

# Newsletter

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COTAC  
CONFERENCE  
ON TRAINING IN  
ARCHITECTURAL  
CONSERVATION

## INTRODUCTION

Best wishes to all our readers for a happy and successful 1996.

This issue reports on the worthwhile experiences from involvement in the Interbuild Exhibition and our International Conference held at the National Exhibition Centre, Birmingham last November. It is interesting to note that the Restorex/Refurbex exhibition has agreed to run alongside Interbuild at the NEC, Birmingham in 1997.

John Taylor updates us on the development to date of Bath, the newest Network centre, composed of a diverse and comprehensive group of members and describes how it is hoped co-operation will evolve over the coming months. Victoria Salter a former student of the Decorative Crafts course at the then Lincoln College of Art, now the School of Applied Arts & Design of De Montfort University Lincoln, shares with us the tribulation and excitement of launching a self-employed career.

We have Professor John Worthington's thought provoking review of the "Professional Future for Architecture and Educational Responses", given as his inaugural lecture at the Institute of Advanced Architectural Studies, York last November. Keith Sanders, a Churchill Fellowship recipient gives an abbreviated account of his travels in Europe, the first part of his study of conservation training. This will be followed in a future issue by his experiences from the eastern states of the USA.

ICI Paints arranged what they intend as the first of a series of architectural conservation days with short presentations followed by visits to places of interest. For the visit in October we were shown around the work on Westminster Abbey.

A relatively new course, the MSc in Construction Refurbishment Management at the Bartlett School of Graduate Studies, University College London is described for us by the

Course Director, Mr Peter McFadzean-Ferguson. This course has a number of interesting facets particularly the strong seminar/project/presentations bias and the major input and involvement from industry practitioners.

We are pleased to confirm the success of the King's Cross, Single Regeneration Budget bid in which COTAC is a named partner with many of the organisations that worked on the **set95** open week at St Pancras Chambers last March. It is intended that this will provide the opportunity to develop the embryo London Network/centre, by providing conservation site exposure on a range of courses from schools to post-graduate.

We include details of other seminars, conferences, exhibitions and courses, including the Restoration 96 exhibitions at Baltimore, USA in March and Amsterdam in October, the Natural stone Show, the Museums and Heritage Show, the ICOMOS International Wood Symposium in April, Woodchester Mansion stone repair and lime courses, two

Bournemouth University Symposia, Wealden Downland Museum education programme, Fort Brockhurst Master Classes, De Montfort University Conference on Lottery Funding for Historic Public Parks, IAAS Conservation of timber and stone courses.

We are always pleased to publish information on forthcoming events so if you have any of your own that you would like us to promote or know of others, please let us have details.

Copy date for next issue Friday 12th April. It would be much appreciated if contributions could be word-processed and submitted on 3.5" computer floppy disk, ideally in WordPerfect 5.1/6.0, Microsoft Word 6.0, ASCII or compatible format.

Graham Lee



Computer modelling - City of Bath plan.

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# THE BATH CENTRE FOR CONSERVATION OF THE URBAN ENVIRONMENT

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## INTRODUCTION

In 1993, COTAC began working with potential partners in Bath and the West of England on plans to form a co-operative network, drawing on the considerable expertise available and excellent facilities in a culturally rich and diverse sub-region. It was envisaged that this network would take advantage of the unique opportunities and challenges presented by the World Heritage City.

The term 'centre' is used as a shorthand description for the collective entity. The emphasis is much more on co-operation than the creation of a new, stand-alone institution. Even when the plans are fully implemented, it is envisaged that the centre itself would provide only modest exhibition, seminar and information facilities, based for example in a small shop or as an adjunct to a museum, but its principal function will be to co-ordinate a joint programme and help to promote the activities of its members.

As it has evolved, the essence of the concept is that, by harnessing the strengths of each of the partners, a comprehensive programme of activities can be sustained covering the full range of urban design, conservation and management issues with the minimum of additional resources. Major capital expenditure will be avoided, most contributions will be in kind, and, in general, cash support will be required only for unavoidable additional costs of running the joint programme.

## OBJECTIVE

The objective is to establish in the West of England, centred geographically in Bath, a nationally and internationally recognised focus for the management and conservation of historic urban environments, which would also meet more general regional and local needs for education and training on broader conservation issues.

## PRINCIPLES

The concept is based on a multi-level, multi-disciplinary model, developed by the partners. It is best described by setting out the principles which they have agreed should govern their activities:

### *Widen the Notice of Conservation*

Conservation is perceived by many as preserving the past rather than applying traditional skills to enhance the current environment. Furthermore, conservation activity must encompass wider cultural, economic and 'green' environmental issues to ensure an integrated approach to planning for the future.

### *Partnership.*

The Centre must complement, not undermine the viability of existing institutions or established initiatives.

### *Maximum Management Overheads.*

The bulk of activity will be undertaken in existing facilities and managed by the partners concerned. The management of the Centre itself would comprise a small co-ordination team and any additional administrative staff needed to manage specific facilities such as an information centre. In the initial stages, the Centre would probably be based in an existing facility.

### *Multi-Disciplinary.*

The Centre must encourage greater co-operation between the many disciplines involved in conservation. It should not be tied to one particular interest group.

### *Multi-Level.*

The Centre will operate at local and regional levels across the full spectrum of conservation activity, and at national and international levels in areas of specialist expertise. The application of this principle is developed below in discussion on activities.

### *Sustainable Tourism.*

Tourism is a major source of income throughout the region, yet its impact on both the urban and rural landscape is often in direct conflict with prudent conservation and environmental policies. The Centre would promote research into viable strategies for sustainable tourism.

### *Strong Research Base.*

Education and training must be firmly linked to the issues confronting current practice and research into them. A strong research base is essential to maintain up to date academic and technical expertise and as a means of attracting sponsorship for research projects.

### *Self-Sustaining.*

While external sponsorship for core funding would be required in the initial stages, the Centre would aim to be self-sustaining in the medium term. Income would be generated from a combination of: subscriptions from partners, recognising the added value of increased activity and of opportunities for greater co-operation in the use of specialist expertise and facilities; a proportion of income from specific joint projects promoted by the Centre; and contributions from specialist services and trading activity of the Centre itself.

## PARTICIPATION

At the international level, it is envisaged that the Centre will play a leading role in the European Foundation for Cultural Heritage Skills and co-operate with other institutes in the associated European Network.

At the national level, the centre will maintain close links with COTAC and the English Historic Towns Forum and co-operate with other regional members of COTAC's UK network.

At the regional level the principal participants are those 'partners' who have agreed to contribute financially or in kind to the activities of the Centre and to co-operate in providing the full range of expertise and facilities required to meet its objective. These partners are listed below;

- Bath City Council.
- City of Bath College of Further Education.
- Bath Preservation Trust.
- Bristol University.
- Buildings of Bath Museum.
- Cheltenham and Gloucester College of Higher Education.
- University of Bath.
- University of the West of England.
- Oxford University/Oxford Brookes University.
- Woodchester Mansion Trust.

The active involvement of other regional bodies, local authorities, industry, professional practices, training and enterprise councils and the regional arms of national bodies will also be encouraged through fee paying membership.

The Centre would maintain contact with conservation trusts and amenity societies serving local communities in the region and help to promote and support local conservation projects, be they sponsored by local government, the private sector or voluntary bodies.

## ACTIVITIES

At the national and international level, the Centre would aim to become an acknowledged centre of expertise in the cultural, economic and environmental aspects of sustaining towns and cities, conservation of historic buildings, historic town planning and urban landscape ecology.

Within the UK, the centre would also provide a regional focus in the West of England for co-operation on a broader range of conservation, including rural countryside issues and their relationship to the well being of communities in towns and villages. This 'regional network' would support and promote local initiatives in Bath, Bristol and elsewhere within the region, thus maintaining firm links with the community and providing practical, 'grass-roots' experience which can be fed back to the work of partners in the Centre.

Specific areas of co-operation include:

- Promotion of the expertise and facilities available.
- Co-ordination of joint activities.
- Education, including seminars, conferences, exhibitions and public information leaflets.
- Encouraging the development and promotion of conservation training courses.
- Support for the maintenance of historic buildings.
- Research and joint bids for funding.
- Nurturing community projects.
- Awards to encourage and reward local initiative.
- Resources information, including sources of expertise,

materials, technical publications and other reference documents.

- Database of information on listed buildings and records of historically important gardens and landscapes and on regional conservation projects.
- Specialist services, particularly where it would clearly be uneconomic for one partner to create or duplicate expensive facilities.
- Trading and marketing activities.
- The promotion of cultural tourism.
- The creation of facilities for visitors.
- The provision of Meeting and Conference Facilities.

A major strength of the proposal is the ability of the Centre to draw on a unique combination of facilities and expertise in a culturally rich and diverse region, with large conurbations, many small and medium sized towns, a profusion of historic buildings and a particularly wide variety of landscapes. The region includes:

- The major cities of Bristol and Bath and the surrounding 'middle landscape';
- Gloucester, Cheltenham, the Severn Valley and the Forest of Dean;
- The Cotswold and West Oxfordshire;
- Wiltshire, with its several distinctive districts, the City of Salisbury and the pre-historic sites of Stonehenge and Avebury;
- The wetlands, the Mendips and the former colliery communities of North Somerset;
- And it has continually strengthening links with South Wales, an area of regeneration and considerable growth following the decline of its heavy industries in the 60s and 70s.

## WHY BATH?

With the city geographically confined within the ring of surrounding hills, the pressures of severe traffic congestion and high-volume (but not all high-value) tourism, a large number of redundant historical and industrial buildings, problems of affordable housing, and many inner-city businesses affected by the recent general economic downturn, Bath reflects all the challenges of many urban environments within one, uniquely well-defined boundary.

Bath already has a strong international reputation for the quality of its architecture and the broad range of its cultural activities, particularly in the performing and visual arts, all of which are inter-linked with its unique urban status as a world heritage site. And, it is well placed geographically at the centre of the region.

## CO-OPERATION IN ACTION

The partners in the Bath Centre proposal have already co-operated in the organisation of various collaborative activities and events, demonstrating the viability of the concept. Of particular significance have been:

- Two series of conservation training courses organised by the Building of the Bath Museum and the regional office of

the Royal Institute of British Architects, based in Bath, in 1993 and 1994;

- Ongoing practical conservation training using the unique facilities of the Woodchester Mansion Trust, and building on the success of the excellent stonemasonry courses run by the City of Bath College;
- The Interphil Colloquy held in June 1994, based in the Building of Bath Museum with major contributions from other regional partners, including a civic reception in the Roman Baths, visits to historic properties, the witnessing of innovative community projects, and cultural events arranged with the assistance of the Bath Festivals Trust;
- A 3-day public exhibition of conservation techniques providing information and advice on problems affecting the conservation and management of historic buildings. This event was staged at minimal cost and was made possible only by the successful collaboration of interested parties. It was a great success, confirming a principal role of the proposed permanent centre.
- Bath hosted the English Historic Towns Forum, "Sustainable Cities Conference" in June 1995 and the ICOMOS "Sustainable Tourism Conference" in October.
- Following on immediately from the ICOMOS Conference, with many delegates attending both, principal partners organised and hosted a Council of Europe International Meeting of Experts to explore the role the Bath Centre would play within the new European Foundation. The positive outcome of this meeting is discussed in more detail later.
- Four of the partners were directly involved, alongside other COTAC network members, in the Quality in the Built Environment feature at Interbuild 95, demonstrating to a national and international audience their commitment to and expertise in supporting increasing demand for the conservation and maintenance of older buildings and for traditional skills in sensitive new build.
- A small team is visiting Hungary in February to develop with international partners a pilot project for a summer

school on urban design and management of historic urban environments, under the auspices of the Council of Europe. The Bath Centre's input would probably be linked with plans for a biannual architecture festival, another project likely to involve all the regional partners.

These joint activities were, of course, in addition to the pre-existing programmes of the individual partners concerned. The partners are already engaged in the planning of a number of other projects, including practical courses in conservation skills at the mastercraft level and a course for site managers of conservation projects. Also of direct relevance, are plans, now well advanced, for the creation of an environment centre, which would provide input to the work of other partners on sustainability issues.

Within the context of the COTAC conservation network, the Bath partners are also developing strong links with the cities of Dublin and Edinburgh, both of which are also notable for their rich heritage of Georgian architecture.

## THE EUROPEAN DIMENSION

The meeting of a Group of European experts, held in Bath on 6/7 October 1995 was convened by the Council of Europe, to consider proposals for promoting an integrated, multi-disciplinary approach to the management of historic cities and to explore possible mechanisms for co-operation between European partners. It was chaired by Daniel Therond, Principal Administrator of the Cultural Heritage Division and brought together specialists from ICOMOS, COTAC, IAAS York, Historic Scotland, key proponents in the Bath network, and from institutions in Slovakia, France and Hungary.

It was concluded that the City of Bath had demonstrated a degree of integration in its City management, which the experts present agreed represented a unique example of the multi-disciplinary approach advocated. It was agreed that this could form the basis of a common methodology, filling a gap in this area identified at the Bruges Conference.



Example of computer generated cityscape by University of Bath.

It was felt that, initially, the exchange of information and experience should take the form of a series of case study programmes, each of 7-10 days duration. In each case, the host city would prepare background briefings and provide the necessary information to allow multi-disciplinary teams of delegates to study options for tackling real problems in a real context. These deliberations would be a vehicle for exchanging ideas and promoting a greater understanding of the issues involved; they would not be a definitive solution, although it is hoped that they would be of value in helping the host cities to formulate their own management strategies.

It was agreed that participation should be at two levels: at the higher level, experienced professionals and administrators representing the spectrum of disciplines, selected senior political figures, and at a lower level, post-graduates with about 5 years experience (sufficient to have confidence in handling the issues, and sufficient for nominating cities to have assessed their potential to benefit from such a programme of study).

It was acknowledged that senior managers could spare only limited time, and would probably join the study groups after the initial briefs and preliminary work had been done, and then act as mentors and expert advisors in working up specific solutions.

It was acknowledged that the partners in Bath had an established team and were willing to invest further time and resources in developing the proposal. It was agreed therefore that they should take the lead in co-ordinating a pilot programme, based initially in Bath but progressively seeking active involvement of European partners. It was envisaged that this programme would involve two case studies in the first year, Bath and one other European city, probably in Hungary; a wider involvement in the second year and, in the third year, a conference to assess the results of the pilot study programmes and make recommendations accordingly.

## CONCLUSION

The Bath Centre is an exciting and innovative concept. It is not a homogenous, stand-alone institution, but rather a means of capitalising on existing facilities and specialist expertise to promote an integrated approach to conservation. It is a flexible arrangement, with individual partners coming together for specific projects, but there will be considerable "read across" between projects, and this cross-fertilisation will be encouraged.

It is inevitable that one step has to follow another and that all initiatives cannot be pursued in parallel. As it has evolved, the initial focus for joint activity has been on professional rather than vocational training, but excellent work continues on the skills front and many bi-lateral links have already been established which auger well for greater co-operation in the future. An excellent track record has already been established, and sufficient funds have been raised to help underwrite specific joint projects.

In all this COTAC has been the catalyst, and the achievements to date reflect the benefits of co-operation which it has done so much to foster through its national network activities, with the benefit of the collective expertise of COTAC's standing conference members and its international contacts.

*John Taylor, January 1995*

## REGIONAL PARTNERS

### *University of the West of England.*

With a range of courses on urban planning, building surveying and construction management themes, and approaching £1M external research funding in these areas, the School of Built Environment is a major source of relevant expertise in the urban environment. It maintains close ties with the City of Bristol and it will act as the focus for the Bath Conservation Centre's links with the Bristol Architecture Centre, and other local Bristol initiatives.

### *Bristol University.*

The Department for Continuing Education was one of the earliest providers of conservation training at the professional level and has, more recently, diversified to encompass sustainable tourism issues, an area on which it will take the lead in the activities of the Centre.

### *Cheltenham and Gloucester College of Higher Education.*

Currently moving to university status, the college has invested heavily in its Department of Countryside and Landscape. This department has an impressive portfolio of undergraduate and post graduate courses, consultancy and research work. The College will provide the main input to the work of the Centre on urban landscape and urban ecology issues and on the relationship between towns and their surrounding countryside.

### *University of Bath.*

With an integrated school of architecture and building engineering, Bath University also hosts the Centre for Advanced Studies in Architecture (CASA), which has accumulated significant expertise in computer-based urban environmental modelling techniques. It is keen to expand its research base in urban environmental issues and to forge closer links with the conservation work of the Bath Preservation Trust.

### *City of Bath College.*

The City of Bath College has a long-established, national reputation for its stonemasonry and other craft courses. It is keen to develop its expertise in running courses for project managers and supervisors of traditional craft skills.

### *Woodchester Mansion Trust.*

The Trust maintains an unfinished Victorian mansion as a living demonstration of traditional building techniques and it provides a unique resource for the support of regional conservation courses.

### *Bath Preservation Trust.*

As well as its principal objective of protecting the fabric of Bath, the Trust maintains two internationally acclaimed building museums and a conservation resources centre; and it is a major sponsor and provider of conservation courses, lectures and educational material.

### *Bath City Council.*

Bath City Council has recently implemented a number of pioneering policies for improving the urban environment, including pollution control, traffic management, re-use of redundant buildings, and a comprehensive landscape management strategy. It has forged strategic alliances on innovative environmental education and research projects with regional institutions and amenity societies, the Conservation Centre project being a logical extension of this process.

### *Oxford/Oxford Brookes University.*

The Department for Continuing Education currently cooperate in the provision of post-graduate courses in conservation. Both have expressed a wish to be associated with the Bath project, although the precise form of participation has yet to be defined.

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## INTERBUILD 95 19-24 November 1995

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There is a similarity in the approach needed to achieve good quality work both for conservation and urban regeneration, in addition almost half the construction industry's output is now in repair and maintenance of existing buildings. As a result COTAC and BURA agreed to work together to promote an exhibition and conference on **Quality in the Built Environment**. This coincided with the centenary of Interbuild whose organisers were consequently very supportive of the concept, keen for the partners to be involved at the National Exhibition Centre, Birmingham and offered comprehensive assistance. The proposal also complimented the Department of the Environment's (DOE) initiative of "Quality in Town and Country" and so received strong support from the Department, a letter of

Day 1 morning was chaired by Lord Jenkin of Roding, President of BURA who set the agenda, reminiscing on his early days in the building industry as a labourer and highlighting the ground-swell of appreciation of the need for quality. This was picked up in the keynote speech from Robert Jones MP, Minister for Planning and Energy Efficiency with the DOE. He recalled his first question as a member of the select committee that he asked the then Mr Patrick Jenkin, Environment Secretary – "Whether he accepted the principle that sometimes a town becomes full-up with no room for further development?" This is a principle Robert Jones had been wrestling with ever since, the conflict between requirements for ever more building and the need to preserve the present environment. The minister



*COTAC/BURA Stand*

endorsement from the Secretary of State, John Gummer and a visit to the stand, by him during his walk-about following official opening of the main exhibition.

We shared exhibition Hall 7 with the Skillbuild competition, in which top apprentices from around the country compete in craft trades. The best are presented with awards and entered in the International Skill Olympics as Britain's representatives. At the COTAC/BURA end of the hall a series of static displays were arranged by many national, professional and educational organisations, including COTAC/BURA themselves, representing their Network/corporate members. In addition the series of Mastercraft demonstrations of carving, lead and copper work, thatch, timber framing and tiling attracted large audiences throughout the week.

The International Conference was held in the Concourse Suite across the Atrium from Hall 7. This event was arranged as a series of self contained elements linked under the overall theme of **Quality in the Built Environment** allowing delegates to attend part, or all of the three days.

confirmed his delight with the conference theme and noted how well this linked to the DOE initiative.

He outlined the main features of government's town and country policy and the objectives for specific programmes within this framework. Mr Jones confirmed the new emphasis on quality for four reasons: because quality of the built environment affects everyone's quality of life, it attracts business and investment



*From left: Robert Jones MP, Lord Jenkin of Roding and Trevor Osborne, in question session.*

leading to a potential, positive spiral. It supports sustainable development and finally the projections for increased households in the next few years will need higher density developments in existing urban areas, which to be acceptable, should be of high quality and design. This requires a particular part to be played by professionals, builders and developers to convert principles into action and show the community that development can be a force for good, partnership and collaboration being key to success.

Trevor Osborne the Chairman of the Urban Villages Forum applauded the progress from the obsession with styles of architecture in the past, to now the issues of appropriate and sustainable quality of the environment, not just buildings, and hence to the quality of life. He emphasised the challenges facing government, professional and the building industry noting that good design may require higher capital cost initially, but this will be preferable to the high ongoing costs arising from the inappropriate designs of the past. In the long term this will be more economical. He suggested that sense of place, human scale and design for people were important, traditional materials could sit comfortably side by side with sympathetic modern designs and that mixed use development gave vitality to the urban village.

Tony Wheel the Operations Director of Tarmac Construction, asked how quality can be measured, what premium it can command and then ran over a series of antitheses emphasising the adaptability and flexibility of buildings, outlining the implications of mixed use on property owners and pausing on issues like landscaping, accessibility, parking and energy efficiency.

Peter Johnson, a Director of Redland, spoke of the quality materials, of cost trends, environmental considerations both in production and use, the trade off between durability and maintenance, domestic sourcing against international, the impact of technology and the availability of traditional materials for refurbishment and sympathetic new build.

The morning session was completed by Paul Sheperd, the Chairman of the Building Employers Confederation who dwelt on the quality of skills, covering problems of industry image and the recruitment of best talents. He went on to consider the implications of greater emphasis on conversion and refurbishment versus new build, the availability of traditional skills for maintenance, repair and restoration of old buildings and the use of traditional materials in new construction. He concluded by looking at the capacity of the industry to invest in the required skills base, the availability of training provision and the implications of the European Union on training and the labour market.

We had a change of Chairman for the afternoon with The Rt. Hon Peter Brooke, COTAC Chairman conducting proceedings in place of Lord Jenkin who had to return to London. The theme for the afternoon progressed from **Quality in the Built Environment** of the morning to **Profiting from Quality**. By good fortune Colin Harding, the Chairman of George and Harding of Boumemouth opened the afternoon by picking up where Paul Shepherd had left off, in speaking to the industry's strategy for survival specifically by addressing its image. He gave a comprehensive and concise account of the history of building in this country and went on to detail the process and outcomes to date of the Latham Report, especially that of Working

Group 7, on which he had served.

Mr Simon Pott, the President of the RICS spoke eloquently of the economic returns from our heritage through tourism but then turned the issue round in looking at the implications behind the ownership of a listed building. He described the work jointly funded by the RICS, English Heritage and the Department of National Heritage on both the problems and the comparative returns that ownership of a listed building can confer. Mr Pott is in agricultural practice and made a pertinent point from his particular background speaking about planning, very much a 20th century concept, and the layout of Bury St Edmunds, now his home town, which was to a 12th century design. He emphasised the interactivity between client, professional and contractor, to which there was a return in the questions later.

Ingval Maxwell, the Director of Technical Conservation, Research and Education of Historic Scotland brought home the salient advantage of the exclusiveness north of Hadrian's Wall with a most illuminating slide presentation. This showed a detailed analysis of the decline in domestic Caledonian sources of traditional materials, with all the economic and conservation consequences with particular reference to stone and slate. The reduction in Scottish stone quarries from 1200 in the last century to 19 today was most alarming, whilst Scottish slate has not been quarried since 1950. Mr Maxwell noted that concrete tiles place twice the load on a roof structure that slates do. He highlighted also the effects of man-made cleaning as well as those of



*Master craft demonstrations (above and below).*



nature through the weather and at least one member of the audience was excited by the possibilities of CAP set aside, to the production of thatch.

Peter Johnston, with a "t", the Chairman and Managing Director of Anelays of York and Deputy Chairman of the Heritage Building Contractors Group, appositely identified one extra stone quarry in Scotland which had not been on Mr Maxwell's chart, York of course being the historic base for English operations towards Scotland. He then spoke of the necessity for coherent standards if tendering for heritage work was to be an acceptable and effective instrument. He also made the point that if work is sub-contracted in the heritage field, quality controls can slip with the longer line of command. Mr Johnston suggested that those trained in heritage skills are not always well suited by concentration on detail if heritage work drops off and they are required to do more conventional and competitive tasks.

Finally Ted Willmott the Chief Executive of the Construction Industry Training Board, matched Mr Harding's conciseness and comprehensiveness in his account of the Board's work and in the process graciously paid tribute to COTAC's contribution. He outlined the background, with the intense fragmentation of the industry and its inherent uncertainty. Going beyond Latham he described the Levine Report on government procurement and predicted in measured military language the "something rough would happen to the industry in the next 10 years". He concluded with reference to the proposed pan-European Site Managers Course which formed a useful bridge to the second day with its major input by speakers from mainland Europe.

A lively questions session included reference to the CITB Curriculum Centres and Construction Partnerships with the need to awaken schools and children to the industry earlier, the possibilities of linking grant aid to reopen closed material sources e.g. quarries. Also the major training requirements for work on the large majority of historic buildings which are not listed at all or at grade II, the need for professionals to work closely in a team on conservation and the problems of obtaining quality roof tilers.

The Chairman brought proceedings to a close on time before setting off for London in order to be in the Houses of Parliament to vote later that evening, whilst most delegates repaired to the hotel for a wash and brush up before the COTAC dinner. This was a convivial affair with our Vice-Chairman Mr Donald Insall taking charge of the official matters at dinner and providing a worthy introduction to our after dinner speaker Professor Ronald Brunskill. Professor Brunskill gave a witty and amusing address, reminiscing on his up-bringing in Manchester and taking as his main theme the Manchester Corporation Act, a birthday present to him instead of the cricket bat he would have preferred, due to the rigours of wartime UK. He may have played cricket for England instead of all his service to the cause of conservation, if things had been different!

Day 2 dawned and we are most grateful to Peter Brooke who despite the rigours of a late night sitting in the house rose very early and was in place on time, courtesy of British Rail, to provide the continuity with a brief review of Tuesday's presentations. From consideration of the macro picture on the first day,



*Bricklaying – Skillbuild competition.*

the theme for Wednesday was **Providing for Quality** and concentrated on education and training in the UK and introduced a European flavour with presentations from a number of colleagues from abroad.

Richard Larcombe, Deputy Chief Executive for Development at the National Council for Vocational Qualifications (NCVQ) set the scene by reviewing the current situation with S/NVQs, the national occupational competence standards. He noted that when first started, S/NVQs concentrated on the lower levels which had perhaps given the higher levels a bad image. There are 5 levels and they are very much in the business of adding value. They require a balance of knowledge, usually from the learning centres and performance evidence usually from the workplace. Mr Larcombe mentioned the success of a partnership of six chartered institutions in the sector agreeing to jointly award the Project Management NVQ at level 5, an extremely demanding qualification. For building conservation there are currently four main thrusts: conservation site management and control, both qualifications at level 4; conservation advice, although the form and level for this has not yet been finalised; and facilities management, which has just begun development. He noted that S/NVQs are currently undergoing a major review so in effect our national education and training system is subject to a major overhaul. He felt that by continuing to work in collaborative partnership we will all achieve our aims.

John Fidler, Head of Architectural Conservation at English Heritage conjectured on his topic of Standards and Accreditation that our historic built environment is a finite, fragile and sensitive resource which can only be preserved for the future by the correct blend of skills and experience. He suggested that knowledge of traditional materials and practice are in rapid decline, that everyone is suddenly an "expert" and that very often it is symptoms not causes that are treated. Investment and letting cycles have accelerated so that fragile buildings are often altered too frequently and there remains much to do in terms of conservation standards. Mr Fidler noted that the large quantity of literature available, makes selection of what is relevant difficult. International charters form a useful reference, although many of these are in need of updating. English Heritage produce a number of documents and the principle of the new Code of Practice is welcomed as a major step forward. He suggested





*Roof tiling – Skillbuild competition.*

that market forces in education and training may have given rise to too many conservation courses in the UK. In terms of helping the situation he referred to the English Heritage training facility at Fort Brockhurst near Gosport, the current negotiations with consultants for the provision of training manuals and through COTAC the involvement in S/NVQ development.

Professor Charles McKean, Head of the School of Architecture at Dundee University supported many of John Fidler's comments in looking at Professional Accreditation i.e. at level 5. He proposed that this was required mainly by expert clients and was driven by the major conservation bodies which felt skill levels too low. He noted a number of problems; how to attract the ordinary professional's attention, how to achieve a guarantee of knowledge and who to accredit, individuals or firms, the issue is fundamentally one of quality. He cautioned however against an exclusive elitism which could discourage potential candidates to the cause of conservation. He suggested that as well as the knowledge and performance criteria dealt with in S/NVQs, understanding should be added and the ability to cope with change and make it creative. In an attempt to resolve the problem Professor McKean suggests the introduction into undergraduate courses of an understanding of materials, cultural and architectural history, respect for the past and that the second degree could offer a combined conservation option. With regard to what further is required since the majority of professionals will not be specialists, CPD and distance learning may be the answer, practical work is essential and there should be some intensive interactive work at a one or two week course possibly a summer school. He noted that the concept of the Atelier may be useful and a survey of existing courses seems necessary.

Vitor Dias from CENFIC building training centre in Portugal commenced the contributions from our mainland European colleagues, reviewing for us the situation in rehabilitation and reconstruction in his country, focusing on the particular experience of CENFIC. They have worked in small networks with local authorities and job-centres on de-centralised training, of which the squares in Lisbon had been particularly interesting examples using multi-disciplinary teams. Mr Dias echoed Professor McKean's note of caution about the creation of an elite group of experts in conservation, deterring the young and others from entering the sector and proposed a more open approach. Since there are many European countries that have been working in

conservation for much longer than Portugal, he has arranged a number of trans-national networks to learn from others, the first for the training of trainers with South Birmingham College. One of the main projects currently in Portugal is the creation along the lines of the COTAC model, of a network called Regenera to encourage schools, training centres and universities to work together.

Professor Andre de Naeyer from Antwerp University shared with us the scene in Belgium suggesting that the built environment illustrates the cultural identity of society and compared the strictly planned towns in Holland with the uninhibited approach of Belgium illustrating perhaps a difference in national mentality. Landowners have been free to construct whatever they chose on their land without regard for common good, that was until the late 60s when attitudes began to change, promoting quality in architecture during the last few years. There has been a growing conservation movement and the recent Open Monuments day attracted 10% of the population to visit a site. The three regions of Flanders, Walloon and Brussels promote their own monuments reflecting social and cultural identity, protection policy has intensified in the last few years and an improved financial and legal climate exists. Professor de Naeyer proposed that quality has to be guaranteed at three levels, academic, undergraduate and craftsman and he noted that the recession had caused many larger firms to take an interest in conservation with problematic results. He briefly reviewed European programmes highlighting the successful COMETT seminar between Ghent and Bournemouth Universities in the summer.

Dr Elizabeth Kovaks, Deputy Head, National Board for the Protection of Historic Monuments in Hungary told us of 2000 years of her country's architectural heritage, its major destruction three times during its history and the explosive growth of population in urban areas in the 19th century. Local stone was used extensively during this period due to prosperity and its abundance. A comprehensive listing system exists for buildings and areas, with first legislation established in 1881. The National Board has wide ranging responsibilities including scientific, art, research, library and archive, and Dr Kovaks felt that the scientific and professional protection are well organised but not that well financed. She confirmed that education is seen as important to enlist the support of the young, society and owners. Young people's voluntary organisations, including the "Association of Defenders of Towns and Villages" which survey and document local architecture and "Guardians of our Heritage" who work together for a year practising traditional craft skills have been particularly successful.

Mr Bernard Pasquier, Secretary General of CCCA-BTP the French building apprentice training organisation reviewed building training in France and the state of the industry. He outlined three main characteristics of construction training, initial for young executives on entry to the industry, mid career for mature candidates and initial for the young either by apprenticeship or in educational establishments. He noted that about 9% of the working population are involved in construction, that France suffers from fragmentation similar to the UK with the majority employed by small firms and that approximately 50% of the work is in maintenance, renovation and rehabilitation. Mr

Pasquier confirmed that there had been a marked search for quality since 1980. Vocational training is organised by three bodies set up by employers and federations, CCCA-BTP for initial vocational training for production and site personnel, GFC-BTP the in-service training group for firms with more than 10 employees and FAF-SAB, the training insurance fund for craftsmen. He explained that the training is financed by levies on the firms similar to the UK. It is interesting to note that apprentice training has increased in France during the last few years despite the recession, with employers choosing to increase their staff's skills, bring down their average age and that this may have been helped by an initiative "Train rather than make redundant".

George Petrou, Executive Director with DIMITRA had the unenviable task of presenting the Conservation scene in Greece to a hungry audience in the last session before lunch. He explained that his institute is non profit making and provides a national training centre in the Thessaly region of mainland Greece, at Larissa with a separate department set up two years ago to deal with conservation. Mr Petrou outlined the history of conservation in the country including the restoration of the mosaics at Daphni by Francesco Novo, the periods of the Painters and the Restorators and explained that formal recognition of conservation, training and certification are relatively recent in Greece and that even today there is no unified national system. The first diploma in Restoration and Conservation was offered from the Technological and Educational Institute in Athens in 1989, a four year course involving 6 months practical work, at least this began official recognition of the role of conservator/ restorator. In addition a number of workshop sites now exist, offering mainly craft training but much work is still done by self taught craftsmen, who are not training apprentices and a major shortage is expected in the next few years. Responsibility for Restoration and Conservation are under the Ministry of Culture split into three periods, before 313 AD, 313-1850 and after 1850. Projects less than 200 sq. m are authorised by the Regional Archaeological Council, those over 200 sq. m by the National Council.

After lunch two workshop groups discussed topics led by a chairman/reporter who later relayed their conclusions to the assembly. The first group to report led by Mr Ian Constantinides, Director of St Blaise Contractors considered:

"Benefits of co-operation between trainers and firms on site".

He confirmed that 90% of the Group were concerned with conservation and hence the discussion was oriented to this rather than new build. Three key areas were identified, that insufficient funds are available so the best use must be made of those that are, a multi-disciplinary, holistic approach is best and that knowledge and understanding are transferable from both sides, craft/professional and vice versa, each learning from the other. Without doubt the experience of co-operation between trainers and firms on site is beneficial and increasingly necessary.

The other group led by Ingal Maxwell of Historic Scotland discussed " Demand - Who needs training in conservation and restoration and how is this funded? Core training and options. What disciplines? What level? How to progress between levels? International comparisons"

Mr Maxwell explained that the possibility of Millennium funding and awards had been added as a background to the discussion topics. A critical point for conservation now was felt to be the 50% of total construction spend and the continuing shortage of trainees. The group concluded that training is required at all levels and all disciplines in conservation and that the industry needs to market itself more including to schools. The S/NVQ structure was felt to provide the opportunity to progress between levels, that in some cases this may be down as well as upwards and that flexibility is the key. The international dimension provides useful comparative lessons and it was agreed that we should maintain our links, to work in unison and learn from each other.



*Working group – benefits of cooperation between trainers on site.*



*The other working group.*



Peter Brooke MP (left) and Daniel Therond.

Mr Daniel Therond, Principal Administrator, Cultural Heritage Division, Council of Europe which now has approaching 40 member states, proposed that "Quality in the Built Environment" might have been the Council of Europe's motto for the last thirty years. He recalled that the image of building craftsmen and crafts were key words from the workshop sessions. Mr Therond illustrated the work of the Council including; improving national legislation, establishment of networks to promote heritage skills and encouraging integrated conservation and sustainable development. He went on to describe the professional/technical co-operation and advisory missions, the promotion of training, and provision of directories/databases. The recent establishment of the European Foundation for Cultural Heritage Skills is seen as an instrument for joint action with the EU leading to further roles for the Council in training, information communication and awareness raising. As specific examples he noted the first European symposium for architectural heritage trainers in Paris this April, technical support for the setting up of training programmes in the Czech Republic,

Hungary and the Baltic States, and launching of the working site managers training programme. To conclude he proposed that European national and regional heritage are complimentary and illustrate the rich previous diversity of the continent.

The final discussion and question session of the day considered a number of matters including the role of social community projects with particular reference to Lottery funding, for which it was suggested we could learn from our foreign colleagues. The value of work placements as part of training were felt to be beneficial in providing exposure but it was suggested they needed to be completely self-funded. The potential of CPD, a mandatory requirement of most professional bodies offered funding opportunities in conservation training. The international interest in S/NVQs was noted.

In summing up Peter Brooke reminded us of a number of speakers comments including those on sustainable tourism, a hunger for the past and 10% of the Belgian population visiting a monument on the heritage day, being similar to the message used by the Prince of Wales in seeking support for heritage. He noted a sense of reality, in a great striving and ambition to achieve, tempered with some more pessimistic views of where we are, but overall was impressed by the common cause in Europe on the subject. The heritage enjoys considerable political will and support but one of the important messages is that we must make the best use of what funding is available. He noted that we would be most grateful to receive candid feedback on the conference for the benefit of future events.

A summary of the third day's proceedings will be published in a future issue of the Newsletter. A full transcript of all three days is in preparation and will be available on request shortly for a small fee to cover production and distribution costs.

Graham Lee  
January 1996

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## REFURB SHOW JOINS FORCES WITH INTERBUILD

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Premier refurbishment exhibition Restorex/Refurbex is moving to run alongside Interbuild '97 at the NEC in Birmingham. The move will mean a massive boost in the size of the show and fits with Interbuild's growing role as the major umbrella event for a number of specialist exhibitions and Rooftec '97 will also be incorporated into the show. Interbuild managing director Christopher Newton said: "This is a deliberate policy to create the essential industry event following research which recommended more focus and relevance to specialist buyers."

Restorex/Refurbex will retain its own identity and be promoted to the specialist buyers as their own event.

Refurbishment Projects publisher and exhibition co-organiser Tony Prior said "We have secured the future of Restorex/Refurbex which will benefit from its place at the biggest building and construction event in the calendar".

**Interbuild '97 will take place from Sunday 23 – Friday 28 November 1997.**

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## TRAINING FOR ARTISANS WORKING ON THE BUILT HERITAGE

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The sorry state of the construction industry disguises a chronic shortage of skilled craftsmen. In such an environment the economics of training are, at best, marginal. It is accepted that it takes many years of training and experience to produce the sort of artisan that could be let loose on a cherished historic building, yet the majority of training inputs related to conservation issues last from one to five days. In the United Kingdom very few are committed to the long term training that is required. Is this the same beyond our shores?

### THE CHURCHILL FELLOWSHIP

In 1965 thousands of people subscribed a total of £3 million to establish the Winston Churchill Memorial Trust as an on-going tribute to Sir Winston. Funds from the Trust enable about 100 men and women each year, from all walks of life to gain a better understanding of the lives and work of people in other countries, and to acquire knowledge and experience which will make



*Above and below: Conservation students at work at Trade School in Budapest.*



them more effective in their work and in the community when they return.

Applicants propose a study related to their interests. If selected they are expected to make their own plans and arrangements so that they can achieve their objectives within the scope of their grant. Awards are offered in different categories each year. Of the thirteen categories for 1994, I selected: **"The British Heritage – the conservation and restoration of historic buildings, their contents and gardens."**

My fellowship sought to

- Annotate the availability of traditional craft training;
- Determine how and by whom specialist training is organised and funded;
- Investigate how "Trainers" are trained and qualified;
- Investigate who is trained;
- Determine how trainees are subsequently rewarded in regard to qualification, employment and remuneration.

Successful training requires trainers who have a firm grasp of their trade and possess the ability and willingness to pass on their skills to others. This willingness must be matched by the commitment of the trainees and their employers. The training must be properly resourced both in terms of money and a stimulating training environment. People must be persuaded that the training is worthwhile by some form of economic incentive.

The Winston Churchill Fellowship gave me the opportunity to experience the problems and observe some solutions. I was able to visit Austria, Hungary, Romania, Slovakia, France, Germany, Denmark, and some of the eastern states of the USA.

### EUROPEAN TRAVELS

The organisation of such an investigative tour is arguably the most difficult task. Right at the outset I received invaluable help and guidance from COTAC. They provided me with the list of names and addresses that was to form the foundation of my itinerary. Richard Davies also guided me through an ICOMOS conference in Budapest where I met many of the people whose institutions I was hoping to visit.

The conference in Budapest was concerned with craft training although, predictably, a good deal of time was taken up with issues relating to professional education. One vivid impression remains. Shortly after arriving in Budapest I accompanied Richard Davies to an institution concerned with the recovery, reproduction and restoration of important artefacts. Yet the exterior of this once fine building concerned with restoration had been allowed to reach a totally dilapidated condition. It was one of a series of striking anomalies with which I was confronted on my travels. There is no institution in Hungary specialising in conservation craft training. However, I was greatly impressed by

the meticulous and skilful work produced by students at a trade school, Bokányi Dezső, in the suburbs of Budapest. The consequence of such education is the installation of a craft ethic in young people that we have largely abandoned in this country.

Having returned to England it became possible to establish my itinerary which was to commence in a cold and snowy Vienna. Here a key figure in conservation, Karl Neubarth, took me to see a craft training facility his Ministry has established at an abandoned Carthusian monastery in Mauerbach. Although parts of the complex have been spasmodically occupied, the bulk of the buildings are in disrepair. Even those that have been the subject of maintenance are experiencing static's problems. Opportunities for a very wide range of practical training are endless. Trainees included 'master craftsmen' and those aspiring to become master craftsmen and trainee architects who have special vacation work camps organised there.

An international conference in Transylvania (Romania) reviewed problems of conservation within a fragile economy. The nation is emerging from a time when only new and urban was good. Rural people were difficult to control, more so if they lived in small isolated dwellings and craftsmen were hard to find. Historically, gaining work depended more on one's standing in the party than the quality of one's skills. Problems which combine a huge backlog of maintenance, some incredibly inept 'restoration' and a chronic lack of funds and skilled manpower, cry out for international assistance. There is no centre dedicated to training of conservation craftsmen in Romania. A whole generation of architects had study of old buildings compulsorily excised from their curriculum. It was hard not to blanch at some of the well intentioned restoration work that is going on. Despite its high cost, cement is greatly in evidence!

Levoča in Slovakia has had a training facility for some time, now being replaced by a purpose built centre. Training is based on practical guidance from craftsmen employed by the state located at the centre whose work covers the entire spectrum of conservation activity. People used to the relatively stark nature of much of our built heritage will be struck by the volume of activity concerned with surface finishes and adomments. Like

other eastern European towns the architecture of Levoča is a stark contrast between late communist tower blocks and older and often marginally maintained structures. In such an environment priority is given to preserving the relatively few important old buildings. Much emphasis is placed on repair and replacement of movable artefacts. One is concerned for the fate of vernacular architecture.

In Avignon I visited the school run by Gilles Nourissier and have no doubt that this school is the finest example I came across of optimum use of available resources. Established in an exciting old palace yet easily accessible, the school provides intriguing facilities for intensive training courses for a very wide range of trainees. The courses vary in length but there is an acceptance of the need for protracted inputs. But the school's activities go well beyond this. Research is undertaken, data is assembled, advice is provided, community activities are undertaken, to the point where L'ecole Avignon is an obvious place to go to if you have problems related to the conservation of the built heritage. I was greatly impressed by work carried out by trainees in Avignon and local villages. It is a superb conservation resource, yet one whose setting remains friendly and approachable.

The degree of central or local government control over the care of old buildings is fundamental to training provision. If an economic advantage accrues, a builder or trainee will be prepared to pay for training. If the opposite is true, no matter how potentially good the training, it will have few takers. In this respect French legislation on the care of historic structures and their environs combined with restrictions upon who can undertake work on them is a key factor in the success of the school in Avignon. The contrast between the hive of activity in Avignon and the grossly under-utilised, though excellent, resources of the Nordic Centre in Denmark was marked. In Denmark the control of activity on old buildings is very non-interventionist. Consequently builders do not feel compelled to train workers.

The Nordic Centre, situated at Raadvad a few miles outside Kobenhavn, has been established at an old industrial site. The ground floor of the complex is given over to commercial workshops rented out to tradesmen that include a silversmith, blacksmith, stonemason, carpenter and a conservator of paintings. The first floor has been developed as a conservation training and resource centre. There are fewer 'listed' sites in Denmark than in the county of Kent. Much of the control of some 300,000 designated sites resides with local authorities. The quality of control on activity within the built heritage is such that builders see no reason to send their craftsmen to special training courses. Such courses as are run at Raadvad are mainly short inputs for architects. The centre does provide advice and guidance on practical conservation queries. There are plans for the centre to co-operate with technical training schools and colleges in the provision of specialist training.

In Trier in Germany, a town that has maintained an important role since Roman times, I visited an excellent technical training



L'Ecole d'Avignon



First floor gallery after restoration, L'ecole Avignon.

school. One was reminded of some of the first rate Skills Centres that we once possessed in the UK and the many excellent technical colleges that we are, even now, allowing to wither on the vine. Whilst my major interests lay with building, I was impressed by the quality of all departments. It was a useful reminder that we used to provide technical training for school children who were unlikely to profit from an academic education.

Outside Fulda, at the instigation of the German National Committee for the Preservation of Monuments, an awe inspiring training facility has been established, the Deutsches Zentrum für Handwerk und Denkmalpflege (ZHD). The institution occupies buildings once part of the Johannesberg Priory built between 1726 and 1747 to plans of the Italian architect Andrea Gallasini. The buildings had fallen largely into a state of disrepair prior to the development of the centre which commenced in 1980. Much of the credit for its current status rests with the Head of the Centre, Manfred Gerner. He is proud to show his apprenticeship papers as a carpenter, as well as those of his father before him. Unsurprisingly interest in new build and modern construction in Germany is paramount. Yet the craft tradition and pride in craft skills is well preserved. Manfred Gerner is a man for whom conservation has become an all consuming passion. The sheer volume of his activity is almost beyond belief. His text books on many aspects of conservation are superb. His treatises on Tibetan architecture fascinating. He is involved in conservation issues throughout the world. I was shown round first rate workshops producing work of the very highest quality. This is truly a magnificent resource. In addition to vocational training, mainly aimed at master craftsmen, the centre offers a conservation advisory service, research facilities, very comprehensive information, documentation, help and guidance for anyone concerned with conservation training.

Well we certainly did a fine job on Dresden and the communists then went on to knock down many of the damaged buildings left that could have been repaired. The centre I visited where my guide was a Bavarian, Dr. Elizabeth Mylarch, was housed in one of the few villas remaining from the days of affluence and influence. I can remember the gaping holes around St. Paul's cathedral in London after the war. It is sobering to find such holes still gaping 50 years later in Dresden.



*Window repairs at Fulda.*



*Timber framework at Fulda.*

I wondered whether a town in which emphasis seemed to be placed on reconstruction rather than conservation was an appropriate location for a conservation training centre. It offers training mainly for post graduate engineers and architects and is therefore not immediately concerned with craft techniques. Courses are arranged as a series of one week inputs over a twelve month period. There are close links with local 'universities'. Amongst technical considerations, the inputs include honest assessment of practical issues relating to funding. Shifts in emphasis mean that the courses no longer provide an afternoon's entertainment, but now lead to the production of planned practical activity.

Many "East Germans", admitting that the communist way may not have been ideal, wonder whether the western way really is better. This situation is not helped by the combination of arrogance and exploitation suffered at the hands of some 'West Germans'. People have become stubborn and resentful; not a good foundation for progress.

I felt uneasy in Dresden. Perhaps all Englishmen are likely to feel so when confronted by the results of our wanton destruction. I was therefore relieved to be taken to Görlitz on the border between Germany and Poland. Here the buildings have not yet been sanitised. In Trier I had been unsure which buildings were genuine and which pastiche. There are many brand new gleaming "old" buildings in Germany, but not in Görlitz. Here a school is being expanded to provide conservation craft training. The major guiding influence is ZHD Fulda! The newest part of the school will be housed in a building once used for the processing of woad. The facility will no doubt be excellent. I found myself imagining however about the expressions upon the faces of some of my UK conservationist friends confronted by what was being done to this ancient and important building in the process of redevelopment.

My return to England enabled me to ponder the lessons learnt in Europe and to plan my journey to the United States of America but more of that in future.

Further details of the Fellowship study tour and the report are available direct from Keith Sanders, Hook Farm, Ashford Road, Kingsnorth, Ashford, Kent TN23 3EA, telephone 01233 638329.

# PROFESSIONAL FUTURES – EDUCATIONAL RESPONSES

## Inaugural Lecture at the King's Manor – 14 November 1995

*Given by Professor John Worthington, Director, Institute of Advanced Architectural Studies, The University of York*

The Construction Industry is at a cross-roads. There is an unease amongst well informed clients that the cost of buildings is excessive for the quality received. Performance is often hampered by poor client/supplier communications and a deep rooted confrontational approach within the Industry. The Latham report has focused attention on "improving the industry's performance and teamwork" and placing "clients at the core of the construction process". The debate to revitalise the industry is in full swing.<sup>1</sup> The Architectural profession with the Strategic Study of the Profession is taking stock of its past and potential roles. The Construction Industry is concerned to achieve greater understanding between disciplines (Crossing Boundaries). The research community linked with practice is focusing on improving performance (Innovative Manufacturing Initiative), and larger clients with continuous building programmes, recognising the role they might play, are sharing experience to improve performance (Construction Round Table). These initiatives are being undertaken in an Industry faced with a growing number of specialisms; over 20 professional bodies; and ever more complex forms of procurement, risk placing and accountability. Trends that are perhaps aggravating rather than supporting an environment to improve performance, reduce costs and meet client and user expectations.

This evening has afforded an invigorating opportunity to reflect on over thirty years of professional practice. Drawing on personal experience and research in practice, the talk aims to map the changes that have occurred since 1965 in the working context, structure and expectations of the architectural profession. From over twenty years of international consultancy I will identify changing attitudes to briefing and design and speculate on new roles that are emerging. The paper sets out the current context for architectural and planning education in Europe (IoAAS research for the Netherlands Ministry of Housing, Physical Planning and the Environment) and draw conclusions with an

agenda for learning to support both clients and professionals concerned with the constructed environment.

Looking back to 1965, I had recently graduated from the Architectural Association. I was in the enviable position as a young graduate of being responsible for briefing individual component designers working in the design team for IBIS (Industrialised Building in Steel).<sup>2</sup> It was a period of great confidence. Central and local government were strong clients, with major housing and school building programmes. 37% of all building work was certified by registered architects, with 39% of their numbers in public sector employment. 1400 students were entering for Part 1, with 1100 passing through to Part 2 and a 100% going on to sit for Part 3 and entry to the architectural profession.

Thirty years later the world of the professional architect is very different. The patronage of the public sector has dwindled with only 19% of the profession employed in public works, and a small percentage of total building work certified by architects. The change in student progression is even more profound: the number of students entering part 1 has increased by nearly 65% to 2300 with a massive drop-out of over 100% to 1000 students progressing to Part 2 and only 500 completing Part 3. The architect is no longer the unquestioned leader of the team, but now one of many in the team invariably led by a Construction or Project Manager. A recent survey by James Nisbett and Partners<sup>3</sup> of over 450 client organisations identified that over 50% of them when thinking about a new building would not immediately go to an architect. These figures were even more accentuated in Manufacturing industries where only 23% said they would go straight to an architect, and were only counter-balanced by the more conservative sectors of Education (64% would first approach an architect) and local authorities (78%).

If we look at the changes in the context within which construction is undertaken thirty years has seen dramatic shifts. Employment has gone from the comfort of a nine to five job for life normally undertaking a single task, within a well structured hierarchical organisation to job uncertainty. Flexible working, a

1965	
<b>Economy</b>	• Fordist - Mass Production
<b>Employment</b>	• Job for Life - Hierarchical Organisation
<b>Information Technology</b>	• Independent Systems - Main Frame
<b>Construction Industry</b>	• Main Contractor - Industrialising Product
<b>Role of the Profession</b>	• Architect Dominant - 39% Public Sector
<b>Architects' Education</b>	• Technical and Art Schools Established Universities

Figure 1a. Source, IoAAS, The University of York.

1995	
<b>Economy</b>	• Post Fordist - Knowledge Economy
<b>Employment</b>	• Portfolio Work - Flat Networked Organisations
<b>Information Technology</b>	• Convergent Systems - Miniaturised and Mobile
<b>Construction Industry</b>	• Construction Managers - Rationalising Process
<b>Role of the Profession</b>	• Architect Equal Member of Team - 19% Public Sector
<b>Architects' Education</b>	• Academic - Continuous Learning

Figure 1b. Source, IoAAS, The University of York.

portmanteau of roles, in a networked organisation, undertaking a variety of activities around the clock. The Fordist, mass production economy of the mid 1960's, has given way to a knowledge economy, and organisations that are spread often over national boundaries. Change is endemic. Who could believe that even the might of IBM was vulnerable, and today the average age of all businesses is only forty years.<sup>4</sup> Information Technology is a reminder of the speed of change. Pre-1970 the mainframe computer was comfortably contained in its computer room, served by its own managers and dedicated data processing engineers. By 1980 with the introduction of the IBM desk top personal computer, everyone was a potential DP manager. Computing was democratised. Equipment proliferated with all

the attendant environmental problems of heat, noise, pressure on space, and trailing wires. But by 1995 computing was miniaturised and mobile, the workplace was anywhere. The palm top and mobile phone, and the increased power for reduced cost, has once again changed the landscape of office work, and the environment we work in. Finally the construction industry has shifted emphasis from the main contractor and the 1960's emphasis on industrialising the production process to contracting as a professional endeavour. Construction and Project managers directly responsible to the client, are increasingly central to the process with the architect as equal or subordinate. The emphasis is on rationalising the total process with the Construction professional as the manager.

In 1969 Frank Duffy returned from Princeton where he had been on a Harkness Fellowship, to set up a London branch for JFN Associates, a New York space planning consultancy, with whom he had been on a part time basis while working on his doctorate. Frank invited me to join him in the venture. It was a natural partnership, we had worked together at the AA, both been Harkness Fellows, and had seen the freedom of thinking of the States. From the start we were an unusual practice with a strong focus on client needs, space utilisation, interior design and providing strategic advice for major multi-nationals, and central government departments.<sup>5</sup> Despite traumatic times for our parent company in North America we established a niche and after a short interim period as DLGW, formed DEGW in 1973.<sup>6</sup> Two intellectual principles supported our practice. The first, forged in Frank's doctorate dissertation,<sup>7</sup> was to recognise the layers of building design which reflected the life expectancy of design decisions. The **shell** which had a long life and a few critical design decisions was separated out from the **Services**, **Scenery** and **Settings**,<sup>8</sup> each of which had a decreasing time horizon. The second principle was to recognise the difference, and also inter-relatedness, of organisational needs and building specification.<sup>9</sup> DEGW has always been concerned to both understand organisational characteristics and match these to the appropriate building form and specification. These two principles have provided a solid platform to order the briefing, design and planning process.

Reflecting more personally on my own experience I would identify five themes which provide pointers for the emerging roles of construction professionals. Within this changing context I envision a return to the traditional overarching role of the architect as form giver and integrator.

## COLLABORATIVE ACTION

Much of the discussion post Latham is about working with users and respecting the briefing process. The reality is that still many design and construction teams would like to be given a brief so they can get on with the "real job" of providing the product within a stable context. The early stages of identifying needs, assessing options and establishing realistic parameters, are too often undertaken by an inexperienced client without professional guidance. Too often when professionals are used, design or construction teams undertake the work for nil or minimum fees, to secure the "job". Experience has shown me that this

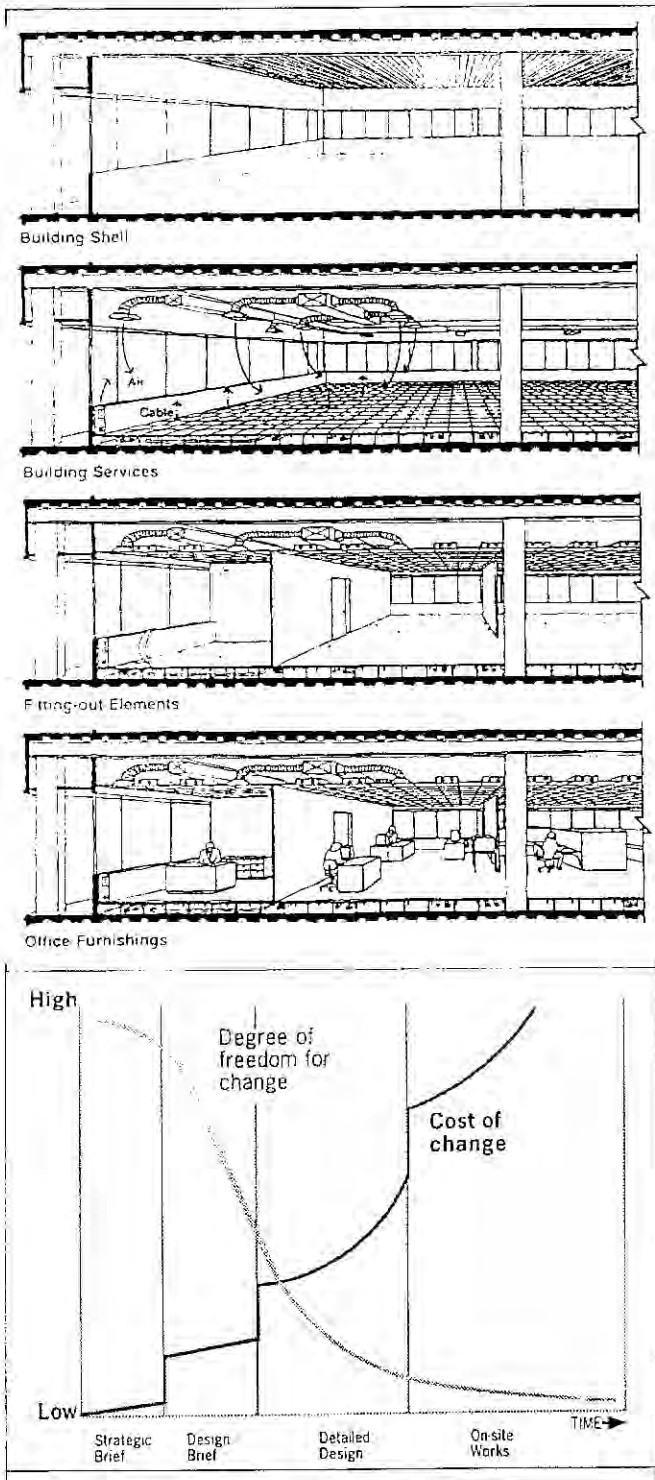


Figure 2a. Source: DEGW



pre-design step undertaken independently and in close co-operation with client and user is vital for ultimate success. Quality time spent initially on planning and thinking can amount to considerable saving in time and money later. At **Stockley Park, Heathrow, DEGW** were commissioned by Stanhope Properties to research the needs of modern industry.<sup>10</sup> The research was undertaken as a combination of case studies of buildings in use and focus groups with owners and building managers. The outcome was a building brief prepared in association with Arup Associates the designers. The interactive process between organisational need and design opportunities resulted in a building form and specification that set a new benchmark for "business buildings".<sup>11</sup> The role continued as the project progressed, with DEGW monitoring and matching potential users to the use class requirements of the site, setting up links with the local community, and undertaking post occupancy studies to feedback into the next phases of the project.<sup>12</sup> Research, design and use were indivisible.

Achieving lasting plans for urban areas requires similar collaboration, and a balance of individual, local, regional and national interests. Opening up the debate on options, exposing conflicting agendas, and establishing common goals as a precursor to firm plans and development, can reduce subsequent friction and misunderstanding. Drawing on the experience of North American UDATS (Urban Design Action Teams),<sup>13</sup> I organised and chaired an action planning event at **Wood Green, Haringey**<sup>14</sup> under the auspices of the **Urban Design Group**, and events at **Burgess Park**,<sup>15</sup> Southwark and **Miles Platting and Ancoats, Manchester**,<sup>16</sup> with **Business in the Community**. The key aspects of such events was that they should:

- be undertaken with careful and thorough preparation, and the commitment of sufficient resource;
- reflect participation by all interests in the community;
- undertaken by a multi-disciplinary team;
- set goals and define issues and priorities, not provide solutions.

## PROCESS AND PRODUCT

Meeting a client's building expectations is a combination of process and product. Christo, with his wrapped buildings and landscape, has made process into an art form. As a client adviser it is clear that frequently the client's frustration stems from the design team's unswerving concern for the purity of the end product to the detriment of how the client wishes to undertake the business. As the integrator between business needs and building process, the project becomes both the business and the building. Briefing and design are an iterative and interactive process where design options are used to help articulate need. Through experience at DEGW we have identified the need for two parallel but interacting endeavours: the user's team who are concerned to maximise business opportunities by keeping options open till the last responsible moment, and the building team who to minimise risk aim to fix requirements as early as possible.<sup>17</sup> The user team begins the process by testing need (the business case) before the design team is appointed, and carries on long after completion in the day-to-day use and

Interactive and Iterative Briefing Process		
• Strategic Brief	- Pre design	Business Case
• Concept Brief	- Sketch design	Value Management
• Building Brief	- Detailed design	Value Engineering
• Fit out Brief		
• Operating Brief		
• Facility Management Brief		User Feedback
"A good briefing process will provide an efficient and effective building"		

Figure 3. Source, DEGW.

management. The 'interpreter' between the user and the building team, who is familiar with both languages, is an evolving and exciting role that the Institute aims to fill with its new masters in **Design Brief Management**.<sup>18</sup>

## EVALUATION AND FEEDBACK

Without knowing where we are coming from it is difficult to know where we might wish to go. It is extraordinary in the world of buildings what sparse data we have on performance; and user expectations, to the consternation of clients. Benchmarking is now well established as best practice in industry. Architects often argue that every building is unique. However for many building types, in education, retailing or office, measures of performance can be established to match the appropriate use. At DEGW initially with work for Rosehaugh Stanhope we established both quantitative and qualitative measures to compare buildings against a profile of specific user needs.<sup>19</sup> These measures provided a basis to assess and refine designs at an early stage, and subsequently became the basis for building users in selecting the appropriate accommodation. Experience has shown that measures are only of value if linked to profiles of use. The perfect building is a mirage. The search is to find the appropriate building and specification for an organisations needs at a particular moment in time. During the design of each building at Stockley Park, the design was refined and improved by measuring performance and testing the flexibility of use and layout planning against the variety of likely tenant profiles. After completion post occupancy evaluations were undertaken to assess actual patterns of use, and planning flexibility, which informed future briefing and design decisions.<sup>20</sup>

## CONTINUITY AND CHANGE

The modern movement in architecture, to accentuate its point, paid scant regard to the past. It aimed to establish a new order, socially, aesthetically and technically. The result was a total break with the past. The post war architectural students cream was either to implant a new order on a green field site, or to reorder the city through comprehensive redevelopment. In the early nineteen seventies, David Sainsbury funded URBED (Urban and Economic Development) of which I was a founding director with Nicholas Falk to work with small businesses in generating economic success in declining inner city industrial areas.

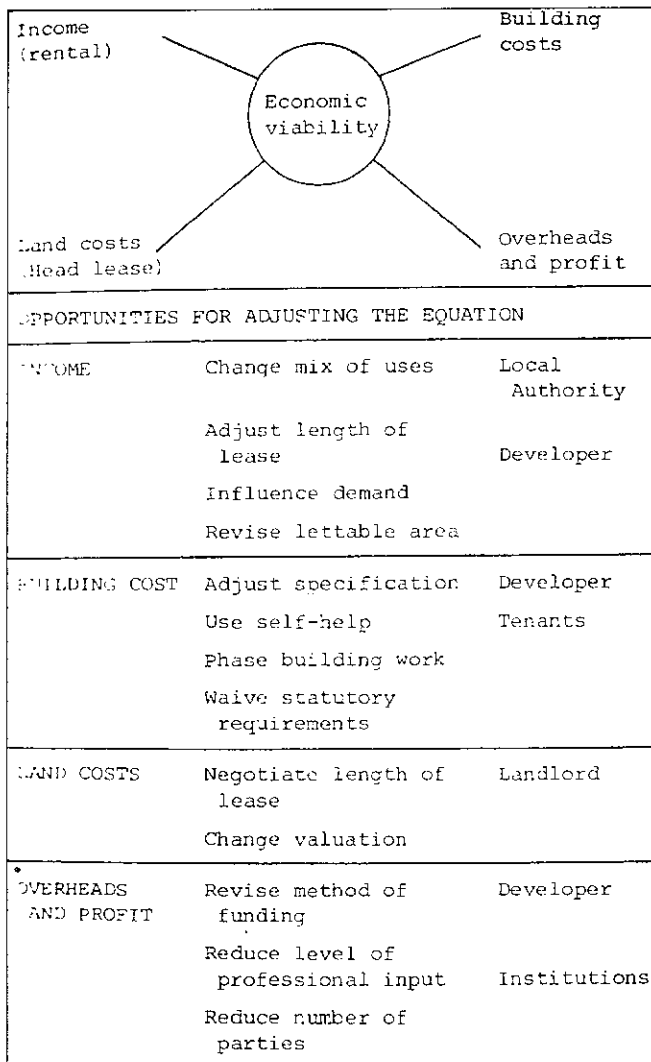


Figure 4. Factors affecting the economic viability of conversion.

Our early work in Covent Garden<sup>21</sup> established a redevelopment approach that built on the existing building fabric and network of business activity in the area. Later work on finding new uses for the redundant industrial building stock<sup>22</sup> concluded that successful schemes were those that understood the inherent characteristics of the building form and matched those to the appropriate living arrangements, and business needs. Subsequent work with Stanhope Properties highlighted the need to manage and moderate the process of urban change.<sup>23</sup> Success was seen to result from developments that respected local expectations and the need to balance gradual local economic development, with the more rapid pressures of global change. At the Institute under the experienced guidance of Charles Cockburn, I am delighted to see a stream of higher degree dissertations emerging from our overseas students that address the issue of conservation and development.<sup>24</sup>

### BALANCING CONFLICTING INTERESTS

In the mid nineteen seventies IBM at the height of their global success approached DEGWA with a concern that there seemed to be no consistency across their subsidiaries in Europe on office layout expectations. In Italy and Scandinavia there was a strong emphasis on providing for individual expectations whilst

Holland and Switzerland were more corporate in their outlook.<sup>26</sup> The conclusion of interviews and focus groups in each country was that in varying degrees, each employees' expectations reflected both corporate interests and individual aspirations. An assessment of the open plan layouts advocated centrally by IBM Real Estate, presented a number of positive attributes for corporate success, and a number of negative aspects which reflected individual demands. The conclusion was that both interests were right, and that the design brief should strive for a layout which could balance both individual and corporate aspirations. One result was the Swedish Combi Office<sup>21</sup> which provided both individual and corporate space. The design agenda is shifting from uni-dimensional solutions that are "either ... or" to multi-functional forms that are "both ... and" and creatively accommodate diversity. DEGWA's research into user expectations have shown that maximising value is a balance between increasing performance (effectiveness) and reducing costs (efficiency) and that office needs are a changing balance between the degree of autonomy and interaction in the pattern of work.<sup>27</sup>

### THE ROLE OF INTEGRATOR

In my role as briefing adviser I have been privileged to work with many of the best architects practising in the UK and abroad, and be involved with a far higher proportion of projects than the average architectural practice. The one aspect that has come through clearly as one sits with clients and users is the power of design. The unique skill that the designer provides is the ability to draw together complicated often conflicting needs into a memorable image encapsulated in a meaningful form. The recent television documentary on the making of Kansai airport, had a magic moment as an army of engineers stood clustered around the architect Piano, waiting for the simple sketch that unlocked the conundrum they had all been battling with. Louis Kahn's buildings, complex in their intent, were simplicity itself in the directness of their form. The complex working of the Richard's biology laboratory becomes open plan "loft" space "served" by "servant" towers at the perimeter. A similar vision is encapsulated in the concept of the premises ladder<sup>28</sup> that I developed to explain the match between a typology of accommodation and a companies stage in its business cycle. This simple diagram encompasses both time, space and culture and introduced a new paradigm for inner city development. Clarity of vision, and a simplicity of expression are powerful tools. In an increasingly complex world, with greater specialisation and technical know-how, the value of ideas is still paramount. Andrew Lloyd Webber created the **Really Useful Company** a multi-million pound enterprise to market globally the fruits of his inventiveness. While the architect Terry Farrell has quite openly rejected the more traditional professional title of partnership to use the simple label **Terry Farrell and Company** to support his creativity. Frederick Gibberd, reflecting on Architecture in *The Builder* of 1965 defined the architect's role as "designer to the building industry: there are other designers who exercise their skills in varying degrees but the architect and only the architect is responsible for the total conception and its realisation as work

of art. He may call himself co-ordinator, catalyst or a host of other things, but if he once abandons his position as designer to the building industry, then he can claim no special place in the building team."<sup>29</sup> In the same year Alfred Levy, again writing in *The Builder*, stresses the centrality of the architect's co-ordinating role:

"The designer is not one man but a team ... all of whom have something to contribute. The architect as the leader of the team had to brief and control not only the members of his design team, so that they all keep in step and work in harmony towards a common goal, but also all aspects of the project from its conception to its completion ... in other words, apart from being a designer he has to be a collaborator, co-ordinator, and a manager of a very complex process."<sup>30</sup>

Today the same need for a co-ordinator with an overarching vision exists. In 1992 I was director of a major multi-client study undertaken in association with Technibank from Milan on the Intelligent Building in Europe.<sup>31</sup> The study identified that building intelligence was moving from a stage where a building and business were supported by a number of independent technical systems, to a totally interactive computer integrated building. The intelligent building was moving from the early 1980's concept of being a collection of innovative technologies to an essential resource for a successful business. Building intelligence encompassed Building and space management to support business success. The intelligent buildings became a provider of a responsive, effective and supportive environment within which the organisation could achieve its business objectives. Successful buildings for business, it was identified required three layers of solutions:

1. **Effective building shells** which can absorb information technology and allow organisations to grow and change.
2. The **appropriate IT applications** that reduce costs and increase performance.
3. The provision of **integrating technologies and services**.

A wide ranging market survey of suppliers, designers and intelligent building users across Europe identified that building users and owners were frustrated by the lack of organisations that would take the responsibility for providing the building and

business systems as one unified service. No one player provided a continuity of services from conceptualisation to management in use. A new set of roles were emerging of project, systems and services integration.

The research clearly identified the emerging role of the "integrator" who could work comfortably in both the world of the user, as well as the building and systems suppliers. He or she understood the interests of both the **business** and the **building** projects, and could act as an "interpreter" between both languages. The functions of such a role that far exceeds the normal scope of a building project encompass:

## THE ARCHITECT'S EDUCATION

In 1993 the Institute was appointed to undertake a major policy review for The Netherlands Ministry of Housing, Physical Planning and Environment (VROM) into Architecture and Planning Education in The Netherlands.<sup>32</sup> The aim was to find out whether the Dutch four-year professional education programme brought graduates to a similar level of proficiency as other European countries. The study provided a unique opportunity to both understand the varying ways construction is organised across Europe and how professional bodies and educational systems respond. The six countries reviewed were The Netherlands, Belgium, England and Wales, France, Germany and Spain. The review identified large differences between countries despite increasing pressures for standardisation and unification. These differences reflected:

- **Professional specialisation**, the United Kingdom having a proliferation of specialist professions, each looking to slice a distinctive service from the overall cake. Spain in contrast still have a powerful architectural profession who carry responsibility for estimating, cost control and structural stability.
- **The method of construction procurement**. Markets across Europe are markedly different in terms of sophistication, specification and operations. Corresponding roles and methods of procurement can vary enormously. Again Spain and the UK are at opposite ends of the spectrum.
- **Attitudes to Patronage**, reflected in the balance of construction in the private and public sectors, and in which sector the architects were predominantly located.

The professions themselves also reflected a diversity in the way they were organised in the six countries studied, differing in degrees of specialisation, status, regulating responsibility, and their varying involvement in education. The UK was distinguished from its Continental compatriots by controlling the professional knowledge through establishing curricula, setting standards, validating courses, and acting as a powerful gatekeeper for entry into the profession. The other countries felt strongly that the knowledge of architecture resided in the schools, monitored by the State. Architectural schools across Europe can broadly be classified into four categories. Those that are in the university system, and are either technically orientated (e.g. Delft Technical University) or focus on the Arts and Humanities (e.g. Seville). A distinct group of schools were located outside the

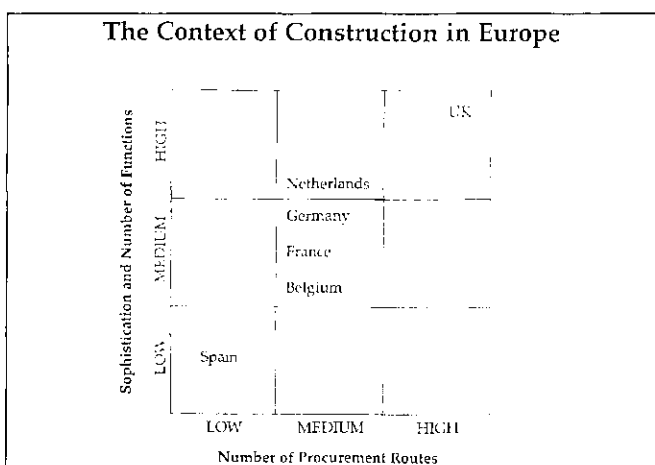


Figure 5. Source, DEGW

university system, in vocational institutions, such as the Fachhochschule in Germany, which focus on a technical training and the independent generalist arts institutes closely aligned to practice, such as the Academy in Munich. Though differences were identified in the architectural education system between countries, there was a strong affinity across countries between similar types of schools.

If architectural education is to reflect the changing needs of society it is interesting to reflect on whether architectural education best serves society by concentrating on producing practising architects, or whether it provides a valuable generalist education for a wider spectrum of careers. In most continental countries a large percentage of students never enter the architectural profession, but become sympathetic clients, and policy makers. The second underlying question posed by the research was how well the educational systems in each country reflected expectations by the State, clients and profession of an architect's role. The expectations of whether the schools' prime role is to feed the profession is well expressed by the ratio of students to registered architects in the countries studied. In Spain, with restricted access to schools, by UK standards they have large first year intakes (Madrid 480 in the first year) and a ratio of 1 student to every 1.1 registered architect, reflecting a long study period extenuated by part-time work, and the fact that Architecture is highly prestigious and leads to a wide range of careers. In the UK, with tight professional controls, the expectations are that most students will practice architecture, resulting in a student to architect ratio of 1:4.1 far higher than any other European country apart from Belgium (1:3.5). To understand better what might be expected of an architect, the research brought together a panel of eminent European practitioners under the Chairmanship of Professor Joen Sachs. After a day's deliberation the panel decided on the following areas of competence for architects, which included the:

- ability to identify problems, and establish an architectural strategy;
- resolution of competing demands;
- sensitivity to clients wants and needs;
- understanding the appropriate balance between client needs and public interest;
- ability to collaborate and communicate with other specialists and lay people;
- skill of synthesis.

These expectations of an architect were reflected in the establishment by the group of the criteria expected for an architectural course. Their opinion was that a balanced course would allow sufficient time to reflect, a balance of practice and criticism, a grounding in urban design, exposure to "real problems" with practical experience both in the office and on site, and an opportunity for specialisation and continuous learning. Underpinning the education they were concerned to recognise a deeper understanding of the principles and ethics of architectural practice. The peer review group's criteria were matched against the data on curricula and staff profiles collected from the twenty-nine schools visited. Courses were assessed according

to their **breadth** and **depth**, the **balance** between practice and theory, the opportunity for **specialisation** and the degree of **integration** with other disciplines as well as to the profession, the external community and for students between and across years.

The architect's education from a European perspective has much to commend it. In many countries it is providing a rich grounding for those who may move on to become clients and influence the quality of the built environment. The spectrum of opportunities between and often within countries is very diverse with countries such as The Netherlands and Spain offering a wide breadth of subjects and options, while the UK and Belgium are more focused. However, in all the countries studied the integration of architecture with the other disciplines of the built environment was to subordinate the subject within the architectural curriculum rather than to forge a genuine integration. The Dutch system as exemplified by the four year course at Delft was an innovative model with a first two years general study followed by two years of specialist study for architecture. Town Planning, Building Technology, Housing and Real Estate Management. Integration between education and practice was happening informally especially in Germany and Spain where students extended their studies over long periods to working and studying to pay their living expenses. This was most pronounced in Germany where students completed a minimum five year course in, on average, eight-and-a-half years. Whilst in Spain the very comprehensive six-and-a-half years of teaching is on average taking twelve-and-a-half years. The advantage of these extended periods is exposure to practice, time to reflect and added maturity. With the strong emphasis on continuous learning and the greater flexibility afforded by modularisation one can envision an education for the construction industry that has an intense two or three year general foundation followed by specialisms that are built up over a longer period of years as the practitioner recognises particular needs and starts to focus on his or her career profile. Dr Rob Cowdroy, in research for the New South Wales Board of Architects, identifies six levels of competence from awareness to "finesse" the role of the consultant, supported by a broad base of general knowledge and life experience. Within the matrix the professional is able

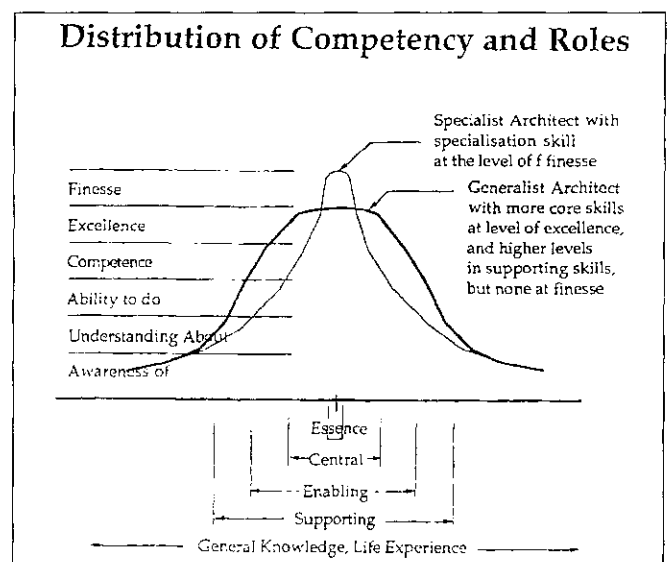


Figure 6. Source, Dr Rob Cowdroy. Architects' CPD: A Strategic Framework.

to develop a path during the course of a career. Previous studies on Continuous Education by the IoAAS<sup>34</sup> concluded that any strategy for continuous education must address governmental, professional, practice, and personal interest. The **government** or national interest, reflects the country's perceived economic needs, the skills and knowledge needed to provide a more efficient and effective construction industry to improve the future built environment and compete abroad. The professions have a self centred interest to improve their knowledge base to allow their members to compete effectively in an expanding and increasingly competitive marketplace. They are concerned to distinguish themselves from other professions by creating a core of unique knowledge and controlling the ownership of that knowledge through their educational system. There is a need for continuing education as a means of exhibiting competence and so preserving professional status. The practice wishes to use continuing education to ensure competency, build a shared practice "memory", and often reflect a paternalistic concern for the educational welfare of their employees. Continuous education is seen as a way of binding employees into the organisation. The **Individual** is aiming through continuous education to keep up to date, learn new skills, and enhance employment prospects either within the existing organisation or in other organisations. To achieve these transferable levels of academic achievement (certificates, diplomas, degrees) are attractive summaries of expertise. I would add a fifth grouping to this list, Clients, or Owners. Corporate or institutional purchasers of services often have within their organisation professionals who require a programmed continuous education with a focus on problem definition, briefing and managing, monitoring and controlling other expectations.

## INTEGRATIVE EDUCATION

The Construction Industry is still deeply divided. Despite the rhetoric for greater co-operation and integration, the divisions between doers (contractors) and thinkers, those who visualise (the architect) persists. The historic foundations of this split are well documented with the separation between professionals - the "gentleman", and traders - "the players."<sup>35</sup> These divisions are escalated by the proliferation of separate professional institutions all concerned to carve out a specialist territory and jealously guarding their perceived knowledge base. Looking back 30 years little has changed. Viscount Esher, in his RIBA Presidential address,<sup>36</sup> calls for a collective responsibility and a desire to work as one, but goes on to reiterate the difference between the professional and tradesman:

"... we look forward to the day when the building team not only feels a sense of collective responsibility for its work, as in the best cases it already does, but also shoulders a collective legal responsibility, and if anything does go wrong, we can meet the situation together instead of retreating at once into our separate concerns behind the skirts of lawyers, underwriters and the ominous words "without prejudice." The obstacle to progress in this direction is that professional means a lot more than

a man who knows his job and does it honestly - a real "pro" to use the common term. There is a solid Victorian distinction between a profession and a trade which any reunification of the building team could tend to dilute".

It is worth speculating if one had a white sheet of paper whether one would construct the building team in the way the pieces have now been placed. If one was to leave aside professional interests, and historical roles, and looked at functions one could visualise a very different geography. I would propose that the functions might be allocated to core skills, with interlocking specialisms which would not be the sole prerogative of any one profession. The four core areas I propose are:

- **Design**, which I define broadly as the **meaningful and elegant allocation of physical resources**. This definition is broader than mere aesthetic design, and would include planning.
- **Maintenance**, the husbanding and repair of constructed resources.
- **Measurement**, defined by Dr Frank Duffy in his presidential discourse as "the duty of developing and using systematic and consistent measures of building performance through time in terms of changing patterns of use and time". A broad and essential field of endeavour that at its heart includes the works of valuation and building costs.
- **Production**, the disciplines of managing the construction process.

These core disciplines, are surrounded by "halos" of specialisms that overlap such as Facilities management, project management, conservation, interiors, space planning and become the domain of a number of professions. Overarching all the areas are the principles of management that provide generalist core skills. Currently at the Institute we are establishing the first of our Masters Degrees, on **Design Brief Management** that links together general management modules offered by the Universities Management Centre, and specialist modules in briefing, use, futures, systems and principles. The well established Masters in Conservation Studies that lies at the heart of our work, provides a wonderful example of the way that the area of conservation can encompass different disciplines and cultures. Participants who enter the course

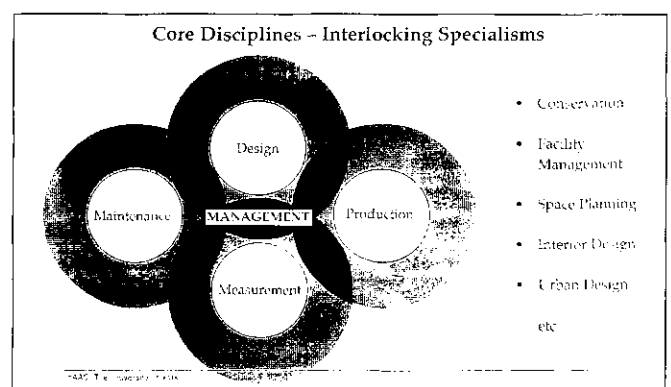


Figure 7

stamped with their profession of origin, finish with a unifying commitment to the culture of conservation. In the last three years, the 70 or more students who have passed through the course have come from 17 different disciplines, varying from Archaeology to Teaching, and 20 different countries. Within the core discipline of Architecture one might expect a wide variety of specialisms individuals might pursue, and the banners that practices trade under. The RIBA's strategic study of the profession based on David Maister's typology of professional firms, identified a matrix of six types of practice. These six types reflected two types of culture, the practice-led business and the business-led practice, and three main ways in which practices execute their work; by being either strong in delivery, service or ideas. The 10 practices interviewed clustered into four distinct types out of the six practice types identified. Though in practice increasingly the profession is reflecting these product types, most architectural schools still tend to have a single role model, strongly focused towards the ideal of the ideas-focused, practice led business.

## AN AGENDA FOR CONTINUOUS LEARNING

It's clear that across Europe there is a rich array of alternative architectural educational options. These vary in flexibility of entry, choice of subject options, the pace and time-scale at which they can be undertaken and professional expectations. The degree of integration between disciplines and professional boundaries is limited, and these boundaries continue to be accentuated through separate continuing professional development (CPD) programmes which are guarded and monitored by each professional institute.

I hope that I have also argued that if we are to overcome some of the structural divisions in the Construction Industry there is a need to find a common language and understanding between clients and the design/construction professionals: I have advocated for a greater freedom for the separate professionalism's to flow across specialist areas such as conservation or planning, which should not be the unique territory of any one discipline; and that above all working on the users behalf, there is the emerging role of the **integrator**.

Lack of space prevents the inclusion of the References to this lecture. If readers require details, please contact Professor Worthington's Secretary at the Institute of Advanced Architectural Studies at the University of York.

I would advocate a learning environment that:

- allows for a diversity of outcomes;
- is flexible in the mode of delivery, with an emphasis on matching the time constraints of busy practitioners, rather than the interests of academics;
- respects and facilitates the opportunities afforded by peer-group learning;
- is founded on an understanding of user interests, and translating these into building form;
- focuses not merely on the new but on the upkeep and sensitive adaptation and development of the extant;
- builds on the knowledge and experience of the past, but also develops measures to evaluate what has already been built, to learn for the future.

At the IoAAS we are, I hope, following some of these precepts.<sup>38</sup> The Institute student intake is international, multi-professional, diverse in skills and interests, and the majority have experience of practice. Our work aims to draw case studies from the best in the region as well as internationally, and the diversity of student experience allows for learning by sharing. Our aim is to stimulate a convergence of understanding between the disparate parts of the industry and its clients. This is achieved by professional development events that broaden understanding and longer term degree courses that deepen technical expertise in the procurement use and conservation of the constructed environment.

IoAAS World of Conservation 1993-1995			
Specialisms		Countries	
Administration	Landscape	Australia	Latvia
Archaeology	Architecture	Canada	Netherlands
Architecture	Law	Columbia	Norway
Conservation	Planning	Cyprus	Portugal
Construction	Project	Germany	Romania
Craftsman	Management	Georgia	Swan
Engineering	Teaching	Ghana	Turkey
History		Greece	United Kingdom
Horticulture		India	USA
Interiors		Ireland	Zambia

Figure 8. Over 3 years of intake to the MA in Conservation Studies at the University of York, 85 students attended and came from 20 countries and 15 disciplines.

## INDEPENDENCE

My name is Victoria Sater. To begin with an RAF career was first and foremost in my mind. About seven years ago I was a member of the Air Training Corps as a Staff Cadet/Sergeant. My training was almost over, the younger cadets were looking to me for training, I was the most senior female cadet in 1024 squadron on the Isle of Wight. Alas it was not for me. My 'A' levels flew by, and an interview at Portsmouth College of Art

for the National Diploma Decoration and Restoration course got me hooked. I was fascinated by the Graining and Marbling techniques. When you learn how, it is really quite straightforward, but magic to those who do not know. Gilding and carving were my favourites, they lend themselves to so many uses, the possibilities are endless.

"Time flies when you are having fun", or so they say, well the

two years at Portsmouth certainly did, helped along by the opportunity to go to the United States of America for five weeks. This I jumped at. It was a college exchange to North Carolina, Asheville and Buncombe County Community Technical College, right in the middle of the Blue Ridge Parkway. For two weeks, the five of us who went, studied along side the American students. On the third week half of us went to the local Court House, and half to a local museum, changing on the fourth week. At the Court House the college had been restoring the ceiling to as-it-was-thought-to-be. No one really knew, so old records were studied to get an as near as possible likeness. This work had been going on for years, each years' class doing six of the panels 9' x 9' by 1' deep. At the Museum two rooms had to be re-decorated the main fireplaces cleaned, and a Victoria style frieze stenciled around both rooms. The extra week, four days before, three after were spent travelling and visiting from New York City to Washington DC, to Asheville and back again for our flight out of Newark, New Jersey. It was five weeks well spent visiting another country, with so many differences and love for our history and theirs - what little they have.

On finishing at Portsmouth, Lincoln College of Art was my next step. I felt that I needed that little bit more before I could go into a work situation, plus my confidence needed to be built upon. Again, the course was two years covering paints - Graining and Marbling, the chemistry and technology of paints, plus other paint techniques, woods - cabinet making, veneering, marquetry, carving, and learning to use the large power tools History of Art, Drawing and Measured Drawing, Photography and Professional Practice/Business Studies. Enough to keep anyone quiet! In the first year I was involved with the COTAC "training" Stand at Restorex, that Lincoln designed and built with 3 other colleges. The stand had to contain elements of the crafts taught. For Lincoln the wood graining, trompe l'oeil, woodworking and gilding were demonstrated, the first on a door, the second as mural work for the back drop, and for the third, a pair of wooden settles were constructed with rush seating and some gilded features. In the second and final year I was involved with the end of year show, in laying out of final projects and helping to set up. For my final pieces the gilding and carving came through as frames. Two Florentine designs were hand carved in lime wood. The simplest of the two was then water gilded using silver leaf, and burnished. The other was left plain wood for the show, to be gilded later on (which it has been in gold leaf). My favourite piece was a 7' x 5' frame with a carved eagle in flight on the top rail, parts of which had to be consolidated, repaired and then regilded. A job that took up most of my time, plus most of the workshop! In the end I was glad to see the back of it, but if anyone ever asked me to do it again I most certainly would with pleasure.

It was during this year that I decided to spend the rest of my life earning my living the hard way - self employment! It is true,

for someone of the female variety, age - early 20's, people look and ask, "Do you really know all of this". Especially the "old timers", they quizzed me when they visited, although seven months later they seemed to have given up. Now they are surprised to see me still around! As well as this attitude you have other problems. You are the Boss, the Dogs Body, the Book Keeper/Accountant, and the Worker plus PR Person. It is not easy. I have jumped the gun a bit here. Starting up is the biggest decision that anyone can make. There is no real security, either there is work or there is not, it is frightening really. You have to make it a success, otherwise you are the only one who suffers.

When I first looked into this it was Easter '94, too early really, nothing could be done until I had finished college. So I waited. On finishing I had to satisfy the authorities that I was serious about the whole thing then I might receive the Enterprise Allowance. After eight weeks of running around introducing myself to local Antique dealers, Picture framers, National Trust, English Heritage, plus local builders, getting suppliers and outlets, writing my Business Plan, visiting and revisiting the Enterprise Agency plus a three day seminar at the local Technical College, I was put forward to have an interview with an independent assessor. He was more concerned about my private life, my lack of transport, experience, and age than anything else! Nothing else about my plans or skills worried him at all, but I stuck to my plans and ideas. After all I was the one willing to stick my neck out to try this venture. Eventually I succeeded and won the allowance. That was the toughest interview of my life I think, up until now. The Enterprise Allowance was £800 for the first 10 weeks. (It used to be £40 every week for the first six months, then £30 every week for the last six months of the first year. Although this is not available now!).

Things started off well. Work was coming in, I did "out work" for a local business as well. People were interested and keen to talk about having work done. It was all go. One thing that I have learnt is, if people ask about work, take a deposit because otherwise they may not come back. This was my main downfall. You live and learn and I have! It is not easy. Things got worse along with the winter though work did show up in dribs and drabs. Some picture framing that local framers would not touch, plus blanket box decorating etc. I was just keeping my head above water. At last after Christmas work did show up, signwriting, picture frame restoration, french polishing, some gilding and there is more on the way - picture framing, a handmade frame, more french polishing and signwriting. Hopefully as the weather gets better then so will the work, but nothing is ever definite. It is best not to bank on anything because hopes are easy to crush.

Nineteen months have gone by and I am still here. There is no way that I am giving up. I have decided that I am going to show that a young person can do as well as an older person, and a girl at that. When there is work needing to be done then I am going to be here to do it and learn more in the process.

*Victoria Salter*

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# MSc CONSTRUCTION REFURBISHMENT MANAGEMENT

## The Bartlett School of Graduate Studies, University College London

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### INTRODUCTION

This new course is moving ahead with enthusiasm and gaining recognition. Refurbishment projects which now represent approximately 50% of total construction expenditure, deal with existing structures often those with exceptional and valuable character, many worthy of sympathetic conservation. Management of such work is different and frequently more complex than for new construction.

The course focuses on the knowledge and skills most relevant for refurbishment work, where risks are often high, no job is exactly like another, many players are involved, decisions can only be made after site inspection and then must be acted upon immediately. Students will learn to develop strategies to manage the uncertainties inherent in refurbishment, to recognise and use organisational structures and to present reasoned arguments to support proposed action. They will understand in more depth the type of buildings they work on and will learn to develop their commercial judgement and presentation skills.

Entry requirements are normally a first degree or a recognised professional qualification and relevant experience. Suitable candidates who do not meet the academic requirements take a written entrance examination.

### COURSE STRUCTURE

The course may be taken either full-time, over one calendar year or part-time on day release over two years. Students take four course units and submit a 10,000 word research based thesis. Assessment is by written examination and course work. Lectures, seminars and workshops are run on Tuesdays and Thursdays over 2 × 12-week terms from late September to exams in early May. In the summer term students work on their thesis with the help of their supervisor. Part-time students attend lectures on Tuesdays in their first year and Thursdays in their second year. They are encouraged to begin work on their thesis in their first Summer, for submission at the end of their second year. Full-time students attend lectures on both Tuesdays and Thursdays and submit their thesis in one year.

The 4 Units are as follows:

**Unit 1** seeks to develop an appreciation of the ideas underlying management, the role relationships, to apply these to the early stages of the project, to look at building characteristics and the influences upon them. It considers the client, development of the brief, pre-tender risk assessment, building characteristics from Georgian to 1939 and pre-tender presentation skills.

**Unit 2** studies current thinking, principles in specific areas of management, contract law, and applies the study

of building characteristics to modern building defects. It looks at strategic and operational management, forms of contract and case law.

**Unit 3** reviews project management techniques, planning and control, the impact of urban planning, regulations and English Heritage on refurbishment, the tools of finance, economics and marketing.

**Unit 4** applies the ideas, techniques and principles from units 1-3 to live projects with the help of industrial partners tracing the project from feasibility to completion.

### THE STUDENTS

The course is multi-disciplinary, open to surveyors, architects, engineers, project and contract managers. It was launched in September 1994 as a two-year part-time course with nine students, most in their 30's and 40's, surveyors, engineers and project managers, on day release from major contractors, builders and an estates director for an NHS Trust Hospital. They have now passed onto their second year and have been joined by students drawn from a wider section of the industry including an architect, a local authority estates manager, women and students from overseas. Some of these have joined for the first year of the two-year course, others as the first students on the one-year full-time course. The eventual target for student numbers is 25 with 20 part-time and 5 or more full-time students. This will give class sizes of around 15 for each of the two years, which suits the seminar style of teaching and encourages class interaction which is needed to unite the students who come from different professions and represent varying interests from within refurbishment world-wide.

The strength of interest from overseas has come as a surprise with applications from as far afield as Malaysia, Fiji, Bahrain, Greece, Tanzania and Thailand. Also from Japan, where roughly 70% of the construction has been built since 1970 and only now are they beginning to appreciate the need for major programmes of refurbishment. Few foreign students have joined the course in the first year that it has been open to overseas candidates but the strength of interest does put pressure to prepare for the demand and to widen its focus for the future.

### COURSE STYLE

The course material is grounded in experience, having been formulated with the help of over 140 managers currently active in the refurbishment sector. By mixing theoretical material with workshops and case studies, the experience of the students themselves is brought into play benefiting individuals and the



group as a whole. The course offers a valuable opportunity to work with over 60 people from various disciplines active in refurbishment to develop team working and broaden intellectual horizons. It is supported by the Wates Foundation.

Students are stimulated to contribute actively and to develop skills and confidence in presenting their arguments. Early course-work showed serious weakness in students' ability to argue a case - a skill crucial to management decisions. This was addressed with a special two-day presentation skills course organised as a competition where the students worked in groups to make a tender presentation, to a panel of judges. This year, the event will be judged by industry leaders who will be invited to continue discussions with the groups over dinner. Following the course on presentation skills, the students were then set a far larger exercise, a 6-months case-study, requiring them to interview the case-study partners, the client, the architect, structural engineer and so on, and to present their case before an invited audience from the industry in an Open Seminar on Refurbishment held by the course in the first week of June. This Seminar marked the official end of the first year and by bringing together students, academics and industry leaders demonstrated the commitment to bring together education and industry for mutual benefit. The Seminar is to be an annual event and it is hoped will eventually become a full conference to facilitate exchange of ideas and to serve as a network for the refurbishment sector.

## LINKS BETWEEN EDUCATION AND INDUSTRY

The sponsorship by TBV Schal of the project management module has been an exciting new development in the teaching of practical subject areas. In addition to lectures and workshops the module will include an all-day case-study on the project planning of the Royal Opera House. It is hoped Acer will run a similar case-study on a prison refurbishment. Alan Baxter & Associates will take the students through the structural design process, getting them to work up their own design for a building before unveiling the eventual solution. These are all initiatives where the industry is taking the lead. Others involved include for example, Martin Barnes, management consultancy partner of Coopers & Lybrand responsible for writing the New Engineering Contract, Ian Macpherson founder of Mace, Peter Morris director of Bovis, and Will McKee Director General of



the British Property Federation, all involved in project management and construction procurement. They have offered their support and will be lecturing on the course. They join the list of supporters, lecturers and speakers coming from leading firms such as Haslemere Estates, Pell Frischman, contractors Kyle Stewart, John Sisk & Sons, Wates Construction and Willmott Dixon. Lord Howie of Troon has declared his support and is considering an invitation to join the Faculty Committee.

The success in winning this calibre of support is seen as crucial not only to the quality and relevance of the lectures, but to the reputation of the course. It is felt that eventually demand for places will be driven as much by a wish to make use of its high-calibre network as for the quality of the course itself.

## THE FUTURE

Plans are underway for students from the management-led course, to undertake joint projects with other urban planning-led and design-led courses, to broaden the experience of management of these processes. These are being planned with the urban planners within the Bartlett and with the Design MSc in the Civil Engineering Department and could also lead to a reverse flow of planners and designers into the course participating in management options.

Consideration is also being given to extending the course to cover all types of structural refurbishment, not only to buildings. The course might then offer two main options, one centred on buildings both period and modern, and the other on general structures.

The course needs to foster stronger links with UK and overseas research and practice to keep up-to-date with developments in refurbishment. It has begun to form associations with several organisations, the latest being COTAC, the Conference on Training in Architectural Conservation, in which it is hoped to play an important role in the London centre/network which was originally brought together to arrange the **set95** open week at St Pancras Chambers. The aim of the course is to be a leader and opinion former in raising the status and quality of refurbishment management. But to be a leader in the field it also needs to carry out and manage research into refurbishment management as a parallel and supporting activity to teaching.

The cycle of success is under way, with press coverage recently in *New Builder*, *Chartered Builder*, the *Faculty of Building Journal*, other trade journals and now the COTAC Newsletter helping the course to become established in the market.

For further information contact:

**Peter McFadzean-Ferguson, Course Director**

Tel: 0171 387 7050

or

**Anne Pink, Postgraduate Clerk**

Tel: 0171 391 1738

The Bartlett School of Graduate Studies

University College London

Phillips House

Gower Street

London WCI 6BT



January 1995

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## ABBEY BARES ALL

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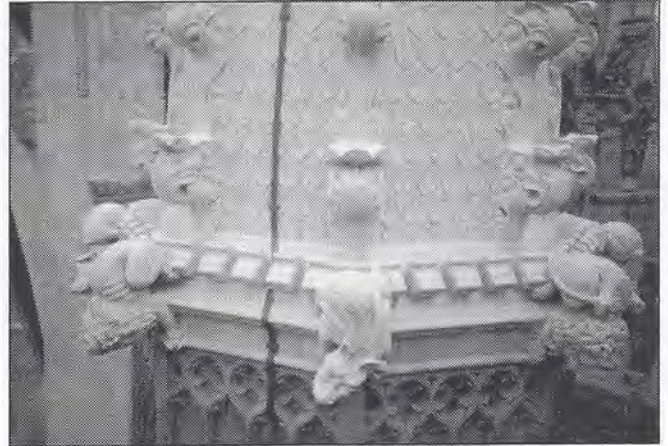
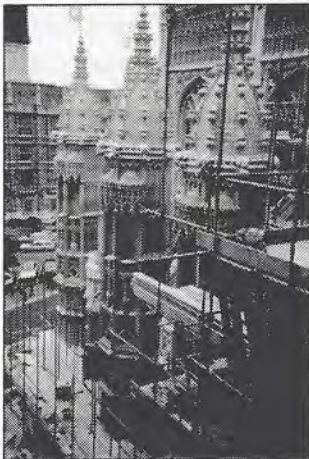
It became hard to remember Westminster Abbey when it was not shrouded in scaffolding. But after more than twenty years of painstaking restoration the shrouds have come down, leaving the ancient building sparkling and rid of centuries of grime. During the most extensive programme of repairs since the days of Sir Christopher Wren, craftsmen matching those of medieval England, who laid the foundations 900 years ago, have studied every part of the Abbey and replaced 20,000 cubic feet of weather-beaten stone.

An exhibition of the £25 million facelift opened in May last year, since when more than 60,000 visitors have donned hard-hats and braved dizzy heights to inspect at close quarters the work including intricate stonework and carved beasts which cling, to the roof's buttresses, over 100 feet above the ground. It took twelve craftsmen three years to sculpt the 267 carvings. Those brave enough to negotiate the planks above the Henry VII Chapel, on which a heraldic beast cocks its leg in the direction of the Houses of Parliament, are treated to a breath-taking sight. Above the hurly-burly of Westminster the curious from home and abroad have come to stand and stare at the bird's eye view of London's skyline. Now that the scaffolding is down, the outlines of the carvings are almost invisible from the ground

and the briefly-enjoyed sight from the roof has gone for more than a lifetime - contractors say the site should be safe from decay and scaffolding for at least 200 years. We were very privileged to shown round the work, during the last few days when tours were available and on the final tour to be led by Donald Buttress, the Surveyor of the Fabric on 26th October last year. Donald is a most entertaining and amusing speaker, and his enthusiasm and the love of his work on this building shine through his commentary.

The visit was part of an architectural conservation day arranged by ICI Paints and included a series of short presentations including one by Richard Davies, Director of COTAC on its role in conservation training at ICI HQ, 9 Millbank. This was followed by the tour of the Abbey, a walking tour of St Jame's Square led by Mr Jones of English Heritage, and a viewing of the Westminster Central Methodist Hall with talk on colour in Conservation by the Colour Consultant Mrs L Reeves-Black.

ICI intend to hold further similar events in the future and anyone interested should contact Mr Nigel Banks, Specifier Representative, ICI Paints Decorative Trade, ICI Paints, Wexham Road, Slough, Berks, SL2 5DS, telephone 0585 240209.



Top left: View of restored east side of Henry VII Chapel towards Houses of Parliament. Top right: View inside Henry VII Chapel showing vaulted ceiling. Above: Newly carved beasts and items being replaced alongside showing damage and erosion.

Top: Detail of a cupola. Above: Mr Donald Buttress, the Surveyor of the Fabric.

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## BOURNEMOUTH UNIVERSITY - EU, COMETT PROGRAMME SEMINARS

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### BUILDING CONSERVATION IN IRELAND

Tutors and students assembling at the beginning of a 3-day course last June on the care and conservation of historic stonework sponsored by the COMETT programme and hosted by Drimnagh Castle Restoration Project, Dublin. From Drimnagh are (extreme left) Peter Pearson and (second from the right) Pat McAfee with Nic Bamfield and Carole Ryan of Bournemouth University to his right. Also in the picture are Catherine Woolfit and two Bournemouth students, Hazel Brushett and Paul Turnham.



### BUILDING CONSERVATION IN BELGIUM

Tony Steel, (second right) at St Lucas College, Ghent, last September talking to a group of students assembled for the second of the two EU COMETT-sponsored courses in the care and conservation of historic stonework. Students in the picture include (extreme right) Dubrovnik architect Kate Bagoje from Croatia. With thanks to Adriaan Linters for hosting and organising the event.

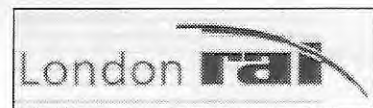


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## EXHIBITIONS, CONFERENCES, SEMINARS, COURSES

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**RESTORATION 96**  
**17-19 MARCH 1996**  
**MARYLAND CONVENTION CENTRE**  
**BALTIMORE, USA**



RESTORATION is the largest preservation and conservation event in the Americas. Restoration BOSTON 95 attracted 10,424 visitors to see the best and most innovative products and services available. The extensive conference programme attracted 1582 delegates.

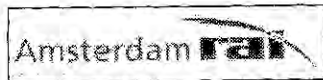
Visitors to Restoration US 93 were split between architectural preservation (58%) and object conservation (42%). Restoration BALTIMORE 96 will augment this to bring into the scope of the show Landscape, Industrial Heritage, Utility Artefacts and regional preservation. The comprehensive approach of Restoration USA allows companies and professionals active in preservation

and conservation a chance to exchange ideas, develop collaborations and open up broader business horizons.

There will be a British Pavilion at Restoration BALTIMORE 96, to showcase the best of British products and services. This is being organised by Building Exhibition Management on behalf of the National Council for Building Material Producers.

If you believe you can benefit from the 3 days of opportunity offered by Restoration BALTIMORE 96, please contact: Mel Gaffney, Sales Manager, Rai Exhibitions London Ltd, Glen House, 200/208 Tottenham Court Road, London W1P 9LA. Tel. +44 (0)171 436 9774 Fax +44 (0)171 436 5694.

**RESTORATION '96  
AMSTERDAM  
10-12 OCTOBER 1996**



Since 1991 The Conservation Unit of the Museums & Galleries Commission has been the Department of Trade & Industry (DTI) designated sponsor for the above exhibition held in Amsterdam every other year. The DTI grants for space and construction of stands, entertaining clients, translation services and some travel grants together with the enthusiasm of exhibitors has enabled The Conservation Unit to co-ordinate two extremely successful UK Pavilions and we are now contacting people with information on the event later this year.

Results of the exhibitor survey that was held after the exhibition 1994 reveal, that over 75% found the exhibition fully met or exceeded their expectations. On-site visitor surveys show that attendees were also very enthusiastic. In 1996 the show will therefore retain the features that have made it such a success including: a large and diverse exhibit floor with products and services for everything from monuments, sites and landscapes to building exteriors and interiors, to fine art, books, works on paper, furniture, historic objects, artefacts and demonstrations of the latest techniques and technologies.

If you are interested in receiving further information on the exhibition and the support offered by the DTI and The Conservation Unit, please contact Ms Henrietta Hopkins to discuss the event and receive further information in the coming months.

Ms Henrietta Hopkins,  
Registered Development Officer,  
The Conservation Unit,  
Museums and Galleries Commission,  
16 Queen Anne's Gate,  
London, SW1H 9AA,  
Tel: 0171 233 4200 Fax: 0171 233 3686.



**THE 2ND NATURAL STONE SHOW  
+ NAMM TRADEX**

**5-7 March 1996**

**9.15-5.15 daily**

**Halls 2&3**

**Wembley Exhibition Centre**

For further information contact:  
Resources Exhibitions Ltd  
tel: 01844 342894 fax: 01844 344988



**THE MUSEUMS & HERITAGE SHOW LIMITED**

**Conference Centre,  
Royal Horticultural Halls  
Westminster, London  
27 & 28 March 1996**

For further information contact:  
The Town House, Leigh,  
Worcester WR6 5LA  
Tel: 01886 833505 Fax: 01886 833144



**ICOMOS  
INTERNATIONAL WOOD  
COMMITTEE SYMPOSIUM  
14-20 April 1996**

**ICOMOS UK**

Great Britain is noted for its corpus of splendid timber-framed buildings, dating from the twelfth century onwards. The symposium will provide a unique opportunity to look at a selection of outstanding timber buildings, to see different regional traditions and to discuss conservation strategies in the company of leading international and British specialists.

The programme will start on the morning of Sunday 14 April at the reconstruction of the Globe Theatre, Southwark, London, and then will visit sites in Sussex from a base at the Weald and Downland Museum of Buildings. From there the symposium will visit the workshops of McCurdy & Co (contractors for the Globe Theatre reconstruction) in Berkshire and then travel to Shropshire and the Welsh borders, visiting major buildings, including the Avoncroft Museum, in the West Midlands on the way. Following a visit to sites in Cheshire and Lancashire, the symposium will finish with an examination of restoration projects in Yorkshire and return to London on Saturday 20 April. The emphasis will be on visits to work in progress and discussion on conservation techniques during the day, informed by evening lectures.

Organisational panel: Richard Harris, Prof. Dr. Knut Einar Larsen, Peter McCurdy, Nils Marstein, David Micheimore, Graham Moss, Dr David Yeomans.

Accommodation will be in good-quality hotels and the cost of UK £450.00 covers all accommodation (in twin rooms) for the nights of 14-19 April inclusive, all meals from lunch on Sunday 14 April to lunch on Saturday 20 April and transport by coach for the duration of the symposium. For a single room, a supplement of UK £100.00 is payable. The symposium will be strictly limited to 50 participants; in order to secure a place a deposit of UK £50.00 should be paid to ICOMOS UK at the address below. The balance of the symposium fee will become due for payment on or before 14 February 1996. In case of cancellations after 14 February, the deposit will be forfeited.

The International Council on Monuments and Sites UK  
10 Barley Mow Passage, Chiswick, London W4 4PH  
Tel: +44 (0)181 994 6477 Fax: +44 (0) 181 747 8464

**SYMPOSIUM ON PURBECK MARBLE  
Bournemouth University  
in Association with  
the Church Monuments Society  
13-15 September 1996  
at Bournemouth University**

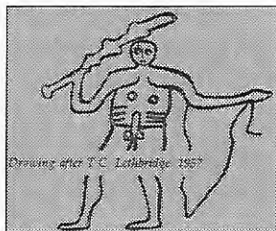


The symposium will examine aspects of the material, its usage and conservation. Trips planned to quarries to understand how it was won and churches to examine its use.

For further information contact:  
Mrs K Barker, Continuing Education Officer,  
School of Conservation Sciences  
Bournemouth University, Poole, BH15 5BB  
Tel: 01202 595273 Fax: 01202 595255

## COMMISSION OF ENQUIRY

**The Cerne Giant**  
**Saturday 23 March 1996**  
**from 10 am - 4.30 pm**  
**in the Village Hall,**  
**Cerne Abbas, Dorset.**



Bournemouth University in association with the National Trust and Cerne Historical Society, are arranging the above event in the novel format of a "dayschool" with a comprehensive selection of expert assessors and witnesses.

Registration Fee £9.50.

For further information or to register please contact:

Mrs K Barker

Continuing Education Officer

School of Conservation Sciences

Bournemouth University

Poole BH12 5BB

Tel: 01202 595273

Fax: 01202 595255

## WEALD & DOWNLAND

### OPEN AIR MUSEUM

#### 1996 Training Programme



The provision of the timber teaching modules for Bournemouth University's PG Dip/MSc in Building Conservation will be provided again this year and some places will be available for individual modules to extra-mural students.

Master Classes in practical Building Conservation will be held on 28th June in the following disciplines - brickwork, timber frame repair, thatching, leadwork, use of lime, historic stonework and leaded lights. In addition from April two day workshops will be run for surveyors, architects, builders, and others responsible for or interested in building conservation and traditional crafts. There will be two practical one day courses, Charcoal Burning on 29 March and The Use of Draught Horses in Public Places on 8 November.

The first Summer School on 6-13 July will include lectures, visits, demonstrations, social events and concerts with 5 themes related to work of the museum - social history, local studies, archaeology, garden history, and literature, music and art.

For further information contact: Carol Hawkins

Weald & Downland Open Air Museum

Singleton

Chichester

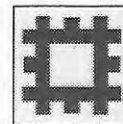
West Sussex PO18 0EU

Tel: 01243 811363

Fax: 01243 811475

## FORT BROCKHURST COURSES

### Fort Brockhurst Building Conservation Training Centre.



Practical building conservation courses are delivered by English Heritage staff and/or leading practitioners in the field.

Short courses varying from 1 to 5 days combine lectures with practical hands-on sessions.

Contact:

Ms Jo Rodgers

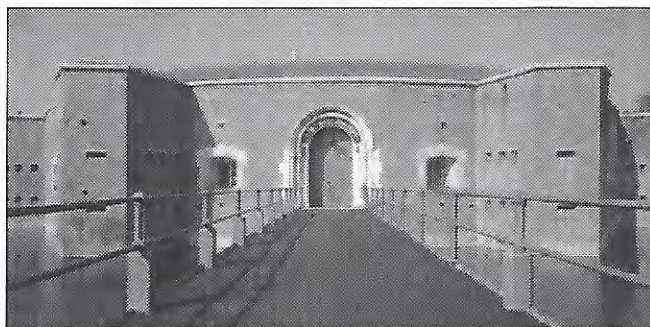
Room 528

English Heritage

429 Oxford Street

LONDON W1R 2HD

Tel: 0171 973 3821 Fax: 0171 973 3474



## DE MONTFORT UNIVERSITY CENTRE FOR CONSERVATION STUDIES LOTTERY FUNDING OPPORTUNITIES FOR HISTORIC PUBLIC PARKS A HALF-DAY CONFERENCE



**With support from English Heritage**  
**Wednesday 6th March 1.30 - 6.00 p.m.**  
**The City Rooms, Hotel Street, Leicester**

Fee £45 + VAT (£52.87) per delegate to include refreshments

For further information or to secure a place contact:

External Relations

De Montfort University, Leicester LE1 9BH

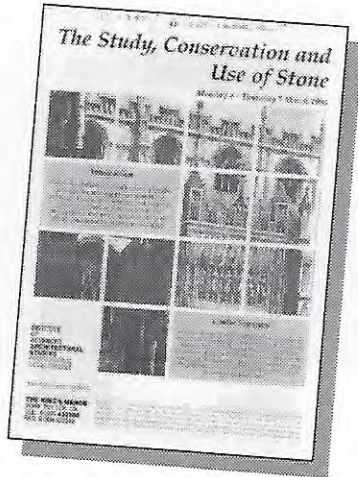
Tel: 0116 257 7354 Fax: 0116 257 7533

**INSTITUTE OF  
ADVANCED  
ARCHITECTURAL  
STUDIES  
COURSES 1996**



**Conservation of Stone  
Monday 4-Thursaday 7 March 9.30-17.30**

Seminars given by experts from across the country will be combined with a day of practical hands-on training at York College of Further and Higher Education. particular attention will be given to the role of the draughtsman and the stone mason and the problems encountered with heavily decayed limestone and sandstone.



**Conservation and Use of Timber  
Monday 18- Thursday 21 March 8.30-17.15**

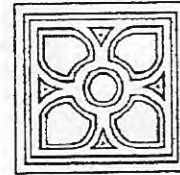
Three days of Seminars at King's Manor combined with a day at Ryedale Folk Museum providing an introduction to practical skills in converting wood into timber and in different types of joint and infill material. Particular features include a seminar on thatch and on the treatment of dry and wet rot.

Fee for each course £360 excluding accommodation, £450 including 3 nights accommodation (no evening meals)

For further information and bookings contact:  
The Institute of Advanced Architectural Studies  
The University of York  
The King's Manor  
York YO1 2EP  
Tel: 01904 433988 Fax: 01904 433949



**WOODCHESTER MANSION TRUST  
PRACTICAL COURSES 1996**



**WOODCHESTER  
MANSION TRUST  
PRACTICAL COURSES 1996**

❖  
**LIME MORTARS AND STONE REPAIR**  
SATURDAY 11th MAY 9.30-5.00  
£ 40

**LIME PLASTERS & RENDERS**  
SATURDAY 14th & SUNDAY 15TH  
SEPTEMBER 10.00-5.00  
£ 80

for Architects, Surveyors, Contractors,  
Conservation Officers & Home Owners

**STONE REPAIR CASE STUDY**

SATURDAY 30th APRIL and WEDNESDAY 26th JUNE  
£120 (group discounts available)  
for Architects, Surveyors, Contractors and  
Conservation Officers

**THE GRAND STAIR  
MASTERCLASSES**

- Stone Vaulting
- Structural Support
- Stone Roofing

**DETAILS TO BE ANNOUNCED**

❖  
*Now available*  
**"LIME MORTARS  
an introduction"**  
*by Jamie Vans*

❖  
For further information on all the  
above contact G. McLoughlin, 1, The Old  
Town Hall, High Street, Stroud, Glos  
GL5 1AP  
Telephone (01453) 750455

*The Woodchester Mansion Trust's training  
programme and technical publications are  
supported by a grant from the Department of  
National Heritage*

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## COURSES AVAILABLE FROM NETWORK MEMBERS

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### **BOURNEMOUTH JOINT CENTRE**

Bridging Certificate for Studies in Conservation – 12 weeks  
DipHE/BSc(Hons) in Building Conservation Technology  
Heritage Conservation – Dip. 2 years full time, BSc 1 further year after Dip.  
MSc/PGDip in Architectural Stonework Conservation – taught 1-year course  
Other short courses at Joint Centre member locations:  
Various stone restoration and conservation courses at Weymouth College Conservation Unit.  
Timber-frame repair, charcoal burning, gauged brickwork, cleaning leadwork, at Weald and Downland Museum.  
Lime courses at the Lime Centre at Morestead near Winchester.

#### **Contact:**

Mrs K Barker, Co-ordinator,  
Joint Centre for Heritage  
Conservation and Management,  
Bournemouth University,  
Department of Conservation  
Sciences, Dorset House, Talbot  
Campus, Fern Barrow, Poole, Dorset  
BH12 5BB. Telephone: 01202 524111.  
Fax: 01202 595255

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### **BUILDING CRAFTS AND CONSERVATION TRUST**

Short 1- to 2-day and 6-month Conservation courses for tradesmen at various training institutions throughout the county in: historic brickwork, joinery, timber frame, wattle and daub, flint, external rendering and stucco and leadwork.

#### **Contact:**

Mr A MacLaren, Chief Executive,  
Building Crafts & Conservation Trust,  
Kings Gate, Dover Castle,  
Dover, Kent CT16 1HU.  
Telephone: 01304 225066

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### **SCHOOL OF APPLIED ARTS & DESIGN, DE MONTFORT UNIVERSITY LINCOLN**

Access Certificate to HE, Conservation and Restoration – various  
BTec ND in Conservation and Restoration – 2 years full time.  
BTec HND in Historic Decorative Crafts – 2 years full time.  
BA Hons in Conservation and Restoration – 3 years

#### **Contact:**

Mrs Z Garnett, Co-ordinating &  
Development Manager, School of  
Applied Arts & Design, De Montfort  
University Lincoln, Lindum Road,  
Lincoln LN2 1NP.  
Telephone: 01522 569104  
Fax: 01522 542167

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### **LAMBETH COLLEGE**

Short courses in the following: Restoration of Plasterwork, Restoration of Masonry, Stained Glass and Leaded Light Work, Graining and Marbling Techniques, Decorative Paint Effects, Trompe l'Oeil, Oil and Glass Gilding, Restoration Skills for Masons and Joiners. Lengths vary from one full week to one day per week for 5–10 weeks.  
Mastercrafts courses for City and Guilds/COTAC Diploma are now available in a number of major craft skills including plastering, carpentry and joinery, sheet and cast metalwork, surface decoration and masonry – 2 years full time.  
Entry requirements: Advanced craft certificate or NVQ Level 3 or substantial industrial experience.

#### **Contact:**

Mr L. Conway, Head of School,  
Vauxhall Centre, Lambeth College,  
Belmore Street, Wandsworth Road,  
London SW8 2JY. Telephone:  
0171-501 5010. Fax: 0171-501 5490.

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### **PLYMOUTH UNIVERSITY**

PgDip/MA in Architectural Conservation – 1-5 years part time.  
CPD – various subjects of interest in conservation.

#### **Contact:**

Mrs L Watson, Conservation Course  
Co-ordinator, Plymouth School of  
Architecture, Hoe Centre, Plymouth,  
Devon PL1 2AR. Telephone: 01752  
233600. Fax: 01752 233634.

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### **SOUTH BIRMINGHAM COLLEGE**

NVQ Level 3, Restoration and Conservation in Brickwork, Carpentry, Plasterwork and Leadwork – 36 weeks full time.

#### **Contact:**

Mr M. Cook,  
South Birmingham College (Formerly  
Hall Green College), Cole Bank Road,  
Birmingham B28 8ES. Telephone:  
0121-694 5000. Fax: 0121-694 5007.

**INSTITUTE OF ADVANCED ARCHITECTURAL STUDIES, UNIVERSITY OF YORK**

The Centre for Conservation Studies has for nearly a quarter of a century been running an educational programme including:  
MA Conservation Studies (Building Conservation) – 1 year full time taught; 3 years, 1 term per year.  
Short courses: Courses contained within the MA programme: 1–4 days, detailed programmes available.

**Contact:**

Mr Peter Burman,  
Director of Conservation Studies,  
Institute of Advanced Architectural  
Studies, University of York, The King's  
Manor, York YO1 2EP. Telephone:  
01904 433987. Fax: 01904 433949.

Do you know of someone who would like to receive a copy of the COTAC Newsletter in future? Please add their details:

Name .....

Title .....

Organisation .....

Address .....

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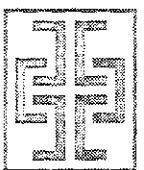
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and forward to:

**Mr Graham Lee**  
**Project Manager**  
**COTAC**  
**429 Oxford Street**  
**London W1R 2HD**  
**Telephone: 0171-973 3615**  
**Fax: 0171-973 3656**



**COTAC**  
CENTRE FOR  
CONSERVATION  
STUDIES  
UNIVERSITY OF YORK

Any other suggestions for articles for inclusion or improvements to future issues:

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