. These form the framework against which all the repair, alteration and new building work has been considered. To quote the 2008 document the conservation policies are “*.....intended to inform the future use, maintenance and possible redevelopment of the site*”.

2.2 LONG TERM AIMS

It was agreed at the outset of the commission that the format of the CMP should follow that made familiar by the Burra Charter of ICOMOS and specifically the layout proposed by the British charitable body the ‘Heritage Lottery Fund’ who published detailed guidance on the preparation of effective Conservation Management Planning. This is in effect a standard format that will be familiar to and accepted by conservation professionals worldwide. The purpose of any CMP is to identify what is significant about a building or site in cultural heritage terms and then to propose strategies (policies) for ensuring that these significances are protected when any alterations are made to the buildings or to the site. It is the starting point for any CMP that it is a document to regulate ‘change’. If nothing is to be changed then a CMP would not be necessary. A CMP will provide an effective framework for managing that change in such a way as to avoid or at least minimise the damage to the cultural heritage significance.

As a part of analysis in preparing a CMP, the issues that make the site vulnerable are examined and the opportunities that the site offers when any repair or conservation work is carried out are also discussed. One of the main concerns expressed in the CMP for the CPS, as far as the vulnerability of the site was concerned, was that of finding an appropriate new use for the site as a whole and for some of the buildings in particular. For a secure long-term future any building needs an appropriate use. Ideally this means selecting uses for any building which can work with the existing fabric without too radical a set of alterations. However, any Conservation Management Plan accepts that some degree of change will be necessary.

As well as examining the vulnerability of the site the opportunities were also discussed. It was considered that the HKJC could potentially make the work on the CPS site an exemplar of good conservation practice. The conservation, repair and adaption of historic buildings is a relatively new concern in Hong Kong and this very prominent site, with the backing of the HKJC and of Government, offered an opportunity to do the work in accordance with best conservation practice principles. On this basis the HKJC decided to appoint an international design team for the work on the CPS site. Herzog & de Meuron, who have an international reputation for inserting new buildings into sensitive sites, and Purcell who have many years of experience of the conservation and repair of many of the most significant historic buildings in the UK. One of the key paragraphs of the CMP (Section 5.2) states:

“The vision for the site must be to deliver repaired and conserved buildings where the degree of alteration is sufficient to allow new enterprises to flourish, but where the overall appearance of the site and the significance of individual buildings remain undiminished. The site should be a viable economic unit with either no need or an acceptable need for on-going subsidy – but despite these changes it should still be possible to use the site as a major educational resource to illuminate the history of law and order, crime and punishment over the complete period of Hong Kong’s history”.

This remains a clear statement of the intentions for the site and the work that is being carried out is in keeping with this vision.

There are a number of other factors that contributed to the overall vision for the site in its conserved state. These may be briefly stated as:

- The CMP recognises that the site presents development opportunities for some new building work.
- The possibilities as an educational resource are emphasised.
- There is a real chance to provide cultural and leisure facilities for the people of this area of Hong Kong. The open spaces should be accessible to everyone as open space is such a limited resource. Small scale performance spaces would be welcome to local groups.
- The site provides a good exemplar of how a 'not-for-profit' organisation can complete a sympathetic and sustainable repair programme.
- There is a real opportunity to improve circulation for pedestrians across this area of Hong Kong and it is an interesting challenge to keep the enclosed nature of the site whilst encouraging everyday use by people going about their normal business.
- There is a potential opportunity for training people in appropriate craft skills.
- The work on the historic fabric of the building provides a chance for the repair and reuse of existing elements of the fabric to be considered in conjunction with the Buildings Department of the HKSAR Government. Possible ways of complying with the intention of the building codes whilst maintaining as much as possible of the original fabric are a desirable outcome.

All these factors have been considered during the detailed design process with reference to the CMP written in 2008 and they continue to be the guiding principles with the construction works that commenced in 2011.

2.3 HOW THE CONSERVATION MANAGEMENT PLAN IS BEING USED

The Conservation Management Plan has been used as a basis for preparing detailed design and specifications for work being carried out on the site by the design team as a whole, by the HKJC and the government departments with responsibility for granting permission for the works. The document has been in the public domain on the CPS project website developed and maintained by the HKJC (www.centralpolicestation.org.hk) and thus has been closely considered by various special interest groups.

It should be noted that the CMP was written as a framework document for more detailed design development and that it represents a specific moment in time. It was written in the first few months of 2008 and the final document was approved in June 2008. Since that time there has been a great deal of work done on the project.

An initial interpretation plan for the site has been prepared by a consultancy which provided the groundwork for a full education and interpretation plan to be developed by the operators. A draft operating plan has been prepared which will be developed into a detailed Management Plan as the site operators are appointed. Archaeologists have had access to large areas of the site to conduct excavations and studies (and subsequently developed the CPS Archaeological Investigation Report in 2011). Some buildings and structures of little to no heritage significance have been demolished revealing more about the adjacent buildings. Many areas of modern finish have been stripped out allowing a full inspection of the condition of the original building fabric. A full design team has been appointed and information has come to light about the structural condition of floors, the loadings on foundations and the stability of some retaining walls. Detailed design has been undertaken to provide for fire safety, full access and modern servicing when the buildings are brought back into beneficial use.

Following completion of the CMP there has been a great deal of discussion between interested parties as the project has developed. For example, the location for new development within the site has changed – most obviously responding to public opinion over the significance of 'F' Hall. The programme of activity on the site has altered quite radically as advice has been obtained over what will be financially sustainable in the medium and longer term. The emphasis has moved away from theatre and performance to focus on a 'state of the art' modern gallery space. The detailed proposed uses of individual buildings have altered as the detailed design has progressed. Some buildings ('B' Hall for example) have not been earmarked for a viable use as the scale of alteration needed has proved unacceptable. Other areas (such as 'E' Hall) have been suggested for more radical alteration, including a connection to the new multi-purpose building which will allow viable new uses in the existing building. This process is normal in the development of detailed proposals for any historic building or site.

Throughout these processes the CMP has formed a baseline document for understanding the history and significance, as well as the overall conservation aims of the project. Bearing this in mind, it is a testament to the CMP and its continued use that the great majority of Conservation Policies in the CMP have been adhered to. Additionally, what is important is that nothing that is being proposed or which is being done is contrary to the overall vision of the CMP.

3 SUMMARY OF NEW INFORMATION

The research and analysis of archival information and built fabric of the site during the writing of the CMP was not without limitations. This is owing to the vast amount of archival information available in Hong Kong and the UK, the extent of which was unknown. Therefore, it was not possible to access all archival material at that time. Additionally, at such an early stage in the project, there was a limitation on specialist investigations such as archaeological excavations and opening up works.

However, since completion of the CMP, considerable additional research and investigations have been carried out as a means of continually building a clear understanding of the site, as well as ensuring that any works being carried out respect its heritage and significance.

The following sections provide a brief summary of additional information that has been gathered from June 2008 to the present (October 2013).

3.1 HISTORICAL RESEARCH

3.1.1 Historical Research – The CMP

For completion of the CMP, the following resources provided the main source of information relating to the history and development of the site:

- Hong Kong Public Records Office.
- National Archives at Kew, UK
- Hong Kong University Library (HKUL).
- HKUL Digital Initiatives.

While these resources were reviewed in enough detail to complete the CMP, not all available material was accessed given the vast amount of archives in existence, much of which is not clearly catalogued in a way that makes specific information about the site easily obtainable. Additionally, the CMP stated that *“Upon considering the requirements of this report, it has been deemed unnecessary to carry out vast amounts of background research”*. Regardless, further archival research has been carried out in the five-year period following completion of the CMP and this has helped to expand the understanding of the history and development of the site.

The following sources are the key areas of information that have been examined in more detail since completion of the CMP:

- The National Archives (UK) colonial records - specifically colonial correspondence.
- The Chinese Repository.
- *The History of Law and Courts in Hong Kong* (James Norton-Kyshe, 1898).
- The Hong Kong Lands Department (for historic maps).
- Royal Institute of British Architects (RIBA) Library (UK).

3.1.2 Historical Research – New Information

New research about the site has been focused largely on the early (mid- to late 19th Century) history of the site, including dates of construction for early buildings and a greater understanding of the process and influence of design from government officials in the UK.

A summary of the key points include the following:

- The early sequence of construction and development on the site in the 1840s and early 1850s has been clarified. In the early 1840s there were three prison buildings (Gaols A, B & C), two small outbuildings of unknown use and a guardhouse to the northeast corner of the site. In c.1845 extensions were made to Gaols A and C (addition of another storey to each) and the magistrate's house was converted into a debtors' prison and gaoler's residence. In c.1845 the Chief Magistrate moved into a new private residence just outside the

boundary walls to the south of the prison site. In 1851 a guard tower was constructed on the north boundary wall and a gaoler's house was built in the centre of the site.

- 'D' Hall's date of construction was previously attributed to 1858 based on a set of historical plans. Colonial correspondence shows that this was the first set of design drawings for the new prison and that it was not completed until 1862. The correspondence also reveals the level of influence from the UK, with considerable communication between multiple parties including well known prison designer Joshua Jebb. Another plan (accessed following completion of the CMP) dating to 1862 includes a description of the various uses of specific blocks and spaces and the extent of accommodation.
- There is a greater understanding about the extent of influence in Japan and China. In 1871 Ohara Shigechika, Head of the Office of Gaols in Japan, visited Victoria Gaol in Hong Kong. Soon after the radial plan became their 'model prison'. By 1929 a total of 22 radial plan prisons were constructed in Japan. The influence of this design then progressed to China through the scholar Ogawa Jijuro, who designed Peking First Prison (1909) and Hubei First Prison (1910). China then went on to construct 39 radial plan prisons by 1918.
- There were three major building programmes initiated in 1895. Based on archival evidence available when writing the CMP there was an awareness of one of these, the construction of two new cell blocks on Inland Lot No. 124 to the west of the prison site, on the opposite side of Old Bailey Street. However, two other projects were undertaken, which the CMP references as a single project but which further research has revealed as two separate developments:
 - In 1872, Inland Lot No. 215 at the northwest of the site was purchased and two existing houses were used as police accommodation. By 1895 plans were underway to demolish these and construct two new accommodation blocks, the Married Sergeants' Quarters (also referred to as Dormitory Block C) & the Unmarried Inspectors' Quarters (also referred to as Dormitory Block D).
 - In 1897, Inland Lot No. 44 to the east of the site (between Wyndham Street and Arbuthnot Road) was purchased to provide accommodation for gaol officers. The buildings were completed in 1903 and remained in use as quarters for prison officers until the 1950s. These were then replaced with new buildings for the same purpose but they were pulled down later to build the Centrum.
- More is understood about the Chinese immigrants who constructed the buildings, as well as the system of labourers, supervisors and other positions in the Public Works Department.
- New evidence from the RIBA Library has confirmed that Leslie Owen Ross, assistant engineer in the Architectural Office of the Public Works Department, was involved in the design of both the Police Headquarters Block and the Magistracy, which probably accounts for the similarity in style and detailing.

3.2 ARCHAEOLOGICAL INVESTIGATIONS

As a means of expanding the understanding of the history and development of the site, archaeological investigation works were carried out in two phases from January to March 2011 and from July to August 2011. Excavations were carried out in the Parade Ground, Prison Yard, the area of the proposed new building at the south-west of the site and 'A' Hall yard. Additionally, Archaeological Watching Briefs (AWB) were carried out during construction works on site.

These revealed, as expected, the location of earlier buildings known to have existed on the site according to early plans. These include:

- The footings of the original radial plan prison (the surviving fragment of which is today known as 'D' Hall).
- The original laundry buildings and associated drainage.
- A large water tank below the Parade Ground (which may in fact be the 'well' marked on the 1845 site plan).
- The footings of the former Assistant Superintendent's office and the connecting steps that linked this building to the extant tunnel connecting to the service corridor in the Police Headquarters Block.
- The footings and sub-structure walls and adjacent pavement of the demolished Gaol C.
- The original northern revetment wall that crosses the present day Parade Ground.

Given the historic plans that exist for the site, many of which were included within the CMP, the discovery of these archaeological remains was largely anticipated. Nonetheless, they provide a physical confirmation of the development of the site and as such build a larger understanding of its history and significance.

3.3 PAINT ANALYSIS

A preliminary examination of paint media was commissioned by the HKJC during 2011 and carried out by Lisa Oestreicher, Bath, UK. A further, extensive examination was commissioned by the HKJC during 2012 and carried out by the Architectural Conservation Laboratory at Hong Kong University.

The paint analysis showed that the colours historically applied to these buildings varied to a considerable degree over time. The colours applied to the buildings are generally earth-bound colours, from light cream to dark reddish-brown; the exceptions are the use of green and, more recently, bright blue. These two colours are confined to the Prison and Police compound areas respectively. Green was used during the early 20th Century onward for doors and windows within the Prison compound. Bright blue was used post-1980s for the doors and windows frames, and for signage, within the Police compound. A decision will need to be made on the repainting of the 'blue gate' opening into Old Bailey Street. If we revert to the early 20th Century scheme as proposed this will become once again the 'green gate'.

Most surfaces have multiple paint layers, for example the first floor balusters (c.1862) of the Barrack Block have some 32 identifiable layers.

A policy was developed which considers that the selection of colours should be driven by decisions already taken with regard to repair and reinstatement of historical building fabric. This essentially means that the paint colours chosen will relate either to the original or early paint colour, or the date of the most significant later alteration, depending on decisions made about the overall conservation of the buildings.

In some cases this will mean marked changes to the outward appearance of the buildings. For example, the Police Headquarters Block will change from mid-grey to a grey off-white and the modern '1980s blue' will no longer be used; the Married Sergeants' Quarters and the Unmarried Inspectors' Quarters will change from pale cream paint to red brick; 'D' Hall will change from pale cream to off-white. External joinery generally will change to dark brown.

3.4 OPENING UP WORKS

At the time of writing this Interim Review, a great deal of stripping out has been completed, notably the Police Headquarters Block, the Barrack Block, Ablutions Block, –the three buildings which made up the police quarters, the Superintendent's House, 'A' – 'D' Halls, and 'F' Hall. Extensive alterations have been made to the Ablutions Block including removing all internal floors and walls and erecting a temporary façade retention frame during the works period; underpinning of the walls is currently in progress. This extensive work has been necessary to accommodate the sizeable new electricity transformers to provide electric power for the whole site and some areas outside the site. For fire safety reasons these have to be installed in a readily accessible location. Various locations were considered for insertion of the electricity transformers and the Ablutions Block, a sanitary block, was selected as the building which could best tolerate the necessary alterations without major loss of heritage significance. 'F' Hall has also had some radical internal work which has removed internal walls and fittings to enable the spaces to be fitted out as galleries and support spaces. The interview booths have been temporarily uninstalled and set aside for reinstatement in a new location within the building once the structural works are completed.

Excavation work in the Parade Ground has revealed the existence of the original parade ground surface and its level, some 500mm below the present-day surface. The visual impact of the raised level is most clearly seen when looking at the abutment of the Barrack Block against the ground level – the short flight of steps that once led into the building is all but obscured and the granite plinth at the base of the building is largely hidden. Current plans for the paving (and drainage) of the Parade Ground area accept that the original Parade Ground surface (a mixture of clay and gravel, known as hoggin) has long ceased to be a practical material and that the new surface will be paved with concrete paving slabs, laid to fall to the perimeter of the area. This provides a practical surface and one that reduces the ground level where it abuts the Barrack Block.

Discovery of the sub-structure of the 1840s Gaol C, located immediately south of the south-east corner of the Police Headquarters Block, has prompted a reappraisal of the proposed tree planting in this area and a realignment of the new underground plant room to be sited in the Parade Ground. Steps were taken to see whether the plant room could be reduced in size (particularly the fire fighting water storage tank), but a relaxation of the statutory design criteria could not be negotiated. To obviate the risk of damage to Gaol C, some of the tree planting has been moved to the small yard to the south of the Married Inspectors' Quarters, where the present-day garage

stands. The plant rooms were reconfigured to be more compact and irregular in shape to avoid disturbance of the sub-structures of high heritage significance.

The Ladder Store, located at the ground floor of 'C' Hall, had a fixed door at its far, eastern end which has now been removed. This revealed two further chambers of similar width as the Ladder Store and together extending as far as the south-eastern corner of the building. The furthest chamber was found part-full of builders' rubble, which has now been removed. This has revealed a drain at low level but little else. Initial thoughts that this chamber may in fact be a tunnel, perhaps connecting the prison site to the Police compound, have proved unfounded. It remains unclear how convicted felons were transferred from the cells below the Court building to the Prison. Examination of the lower ground floor of the Magistracy and the revetment wall along the south side of Barrack Lane (all now cleared of outbuildings) has revealed no evidence of this route.

3.5 ADDITIONAL REPORTS

Various additional reports relating to the new uses of the buildings have been commissioned during the course of the works to date. These include:

- Analysis of timber species used for the structural timber and joinery components.
- Inspection of timber components for evidence of termite activity.
- Fire engineering.
- Structural appraisal.

These have generally been intended to gain additional knowledge to assist the principal aim of preserving historical building fabric and to make appropriate choices when selecting materials for replacement and/or repair work. This has to date been reasonably successful; the fire engineering work carried out by Arup Fire has been particularly helpful in enabling the design team to argue for retention of existing glazed doors and the avoidance of fire-resisting screens around the staircases in the Barrack Block for example.

Some investigative reports have been less successful. An example is the termite inspection report. This tended to respond to evidence of damp and/or termite activity by recommending replacement of whole sections of structural timber rather than considering whether or not the problem is live and actually requires attention, and if it does, to provide precise guidance as to its extent. This is in contrast to current best practice and to our expectation and experience. This approach is symptomatic of a practice that is unfamiliar with conservation and it is to be hoped that the experience of the CPS will act as catalyst for beneficial changes to work practices and understanding.

The analysis and determination of timber species of the joinery components did not show up the extent to which teak was used in the Police Headquarters Block. From the survey results, it appeared that Kapur was the principal timber used in this building. As a result of the discovery of the extensive use of teak, changes had to be made to the repair proposals for the joinery elements, though the finishing of these, using coloured varnish internally and paint externally, is consistent with the findings of the paint analysis and has produced satisfactory results. A more extensive analysis of the timber might have provided a better understanding of the disposition of materials used in this building.

Structural appraisals have been carried out throughout the design process and indeed continue as various areas of the buildings are opened up by the works. This has in some cases led to a greater degree of replacement of timber and more reinforcement of the building fabric than anticipated in the CMP.

Ongoing dialogue between the design team, Buildings Department and the contractor are providing solutions to the various structural problems that have been uncovered. At all times the desire (expressed in the CMP) to retain as much historic fabric as possible is balanced against the need for acceptable long-term structural solutions. In the Married Sergeants' Quarters and the Unmarried Inspectors' Quarters, for example, it has proved impossible to upgrade existing doors to provide appropriate fire separation to the staircases. New replica fire doors have been made, but the original doors are being retained and will be used elsewhere if possible.

4 CONSERVATION POLICY REVIEW

4.1 POLICY OVERVIEW

The Conservation Management Plan (CMP) provided a set of policies which addressed both site-wide issues and those relating to specific buildings. These Conservation Policies were “intended to act as a guide for any future development of the site and the individual buildings on the site”. The CMP also outlined that “inevitably these policies can only act as a guide and form a starting point for decisions about the future of the site and the individual buildings. There is always scope for more research which may change the view of any particular building or area of the site”.

Given the continued information gathering (as outlined in Section 3 of this report) and the progression of design proposals and physical works on site from June 2008 to the present, it was felt desirable to review these policies, identify any potential conflict and to provide an understanding of the reason for design or other decisions and any necessary mitigation to ensure the retention and enhancement of heritage value within the site.

There are 108 separate Policies in the CMP. Nineteen of these are general policies, seventy nine relate to individual buildings, four relate to the management of the site, three to the legal framework and three to the adoption and use of the CMP itself. Of the 108 policies, 77 have been followed through entirely. The others have been followed in part due to the new discoveries or changes outlined in this report or are as yet undecided or, in a few cases, have been proved wrong or unfounded. Additionally, some policies have been contradicted because the scale of the work has proved different from what was originally envisaged or there is still some doubt as to how it could be carried through.

A brief outline of these policies, the potential risk, if any, involved in not adhering to them and the justification or mitigation for them is provided in the table below.

4.2 INDIVIDUAL POLICY REVIEW

The table below provides a list of the policies which have not been completely followed through or adhered to within the current design and on-site works at the CPS. Policies which have been fulfilled are not included as no potential conflict is understood to exist.

Element	Policy	Potential Conflict	Justification/Mitigation
The Site	6.1.4 <i>The entrance on the corner of Old Bailey Street and Chancery Lane should be retained as a pedestrian entrance.</i>	Consideration of operational requirements has shown that this entrance will be required for vehicle access to service deliveries to the Arbuthnot Wing.	Usage has been limited to delivery of medium-sized objects in order to avoid any alteration to the structure of the wall opening or the existing sliding door.
	6.1.7 <i>The separation between the different compounds and the different levels of the site are all historically significant. These separating features should remain clear in any redevelopment of the site.</i>	Current design development of Block 8 (Ablutions Block) indicates the need for ramped access between the loading dock and the waste transfer room, which may conflict with the re-installation of the transfer gate at the south-east corner of Block 8.	If necessary the transfer gate can be reversed so that it projects into 'A' Hall Yard.

Element	Policy	Potential Conflict	Justification/Mitigation
<p>The Site</p>	<p>6.1.11 <i>The prison site has a great deal of razor wire around it as well as some earlier broken glass set in concrete on top of the walls. Sample areas of this should be maintained in key areas as determined by the educational policy but the majority of it should be removed.</i></p>	<p>This policy envisaged that a good deal of the razor wire and broken glass in the central area of the site around 'A', 'B', and 'C' Halls would be retained. In practice these present a very severe hazard whilst attempting to repair the buildings and that only a small amount will be needed for interpretation purposes on the revitalized site. Considerably more of the razor wire and broken glass has been removed than originally thought.</p>	<p>The current intention is to retain the razor wire within 'A' Hall Yard.</p> <p>The existence of all areas where razor wire/barbed wire and broken glass existed has been recorded, including the different types and patterns of wire used. This helps to ensure a full understanding of the site, its former use and its historic development.</p>
	<p>6.1.12 <i>There are eleven trees on the site: four in the prison compound, five in the Parade Ground, one by the Magistracy and one south of the Ablutions Block. All the trees are significant and should be protected from damage during and development work and should be retained. Two are identified as in 'poor' condition and two others as 'below average'. If these trees are lost as a result of the development they should be replaced with appropriate specimens in similar locations.</i></p>	<p>This policy suggested the retention of the eleven trees on the site. This proved impossible as, before any design work could start, four of the trees on the Parade Ground blew down in a typhoon prior to the HKJC taking possession of the site, leaving only short, damaged stumps which had to be removed.</p>	<p>The trees from the Parade Ground are to be reinstated but in a new location immediately south of Block 4 due to conflict with the discovered remains of Gaol C in the area below.</p>

Element	Policy	Potential Conflict	Justification/Mitigation
	<p>6.1.13 <i>There are thought to be tunnels running under the site. There is obviously the tunnel which has been converted to an air-raid shelter to the south of the Police Headquarters Block, and the Ladder Store contains evidence of a tunnel in the form of a blocked archway. There is also a well-documented tunnel (no longer visible) under Old Bailey Street joining the prison to the additional accommodation to the west of the site. When planning any work on the site the possibility of tunnels should be borne in mind and tunnels that are located should as a minimum be carefully examined and recorded.</i></p>	<p>Excavations have revealed a water tank roughly at the centre of the Parade Ground. No tunnels, either here or at the south-west corner of the site, have been discovered to date.</p>	<p>Given the amount of excavation and investigation that has now been completed it is highly unlikely that any tunnels will be found. However, a careful watch will be maintained on any further excavation work.</p>
<p>Parade Ground</p>	<p>6.1.8 <i>The Police Parade Ground should be preserved as an open space. It should remain free of unnecessary street furniture and should not have inappropriate activities (such as vending stalls, tables for alfresco dining, permanent stages, external screens etc). Despite its historic use by the police this space should not be used for parking vehicles. The surfaces of the parade ground should be appropriate to its former use.</i></p>	<p>There will likely be a demand to use the Parade Ground for outdoor exhibitions and similar events, which may require staging, screens and other equipment.</p> <p>The Parade Ground is now known to have been surfaced with hoggin (a mixture of clay and gravel), and at a level about 500mm below the existing surface. The current surface of concrete is likely to have been installed as part of war-time preparations and later for use as a car park.</p> <p>The new proposed surface of the Parade Ground is concrete paving slabs.</p>	<p>Any outdoor events should be designed to support the arts' use of the site. They should be of temporary duration including all associated plant, equipment, staging etc and subject to strict management requirements to ensure the area is kept clear at all other times.</p> <p>The hoggin material which was the original surface of the Parade Ground would not be appropriate for modern use (it is sticky when wet & dusty when dry). It will be replaced with purpose designed paving. The previous use of hoggin should be recorded.</p> <p>The reinstatement of the ground levels at the abutments with adjacent buildings is part of the design development. The new surface levels will show the full extent of the building plinths. A new patterned concrete paving slab has been designed as a suitable surface</p>

Element	Policy	Potential Conflict	Justification/Mitigation
			material.
<p>Prison Yard</p>	<p>6.1.9 <i>The Prison Yard should be preserved as an open space. It should remain free of unnecessary street furniture and inappropriate activities. The essential character of the space as a simple and rather bleak area should be retained to maintain the feel and significance of the prison use.</i></p>	<p>There will likely be a demand to use the Parade Ground for outdoor exhibitions and similar events, which may require staging, screens and other equipment.</p> <p>A “Green wall” is planned for the south revetment wall to soften the impact of it upon those using this space and as a means of offsetting a requirement for adding soft landscaping across the site generally.</p>	<p>Any outdoor events should be designed to support the arts' use of the site. They should be of temporary duration including all associated plant, equipment, staging etc and subject to strict management requirements to ensure the area is kept clear at all other times.</p> <p>It has been agreed that seating in this area partly incorporated into the design of the green wall will be beneficial to the general public and can be installed with no detrimental effect on the significance or interpretation of this area.</p> <p>The installation of the “Green wall” is not thought to have any detrimental impact on the understanding of the site as a Prison Yard. The “Green wall” planned for the south revetment wall will be designed as a ‘natural’ feature that seeks to replicate the common appearance of vegetation growing on masonry walls, rather than an “engineered” landscape.</p>
<p>Head-quarters Block</p>	<p>6.2.3.7 <i>The mechanical and electrical services in the building will need to be renewed. Care should be taken to investigate the present systems to decide what age and significance can be placed on these fittings and to decide if there is any merit in keeping some as exemplars.</i></p>	<p>All Electrical and Mechanical (E&M) equipment and services installations have been removed. On examination all the present equipment was found to be unserviceable. None was found to be of great historic significance. Services in some display areas (such as the cells in ‘B’ Hall) will be retained for interpretation purposes but the vast majority of the services will be replaced with</p>	<p>It was always anticipated in the CMP that modern services would be necessary to make these buildings usable. A great deal of design time has been given over to routing the new services in ways that are both discreet and which do minimum damage to the historic fabric and external appearance of the buildings.</p>

Element	Policy	Potential Conflict	Justification/Mitigation
		<p>modern efficient equipment.</p> <p>Ventilation requirements for the new uses of the building have required new flues and penetrations through the roof.</p>	
Barrack Block	<p>6.2.5.4 <i>The remaining original internal fittings, joinery, plasterwork, door and window fittings, floor finishes and the like should all be repaired and kept in-situ.</i></p>	<p>The retention of interpretation of fittings in the ground floor armoury is not yet decided.</p>	<p>The final decision on this will depend on the interpretation proposals for the site which will be developed by an operator. All parties are aware of the potential significance of these fittings.</p>
	<p>6.2.5.8 <i>The open sided timber structure on the north east side of the Barrack Block should be retained as an interesting feature of the building related to the Parade Ground.</i></p>	<p>This policy advocated the retention of the open single storey structure to the north of the Barrack Block – largely on the basis that it could not be determined when it was built or for what purpose. Subsequently it was revealed that this is a relatively modern structure erected to allow police officers to clean their weapons under cover before handing these back in to the Armoury. The Barrack Block originally had an open arcade along the ground floor north front. This was obscured by the lean-to structure which also unsettled the symmetry of the original classical design. After careful consideration it was considered beneficial to remove the structure to restore the original design concept and to reveal the arcading.</p>	<p>This policy has been negated with the agreement of all the parties involved in decision-making about the site. The balanced appearance of the Barrack Block – clearly intended as a symmetrical classical design – has been deemed to be of higher significance than the (relatively) modern structure of the lean-to.</p> <p>Nonetheless this structure forms part of the overall history of the site and it has been recorded, both with regards to archival resources and through measured drawings and photographic record.</p>

Element	Policy	Potential Conflict	Justification/Mitigation
The Deputy Superintendents' House and the Married Inspectors' Quarters	6.2.6.2 <i>The filled in arcades on the façades should be opened up to restore the original appearance of the building. However from some of the early photographs of the site it is possible to see that some of the arcades had been filled in very early on in the life of the building particularly on the east elevation and this blocking in should be investigated to establish its age before any decision is taken to remove it.</i>	The opening up of the arcades on Block 4 was suggested, although some of this filling was thought to date from an early period and so the extent of the removal has been reconsidered. It has subsequently been decided that removal of the glazed infill panels in the arched openings would be carried out, in order to better reveal the original design. Alteration of one of the arched openings has been necessary to allow for a new stair for means of escape purposes.	Examination of the infill panels indicates that most of them are post-1950 though some may be c.1920. The return to the original design is considered to be of greater significance than the retention of the later inserted glass and timber screens. The location of the new stair has been chosen where modern alteration had already occurred to reduce the heritage impact whilst complying with the statutory requirement for adequate means of escape.
	6.2.6.5 <i>The granite walls, revetments and corbels at basement level of the north wing should be carefully conserved as examples of the earliest guard house and enclosure of the prison.</i>	Current structural engineering proposals indicate that the stone corbels will need to be replaced on safety grounds.	Various solutions to the structural problems that these corbels present are being considered. The aim will be to maintain the original appearance whilst making them safe with minimum damage, either to historic fabric or to the archaeological potential behind the retaining wall.
The Married Sergeants' and the Unmarried Inspectors' Quarters	6.2.8.1 <i>The external appearance of these buildings should be retained unaltered except for the replacement of modern windows and removal of accretions such as the air-conditioning units.</i>	Paint analysis has shown the paint applied to these buildings to be modern. Current proposals are to remove the paint and to restore the brickwork using standard conservation principles.	This is an example of more investigation suggesting a change in policy. No mitigation is required.
Ablutions Block	6.2.9.2 <i>Security measures on the north, south and the west façades of the building are historically significant but detract from the building and the site. The razor wire, barred gates and corrugated iron should be removed.</i>	The external staircase on the north side of the building is now thought to be an early or original structure and it is proposed to be retained. The corrugated iron and steel structures to the south side of the building have been removed as suggested in the CMP.	No mitigation required.
	6.2.9.3	The possibility of internal	Although the scale of works

	<i>There is little remaining of great significance in the interior of the Ablutions Block and internal alterations to accommodate new uses will be acceptable.</i>	alterations to the Ablutions Block (Block 8) was suggested in the CMP, but the scale of work needed to accommodate the requirements for electricity transformers was not envisaged.	being carried out is more extensive than considered at the time of writing the CMP, the policy was created with the knowledge that this building was of a lesser significance within the site. As such, the reduction of impact on other buildings outweighed the impact of such considerable change here. Additionally, a full record of the building has been carried out.
B Hall	6.2.13.3 <i>Substantial internal alterations may be necessary to allow the building to function for any beneficial new uses. These alterations should attempt to preserve the original layouts and finishes.</i>	This building is to be left as found except for the creation of a new security control room at the west end and making safe the electrical installation. All existing electrical services' containment is to be re-used.	No mitigation required.
C Hall	6.2.14.1 <i>Though not of historic or architectural value, this building visually forms a group with the adjacent A and B Halls and forms part of the north boundary of the Victoria Prison. It is also adjacent to the significant Assistant Superintendent's House. Therefore, any exterior alterations should respect the surrounding buildings.</i>	Structural investigations have found that the roof of 'C' Hall is in poor condition and must be replaced with a new concrete roof.	In order to maintain the building's future viability within the site it needs to be made structurally sound. The proposed changes will not impact upon the overall character or setting of the adjacent buildings or larger prison site, and changes are in keeping with Policy 6.2.14.2, which states that "C Hall is of Low significance and may be substantially altered to convert it to a new use". Existing ventilation plant sited on the roof of this building will need to be replaced with new equipment, where it cannot be housed internally, and screened to reduce the visual impact.
	6.2.14.3 <i>Though of low significance, some of the interior spaces are interesting 'snapshots' of prison life in the 20th century. Therefore, in the event of substantial internal alteration, an archaeological recording of the building interior should take place.</i>	A record of the significant features in the building was prepared as part of the Cultural Heritage Impact Assessment.	As with the other buildings a properly collated record of the building before, during and after the current works will be prepared at the end of the project. The cartographic and photographic recording of this building is in line with the recording of the other buildings on the site.

	<p>6.2.14.5 <i>The ground floor Ladder Store to the south may have formed part of an earlier tunnel system.</i></p>	<p>The Ladder Store by 'C' Hall was identified as being of significance (which is correct and is acknowledged as such) but it was erroneously stated that this might be part of a tunnel system reputed to cover the site. The store is in fact two chambers, one of which contains a drainage channel. The chambers appear to be nothing more than the space between the original stone revetment wall (forming their south side) and the sub-structure walls of 'C' Hall. No evidence of a tunnel has been found. Current proposals related to E&M design have suggested part of this area might accommodate grease interceptors for the new kitchen in this building.</p>	<p>This policy has been proven wrong. As such, no direct mitigation or justification for works is required.</p> <p>There has nonetheless been a record made of details of the chambers by fully dimensioned and annotated drawings. This is in order to ensure that a full understanding of the site is obtained.</p>
<p>D Hall</p>	<p>6.2.15.1 <i>The external appearance of D Hall should be repaired, conserved and maintained to keep its appearance as it is at present, with the exception of the removal of small modern accretions such as doors and windows and replacement with elements matching the original design.</i></p>	<p>The ground floor arches in the south elevation are to be opened up in connection with proposals to convert the ground floor for use as a café.</p> <p>There is clear evidence that the sub-division of the internal spaces at ground floor level is a later alteration and some suggestion that the original intention was for an open space for work areas.</p>	<p>During the opening up works a detailed record will be made of the later infilling.</p>
	<p>6.2.15.5 <i>The roof has been replaced with a flat concrete slab covered in asphalt likely following damages sustained in the WWII bombings. The redevelopment of the building would be an opportunity to recreate the pitched roof with the double pan and roll tiles.</i></p>	<p>This policy suggested that it might be appropriate to put the pitched roof back onto 'D' Hall during any major repair work. This was considered but rejected on the basis of unnecessary interference with the later structure and the fact that a good exemplar of the original pitched roof remains on 'E' Hall. The final decision is to repair and retain the post-World War II concrete structure.</p>	<p>Given that the flat roof has some elements of historic value to it and helps tell the history of the site, its retention does not detract from the overall understanding of the site. As such, no mitigation is necessary.</p>

E Hall	<p>6.2.16.2 <i>The remaining original internal fittings, joinery, door and window fittings, floor finishes and the like should all be repaired and kept in-situ where possible.</i></p>	<p>The ground floor is planned for use as a front of house space in connection with the new Arbutnot Wing – cloakroom, ticket point etc. Some of the fixtures and fittings are likely to be removed to facilitate the new uses. The ability to give this building a new viable use that does not unduly alter the principal fabric and layout of the building is thought to outweigh the damage to the fixtures and fittings this entails.</p>	<p>Any fixtures that are designated for removal will be carefully recorded.</p>
	<p>6.2.16.4 <i>The infilling to the open arcaded undercroft should be removed and the original screen walls be reinstated.</i></p>	<p>There are currently no plans to reinstate the original screen walls in the undercroft.</p>	<p>The reinstatement of the original screen walls is not necessary to understand the overall history of the building and does not benefit the overall future use of the building.</p>
The Laundry	<p>6.2.17.4 <i>If the structure is demolished the site may provide a suitable space for redevelopment and access provided any such development does not prejudice the understanding of the adjacent D and E halls.</i></p>	<p>The Laundry (Block 16) was identified in the CMP as a possible development site, but the scale of the development was not decided at the time of writing the CMP.</p>	<p>The policy was written with the knowledge that this structure was of a lesser significance within the site. The beneficial new use of the site as a multi-purpose space and the integration of the 'D' and 'E' Halls into the new space is all to be welcomed as providing viable new uses for the historic structures.</p>

<p>F Hall</p>	<p>6.2.18.1 <i>F Hall, whilst being of little architectural significance is of some social significance and the external form of the building should be repaired and retained removing obvious modern additions.</i></p>	<p>The CMP envisaged that 'F' Hall (Block 17) would be retained for its social significance but that internal alterations would be permitted. This is what has been done; the scale of the required internal alteration to meet the future use is more than was anticipated at the time of writing the CMP.</p>	<p>While the internal alterations are more extensive than envisaged when writing the CMP, the alterations being carried out do not substantially reduce the overall understanding of the building. The use and form of this building has changed on several occasions during its history and this is another alteration which does not unduly affect the overall significance. The main gate and entrance for visitors (which is perhaps the most obvious 'social' significance) will be retained and the visitor interview booths will be partly reinstated to allow interpretation of this use.</p>
<p>Bauhinia House</p>	<p>6.2.20.2 <i>The interior of Bauhinia House should be altered with caution after proper investigation of the historic fabric.</i></p>	<p>Current proposals are to remove the first floor structure and staircase to create a double-height space to suit the new use as a significant pedestrian entrance to the site from the south-east. The windows will be replaced and new openings will be formed in the external walls to suit this new use.</p>	<p>The current option was chosen in preference to forming a new opening in the revetment wall directly facing Arbuthnot Road. An entrance into the site at the south-east corner is an essential requirement if the public are to have access at various points around the site to meet the objective to improve circulation for pedestrians in this part of Hong Kong. The alterations to Bauhinia House will create an interesting pedestrian entrance to the site which is balanced with the need to preserve the significance of the adjacent revetment walls. Research and further examination of the building shows that it has been altered radically on a number of occasions during the past century, though dating these alterations has been very difficult – e.g. the late 19th Century photo of the Laundry Yard indicates that this structure originally had four walls open to the sky without a roof.</p>

<p>Legal Frame-work</p>	<p>6.4.2 & 6.4.3</p> <p><i>Four Buildings that have been designated as Type 'A' on the site – The Police Headquarters, The Magistracy, The Barrack Block and the west wing of 'D' Hall. The Type 'A' designation is for buildings of high heritage significance where the inside and outside of the building should be conserved. A further ten buildings are listed as Type 'B' – effectively the majority of the remaining buildings on the site. Type 'B' designation is for buildings of lesser heritage significance where the exterior should be conserved but internal alterations may be made for adaptive reuse.</i></p> <p><i>Nothing in this Conservation Plan is intended to challenge the Listed Status of these buildings. Permission will be sought through the Antiquities and Monuments Office for any alterations that are proposed.</i></p>	<p>The designation of the buildings into types 'A' and 'B' was used by AMO as a temporary measure to define the relative importance of the various buildings. These designations were not ones that had any force under the legal framework for the control of building work. The 'designated monument' status is what is significant.</p>	<p>The levels of significance generally applied to the buildings in the CMP remain largely accurate and that the four buildings designated as Type 'A' do, indeed, have a pre-eminent heritage value within the site.</p> <p>The design proposals have relied on further understanding of the buildings within the site and individual elements of significance.</p>
<p>The CMP</p>	<p>6.5.2</p> <p><i>For the Conservation Management Plan to remain relevant it will need to be regularly amended. In adopting this plan as a policy document it is agreed that the Plan will be updated and amended at regular interval. Reconsidering the plan at five year intervals will be the target for the on-going management of the site.</i></p>	<p>It has now been five years since completion of the CMP and as such there is an argument for its update and re-issue. However, there is also a good argument that this would be inappropriate whilst building work is in progress.</p>	<p>This Interim Review is considered to meet the criteria of the policy, ensuring that the CMP is being utilised and the policies in it applied to works being carried out on site. A further update of the CMP should be undertaken when the building work is completed.</p>

4.3 OTHER AREAS WHERE ADDITIONAL OR UNFORESEEN WORK HAS BEEN NECESSARY

A Conservation Management Plan is a tool to ensure that any changes which are necessary to the site or buildings are carried out in a way that will do the least damage to the cultural heritage significance. The CMP in many areas sets out broad principles and approaches to the work, though in some cases policies may be quite specific.

As the detailed design is developed there are inevitably changes to the scope and nature of the work. These may become necessary for a variety of reasons – the most obvious being the need to comply with relevant codes of practice for structural safety, fire escape and equal access. However, the developing brief for the site and detailed consideration as to what specific buildings will be used for will also impact on how the design develops. There may also be changes as more opening up is done and the existing fabric is revealed.

The following section notes the major elements of work that were either not envisaged or where the scale of the work is different from that envisaged in the CMP. These alterations have all been carried out in detailed consultation with AMO and the Buildings Department.

4.3.1 Access to the Site

The CMP identifies that the containment of the site is one of its significant features. Some additional access points were always envisaged but not the ten access points which will be provided in the completed scheme.

The two principal entrances, the Pottinger Street Gate and the 'Blue Gate' off Old Bailey Street, will remain in use. Both will have some degree of vehicular traffic, though this will be managed and 'out of normal public hours'. This use is in line with that envisaged in the CMP.

The primary service vehicle access will be into the new loading bay to the north of the Ablutions Block (Block 8). The CMP always envisaged the need for a new service access but did not specifically identify this site. The reasons for this location were the result of a number of different, but related factors. The section of wall that has had to be removed was red brick and modern compared to the granite walls. The Ablutions Block had been identified as a space that could be significantly modified. Concurrently it became apparent that there were very few options that would meet the requirements for siting and access of the new electricity transformers. The Ablutions Block with the adjacent new service access was the most feasible and least damaging location.

There was also the need to get a secure loading bay to serve the new Old Bailey Wing building. The new vehicle access in this location allowed this facility to be planned.

Four existing entrances to the site are to be re-opened. These are the entrances by Block 7 off the Hollywood Road; the arched entrance to the steps by the Magistracy off Arbuthnot Road; the entrance to the site through the pedestrian gate which exists off Old Bailey Street between Blocks 2 and 3 (Armoury and Barrack) and the door off Old Bailey Street which gives access to the basement of the Police Headquarters Block (Block 1). Whilst the use of these entrances may not have been anticipated in the CMP there is no conflict with the overall principle.

Entirely new pedestrian entrances are now being created at two locations off Old Bailey Street and also in the south-east corner of the site by Bauhinia House. These new entrances are primarily concerned with good access into the site and to allow the public to easily cross the site. The most dramatic of these entrances will be a bridge across the corner of Old Bailey Street which will give a ramped access off the Mid-Levels escalator system into the site at Parade Ground level. The other entrances are more modest new doorways into the granite walls – one off Old Bailey Street will allow direct access to the new building; at the south-east corner of the site a similar pedestrian entry will provide access adjacent to the Chancery Lane steps and near the top of the escalator in the Centrium building. Both the south-east corner and the Old Bailey Street entrances give level access to a lift to allow equal access to the Prison Yard level and to the surrounding buildings. These new entrances were not envisaged in the CMP but there does not appear to be any conflict with the principles of keeping the site as a space which is 'separate' and relatively contained from the surrounding areas.

4.3.2 Access and Movement within the Site

The CMP notes the three different levels within the site and the separation of the functions of Police Station, Magistracy and Prison. The CMP, rightly, makes the point that these distinctions should be retained. However, in completing the detailed designs for the site it became apparent that whilst the visitor interested in the history and previous use of the site would appreciate the complex route through it this would be an irritation to frequent users coming to events or using the site on a daily basis.

It was agreed that compromises needed to be made to allow good access across the site from north to south. The CMP also did not address in any detail how the site would be accessed by visitors with restricted mobility. The detailed design has ensured that through a combination of new openings and lifts within the buildings good level access is available across the whole site.

The most significant changes to the external fabric will be a bridge from the south side of the Barrack Block to give level access through new openings in 'A' and 'B' Halls to a new lift and staircase in the yard to the south of 'B' Hall which will give access to the new building (Old Bailey Wing) and the Prison Yard.

On the east side of the site similar level access will be provided through a new door in the north wall of the Magistracy which will give access by lift to the level by the Superintendent's House (Block 10). At this point the prison wall will be penetrated (in the location of an old doorway) to give access into the Laundry Yard and via new lifts to the new building (Arbuthnot Wing), 'D' and 'E' Halls and the Prison Yard level.

These new openings are to a very minor degree in conflict with the stated objective of the CMP to keep the levels and the uses distinct. However, any dis-benefit is more than offset by the gain in equal and convenient access for all.

4.3.3 The Scale of Excavation

Some excavation had always been envisaged and the need for archaeological investigation is one of the policies of the CMP. It became apparent as the detailed design of the new buildings was completed and the servicing provisions for the existing buildings were considered that a good deal of excavation was going to be needed.

The bulk of the cooling plant has been accommodated in the new Arbuthnot Wing building but this still leaves a large amount of plant to be accommodated – in particular the large water storage tanks needed for the fire safety systems. In addition to the anticipated excavations for drains and services distribution there is a need for a major excavation for an underground plant room in the Parade Ground and a similar major excavation for storage and plant room space under the new Old Bailey Wing building. Both areas have been the subject of archaeological investigation and the plant room in the Parade Ground has been reconfigured to avoid disturbing the footings of an earlier prison building (Gaol C).

The excavation of the basement under the new Old Bailey Wing building has facilitated the dismantling and repair of the high granite wall facing the new service yard. This had previously been supported by heavy steel raking shores. Whilst the scale of this work is more than envisaged when the CMP was written there is no specific conflict with any of the policies.

4.3.4 Fire Escape Provision

The need for adequate fire escape and fire protection was accepted as inevitable and desirable in the CMP. The buildings need to be used for, and by the public, and to be used they need to be safe. Fire alarm, smoke detection and sprinkler systems are being installed in all the buildings. This is regarded as normal good practice in any historic building, even those with the most precious interiors.

As far as fire escape is concerned the vast majority of this can be achieved by using existing staircases. Generally the stairs require only minor modification. New staircases will be provided for escape purposes in a number of the buildings (the 'A', 'C', 'D' and 'E' Halls being the principal places where they are needed). New external stairs for escape purposes will be provided to Block 4 and between Blocks 6 and 7. Perhaps the most radical intervention is to provide bridges between the south wall of the Barrack Block and 'A' and 'C' Halls. These take their precedent from the bridges that already exist between the Barrack Block and the Ablutions Block. The new bridges will permit escape from the Barrack Block without the need for new staircases.

Some fire compartmentation is required – particularly to keep staircases as separate fire compartments. This has meant the replacement of some existing doors with new fire rated doors of the same appearance.

Generally the fire protection and escape provision is in line with the degree of work necessary on any major historic building.

4.3.5 Provision of Kitchens

One of the uses proposed for the Police Headquarters Block, the Armoury, the Barrack Block and the Magistracy is for café and restaurant use. Generally these seem to be appropriate uses for these spaces and do give a use which has a good degree of access and enjoyment for the general public, which is one of the core aims for the site. The restaurant use can generally be fitted into the existing room layouts without the need for significant structural intervention. However, the need for drained solid floors in the kitchens requires more significant intervention. In the three 20th Century buildings this provision merely requires adaption and strengthening of the existing floor. However, in the 19th Century Barrack Block the existing timber floors in the proposed kitchen areas will need to be replaced by concrete floors and (to minimise the thickness and loading) central columns will be provided through the areas below.

The kitchens also require significant ventilation. This has resulted in new ventilation louvres on Blocks 1, 2, 3 and 9 at roof level and through the walls, though this has been achieved by making use of existing window openings.

This is more intervention than anticipated in the CMP, but the gain in terms of a sustainable public use is sufficient to offset the loss of historic fabric.

4.3.6 Structural Strengthening of the Retaining Walls

Whilst the significance of the granite walls around the site and across the site defining the different levels was clearly stated, the CMP did not consider their stability. The exception to this being the prison wall to the south of the Ablutions Block where the major steel raking shoring and the lean of the upper section of the wall made its stability an obvious concern. The policy within the CMP notes the significance of the walls and the desirability of maintaining them but did not touch on the potential need for structural work.

Investigations by Arup have determined that a good deal of strengthening work is needed on several sections of wall. This is generally where the wall is performing a major retaining function. The most obvious areas being the wall to the south of the Prison Yard which retains Chancery Lane at a much higher level; the retaining wall to Arbuthnot Road where the buildings from the Magistracy northwards are all at a higher level than the road; and the two east-west cross walls that define the different levels within the site. All of these walls will need to be stabilised with ground anchors. This can be done in a way which is relatively discreet by removing and replacing individual granite blocks and setting the anchor in behind them.

4.4 POLICY REVIEW SUMMARY

The CMP has provided good guidance for the work on the site. It has been referred to by the design team and has also acted as a document that has been considered by the statutory authorities. It was not intended to be a document giving guidance on the design of the individual buildings but was seen (as are most Conservation Management Plans) as setting out a framework for the management of change. This it has successfully done.

5 CONCLUSION

It was apparent from the outset of this project that significant change to the buildings on the site was going to be necessary if the buildings were to be given new sustainable uses. The CMP was intended to give guidance as to how the change could be made whilst doing minimum damage to the cultural heritage significance of the site as a whole, as well as to the individual buildings. There have, as is the case with any significant work on historic sites or buildings, been some changes of emphasis as the detailed design has been developed and as the work has progressed on site. As shown in the review these changes have been carefully considered in the light of the intentions expressed in the CMP. Where appropriate any necessary measures have been taken to mitigate the impact of these changes.

There is a degree of conflict between the extent of the new development on the site envisaged by the CMP and what is now being constructed. The CMP identified two potential sites for redevelopment – the area to the north of 'F' Hall and the Old Laundry Yard. These recommendations have been accepted and the two new buildings designed by Herzog & de Meuron do indeed occupy these two sites. Although the two buildings are larger than the scale of development envisaged by the CMP, their size is driven by the proposed uses. At the Old Bailey Wing, a successful art gallery that can attract international exhibitions needs to be of sufficient size, to have appropriate floor loadings and circulation space to accommodate the most significant travelling exhibitions. The Arbuthnot Wing is sized partly to achieve the desired size of Multi-purpose Space and partly to achieve a covered external space. Without these two new buildings, it would either be impossible to accommodate the proposed exhibitions and events or they would have to be housed in the existing historic buildings. To attempt to accommodate the arts and events programme in any of the historic buildings would require major interventions to provide the necessary increased floor loadings. Even with major interventions it would be impossible in the historic buildings to meet the exhibition and performance requirements of large open spaces with generous ceiling heights. The bulk of the Arbuthnot Wing is increased to accommodate the chiller plant for the whole site. The decision was made to have a central cooling system to service all the historic buildings. This was seen as less damaging to the historic fabric than to have a series of individual cooling plants for each building. The height of the Arbuthnot Wing is a result of incorporating all the chiller plant into an upper floor plant room.

The design of the new buildings has been closely reviewed by the design team, the HKJC and the statutory authorities. The designs by Herzog & de Meuron have been carefully considered by these internationally acclaimed architects in the context of the adjacent historic buildings. The new buildings work in conjunction with the adjacent historic buildings bringing new life and new uses to 'D', 'E' and 'F' Halls all of which is highly beneficial to the long term future of these structures. The new buildings do, of course, have the backing of AMO and all the necessary consents by the Town Planning Board and other relevant authorities.

A Conservation Management Plan is intended to be a guide for how any building or site can be changed in a way that minimizes the damage to its cultural heritage significance. This review of the CMP indicates that it has served its purpose well. It has provided the framework which has guided the decisions about the way the site is being developed.