THE HISTORIC DOCKYARD CHATHAM

CONSERVATION MANAGEMENT PLAN
5th Edition
(2017-22)

February 2017

The substantially intact 18th and early 19th century naval dockyard at Chatham, with the exceptional survival of many of its interior finishes and equipment together with its contemporary massive landward defences and associated military infrastructure, is without close parallel.

Overall, no other dockyard of the heyday of the age of sail and the early period of the age of steam can compare with the scale, variety and largely complete survival of naval dockyard and military defence infrastructure found at Chatham today, including the completeness of building interiors.

While a degree of commonality across European dockyards exists as a result of their similar purposes and the legalised and covert interchange of ideas and practice, Chatham is the outstanding surviving example, reflecting a huge variety of influences and ideas

Comparator Significance Analysis 2013

STATEMENT OF SIGNIFICANCE

The Historic Dockyard at Chatham is a site of exceptional international maritime heritage significance.

Encompassing an area of around 80 acres, with approximately 100 buildings and structures it was in use as a Royal Dockyard from 1613 to 1984 and is arguably the most complete Dockyard of the Age of Sail to survive in the world. It also contains a number of important later 19th Century structures.

The Historic Dockyard played a highly important and significant role in supporting the Royal Navy for over three hundred years, building over 400 ships including HMS *Victory*, Nelson's flagship at Trafalgar and repairing and maintaining thousands more. In that time the Royal Navy achieved and maintained an unrivalled mastery of the seas – a critical factor in the development of Britain's global influence.

The significance of the site is enhanced by its close historical associations and proximity to other historic sites, in particular those directly developed as a result of the dockyard's existence including its defences (the Chatham Lines and Upnor Castle), the Edwardian naval barracks (*HMS Pembroke*) and the Georgian military barracks at Brompton.

In 1998 and 2011 the Historic Dockyard was included on the UK government's Tentative List as a potential future World Heritage Site. Detailed analysis of the site and other national and international comparators undertaken between 2010 and 2013 concluded that

" no other dockyard of the heyday of the age of sail and the early period of the age of steam can compare with the scale, variety and largely complete survival of naval dockyard and military defence infrastructure found at Chatham today, including the completeness of building interiors"

EXECUTIVE SUMMARY

This plan identifies why the Historic Dockyard at Chatham is significant, sets the buildings and structures in a local, regional, national and international context and provides a framework for retaining that significance in the long term whilst allowing for its ongoing management and regeneration. In respect of the Historic Dockyard estate this Plan also relates to the wider Chatham Dockyard & Its Defences Management Plan which continues to inform the conservation of the wider site.

The Historic Dockyard is a site of outstanding international maritime heritage significance that played a highly important and significant role in supporting the Royal Navy for over three hundred years. Encompassing an area of 80 acres, the site contains over 100 buildings and structures, 47 are scheduled as ancient monuments, with 54 listed as Historic Buildings, eleven at Grade I, and thirty two at Grade II* The site is also designated as a Conservation Area. Today it is the world's most complete dockyard of the age of sail

The freehold of the Historic Dockyard was vested in Chatham Historic Dockyard Trust, a registered charity established by government, in 1984 when the site passed from MOD ownership. The Trust retains overall management and control of the majority of the site with two principle exceptions – long term leases have been granted to Historic Dockyard Property Ltd relating to a number of residential properties and an area of the Historic Dockyard to the north of the Mast Houses & Mould Loft has been vested in Historic Dockyard Property(2005) Ltd, both are wholly owned subsidiaries of the Trust.

A key objective of the Trust is to secure a sustainable future for the site to enable it to meet its three core objectives of:

- Preservation – to maintain excellence in the sympathetic preservation and use of The Historic Dockyard, its buildings, ships and collections

- Education – to engage the most diverse audiences in learning about the significance and role of the former Royal Dockyard at Chatham

- Experiences –to provide an unmatched, inspirational and enjoyable experience for all users of The Historic Dockyard that exceeds their expectations

The Trust's overall strategy to achieve this, Preservation Through Reuse seeks to build sufficient earned income from the appropriate adaptation and re-use of the dockyard's buildings and structures to enable the Trust to become financially self-sufficient on a revenue basis to secure the long term sustainability of the Historic Dockyard.

This plan sets out a range of over-arching conservation policies that will underpin the Trust's approach to the ongoing conservation and regeneration of the site. Individual assessments are provided for each significant building or structure, which, where appropriate, also include building or site specific policies.

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Preface To Revised Plan

The first edition of the Conservation Management Plan for the Historic Dockyard was prepared in 1998. Subsequent editions in 2004, 2008 and 2011 each revised aspects of the plan, incorporating new knowledge and understanding of the site, its associations and relationships.

In particular the policies and implementation sections of the plan reflect changes in the Trust's management regime for the site following the investment of over £60m in the site's buildings, structures, galleries and ships, including £28m funding from the National Lottery through the Heritage Lottery Fund.

In 2016 The Trust agreed a new Scheduled Monument Class Consent with the Secretary of State for the Department of Culture Media & Sport introducing new arrangements for streamlined approval for routine maintenance, works and agreed repairs, all under the oversight of Historic England.

The revised plan was adopted by the Trust's Board of Management at its meeting of 16 February 2017

Richard Holdsworth
Preservation & Education Director

Acknowledgements

CHDT acknowledge the help provided by Jonathon Coad, by Tom Foxall and Peter Kendall of Historic England and of Kathy Blackwood who contributed the visual and character appraisal brought forward from the previous editions of the Conservation Plan and Nigel Howard, of Chatham Historic Dockyard Trust.

Record of Changes & Amendments

Date	Change	By
16 Feb 2017	5 year revision	P& E Director

THE HISTORIC DOCKYARD CHATHAM
CONSERVATION MANAGEMENT PLAN
5TH EDITION 2017-22

1.0 INTRODUCTION

1.1 Purpose of Plan

This Conservation Management Plan identifies why the Historic Dockyard at Chatham is significant, sets the site, its buildings, and structures in local, national and international contexts, and provides a framework for its on-going preservation and management. The Plan underpins the wider Chatham Dockyard & Its Defences World Heritage Site Management Plan in respect of The Historic Dockyard estate.

1.2 Location & Extent of the Historic Dockyard

The dockyard is located to the north of Chatham town centre on the southern bank of the River Medway. Occupying an area of some 32 hectares (80 acres) the yard was in continuous occupation by the Royal Navy from 1613 to 1984.

The Historic Dockyard forms part of a larger assemblage of land and facilities once occupied by the Navy at Chatham that included the Ordnance Wharf and Marine Barracks to the south and the Dockyard Extension to the north. This latter part of the yard was built from 1865 to service the Steam Navy and from 1903 to provide shore-based naval barracks and training facilities.

Associated with the Historic Dockyard, but not part of it, are the Chatham Lines, an important range of 18th Century fortifications, including Brompton & Kitchener Barracks and Fort Amherst, and on the opposite bank of the Medway, the Elizabethan Castle and ordnance depot at Upnor.

1.3 Ownership

The freehold of the Historic Dockyard is vested in the Chatham Historic Dockyard Trust, [the Trust], a Registered Charity established by government following the Dockyard's closure in March 1984.

The Trust has two core charitable objectives:

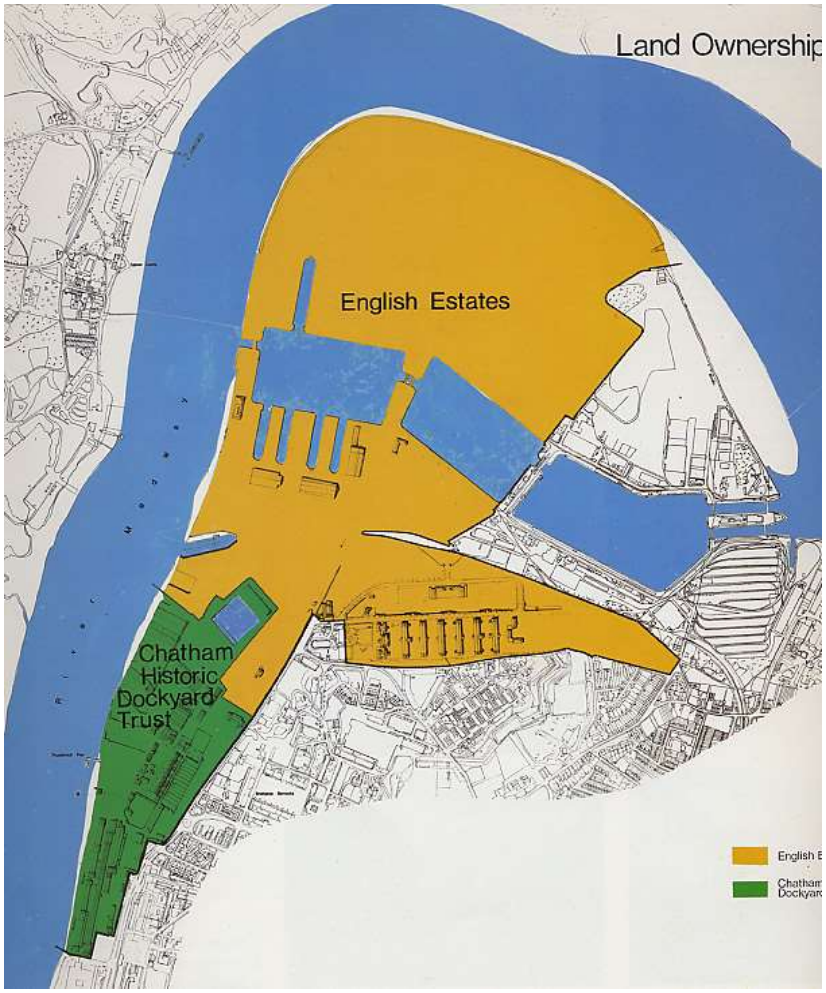
- To secure for the public benefit the preservation and use of the historic dockyard at Chatham in the County of Kent in a manner appropriate to its archaeological, historical and architectural importance

- To promote and foster for the public benefit a wide knowledge and understanding of the archaeological, historical and architectural significance of the Historic Dockyard.

Subsequent to the freehold being vested in the Trust, a number of long term leases have been granted on certain properties of a residential nature to a subsidiary company, The Historic Dockyard Property Company Ltd [HDPL]. In turn HDPL, has granted long leases to private individuals on a range of historic and 'new build' residences on the site. Part of the northernmost area of the estate – including three Scheduled Monuments (the two mast ponds and Lower Boat House) was vested in Historic Dockyard Property (2005) Ltd as part of plans to enable the future redevelopment of the Interface Land site along with adjacent land then owned by SEEDA, (now held by Homes England (former Homes & Communities Agency (HCA)) . In 2010 a Special Planning Document was adopted as planning policy for

this area by Medway Council.

In 2015 the Trust regularised its northern boundary arrangements with HCA as part of the Command of the Oceans development. This enabled the Trust to construct a new access road serving its estate entrance (by the North Timber Seasoning Sheds), entirely on land owned by the Trust and to minimise the future impact of development proposed by HCA on its eastern development site on key scheduled monuments.



1984 – Land Transfer Map

1984 Aerial Photograph

1.4 Protected Status

Scheduled Ancient Monuments

47 of the Historic Dockyard's buildings and sites are scheduled as Ancient Monuments. [See table 1]

Listed Buildings

Following English Heritage's 1997 thematic review of Dockyard buildings 54 buildings and structures have been listed as Historic Buildings: (11 at Grade **I**, 32 at Grade **II***, and a further 11 at Grade **II**, although the scheduling of many of these has not been withdrawn. [See table 1]

Conservation Area

In March 1998 the City of Rochester Upon Medway designated the site as a Conservation Area. It now forms the core of Medway Council's 'Chatham Historic Dockyard' Conservation Area

World Heritage Site – UK Tentative List Site:

In 1999 the Historic Dockyard was included within a wider site (incorporating Brompton, and the Chatham Lines) on the UK government's Tentative List of Sites for nomination as World Heritage Sites. Although it provides no further statutory protection, the inclusion of the Historic Dockyard on the list demonstrates the significance attached to the site by Government. The Tentative list was re-opened for review by Government in 2010 with prospective sites required to make formal bids for consideration for inclusion. The Chatham Dockyard & its Defences site was again put forward for inclusion by the partners. In March 2011 the government confirmed that the site would be included in the new UK Tentative List.

In 2011-12 work was undertaken by Medway Council, English Heritage (now Historic England) Chatham Historic Dockyard Trust and others to review the site's significance, especially in the context of international comparators, and to prepare the nomination documentsrequired for review by a DCMS expert committee.

In 2014 however the UK Government decided not to proceed with nomination of the Chatham site due to the impact of post dockyard closure redevelopment and regeneration on the wider site.

1.5 Structure of Plan

The 5th edition of the Conservation Management Plan for the Historic Dockyard, Chatham, follows previous practice and is presented in 3 volumes.

Volume 1, this volume, provides an overview of the site as a whole, identifies overall significance, sets the site in context and provides an overarching framework for the on-going management and regeneration of the site.

Volume 2 contains detailed individual assessments for a number of the more

significant buildings and structures which are considered likely to the subject of major conservation, maintenance or economic re-use decisions during the period of the Plan

Volume 3 provides individual assessments for site's remaining historic buildings and structures in the form of a gazetteer, listed in CHDT building order. This numerical sequence is also used for rating purposes by the Local Authority.

Table 1: Historic Dockyard: Protected Buildings and Sites

CHDT Bdg No	Name	SAM	Listed Building
1	Former Guardhouse	SAM 366	Grade II*
2	Chain Cable Shed	SAM 221	Grade I
3	Anchor Wharf Storehouse No 3	SAM 243	Grade I
4	Fitted Rigging House & Storehouse 2	SAM 242	Grade I
5	The Ropery	SAM 209	Grade I
6	Hatchelling House & Engine Room	SAM 210/248	Grade II*
7	Tarred Yarn Store	SAM 244	Grade II*
8	Hemp Houses, Spinning Room & Ropery Offices	SAM 211	Grade II*
9	Lead & Paint Mill	SAM 241	Grade I
10	Main Gate	SAM 206	Grade II*
11	Bell Mast	SAM 207	Grade II*
12	Royal Dockyard Church	SAM 387	Grade II*
13	Guard House	SAM 208	Grade II*
14	18th C Dockyard Wall	SAM 240	Grade II*
15	Stables (South East Sail Loft)	SAM 238	Grade II*
16	Sail Loft & Colour Loft	SAM 212	Grade I
17	South Tower House	SAM 239	Grade II*
18	Muster Station 2 (later Customs House)	SAM 238	Grade II*
19	Garden Wall to Commissioners House	SAM 389	Grade II*
20	Commissioner's House	SAM 216	Grade 1
20	Commissioners House - Lamp standards & railings to front elevation	N/A	Grade II

21	Officers' Reading Room & Admirals Conference Room	SAM 237	Grade II*
22	Cashiers Office	SAM 236	Grade II*
23	Captain of the Dockyard's House	SAM 213	Grade II*
24	Officers Terrace	SAM 214	Grade I
25	Officers Terrace Gardens	SAM 214	Walls – Grade II* Gardens: Grade II Register of Historic Parks & Gardens
26	Admirals Offices	SAM 219	Grade II*
27	Site of 17th Century Dockyard	SAM 385	NG
28	Clock Tower Building	SAM 220	Grade II*
29	Assistant Queen's Harbourmasters Office	SAM 217	Grade II
30	Queen's Stairs	SAM 218	Arch Grade II
31	Pumping Station	SAM 283	Grade II*
32	Joiners' Shop	SAM 235	Grade II*
33	No 1 Smithery	SAM 300	Grade II*
34	House Carpenters' Shop	SAM 234	Grade II
35	Stables – North East of Officers Terrace	SAM 215	Grade II
36	North Tower House	SAM 239	Grade II*
37	Timber Seasoning Store South	SAM 230	Grade II*
38	Brunel Saw Mills	SAM 226	Grade I
39	Timber Seasoning Store North	SAM 230	Grade II*
40	Wheelwrights' Shop	SAM 231	Grade II*
41	Mast Houses & Mould Loft	SAM 232	Grade I
42	No 3 Covered Slip	SAM 222	Grade I
43	No 4 Covered Slip	SAM 223	Grade I

44	No 5 Covered Slip	SAM 223	Grade I
45	No 6 Covered Slip	SAM 223	Grade I
46	No 7 Covered Slip	SAM 224	Grade I
47	Site of South Mast Pond	SAM 391	NG
48	North Mast Pond	SAM 225	NG
49	Lower Boat House	SAM 229	Grade II*
50/1	No 2 Dry Dock	SAM 390	Grade II*
50/2	No 3 Dry Dock	SAM 390	Grade II*
50/3	No 4 Dry Dock	SAM 390	Grade II
51	Not allocated		
52	Store	N/A	NG
53	Toilet Bloc	N/A	NG
54	Radiation Cleaning Station	N/A	NG
55	M Sub Station	N/A	NG
56	The Cottage	N/A	Grade II
57	Guard House West & Store	N/A	Grade II
57a	Radiation Cleansing Station	N/A	N/G
58	Muster Station 1	N/A	Grade II*
59	Store & Toilet block	N/A	N/G
60	Railway Store/ Office	N/A	N/g
61	Store	N/A	NG
62	Surgery	N/A	NG
63	No 1 Workbase	N/A	Grade II*
64	Central Boiler House	N/A	NG
65	Toilet Block	N/A	NG
66	Thunderbolt Pier	N/A	NG
67	Store [Demolished 1999]		

68a	Ships Plans Office	N/A	NG
68b	store	N/A	NG
68c	Motor Generator House	N/A	NG
68d	Toilet block [demolished 1999]		
68e	Mine Watching Pill Box	N/A	NG
69	Toilet block [demolished 1999]		
70	Motor Generator House [demolished 1999]		
71	Offices & shower block [demolished 1999]		
72	Fire Station	N/A	NG
73, 73a	Workshop	N/A	NG
74	Forge & Workshop	N/A	NG
75	Workshop	N/A	NG
76	Site of No 2 Smithery	N/A	NG
81	Lime Store	N/A	NG
85	Galvanising Shop	N/A	Grade II
87	Hoop Furnace	N/A	NG
88	Store [demolished 2014 as intrusive as part of the Command of the Oceans project]		
89	Toilet Bloc	N/A	NG
90	Store[demolished 2014 as intrusive as part of the Command of the Oceans project]		
91	Toilet Block	N/A	NG
92	Offices	N/A	NG
94	Sail Field Court	N/A	NG
95, 96	College Road Terrace	N/A	NG

2.0 UNDERSTANDING THE SITE

Royal Dockyards

Royal Dockyards provided the Royal Navy with the shore support facilities it required to build, repair and maintain the fleet. Central to any Royal Dockyard were, as the name suggests, their dry docks and it was the provision of these expensive structures that set the Royal Yards apart from their civilian counterparts until well into the 19th century.

By the mid-18th Century the Royal Yards had developed into the largest industrial organisations in the world with complex facilities supporting thousands of skilled workers in a wide number of trades. Indeed it was the level of the facilities and skills provided in the Royal Dockyard's that underpinned the Royal Navy's success at sea – from victory in battle; through the epic voyages of discovery made by Cook, Darwin and others; to the ceaseless anti-slavery patrols of the 19th century and the imposition of Pax Britannica.

2.1 Historical Summary

The Tudor Dockyard 1547 – 1613

'…under this bridge the Medway foams and rolls with great violence and rapidity, and presently abating both, forms a dock finished for the finest fleet the sun ever beheld, and ready on a minutes warning, built lately by our most gracious sovereign Elizabeth for the security of her subjects and the terror of her enemies…'

Camden, Britannia

The first documentary evidence of the Royal Navy's use of the River Medway can be found in 1547 with the rental of two storehouses on 'Jyllingham Water'. In 1559 the majority of the Royal ships were moved from Portsmouth to over-winter on the River Medway , below Rochester Bridge. From 1570, under the terms of John Hawkyns 'bargain' , the majority of repair and maintenance of the Queen's ships was undertaken at Chatham in new facilities built around Sunne Hard, a site later occupied by the Ordnance Board and now known as Gunwharf. The first warship known to have been built at the new yard was the *Sunne*, a pinnace of five guns, launched in 1586. Recently however a review of the Ellesmere Naval Survey of January 1584[1] has identified a reference to an earlier ship,a 10-gun pinnace, the *Merlyne* (*Merlin)* of 1579 as having been constructed at Chatham.

The *Merlyne (Merlin)* as depicted on a map showing an attack on the Fort of Gold Smerwick Bay, Ireland, (National Archives)

[1] Ellesmere MS 1694, Henry E Huntington Library, San Marino, California USA

In 1588 the shipwrights of Chatham prepared the Queen's ships for their ultimate test – to face the might of the Spanish Armada and in March of that year the majority of the fleet set sail under the Lord High Admiral, Lord Howard of Effingham to make the journey west to Plymouth to fight the Spanish fleet.

By October 1588, the threat of invasion over, the fleet again returned to Chatham to over-winter on the Medway. 9 months of active service in the small ships of the Elizabethan Navy had however exacted a dreadful toll on their crews, with ship-fever, most probably Typhus, ripe throughout the fleet. The consequent death toll was large and had a profound impact on Elizabeth's naval commanders, most notable Sir John Hawkyns, who, in 1594, founded the Hawkins Hospital in Chatham – now the world's oldest surviving naval charity. Together with Drake he was also responsible for the foundation of the Chatham Chest in 1590 – a national fund for the relief and support of injured and disabled sailors from contributions taken from the wages of all English seamen. The Chatham Chest continued in being until its amalgamation with the Greenwich Hospital in 1802.

No evidence remains above ground for the Tudor dockyard as the site was subsequently extensively redeveloped for the Ordnance Board to provide its facilities at Chatham. The extent of the yard's survival beneath the ground as archaeological remains is not known but the potential for this appears high.,.

Premier Dockyard And Fleet Base - 1613-1714

In 1613 the dockyard moved downstream to the present location of the Historic Dockyard. By 1618 storehouses and a ropewalk had been built, and by 1625 a dry dock and houses for senior officials were erected.

From the mid 17th Century English foreign policy was dominated by a series of trade wars with the Dutch. Fought largely at sea, most of the naval actions took place in the English Channel and North Sea, an area that Chatham was geographically well placed to support providing a safe haven for the fleet to be kept over winter, but also being the closest Royal Dockyard to the main operational fleet anchorages at the Nore and off the Downs. The dockyard quickly therefore became the Royal Navy's pre-eminent ship building and repair yard, and fleet base, overtaking the Thames

yards of Woolwich and Deptford in this respect.

In Spring 1667 the dockyard itself came under attack by the Dutch Admiral de Ruyter, whose assault on Chatham (known to the Dutch as the 'Battle of Chatham' and to the English as the 'Medway Raid') , succeeded in destroying much of the fleet at anchor in the lower reaches of the river, captured the Royal Charles, flagship of the English fleet and spread alarm through the Government and south east alike.

The Dutch assault, recorded in the diaries of both Samuel Pepys and John Evelyn clearly demonstrates the importance of the dockyard at Chatham and the national impact that the raid had:

Samuel Pepys:

" and so home, where all our hearts do ake; for the news is true, that the Dutch have broke the chain and burned our ships ….I do fear much that the whole kingdom is undone" 12 June 1667

John Evelyn:

"..a dreadful spectacle as ever Englishmen saw, and a dishonour never to be wiped off!"
18 June 1667

The outcome of the battle had a more direct impact for Chatham's senior official Peter Pett, the Resident Commissioner, for Charles II's government, quickly sought a scapegoat and had him sent to the Tower of London.

Pett was one of a long line of master shipwrights for at this time ship design was in the hands of a few gifted master shipwrights whose skills and knowledge passed from father to son. Indeed 17th Century naval shipbuilding was largely dominated by the Pett family with many developing strong relationships with the dockyard at Chatham.

The first, Phineas Pett, Commissioner at Chatham, 1630-47, is credited with founding the Commissioner's House garden, with visits to it also recorded in the diaries of both Samuel Pepys and John Evelyn.. Phineas was followed as Resident Commissioner at Chatham by his son, Peter Pett, builder of the *Royal Sovereign* at Woolwich in 1637 and one of Britain's leading ship builders.

Notable ships built by later Pett's include the *Prince* (1670), the yard's first 100 gun ship and the first replacement for ships lost in the Battle of Chatham, and the *Britannia*, the only First Rate of Pepys' 1677 thirty ship programme and the largest English ship to be built in the 17th Century.

Only largely archaeological evidence now remains of the Stuart dockyard. Three sites are known to exist - the area to the front of Commissioner's House, the garden to Commissioner's House itself and the site of the South Mast Pond. However it is likely that other evidence remains across a wider site than this as the 17th Century yard extended across much of the core of the present Historic Dockyard site

The reign of Queen Anne (1702-13) saw the construction of the Dockyard's earliest surviving building, the Commissioners House built 1703 -04 for Captain George St Lo, newly promoted from his former role at Plymouth Dock. The house, erected on the site of its predecessor inherited the garden, first laid out by Phineas Pett in the 1640's and provides a tangible link between the dockyard known to Pepys and Evelyn and the present day.

Queen Anne's reign, dominated by the War of the Spanish Succession, also saw a major shift in English naval activity westwards, away from the North Sea and Channel to the Atlantic and Mediterranean and beyond, as demonstrated by the capture of Gibraltar (1704) and of Port Royal (1710). By the time of her death in 1713 the Royal Navy's supremacy at sea had been established and the foundation for the use of sea power to develop Britain's global influence laid.

Shipbuilding & Repair Yard 1714-1789

Proximity to the North Sea, which had placed Chatham in a such prime position during the 17th century, was not such an advantage during the 18th once attention had shifted westwards towards the Mediterranean and routes to the New World. Inevitably the home dockyards at Portsmouth and Plymouth were geographically better located to support the fleet, whilst Chatham's position was further compromised by changes to the river Medway which began to silt heavily during the century. The combination of both factors led to a significant change of role for the dockyard at Chatham – from fleet base to the country's principal naval shipbuilding and repair yard. A role that would see the dockyard build and repair many of the Navy's most important ships.

The developing worldwide reach of the Royal Navy in these crucial years can be seen in the stream of victories secured at sea by many of her greatest admirals – men such as Anson, Boscawen, Keppel, Rodney and Hood - from the 2nd Battle of Finisterre (1747) through the capture of Quebec, the battle of Quiberon Bay (1759), Cape St Vincent (1780) to the American War of Independence and the Battle of the Saintes (1782).

Namur- the ship beneath the floor depicted as flagship of Sir George Pocock's fleet off the Havanna in 1762. *Valiant*, flying the broad pennant ofAugustus Keppel can be seen in the distance.
Dominic Serres, NMM

Chatham's contribution in these years was also outstanding, constructing 58 ships including two 1st Rates, ten 2nd Rates and fourteen 3rd Rates. Although HMS *Victory*, Nelson's flagship at Trafalgar, is without doubt the most significant and well known ship built at the yard in the 18th Century, many more ships built at this time served with distinction. These included the 1st rate *Royal George*, 2nd rates such as *Namur*, and *Formidable* (Rodney's flagship at the Battle of the Saintes) and the third rates that included *Valiant* and *Bellona.*

A particularly notable Master Shipwright at Chatham during this time was Sir Thomas Slade, who was appointed in 1753. Later as the Surveyor of the Navy, (1755 - 1771) he was to design the Victory and most of the early, and most successful of the Royal Navy's 74 gun ships and frigates.

The early part of this period (1720 to 1735) saw the dockyard heavily rebuilt. The Stuart yard was largely dismantled to make way for larger and more substantially built structures, all set within an expanded new dockyard wall. Surviving buildings from this period of construction include the Main Gate, 1719, Clocktower Building, 1723 (built as a Present Use Store at the head of the dry docks); Sail & Colour Loft, 1723; Hemp Houses, 1729 and Officers' Terrace, 1723-33.

The middle years of the 18th Century saw the erection of the dockyard's surviving timber framed and timber clad buildings, Today, the Mast Houses & Mould Loft (1753-58), the Wheelwrights' Shop (c 1785) and the north and south Timber Seasoning Sheds (1774 & 1806) are unique survivors of the very large number of buildings and other structures built in this manner in the home dockyards of which most are no longer in existence. The Mould Loft with its two floors, one laid immediately on top of the other, almost certainly contain the remains of the lines of both *Victory*, begun in 1759, and over a century later, those of *Achilles*, the first iron battleship to be built in a Royal Dockyard. Archaeological investigation of the floor beneath the Wheelwrights' Shop has revealed an unprecedented collection of ships' timbers, 169in total, all consistent with having come from a single ship of the line of the late 18th century, now identified as being the *Namur*.

This was the dockyard known by Nelson, who joined his first ship, the *Raissonable,* at Chatham in 1771 and later took command of his 'favourite' ship, the *Agamemnon* ,there in 1793.

Mechanisation & Industrialisation 1780-1832

In the wider national and international context the latter years of the 18th Century were dominated by the impact of the French Revolution that was shortly followed by nearly 20 years of war with the France of Napoleon Bonaparte. It was also a time of profound change in construction techniques with the beginnings of mechanisation and indeed industrialisation. All were to have a major and significant impact on Chatham Dockyard and its workforce.

In the mid-18th century the dockyard workforce numbered around 1,800 people, mainly men and boys, working in over 26 different trades, many of which were highly skilled and 'craft' based. By the height of the Napoleonic Wars the number had risen to 2,672 including many working with new machines powered by steam. Warship

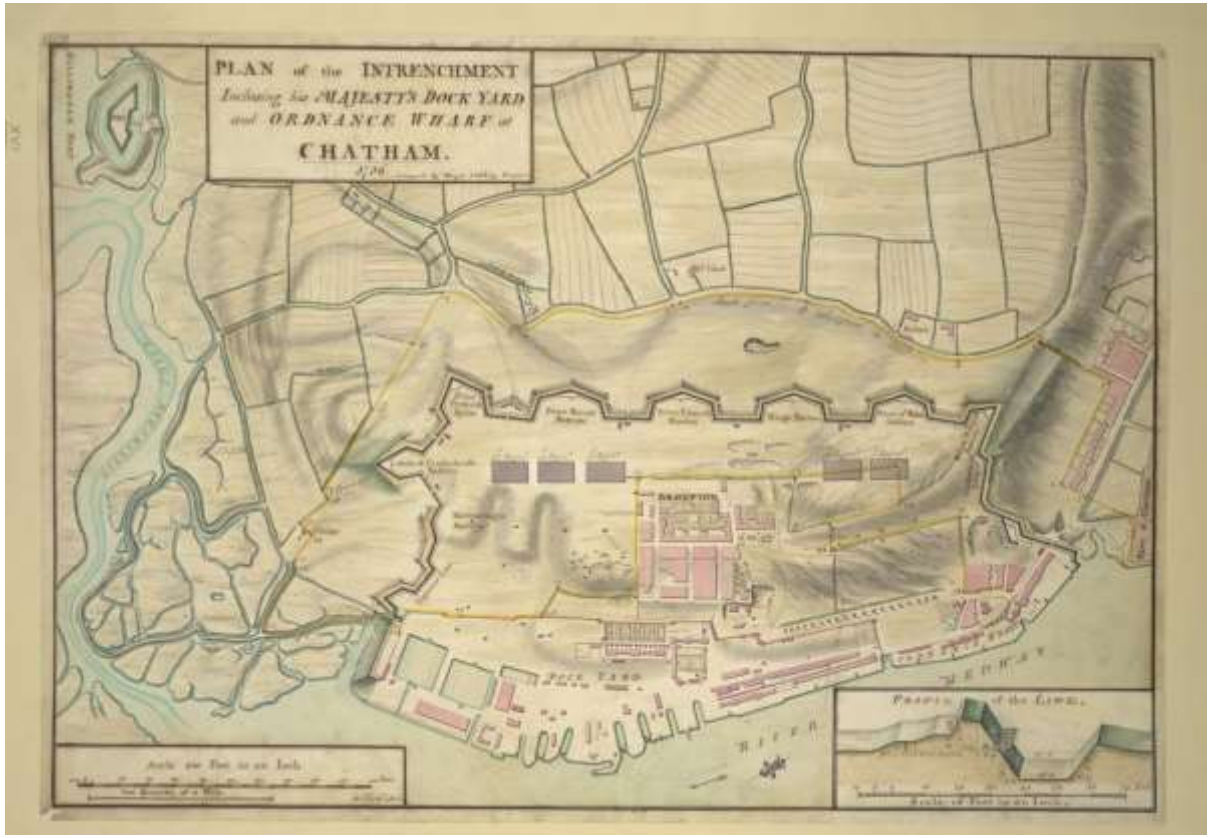
construction continued throughout the period with the Dockyard again concentrating on building 1st, 2nd and 3rd Rates - the Navy's larger ships, whilst smaller vessels were contracted out to civilian ship yards, including a number located on the Medway close to the dockyard itself. The main focus of the yard's attention was not however shipbuilding, but ship repair and maintenance with Chatham undertaking a large number of 'great' repairs, as the years of almost constant action took its toll on the fleet.

The need for greater speed and efficiency in the Royal Dockyards to meet the ever-increasing demands of the fleet led many of the great engineers of the day to mechanise many of the yard's industrial processes from sawing timber to the manufacture of rope and paint. The list of engineers associated with developments at Chatham includes such men as Marc Brunel, Henry Maudslay, John Rennie, Samuel Bentham, Simon Goodrich and Edward Holl and in itself their involvement provides evidence as to the importance of the dockyard to the country at the time.

These years were also a particularly important and major period of construction at Chatham, with many of the Historic Dockyard's surviving buildings and structures being erected during these years, including several with evidence of the impact made upon them by the nation's greatest engineers.

The southern end of the site was completely modernised with the construction of a new Double Ropehouse, the great naval storehouses on Anchor Wharf and Edward Holl's Lead and Paint Mill of 1817. Towards the centre of the yard Holl, the Navy Board's architect, built the Royal Dockyard Church, the Officers' Offices (now Admiral's Offices) and No 1 Smithery; whilst on additional land outside the then Dockyard wall, Brunel, Bentham and Holl erected a steam powered Saw Mill, one of Britain's earliest mechanical saw mills and the first use of steam at Chatham. In 1820 Rennie constructed Chatham's first stone dry dock and engine house for a steam powered dock pump.

Peace followed Wellington's victory at Waterloo and with it a return to peacetime levels of activity for the dockyard. The size of the workforce was reduced by a quarter and new construction all but stopped. Completion of those ships still under construction was slowed down, and some, such as the 5th Rate *Unicorn* (now preserved at Dundee) were destined never to go to sea at all. Progress, however, was being made in ship design. Robert Seppings, Master Shipwright at Chatham, devised a new system of diagonal bracing for ships' hulls, which, together with improvements he made to the shape and strength of both the bow and stern, revolutionised ship construction enabling the length of wooden warships to be increased by 25%.



Plan of 1756 showing the Chatham Lines – the defensive fortifications built to protect the Dockyard during the Seven Years War

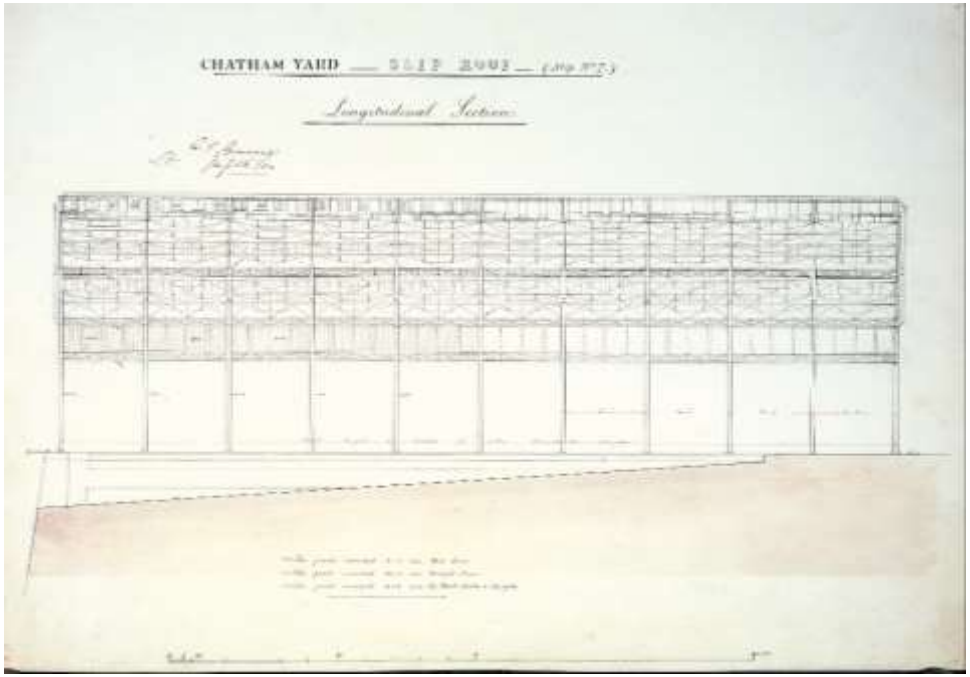
The Steam Navy 1832-1905

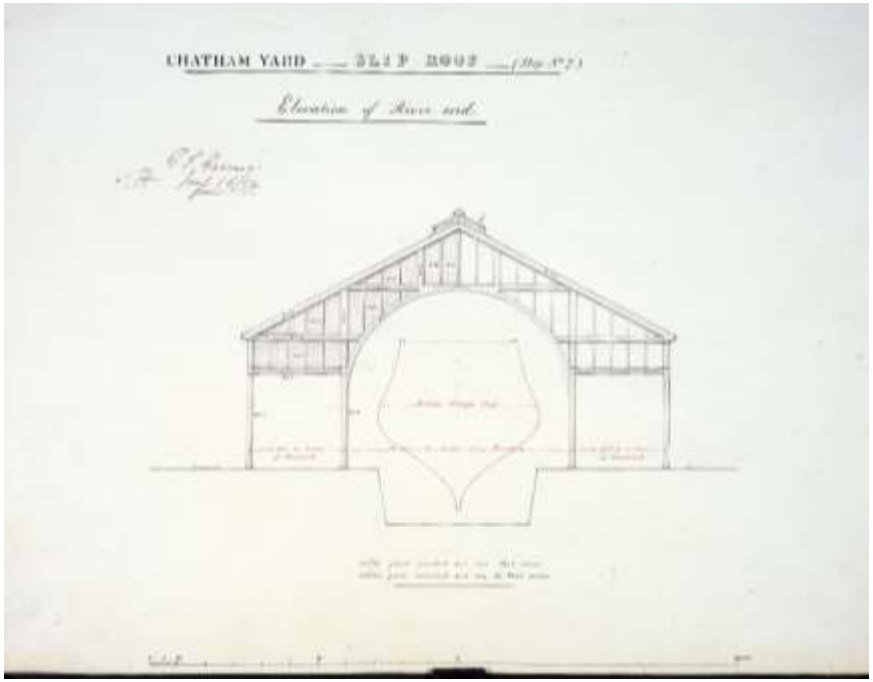
In 1832 the Navy Board was dissolved and its duties taken over by an expanded Admiralty Board. At the same time the Navy entered a period of great technological change. The first steam vessel built at Chatham was the paddle sloop *Phoenix*, launched in September 1832. From 1840 numerous trials were carried out with screw propellers, including the construction at Chatham in 1842 of the *Bee,* a curious small craft built with both paddle wheels and screw propeller. In 1849 the Admiralty suspended construction of all remaining sailing ships and Chatham's first screw frigate, *Horatio*, was launched a year later. By 1852 it was apparent that France had embarked on a major steam warship construction programme and Britain quickly responded with orders for new ships and the conversion of others to steam propulsion. Chatham was busy once more.

The last major period of construction of dockyard buildings and structures on the site took place at this time. A new range of covered building slips were constructed between 1838 and 1855, most on land largely reclaimed from the River Medway and at around the same time the yard's two remaining timber dry docks were rebuilt in granite.

Throughout the 1850's, ships increased in size. The Americans in particular pushed the length of their Merrimac Class frigates to over 300 feet (91m), causing the Admiralty to counter with the *Mersey* and *Orlando* built at Chatham and Pembroke Dock respectively With overall lengths of 336 feet (102m), their design highlighted the need for larger dry docks, and in 1856 No 2 Dock was lengthened to some 400 feet (122m).

In 1858 the French Navy laid down the world's first ironclad battleship, *La Gloire* and placed orders for a further five. At a stroke the Royal Navy's wooden warships were rendered obsolete and British dominance at sea threatened. The Admiralty responded with the construction of *Warrior*, launched from a commercial yard on the River Thames in December 1860 and with the order for the construction of *Achilles*, at Chatham. New facilities were provided for iron working machines in a range of workshops built alongside 2 Dock and with a Plate Shop at the head of 1 Dock, both of which survive today. A further surviving structure from this time is the yard's surgery, built closer to the dry docks than its smaller predecessor to cope with a much increased number of injuries caused by the new machines and working practices.





G T Greene's elevations for 7 Slip, PRO ADM 140/66 pt 3

The construction of *Achilles* sparked much interest. Charles Dickens recorded the scene in his 'The Uncommercial Traveller', published in 1863

"This is , or soon will be, the Achilles, iron armour-plated ship. Twelve hundred men are working at her now; twelve hundred men working on stages over her sides, over her bows, over her stern, under her keel, between her decks, down in her hold, within her and without, crawling and creeping into the finest curves or her lines wherever it is possible for men to twist. Twelve hundred hammerers, measurers, caulkers, armourers, forgers, smiths, shipwrights, twelve hundred dingers, clashers, dongers, rattlers, clonkers, bangers, bangers, bangers!"

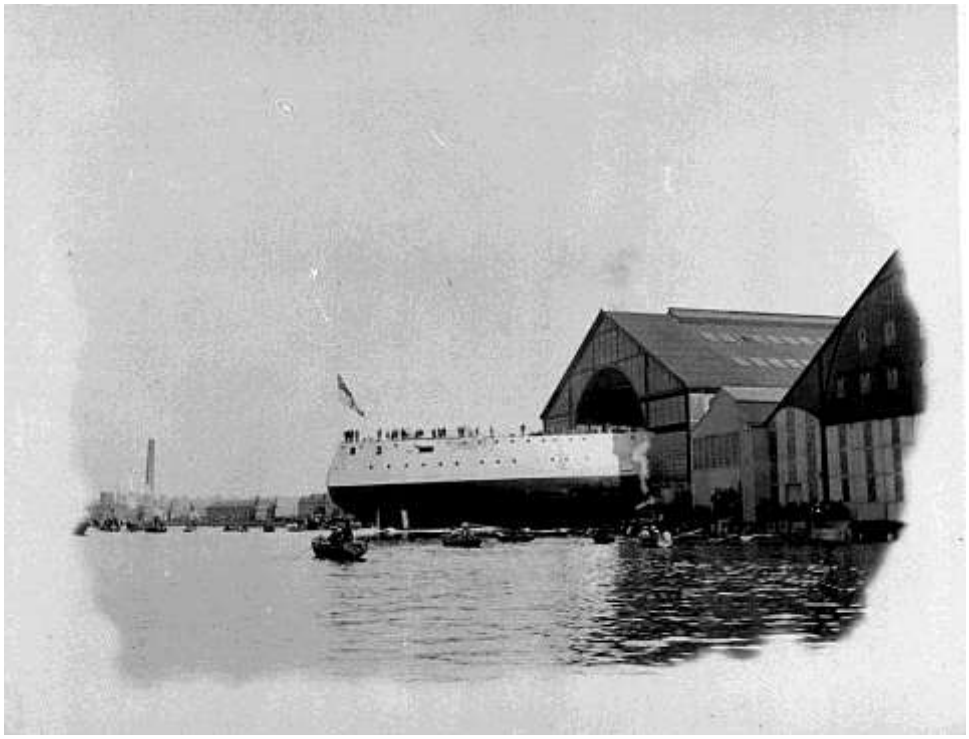
whilst progress was watched keenly by Royal Engineer photographers whose early images remain with us today.

The programme to develop a steam-powered, iron hulled fleet, accelerated plans for the extension of Chatham Dockyard. In 1863 work started on newly enclosed mudflats to the north of the yard which had been first acquired by the Navy in 1855. The whole works, including three non-tidal basins with four dry docks took until 1885 to complete, with much of the labour provided by over 1000 convicts housed in a prison built nearby (but later demolished). New buildings erected alongside the basins included a factory, boilershop and numerous machine shops as examples of the large size heavy engineering workshops that the Navy now required..

Despite the construction of the new Steam Navy yard to the north, the earlier dockyard remained the focus of ship building activity into the twentieth century. The *Lord Warden,* launched in 1865, was Chatham's last broadside-armed battleship, for *Bellerephon* launched a month earlier had her guns housed in an armoured box constructed in the centre of her upper deck. These 'central battery ironclads' were quickly superseded by ships such as the Monarch, launched from the yard in 1868 whose guns were mounted fore and aft in rotating, protected barbettes or turrets. Iron gave way to steel and soon ships' hulls were protected by hardened nickel-steel armour plate.

At Chatham, battleship construction reached its zenith in the years following the Naval Defence Act of 1889 that required the strength of the Royal Navy to be equal to that of any other two countries – the' two power standard'. Over the next 16 years some 207,500 tons of warships were launched into the Medway, including 11 battleships and 9 cruisers – many constructed on No 7 Slip at a rate of one per year. All played a major role in maintaining the Royal Navy's worldwide control of the seas in the years leading up to the First World War.

1905 saw the launch of Chatham's last battleship, *HMS Africa* from No 8 slip,(an open slip located to the north of the Historic Dockyard on a site now taken by the Medway Tunnel) for in 1906 *Dreadnought* was launched at Portsmouth. 30 metres longer than the *Africa* and fitted with steam turbine machinery, her revolutionary design started a new naval construction race with Germany, one in which Chatham could not compete as the new ships were now too large to be launched safely into the river Medway from Chatham's building slips.



Launch of an armoured cruiser from 7 slip, Guildhall Museum

Twentieth Century 1905-1984

The end of battleship construction marked the dawn of a new era for Chatham as the Royal Navy began to embrace the submarine as a new weapon of war. In 1906, the Admiralty, having had two small classes of submarines built by Vickers of Barrow in Furness, were sufficiently confident to order the construction of 38 coastal submarines. To ensure that the Royal Dockyards kept abreast of this new technology six were built at Chatham, the first of which, C17, was launched from No 7 Slip on the 13 August 1908.

The construction of C17 heralded the start of a new shipbuilding era for the dockyard with a specialism in submarine construction which would span two World Wars, enter the nuclear age, and provide continued work for at least two of the Historic Dockyard's Covered Slips (Nos 6 & 7) until the mid 1960's. In all 57 submarines were built at Chatham between 1908 and 1960. Significant vessels included the giant 'X' and 'M' class boats of the inter-war period; 'T' class submarines such as the *Torbay,* and the highly successful post war 'O' or *Oberon* class boats, six of which were built at the yard, including *Oberon*, the class leader, *Ocelot*, the last warship built for the Royal Navy at Chatham (and now preserved by the Trust), and three for the Royal Canadian Navy, *Ojibwa, Onondaga* and *Okanagan.*

Ship construction was, of course, only part of the dockyard's activities. The repair, maintenance and conversion of the Navy's ships was of equal, if not greater, importance - particularly during wartime. An idea of the scale of this work can be gained from the Second World War, when Chatham refitted 1,360 ships, including

the cruiser HMS *Ajax* on her return from the Battle of the River Plate and Lord Mountbatten's destroyer HMS *Kelly.* By this time the workforce had increased to over 17,000 people, including a large number of women workers brought in to fill gaps left by men serving with the armed forces.

During the 1950's modernisation and conversion work was equally important for the yard with major programmes to stretch and improve 'T' class submarines, and modernise destroyers, such as HMS *Carron* (sister ship to *Cavalier*). Although the launch of HMCS *Okanagan* in 1966 marked the end of warship construction at Chatham, the dockyard was kept busy with repair, maintenance and refit work on minesweepers, frigates and from 1970, nuclear submarines in a purpose built nuclear submarine refitting complex located to the south of No 1 Basin in the Steam Yard.

The dockyard also played a key role in another 20th Century technological revolution, the development of naval aviation and the aircraft carrier. Early trials took place off Sheerness in January 1912 when Lieutenant Charles Samson made the first take off from a British ship flying a Short 'pusher' biplane from a track built over the forward turret and forecastle of the battleship *Africa.* A naval air station was built on the other bank of the Medway at Kingsnorth on the Hoo peninsula and throughout the First World War the men of the Royal Naval Air Service were borne on the books of HMS *Pembroke*, the Chatham naval barracks.

HMS Pembroke, the Royal Naval Barracks at Chatham, had been built on the site of the convict prison between the Steam Yard and Brompton barracks in the early years of the century. By the outbreak of the First World War Chatham had become one of the Royal Navy's three 'manning ports' with over a third of the navy – 205 ships - manned by men allocated to the Chatham Division, a role that was to continue until the advent of central manning in 1956. The naval war memorial on the Great Lines commemorates naval personnel lost in both world wars on ships operating from Chatham. After 19156 Chatham became home to the reserve, or standby fleet, although a number of operational ships were also based at the Dockyard including the Antarctic patrol vessel HMS *Endurance*.

In June 1981, as part of a major defence review, the Government announced that Chatham Dockyard would close in 1984 and began a three year shutdown programme. Although interrupted by the Falkland's Crisis - which required the yard to put elements of the standby fleet to sea and which saw HMS Endurance in action for the whole campaign, the yard closed as predicted In March 1984 bringing four centuries of naval shipbuilding and repair on the River Medway to an end. .

2.2 Literary and Artistic Associations

The Dockyard has featured in a wide range of English literature over the ages. Examples from Camden, Evelyn, Pepys and Dickens have already been cited in the Historical Summary above whilst further references to the yard can be found in more topographical works such as Daniel Defoe's 'Tour Through the Whole Island of Great Britain' published in 1724:

'There's little remarkable in Rochester, except the ruins of a very old castle, and an ancient but not extraordinary cathedral; but the river, and its appendices, are the most considerable of the kind in the World. This being the chief arsenal of the royal navy of Great Britain. The buildings here are indeed like the ships themselves,

surprisingly large and in their several kinds, beautiful. The ware-houses, or rather streets of warehouses, and store houses for laying up of the naval treasures are the largest in dimension, and the most in number, that are any where to be seen in the world. The rope-walk for making cables, and the forges for anchors and other ironwork, bear a proportion to the rest, as also the wet dock for keeping masts, and yards of the greatest size, where they lie sunk in water to preserve them, the boat yard the anchor-yard; all like the whole, monstrously great and extensive and are not easily described.

Similarly the Dockyard has formed the subject for a large number of paintings and illustrations, many of a topographical nature. Most significant are the two major works in oil on canvas. The first by Elias Martin, an early Royal Academician, later Serjeant Painter to Gustavas Adolphus of Sweden showing the dockyard in 1774 (in the possession of the Trust) and the second by Joseph Farrington of the yard twenty years later being part of the Navy Board's split commission with Nicholas Pocock, now also displayed at Chatham in No.1 Smithery – on loan from the National Maritime museum where it is part of the Greenwich Hospital Collection. J W M Turner featured the site in his topographical works as did a number of other artists.

Chatham built, or Chatham associated ships have also featured greatly. Particularly notable examples include works by Van de Velde, de Loutherbourg's depiction of the *Queen Charlotte* at the Battle of the Glorious First of June and Turner's portraits of *Victory* at Trafalgar and the *Fighting Temeraire* being towed to be broken up at the end of her working life. – this latter painting being voted as 'the greatest painting in any British gallery' by listeners to the BBC's Today radio programme in 2005.

The dockyard is also recorded in model form with the Dockyard model of c 1774, built for King George III on loan from the National Maritime Museum and now displayed in No.1 Smithery Models of many of the ships built or repaired at the yard are also kept there..

2.3 Architectural & Character Appraisal

Views, Spaces and Other Key Features

The River Medway and its estuary still has a major influence upon the area and is rarely absent from views within the site. Its appearance varies along its course to the open sea. In the centre of the Historic Dockyard and from Anchor Wharf, the river has a bustling urban feel, busy with small craft and with views across to Frindsbury Peninsula with the distinctive outline of Rochester Cathedral and the Castle beyond. Due south, up river, is Chatham, overlooked by the Great Lines and Fort Amherst which give a fine backcloth to the site. Further north the River widens out, with Whitewall Creek opposite the Covered Slips and the later Steam Dockyard's basins. Here the river takes on a more placid quality with tree lined river banks to the Frindsbury side and fine views of the Elizabethan castle at Upnor to the north west.

Visually the Historic Dockyard is not apparent from the centre of Chatham, obscured by the high ground of Fort Amherst and Brompton Hill. Approached by road from the town centre views remain restricted by the Arup designed 'Gun Wharf' building, located immediately to the south of the site until the long roof line of the Ropery becomes visible, followed by the imposing entrance of the Main Gate. Thereafter along Dock Road, the yard remains hidden from view by the high 19th century dockyard perimeter wall. From Rochester and the Frindsbury Peninsula the site appears as a low lying collection of buildings punctuated by high structures such as Anchor Wharf, the Covered Slips and the new Terrace. Elsewhere glimpses of the dockyard can be seen from high vantage points, including the Jackson Recreation Ground in Rochester and Broom Hill in Strood, where the roof lines of the Covered Slips and Anchor Wharf are clearly visible against the background of the meandering river.

The topography and changes in level provide a variety of relationships between buildings and spaces. The buildings clearly demarcate the edges of the site and create a hierarchy of space; and whilst varying in shape and form, collectively they form a distinctive character with a strong cohesive identity which flows throughout the site. The range of interconnecting spaces, although seemingly disjointed, give the observer a sense of anticipation at every point. The variety of original uses for each building and space has led to clearly discernible areas within the site, still evident today, which can be grouped into four key areas enabling an easier understanding and perception of the site in spatial terms:

Storage & Manufacturing

At the south end of the site the Anchor Wharf Storehouses and the buildings of the Ropeyard (Ropery, Hemp and Tarring Houses) are arranged in parallel rows of structures which form a visually strong rectangular block of brick construction overlooking the River Medway. The sheer size, height and length of these buildings provides a dramatic appearance to the waterfront, heightened at close distance where the full impact of the wharf area is of a 'canyon-like' enclosure. To the east, the site opens up with green landscaped areas leading to the Lead & Paint Mill and Cottage

(residential), a welcome contrast and visual relief to the closed vistas formed by the monumental structures of the storehouses and Ropery.

Domestic

Situated centrally on the sloping ground between the river and the dockyard wall, this area is immediately apparent through the Main Gate which frames views into this section of the site from the road beyond. A powerful focal point, the Main Gate provides enticing views through its central arch, revealing the brightly coloured figurehead of HMS Wellesley and the fine south elevation of the pedimented Royal Dockyard Church beyond. Here a heavily landscaped area to the left screens the Ropery and Storehouses, focusing attention on the main road access through the site with the Chapel and Guardhouse to the right. Beyond the Chapel a formalised narrow street pattern leads to the Sail & Colour Loft and the main residential area of the Officers' Terrace creating an atmosphere of privacy.

The narrow streets, including Church Lane, The Terrace, Medway Gardens and College Road, with their interconnecting pathways and courtyards form a formal grid-like pattern, which together with the closeness of the buildings to the pavements creates a sense of enclosure. The secluded private walled gardens and quiet mews accentuate this and separate public from private space. The formality of the roads and building layout provides long narrow views up and down confined streets and alleyways, into courtyards and through doorways into private gardens. This is most apparent when walking past the stables, alongside the Sail Loft, behind or in front of the Officers' Terrace and the new modern Terrace (College Road), where the graduated topography of the site provides occasional views through the whole area.

Administrative

Heading towards the centre of the site from the Main Gate, the road opens out into a significantly large open space, bounded by buildings on three sides and providing an key view to the waterfront on the fourth (western) aspect. To the east lies a group of prominent historic buildings that housed the Dockyard's office and administration facilities, including Commissioner's House (residence and office), Admirals Offices, and Cashiers Office. Together they form a formal edge to the main north-south axis road through the site, screening the domestic area behind from the hustle and bustle of the industrial ship building area. It is a unifying group of some prominence, built up against pavements to form one side of a street. Immediately opposite, across the main open space is the Assistant Queen's Harbourmasters Office, a small yet focal building situated against the waters edge, contrasting dramatically with the open area around it. To the north the area is bounded by the Central boilerhouses and No 1 Workbase, and to the south by the ends of the Anchor Wharf and Ropery buildings.

Shipbuilding & Industrial

Historically the heart of the industrial yard commenced immediately in front of Commissioners House with two shipbuilding slips, the last of which was destroyed by fire in 1966. Today the area starts further north with the corrugated iron clad structure of No 1 Workbase shielding the site's three dry docks to views from the south. This area - from the northern gable ends of the Anchor Wharf Storehouses to the flank wall of No 3 Covered Slip which rises to the north of the dry docks is a key space which contrasts with the built form of the whole wharf area.

Beyond it, to the north, lies the range of Covered Slips, imposing structures that provide a solid edge, not only to the waterfront itself, but also to the western boundary of the visitors car park and to the key open space which lies between them and No 1 Smithery to the east. Collectively these structures provide one of the most distinctive skylines on the river, command attention from all entry and exit points into the Historic Dockyard and are clearly seen from long distance views. The key open spaces to land-ward (the No 2 Smithery Site and Visitor Car Park) allow the observer to view the whole range of buildings and appreciate their full architectural value.

To the north of the No 2 Smithery site lies the Mast Houses and Mould Loft and Wheelwrights' Shop, attractive timber clad structures that spatially separate the flat, almost parade ground aspect of the No 2 Smithery site from the Visitors Car Park. These buildings act as a focal point and are the public 'front' or edge that encloses and divides these two spaces. They also segregate the public, private and service areas, in and out of the site. Their positioning also endorses the site's grid-like pattern, linking through on an east-west axis with the adjacent timber seasoning sheds and Brunel Saw Mills.

The Brunel Saw Mills, built on the high ground nestles against the eastern boundary; it is a prominent building because of its high tapering chimney and is located on a fragmented part of the site now isolated from other buildings near to it such as the Police Section House. There is little cohesion to this area, though the northern view from the Saw Mills is clearly terminated by a long attractive white timber-clad building, the Lower Boat House. This structure and the mast pond (a 'water square') immediately to the south acts a visually functional stop to the Historic Dockyard's perimeter.

Other Key Features

One of the most striking features of the Historic Dockyard is the massive perimeter wall which effectively sealed off the dockyard from the urban area in which it is set. The wall starts at the river's edge next to the Lloyd's building and climbs in a series of steps around the end of the Ropery and storehouses to reach the higher level of Dock Road. It then runs the whole length of the western side of Dock Road to its end close to the site of the former Pembroke Gate adjacent to the entrance to the former naval barracks. Glimpses of the top of buildings, including 1- 14 College Road (the new terrace), and of trees behind the wall confirm the existence of a hidden world within the dockyard. The wall, the gateway and the towers are most impressive and

extremely effective in fulfilling their original function of providing security and of concealing the Historic Dockyard effectively from view.

Large dock-side cranes dominate the skyline of the area surrounding the dry docks and are particularly synonymous with shipbuilding. Flag and bell masts located at strategic points around the site also present a strong visual reminder of the Historic Dockyard's naval origins.

Trees and Landscape

Within the domestic area of the Historic Dockyard there are groups of mature trees, hedges and gardens, all of which contribute to the character of the site. These contrast with the overtly urban and industrial environment of the dockyard and provide soft edges to its appearance. They strengthen and define spaces and screen some of the larger buildings from close-up views.

There is considerable tree cover within this area and prominent groups of mature trees can be found:

- in the walled Commissioner's Garden
- in front of Officers Terrace and in the gardens behind
- between the Officers' Terrace and the Admiral's Offices and Clocktower Building
- along the eastern wall of Commissioners House garden, opposite the Sail Loft
- in the vicinity of the Royal Dockyard Church
- along Cottage Road including the area adjacent to the Lead & Paint Mill

These trees form important soft landscaping to the Historic Dockyard as a whole and contrast with the hard edges of the built fabric, contributing to the landscape setting of the area.

A further area with trees and vegetation along the yard's eastern boundary immediately adjacent to the 19th century dock wall in the vicinity of the Brunel Saw Mills and Police section house. Here trees became established following closure of the saw mills and now obscure the industrial nature and topography of the stacking yard.

Open Areas

The open areas of the Historic Dockyard range from spaces between buildings occupied by roads and access ways to areas which have never been developed, to those created by the more recent loss of buildings and structures. Many of the spaces contribute positively to the character of the yard, others, particularly those created by the loss of previous buildings and structures, whilst creating a setting for

adjacent monuments are largely character-less and have a considerable negative impact on the environment as a whole..

Historically the topography of the Historic Dockyard can be divided into two distinct types of areas: one containing the domestic and administrative quarters of the yard, the other those of industrial and manufacturing. The former, concentrated around the Commissioner's House and Officers Terrace has a high preponderance of green spaces with gardens, grassed areas and long established trees. In contrast the industrial and manufacturing areas of the dockyard, particularly those associated with the dry docks, buildings slips and metal working have a particularly hard landscape largely devoid of green space.

The surfaces of the open areas vary considerably, but in general roads are 20th century asphalt, and spaces created through the loss of buildings or structures are covered by concrete, shingle or hard core. As part of the 1987 restoration of the Ropery an area around the southern end of the building was re-established in cobble. With this exception, few if any of the hard surfaced road or space surfaces have any great historical, architectural or visual merit, and in many cases can be argued to detract from the setting of the historic monuments.

From the late 19th century, most roads and open areas were traversed by both standard and narrow gauge railway tracks. Standard gauge laid in tramway rail, the narrow gauge in 18inch plateway. Part of the standard gauge line survives running the full north-south axis of the dockyard from the North Mast Pond to the Former Guardhouse on Anchor Wharf . In contrast only some isolated sections of the 18inch plateway survive, most notably in No7 Covered Slip, where an interesting mixed gauge cast iron weighbridge also remains. There is also some evidence to suggest that other isolated sections of the plateway may still exist beneath the asphalt road surfaces for example at the entrance to the now demolished No 2 Covered Slip

The majority of extant street furniture dates from the late 19th and 20th centuries. Exceptions to this are three wrought iron overthrow arches, two at the front of the Officers' Terrace and one at the Queen's Stairs and a number of re-used gun barrels at points around the yard. Most notable are the range of guns which support the Chain Cable Shed, however three others guns deserve special mention, these being two believed to be of Spanish origin mounted to either side of the Main Gate, which had a wrought iron overthrow arch mounted upon them (now demolished) in celebration of the victory at Cape St Vincent (1797) and an earlier single gun located at the south west corner of the Clocktower building thought to have been used as a bollard at the head of the 18th century double dock.

Street lamps and standards vary in type and age, without any great consistency. Only a few early examples remain including one to the south of Admirals Offices. Manhole and drain covers equally vary in size and nature but include many fine examples of late 19th and early 20th century manufacture.

A particularly notable aspect of the external appearance of all the dockyard buildings is the mid 20th century addition of external electrical switchgear boxes, painted bright red, used as the interface between medium voltage distribution systems and buildings own internal electrical systems. Whilst undoubtedly adding to the character of the site, many are located in positions which compromise the facades of most of the dockyard's finer buildings.

2.4 Below Ground Archaeology

The entire Historic Dockyard is a site of national archaeological importance with potential for the existence of buried remains. In general too little is known about the below ground archaeology of the dockyard in terms of proven survival, and thus this section is primarily concerned with archaeological potential. This potential exhibits spatial variation depending on the presence of former significant structures and the likely survival of these under the impact of subsequent development.

There is some evidence of remains pre-dating the dockyard- the excavation of the Medway Tunnel produced pre-historic material at considerable depth and more recent excavations on the interface land near the mast ponds encountered some late prehistoric material. Archaeological potential however results mainly from 400 years of dockyard activity concentrated in one place. This is best illustrated by the historic maps, paintings and dockyard model (1774) that show the dockyard growing in size through time and once open areas being used for buildings and then sometimes being significantly re-developed. These phases of construction will be reflected by the presence of buried archaeological remains of earlier buildings and structures. In addition, minor structures such as saw pits, cranes, masts etc, not necessarily recorded on maps, can be expected to survive as buried remains.

Evidence for the survival of below ground archaeology relating to earlier dockyard buildings and structures has been found across the site. Along the river frontage the remains of Portland stone slipways in front of Commissioners House, the timber lined No 1 Dock behind and beneath the Armour Plate Shop, and sections of 18th century river wall to the north of 7 slip have all been identified through trial pits and other archaeological investigation conducted in recent years. Away from the river frontage evidence of saw pits has been discovered on both the interface land and beneath the Smithery; and two other very significant discoveries were the ships timbers beneath the Wheelwrights Shop and the Brunel canal entrance lock within the South Mast Pond site.

2.5 Other Issues Affecting Significance

Adjacent Related Sites

The Historic Dockyard lies at the heart of a much larger assemblage of sites, buildings and structures that related to the Royal Navy's use of the Medway. These included the Steam Yard, Naval Barracks and an extensive system of fortifications built to defend it. A number of these sites also remain intact and were included within the area identified as the Chatham Dockyard and its Defences potential World Heritage Site on the 1998 and 2011 UK Tentative Lists. All add to the significance of the Historic Dockyard in terms of surviving structures and buildings, however the survival of much of the 18th and early 19th century landward defences to the yard is particularly significant as the extent of that survival is much greater than at the other two home dockyards (Portsmouth & Plymouth) .

Key sites are: Upnor Castle and ordnance depot (Scheduled Monument, listed building and Conservation Area), HMS Pembroke (Listed Buildings & Conservation Area); Chatham Lines and Fort Amherst (Scheduled Monuments and Conservation Area); Brompton Barracks (Listed Buildings, Scheduled Monuments and Conservation Area), and Brompton Village (Listed buildings and Conservation Area.

Documentary Evidence

Significant documentary evidence has also survived related to the Historic Dockyard site. Largely held at The National Archives and the National Maritime Museum, but with some at The British Library and with further material in the collections of the Historic Dockyard Trust.This material includes large numbers of maps, plans, photographs and a wide range of letter books spanning three centuries. All contribute significantly to our understanding of the site and have the potential for much further in-depth research into the history of the yard and the activities undertaken within it. In particular the letter books relating to Chatham have survived in a much greater extent than for the other dockyards.

Museum Collections

Chatham Historic Dockyard Trust is also an Accredited Museum with a large number of artefacts in its care. A full analysis of the extent of the collections is contained in the Trust's Collection Development Policy. Collections with close associations include:

Historic Ships

The Historic Dockyard houses three large naval warships. These ships play a significant role interpreting the history of the site spanning a wide range of naval construction techniques and type and age of craft

All three – the Victorian sloop, HMS *Gannet* (1878), Second World War destroyer, HMS *Cavalier* (1944), and the HM Submarine *Ocelot* (1962), an 'O' class submarine and the last warship built for the Royal Navy at Chatham are now directly in the care of the Trust. *Gannet* and *Cavalier* form part of National Historic Ships UK's National Historic Fleet - vessels identified as being of pre-eminent national or regional significance, whilst *Ocelot* is a registered vessel on the wider list of historic ships.

The conservation of the larger vessels raise complex specific issues beyond the scope of this Conservation Management Plan and are addressed by separate plans that exist for both *Gannet* and *Cavalier* .

The archaeological remains of a 4th highly significant ship, the 2nd rate 90 gun ship of the line Namur, launched at Chatham in 1756 are preserved in situ beneath the Wheelwright's Shop as part of the 2016 Command of the Oceans galleries.

Rope-making Tools and Equipment

The Ropery is unique as Britain's only working traditional Ropery retaining much if not all of its original equipment. Much was built especially for the Chatham Ropery, the earliest mechanical equipment dating from 1811 (documented in the papers of Simon Goodrich) with other significant pieces of machinery built in 1854. The Maudslay Forming machine of 1811 is considered to be Britain's earliest surviving piece of mechanical ropemaking equipment.

Chatham Dockyard Historical Society Collection

A large and important collection of tools, equipment, ephemera, documents and images largely put together by Dockyard workers during the last years of the Dockyard's operation. Largely 19th and 20th Century in origin, this important collection contains most of the Historic Dockyard's later material. Transferred by the Ministry of Defence to the Trust in 1984, much of the collection is displayed in the Steam Steel & Submarines gallery – operated in conjunction with the Society.

Invincible Collection

Acquired during the late 1980's the representative collection of artefacts recovered from the wreck of the Invincible which sank in 1758 is the only significant collection of 18th century material held by the Historic Dockyard relating to life on board ships of the age of sail Consisting of over 600 pieces the collection covers all aspects of the ship's construction and life on board. A particularly significant assemblage is that of the remaining sections of the ship's hanging magazine. Much of the collection is on display in the 'Supporting the Fleet Gallery of Command of the Oceans

Ordnance Collection

The majority of this fine collection of muzzle loading naval guns originated from gun barrels dug into the ground as bollards to protect buildings in the later Steam Navy yard and recovered during the demolition process which took place there during the early years of the 1980's.

Machine tools, dockyard equipment, & marine engineering

Assembled immediately prior to the Dockyard's closure by a team from the Ancient Monuments Inspectorate and the National Maritime Museum, this collection of tools and dockyard equipment (including railway locomotives and steam cranes) has been expanded in recent years to include marine engineering and propulsion systems. Associated with this material is a large collection of ironworking tools and machinery related to No 1 Smithery and the former (now demolished) metal mills. Much of this material is in store but on display in No3 Covered Slip. The Dockyard Railway is currently demonstrated by volunteers under the Trust's direction on a regularly basis

3.0 SIGNIFICANCE OF THE SITE

" no other dockyard of the heyday of the age of sail and the early period of the age of steam can compare with the scale, variety and largely complete survival of naval dockyard and military defence infrastructure found at Chatham today, including the completeness of building interiors"

Comparator Significance Analysis 2013

3.1 Overall

The Historic Dockyard at Chatham is a site of exceptional international maritime historic significance. Encompassing an area of around 80 acres (32 hectares), with approximately 100 buildings and structures, it was in use as a Royal Dockyard from 1618 to 1984 building and repairing ships of the Royal Navy.

Chatham Dockyard, 1774, Elias Martin

Arguably the most complete dockyard of the Age of Sail to survive the world, with the majority of its buildings and structures were constructed between 1700 and 1850. All the facilities needed for ship building and repair can be found on the site: dry docks and building slips; mast ponds and mast houses, mould lofts and sail lofts; smitheries and saw mills; ropewalks and paint mills; together with residences, gardens, stables, church, guard houses, gate houses and boundary walls.

The Dockyard has a wider international significance that follows on from its role as one of the Royal Navy's principal Royal Dockyards for over 400 years. The ships built and repaired at Chatham and the shore support facilities provided for the Navy at the site were instrumental in developing the Royal Navy's ability to gain and maintain its mastery of the world's oceans during the 17th, 18th and 19th Centuries. This naval supremacy underpinned the development of Britain's global influence.

The Historic Dockyard also has an important regional and local social significance, particularly to the local area and community which grew up around the yard in support of it. In the pre-industrial age, Royal Dockyards, of which Chatham is the pre-eminent example, were highly concentrated manufacturing operations employing upwards of 1,500 people in over 26 trades combining their skills to make a single, complex product: the timber hulled, sail powered fighting ship. Later, the introduction of iron, steel and steam technology into shipbuilding led to a major expansion of both facilities and workforce to the extent that by the end of the Second World War over 17,000 people were employed at the yard.

The establishment of Dockyard Schools in the 1840's marked the dawn of a new era of technical education, providing workers with the opportunity to develop their education and theoretical knowledge as well as technical skills. Of equal importance, the Dockyard led the way in the development of occupational health, providing on site medical facilities for the workforce early in the 18th century and with a resident Surgeon as one of the Dockyard's Principal Officers.

3.2 Comparisons with other Royal Dockyards

Work undertaken during 2010 - 2013 to further understand the significance of The Historic Dockyard and the wider Chatham Dockyard and its Defences sites involved a systematic comparison by an expert panel of the site with other British Royal Naval Dockyards in the UK and overseas, and with naval dockyards of other international maritime powers.

For the purposes of the comparison naval dockyards were defined as being 'dockyards that serviced national navies in the building, repair and fitting for sea of warships, and as strategic military assets that were defended from marine and landward attack by fortifications supported with military infrastructure'. They were therefore considered to be a separate and distinct type of installation from commercial dockyards, ports and harbours.

British Home & Overseas Royal Dockyards

Chatham was compared to the surviving home Royal Dockyard sites at Deptford; Devonport; Pembroke Dock; Portsmouth; Sheerness; Woolwich and overseas yards at Antigua; Bermuda; Esquimalt Gibraltar; Haulbowline; Jamaica; Kingston (Ontario); Malta; Menorca; and Simons Town.

The extent and completeness of the survival of the Historic Dockyard's buildings and structures relating to the Age of Sail at Chatham was found to be matched only by those at Portsmouth and to some extent at Plymouth.. Overall however the integrity of the Chatham site as a Dockyard of the Age of Sail has been less affected by later developments than at either Portsmouth or Plymouth. Much of this was due to the availability of land to the north of the dockyard for the creation of the Steam Navy yard and the 20th century naval barracks. Also, the Chatham yard was not heavily bombed during either World War, with only limited damage caused. The surviving defensive fortifications at Chatham were found to be substantially more complete compared to those at Portsmouth and Plymouth.

Little now remains at Deptford and Woolwich which have been largely demolished, whilst Sheerness and Pembroke Dock have been rebuilt as commercial ports.

Overseas Gibraltar and Malta have been extensively redeveloped, whilst the other 18th century yards and bases (eg Bermuda, English Harbour and Port Mahon) were built on a much lesser scale than at Chatham and generally were involved in ship repair and maintenance rather than shipbuilding.

Foreign Yards

Worldwide, the dockyard was compared with yards in the Baltic (Copenhagen, Karlskrona, Kronshtadt, Suomenlinna and St Petersburg) ; Netherlands (Amsterdam; Den Helder; and Rotterdam); France (Brest; Toulon; Rochefort); Spain: Cadiz; Ferrol; Cartagena; Italy (Venetian Arsenale); Caribbean (Havana); North America (Portsmouth (New Hampshire); Boston / Charlestown; New York / Brooklyn; Philadelphia; Washington DC; Norfolk) and South America (Cartagena (Colombia));

The review concluded that few foreign yards compared with Chatham as a dockyard of the age of sail in terms of completeness and survival. Karlskrona (Sweden & World heritage Site) as a planned 18th century naval base, is the closest surviving dockyard comparable to Chatham, although its ship-building facilities are on a far smaller scale than those of the Medway yard. Karlskrona retains a similar range of structures, and has a remarkable group of dry docks. It does not however retain facilities demonstrating the mechanisation of the navy in the way that Chatham does, and hence it relates principally to the age of sail, and not the transition to the age of steam. In addition, there is little evidence of surviving machinery at Karlskrona, and hence the interiors of the facilities there are less complete. Karlskrona does not have Chatham's close association with a navy that achieved worldwide naval supremacy for such a long period. In America the Charlestown Navy Yard at Boston (USA) retains some of its later 18th century structures, but is perhaps more notable for the survival of its 19th century buildings.

The comparative review therefore concluded that the substantially intact 18th and early 19th century naval dockyard at Chatham, with the exceptional survival of many of its interior finishes and equipment together with its contemporary massive landward defences and associated military infrastructure, is without close parallel. Overall, no other dockyard of the heyday of the age of sail and the early period of the age of steam can compare with the scale, variety and largely complete survival of naval dockyard and military defence infrastructure found at Chatham today, including the completeness of building interiors. While a degree of commonality across European dockyards exists as a result of their similar purposes and the legalised and covert interchange of ideas and practice, Chatham is the outstanding surviving example, reflecting a huge variety of influences and ideas.

3.3 Individual Buildings, Structures & Spaces

The site incorporates over 100 buildings and structures. Many are of great significance, 47 have been scheduled as Ancient Monuments and all are parallel listed as Historic Buildings – eleven at Grade 1 and thirty-two at II*. Of the remaining building many have little significance and indeed a number, particularly some of the 20th century additions (most notably sanitation blocks) can be construed as having a negative value, detracting from their environment and the setting of other buildings and structures.

Summary 'statements of significance' for each of the buildings and structures follow. Given the complexity of the site, the number of individual buildings and structures to be assessed and for reasons of readability and ease of future reference, the detailed assessment of individual buildings and structures is contained in a separate annex to this plan

In order to make rational judgements and introduce the flexibility necessary to enable and encourage appropriate conservation and re-use a consistent approach to measuring significance has been adopted following the hierarchical scheme developed by James Sempell Kerr (and demonstrated in his Conservation Plan for Fremantle Prison) has been adapted as follows:

Ranking	**Significance**	**Example**	**Comparative grading**
A	Exceptional Significance	Ropery, Covered Slips HMS Gannet	Grade I National Historic Fleet
B	Considerable Significance	Sail & Colour Loft	Grade II*
C	Some Significance	Galvanising Shop	Grade II
D	Little Significance	Toilet Block	Not Graded

Table 2: Principal Historic Buildings and Structures - Summary of Assessments of Significance (NB assessments dated 1998 are subject to review)

Bdg No	Name	Ranking	SAM	Listed Building	Volume & Date
1	**Former Guardhouse, early 19th C** Contributes to the character of the wider assemblage of historically important buildings and structures located at the south end of the site –including three exceptionally important buildings (Anchor Wharf Storehouses and Ropery	**B**	SAM 366	Grade II*	3 2004
2	**Chain Cable Shed, early 19th c** Timber structure mounted on a colonnade of 22 iron guns. An early example of the dockyard's use of low cost temporary structures to provide much needed additional storage space to cater for the introduction of new materials and technologies	**B**	SAM 221	Grade I	3 2004
3	**Anchor Wharf Storehouse No 3, 1773-83** The two Storehouses on Anchor Wharf are exceptionally significant buildings that occupy landmark positions at the south end of the Historic Dockyard. Storehouse 3, built as the new Long Store 1778-85 is nearly 700 feet long and is the largest naval storehouse built in Britain. Built as a 'lay apart' store it retains many of its original internal partitions, protected by current use for commercial document storage .	**A**	SAM 243	Grade I	2 2004
4	**Fitted Rigging House & Storehouse 2, 1793-96**	**A**	SAM 242	Grade I	2 2004

	Only slightly shorter than Storehouse No 3 [CHDT 3] Storehouse 2 is also one of the most significant examples of industrial warehousing in Europe. Upper floors underutilised				
5	**The Ropery, 1786-91** Chatham is the only one of the original four naval ropeyards still in operation and with much of its original machinery and all its buildings complete. A unique instance of outstanding importance of an unaltered late 18th century industrial building containing almost original working plant within a contemporary context. Completeness of groundfloor ropewalk is internationally unique	**A**	SAM 209	Grade I	2 1998
6	**Hatchelling House & Engine Room 1787/1836** One of two such buildings to survive (the other at Portsmouth) it is physically connected to the Ropery and forms part of a particularly important group of Rope Yard buildings	**A**	SAM 210/248	Grade II*	2 1998
7	**Tarred Yarn Store, 1786-91** Other examples of white yarn, tarring house and black yarn house exist at Devonport, where they remain in their original configuration Although altered the Tarred Yarn Store still represents an important component of the finest ropeyard and one of the most integrated groups of 18th C manufacturing buildings in Britain. Tarred yarn Store East is the	**B**	SAM 244	Grade II*	2 1998

	most original internally				
8	**Hemp Houses, Spinning Room & Ropery Offices, 1729, 1743-47, 1812, 1864** Although naval hemp houses also survive in Portsmouth and Plymouth they have all been substantially altered. The Chatham examples retain much of their internal fittings and the spinning room examples of early spinning machinery as well as mid 20th century hard fibre machines.. An important component of the finest ropeyard and one of the most integrated groups of 18th C manufacturing buildings in Britain	**A**	SAM 211	Grade II*	2 1998
9	**Lead & Paint Mill, 1817-19** A highly significant example of an early and almost entirely complete specialist manufacturing building of the early 19th century and as an early use of fireproof construction outside the textile industry. Upperfloor retains original iron canvas stretching frames	**A**	SAM 241	Grade I	3 1998
10	**Main Gate, 1718-22** One of the most imposing entrance gates built at any of the Royal Dockyards. The Main Gate forms a major and dominant landmark building within the Medway Towns and for the Dockyard itself.	**B**	SAM 206	Grade II*	3 2004
11	**Bell Mast, late 19th C** One of the few examples of bell masts (once common in all the naval yards) to survive. Wrought iron riveted construction almost	**B**	SAM 207	Grade II*	3 2004

	certainly reused from a warship				
12	**Royal Dockyard Church, 1808-11** The Royal Dockyard Church is an elegant structure that occupies a strong visual position facing the entrance to the yard and is a key element of the 'residential / domestic' zone of the site. Relatively unaltered classic Georgian design with original box pews to first floor gallery	**B**	SAM 387	Grade II*	3 2004
13	**Guard House ,1764** Occupies a prominent position within the dockyard's main gate and forms part of the yard's fine and complete group of Georgian/early Victorian buildings	**B**	SAM 208	Grade II*	3 2004
14	**18th C Dockyard Wall, 1716-1718** The wall was, and still is, a highly significant and important element of the Historic Dockyard, enclosing the site on the landward side, separating it from the adjacent urban area of the Medway Towns.	**B**	SAM 240	Grade II*	3 2004
15	**Stables (South East Sail Loft), 1737** Group of 18th Century stables for the dockyard officers, includes the only coachhouse built for a Dockyard resident commissioner. Forms an important element within the Dockyard of the Age of Sail. Converted to residential use 2006	**B**	SAM 238	Grade II*	3 1998
16	**Sail Loft & Colour Loft, 1723** An important early 18th C naval	**A**	SAM 212	Grade I	2 2003

	storehouse and workshop, now the sole surviving Sail Loft in any Royal Dockyard. Significant associations with ships of Pepy's navy and with key ships and events of the 18th and 19th centuries including the *Victory* and the Battle of Trafalgar. Uninterrupted open upper floor characteristic of use as a sail loft				
17	**South Tower House, c 1718** Part of the Dockyard wall, an important feature of the site, enclosing it from the local community. Now residential.	**B**	SAM 239	Grade II*	3 1998
18	**Muster Station 2 (later Customs House), early 19th C** Occupies a prominent position close to the Rope Yard and is attached to the wall enclosing the Commissioner's House garden	**B**	SAM 238	Grade II*	3 1998
19	**Garden Wall to Commissioners House, mid-late 17th C** One of the earliest structures to survive in the dockyard, the garden was first created by Phineas Pett c 1645 and relates to the first Commissioner's residence at Chatham, superseded in 1703 by the present building The garden provides a secluded calm area located at the heart of the domestic zone of the dockyard with mature trees and planting – a key green space	**B**	SAM 389	Grade II*	3 1998
20	**Commissioner's House, 1703** The oldest intact building in any naval dockyard, it is distinguished	**A**	SAM 216	Grade 1	3 1998

	by a remarkably complete interior. Important associations with key naval figures of the 18th & 19th centuries. Important ceiling painting at head of stairs attributed to Highwood with figurework by Thornhill originally fitted on board the flagship *Royal Sovereign*. Ground floor 'Blue Loo' with original Lambeth ware Delft style tiles.				
21	**Officers' Reading Room & Admirals Conference Room, c1808** Occupies a prominent position between the Commissioner's House and Admiral's Offices with Cashiers Office behind. Part of a range that once provided facilities for the Dockyard surgeon, perhaps the first example of an industrial occupational health provision in Britain if not the world	**B**	SAM 237	Grade II*	3 1998
22	**Cashiers Office, late 18th C** Occupies a prominent position at the heart of the Dockyard . The presence of a specialist pay office at a time when offices were not widely constructed, reflects the size and complexity of the Dockyard in the late 18th/early 19th century. Association with John Dickens, father of Charles, who worked in the building as a Clerk.	**B**	SAM 236	Grade II*	3 1998
23	**Captain of the Dockyard's House, c 1895** A building of good architectural quality which forms an important element with the neighbouring Officers Terrace and the Cashiers	**B**	SAM 213	Grade II*	3 1998

	Office				
24	**Officers Terrace, 1722-31** As a unified palace front, the Terrace is one of the most advanced designs for its date outside London and the finest surviving example in a Royal Dockyard, the 1690 terrace at Plymouth having being partially destroyed by bombing during the Second World War.	**A**	SAM 214	Grade I	3 1998
25	**Officers Terrace Gardens, 1722-31** Contemporary with the Officers' Terrace, documentary evidence suggests that many if not all were formally planned. They form a significant and important part of this relatively complete early Terrace.	**B**	SAM 214	Walls – Grade II* Gardens: Grade II Register of Historic Parks & Gardens	3 1998
26	**Admirals Offices, 1809** Together with the South Office Block at Portsmouth it is a rare example in a national context of purely administrative offices from a time when office and clerical work was limited and in the commercial world, took place at the home or workplace of the merchant or industrialist. Designed by Edward Holl and particularly significant for its design as a communal spine office with a single main entrance	**B**	SAM 219	Grade II*	3 1998

27	**Site of 17th Century Dockyard, 1613-1714** Today an open space, it provides important views to the River Medway and surrounding historic buildings. Important documentary sources show what once existed on the site at the time when Chatham was both principal repair yard and fleet base. An area of specific archaeological potential 1780's Portland stone building slips known to remain in situ below ground.	**B**	SAM 385	NG	3 1998
28	**Clock Tower Building, 1723** The oldest naval storehouse, it dates from the reorganisation of the yard in the 1720's and in scale, if not in architectural refinement is more like the stores of the previous Stuart yard. Basement retains evidence of early saw pits, Together with the Sail and Colour Loft it provides an excellent example of a combined store and workshop of this period	**B**	SAM 220	Grade II*	3 1998
29	**Assistant Queen's Harbourmasters Office c 1756** An attractive building providing an important visual focus at the river's edge. Performed a significant role as offices, firstly for the Master Attendants, responsible for the ships moored on the river, and later their harbourmaster successors	**B**	SAM 217	Grade II	3 1998
30	**Queen's Stairs, 18th C** The principal and ceremonial point of access to the Dockyard from the River	**B**	SAM 218	Arch Grade II	3 1998

31	**Pumping Station, 1816-20** The first steam powered dock pumping station in a Royal Dockyard, apart from the much altered engine house at New River Head, Islington it is the oldest purpose built steam powered pumping station in England	**B**	SAM 283	Grade II*	2 1998
32	**Joiners' Shop, c1790** A building of considerable significance the Joiners Shop provided accommodation for the dockyard's joiners, effectively from the introduction of mechanised woodworking process in the mid 1850's until the closure of the dockyard . Adapted to house creative industries starter units in 2009	**B**	SAM 235	Grade II	2 2004
33	**No 1 Smithery, 1805-08** Occupies a significant central position at heart of the site. One of a very small number of shipyard related metal working buildings to survive in Britain, the Smithery shows the development of metal working over some 75 years. Holl's original courtyard plan responded well to the need for open spaces for the largest processes and the various adaptations and alterations show how the original concept was modified to meet the changing demands imposed by technical developments Restored 2008-10	**B**	SAM 300	Grade II*	2 2003, updated 2006

34	**House Carpenters' Shop, c1740** The only surviving example of a once common building type in the Royal Dockyards it has been substantially altered internally in the 20th century	**C**	SAM 234	Grade II	3 1998
35	**Stables – North East of Officers Terrace, mid 18th c** Fairly standard mid-18th century stables block, of less significance and completeness that the range of southern stables, now converted into residences	**C**	SAM 215	Grade II	3 1998
36	**North Tower House, c1718** The house's significance lies primarily through its association with the Dockyard wall and the enclosure of the dockyard. Part of the group of early 18th century buildings to survive at Chatham. Now residential	**B**	SAM 239	Grade II*	3 1998
37	**Timber Seasoning Store South, 1771** The Navy Board produced a notably early modular design, built in some quantity across the Royal Yards. One of two ranges of sheds at Chatham that are now the only survivors of this once common building type.	**B**	SAM 230	Grade II*	3 1998
38	**Brunel Saw Mills, 1810-14** The Royal Dockyards, together with Woolwich Arsenal were at the forefront of the application of steam power to sawing and woodworking. Although not the first saw mill to be powered by steam it was certainly one of the earliest, and	**A**	SAM 226	Grade I	2 1998

	provided the first use if steam in the yard. The engine house includes the earliest example of fireproof construction in the Royal Dockyards				
39	**Timber Seasoning Store North, 1771** The Navy Board produced a notably early modular design, built in some quantity across the Royal Yards. One of two ranges of sheds at Chatham that are the now only survivors of this once common building type	**B**	SAM 230	Grade II*	3 1998
40	**Wheelwrights' Shop, c 1786** The Wheelwrights Shop is a building of **Considerable Significance** being one of only a small number of timber clad, timber framed structures built in dockyard vernacular style to survive. The archaeological ships timbers' find – the ship beneath the floor- is an archaeological assemblage of **Exceptional Significance** and has been described as "*The single most important warship discovery in Northern Europe since that of the MARY ROSE"*	**B**	SAM 231	Grade II*	2 2011
41	**Mast Houses & Mould Loft, 1753-55** The Mast Houses and Mould Loft at Chatham is a building of **Exceptional Significance** being a magnificent example of the traditional type of mast houses, built in the dockyard vernacular style reusing timber from dismantled ships. Once common structures in all the home Royal Dockyards, it is now one of only two that remain - the other is a	**A**	SAM 232	Grade I	2 2011

	much later example at Sheerness. The building also houses the mould loft, also now an extremely rare survivor from the age of sail (there is only one other – above the Clocktower Building at Chatham however size, scale and historical associations combine to make that above the mast houses the more significant).				
42	**No 3 Covered Slip, 1838** One of an outstanding in situ group of slip covers in which the development of free standing wide span structures from timber to iron , (a development of international significance in terms of construction history,) can be traced. No 3 slip cover was the last and one of the largest covers to be built in timber and as such represents the apogee of the design of the free standing wide span structure in wood	**A**	SAM 222	Grade I	2 2003
43,44 ,45	**No 4, 5 & 6 Covered Slips, 1847** One of an outstanding in situ group of slip covers in which the development of free standing cast & wrought iron frames, a development of international significance in terms of construction history can be traced. Nos 4,5 & 6 covers form part of a design development that clearly influenced the design of the Crystal Palace	**A**	SAM 223	Grade I	2 2003

46	**No 7 Covered Slip, 1855** One of an outstanding in situ group of slip covers in which the development of free standing iron frames, a development of international significance in terms of construction history can be traced. No 7 Cover led directly to Greene's three storey braced frame in the Boat Store at Sheerness and thence to thousands of portal framed sheds and rigid building frames built in iron and steel. No 7 Slipway is the last remaining open slipway at Chatham. It was used for the construction of significant warships during the late Victorian period and for a large proportion of the submarines built at Chatham during the 20th century	**A**	SAM 224	Grade I	2 2003
47	**Site of South Mast Pond, 1696** Visually an important open space for the setting of the 18th century weather boarded buildings and No 7 Covered Slip. Historically close working relationship with both the Mast Houses and Mould Loft and the Brunel Saw Mill and has proven archaeological potential. Visually and once physically connected to the adjacent North Mast Pond	**C**	SAM 391	NG	2 1998
48	**North Mast Pond, 1702** The only mast pond to survive at Chatham, it provides visually important enclosed water space at the northern end of the Historic Dockyard, particularly in respect of the setting of the Lower Boat House	**B**	SAM 225	NG	2 1998

49	**Lower Boat House, 1844** One of a group of three surviving boat stores (with the much later No 5 & 7 Boat Stores at Portsmouth) it provides a rare example of a vernacular timber building practice squeezed from other parts of the Royal Dockyards by fear of fire and the advent of cast, wrought and corrugated iron construction.	**B**	SAM 229	Grade II*	2 1998
50/1	**No 2 Dry Dock , 1858-1860** A good example of a mid 19th century dry dock occupying a visually important position at the heart of the historic Dockyard. Important historical associations with ships constructed in the dock, especially Achilles, the first iron built battleship to be constructed in a Royal Dockyard Now houses HMS Cavalier, the National Destroyer Memorial	**B**	SAM 390	Grade II*	3 1998
50/2	**No 3 Dry Dock, 1816-21** The engineering of the dock occupies an intermediate position between Bentham's dry docks at Portsmouth and Rennie's slightly later work at Sheerness. It represents an important step in the development of the modern dry dock as demonstrated by Rennie's later work . Now houses HM Submarine *Ocelo*t, the last warship built at Chatham Dockyard for the Royal Navy	**B**	SAM 390	Grade II*	3 1998
50/3	**No 4 Dry Dock, c1840** Forms one of group of three early to mid 19th century dry docks at	**C**	SAM 390	Grade II	3 1998

	the heart of the site. Extended 1909; now houses HMS Gannet, 19th century naval sloop.				
56	**The Cottage, mid 19th C** Mid 19th century residence occupying a prominent position adjacent to the Main Gate and Rope Yard. Now residential	**C**	N/A	Grade II	3 1998
57	**Guard House West & Store, mid 19th C** Occupies a prominent position immediately inside the Dockyard's Main Gate	**C**	N/A	Grade II	3 1998
58	**Muster Station 1, mid 19th c** A matching pair with the Muster Station No 2, occupies a prominent position next to the Ropery and close to Commissioners House	**B**	N/A	Grade II*	3 1998
63	**No 1 Machine Shop and Armour Plate Shop , c 1860** No 1 Machine Shop and the Armour Plate Shop are buildings of considerable / some significance - arising primarily through their association with the construction of early iron clad ships at Chatham. They form part of a group of structures erected – or converted during the 1860's for iron shipbuilding that include No 7 slip with its two associated machine shops (3 & 4)	**B**	N/a	Grade II*	2 2009

3.4 Below Ground Archaeology

As identified earlier, the entire Historic Dockyard should be considered as a site of national archaeological importance with potential for the existence of buried remains. This potential exhibits spatial variation depending on the presence of former

significant structures and the likely survival of these under the impact of subsequent development.

The most archaeologically sensitive areas of the dockyard are highlighted in the analysis of individual structures and sites contained later in this plan but in reality very few parts of the site can be said to have no such potential as recently evidenced in the excavations between the Mast Houses and Mould Loft and Wheelwrights Shop undertaken as part of the Command of the Oceans project.

Two areas of the Historic Dockyard are specifically scheduled for the presence of buried archaeological remains but the ground beneath scheduled buildings and in some cases surrounded by scheduled walls is also so protected.

4.0 MANAGING THE SITE

4.1 Management Approach

The Historic Dockyard is a very large and complex historic built environment. 80 acres (32 hectares) in size, with over 100 buildings and structures, many on a grand and imposing scale, the site developed over a 300 year period to support a single industrial operation – the construction and repair of ships. Over 60 buildings have been identified as being of considerable historical significance and most were highly tailored to the meet the particular needs of the trades or activities undertaken within them – often trades or activities for which there is now little of no demand. In addition the Trust is responsible for the provision of most of the services and infrastructure of the site including electricity and water distribution, roads and refuse collection.

Management Approaches 1984 – 2016:

In 1984 the Trust inherited the site and infrastructure in a poor and run down condition.. Although the Trust was given an initial grant of some £11.35m, £3m had been ring-fenced to fund a restoration contract let by the PSA to renew the Ropery roof, and it was clear that the remainder was insufficient to meet even the short term needs of the site. Commercial surveyors estimated the cost of putting the remaining Scheduled buildings into wind and weathertight condition as costing more than £10m and much of the infrastructure, including the site's water supply, had failed needing immediate attention.

From the outset the Trust was therefore targeted by Government to follow a strategy based on adaptive re-use with the objective of earning sufficient income from the site to enable it to meet its charitable objectives of preservation and interpretation, whilst also contributing to the wider regeneration of the Medway Towns following the dockyard's closure

The initial management approach to the site adopted by Trustees in 1984-5 was based on bringing buildings back into use as places where people lived, worked and visited.

In 1996 a wide ranging study of the Trust's position and future development strategy was undertaken by KPMG. This review confirmed the validity of the overall mixed use approach to the development of the site and led to a £17m) plurally funded development programme (1997 – 2004) to tackle significant dilapidation and infrastructure issues including the renewal of the site's High and Medium voltage electrical distribution systems. The programme enabled the Trust to establish a successful 'soft zoning' regime to guide re-use of the site concentrating museum and visitor activity along the riverside , commercial and University within a central zone through the site and residential towards the rear of the yard. Two further significant investment programmes took place in 2008-10 (Repair and adaption of No 1 Smithery) and 2015-16 (Command of the Oceans).

In 2005 the Trust was awarded a Medal in the Europa Nostra Conservation Awards, Cultural Landscapes Category in recognition of the success of this approach.

The mixed use approach adopted by Trustees in 1984-5 and soft zoning established 1997-2004 continues today through the Trust's current strategy of **preservation through reuse.**

In 2017:

- Over 400 people now live on site in both historic residences (eg Officers Terrace and Tower Houses); adapted historic buildings (eg North & South Stables) and in a limited new-build development to the rear of the site (

- Over 100 organisations rent space within the Historic Dockyard for a range of uses including the University of Kent, with the site developing as a focus for creative industries

- c160,000 people per annum visit the site, its galleries, historic ships events and programmes, including c25,000 children and young people in formal education groups

Management Approach 2017-22

Going forward the Trust's management approach to the site will remain anchored to its strategy of *Preservation Through Reuse* with the objective of securing sufficient income to enable it to achieve its core objectives – and with an overall goal to achieve financial self-sustainability in the long term, without the need to rely on revenue support from public funds. This will be achieved through a continued focus on securing the appropriate uses for the Fitted Rigging House, the site's remaining under-utilised building

In 2016 the Trust secured funding from DCMS to match a successful Round 1 HLF Enterprise Grant to bring part of the upper floors of this building into commercial re-use. In doing so great care has, and will be taken, to ensure that the balance of uses across the site – and particular the impact of increased commercial use (such as in car movements and car parking on site) is carefully managed so as not to overload the site or impact adversely on the Historic Environment.

Completion of the Fitted Rigging House project is anticipated to enable the Trust to achieve its goal of revenue financial self-sustainability and protect past investment in the Historic Dockyard and the Trusts ability to manage and maintain the site into the future.

4.2 Conservation Policies

Purpose

The conservation policies outlined below are designed to provide a framework to guide the approach to the conservation, preservation and enhancement of the Historic Dockyard as a site of international significance. They are framed in a manner to be sufficiently flexible, recognising that the site incorporates both constraints and opportunities, allowing for compatible development, which, at the same time secures the protection of the dockyard's cultural significance.

The policies contained in this section of the plan are generic to the whole Historic Dockyard and are not site specific. They are supplemented by individual site specific policies which are contained within supplementary conservation plans or statements for each historic building or structure.

Taken together the policies form the basis of a comprehensive strategy designed to:

- Retain and protect the historic fabric, integrity, character and quality of the Historic Dockyard as a sustainable heritage resource
- Provide an approach to the maintenance, preservation, restoration and reconstruction of the historic fabric of the dockyard
- Permit and encourage appropriate adaptation to provide new and sustainable uses for the site's buildings and structures
- Widen audiences and broaden opportunities for access, education and inclusion

In considering works or changes to any individual building or structure it is therefore necessary to consider this Conservation Plan and the relevant supplementary plan or statement together.

General Approach & Definitions

The Trust's general approach to the conservation of the Historic Dockyard is consistent with that developed by ICOMOS and outlined in the Australia ICOMOS Charter for the Conservation of Places of Cultural Significance (The Burra Charter)

The Burra Charter adopted the following definitions that have been used in this plan:

> **Fabric** means all the physical material of the place
>
> **Conservation** means all the processes of looking after a place so as to retain its cultural significance. It includes maintenance and may according to circumstance include preservation, restoration, reconstruction and adaptation and will be commonly a combination of more than one of these.

Maintenance means the continuous protective care of the fabric contents and setting of a place, and is to be distinguished from repair. Repair involves restoration or reconstruction and it should be treated accordingly

Preservation means maintaining the fabric of a place in its existing state and retarding deterioration

Restoration means returning the EXISTING fabric of a place to a known earlier state by removing accretions or by reassembling existing components without the introduction of new material

Reconstruction means returning a place as nearly as possible to a known earlier state and is distinguished by the introduction of materials (new or old) into the fabric. This is not to be confused with either recreation of conjectural reconstruction which are outside the scope of this charter

Adaptation means modifying a place to suit proposed compatible uses

Overarching Philosophy

To secure a sustainable future for the Historic Dockyard through its conservation and the adoption of appropriate strategies for its enhancement and re-use

Guiding Principles for all Works

All works to the Historic Dockyard, its buildings and structures, of whatsoever nature should be guided by the following general principles:

- Understand significance
- Understand the fabric
- Approach and decisions should be guided by significance
- Do as much as necessary – but as little as possible - Where fabric has to be replaced, the preference will always be replacement on a like for like basis
- All works should be carried out by people whose technical competence is appropriate to the task

The Policies

Note : in this section the policies are shown in italics, in some cases they are accompanied by supporting information that sets out the rationale behind them .

P1. Acceptance of Assessments and Policies

P1.1 The statements of cultural significance for the overall site and for specific buildings, structures and spaces will be accepted as one of the principal bases for the planning and execution of works within the Historic Dockyard

P1.2 The Policies adopted in this plan will be used to guide activities on site

P2 Sense of Place

P2.1 The visual character of the Historic Dockyard reflects its development for naval purposes over a 370 year period. Care should be taken to retain and reinforce this character and atmosphere in any future work

The site has a strong identity and sense of place that is based on its strong architectural character, historic relevance and the relationships of the key buildings and structures and with adjoining sites and the river front.

The impact of all new works (eg adaptations, changes of use, and changes to road and path surfaces, introduction of additional street furniture) on the visual character of the yard must always be considered. There is a presumption that external features to buildings and structures, such as the red painted electrical boxes, will be retained.

Trees and green areas contribute significantly to the ambience of the ‘domestic’ area of the Dockyard, but did not and do not feature in the industrial areas. This landscape differentiation also adds significantly to the visual character of the site and should be maintained.

Existing open spaces within the core of the site make a valuable and important contribution to the special visual character of the site and should be retained. There is therefore a presumption against the introduction of new build structures within this area of the site.

An important qualification to the presumption against new structures is however, necessary. During its life there is a long history in the dockyard of vernacular additions to buildings and structures being made to accommodate new uses and facilities. There is therefore a substantial case for continuing this practice where needed to enable historic buildings and structures to be brought back into new and sustainable uses , provided that any such structures do not impact on the ‘sense of place’, significance or visual character of the immediate environment and where they are easily removable – ie are a reversible change. In exceptional circumstances there may be a case for introducing more modern structures. An example of this is the new link structure introduced between the Mast Houses & Mould Loft and Wheelwrights Shop in 2016 as part of the Command of the Oceans project. In such cases, scale, form, impact and quality of design will be key issues for consideration.

P3 Significance

P3.1 All works to the site, its buildings and structures will be guided by an understanding of their significance and will be preceded by an assessment of that significance

P3.2 The greater the significance of a fabric, relationship, space or vista, the greater care will be exercised in planning any works that might impact on it to ensure that such works will not reduce such significance

The concept of cultural significance underpins the whole approach to the management and conservation of the historic sites.

In order to make rational judgements and introduce the flexibility necessary to enable and encourage appropriate conservation and re-use a consistent approach to measuring significance has been adopted. For the purposes of this plan the hierarchical scheme developed by James Sempell Kerr (and demonstrated in his Conservation Plan for Fremantle Prison) has been adapted as outlined in section 3.3 above

It therefore follows that the greater the significance of an individual element of fabric, space vista etc – the more care needs to be taken in deciding on any particular course of action.

In addition there are occasions were a building has a negative impact on the scale or setting of another historic building and where a case might be made in future for its removal. Sempell Kerr identified such as 'Int' or Intrusive, making the point that intrusiveness and significance may not be mutually exclusive. This concept has also been adopted.

P4 Conservation Principles

P4.1 Where alternative methods or proposals for preservation, maintenance, restoration or adaptation are available the preference will be for the option that involves least alteration of the fabric.

This policy can be summarised as – 'do as much as necessary and as little as possible'- with the objective of securing an appropriate outcome for whatever action is being considered whilst preventing or minimising loss or damage to fabric or significance.

P4.2 Where fabric has become significantly damaged or degraded, the preference will be to repair where feasible rather than replace.

P4.3 Where fabric cannot be repaired and has to be renewed, the preference will be to replace materials on a like for like basis.

P4.4 Where materials cannot be replaced on a 'like for like basis' appropriate alternative materials should be selected with emphasis placed on the need to maintain appearance, character and structural properties.

In identifying conservation strategies for the fabric of the site's buildings and structures the Trust's preference will always be to repair damaged or degraded material wherever possible.

It is recognised however that where this cannot be achieved (eg where a structural element has failed and cannot be repaired to bear loads) the Trust's first preference will be to renew material on a like for like basis – eg oak with oak, lime mortar with lime mortar.

There are however occasions where this is not practicable and in these circumstances alternative materials have to be used. Examples of such occasions include the replacement of 19th century corrugated iron on the Covered Slips roofs where a substitute steel product has had to be used, or where tropical hardwood timbers are no longer available in sufficient size from sustainable sources. In these circumstances it is important to ensure that any impact on visual appearance, character and other structural properties is minimised. In the case of the corrugated sheet example referred to above, the new sheet material was made to the original 19th century profile to ensure that the overall visual impact of the change was minimised.

P5 Preservation and Maintenance

P5.1 *Subject to financial resources available the Trust will seek to prioritise the preservation and maintenance of the fabric of the Dockyard according to an appropriate programme of maintenance.*

The Trust recognises the importance of establishing prioritised programmes of preservation and maintenance for the fabric of the yard and maintains a programme of annual historic building condition inspections to inform its ongoing fifteen year planned preventative maintenance programme. It recognises that the key to achieving this will be securing the economic sustainability of the Trust through the growth of income from a range of sources, including the adaptation and re-use of additional buildings and structures which is he focus of recent and current corporate plans

P6 Adaptation & Re-use

P6.1 To seek appropriate, viable and short, medium and long term uses for the Historic Dockyard's buildings and structures that are compatible and feasible.

Developing new and appropriate uses for the Historic Dockyard's buildings and structures forms an important part of the Trust's activities. Income earned from such re-use helps secure the ongoing sustainability of the site and the employment and other economic benefits generated by such re-use contributes towards the regeneration of both the dockyard and wider local community.

Compatible options are those that best enable a building or structure's significance to be retained or revealed. Understanding the nature of a building or structure's significance is important in determining options for adaptation and re-use as the level of significance (see P3 above) has a direct relationship to the level of compromise or intervention that might be acceptable in any scheme

P6.2 Where adaptation or change is judged to be acceptable in the context of the fabric and its significance, preference should be given to schemes or interventions that are reversible

The concept of reversibility is important. Where possible any changes, adaptations or interventions should be planned and executed in a manner that renders them capable of being removed in the future to reveal the original fabric and form.

In making such changes, for example the introduction of insulation into previously un-insulated roof structures care should be taken to preserve the evidence of previous fabric and form so that this might be revealed at a later time.

It is however accepted that this might not be feasible at all times. However the extent to which permanent adaptations might be acceptable will be related to the level of significance attached to the fabric concerned.

P6.3 Before any adaptation or intervention is undertaken adequate records of the building, fabric or space will be made.

Adaptation or interventions, reversible or not inevitably change the character of buildings, structures and spaces affected. It is important to ensure that adequate and appropriate records (drawings, photographs etc) are made before works commence. The scale of such records will be governed by the level of significance of the fabric affected and the nature and extent of the change or intervention concerned. In specific cases where a non-reversible intervention is to be carried out it is particularly important to ensure that appropriate records have been made.

P7 Archaeology

P7.1 Work involving excavation or investigation of sub-surface features should be preceded by an assessment of archaeological potential.

P7.2 Where potential for buried archaeology or sub surface structures is believed to exist an appropriate level of archaeological supervision and recording should be provided.

P7.3 Provision will be made in the decision making and project management processes for all projects involving the potential for buried archaeology for the works or activities to be adjusted if any findings of major significance are discovered

This plan identifies the Dockyard to be a site with significant archaeological potential. It is important that the importance of this potential is considered when planning any works involving excavation or investigation of sub surface features.

In particular there is a statutory responsibility to do this in respect of any works to the Scheduled Monuments or Archaeological areas and approvals for such works need to be obtained via Historic England and DCMS.

The extent to which areas will need to be excavated by archaeologists or the works simply monitored by archaeologists or others will depend on the detailed assessment of archaeological potential, the extent to which the site has previously been disturbed and the level of intervention proposed

P8 New Build Development

P8.1 The opportunities for new build development are limited within the Historic Dockyard and there is a presumption against the introduction of any significant new build within the core of the site.

With the exception of small extensions to existing buildings to provide additional facilities as outlined in the notes to P2.1 above there is a presumption against the introduction of any significant new-build structures within the core of the Historic Dockyard.

This 'core' site is considered to be formed by the following boundary:

North –7 Slip; Mast Houses & Mould Loft; Wheelwrights Shop; Galvanising Shop & Timber Seasoning Shed North.

East: Timber Seasoning Shed North, Timber Seasoning Shed South; No 1 Smithery; House Carpenters' Shop, Officers Terrace Gardens (including Tower Houses & North Stables); Sail & Colour Loft; South Stables; 18th Century dockyard wall (including Guard House & Main Gate)

South; 18th Century Dockyard wall

West: River Wall from Former Guardhouse in South to No 7 Covered Slip.

P8.2 Potential for appropriate new build development exists on two sites - the Historic Dockyard's northern boundary along its border with adjacent landholdings (interface land) and the site between House Carpenters Shop and Timber Seasoning Shed south (block J).

Interface land: The part of the Historic Dockyard that projects into the adjoining HCA /Homes England land holding (including the site of the South mast Pond, North Mast Pond, Lower Boat House and the Brunel Saw Mill) should be considered in conjunction with the adjacent land south of Western Avenue as a potential single development site. Appropriate development here is to be encouraged to ensure that this area forms a bridge between the Historic Dockyard and the later Steam Yard developed as Chatham Maritime. Inappropriate development could form a barrier to access and impact on the setting of key historic buildings such as No 7 Slip and the Mast Houses & Mould Loft. This area is the subject of a Special Planning Document adopted by Medway Council on the 19th October 2010.

Block J: This area was previously included in the Housing Development zone built out during the previous plan period, but was removed from the development as agreement could not be reached on an acceptable height and form for residential new build. Opportunity remains for appropriate development on this site.

P9 Interpretation & Learning

P9.1 The Trust will seek to promote the development of a wider public knowledge and understanding of the Historic Dockyard through the provision of interpretation materials; the display of relevant artefacts (including historic ships) in museum galleries; visitor access to key historic buildings and structures where feasible and the development of lifelong learning opportunities.

One of the Trust's twin charitable objectives is to promote a 'wide knowledge and understanding of the archaeological, historical and architectural significance of the Historic Dockyard.

Interpretation of the site is undertaken in a number of ways ranging from the provision of on-site interpretation panels and guidebooks, to the development of museum galleries and historic ships to interpret particular stories or aspects of the yard's history and activities.

Key museum galleries are Command of the Oceans, Ropery, Steam Steel & Submarines and No 1 Smithery.

Three historic ships displayed in the dry docks at the heart of the site have also been selected for their relevance to Chatham as examples of the types of ship construction and refitting undertaken in the dockyard. The Victorian sloop HMS *Gannet* (1878) as a composite built ship incorporates both wood and iron technology in her construction and was powered by both sail and steam. HMS *Cavalier*, the Royal Navy's last operational Second World War destroyer, represents the large number of steel hulled, steam powered small ships of the Royal Navy that served with the Chatham Division of the Royal Navy through two World Wars and that were maintained and refitted at the Dockyard in large numbers. Finally HM Submarine *Ocelot* was the last warship to be built for the Royal Navy at Chatham and reflects the dockyard's role as a significant submarine constructor in the 20th century.

Visitor access to historic buildings and structures, externally and internally, is a key aim for the Trust, but is one that has to be tempered by the need to find appropriate long term sustainable re-use for the site's buildings, where unrestricted visitor access can be incompatible with the needs of modern building uses. The Trust provides internal visitor access to a number of the yard's key buildings through their use as museum galleries or for associated visitor activities. These buildings include: Mast Houses & Mould Loft, Wheelwrights Shop, No 1 Smithery ,The Ropery, Hatchelling House, Fitted Rigging House, Dry Docks, , No 3, 4 & 5 Covered Slips, Armour Plate Shop & Commissioners House garden. Other tenanted buildings also provide for some forms of public access and these include the Clocktower Building (University College) and Commissioners House (banqueting and hospitality). Certain tenancies and /or leases for other buildings also incorporate requirements for access to visitors on a limited number of days per annum.

The Trust's learning and visitor services teams provide a wide range of programmes to support both formal and informal learning across all age groups and the site is visited by over 160,000 people each year.

P10 Artefacts & Museum Collections

P10.1 The Trust will seek to maintain and enhance its collections of historic material relating to the development and use of Chatham Dockyard.

400 years of use by the Royal Navy of the dockyard at Chatham and of the River Medway has left behind a rich volume of artefacts and other material. Much material was retained on site at the time of the dockyard's closure and this was taken into the Trust's museum collections which have been enhanced over successive years through the application of carefully targeted Collecting Policies.

A key aspect of museum collections on site is the established partnership between the Trust and the Chatham Dockyard Historical Society in the operation of the Museum of the Royal Dockyard which relies heavily on material collected by the Society from before the closure of the yard.

P11. Access

11.1 The Trust will strive to achieve equality of access for all visitors to the site, buildings and structures, and interpretation.

The Historic Dockyard is a complex site that includes a number of significant historic buildings and ships that were designed and built in a manner that makes access for all to individual parts or elements challenging.

The Trust is committed to achieving both physical and intellectual access for all in its widest sense to the Historic Dockyard and as such will seek to undertake adaptation works where required and feasible to accommodate this. The scale of such works varies enormously from the introduction of drop kerbs in pavements through to more significant interventions such as the introduction of lifts or access platforms in buildings such as the Mast Houses & Mould Loft, Hatchelling House, Fitted Rigging House, 3 Slip Clock Tower Building and Commissioners House

The impact of any such proposed intervention will need to be assessed against both the overall significance of the building or site concerned and its specific impact on a particular element of the fabric. If such an assessment concludes that the proposed works fundamentally affected the very factors that made the building significant, alternative physical options will need to be considered or alternative approaches to meeting the requirements to achieve access for all.

5.0 IMPLEMENTATION STRATEGY 2017--22

5.1 Organisation & Structure

Overall direction and control of the Historic Dockyard is exercised by CHDT's Trustees who form the Trust's Board of Management under the chairmanship of Admiral Sir Trevor Soar.

Day to day management of the site is under the control of the Trust's Chief Executive, Bill Ferris who heads the permanent staff and executive team. The Trust's executive team includes senior members of the staff with appropriate specialisms including heritage management, property, museum development, education, visitor services, marketing, finance & administration.

The Trust's executive team are structured into three departments:

- Preservation & Education (responsible for delivery against the Trust's core charitable purposes and the executive 'owner' of this Conservation Management Plan)

- Trading Services (responsible for all commercial trading activity required to support the delivery of the Trust's charitable purposes

- Finance & Administration (including commercial and residential property management)

5.2 Corporate Plan – The Trust's Operating Framework

The Trust's operating framework for the ongoing operation, maintenance and development of the site is contained in its 5 Year Corporate Plan 2016-21 which is updated regularly. This plan reflects the requirements and policies of the Trust's charitable objectives (preservation & education), this Conservation Plan and the need to generate sufficient income to secure a sustainable future for the site.

5.3 Key Conservation Objectives

Key conservation objectives for the period 2017-22 are:

- Secure appropriate levels of funding for the continued maintenance of the Trust's estate including its historic monuments and buildings

- Undertake a programme of planned preventative maintenance across the historic site in accordance with the Trust's rolling 15 year maintenance plan, informed by annual review of individual site and building condition

- Secure new and appropriate uses for remaining underutilised buildings within the dockyard. As identified previously in this plan this work will focus on the Heritage Lottery funded Fitted Rigging House

Project anticipated to take place between Autumn 2017 and Spring 2019.

- Influence any plans brought forward by HCA/Homes England for the development and regeneration of their land adjacent to the Trust's northern border to minimise visual impact on the Historic Dockyard's northernmost historic buildings and structures and sense of arrival to the site.

5.4 Planned Preventative Maintenance

Annual Maintenance Activity

The Trust's approach to maintaining the estate and its buildings is based on the use of a combination of an in-house appropriately skilled labour team and the use of external specialist consultants and contractors with all activity undertaken in accordance with the conservation principles and policies identified in Section 4 of this policy.

On an annual revenue expenditure basis the Trust funds:

- A direct labour team led by the Trust's IHBC accredited and experienced Historic Buildings and Environment Manager, as follows:
  - Assistant Facilities Manager with extensive historic buildings experience
  - Carpenter/works team foreman
  - Maintenance technician
  - Gallery technician
  - Groundsman

- Term Contracts for:
  - Cleaning (galleries & visitor facilities, common areas to tenanted buildings)
  - Waste collection
  - Window cleaning
  - Grounds maintenance

- Programmes of ongoing repair and maintenance:
  - Reactive maintenance
  - Building improvement works
  - Tenant maintenance
  - Utility Repairs
  - Road maintenance
  - Health & Safety works
  - Health & Safety Testing and Inspection
  - Exhibition maintenance
  - Ship maintenance
  - Dock maintenance

- Programmes of Planned Preventative Maintenance
  - Contracted

- Undertaken by own direct labour team

Building Inspection & Condition Reporting

During 2012-13,as part of meeting its Corporate Plan objectives the Trust reviewed its approach to the planning and execution of planned preventative maintenance programmes instituting an annual building condition review and risk assessment which is reported to Trustees on a regular (annual basis). This approach enables both Executive and Trustees to monitor the condition of the estate over time and institute a sophisticated and sensitive approach to prioritisation of resources - matching spend to where it is needed most.

Building Condition Matrix:

A **Good Condition**
In planned preventative maintenance regime
statutory Inspections, M&E servicing, building maintenance

B **Fair condition**
Statutory inspections, M&E servicing, in maintenance regime
Some planned preventative building maintenance regimes extended

C **Satisfactory condition**
Statutory inspections, M&E servicing, in maintenance regime
Some planned preventative building maintenance regimes beyond extension, now due or overdue if significant deterioration is to be avoided

D **Poor condition**
Statutory inspections in maintenance regime
Overdue planned preventative building maintenance &/or M&E servicing now causing deterioration to:

- *structure*
- *significant historic fabric*

E **Very poor condition**
Statutory inspections out of maintenance regime
Overdue planned preventative building maintenance &/or M&E servicing has led to :

- *structural failure*
- *loss of significant historic fabric*
- *failed services*

Risk Assessment Matrix

Impact on people:
(staff, residents& tenants, visitors)

1	low	low risk of impact on people
2	medium	risk of minor injury, slips, trips and falls
3	medium-high	risk of major injury contained by temporary measures

		but in need of permanent repair
4	high	risk of major injury / death

Impact on the Trust's Business
F Risks loss of income greater than £50K per annum

Impact on the Historic Fabric and Environment
H Risks significant loss of fabric Grade II* or above (or equivalent)

Examples

A1. A building in good condition, within planned preventative maintenance regimes and posing no risk to people, or with in a condition that risks damage to the trust's business or historic fabric would be graded

D1FH. A building in poor condition at risk of significant deterioration which is likely to result in significant loss of fabric and become unlettable, thereby reducing the Trust's income from property

Planned Preventative Maintenance Programme– Forward Planning

Following completion of the first site wide building inspection and condition report review the Trust revisited its approach to long term planned maintenance programming for site's historic buildings, structures & environment, historic ships and museum gallery/visitor infrastructure.

A fully revised planned preventative maintenance programme has now been developed that projects future maintenance, repair and renewal costs over a rolling fifteen- year period on an individual 'building by building' basis. This approach takes account a range of variables based on current condition & status; type of construction, materials and decoration scheme – for example the proposed redecoration cycle for lead based painted buildings is longer than that for modern coating systems – rather than using 'blanket' assumptions on redecoration and maintenance cycles. The programme will be reviewed each year following completion of the annual building condition review and used as the basis for decision-making on future year maintenance priorities and spending

The programme also sets targets for the development of sinking funds to cover long-term renewal costs related to the Trust's museum galleries, historic ships and visitor facilities.

5.5 Tentative List World Heritage Site

In 1998 and 2011 the Historic Dockyard was included within a larger 'Chatham Dockyard and Its Defences' site placed on the UK governments Tentative List of Sites for potential future nomination as a World Heritage Sites.

In 2011-12 work was undertaken by Medway Council, English Heritage (now Historic England) Chatham Historic Dockyard Trust and others to review the site's significance and put in place further measures to protect the site's significance

This work resulted in

- a greater understanding of the significance of the Historic Dockyard and its relationship with adjacent Chatham Dockyard & Defences sites

- Adoption by Medway Council of a range of planning arrangements to protect the Chatham Dockyard & Defences site from the adverse impact of adjacent development

- the provision of much enhanced interpretation for the Historic Dockyard and of the wider Chatham Dockyard and Defences sites as part of the Command of the Oceans project

- HLF funding awarded to Medway Council & Fort Amherst for their Command of the Heights project to secure further conservation and interpretation at Fort Amherst and adjacent to Gun Wharf.

5.6 Liaison with Statutory Authorities

Routine liaison meetings are held between the Trust and representatives of Historic England and Medway Council to monitor and discuss matters relating to the repair, maintenance and development of the site.

For many years the Trust operated a minor works standing consent system with English Heritage & DCMS enabling a range of routine minor repair tasks to be undertaken under agreed procedures and notice periods.

In May 2016 a new Standing Consent was agreed with Historic England and DCMS based on the model developed in April 2015 by Historic England, English Heritage and DCMS for scheduled monuments in the National Collection as now managed by English Heritage. This new Consent will govern the Trust's future management of maintenance and minor repair tasks nd remains highly important in enabling day to day repairs and maintenance to be carried out in an appropriate and timely manner.

As freehold owner the Trust also seeks to act as the interface between the statutory authorities in respect of issues to do with building repair and maintenance and any other activities or proposals which might affect the protected status of the buildings or designation of the site as a conservation area.

5.7 Review

The Conservation Management Plan will be reviewed at regular periods by the Trust as follows:

- Implementation and management strategies will be reviewed on an annual basis through the medium of the Trust's Corporate Plan.

- Individual assessments of significance and character will be reviewed prior to any major works or adaptations that might be considered that might affect an individual or group of buildings

- Policies & Overall assessments of significance and character on a 5 year cycle, or earlier should need arise.

The whole plan will be subject to a review at 5 yearly intervals, the next review being due in 2022/23