

Council on Training in Architectural Conservation (COTAC) Corporate Plan: 2019-2024



COTAC Corporate Plan 2019–2024

Note:

This Plan concentrates on potential delivery intentions during its 5-year period of currency. A separate COTAC Business Plan will be devised in accordance with the IHBC/COTAC MoU, as signed on 21 February 2018. Consequently, some draft content may be extracted as it best sits within a Business Plan context, but these matters are included here as a matter of convenience not to lose sight of previously recognised intentions.

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COTAC Corporate Plan 2019 – 2024: Summary

Operational intentions:

During the 5-year 2019-2024 Corporate Plan period, COTAC will:

- Aim to ensure a sustainable business model for the Charity to continue its future activities (p4)
- Uphold its Legal Status and Governance (p5)
- Be guided by its Core Objectives and Guidance Framework (p7)
- Refine its management and administrative arrangements (p8)
- Accord with the COTAC/IHBC MoU (p8)
- Engage with its wide range of Supporters and Interest Groups (p9)
 - Enable and serve the Edinburgh Group
 - Maintain a BIM4Conservation presence
 - Engage in the BIM4Heritage Group
- Maintain its Annual Conference Programme (p12)
- Develop its Future Digital Presence (p13)
 - Enhance the <https://www.cotac.global> website (p15)
 - Maintain the <http://understandingconservation.org> website (P16)
- Integrate the Skills Matrix into Capacity Building (p17)
- Develop the Understanding Conservation School VLE Initiative (p18)
- Develop and implement a Communication and Publicity Strategy (p23)
- Improving COTAC's Digital Operations (p24)
- Awareness Raising amongst Clients, General public, Craft Skills and the Professions (p25)
- Complete Risk Register Governance and Control Needs (p26)
- Compliance with General Data Protection Regulations (p27)
- Develop its Business Plan 2019-2024 Pending Aspirations (p28)
- Promote COTAC during its 60th Anniversary Year (p28)
- Pursue the creation of a Stratford Group (p29)
- Pursue Undergraduate and Post-graduate Architectural Conservation Education Developments (p30)
- Consider potential benefits from the European Year of Cultural Heritage (p33)
- International Links and Opportunities: HIDDEN Project (p33)

Administrative and Support Needs Summary:

As part of the Plan process, COTAC will persistently prioritise, assess and aim to resolve its support administrative and support needs with regards to its:

- Objects and Charity Commission Annual returns (p34)
- Annual Accounts (p37)
- Draft Policy on Financial Control (p38)
- Insurance Cover and Risk Aversion (p39)
- COTAC Privacy Policy (p39)
- Membership Secretary Role Draft Functions (p40)
- Digital Content Manager Role Draft Functions (p40)
- E-mail Address Changes (p41)

Annual Meeting Schedule:

Over the Plan period the following meetings will be upheld within the annual schedule:

- Trustees Meetings - six monthly
- Management Group Meetings - quarterly and coinciding with Trustees meetings
- Edinburgh Group - six monthly in May and November
- Understanding Conservation School Group - quarterly or 4-monthly when initiated
- BIM4Heritage Group - quarterly, either in attendance or remotely
- Annual Conference - each November/December
- Annual Meeting to review COTAC/IHBC MoU - February
- Other Groups as established and required

To avoid unnecessary travel and expenditure, meeting dates and operational requirements will be scheduled to coincide as far as possible.

COTAC Draft Corporate Plan: 2019 – 2024

Significance of the Plan and Background

In 2019 the Council on Training in Architectural Conservation (COTAC) reaches a significant milestone with its 60th Anniversary. It is hoped that this occasion will enable a more widespread recognition of what COTAC has achieved in the past, and how it could also achieve a sustainable business model for its future, as set out below.

Established in 1959 as the ‘*Conference on Training in Architectural Conservation*’ COTAC’s founding principle was in its recognition of the need for specialists to properly specify and oversee work involved in repairing and conserving historic buildings and churches. At the time, this ground-breaking approach occurred when industry and professional training and education in modernism, concrete and brutalism prevailed, and when knowledge of traditional building technologies was fast disappearing.

Over the years COTAC has persistently and influentially worked to lift standards, develop training qualifications and build networks across the conservation, repair and maintenance (CRM) sector previously estimated at some 42% of all construction industry activities. This has involved national agencies, professional and standard setting bodies, educational establishments and training interests, but much remains to be done not least of which is the introduction of an element of conservation philosophy and practice into graduate level educational needs.



Experience and understanding is required to analyse traditional building construction defects and performance to determine the correct remedial work approach

As part of developing COTAC’s forward strategy its key strength lies in the “intellectual property” resulting from the depth of individuals’ knowledge available within COTAC; this in

addition to the educational and skills and commitment defined in a broad range of organisations within its orbit. It was recognised that an important step to build on this expertise was to re-engage with COTAC's Supporters and move increasingly towards ensuring that subscription fees from signed-up membership of the Council can offer a predictable annual income stream to cover core costs.

As COTAC initiated changes during 2014/15 from being a 'Conference' to that of a 'Council', its previous Plan aimed to start illustrating the value in being associated with COTAC and its work. Initially it achieved this by addressing its out-dated Governance and Constitution, starting to consolidate its websites, re-introducing its Annual Conference and creating relevant Working Group activities. Given such achievements, there is now a need to refine the detail of the later part of that period. Such a process is taken further in the current Plan and its intentions for the next 5-year period covering 2019 – 2024. As the first year progresses a COTAC Summary Brochure will be prepared covering the period 2020-2025 to assist in the future promotion of activities and achievements.

Legal Status and Governance

As a Charitable Incorporated Organisation (CIO) COTAC was confirmed as being entered on the Register of Charities on 21 July 2015, with the Registered Charity Number: 1162750. COTAC's 21st century role is no less critical than that of its past. New technologies, including aspirations to low carbon retrofit, demanded energy efficiencies and emerging digital innovations such as laser scanning, 3D printing and Building Information Modelling (BIM), can too easily obscure the need for a core understanding of traditional materials and technologies, and how to approach historic structures with a finely-honed set of skills in order to avoid damage to them and their inherent record of history and interventions.

As the *Council on Training in Architectural Conservation*, COTAC aims to operate within the following structure and intentions:

1. Achieving Patronage backing
2. Maintaining its Trustee Body responsible for Corporate activities
3. Delivering operational activities through its Management Group
4. Delivering on the COTAC/IHBC Memorandum of Understanding
5. Engaging with Supporters and growing the number of Subscribing Members
6. Facilitating the Edinburgh Group
7. Leading and addressing specific Plan actions, or matters arising from it, through Operational Working Groups

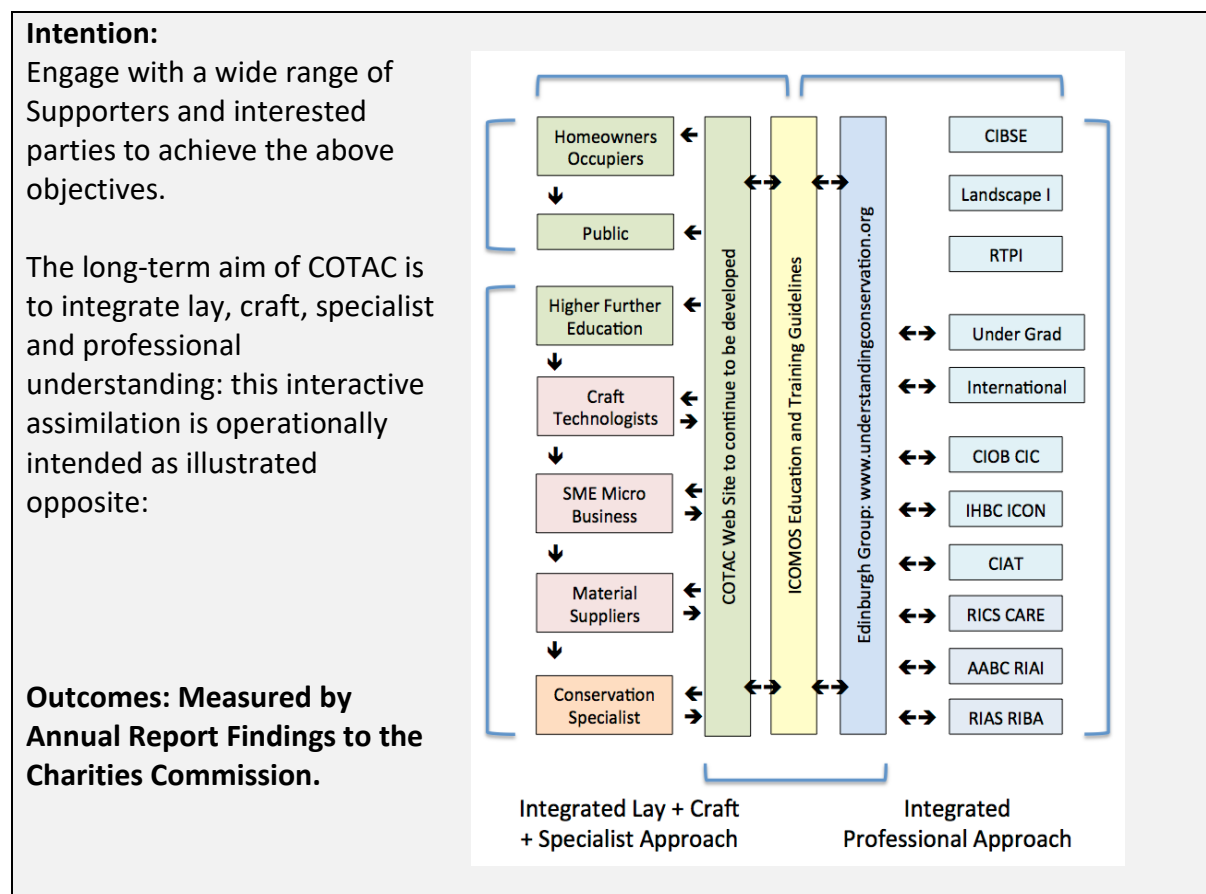
Over the 2015-2018 period Structure Items 2 - 7 were partly achieved, with additional work still being required to address Items 1, 2 and 5. Here, an initial emphasis will be placed on consolidating its Patrons and Board of Trustees whilst resolving the composition, remit and strength of the Management Group during the early stages of the 2019-2024 Plan period.

Realising COTAC Objectives

Supporting and influencing the Conservation, Repair and Maintenance (CRM) construction industry sector, COTAC's priority Objectives over the 2019-2024 Plan period include:

- **Education and training:** Developing, producing and promoting education and training and CPD materials through the COTAC website <https://www.cotac.global>
- **Standards:** Proposing, maintaining and promoting standards for technical conservation education and training, particularly through conservation accreditation initiatives and the website <http://www.understandingconservation.org>
- **Advocacy:** Collaborating with Supporters, other organisations, voluntary bodies and agencies with interests in conservation; this with a view to influencing and promoting relevant issues, including responding to relevant consultations
- **Digital resources:** Maintaining, enhancing and developing the Council's digital resources to ensure their relevance for the sector
- **Publication:** Publishing relevant material on-line
- **Courses:** Promoting relevant courses in the conservation of the historic environment which are in accordance with recognised criteria
- **News:** Promoting relevant national and international on-line information of value to the sector
- **Events:** Resources permitting, arrange seminars and conferences along with participation in exhibitions/events relating to relevant heritage issues
- **Bursaries:** Resources permitting, provide small bursaries and other support for relevant studies, including reduced fee student sponsorship attendance at COTAC conferences and events.

With corporate guidance from its Trustees, the core Management Group team will work in a structured manner to achieve these objectives, as set out in diagrammatic form below.



COTAC will also aim to grow a direct interest in expanding its core Management Group numbers to help ensure available capacity exists to pursue the full range of Objectives and its future aspirations.

In the process, the continued sponsorship of the Building Crafts College, Stratford in providing generous in-kind support in addition to allowing COTAC to use the College as its official Registered Address, is much appreciated.

Core Guidance Framework

As COTAC progresses its activities it will adopt, integrate and promote the following key publications, standards and initiatives to underpin its day-to-day operations and approach:

- ICOMOS Education and Training Guidelines (1993)
- ICOMOS CIF Capacity Building (2013)
- BS7913: 2013 Guide to the conservation of historic buildings (2013)
- Edinburgh Group Terms of Reference (2016)
- The various professional body Conservation Accreditation Scheme initiatives
- COTAC/IHBC Memorandum of Understanding (2018-2013)



A variety of constructional details, forms and techniques require a breadth of understanding to be fully effective in conservation decision-making

Administrative Framework

Overall, the following Plan carries within its intentions the potential for a considerable increase in demand for significant additional administrative support. This requirement will need to be carefully considered, as it will initially and inevitably add to the burden of those currently providing that support. As the core commitments increase, these will need to be assessed on a realistic cost and time basis, commensurate with generated income and time input. In developing the required support, this approach must also be closely allied to maintaining supporter and membership lists, checking and responding to emails, issuing papers, receiving replies, forwarding queries and arranging meeting requirements. A detailed and related Business Plan will be devised to help address such concerns.

Intention:

An early assessment of the potential administrative demands brought about by delivering the Plan intentions will be undertaken with a view to determining how they might be resolved, whilst considering the range of related issues requiring attention. (See Annex A)

Outcome: Following the creation of a realistic Business Plan secure core funding support to enable the intended developments

Voluntary Time Spent on COTAC Activities

To date COTAC and its recipients have benefited for a considerable amount of voluntary work undertaken to achieve and promote emerging results. Over the Plan period this approach will continue with time records being kept to reveal the scale and extent of this effort.

During the 5-year 2010-2015 period this voluntary effort was estimated to be worth £500k to the sector.

Intention:

Time record data will be used to interpolate the potential financial impact and scope of the presented achievements

Outcome: Analysed and summarised records of the extent of voluntary input on an annual basis

COTAC/IHBC 3-Year Memorandum of Understanding: Signed 21 February 2018

In support of COTAC intentions and to 'help build capacity across the sector' the Chairs of the Institute of Historic Building Conservation and the Council on Training in Architectural Conservation signed a 3-year Memorandum of Understanding (MoU) in London on 21 February 2018.

With both organisations affirming their operational and ethical ties to the 1993 ICOMOS Education and Training Guidelines - strategic commitments in the MoU include:

- An annual meeting of representatives
- The cross-publication of key articles
- Creating a Business planning strategy for COTAC (IHBC)
- Developing on-line conservation training (COTAC)
- Arrangements for mutually discounted rates for members
- Considering a viable 'standard' for BIM in Conservation practice

COTAC Supporters

As noted, in pursuing its charitable activities, COTAC relies heavily on the voluntary participation of organisational representatives from across the UK and beyond. It achieves this through enabling regular 6-monthly pan-professional 'Edinburgh Group' meetings and in the setting up of occasional short-term Working Groups focused on dealing with specific issues, such as its 'BIM4Conservation Group'. In return, COTAC offers an increasingly supportive range of relevant e-learning materials, news and contact information. It was pleased to launch a list of organisations as its named 'Supporters' on its website on 5 April 2018. This list will be updates as and when necessary and as new Supporters come on board.

The Edinburgh Group

Facilitated by COTAC since 2008, the Edinburgh Group is a pan-professional forum, with supporting 'client' interests, with the aim of linking across all individual conservation 'accreditation' and 'certification' initiatives. The Group has some 60 members (as at 2018) and is represented on the RIBA Conservation Accreditation Steering Group.

The Edinburgh Groups' objectives are to encourage constructive dialogue across the professional disciplines and to promote a more unified approach to accreditation in building conservation from the clients' point of view. The 'understandingconservation' website will continue to be provided by COTAC as a self-learning support facility.

In January 2016 it was mutually agreed that the Edinburgh Group would continue to develop the work and principles as initially ratified by an integrated suite of Accreditation documentation prepared in 2003. Here, the Group's stated intention is to encourage a continuing and common approach towards the development, monitoring and promotion of historic environment conservation accreditation schemes; this for individual practitioners on a pan-professional basis. In doing so, the Group acknowledged that wider conservation context and related initiatives were likely to occur across the sector.

Over the last 27 years, a variety of peer-assessed "Accreditation in Building Conservation" schemes for individuals have been established and managed by their professional bodies. A key aspect of them being that a graduate qualification in each of the relevant professional disciplines is required as a pre-requisite. Currently [2018] the schemes are:

- Royal Institution of Chartered Surveyors (RICS) [*Certification*] 1992
- Royal Incorporation of Architects in Scotland (RIAS) 1995

• Architects Accredited in Building Conservation (AABC)	1998
• Institute of Conservation (<i>Previously UKIC/NCCR</i>) (Icon)	1998
• Institute of Historic Buildings Conservation (IHBC) [<i>Members</i>]	2000
• Royal Institute of Architects in Ireland (RIAI)	2001
• Conservation Accreditation Register for Engineers (CARE)	2003
• Chartered Institute of Architectural Technologists (CIAT)	2008
• Royal Institute of British Architects (RIBA)	2010
• Chartered Institute of Building (CIOB) [<i>Certification</i>]	2017

Intention:

COTAC will continue to enable, arrange and support the Group's 6 monthly meetings in May and November at various locations around the country.

Outcomes: Minutes of meetings, and progress at strategic level. Recorded statistical feedback on numbers of accredited practitioners.

The BIM4Conservation (BIM4C) Group

COTAC enabled a short-term BIM4 Conservation (BIM4C) Group in 2014 aiming to be one of a number of special interest groups established within the BIM4 Communities programme. It was inaugurated to champion Building Information Modelling within the heritage and conservation sectors of the built environment, producing a number of on-line publications in the process. These were made available on the cotac website as pdf's in 2016 and were also posted and freely accessible on the ISSUU website. They were released under the headline title of:

COTAC BIM4C Integrating HBIM Framework Report

- *Part 1: Conservation Parameters*
- *Part 2: Conservation Influences*
- *Bibliography (Draft)*

Whilst these COTAC reports detail a wide variety of factors that should be borne in mind, the contents are broken down into assessing the situation and determining how to intervene in BIM (or, more appropriately, HBIM) situations. Here, it was contended that such a strategy, involving an awareness of conservation plans, maintenance manuals and degrees of intervention in integrated loop, fits the cyclical requirements determined by current new-build orientated BIM thinking. But, what the COTAC reports also promulgated was not a simple cyclical arrangement but a series of them, arranged in the form of a spiral, that more accurately reflected the use and subsequent re-uses of an historic asset. In doing so it noted that statutory requirements, significance and value should be supported by an understanding of the current physical state of the asset, to which conservation principles and BS 7913:2013 could be coupled with the ICOMOS Education and Training Guidelines to inject a relevant understanding and knowledge as a core need.

It was also intended that the BIM4C Group be a signatory of the BIM4 Communities Charter and its Terms of Reference were drafted in accordance with that document. However, on its application for such recognition it was informed that as the BIM Chairs had just formally

endorsed a BIM4Heritage Group (although that 'group' had never met) it was suggested that the two groups should merge. With COTAC Trustee agreement this amalgamation took place in April 2016.

Intention:

COTAC still sees the need to maintain an internal BIM4Conservation presence with the aim of addressing conservation related matters that the BIM4Heritage initiative may not be able to respond to in a manner that reflects COTAC's overall objectives.

Outcomes: COTAC will continue to review the need to reconstitute its BIM4Conservation presence to be able to respond on behalf of COTAC, as opportunities require.

The BIM4Heritage (BIM4H) Group

In transferring the BIM4C work and group participants into the formalized BIM4Heritage Group in 2016 it was appreciated that the intellectual property of COTAC's work and the two BIM4C reports that were passed on to the BIM4H Group carried a value of at least £60,000 of voluntary effort involved in their production. In addition, it was suggested that by adding the BIM considerations in previous annual COTAC Conferences it would not be unreasonable to suggest that COTAC's efforts brought some £80,000 worth of innovative contributions to the BIM4H table. In part recognition of this work, the COTAC Chair was invited, and accepted, to be the BIM4Heritage Vice-chair and regularly participates in its meetings.



Although constructed from the same material, the diversity and variable needs of individual 'objects' that aggregate into a historic structure can be considerable

Realised Intentions:

Over the previous 2015-2016 Plan period, the COTAC enabled BIM4C Group:

- Developed consistency of messaging, support and standards, to assist in the education, training and professional development of both new and existing professionals in their adoption of BIM and to aid their collaboration with other professionals and project teams.
- Provided opportunities for communicating best practice, and debating issues concerning the adoption of BIM in both private and public sectors and with increasingly advanced applications of BIM by arranging related conferences.
- Collaborated with the new BIM4Heritage Community to advance the knowledge and influence understanding in the broader context of the industry and built environment and to assist initiating the culture change necessary to fully benefit from digital and information technologies and processes.

Outcomes: Minutes of BIM4C meetings and the production of updated strategic and forward-looking reports based on a diagrammatic matrix of conservation issues in consequence of a reconstituted group, reformed as required by circumstance

With some 18 BIM4H Meetings since held during the period 26 August 2016 to 6 October 2018, the BIM4H Goals are stated to be

- Develop consistency of messaging, support and standards of BIM Implementation within the Historic Built Environment.
- Provide opportunities for communicating best practice, and debating issues concerning the adoption of BIM in both private and public sectors and with increasingly advanced applications of BIM.
- Collaborate with other BIM4 Communities to advance knowledge and influence understanding in the broader context of the industry and built environment and to initiate the culture change necessary to fully benefit from digital and information technologies and processes.
- Provide leadership in establishing how BIM can be used for heritage conservation, repair and maintenance processes.
- Promote historic structures BIM case studies to demonstrate best practice
- Establish collaborative links with academia.
- Ensure that the group activity and outputs are coordinated and integrated with the other BIM4 community groups and CIC regional hubs.

In addition, to incorporating the COTAC BIM4C publications, two subsequent HBIM publications, emanated from Historic England during 2017 acknowledged the informative COTAC BIM4Conservation thinking and initiative.

COTAC Annual Conference Programme

Over the four-year period, 2011 – 2014, COTAC devised and presented a successful series of annual conferences that were held in Greenwich, BRE Garston and London. These were in:

- 2011: *“Improving Thermal Performance in Traditional Buildings”*

- 2012: *"Past caring? BIM and the Refurbishment of Older Buildings"*
- 2013: *"Integrating Digital Technologies in Support of Historic Building Information Modelling: BIM4Conservation (HBIM)"*

This approach continued with:

- 2014: *"Fire and Flood in the Built Environment: Keeping the Threat at Bay"* outcomes being placed on the COTAC website during 2015.
- 2015: *"Connecting Conservation"* Abstracts being placed on the COTAC website during November 2015.
- 2016: *"BIM4Heritage Where We Are and Where We are Going"* outcomes being placed on the COTAC website in January 2017.
- 2017 *"BIM for Heritage: stepping into the Future with the Past"* Abstracts being placed on the 'cotac.global' website in December 2017.

The combined results of these events are available on the 'cotac.global' website along with downloadable PDF copies of the various presentations. COTAC is grateful for the financial and in-kind support that had been offered to allow these events to proceed and to those organisations for making their venues freely available.

During the Plan period and in accordance with the COTAC/IHBC MoU, future Conferences will be organised to be run as economically as possible with the aim of achieving a minimum target of £7,000 income/event, whilst aiming to also offer a limited number of bursary funded places to relevant students.

Intention:

In each year of the Plan period COTAC will arrange an Annual conference of at least 1-day duration, supported by the IHBC MoU agreement, sponsorship and attendance fee income where achievable. In so doing, COTAC will produce Conference Reports or Abstracts that integrate the conference theme within ICOMOS CIF and the Education and Training Guidelines and, where approved to do so, publish the presentations as PDF's on the 'cotac.global' website.

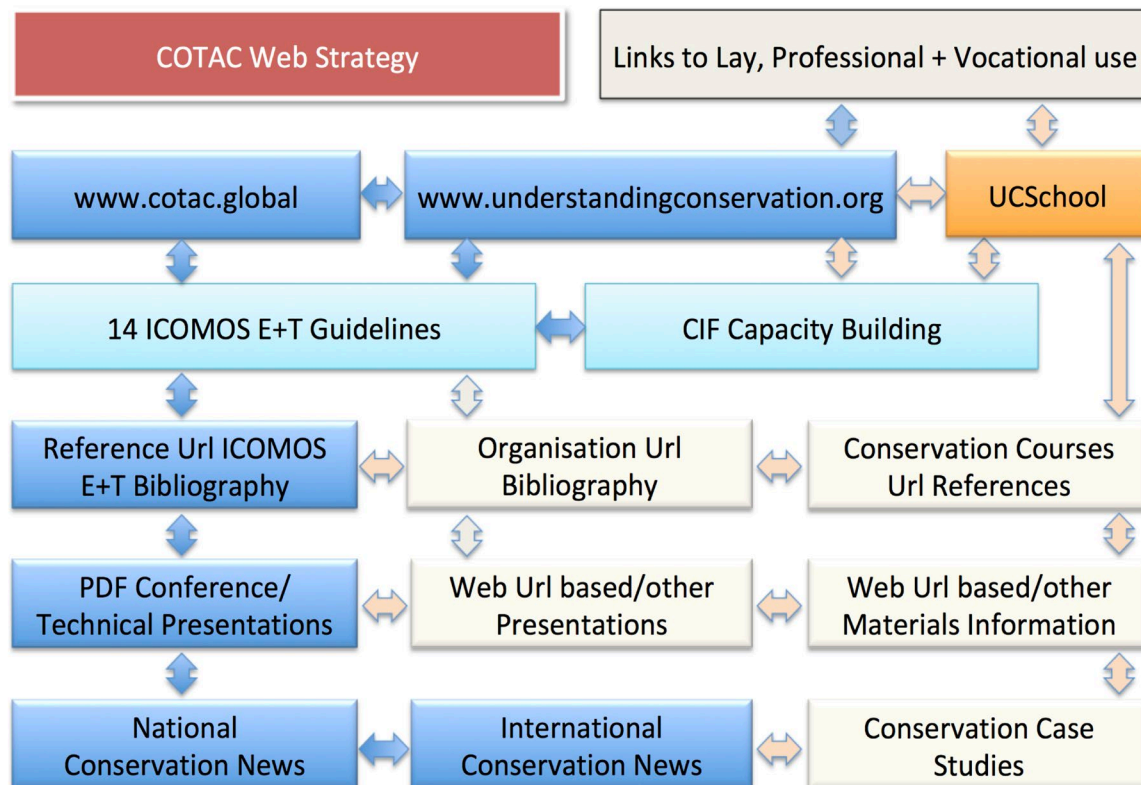
Outcome: Annual conference programmes delivered on the capacity building theme, under ICOMOS E+T Guidelines, followed by published website outcomes.

COTAC's Future Digital Presence

In considering an overview of COTAC's current digital presence there is a clear requirement to re-establish its priorities commensurate with available resources, whilst also significantly growing a fuller and wider appreciation of what the COTAC can offer, and will offer, in the future. In not aiming to duplicate the aims, objectives and approaches of others, it is believed that through capitalising on previous develop[mental work currently in draft, COTAC has the potential of advancing considerable future on-line educational and training materials for a wide range of interested parties across the British Isles and beyond.

To initiate this COTAC had determined a range of digital initiatives that it will pursue. Additionally, it aims to digitally enhance its operations in a move to increase its effectiveness, efficiency, resiliency, and public image.

With reference to the COTAC Provisional Web Strategy diagram below, and in pursuing the integrated initiatives, COTAC will also aim to enhance its CPD orientated content:



COTAC Provisional Web structure diagram outlining current and developmental links

Building upon the ICOMOS 1993 Guidelines and the CIF 2013 Capacity Building initiative, the diagram (as at March 2018), illustrates in blue tint the sections of the COTAC sites that are currently active. The lighter tinted boxes illustrate where preliminary drafting work has been carried out that will eventually aggregate into relevant support materials. These will require further checking and refinement prior to being incorporated and a specific working group will be established to pursue these aims.

Preliminary work has been progressed with a view to creating additional CPD orientated regional conservation case studies and related information. This exploratory work has targeted The Potteries, East Anglia, Concrete History and 20th C Developments. The intention is to refine these activities as CPD material with a view to posting the results on the cotac.global website in accordance with the above strategy.

It is also intended that the creation of an overarching Understanding Conservation School Virtual Learning Environment (VLE) site will occur when sufficient financial support and/or sponsorship has been secured to cover associated developmental, launch and future maintenance costs.

Intention:

Over the Plan period the 'cotac.global' website will be further enhanced with digital CPD News and information on conservation matters, organisations and courses, downloadable pdf and PowerPoint conservation reports and presentations, building materials information and support case studies, whilst the sister 'understandingconservation' site will be updated and refreshed. Throughout the Plan period, developments will also aim to link with Lay, Professional and Vocational interests via the UCSchool VLE initiative.

Outcomes: Continuing and expanding website developments.

COTAC Website Developments

Due to on-going uncertainties and established risks associated with the previous <www.cotac.org.uk> website, an agreement was signed between COTAC and IHBC Enterprises on 9 July 2016 to create and migrate the content to a new website. This arrangement required the new site to be built in mobile-friendly coding with an integrated content management system that makes it easy to up-date by a non-specialist with basic instructions. It aimed to modernize its appearance and be equally accessible on desktops, tablets and smart phones, with the entire web-content of the old site being transferred to the new once operational. This transition was completed during early 2018.



Complex issues requiring sensitive resolution, can often be found in concentrated areas, and require an equally complex understanding of the issues to be readily found. On-line web developments can help achieve that need.

To safeguard future needs two additional and economically priced domains were purchased and registered, with an annual fee commitment entered into by IHBC Enterprises on behalf of COTAC, offers additional capability to develop and use the <www.cotac.online> and <www.cotac.website> sites if and when required.

The new main web domain address <http://www.cotac.global> was formally registered early in 2017 and the full content of the defunct site transferred into it. IHBC Enterprises further upgraded the domain address in July 2018 with an SSL designation to ensure better security and to rank higher in search engines.

The revised address <https://cotac.global> will be enhanced and developed in support of the refreshed and expanded self-learning understandingconservation website through an emphasis being placed on relevant news items and CPD materials.

The 'cotac.global' site and its menu has been developed to include side-bar access to a digital e-bibliography compiled in accordance with the ICOMOS Education and Training Guidelines, along with PDF copies of COTAC's Annual Conference Reports and Presentation. It has also been, and will be, regularly updated with national and international conservation news. As new material is added, this will be promoted more widely through developments to create COTAC's related social media presence.

Understanding Conservation Website

The COTAC sister website <http://www.understandingconservation.org> remains active and, following textual amendments in 2015 to incorporate guidance information emanating from BS7913:2013, it was further updated and refreshed during April-May 2018 to ensure all url's were active and unbroken.

The domain name <http://www.understandingconservation.org> (as at April 2018) was registered with *DomainIt, Inc., 9891 Montgomery Road, #225 Cincinnati, OH 45242, USA* with a renewal date of 2 May 2018. To prevent an interruption of the domain name and related services, the name was renewed on 8 January 2018 on a 10-year basis through <regmanager@domianit.com> at a cost of \$119.50.

Actual details of the site administrator account were subsequently established to enable full access, being completed during June 2018.

Intention:

COTAC will continue to host, maintain and develop the understandingconservation.org website and will consider the critical need to replace its out-of-date underlying web-site architecture.

Outcomes: A Digital Sub-group will be enabled to review all of COTAC's web-based and IT requirements with the intention of resolving, costing and implementing remedial actions in accordance with Business Plan developments and opportunities.

Integrate the Skills Matrix into Capacity Building

In 1992 COTAC offered the undernoted skills matrix to ICOMOS in advance of its General Assembly in Sri Lanka in 1993 and the then current job functions were assessed against the 14 criteria (a – n) of the drafted ICOMOS Education and Training Guidelines. Each job was simple attributed a ‘score’ by adding up the relevant agreed number of criteria against each job category in an early attempt to illustrate their relevant importance, as below.

This significant COTAC Skills Matrix document also informed the finalisation of the internationally endorsed 1993 ICOMOS Education and Training Guidelines, and the COTAC document is still [2018] accessible through the ICOMOS CIF website at:

<http://cif.icomos.org/page2.html>

Administrator or Owner
Archaeologist
Architect
Art/architectural Historian
Builder or Contractor
Conservation or Historic Buildings Officer
Conservator
Engineer (Civil or Structural)
Environmental Engineers
Landscape Architect or Historic Gardens Conservators
Master Craftworker
Materials Scientist
Building Economist (Quantity surveyor)
Surveyors
Town Planner
Curator

	a	b	c	d	e	f	g	h	i	j	k	l	m	n	score
Administrator or Owner		x	x					x	x	x		x	x	x	8
Archaeologist	x	x	x	x				x	x	x	x	x	x	x	10
Architect	x	x	x	x	x	x	x	x	x	x	x	x	x	x	14
Art/architectural Historian		x	x	x	x	x	x	x	x			x	x		10
Builder or Contractor		x			x	x	x	x	x	x	x	x	x	x	9
Conservation or Historic Buildings Officer	x	x	x	x	x	x	x	x	x	x	x	x	x	x	14
Conservator	x	x	x	x	x	x	x	x	x	x	x	x	x	x	14
Engineer (Civil or Structural)		x		x	x	x	x					x	x		8
Environmental Engineers			x	x	x	x	x	x			x	x	x		10
Landscape Architect or Historic Gardens Conservators	x	x	x	x	x	x	x	x	x	x	x	x	x	x	14
Master Craftworker		x				x	x	x	x			x	x	x	8
Materials Scientist		x			x	x	x	x	x	x	x	x	x		10
Building Economist (Quantity surveyor)				x			x	x	x	x	x	x	x	x	9
Surveyors	x	x	x	x	x	x	x	x	x	x	x	x	x	x	14
Town Planner			x	x			x	x	x			x	x	x	9
Curator	x	x	x	x	x	x	x	x	x	x	x	x	x	x	14

Whilst ICOMOS CIF and COTAC continue to recognise the value of this assessment the range of interested parties and issues (such as those emerging in consequence of BIM, IT, sustainability and energy efficiency initiatives) have significantly developed in the interim period. COTAC also recognises CIF's desire for enhanced Capacity Building across the CRM sector; this frequently requiring pan-professional collaboration. This expanded need is recognised and incorporated in the intended COTAC web-site developments.

In 2016-2017 COTAC initiated a revaluation and update in order to expand the job/employment groupings of the range of conservation work activities that have emerged since 1992 in accordance with the 14 ICOMOS Education and Training guidelines under the headings of:

- Government Authorities
- Property and Site Personnel
- Conservation Management
- Specialist Professionals
- Specialist Operators
- Exhibitions + Publications
- Conservation Science
- Non-conservation Professionals
- Education and Training
- Environmental and Sustainable Development
- Utilities and Commodities
- Development
- Vocational Crafts
- Material Supply

Intention:

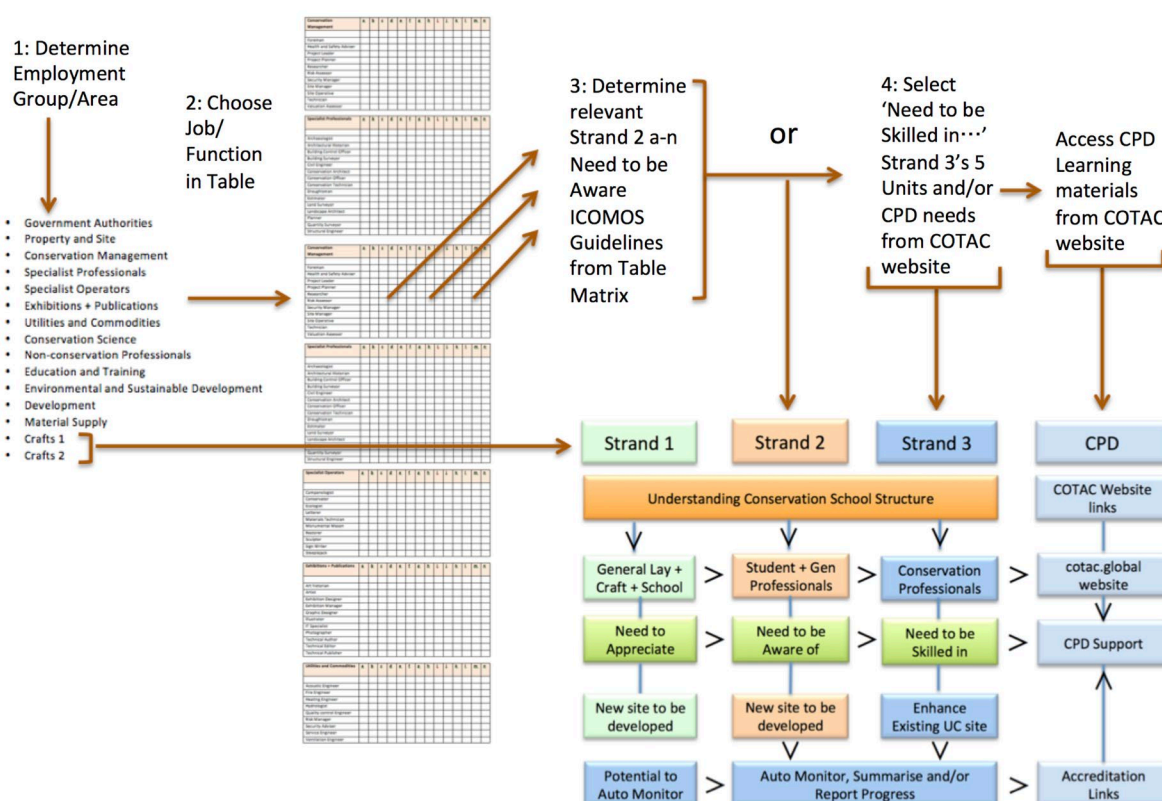
Additional work is required to refine this preliminary assessment and link the findings to relevant on-line learning activities; this will be explored later and in greater detail in an associated document

Outcomes: Further expand and develop job listings related to the ICOMOS E+T Guidelines and link with the proposed Understanding School Initiative as outlined on page 17 above.

This approach will be undertaken with a view to augmenting current needs with support activities and CPD initiatives that can be offered by enhancing the 'cotac.global' and 'understandingconservation.org' websites through the intended VLE approach. It will also do so against the developing framework of the intended Understanding Conservation School and related initiatives whilst bearing in mind the oft-neglected additional text that supports the 14 Guidelines, such as that covering disaster preparedness.

Understanding Conservation School VLE Initiative

In consequence of preliminary drafting work during 2016-2017, the following diagrammatic explanation, updated on 28 May 2018, is offered to illustrate how the integrated Understanding Conservation School VLE initiative could operate in support of the sector. The intention is to enable a variety of progressive steps through three learning Strands in the need to 'Appreciate', be 'Aware of' and 'Skilled in' an understanding of related conservation issues. The actual sequential route to be followed depending upon need, interest and required aptitude of individuals who might use the approach.



UC School VLE integrated structural diagram illustrating progression sequence example

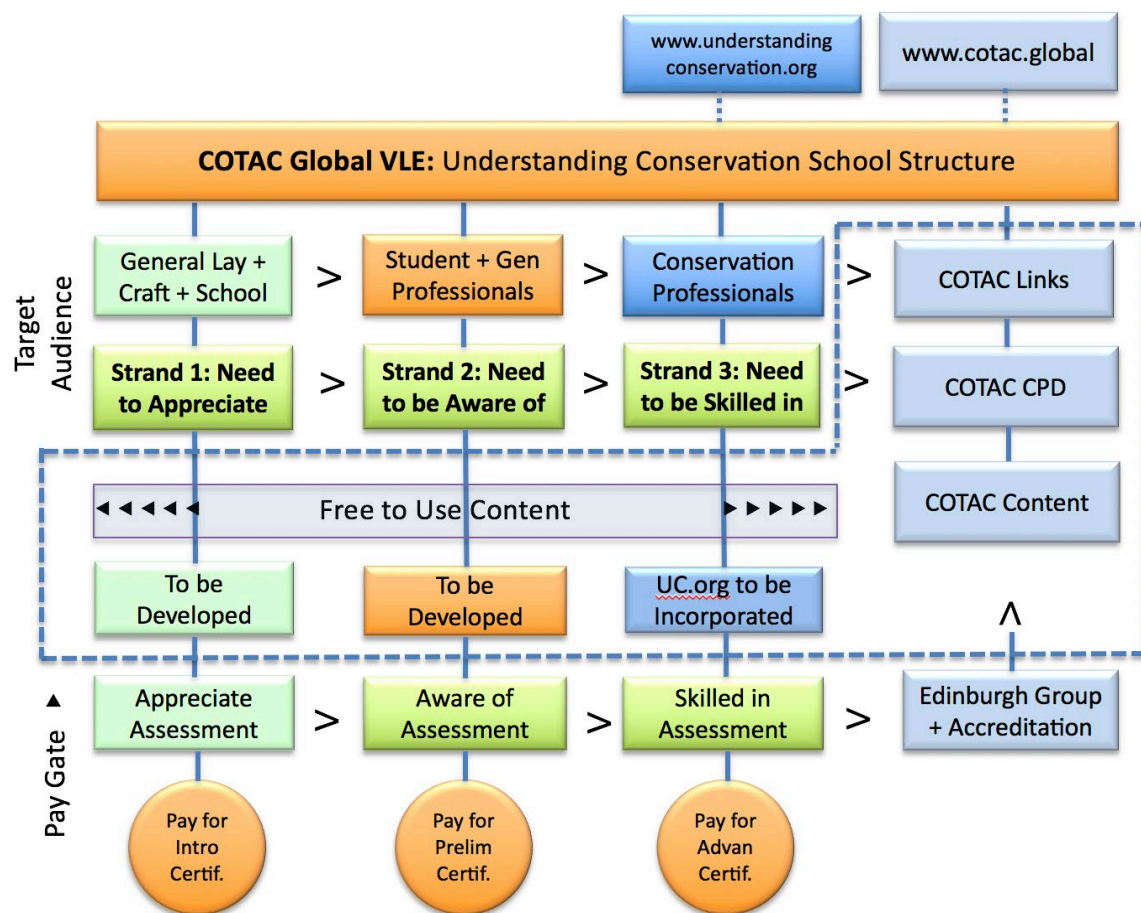
A more detailed approach to these preliminary intentions has been developed through the COTAC Digital Sub-group, initiated during 2018, which considered creating a more integrated VLE UCSchool approach as set out below.

Incorporating and developing the free-to-use existing COTAC website materials on www.cotac.global and the 5 Unit website, <http://www.understandingconservation.org> the

overarching COTAC Global VLE: Understanding Conservation School Structure initiative aims to offer an integrated approach to understanding built environment conservation.

The initiative requires the creation of an 'UCSchool Structure' that has three themes: a Strand 1 'Need to Appreciate...'; a Strand 2 'Need to be Aware of...'; and a Strand 3 'Need to be Skilled in...' conservation approach. The ultimate aim is to create a free-to-use integrated learning system where users migrate across the Strands depending upon their interest, their need to develop their understanding, or expand their existing competencies.

This comprehensive approach can be further diagrammatically summarised as follow:

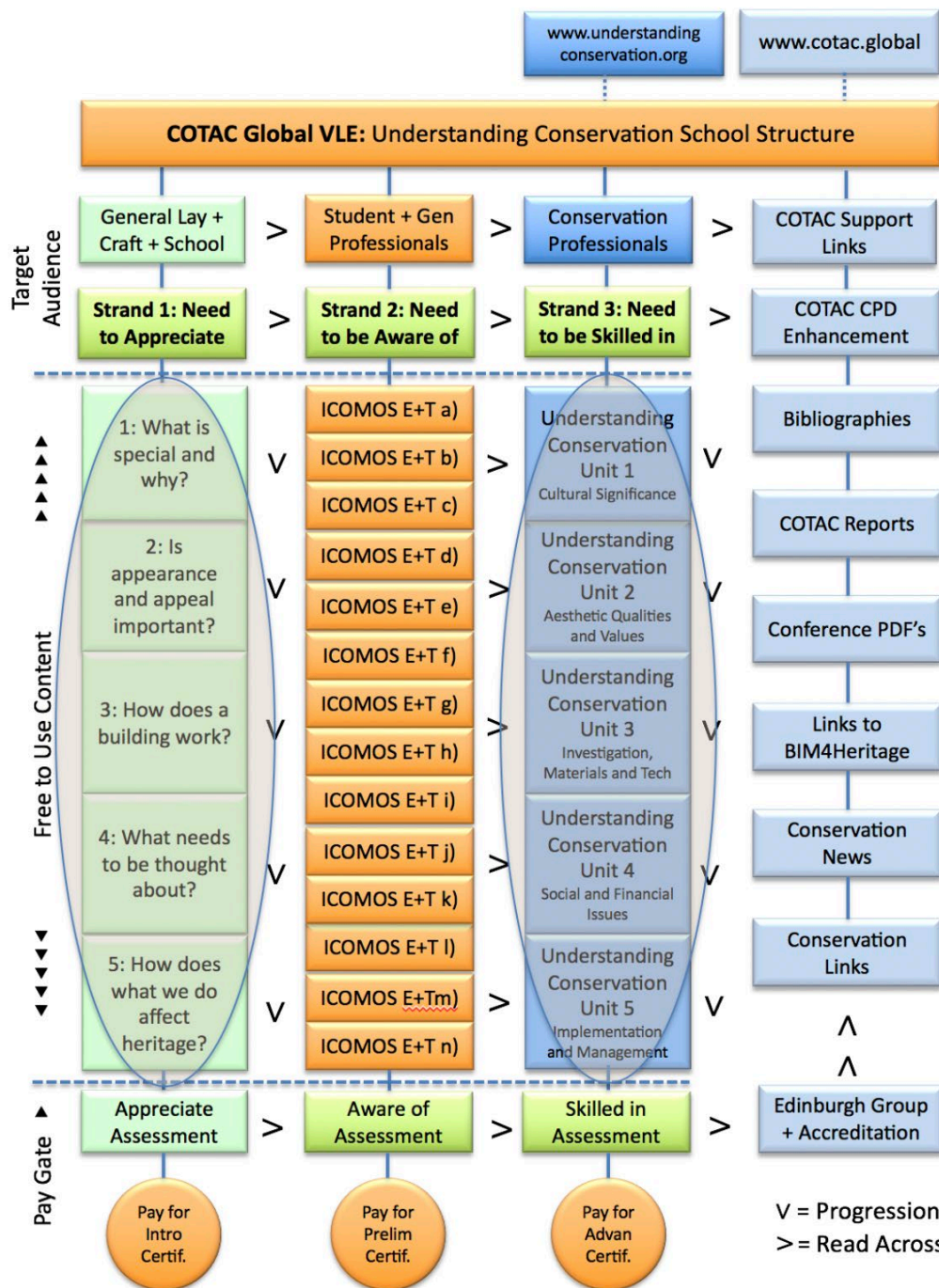


A key element in the process will be ensuring that the related intentions for developing the Strand 1 content can be developed from the outset towards underpinning the Strand 3 intentions (e.g. Strand 1 Unit 1, addressing the need to appreciate 'What is special and why?', relates to Strand 3 Unit 1 of understanding 'Cultural significance', etc. etc. in a similar manner for the other four Units).

This integration will be achieved by incorporating the differing needs of the various users, including lay, craft and school interests, through 'free to use content' and their ability to benefit from the issues explored.

By titling the respective 5 Units in read-across terms between Strand 1 and Strand 3, the intermediate Strand 2 content offers, through an enhanced awareness of the learning intentions of the 14 relevant ICOMOS E+T Guidelines, the linking 'bridge' of knowledge and understanding with background exploratory materials, as expanded upon in the diagram below (as at 4 September 2018), and as guided by the 'UC School VLE integrated structural diagram illustrating progression sequence' set out above:

COTAC Global VLE Master layout



The aim is to compile and assimilate ‘free-to-use’ relevant, copyright free, illustrative and other accessible materials on architectural conservation and heritage matters. The aim is that this information will reside under the overarching COTAC Global VLE banner where the 14 ICOMOS Education and Training Guidelines can ensure linkages within and across the intended developmental Strands.



Appreciating how structures work can be an essential prerequisite to effective practical decision making

Although the content of all three Strands would be freely available to users, a Pay-gate would be instigated for those seeking a (yet to be developed) COTAC Certificate of Completion. An auto-monitoring-summarising and reporting facility will need be developed for each Strand in an integrated manner to enable those users seeking a sequential enhancement of their knowledge and understanding as they develop their competences. On successfully working through each Strand users, if they wish, will be able to apply for a completion certificate on payment of a nominal fee. Income generated from such payments being used by the COTAC to maintain and update the site following the conclusion of the developmental stages of the project; thus, contributing to the Charity's core costs.

An initial focus will be placed on developing a crucial link between Strand 1 and Strand 3 with the aim of supporting a growing interest in the lay sectors' needs to communicate more effectively with professionals' abilities in heritage/conservation matters.

Supporting the initial stages of development, all illustrative materials and context will have a UK wide regional perspective: this to emphasise relevance to local community and school-based interests and will be actively promoted as such. But, over time, more specific international possibilities could be incorporated, enhancing a broader relevance of the learning processes and approach through maintaining the underlying ICOMOS documentation as the linking facility.

At the same time, the structure will support COTAC's enabling of the Edinburgh Group and the various Accreditation in Architectural Conservation Schemes in addition to other

organisational needs such as to support IHBC, CIOB and capacity building necessities elsewhere. In achieving these intentions much will be dependent upon utilising 'copyright free' illustrative materials and texts and COTAC will aim to secure relevant sourcing as part of the initiative.

In this process, and should it prove relevant, COTAC will capitalising on using its additionally registered web domain addresses where additional cross-fertilising topics might include the following issues

- Exploring what is heritage
- Relating heritage to real lives
- Helping defining heritage for themselves
- Devising learning hands-on activities
- How to take the lead effectively
- Exploring what a project is about
- Considering what outcomes can be expected
- How to involve the wider community
- Effective engagement with partners
- Developing support materials



Placing heritage in its setting aids an understanding of its development, function, form, value and significance

In pursuing these intentions, during the Plan period, COTAC will re-enable the voluntary multidisciplinary UCSchool Working Group (originally initiated in February 2015) with the aim of assisting in developing and implementing its web-based approach in conjunction with the Digital Sub-group and evolving Business Plan.

Intention:

Over the Plan period the above structure will be developed into an operational condition that will incorporate a pay-gate access for individuals seeking a formal certification of achievements, and to realise a future income-generating stream for COTAC.

Outcomes: Continuing VLE website developments will be directed and pursued in accordance with the Digital Sub-group findings and Business Plan intentions.

Intention:

The VLE web-based framework will be devised to encourage a lay heritage interest in conservation awareness; this to be created to link across and engage with professionals in a blending of issues. This will aim to directly relate Stand 1 to Stand 3 in a readily understandable and informative educational process.

Outcomes: Tailored web-based integrated learning and experiential developments as guided by the Digital Sub-group and Business Plan considerations.

Communication and Publicity

Although its previous work and impact in standard setting, education and accreditation has been considerable, in the past COTAC has failed to fully capitalise on its significant efforts and achievements to effectively state its case. This discrepancy needs to be remedied in support of the core membership and Supporters' interest; this in addition to establishing new connections with a lay audience and growing a subscription paying membership.



Although contributing to the sense of personal well-being, a further appreciation of the quality, significance and value of the heritage would enhance that understanding.

Achieving such growth and developments will require a new direction of travel to be embarked upon and this needs to be integrated with COTAC's other initiatives. In support, a more refined and integrated communications and publicity approach will be devised and adopted over the Plan period.

The major thrusts of the communication and publicity approach will involve the establishment and leverage through increasing COTAC's digital footprint, to include social media, coordinated across several major platforms and to adapt and grow as conditions may require.

To ensure the effectiveness and completeness of this approach, maximize the public image of COTAC, and help with COTAC recruitment and retention efforts, a Digital Content Manager (See Annex A) will be sought. Some of the measures already, or soon-to-be, initiated include:

- A News Blog encompassing international news on heritage courses, training seminars, and other relevant material. This News Blog currently updates on the cotac.global site, with plans to expand into a digital e-mail Newsletter.
- A LinkedIn page to announce pertinent COTAC and partner organisations' achievements and to further engage the professional audience that LinkedIn cultivates.
- A Twitter account to leverage grass-roots support for heritage initiatives, to keep abreast of local and topical developments, and to engage in meaningful and developmental exchanges with the diverse and integral audience on the Twitter platform.
- An ISSUU account where COTAC publications can be uploaded and distributed in a high-resolution and easy to access format.

Intention:

During the Plan period, COTAC will devise a Communication Strategy and building upon the Constitution Objectives. The key approach will be an underlying set of three consistent key messages that will be developed and promoted. These will widely focus on:

- Standards
- Education and Training
- Advocacy

Outcome: Develop promotional articles; with at least one lead item per annum in IHBC's 'Context' magazine and in the creation of and use of social media to help achieve effective capacity building.

Improving COTAC's Digital Operations

To improve the resiliency, efficiency, and impact of the COTAC organisation, resources permitting, digital operations will be developed and improved over the course of the plan period with the ultimate goal of reaching a 'BIM Level 2' equivalent operational level. Some of the measures already or soon-to-be initiated include:

- A digital 'cloud' archiving structure that has been implemented to keep COTAC records secure and organised and to allow wireless access and collaboration with all members on a designated basis.
- An E-mail system, based on the cotac.global domain, which allows all official COTAC correspondence to be sent via organisational e-mail addresses.
- A connected meeting set-up wherein members can attend all or parts of meetings as necessary through a digital voice or video presence.

Awareness Raising amongst Clients, General Public, Craft Skills and the Professions

A recent National Housing Federation finding indicated (2018) that in addition to a steadily declining provision of new houses since the peak building year of 353,000 homes in 1968, the construction of new housing is currently a long way off what is currently required. This reduction is compounded by a significant lack of provision/response over the past five decades. Consequently, greater emphasis will continue to be placed on a requirement to use the existing pre-WW2 housing stock more effectively to ensure its continued survival and effective use.

A possible initiative by COTAC could emerge as an awareness raising project on pre-1950's dwellings as a valuable way into addressing other areas of need.

The current situation places greater emphasis on warranting that existing buildings from Georgian, Victorian and Edwardian times onwards, amounting to some 6 million properties UK wide, should be properly appreciated and maintained to ensure continuing viability. That calls for a greater degree of understanding of how that might be achieved by lay owners/occupiers, SME contractors and professionals alike. In turn, this requires creating and promoting an awareness of what is involved in caring for and using traditionally constructed property built from the 18thC onwards; this to ensure that such housing can continue to perform effectively and economically for occupants.

But, since the 1950's, little attention has been given to the promotion of an appropriate understanding of what is needed to improve the UK's skills training and professional education systems; building owners are similarly not well informed of appropriate options and requirements. Collectively, these circumstances result in a comprehensive lack of confidence in how to deal with the existing domestic building stock.

Intention:

There is a need to analyze the current situation, determine and resolve unaddressed priorities and create relevant on-line guidance and support for a range of traditional building owners and occupiers by addressing the issues of *'What clients' needs to know to ask for and then instruct their contractors and professionals'* and *'What contractors and professionals need to know to deliver client requirements'*.

Outcome: To address the intention support funding will be required by making applications for grant aided financial assistance.

As appropriate, COTAC could also potentially liaise with the England-wide Historic Environment Forum Client Demand Task Group with regard to resolving the issues of the many client interest groups involved in caring for the countries' heritage assets, whilst also keeping in mind the needs of the other Home Countries, and beyond.



A 'cradle to grave' understanding and awareness of how traditional materials are sourced, used and perform is an essential pre- requisite to fully appreciating what skill needs are also required

Risk Register, Governance and Control Needs

As COTAC embarks upon fulfilling its outline intentions as indicated in this plan, an inevitable greater degree of commitment will be entered into and, consequently, a commensurate increase in the number and degree of risks that need to be considered and addressed.

The Charity Commission's Standard of Recommended Practice (SORP) requires Annual Reports to include a *"statement confirming that the major risks to which the charity is exposed, as identified by the Trustees, have been reviewed and that systems have been established to manage these risks"*.

SORP firmly places the reporting of risk management on the agenda of all auditable charities. *"Risk"* is used to describe the uncertainty surrounding events and their outcomes that may have a significant effect, either enhancing or inhibiting:

- Operational performance;
- Achievement of aims and objectives; or

- Meeting expectations of stakeholders.

The Charity Commission designates five categories, and four levels of risk/impact, addressing: Governance and Management; Operational; Financial; Environmental and External; and Compliance with Law and Regulation, which COTAC accepts as being relevant to its activities.

Intention:

Covering COTAC's interests these categories were previously assessed in 2015 but need refinement and updating. This will be addressed more fully once current core Membership Group support needs have been resolved.

Outcome: A revised and updated Risk Register

Compliance with General Data Protection Regulation (GDPR)

COTAC recognises that the EU's General Data Protection Regulation (GDPR), applying from 25 May 2018 and superseding the UK Data Protection Act 1998 is significant and wide reaching in its scope to bring in a more challenging approach to data protection. COTAC acknowledges that the GDPR expands the rights of individuals to control how their personal information is collected and processed, and how this puts a range of new obligations on COTAC to be more accountable for data protection.

COTAC accepts that the Regulations demand demonstrable compliance with data protection principles involving taking a risk-based approach to data protection, and ensuring appropriate policies and procedures are in place to deal with the need for transparency, accountability and individuals' rights. This, in addition to building a culture of data privacy and security. COTAC will continue to address such issues during the Plan period.

In recognition of the significant changes required in the future handling of personal data, COTAC prepared a detailed '*Privacy Policy*', dated 25 May 2018, with a V2 version of the document with updated contact details posted on line on 26 September 2018. This will be used in a follow-up Privacy Policy '*Consent*' process when formally contacting its supporters and links as required by the new act.

Intention:

Incorporate relevant requirements of the new Data Protection Act when reassessing the full range of Risks that COTAC might be subjected to, promoting easy access to the COTAC Privacy Policy and pursue relevant Consent requirements.

Outcome: Resolution of the GDPR intentions, as they affect COTAC, and the creation and maintenance of a related Register within the Data Protection compliance framework.

Business Plan: 2019-2024 Pending Aspirations

Resources permitting, over the Plan period COTAC would aim to initiate the following additional perceived needs in accordance with its Constitution and main objectives. In accordance with the COTAC/IHBC 3-year MoU, it is agreed that IHBC will lead on assisting in developing a Financial Business Plan for COTAC for timely consideration 'without prejudice' by COTAC's Board of Trustees alongside the aim of establishing a trajectory to secure a viable and sustainable future for COTAC. Against the Objective set out for the Plan period, a major challenge facing COTAC is to re-engage with a wider range of subscription paying members. To do so requires a clearly identified membership policy and structure to be established with a more explicit consideration being given to the range of membership benefits. When developed it is anticipated the COTAC Business Plan 2019-2024 will include details of:

- Achieving a secure Financial Position
- Income and Expenditure detail commensurate with the Corporate Plan objectives
- Subscribing Membership Growth, Subscription Levels and Benefit details
- Charities Commission requirements, Audit and Insurance cover

Intention:

In challenging times, COTAC will continue to strive to achieve a financially secure position to meet its objectives and to continue its activities as set out and detailed in this Plan.

Outcome: A meaningful, costed and robust COTAC Business Plan accommodating the intentions as summarised as the 'Operational Intentions' and 'Administrative support needs' on page 3 above. Following the first year, a COTAC Summary Brochure will also be prepared covering the period 2020-2025 to assist in the future promotion of its activities and achievements.

COTAC 60th Anniversary Year

COTAC reaches a milestone in 2019, being the 60th anniversary of its founding. As noted throughout this plan the Charity has already achieved much and has aspiration and intentions to continue with relevant developments over the coming Plan period.

Despite these gains and accepting that its recent low profile has run contrary to the effective promotion of its achievements, the 60th anniversary year provides the opportunity to address that imbalance.

Consequently, an Anniversary Programme aimed at projecting a greater awareness and understanding of the continuing role that COTAC plays will be devised and promoted. This will be developed in conjunction with its Members, Supporters and the Edinburgh Group involving the promotion of this Plan, the initiation of and launch of related initiatives, the publication of study reports and the release of additional web-based materials.

Stratford Group

COTAC believes that, in addition to the more traditional rationale for conservation in terms of maintaining our heritage and a sense of place, the concept of sustainability now encompasses social and economic regeneration, energy efficiency and the effects of climate change on the built heritage. A greater emphasis on the repair, maintenance and improvement of traditional buildings is fundamentally justified by the need to avoid the wasted energy cost of wholesale demolition and re-build.

COTAC has held a longstanding view that there was a need to provide an interconnected traditional material supply chain route and trade federation-based forum: a provisionally named 'Stratford Group'. This Group would have a capability to support the conservation, repair and maintenance sector of the construction industry through a related focus on understanding and promoting the value of the 6 million pre-1919 traditional building stock; this whilst also being mindful of the later 20th century heritage needs. A related need to achieve a better understanding of the working, performance in use and related degradation processes of traditional building materials will also be pursued in support of the skills needs and vocational developments.

To create a 'Stratford Group' there would be a need to broker commonality in the UK's approach to repair and maintenance of traditional buildings across the building craft trades and their associated assessment criteria. The intention being to ensure that commissioning clients can be assured that the appointed individual/contractor has relevant skills and competencies and that these have been determined on a relevant basis.

Possible draft Terms of Reference for the Group might include:

- To encourage a closer integration across the range of COTAC's operational activities including linking with:
 - Edinburgh Group
 - Conservation professionals: architects; surveyors; engineers; architectural technologists etc
 - Education and Training providers
 - Standard Setting bodies
 - Governmental Heritage Organisations, and
 - Related Heritage bodies
 - Lay interest groups and individuals
- To initiate a better integration with an established indigenous traditional building materials supply chain process.
- To assist in the dissemination of emerging research, knowledge and understanding in a mutually beneficial manner across the range of membership interests through the www.cotac.global and a developed UCSchool websites; this based on a mutuality of concern and interests.

Whilst these draft ToR's could be developed further, in order to initiate the Group, there would be the need to hold preliminary meetings with relevant interested parties, trade federations and related organisations.

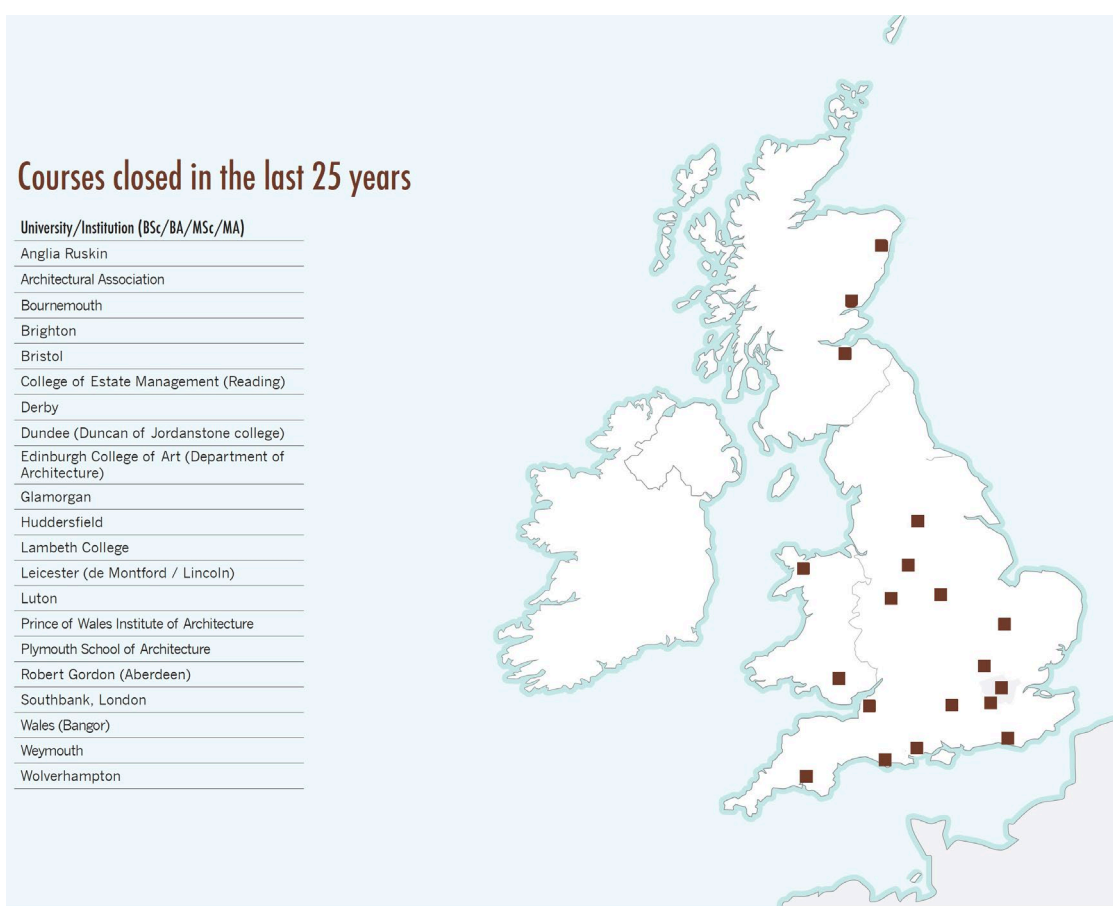
Intention:

To provide a central discussion hub to aid standard setting and influence in craft and technological education and training developments across a range of related interests, including material suppliers.

Outcome: The summarised and analysed record of voluntary inputs set against agreed criteria

Undergraduate and Post Graduate Architectural Conservation Education Developments

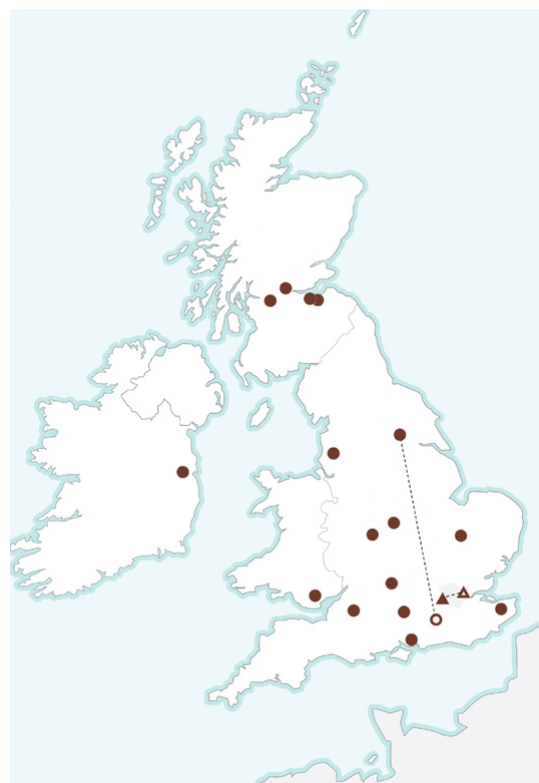
The issue of the general lack of undergraduate education in architectural conservation matters has been of considerable concern for some time, whilst a growing understanding of what has been lost from previously available graduate level courses is also alarming.



Lost Historic Building Conservation Courses over the period 1993-2018: Summary List and Locational Map as presented to the ASCHB 50th Anniversary Conference by Richard Woolf

This significant degree of loss is at the heart of what COTAC has been striving to address over the years and is as critical now as it was when COTAC was originally conceived.

University/Institution	BSc/Fd	MSc/MSt
Bath (University)		●
Birmingham (City)		●
Cambridge		●
Cardiff, Welsh School of Architecture		●
Canterbury (University of Kent)		●
Dublin (University College)		●
Edinburgh College of Art		●
Glasgow (Strathclyde)		●
Heriot-Watt University (Edinburgh)		●
Kingston, London	▲	●
The Building Crafts College, London	▲	
Leicester		●
Oxford Brookes		●
Portsmouth		●
Preston (Central Lancashire)		●
Reading (Henley Business School)		●
Stirling (awaiting accreditation)		●
York		●
Weald and Downland		○



Existing Historic Building Conservation Courses, as at 2018: Summary List and Locational Map presented to the ASCHB 50th Anniversary Conference by Richard Woolf

The findings of the study presented at the 50th Anniversary ASCHB Conference, entitled “What is happening in Education?” confirmed, through worrying statistical evidence, that all was far from well. With some 21 conservation courses having been closed over the last 25 years, in aiming to start to answer the question “Why do courses close?” the following pointers were offered:

- Conservation is seen as niche area
- Career pathways are undefined
- Enrolment levels are low
- Courses are financially unsustainable
- Political indifference exists, and
- A loss of key staff compounds the issue

All these concerns have, of course, been raised in other areas but the underlying requirement is for the development and ready accessibility of much needed educational support materials. Given the centralised remaining focus points as to where current educational needs might be accommodated, it is clear that there are large geographic swathes of the UK where the cost of travel and accommodation to achieve that knowledge will often be prohibitive. Such a situation readily underpins COTAC’s intention the enhance the understandingconservation website and to develop the sister understanding conservation school on-line initiatives, as set out above.

However, despite the evidence presented at the ASCHB conference there is a lack of detailed information as to what the various course are actually delivering, to what criteria, and to what degree of detail. In consequence, the opportunity presents itself for COTAC to

engage with Edinburgh Group members and to link with the RIBA Conservation Group, IHBC and CCDF participants to pursue this issue. Initial steps would involve finding out more precisely what is being taught regarding conservation matters in accordance with the ICOMOS E+T Guidelines and BS7913: 2013 (possibly by questionnaire) whilst, at the same time, promoting the existing understandingconservation.org (and, eventually, the Understanding Conservation School VLE) initiative as an available support tool.

Intention:

To undertake a country-wide study and review of what is being delivered through the various building professional courses that have a potential impact on developing a conservation interest, awareness and understanding at undergraduate level, and to review the current related understanding of what is being delivered at post-graduate level.

Outcome: The summarised and analysed response of sought for and returned information requested against agreed criteria, such as the ICOMOS Education and Training Guidelines and BS7913:2013.



A general lack of teaching an understanding of traditional and historic constructional building technics exists at undergraduate (and to an increasing degree at post-graduate) level needs to be addressed and remedied.

European Year of Cultural Heritage (2018) Potential

As the EYCH web-site https://europa.eu/cultural-heritage/about_en notes:

Cultural heritage has a universal value for us as individuals, communities and societies. It is important to preserve and pass on to future generations. You may think of heritage as being 'from the past' or static, but it actually evolves through our engagement with it. Cultural heritage comes in many shapes and forms.

- **Tangible** – for example buildings, monuments, artefacts, clothing, artwork, books, machines, historic towns, archaeological sites.
- **Intangible** – practices, representations, expressions, knowledge, skills - and the associated instruments, objects and cultural spaces - that people value. This includes language and oral traditions, performing arts, social practices and traditional craftsmanship.
- **Natural** – landscapes, flora and fauna.
- **Digital** – resources that were created in digital form (for example digital art or animation) or that have been digitalised as a way to preserve them (including text, images, video, record)

Intention:

The European Year of Cultural Heritage 2018 brings opportunities to promote the potential for digital education and training requirements, such as that proposed by COTAC.

Outcome: The possibilities will be explored further during the initial years of the plan period.

International Links and Opportunities: HIDDEN Project

There is also a need for COTAC to remain alive to the potential benefits of linking with other emerging international initiatives where the ICOMOS E+T Guidelines could form the basis of a mutually beneficial framework, and where much could be gained through collaborative joint ventures that align with COTAC's aims and objectives. One such initiative emerged in August 2018 with an invitation to COTAC to Join the EC Horizon 2020 HIDDEN research project, to be led by the University of Leeds, should it be funded. With 21 other expressions of stakeholder interest these bodies include the 'CIPA ICOMOS & ISPRS Committee for Documentation of Cultural Heritage', the 'International Scientific Committee on the Analysis and Restoration of Structures of Architectural Heritage' and the 'International Network for Traditional Building, Architecture & Urbanism'

Intention:

With Trustee approval, offer a Stakeholder letter as an Expression of Interest in results and to align with the HIDDEN project

Outcome: The possibilities of promoting COTAC web-based learning materials to a broad-based international audience

ANNEX A: COTAC Administrative and Support Requirements

COTAC: Charitable Incorporated Organisation (CIO) Constitution Objects

Council on Training in Architectural Conservation: Charity Number: 1162750

The following is an extract from the COTAC Constitution:

Name

The name of the Charitable Incorporated Organisation (the CIO) is 'Council on Training in Architectural Conservation' (the Council)

Objects

It shall be the object of the Council to advance the education and training of all those involved in the protection and preservation of the historic environment, which is of cultural, architectural or historical value, and to provide knowledge in support of training and education in the arts and skills required to protect and preserve it. In furtherance of the objectives, but not further or otherwise, the Council shall have the following aims and powers to:

- a) Set, maintain and promote standards for conservation education and training;*
- b) Develop, produce and promote education and training materials;*
- c) Collaborate with other organisations, voluntary bodies and agencies with interests in conservation with a view to influencing and promoting relevant issues;*
- d) Maintain and develop the Council's digital resources to ensure their relevance for the sector and the public;*
- e) Promote courses at all levels in building conservation which are relevant and in accordance with recognised criteria;*
- f) Publish relevant material;*
- g) Arrange seminars, conferences and participate in exhibitions relating to relevant heritage issues;*
- h) Provide bursaries and other support for relevant studies and course attendance.*

Charity Commission Annual Returns

In September 2017 the following Guidelines were issued to COTAC Trustees by the Charity Commission:

Dear Trustee

The Charity Commission's new annual return (AR17) service is now available. As the trustees of the above charity, you are legally obliged to supply information on an annual basis to the Charity Commission.

All Charitable Incorporated Organisations (CIOs) reporting on their financial years ending in 2017 must complete the online form within 10 months of the end of their financial year.

Your charity's submission deadline is 31/01/2018.

Charities, trustees and advisers are encouraged to read the online guidance <https://www.gov.uk/guidance/prepare-a-charity-annual-return> before starting to complete the annual return so that they know what information they need to submit.

The function to view and amend details about a charity's trustees, contact addresses and emails is now separate from the annual return, so you can update these details at any time at <https://www.gov.uk/change-your-charitys-details>. You will also be asked to confirm that this information is correct before submitting the annual return.

You can file your annual return at <https://www.gov.uk/send-charity-annual-return>. You can also file your charity's annual accounts (including trustees' annual report and if required, external scrutiny report) at the same time.

Accounts should be filed online in pdf format. You can also authorise your accountant, independent examiner or another person to file the accounts online for you at <https://www.gov.uk/guidance/authorise-a-charity-adviser-to-submit-accounts>. This tool enables an easier process for third parties involved in the accounts process. Please do not send a paper copy of your charity's accounts.

You will need your charity number and password to log on securely. It is the trustees' collective responsibility to file, even if the task is given to one person. If you do not already have a password, or it has been lost, you can request one at <https://apps.charitycommission.gov.uk/outreach/SelfRegAR16.ofml?Purpose=LostPassword&FormURL=ARLanding.ofml&UserName=>

Please do not reply to this email, replies to this email will not be responded to or read. Further information, advice and guidance is available on the Commission's website at <https://www.gov.uk/topic/running-charity/money-accounts>

We look forward to receiving your submission.

Thank you.

Charity Commission

Similar guidance is expected to be issued annually to guide COTAC in the submission of its formal returns.

On 17 January 2018 the following confirmation was received from the Charity Commission:

Thank you for submitting your Annual Return and Trustees' annual Report and accounts for the financial period ended on 31/03/2017.

The submission was made by Mr. Christopher Crooke on 17/01/2018 using the Commission's digital services. A copy of the Return is attached to this email.

You should expect the accounts to appear on the public register within a couple of days if your income is greater than £25,000.

You can also update important charity details quickly, easily, and securely online at any time. These details include:

- Charity contact*
- Trustees*
- Email addresses*

On 12 July 2018 the Charity Commission also issued the following e-mailed Guidance on Changes to Updating COTAC's Charity Details

From: ccnews@charitycommission.gsi.gov.uk [<mailto:ccnews@charitycommission.gsi.gov.uk>]

Sent: 12 July 2018 21:00

To: COTAC

Subject: Changes to updating your charity's details

Following extensive consultation with charities, and the introduction of GDPR in May 2018, we are writing to remind you that we are introducing an improved Update Charity Details service later this summer

<<https://www.gov.uk/government/news/update-your-charity-details-improved-service-coming-soon>>.

This service will allow charities to keep their details, including the names and contact details of their current trustees, up to date as changes happen so that the data we hold is current and accurate.

This will affect how your organisation's information is displayed on the Register of Charities, depending on the nature of your charity and the details we already hold.

Changes to updating your charity's details

Trustee names

The full legal names of all trustees will be required and displayed on the register. The

existing display names, where alternative names and titles can be entered, will be removed. Where we hold multiple variants of a trustee name, we will now hold only one.

Trustee contact details

Where a trustee has provided different contact details for the different charities to which they are linked, we will ask for confirmation of their primary residential address and contact details in the initial Update Charity Details data review. These details will then be maintained by all of a trustee's charities. Any update to a trustee's details will be shared across all of their linked charities.

We will also use trustee email addresses to tell them about changes other people make to their record(s).

Named individuals as charity contacts

The contact for a charity will have to be a named individual, we will no longer accept corporate bodies as the main contact for a charity. We will of course continue to permit a named individual employed by a local authority or legal practice, etc. to fulfil this role. The name of the contact will no longer be displayed as part of the public register.

Charity public address

We have separated out the public address details for the charity, such as postal address, phone number and email contact details, from those of the named charity contact. This will allow charities to direct all public and business communication to an appropriate location or address.

Third party contacts

We will retain trusted third-party contacts, where we hold them, so specialist advisors can submit the accounts. These details won't be available for change in the initial launch of the service. You should take time now to confirm they are correct for the forthcoming Annual Return 18 cycle. We will give you more information on how these details can be changed.

Thank you,

Charity Commission

Ensuring full compliance in accordance with the Charity Commission requirements is a core responsibility of COTAC's collective Board of Trustees. The need to inform the Commission in accordance with stated requirements will be the joint responsibility of the COTAC Treasurer and Secretary.

COTAC Annual Accounts and Accountants

COTAC's Annual Financial Statements need to be approved by the Board of Trustees, recorded in the Meeting Minutes, dated and signed on their behalf by the COTAC Chair.

COTAC's Accountants who are commissioned to prepare its Annual Financial Statements are:

Lindeyer Francis Ferguson - Chartered Accountants
North House, 198 High Street, Tonbridge, Kent TN9 1BE
Telephone: 01732 500250
www.lffuk.com

In doing so the Accountants annually require to be issued with copies of the variously approved Management and Trustee Meeting Minutes that were release during the financial year. Any updated details of COTAC's Authorised Signatories are also required.

Draft COTAC Policy on Financial Control (as at 28 September 2016)

Although requiring updating, the Draft policy aim is to maintain effective financial control and make the most effective use of available financial resources involving:

- All cash assets, less petty cash in hand, are to be held in designated bank accounts approved by the Trustees and managed by the Hon Treasurer in accordance with procedures laid down by Trustees.
- All cheques and other instructions to banks relating to the designated bank accounts require two signatures in accordance with bank mandates duly approved by the Trustees.
- The Trustees will set an annual budget for income and expenditure in support of approved charitable activities.
- Financial reports will be prepared by the Hon Treasurer and submitted to Trustees quarterly showing income and expenditure for the financial year to date compared against budget, together with a statement showing reconciled bank balances, cash in hand, restricted funds and committed income/expenditure (i.e. a balance sheet).
- The Treasurer will prepare annual accounts in accordance with current legislation as soon as practicable after the end of the financial year and submit these with the necessary supporting documentation for independent external scrutiny by certified accountants. These accounts must be approved by Trustees, adopted by members at the following AGM and submitted to relevant statutory bodies in accordance with current legislation.
- The Treasurer, with the approval of designated counter-signatories, will have the authority to commit expenditure in any one financial year up to the limit of the approved budget. Any proposal to commit contingency funds will require the prior approval of the Chairman or Deputy Chairman. Any proposal to commit funds beyond the approved budget limit in the current financial year must be submitted for prior approval by the Trustee body'

- Expenditure in respect of a single item of goods or services over £1,000 will additionally require the specific authorisation of the Chairman or Deputy Chairman

Insurance Cover and Risk Aversion

WEF 1 April 2018 COTAC has a Combined Insurances cover with Zurich at a total cost of £297.42 (including Insurance Premium Tax) under Customer Reference 13183057 and Policy Number XAO 1220530383, which runs until 31 March 2019. This policy is the same as that held in 2017-18, covering 'Financial and Administrative Liability' and 'Public Liability', and will be renewed annually.

The following steps are appropriate for COTAC to consider getting a proper handle on its risks, and to help protect it and its reputation:

- Make a formal commitment and document a risk management strategy.
- Get a fresh pair of professional eyes to scan its horizon to avoid being 'snow blind' and not realise it
- Stop thinking 'risk avoidance' and work out what risks COTAC is comfortable with.
- Look at what controls COTAC already have for operational risk, ask are they still relevant and are they cost-effective.
- Focus resources on the 'high-risk' items and in meeting legal imperatives.
- Rehearse how to react when things go wrong.

COTAC Privacy Policy

The COTAC Privacy Policy was issued by the COTAC Data Processing Officer on 25 May 2018 was placed on the cotac.global website on 26 September 2018 (with amended contact details). In a 5-page document of 15 Sections it covers:

1. How we collect your personal data
2. What personal data we collect
3. Our legal basis for processing
4. How we use this personal data
5. How we store it
6. How long we keep it
7. Who it is shared with
8. Data Transfers
9. How we delete it
10. Your rights as a data subject
11. Complaints
12. Subject Access Request
13. Links to other websites
14. Changes to our Privacy Notice
15. Contact Information

For the purpose of the Data Protection Legislation, the Data Controller is COTAC, Care of the Building Crafts College, Kennard Road, Stratford, London E15 1AH contactable at:

info@cotac.global

COTAC Membership Secretary Role Draft Functions

The following role will need to be resolved as a follow-up action:

- Maintain and update the COTAC Membership database.
- Initiate Annual subscription Invoices to secure core income
- Monitor Subscription Income with Treasurer
- Project Subscription income to integrate with annual budget projections
- Ensure compliance with Data Protection Regulations as regards storage and use of members details
- Enter details of prospective members whose application has been approved.
- Update members details upon payment of their annual membership fee, or when advised of change of address, etc.
- Initiate the e-release of a COTAC Welcome Pack to new members, consisting of:
 - Constitution
 - Website details
 - Contact details
 - Benefits list relevant to category
- Provide quarterly membership numbers to COTAC Management Meetings.
- Advising Management Meetings of those members who have not renewed their membership.
- Set database flags to ensure that renewal reminder emails are issued.
- Prepare and issue overdue e-mail notifications
- Immediately prior to the Trustee Meetings, print out the standard Membership List for inclusion with papers.
- Maintain the computer used for the Membership Database; ensure that spare ink cartridges are available for the printer and sufficient paper is available
- Prepare and retain a regular back-up e-copy of database
- Resolve and implement potential benefits of Gift Aid support

COTAC Digital Content Manager Role Draft Functions

The following role will need to be resolved as a follow-up action:

On becoming familiar with COTAC Objectives, existing websites, support activities and requirements, the Digital Content Manager role could entail:

- Having appropriate IT knowledge, and a clear understanding of COTAC Objectives
- Overarching responsibility of developing COTAC's digital footprint across a range of digital platforms, coordinating a message suitable to each platform while also maintaining consistency and appropriateness to the larger COTAC aims and strategy
- Ensuring positive 'public face' of COTAC from a digital perspective
- Increase awareness of COTAC activities and accomplishments across a broad and diverse range of professionals, tradespeople, clients, students, lay-people
- Managing resources available on a responsible, pro-active basis
- Linking with the Chairman, Secretary, and Treasurer to ensure accuracy
- Liaising between internal and/or external technical teams and Management Team

- Advertising for and driving traffic to annual conference
- Developing, maintaining, and reporting metrics on a regular basis
- Updating and recapping for the annual report and Trustees as necessary
- Fixing broken links and images and other light maintenance to digital assets

E-mail Address Changes

During early July 2018 change were made to the COTAC email address to align with the <www.cotac.global> domain, by abandoning the non-functioning and purged of emails <info@cotac.org.uk> address through setting up a new mailbox: info@cotac.global.

This offered the added benefit of reinforcing the <cotac.global> domain name. In the set-up process, incoming email would be automatically forwarded to one individual to maintain the mailbox (organising, deleting spam and other irrelevant messages, etc). The change also avoided having to routinely check-in to see if there are any new messages. When up and working COTAC will then move forward with its GDPR 'opt-in' email campaign, as well as updating all relevant letterhead, website footers, etc.

In accordance with the COTAC/IHBC MoU, and in furtherance of its digital strategy, COTAC intimated its wishes on 9 July 2018 to revise its email messaging system and sought an estimate to do so, in addition to being informed of appropriate stipulations and conditions, and the cost for additional data storage and/or functionality, for the following:

Primary Email Server and Mailbox

Develop and maintain the infrastructure for an email mailbox on the IHBC servers at the cotac.global domain, to be named info@cotac.global. The mailbox should have functionality to:

- allow a COTAC administrator to access via a webmail platform; to automatically filter out spam and other phishing messages
- have a standard set of preferences (e.g. rules to automatically forward on to other emails).
- The mailbox should be able to store at least 2Gb of data.

Additional Mailboxes

Provide a unit cost to develop and maintain the infrastructure for additional email mailboxes on the IHBC servers and at the cotac.global domain with the same characteristics as the primary mailbox (e.g. johndoe@cotac.global).

In consequence, on 17 July 2018, the following was agreed:

An email address was set up for info@cotac.global on the server, accessible via a webmail interface or accessed by email programmes such as Outlook. This will send email which comes from info@cotac.global initially and automatically to AN Others

It provides 2GB storage as standard, although an option is available to upgrade to 50GB capacity. Spam protection is included as are mailbox rules, which can be used for forwarding mail or sending an automatic 'out of office' reply.

Setting up the email on the cotac.global domain includes setting up and offering basic instructions as to first use. After that an extensive online help system is available. Such mailboxes will have all functions as described above. An unlimited number can be set up with anything@cotac.global as the address. If a full webmail is not required, forwarding can be set up which allows anything@cotac.global to be automatically forwarded to a personal email address, but this does not allow sending mail from anything@cotac.global, as messages will be from the personal account email address.

COTAC Master Papers and Letterhead

To aid a consistency in its identity and projection of a common public image the undernoted logo'd letterhead has been devised:



COTAC,
The Building Crafts College,
Kennard Road, Stratford, London E15 1AH
Tel. 020 8522 1705
E-mail: info@cotac.global
Website: www.cotac.global
Registered Charity No. 1162750

The Council on Training in Architectural Conservation

In addition, master formats for COTAC Agenda and Meeting Minute headings have also been devised:

COTAC Trustee Meeting 2/2018: Agenda
1100hrs 26 September 2018
BCC, Stratford, London



Draft Minutes of Management Meeting 2/2018
As at 12 August 2018
Held at BCC, Stratford, London: 13:00hrs 8 August 2018



ANNEX B

Summary Financial Positions: August 2015 + February 2018 + August 2018

The following summaries will be adopted as the baseline position to inform pending developments in the creation of a detailed COTAC Business Plan:

Summary financial position to the end of August 2015

Expenditure and Income for the Period up to the end of August 2015																					
Expenditure																					
Date	ITEM	EXPEND	INCOME	Balance to Date	COTAC Website	Annual Conf	Ed Grp + NHTG	Understanding of ULC School + Website	BI/MAC + Reports	Related Activities	COTAC Membership	Man Mgt + trustees	Finance + Audit	Admin + Secretariat + AQM + MQU	Charitable Activities	Travel for all Admin	Service Provision	OW HS	Admission Conf	Members	
August Total		122.96		-419.22	0	0	0	0	0	0	0	46.68	16	23.58	0	36.7	0	0	0	0	
Total to Date		2419.22	2000	0	0	0	380.93	329.36	89.9	0	0	1218.51	36.43	29.87	0	334.22	0	0	0	200	
Approved Budget					150	1500	500	200	20	20	0	500	1700	350	300	3710	6000	6500	7000	300	
Expected Expenditure / Income					150	3360	500	600	150	20	0	4200	1700	350	300	2000	6000	10330	10170	250	
Total Approved Budget Expenditure					14950	Plus 10% 16445					Total Approved Budget Income					16500					
Total Expected Expenditure					19330						Total Expected Income					23900					
Time Spent on COTAC Activities (Hours) up to the end of July 2015																					
PERSON	TOTAL	COTAC Website	Annual Conf	Ed Grp + NHTG	Understanding of ULC School + Website	BI/MAC + Reports	Related Activities	COTAC Membership	Man Mgt + trustees	Finance + Audit	Admin + Secretariat + AQM + MQU	Charitable Activities	Travel for all Admin	Service Provision							
CC	40	0	14	0	0	0	0	0	6	17	4	0	0	0							
RD	33	0	0	11	0	8	2	0	11	2	0	0	0	0							
GL	139	0	7	20	7	11	6	0	38	0	39	0	12	0							
JM	584	0	37	44	138	45	42	0	101	5	86	0	86	0							
IT	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
HR	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
Annual Total	795	0	58	74	145	64	50	0	155	23	129	0	98	0							

Summary financial position as at 15 February 2018

Expenditure and Income for the Prid from 1st April 2017 to 15th February 2018																						
Date	ITEM	EXPEND	INCOME	Expenditure										Income			Alumni Conf	Members	Other			
				COTAC Website	Annual Conf	Ed Grp	NHTG	Whites + Website	Understan ding + ULC	Reports	BI/MC +	Related Activities	COTAC Membership	Man Mgt + trustees	Finance + Audit	+ACH + MQU				Secretariat + Activities	Charabl e Activities	Tout for all Admin
Total to Date		6986	7345	133	355	773	0	0	561	364	0	1859	2018	479	445	0	0	0	3050	2665	16	
Approved Budget				1200	1000	700	0	400	800	300	0	4500	2700	600	500	300	0	4000	0	1000	3500	
Expected Expenditure / Income				140	360	800	0	0	600	400	0	3500	2300	600	500	0	4000	0	3050	2665	16	
Total Approved Budget Expenditure				19000	Plus 10% Plus 10% 20900										Total Approved Budget Income				4500			
Total Expected Expenditure				13200											Total Expected Income				7345			
Funds held in bank and saving accounts																						
Current NatWest account at 05/01/20				12869																		
CalCash 60 day Feilden account				7290																		
CalCash 60 day account				38670																		
TOTAL				58629																		
Wind down costs				-7500																		
Remaining balance				51329	NatWest current account includes £1550.42 recently received from "NatWest Managers Suspense Chages Refund".																	
Total Hours to Date																						
Time hours		265	0	85	43	0	3	14	21	4	51	20	26	0	0	0						

Summary 2018-2019 financial position as at 10 August 2018

Expenditure and Income 2018/19 Summary position as at 10 August 2018																					
Expenditure														Income							
Date	ITEM	EXPEND	INCOME	COTAC Website	Annual Conf	Ed Grp	NHTG	Understan- ding of ULC School + Website	BI/MC + Reports	Related Activities	COTAC Memberst p	Man. Mgt + trustees	Finance + Audit	Admin + Secretariat + AQM + MQU	Charitable Activities	Travel for all Admin	Service Provision	CPW/ HS	Admuni- on Conf	Members	Other
	Total to Date	1119.23	2000	235.33	54.65	94.5	0	19.5	5	87	0	253	25	345	0	0	0	0	0	2000	
Draft Budget				400	400	1000	0	0	600	450	0	2500	2400	900	450	0	3250	0	3000	2700	
Expected Expenditure / Income				500	400	600	0	0	600	400	0	2500	2400	900	250	0	3250	0	3000	2700	
Total Draft Budget Expenditure				12350	Plus 10%				13585	Total Draft Budget Income				5700							
Total Expected Expenditure				12750						Total Expected Income				5700							
Funds held in bank and saving accounts																	Notes				
Current NatWest account at 19/7/18				9496	1. The current NatWest account is the one we use for every day banking. It is suggested that this should have a max of £15000																
CalCash 60 day Feilden account 1/4/18				7290	2. Both CalCash 60 day account account will hold the balance of available funds. Interest is 0.8%.																
CalCash 60 day account 1/4/18				38670	3. The CalCash 60 day Feilden account holds the funds from the Feilden fund.																
TOTAL				55456	4. Withdrawals from the two 60 day accounts need 60 days notice. Minimum withdrawal £1000.																
					5. Both The new CalCash 60 day accounts are managed by Shawbrook Bank on behalf of Calcash.																
Wind down costs				-7500																	
Remaining balance				47955.68																	

Voluntary Support Time Recording

Time records of all voluntary support activities have not yet been fully compiled for the period 2016-2018. However, a Schedule of Meetings Record of the types of meetings held and a note of those attending (by initial) has been maintained since 2016. Initially this was compiled on a Callander Year format. More recently, it has been on a Financial Year basis to better tie in with AGM, Charity Commission and Accountancy timetabling and reporting requirements.

COTAC Schedule of Meetings 2017-2018: Ver 8

Management Grp	
Trustees + Strategy + Working Grps	
BIM4H (BIM4C) Meetings	
UCSchool	
Edinburgh Group	

Note Actions: Mtg papers issued Minutes issued Attending Review Corrections received + incorporated Updated

Summary as at 16 February 2018				Progress
Date	Day	Type	Location	Attending
2017				
2 February	Thursday	UCSchool	Skype Conf Call	Review Progress web developments
				SoR BB IM
8 March	Wednesday 1100-1500	RIBA Cons Steering Grp	Tele Conf Call	Review Progress
				IM
9 March	Thursday 1330	Hist Engg HEF HSTG	Skype Conf Call	Review Skills Working Group
				IM GL

Meeting participants are also requested to allocate and enter as accurately as possible relevant times on a COTAC Monthly Excel Time Form devised to use the same headings as those on the Financial position reports. The aim is to help ensure a more accurate read-across understanding between the voluntary work effort and actual expenditure:

	A	B	C	D	E	F	G	H	M	N	O	P	Q	R	S	U
1	COTAC MONTHLY TIME FORM															
2	NAME															
3	MONTH															
4	Day	COTAC Website	Annual Conf	Ed Grp	NHTG	Understandin g + UC School +	Related Activities	BIM4C + Reports	COTAC Membership	Man Mlgs + trustees	Finance + Audit	Admin + Secretariat + AGM +	Charitable Activities	Travel for all Admin	Service Provision	TOTAL Time
5	1															0.00
6	2															0.00
7	3															0.00

Where that does not happen, the agreed alternative approach is that each meeting participant has an averaged 10 hours of participation set against their meeting involvements. This was established on the basis of:

- 2 hours: Receiving and reading Meeting papers and preparation
- 3 Hours: Travel time to and from meeting
- 3 hours: Meeting attendance
- 2 hours: Post meeting follow up activities

Whilst not perfect, and potentially not fully considering the actual greater travel time requirements of some attendees from out with Greater London, the system is considered to provide a reasonable basis upon which to assess the voluntary commitment and costs involved in supporting and achieving COTAC's objectives.