
THE FARRELL REVIEW

*of Architecture
+ the Built
Environment*

"OUR FUTURE
IN PLACE"

THE REPORT ON CONSULTATION

BY THE FARRELL REVIEW TEAM

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Introduction

This Review has engaged widely from the start. In that respect it set itself apart from many other government reviews and has been independent in both its methods and its means. Over the last year, the team has reached out and consulted with thousands of individuals, groups and institutions. They have been from private, public and voluntary sectors, and from every discipline and practice relating to the built environment: architecture, planning, landscape architecture, engineering, ecology, developers, agents, policymakers, local government and politicians.

"We are the editors and curators of many voices."

Sir Terry Farrell CBE

This Report on the consultation process by the Review team, led by Max Farrell and co-ordinated by Charlie Peel, is a structured narrative of the key themes of the Review, told through the many voices of its respondents and participants. Most of what follows is primary evidence that was gathered in the consultation process. This is also backed up where appropriate by existing research, and reference is made to the sources. The aim here is to fairly reflect the wide range of opinions that were sought, picking up on the key trends and the most important issues felt by many.

Embedded in this Report are conclusions and recommendations proposed by the Farrell Review, set in the context from which they originated. Hence, this Report forms the evidence base from which the recommendations were drawn – further shaped by Terry Farrell's 50 years of experience in the design and planning of the built environment as set out in the Introduction.

The consultation has taken four broad forms. The first of these was an independent, expert advisory panel that met in full four times during the Review, with many smaller, focused panel sessions and individual meetings with them to shape the direction of travel and later to refine the key messages. The panel of 11 experts from the built environment sector have given both breadth and years of experience to a holistic Review of the built environment.

Second was a public Call for Evidence, an online set of questions based around the four themes

in the terms of reference that were issued by the Department for Culture, Media & Sport (DCMS) (see page 5). Over 200 responses were received from individuals, companies, groups and institutions, with many organising questionnaires for members representing over 370,000 people.

Third were a series of workshops hosted around the country. Each of these workshops consisted of 6 to 26 highly experienced and senior professionals giving three hours to actively engage with and contribute to the Review. The format involved having a broad but structured discussion around key topics that were circulated in advance of the workshop. This opened up the conversation and breadth of the Review to table all the issues. The second half of each workshop was then spent closing down the debate into tangible "recommendations" and ensuring everybody had a voice to table the key issues as they saw them.

Thirteen workshops were held in total. Four of the themed workshops, which all took place in London, were based around the terms of reference: Education, Outreach & Skills; Design Quality; Cultural Heritage; and Economic Benefits. Three further themed workshops were on Urban Design & Landscape Architecture, to bring together the holistic thinking of placemaking; Sustainability, an ever more pressing topic that cuts across all of the themes; and Architectural Policy, to examine formal policies adopted in EU countries.

Also held in London were two workshops that addressed specific groups of key figures. The first of these, the Property Developers Workshop, provided the opportunity to learn from the country's leading developers how the market could adapt to improve outcomes. The

second, the Government Officials Workshop, assembled senior-level representatives from the majority of government departments and executive agencies involved in the built environment: the Cabinet Office; the Home Office; DCMS; the Department for Education (Educational Funding Agency); the Department for Business, Innovation & Skills; the Department for Communities & Local Government (DCLG); the Ministry of Justice; the London Legacy Development Corporation; and the Homes & Communities Agency.

In addition, the Review team travelled to four cities for a series of regional workshops: Birmingham, Bristol, Manchester and Newcastle. All of this was made possible with the help of partner organisations such as the architecture centres that hosted the events, as well as the contributions of all those who took part.

**The workshops
were attended by**

192

**individuals including the
chairs and panel members.**

The attendees included:

40

**architectural practices,
represented by principal
or senior architects**

10

architecture centres

12

**landscape and urban
design practices**

26

**developers and
regeneration specialists**

24

**representatives from 16
government departments
and advisory bodies**

16

**university departments
in architecture, planning,
sociology and economics**

9

**conservation and
retrofit specialists**

5

**housing associations
and house builders**

11

**institutes and
professional bodies**

10

**individuals from think
tanks and policy groups**

**As well as transport planners, chartered
surveyors, contractors, engineers, project
managers, planning consultants.**

The Review team also organised a Linking Up the Reviews meeting that was attended by leaders of all the significant ongoing government-commissioned reviews, including Lord Matthew Taylor of the DCLG Planning Practice Guidance Review, Andy von Bradsky of the Housing Standards Review Challenge Panel, and Peter Hansford of Construction 2025, the Construction Industry Strategy.

Lastly, Terry Farrell personally wrote to and met with around 100 industry leaders, asking their views and opinions about the big issues facing the built environment today. These informative

conversations were also echoed in the main subjects that came out of the workshops and Call for Evidence. However, often insight was gained that has been instrumental in shaping this Review. The full list of all the individuals and organisations consulted can be found at the end of this document.

The themed chapters that follow are both a documentation and a narrative of this consultation, and describe the context around the Conclusions and Recommendations proposed in this Review.

The following thematic workshops were held:

- **Education, Outreach & Skills Workshop** hosted by University College London (UCL)
- **Design Quality Workshop** hosted by New London Architecture (NLA)
- **Cultural Heritage Workshop** hosted by Alan Baxter & Associates
- **Economic Benefits Workshop** hosted by London School of Economics & Political Science (LSE)
- **Urban Design & Landscape Architecture Workshop** hosted by Capita Symonds
- **Sustainability Workshop** hosted by Farrells
- **Architectural Policy Workshop** hosted by Farrells
- **Property Developers Workshop** hosted by DCMS
- **Government Officials Workshop** hosted by DCMS

The following regional workshops were held:

- **Birmingham Workshop** hosted by MADE
- **Bristol Workshop** hosted by The Architecture Centre, Bristol
- **Manchester Workshop** hosted by Bruntwood and supported by URBED
- **Newcastle Workshop** hosted by Northern Architecture

The 5 chapters of the Report:

1. EDUCATION, OUTREACH & SKILLS

- A. Children's Education
- B. Outreach and Skills
- C. Professional Education

2. DESIGN QUALITY

- A. Planning for the Future
- B. Making the Ordinary Better

4. ECONOMIC BENEFITS

- A. Global Opportunities
- B. The UK's Potential

3. CULTURAL HERITAGE

- A. It's Not "Either/Or" Any More
- B. Future Heritage

5. BUILT ENVIRONMENT POLICY

- A. The Role of Government
- B. Policies within Government

Terms of Reference

“Sir Terry Farrell CBE is to conduct an independent review of architecture and the wider built environment and make recommendations to the Minister for Culture, Communications and Creative Industries, to inform DCMS’s approach to its role within government of promoting high standards of design. The intention of the review is to engage the sector in helping DCMS to develop its thinking about the role for government in the achievement of high-quality design, so that DCMS can continue to influence and shape policy across government, not least because the public sector is a major funder of buildings.”

Terms of Reference for the Farrell Review of Architecture and the Built Environment

Created in consultation with the Department for Culture, Media & Sport (DCMS) under Ed Vaizey MP. The review will examine the following areas:

Promoting education, outreach and skills

The review will consider the potential contribution of built environment education to a broad and balanced education both as a cultural subject in its own right and as a way of teaching other subjects.

Understanding the role for government in promoting design quality in architecture and the built environment

The review will look at lessons that can be learnt nationally and internationally about the role for government in promoting and achieving best design quality. The role of national built environment bodies and other organisations like museums and architecture and built environment centres in promoting appreciation and better understanding of good design will also be considered.

Cultural heritage and the built environment

The review will look at whether the desire to preserve the “old” makes it more difficult to encourage good new architecture, and the value of our historic built environment as a cultural asset and in successful placemaking.

The economic benefits of good architecture and design, and maximising the UK’s growth potential

The review will consider the contribution of architecture to the UK’s economy, how the economic value of good built environment design can be demonstrated, and how it can be maximised in the future.



Sir Terry Farrell and Ed Vaizey MP open the Call for Evidence at the London Festival of Architecture 2013.
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1 EDUCATION, OUTREACH & SKILLS



The Farrell Review Workshop on Education, Outreach & Skills at University College London.

Clockwise from left:

Victoria Thornton; Nicole Crockett; Prof Don Gray; Helen Walker; Hank Dittmar; Christine Murray; Sue Vincent; Dr Charlie Smith; Liz Kestler; Ros Croker; Matt Bell; Charlie Peel (hidden); Prof Robert Mull; Sarah Ichioka; Tim Makower; Prof Alan Penn (Chair); Daisy Froud (hidden)

Education, outreach and skills are three large topics in their own right. This chapter of the Review commentary is therefore broken down into three sections.

The first section focuses on children’s education. Farrell Review Expert Panel member Victoria Thornton, Director of Open-City, has been championing the use of buildings and places for learning in schools. So much good work is going on in this field, through the institutions and the voluntary or “third” sector, but there is much work to be done pulling the resources together:

“The built environment is a powerful and engaging learning tool for teaching a range of subjects to school students across all ages. Teaching core subjects, such as maths, through real-life situations helps raise attainment levels, and research shows most teachers find this a challenge and would relish architecture learning resources that apply maths concepts to the real world.”

Victoria Thornton OBE (Farrell Review Expert Panel meeting)

Addressed in the second section are outreach and the skills of adults, a topic which embraces the more public focused work that can be done to engage a broad audience with shaping the built environment, and the changes we can all make. Outreach is the work that can be done by professionals and institutions to engage and empower communities and the public to be part of the debate, and ultimately to demand better design in the built environment. Concerning skills, the Review consultation revealed that there is a deficit in certain areas of the industry, from planning offices to client teams, as well as built environment professionals themselves.

The third section is on the professional education system for architecture. The route to qualification is being questioned as tuition fees are making the profession unsustainable to enter. There is also much that can be changed in the course content, as we are working to a model of education that is 55 years old.

As many national, European and global shifts are taking place, now is the time for change. This feeds into the question of protection of title, which is linked to the current education system.

The main headings under which this chapter of the Report is organised are as follows:

A. Children’s Education

1. The school curriculum
2. Beyond the school walls

B. Outreach and Skills

1. Engaging the public
2. Civic activists and champions
3. Urban rooms and architecture centres

C. Professional Education

1. Access and routes to qualification
2. Course content
3. Holistic thinking for our future built environment education
4. Remove the straightjacket

1A. Children's Education

When discussing children's education, we need to be clear about the outcomes we are looking for. The idea is not to radically increase the number of children who want to enter the professions. Instead, the wider aim must surely be to improve learning and create a population engaged in their environment and empowered to shape it.

In this section we explore how architecture and the broader built environment can be taught right across the syllabus and in almost every subject, rather than architecture as a subject in its own right. Teachers need to feel empowered to take this on and schools can run the theme of built environment right the way across school subjects for a few weeks a year.

1. The school curriculum

At the Farrell Review Education & Outreach Workshop held at The Bartlett – the built environment faculty of University College London (UCL) – Victoria Thornton opened the discussion by presenting two alternatives for incorporating architecture and the built environment within our educational system. The first is the more straightforward option of architecture becoming a subject within the school curriculum. The second is to introduce architecture in a variety of ways within existing subjects such as maths, the sciences, art, geography and history.

Ros Croker – Education & Outreach Programme Manager at the British Architectural Library, Royal Institute of British Architects (RIBA) – suggested it could be a subject in the curriculum or could be used to supplement or support another subject, effectively becoming a tool to teach other core subjects. Either way, schools need to feel supported in their decision to teach architecture, and the feeling was that government endorsement would help achieve this. Others were more sceptical and questioned the motivation for teaching architecture in schools. Among those of the latter view was Daisy Froud, Participation Interpreter at architecture, urbanism and interpreting practice AOC, who questioned:

"Is it about producing more architects or is it about producing architecturally aware citizens? If it is the latter then the best way

to teach is not to focus on STEM [i.e. science, technology, engineering and mathematics] but look at aesthetic awareness, spatial awareness and awareness of the politics of space, which can be taught through subjects like history, art and geography. Most of us don't end up doing what we studied at school but we use the skills that we were taught."

Daisy Froud (Education, Outreach & Skills Workshop)

Many agreed that the built environment should be taught as an enjoyable experience that children engage with. Just as LEGO and Bob the Builder are popular with young children, outdoor activities like dens and treehouses are more important than ever and computer games like SimCity are popular at all ages. Making our human habitat is fun and engages children in a whole host of decision-making and teamwork skills. An understanding that shelter is something we create, and can change, will help the wider understanding within our society that we shape our buildings and then our buildings shape us. As Professor Charles Quick from the University of Central Lancashire said in the Manchester Workshop:

"There should be compulsory den building in all primary schools."

Professor Charles Quick (Manchester Workshop)

With this as an official part of the curriculum, students would be guaranteed an opportunity

to design an environment for themselves and discover the pleasure of interacting with it.

In an era of “smart cities”, the power of digital technology is key to young people understanding city making. As Ian Livingstone – founder of the Livingstone Foundation, who led the recent Next Gen review for government into computer gaming (published 2011) – told the Review team:

“Computer science is the new Latin – it is essential knowledge for the 21st century for people to understand and operate in the digital world. We are at a crossroads. Do we want to control or be controlled by technology? We must ensure people have the right skills to become creators, and not just consumers, of technology.”

Sir Ian Livingstone CBE (meeting with Terry Farrell)

For children, profound effects have taken place in their education. This era of digital advance is of such significance that a whole lexicon has emerged to cope. Several terms have been coined to refer to the collective population born into it, such as “digital natives” or “Generation Z”. The concept of “digital as first language” has emerged whereby the generation now in school and entering the workplace has grown up to be fluent in a digital world. This affects everything from education techniques to the environments in which they are taught.

The network of architecture centres throughout the UK are some of the best in the world, yet – as almost everyone who broached the subject in the Farrell Review agreed – they are under-resourced. At the Birmingham Workshop, Sue McGlynn – Executive Director of TransForm Places, the Architecture Centre for the South Midlands – discussed the strong and broad support from government agencies, professional organisations and individual firms and practitioners working in the built environment professions for architecture centres. Sue explained that there are opportunities for architecture centres to take a much stronger role, but there is a lack of financial backing to allow that growth. “You meet with [all types of groups] and they all want to support the architecture centres, but they don’t have the means or resources to do it.” Unfortunately, what Sue described as being most often sacrificed in the face of tight budgets is the capacity for “longer-term support and planning”. Customised programmes that can be delivered by not-for-

profit organisations, like architecture centres, can reach young people whom the traditional education system fails to engage.

Chairing the Education, Outreach & Skills Workshop, Professor Alan Penn – Dean of The Bartlett – highlighted a “professionalisation” of education at school level in terms of marking schemes, marking schedules and set answers, which has led to a narrow standardisation of the educational system. There was concern in meetings that advancing prescribed curricula will discourage teachers from creating cross-disciplinary lessons of the type that characterises architectural inquiry. Rather than being restricted to a single subject, built environment lessons bridge several core curriculum subjects. Examining the built environment provides a good opportunity to develop interdisciplinary creative thinking from an early age.

The Standing Conference of Heads of Schools of Architecture (SCHOSA) emphasised in their Call for Evidence submission that architectural design is characterised by a high level of interdisciplinary activity, making it very suitable for integration across a variety of education subjects. Additionally, SCHOSA cited research that “has found that built environment education is attributed with the development of critical skills and critical thinking, communication skills, exploration of ethical issues, collaborative working skills and ‘designerly thinking’ – concerned with ‘adaptation, transformation, invention and innovation’.”

Some established parts of the educational curriculum already lend themselves to integrating architectural thinking, and teachers are already familiar with problem-based learning methods, which would be key. Certain teacher training institutions are already integrating these aspects into their programmes. As Juliet Sprake, Head of the Department of Design at Goldsmiths, University of London, explained:

“Architectural design process has been a key element in teacher training at Goldsmiths for over ten years. The built environment is a live, ever-changing phenomenon that young people can take active responsibility in transforming through creative activities. Developing skills in experiencing buildings as spaces and material structures provides them with opportunities for learning how to apply knowledge from other subjects. Trainee teachers in Design and

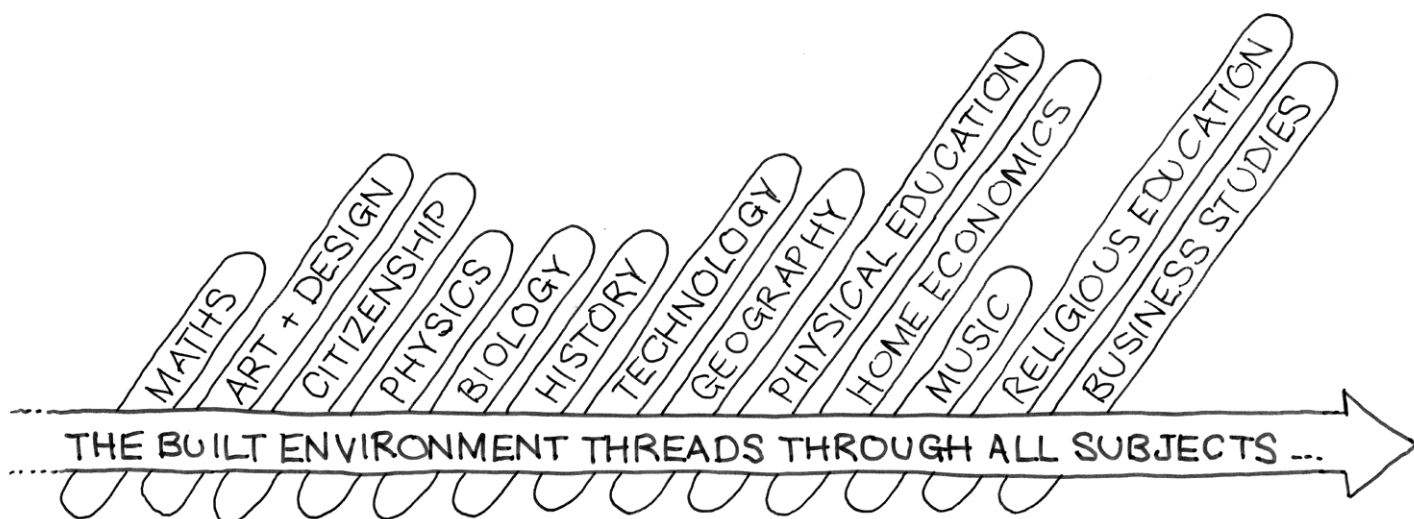
Technology at Goldsmiths have been engaged in understanding how to use buildings as resources for pupils to innovate and collaborate in real-world situations. Buildings are unique in design, in that they cannot be observed as an entity from a single viewpoint; they require specific investigative and analytical skills that engender new ideas and ways of tackling problems. The architectural design process also involves understanding how users, technologies and materials interact in large-scale environments (and in often unpredictable ways). As we continue to push the boundaries of creative practice in training teachers, so we facilitate our young learners to be able to understand how to see buildings as a resource for innovation, making 'textbook' knowledge come to life."

Juliet Sprake (conversation with
Farrell Review Expert Panel member)

The bigger issue is how to integrate architecture and the built environment successfully and ensure that it remains embedded in these subjects. A recommendation was made to provide teachers with supporting documents that set out a clear and transparent way of teaching architecture and the built environment, as well as a list of providers that can help them.

There was consensus at the Education, Outreach & Skills Workshop that clear definitions of words like "architecture", "design" and "planning" along with statements of how and why these subjects can help with more traditional fields of study should also be articulated. This will make it easier for teachers to deliver the kind of spatial thinking required and relate it back to children's everyday lives – their homes, schools, high streets and parks.

Stephen Hill, Northern Co-ordinator for the ATLAS independent planning advisory scheme, recommended in the Birmingham Workshop that it would be helpful if the various professional institutions such as the RIBA, Royal Town Planning Institute (RTPI), Landscape Institute (LI) and Royal Institution of Chartered Surveyors (RICS) united to set a definition for "quality of place". Recognising the "skills gap between those coming out of college" who have not only had training in the latest technologies, but also been taught to the latest standards, and "those in practice who need to be kept up to speed", it would be helpful if the institutions offered co-ordinated recommendations on how to approach and understand the built environment to minimise such differences in understandings.



The built environment can be taught throughout all subjects at school, rather than as a subject in its own right.

The Prince's Teaching Institute – a sister charity to the Prince's Foundation that specialises in inspiring teachers and offers, among others, a unit on sustainable cities and urbanisation for geography teachers – was given as a good example of a charity focusing on teachers rather than on the curriculum. Engaging with the teachers themselves, not only during their initial training but also as part of their continuing professional development, can prove more efficient than trying to alter course content and change rules at a national level. The Farrell Review Expert Panel members knew from experience that teachers seek out cultural organisations to help contextualise subjects and enhance the curriculum, so this connection should be nurtured and reinforced. In-service training (INSET) days for teacher training and professional development offer a ready-made time and place to directly engage teachers and introduce them to organisations already interested in expanding early education. Built environment professionals need to join with them in this work.

English Heritage's Heritage Schools programme is working to develop these direct teacher relations in order to help students appreciate their local areas. According to Sandra Stancliffe, Head of Education and Inclusion for English Heritage, who attended the Farrell Review's Bristol Workshop, whether the children "live in a conservation area, a 1970s estate, an inter-war council estate, no matter what", they have something to be proud of:



Farrells host a workshop for the "Sustainable Design Matters" programme in partnership with Vital Regeneration. The ten-week pilot introduced the importance of sustainable design in the built environment to secondary-school education.

"We're working with teachers directly to help teachers uncover more about the stories of the places that their schools are located in. We're [...] working with all kinds of professionals that schools wouldn't ordinarily access. All schools take kids out to museums as part of their history curriculum, but they don't go to architectural practices, they don't visit the planning department of Bristol City Council, they don't do those things which actually will do a lot to raise children's aspirations. [...] Heritage Schools [...] is about getting schools not to plan a curriculum in isolation, but to plan it with all of you, with all of us, all the people who understand the city and the stories about the place in which a school is located."

Sandra Stancliffe (Bristol Workshop)

Introducing architecture as a problem-solving activity across the educational curriculum, and working directly with teachers emerged as a strong recommendation from Call for Evidence respondents and Panel members. Victoria Thornton's experience of doing just that with Open-City is a good example to follow in order to see what works in practice, and participants identified Sir John Soane's Museum as a cultural institution that provides resources for teaching architecture within the schools curriculum, something that more institutions should strive to offer. As Victoria said:

"Learning through architecture and the built environment has never been more exciting. In 2014 we enter a new phase of curriculum change in schools, so now is the time to inspire our teachers, to provide them with both the resources and the connections to teach about the city."

Victoria Thornton OBE (conversation with Farrell Review team)

Some organisations are already doing pioneering work on cross-curriculum "place-based" learning, such as the London charity Vital Regeneration which is collaborating with two schools in Westminster. The Greater London Authority (GLA) has a London Curriculum which encourages teacher development using architecture to teach maths via design briefs. As Nancy O'Brien – an independent educationalist and former Head of Education for CABE – commented:

"We know that young people learn through active and engaged teaching. Learning about buildings, the way they are constructed and

how the fabric of a city changes is vital if young people are to feel connected to the places where they live. The London Curriculum is a bold move towards this aim and one which will help to champion learning through architecture and urban design.”

Nancy O'Brien (conversation with
Farrell Review Expert Panel member)

The Engaging Places website (www.engagingplaces.org.uk) shows the range of activity going on across the country and where activities are taking place in your local area, as well as providing the groundwork for teacher resources. Elsewhere in the world, in Chicago, the Chicago Architecture Foundation has developed a series of resources to help teachers integrate architecture lessons into standard maths, science, English and other classes.

This approach has already succeeded in schools on a small scale, but participants at the Bristol Workshop agreed that it could and should be broadened. Victoria Thornton of Open-City and Sandra Stancliffe of English Heritage discussed how easily architecture could be integrated into a variety of lessons across many subjects. As Victoria said, “architecture fits in to all of the core [subjects]”: as a theme, it cuts across what students are learning. Rather than requiring teachers to create a new architecture subject that they must teach, it would be better to create resources and work with the schools and teachers to “get architecture into [the] core subjects”. Sandra agreed and shared an experience from a teacher participating in the Heritage Schools programme, who said that studying the built environment had “given them the best context for creative writing in literacy that they’ve had since they started their [...] formal literacy programme”.

Recommendation #01

PLACE institutions and agencies should develop online resources for teachers and professionals to teach architecture and the built environment across a whole range of subjects. These should reflect the 2014 curricula, potentially through the Engaging Places portal, and include a series of e-seminars on school lesson plans and excellent schemes of work. They can be introduced by the Department for Education at different points in a teacher’s career including in-service training (INSET) days as well as training offered by external agencies.

Recommendation #02

These institutions and agencies could create a task force within the framework of the government’s Cultural Education Plan which would be eligible for Lottery funding and could link to the Construction Strategy 2025 implementation plan. This task force should co-ordinate the activities of all those involved to ensure the online resources are broad, balanced and integrated.

2. Beyond the school walls

In a Farrell Review Expert Panel meeting, Lucy Musgrave raised the example of the Association for Education in Active Citizenship, on whose board Clement Attlee served, which published in 1948 a book entitled *The School Looks Around*. This was a novel initiative to encourage children to engage with their local built environment. Students were led and encouraged to survey their neighbourhood and learn about its social history and built environment. Such an undertaking would be more difficult in present times as a result of legislation preventing children from interacting with adults unless under controlled and supervised conditions; but from 2009 to 2011, inspired by the original 1940s initiative, a pilot programme was launched in two schools in East London and Devon, and Publica – the public-realm and urban design consultancy of which Lucy is founder and Director – reported on the challenges and opportunities this project presented:

“The notion that young residents might be able to critically explore why and how a neighbourhood works, has in the main been lost to an over-professionalisation of many of these debates. This is a considerable barrier to encouraging broader audiences to participate in local democracy and decisions about the urban realm. We need to create more opportunities for people to engage with the built environment from a young age, or we will be unable to raise a design-conscious public, interested and invested in improving our towns and cities for the future. Projects like *The School Looks Around* could be the starting point.”

Lucy Musgrave (Farrell Review Expert Panel meeting)

Youth participation in civic matters focusing on the built environment could be key to inspiring and training the next generation of design-aware civic leaders and entrepreneurs. For example, reviews of the local built environment or school buildings led by young people could address local issues and be led by the strong network of youth parliaments and youth mayors we have throughout the country.

Newcastle Workshop participant Alan Wann, an independent strategic advisor, proposed bringing design review to schools “so young people can observe what’s going on”, understand why design matters and even contribute their own ideas to what good design

means. “It’s engagement that I’m looking for,” he said. But design alone is not enough to help children understand the many different disciplines involved in improving the built environment such as planning, urban design, landscape, heritage and sustainability.

Recommendation #03

Build environment professionals could facilitate and enable young citizens (including Young Mayors, local youth councils and the UK Youth Parliament) to hold PLACE Reviews of their local environment or school building as outlined in the “Design Quality” section of this document (chapter 2).

Engaging young people as early as possible would help promote professional education and educate them on career options within the built environment. Young people who are interested in the built environment could also work directly with architecture students and institutes of higher education, or enrol in apprenticeships to gain work experience. Encouraging the next generation of architects is crucial, especially given the year on year drop in applications to university architecture programmes since 2010.¹ Failing to reduce this trend could risk eroding the UK’s prominent international position as the global centre for architectural talent.

Dr Charlie Smith, Senior Lecturer at Liverpool John Moores University, pointed to a “Design, Engineer, Construct” programme from Key Stage 3 through to GCSE and A-levels, which is a project-based learning experience. Pupils take on the design of an eco classroom and engage with architects, engineers, landscape architects and others to understand this collaborative creative process. According to Dr Smith:

“Students see a tangible application of maths and physics in the real world and it makes them aware of potential professions in the construction industry beyond just becoming an architect.”

Dr Charlie Smith (Education, Outreach & Skills Workshop)

¹ Source: UCAS.

National awards schemes would help raise awareness and motivate those who show an interest in architecture and the built environment at an early age.

Recommendation #04

PLACE institutions could establish a National Schools Architecture Competition for secondary-school students, in collaboration with the Department for Education, to showcase their creative and problem-solving skills, with awards presented by leading architects. This could be built into or connected to the Eco Schools Programme.

A number of organisations like the Building Exploratory have already been linking the world of teaching to built environment professions. The aim is to enhance children's understanding of maths and other complex problems through architecture and the world around them. The government's "Building Schools for the Future" programme, launched in 2005, was considered by many architects and others who attended Review workshops to create a platform for engaging schoolchildren in their schools. This was usually accompanied by architects spending time in the schools with pupils, discussing and teaching about the building itself. This kind of volunteering is essential if built environment professionals are to engage the younger generation and pass on their own passion and beliefs.

Recommendation #05

PLACE institutions should make incentives like accreditation and Continuing Professional Development credits (CPD) available for professionals volunteering and mentoring in schools. The RIBA should encourage architects and students to work on education programmes by promoting the fact that CPD credits are already available.

Conclusions

1A.1

The way in which we shape our physical environment must be taught as early as possible in schools if we are to get across how critical the role of the built environment is to our health and wellbeing – socially, economically, environmentally and culturally. It includes everything from aesthetics and sustainability to "your home, your street, your neighbourhood, your town" where the smallest part, your home and your street, collectively make an enormous contribution to the future of our planet. Architecture, the built environment and an understanding of "place" should be taught through many different subjects including art and design, geography, history and STEM subjects (science, technology, engineering and maths) rather than as a subject in its own right. The aim is for young people to develop the widest creativity and problem-solving skills, which are essential for the creative industries, and to develop an understanding of what the built environment professions do.

1A.2

The best way to include architecture and the built environment in the education system at primary and secondary school level is through teacher training and introducing new content across the curriculum. Online resources should be developed for teachers and also for built environment professionals and students to reach out to schools, as the Royal Institute of British Architects (RIBA) did for the Olympics and the Royal Town Planning Institute (RTPI) does with its Future Planners initiative. Professionals and students could contribute significantly if there were more volunteering to pass on their passion and beliefs to the younger generation at the earliest age and with the greatest intensity. This kind of engagement is incentivised and rewarded through formal accreditation by the RIBA, but there is little take-up and a culture change is needed to encourage more people to get involved. Opportunities for volunteering could be clearly signposted on built environment agencies' websites.

1B. Outreach and Skills

Many of the Farrell Review workshop attendees believe we should encourage a renewed civic activism, getting professionals to champion place and put it higher on the public agenda. Sometimes when nobody is creating a vision for a place, someone has to step up and do it and the community should be engaged along the way. This represents a bottom-up approach for shaping the places that we want to live and work in.

Architecture centres have a part to play in raising public awareness, but the Review also showed widespread support for the idea of more locally based initiatives such as “urban rooms”, where people could find out about the history of and future plans for their area. Increased public awareness needs to go hand in hand with a skilling up of public-sector workers involved in the planning process, many of whom have no background in design.

Bridging the gap between architects and the general public is a crucial part of the outreach process, and the Review examined ideas for how this could be done. These included offering

professional incentives for architects to give talks in schools, lead discussions for adults, guide architectural tours and the like. Such volunteering would have the additional benefit of encouraging them to use less “architect-speak” – one of the reasons why architecture is still seen as an elitist profession.

The last focus of this section is architectural design awards, which were seen by many Review participants as a mixed blessing. Whether there should be more or fewer of these, and how much they should take budget and time constraints or the long-term impact of buildings into account, was the subject of debate.

The Farrell Review Workshop in Manchester, hosted by Bruntwood and supported by URBED.

Clockwise from bottom left: Robert Powell (Chair); Derek Latham; John Orrell; Prof Rachel Cooper; Max Farrell; Jaimie Ferguson; Ernst ter Horst; Charlotte Myhrum



1. Engaging the public

It was universally agreed that we must enhance public awareness and understanding about architecture and built environment issues. In a new age of local empowerment, we need to make sure everybody can participate in discussions about their local buildings and places. It will be important to capitalise on the potential of technology to engage a much broader population in this conversation, but the message from the Farrell Review consultation was that improving education should be the first step. We need to take a long-term view and understand that a future of engaged and informed city makers requires educational reform today. As Terry Farrell said in a meeting with the Expert Panel:

"We should aim to create a nation obsessed with the design of our buildings and our built environment. By comparing and contrasting places here and elsewhere, we can create a common awareness of what others do well (and what we do badly!). We should learn from national and international comparisons of streets, towns, cities and everyday buildings to help us shape our built environment here."

Sir Terry Farrell CBE (Farrell Review Expert Panel meeting)

The global revolutions in communications and technology, not least the bottom-up social media platforms, allow for far greater participation of the everyday public in the planning system and the shaping of their own everyday environment. Great advances have been made, and this trend must be continued and supported by the creators. The government has made a marked and definite point of going digital (from its NHS systems, to Open Data and now into the National Planning Policy Guidance (NPPG)). This is a distinctly democratic move. We must recognise that the cultural zeitgeist is including architecture amongst fashion, art and design in popular media, and this allows for a renewed focus to engage the widest possible audience.

The consultation revealed the important work that several institutions are already doing to try to improve architectural awareness and bridge the perceived chasm between architects and the public. However, the consultation also identified many challenges hindering the work of these institutions, such as architecture centres, Open-City, the Architecture Foundation, Civic Voice, the

A panel chaired by Kirsty Wark and consisting of Vicky Richardson, Rob Perrins, Pat Brown, Sir Terry Farrell and Ed Vaizey MP at the launch event of the London Festival of Architecture at the Royal Institute of British Architects.
© Agnese Sanvito



National Trust and others. These organisations require greater support from government, not just funding. The private sector also has a potential role to play in supporting these institutions.

More voluntary involvement from professionals in the built environment community would go a long way to providing the resources that enable these bodies to make the built environment more accessible. Although not everyone agreed that volunteering should be encouraged, those who did thought that volunteering opportunities need to be more visible, as is the case with the National Trust, and that the route to becoming a volunteer must be made clearer.

Many of the consultees agreed that a good way of incentivising architects to engage in “urban activism”, particularly at the local level, is to offer CPD points and apprenticeship or training credits – as is done for instance in Canada, where architects can earn Self-Directed Continuing Education credits for volunteer activities. These incentives are available, through professional institutions, but as the RIBA pointed out in our meeting with them there is very little take-up.

Ian Harvey of Civic Voice, a national charity advocating on behalf of civic societies across England, requested in the charity’s Call for Evidence submission a “network of community enablers” who could support local communities with their professional insight and help the communities “realise their ambitions”, for example by advising on neighbourhood planning questions.

The history of the engagement of the different professions in volunteering to support communities involved in the built environment has been rich and varied. At times this has been supported with government funding, for example through Planning Aid, funding for the architecture centres or CABE’s programme of work supporting clients and local government. We are in an era of limited public funding for these activities, but there is an equal if not increased emphasis on community engagement in planning for and delivering change in our built environment. New models are now

emerging, some of which involve design professionals providing their services and advice on a voluntary basis. One such example is LandAid’s growing pro bono programme, whereby property and built environment professionals’ skills are matched and then donated to charities that need advice about property and development issues. As LandAid’s CEO Joanna Averley pointed out:

“Our purpose as the charitable foundation of the property industry is to support disadvantaged children and young people in the UK. We meet our mission by mobilising the energy, generosity and skills of our 100 partner organisations to support projects across the UK. LandAid provides grants to building projects that work with vulnerable young people. One way we are growing our impact is by engaging property professionals to give their expertise for free to our projects, helping save money and ensure the best results. This is a growing form of philanthropy, whereby people make a difference by donating their expertise, which I can see increasing in relevance.”

Joanna Averley (conversation with Farrell Review team)

Recommendation #06

Each local authority could nominate a built environment professional from the private sector and an elected member to champion local design quality. “Civic Champions” actively engaging with neighbourhood forums could help shape neighbourhood plans and improve design quality. Professionals volunteering time for public outreach and skilling up of decision makers should take advantage of formal accreditation offered by their professional institutions.

Such activities could not only earn the individual architect CPD points, but also benefit the architect’s firm by advancing the firm’s corporate social responsibility agenda. Other benefits for architects would be honing their skills at communicating with a diverse and challenging audience with which simplicity of language is paramount. Giving walking tours around the neighbourhood, or helping with den building, would provide young people with role models and raise awareness at an early age of what architecture is about.

2. Civic activists and champions

There is a strong argument that groups and individuals can take on the lead role of local civic activists and champions. "Having an exchange between public and private interests, having a 'civic' value in design matters is a cross-sector concern," said John Thorp, former Civic Architect for Leeds City Council and current Chair of that Council's Design Advisory Group, at the Newcastle Workshop; "Civic entrepreneurship is a complex concept [and can help dispel] the notion that good design is a loss financially. An exchange of ambitions, an exchange of intentions [between public and private sectors] can actually lead to high social and economic values."

Many voices pleaded that the role of local, volunteer design champions to shape local plans ran the risk of an unfair lottery depending on the residents in one's postcode. This came through loudest from the regional workshops where it was explained how resource pressures mean that there are fewer councils with in-house design and conservation experts. Those councils whose populations have recovered more quickly from economic hardship or whose residents were less affected to begin with will have increased opportunity to attract and employ more talented and experienced designers. Meanwhile, those with fewer resources will have to rely on volunteers; and with constituencies struggling in the current economy, it is unlikely that, even if there are talented designers, they will have the luxury of time or financing to volunteer.

This perhaps is typified by the fact that there are more architects per square foot in the Clerkenwell area of London than almost anywhere else in the world, yet small towns and villages are unlikely to have the same critical density of urban activists as London. But this unfairly presupposes that design and planning activism is only ever by local residents. Time and again, good work of this kind is energetically pursued successfully by those not just operating on their own patch – such as the work on Outer London high streets by Gort Scott and Design for London, or Farrells' design champion work in Medway and Ashford – and there are many others who do more beyond the area they are based in.

Recommendation #07

The Local Government Association (LGA) and the Design Network could create a template for partnership agreements between built environment practices and neighbourhoods, villages and towns of an appropriate size and location to champion the civic through education and outreach. Practices could offer support through local schools, urban rooms and architecture and built environment centres.

3. Urban rooms and architecture centres

As Victoria Thornton pointed out at the Bristol Workshop, based on her experience of opening up architecture to millions of public visits worldwide through Open House (a weekend where many of a city's finest buildings are opened to the public who would not normally have access), architecture professionals could benefit from greater practice working with new public audiences:

"Architects' articulation could improve; they're very good at articulating the language of architecture but not the language of the public."

Victoria Thornton OBE (Bristol Workshop)

Recommendation #08

All Core Cities and Key Cities could introduce Open House Weekends to engage with the public about their built environment and make as many otherwise inaccessible buildings as possible open to the public.

Robert Powell, Farrell Review Expert Panel member, is the Director of BEAM, the architecture and arts centre in Wakefield, and has long experience of working with artists and projects in the public realm:

"Artists and the arts can and do play a powerful role in contributing to the planning, design, making and animation of our public realm and architecture – but also in creatively engaging individuals and communities, giving voice to their sense of place, their concerns and their aspirations."

Robert Powell (Farrell Review Expert Panel meeting)

Recommendation #09

Arts Council England and the Crafts Council could research and reinforce the role of artists and the arts in contributing to the planning, design and animation of our public realm and architecture. The arts and artists are well placed to creatively engage individuals and communities and give voice to their sense of place, their concerns, and their aspirations for the areas they live, work and play in.

Architecture centres and other bodies have an increasingly important role to play, and the need to strengthen the newly formed national network of architecture centres was stressed in meetings

throughout the country. How they are funded and how the built environment professions contribute is seen as key.

Many potential strategies to raise funds from non-government sources were proposed during the Farrell Review consultation. Architecture centres without the benefit of paying members could set up Design Review franchises as social enterprises to be the profit-making arm of a charitable body. The Arts Council and innovation charity Nesta could provide small seed funds in order to get the business planning updated and sustainable, without the need to commit to funding in the medium or long term. There are funding streams that could be tapped into, like the £4.5 million committed to health and wellbeing programmes or partnerships with universities.

Recommendation #10

Architecture and built environment centres could explore PLACE Review franchises as social enterprises to act as the profit-making arm of a charitable body. The Department for Business, Innovation & Skills (BIS) could help to identify and secure seed funding to help them create sustainable business plans without the need to commit to funding in the medium or long term.

During a meeting of the Expert Panel, it was suggested that architecture and built environment centres could expand their mission statement to include a responsibility for the continuing improvement of the built environment. They could become centres for urban activism and lead debate and action on issues like walking, cycling and the public realm.

Cities, towns and villages do not all need to have architecture centres to stimulate debate; instead, it was seen as more desirable for all localities to have an "urban room". This was a major subject of discussion at the All-Party Parliamentary Group on Architecture & Planning, held in the House of Commons and attended by nine Conservative, Labour and Liberal Democrat MPs. The new urban rooms would ideally feature a model of the local built environment and highlight future developments that have been proposed, as well as providing some historical context.

The idea was also popular in the Farrell Review workshops, and Alan Wann advanced it as a recommendation in the Newcastle Workshop, saying: “the government needs to provide funding to raise awareness of good practice and good design with the public, and in places that the public go. The government should ensure that it becomes commonplace for people to access information about good design.”

At a number of workshops it was emphasised that urban rooms should be in a space where they can engage the widest possible audience. Many argued that a high-street location would be more effective and accessible than creating the rooms in a local authority building, which could be seen as promoting a particular policy or particular agenda. It might also be possible for the urban rooms to not even be physical spaces but virtual ones, with online debate organised through social media in order to interest and inform a broad public. This would mean many more people would be able to engage in debates from which they were previously excluded, and would radically democratise planning processes in the future. The brand “Place Spaces” was suggested for the name of these physical or virtual urban rooms, which would be known as “Place Space: Sheffield” or “Place Space: Bolton” and so on.

As Farrell Review Expert Panel member Jim Eyre pointed out, computer technology already exists that could allow planners and communities alike to have continuous access to 3-D computer models of their neighbourhoods, with all significant consented and proposed schemes inserted, to gain a better understanding of their impact. If every town and city is to have an urban room in the future, then there must be advances made to standardise the online portals. In other words, everything must be done to simplify the upload of new proposals into the digital model, saving untold resources having to re-engineer digital models to be compatible every time.

How to fund these spaces must also be considered. Urban rooms could become part of a wider economic development strategy. For example, money from the legal and monitoring fees charged by Councils for setting up Section 106 agreements – by which developers commit to taking specific actions to offset possible negative consequences of their projects – could enable unused high-street shops to be converted into urban rooms or to set up social-media- or web-based centres. Once initial capital has been secured, stakeholders in development projects or other key figures could contribute to ongoing costs. In the US, endowment funds draw on private contributions to ensure the long-term success of countless foundations, museums and even parks and other public assets.

New London Architecture (NLA), the centre for London’s built environment, is successful because it is paid for primarily by membership fees; but the Farrell Review consultation brought to light concerns that the membership model might lead institutions to focus exclusively on members’ work and interests. As a result, it will be important to ensure there is a balance of private funds and public interest. Among the examples raised in consultation were: Hafencity in Hamburg, which is about 80% privately funded; Emscher Park in the Ruhr Valley, which has drawn about a third of its funding from the private sector but remains a significant public asset; and Moscow’s city forums, where developers contribute to the cost of models intended for public display.

Recommendation #11

PLACE institutions and built environment agencies, the Design Network and the LGA could research the feasibility and viability of urban rooms (or “Place Spaces”) and establish pilots in different-sized towns and cities where there are no architecture and built environment centres. They would need a facilitator, supported by volunteers, and some costs might be offset against planning receipts like Section 106 or Community Infrastructure Levies.

In addition to the work of architecture centres, other cultural institutions and urban rooms, altering how the media presents the built environment to the public would help enhance public engagement. Mass media and even industry/trade media often focus on high-profile actors and projects, rather than the value and importance of design in the everyday.

In responding to the Review's Call for Evidence, Elizabeth Motley, Head of Architecture & Urbanism at social enterprise Integreat Plus, expressed a sentiment that many others shared:

"Architects and the architectural press also have a responsibility here – with awards and journals focusing more on everyday value of design rather than one-off multi-million residential projects and the international work of 'starchitects'."

Elizabeth Motley, Integreat Plus
(Call for Evidence submission)

With a new focus on everyday design, the media can begin to communicate to the public the potential positive impact of design decisions on daily life and help people better understand changes to the buildings and spaces with which they interact daily, such as their houses, high streets and parks.

This section has so far focused on public awareness generally, but it will also be critical for the decision makers who shape our built environment to possess the necessary knowledge and experience to help them approach complex built environment issues with confidence. Local councillors, local authority leaders and neighbourhood forums were all highlighted as key groups to engage with. As Call for Evidence respondent Professor Richard Simmons, Visiting Professor of City Design & Regeneration at the University of Greenwich's School of Architecture & Construction, noted in his submission, councillors "are not elected for their design expertise" and therefore may have no prior experience with design issues or any general design knowledge. The Call for Evidence submission from Westminster City Council recommended that the skilling up of expertise should extend not just to elected officials but to a wider array of civil servants and consultants who advise them:

"There should be a greater focus on promoting design expertise and skills across the built environment industry (promoting design knowledge to elected councillors, non-planning-related professionals who have a significant influence on the built environment such as highways engineers, apprenticeships in traditional building skills and better training in sustainable design)."

Westminster City Council (Call for Evidence submission)

Recommendation #12

All individuals involved in making decisions about the built environment should receive basic training in placemaking and design literacy and it should be given the same status as legal and financial training for elected Councillors. Local planning authorities throughout the country should formalise the role of architecture and built environment centres and PLACE Review Panels in skilling up decision makers, including planning committee members and traffic engineers. This would follow the successful model of Urban Design London in skilling up planning committee members from London Councils. Local schools of architecture could act as co-ordinating agencies, working with local authorities, and regional events supported by PLACE institutions would spread the training more widely.

In various workshops, it was argued that volunteering to help enable decision makers would ultimately benefit the entire sector at a local level. It would also help engender "place-based" leadership, which is a theme that runs throughout the Review and is making such an obvious difference in cities like Bristol where there is built environment know-how at the very top. Well-informed decision makers can engage more directly with developers, contractors, planners, architects, engineers, consultants and other built environment actors. For example, in New York City, the Director of City Planning Amanda Burden's views are regularly sought by developers wishing to build in the metropolis.

Urban Studies in the University of Glasgow and the Urbanism Department at Architecture and Design Scotland are doing some good work on place-based leadership. Having written *Delivering Better Places*² and *Places Need Leaders*,³ they are now jointly working on a programme of teaching and learning for leaders in councils and communities around issues of local leadership in shaping places

²The Scottish Government, *Delivering Better Places in Scotland: A guide to learning from broader experience*, January 2011, www.scotland.gov.uk/Publications/2010/12/31110906/0.

³Architecture and Design Scotland, *Places Need Leaders*, undated, www.ads.org.uk/urbanism/features/leadership-is-key-to-creating-better-places.

The proliferation of awards is arguably diminishing their impact.

Many participants in the Farrell Review felt that awards add value to developments as a marketing tool and to architects as brands. The proliferation of awards, however, is arguably diminishing their impact – a view shared by the developer community as well as architects and other design and planning professionals. Others highlighted that giving awards to buildings that have gone over time and over budget reinforces negative preconceptions of architecture being divorced from commercial realities and sends the wrong message.



The RIBA's Test of Time award – to judge a building on how well it is doing after a set amount of time has elapsed – will set a good precedent for sustainability outcomes and post-occupancy evaluations. Other awards could be given in order to reinforce positive messages about the value of good design.

Several individual responses to the Call for Evidence expressed the opinion that awards were a good means to incentivise better outcomes. Some interesting ideas were proposed, including the suggestion by Dr Oriel Prizeman, Senior Lecturer at the Welsh School of Architecture in Cardiff, of “promoting the status of the profession by hosting local design awards both in LPAs as well as other groups”, and that by Marc Lane, Director of Urbanism Consultancy Limited, of “annual building awards by category – best urban area, best regeneration, best infill development etc.”.

Conclusions

1B.1

Every town and city without an architecture and built environment centre should have an “urban room” where the past, present and future of that place can be inspected. Virtually every city in China has one, in Japan they are a mix of display and meeting places, and there are successful examples closer to home like the Cork Vision Centre. These “Place Spaces” should have a physical or virtual model, produced in collaboration with local technical colleges or universities, and they should be funded jointly by the public and private sectors, not owned exclusively by one or the other. Urban rooms should be connected to and supported by the regional branches of the PLACE institutions and agencies and could be branded with the name of that place (“Place Space: Sheffield” or “Place Space: Reading”, for example).

1B.2

By entering into partnerships with local authorities, built environment practices in the private sector could become much more involved in helping to shape villages, towns and cities through education and outreach. This should be about “championing the civic” through volunteering, collaboration and enabling, and not centred primarily on redesigning these places. There needs to be an increased focus on the civic value of well-designed public spaces, streets and amenities and the character and needs of existing communities.

1B.3

Places would be greatly improved if the people who make decisions about our built environment, such as planning committee members and highway engineers, were empowered by training in design literacy. Newly elected councillors who already receive mandatory training on financial and legal duties should receive placemaking and design training at the same time. In order to achieve this, there needs to be a momentous sea change led by professionals to better inform and educate those who make the all-important decisions. After all, it is in all our interests to ensure that every person responsible for making decisions about the built environment is able to read plans at the very least. Information and communications technology should be used to make the most of people's time when volunteering to skill up decision makers, and CPD points should be offered by PLACE institutions to incentivise this.

1C. Professional Education

There was broad agreement among Farrell Review participants that this Review has the potential to become an influential piece of work on the subject of education, as it has been requested by government yet remains independent and sits outside particular party preferences.

Many believed that professional education is an area that is ripe for review. As Professor Don Gray, Head of School at Kent School of Architecture, said in the Education, Outreach & Skills Workshop:

"In a perverse way, we are in a good position. The funding issues we are faced with and the imminent revision of professional qualifications give us a pretext to re-examine architectural education. There is the potential for a real impact and unless we change it now we won't get another crack at it."

Professor Don Gray
(Education, Outreach & Skills Workshop)

Professor David Gloster, Director of Education at the RIBA, was also keen to stress that we are in a unique moment to make these changes now:

"Our gated road to registration was designed 55 years ago and is simply no longer fit for purpose. There is a unique context for change to happen now. The changed fee structures are unsustainable. There is more focus in UK government about higher education, fairness and aspiration than ever before. Legislation changes from Europe affect all professionals. New education models are emerging: offshore campuses, embedding professional practice earlier in programme or more intensive training and faster access to title. We are emerging from a recession, and there is a big swing to the east in construction markets. Internationalism is not an option, but a necessity. An architect's practical training can take place anywhere, and in all design disciplines. All of these points are converging now for a serious rethink of our educational structure in architecture."

Professor David Gloster
(Education, Outreach & Skills Workshop)

1. Access and routes to qualification

The first of the main issues that were raised was how to widen access to professional education and make it more inclusive. Although many significant changes have taken place in recent decades, such as the gender gap having closed since the 1970s, we are faced with major challenges in terms of social mobility, the ability of those from poorer backgrounds to study architecture.

In addition, with the massive global changes taking place and emerging countries increasing the demand for architectural education, we need to be competitive and efficient in the marketplace. Professor Alex Wright – Head of Architecture at the University of Bath, Chair of SCHOSA and leader of the influential report on the future of architectural education, *Pathways and Gateways*⁴ – stressed in a meeting with Terry Farrell as well as at the SCHOSA AGM in November 2013 that the acid test is demand from overseas students, and indeed there is currently great demand; so architectural education in this country must be perceived as high value. But the danger if architectural education becomes primarily an export is that Britain's architects will lose their current world-ranking status, which is so valuable to UK plc.

The big issue at every Farrell Review workshop and throughout the Call for Evidence submissions was affordability. According to a 2011 survey conducted on students themselves, it costs on average £88,726 to qualify.⁵ This figure has undoubtedly gone up over the past two-and-a-half years. The reality that is highlighted in Professor Wright's paper "Survival of the Species" is the debt repayment on loans taken out.⁶

⁴ The UK Architectural Education Review Group, *Pathways and Gateways: The Structure and Regulation of Architectural Education – Preliminary Report*, April 2013, www.schosa.org.uk/sites/all/files/Preliminary%20Report%20-%20Pathways%20and%20Gateways.pdf.

⁵ Merlin Fulcher, "Survey: cost of studying architecture to hit £88k", *Architects' Journal*, 25 May 2011, www.architectsjournal.co.uk/news/daily-news/survey-cost-of-studying-architecture-to-hit-88k/8615263 article.

⁶ Alex Wright, "Survival of the Species: The financial habitat of, and evolutionary pressures on, English architectural education", *Field*, vol.5, issue 1, November 2013, pp 63–82 (p.64).

⁷ Quoted in Elizabeth Rigby, "Class barriers keep poor out of professional careers", *Financial Times*, 15 November 2013, www.ft.com/intl/cms/s/0/b31feeca-4e1d-11e3-8fa5-00144feabdc0.html.

⁸ The UK Architectural Education Review Group, *Pathways and Gateways: The Structure and Regulation of Architectural Education – Preliminary Report*, April 2013, www.schosa.org.uk/sites/all/files/Preliminary%20Report%20-%20Pathways%20and%20Gateways.pdf, p.7.

There is a very real danger of architecture becoming a middle-class profession, which would be a huge step backwards. Nick Clegg said in November 2013 that the government still had "a long way further to go" to create a nation where "what counts is how hard you work and the skills and talents you possess, not the school you went to, or the jobs your parents did".⁷ Government and institutions must recognise that radical change is needed to prevent architecture from becoming unaffordable to the majority and losing the next generation of UK architects. As one group of Surrey-based architects pointed out in their Call for Evidence submission, this would seriously undermine our ability to improve the everyday built environment:

"Funding for students to complete their courses (e.g. from the RIBA) seems vital, particularly to enable students from disadvantaged backgrounds to become architects and ensure that it doesn't end up becoming a middle-class profession."

Self-organised group of architects based in Surrey
(Call for Evidence submission)

As Farrell Review Expert Panel member Hank Dittmar alluded to in the Education, Outreach & Skills Workshop, there is a very significant relationship between the cost of architectural education, the starting salaries upon graduation and the value assigned to an architect in the marketplace. The equation between what clients are prepared to pay for architects, the effect on salaries and the costs of qualification make the profession unviable for many people as things stand.

There was also a consensus that we should allow for multiple pathways into the architectural profession including a range of specialisation pathways. At the same time, we should expand the generalisation of what architects do and create linkages to a wider diversity of courses.

The *Pathways and Gateways* report advocates an alternative route onto the Register, based on the demonstration of individual competence, rather than the accumulation of prescribed qualifications.⁸ A single entry point where, theoretically, you could qualify without the full seven years' training as long as you have the right skills would make the system more meritocratic in the eyes of many.

Other professional services such as law and accountancy test competence at the point of entry rather than over a sustained period. This would align architecture not just with other professions but also with other built environment disciplines like structural engineering. The problem, as Professor Alex Wright pointed out, is that “architecture requires different types of examination”, so there was recognition that innovative approaches are needed.

In the themed workshop, Professor Robert Mull, Dean of the Cass Faculty of Art, Architecture & Design at London Metropolitan University and Director of the Architecture School, and others suggested accessibility of the profession hinged on funding. Chairing the Workshop, Professor Alan Penn of The Bartlett, University College London (UCL) highlighted the substantial amount of relief for STEM subjects (science, technology, engineering and mathematics) which allowed fees for the sciences, engineering and medicine to be kept the same as those for other subjects such as history. However, government policy has not addressed the longer timespan of the architecture programme. It was suggested that students who are on five-year programmes could get a two-year bursary or subsidy, for example. Professor Mull pointed to a general thrust in the EU to consolidate the length of architectural courses, so we are not alone in grappling with this issue.

Two of the potential structures outlined at the Workshop – either “5+0” (five years in higher education with no professional experience) or “3+2” (three years in higher education with two years’ professional experience) – were seen not to be equivalent. There is a current lobby for the “5+0” model, especially in Finland, Spain and countries where the profession isn’t regulated.

The Farrell Review Expert Panel agreed that courses could be shorter but they would have to be properly resourced and targeted to the aptitude of individual students. The quality of teaching was seen to be key. In Hungary for example the courses are nine years long, so the UK is in a good position to take the initiative and lead on reforms. There must be competency and rigour in any new frameworks targeted at students. Some might study for 10 years and still not pass, but some might take four, so flexibility is crucial. As Professor Don Gray pointed out:

“Part 3 is nonsensical because we can teach our students about the moral imperatives of being a professional, the responsibilities of dealing with other people’s money, and the construction of a design team much earlier on. We should have a fully integrated single award as they do in Latin America, the Middle East and Russia.”

Professor Don Gray
(Education, Outreach & Skills Workshop)

Tim Makower, founder and Principal of Makower Architects, agreed that our education could still be effective without those two final years if it were condensed appropriately. Others disagreed, saying it would be problematic to let go of some of the elements of our education, because a lot of it makes UK architectural education the best in the world, especially in the final two years of the course. We need to be careful not to destroy the things that make it so distinctive and valuable in the marketplace.

At the Workshop, the question was posed whether we would still want five years if our higher education were still funded? Is this a knee-jerk reaction forced by the issue of student debt, or an opportunity for necessary reform? Christine Murray, Editor of the *Architects’ Journal*, for example, expressed the belief that the length of the degree was a problem even before the rise in higher-education fees.

We must also be mindful of international standards. The Review team met the Registrar for the board of architects in Singapore, who warned of UK architects not being recognised in Southeast Asia as their system is based on the number of years of study. In the workshop at UCL, some asked whether EU legislation would affect education in the UK and architects would still be accepted in certain countries having completed shorter courses.

The timeline to qualify could remain the same, but with more time spent in practice, meaning less costs for the student to bear. The government could assist by providing tax and other incentives for firms with high percentages of placements and apprenticeships. In a meeting with Sunand Prasad and Alex Wright, Terry Farrell stressed:

"We must have an international outlook and establish strong links to schools of architecture abroad and through satellite courses. This will help keep close to the changing world and also train future generations of architects to be more global in their outlook. We should do more to link international ideas about the future role of architects and be ready for others to input. There will emerge international standards over the next 20 to 30 years which we should expect to level out but with strong regional variations. Whilst professional education here is increasingly in demand, we must continue to support home-grown talent. It is essential that with globalisation the West, including the UK, regroups on its values. Work ethic and motivations are different throughout the world and there are already great contrasts in educational achievement at school level. We should expect this to emerge at university level, with hunger to achieve in different parts of the world that will create a widening gap. On the one hand this is a challenge, but on the other it is an opportunity to consolidate the values which continue to have universal appeal."

Sir Terry Farrell CBE (Farrell Review Expert Panel meeting)

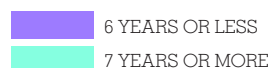
Currently, students have to decide at 16 if they want to become architects, in order to take the necessary A-levels; yet pressure of fees is a real disincentive at such an early age. At 19 years old, though, it would be impossible to decide to pursue architecture as a career without going back and studying different A-levels.

As Professor Wright argued in a meeting with Terry Farrell, we need "a more diverse education for a more diverse future".

Recommendation #13

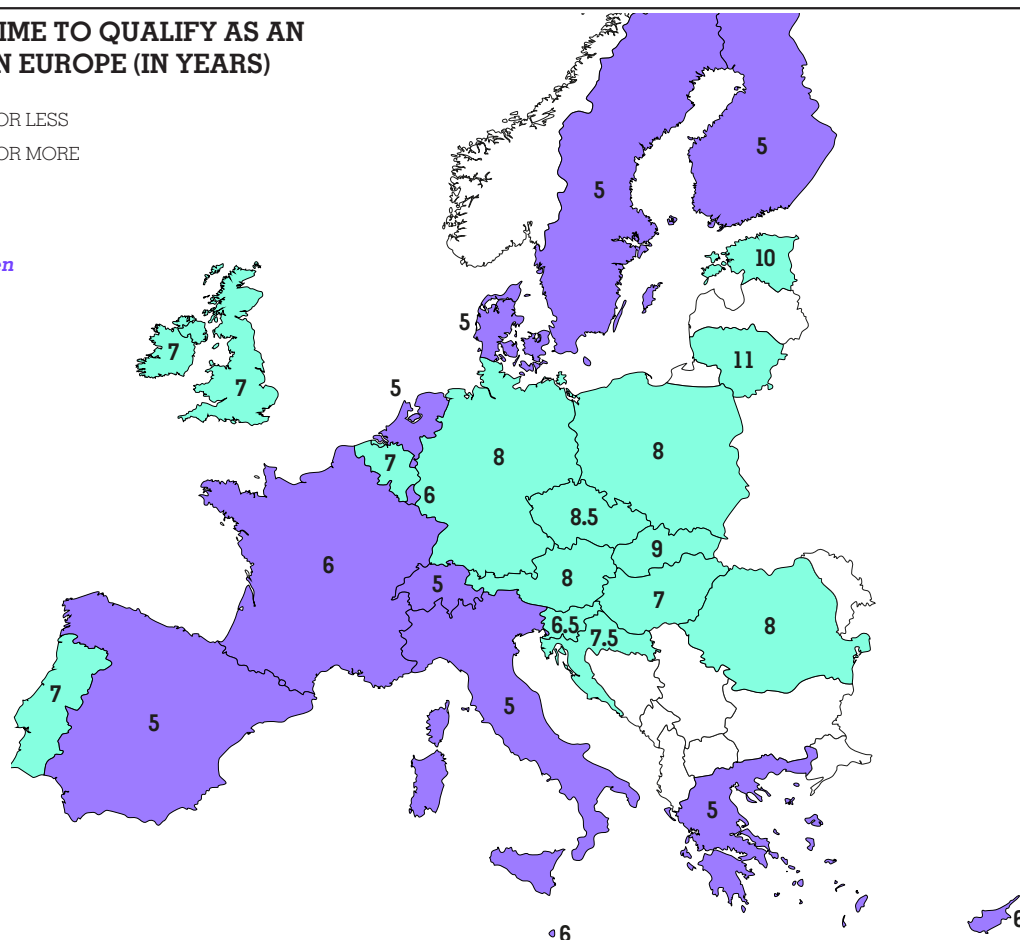
The RIBA should endorse the Vision of the UK Architectural Education Review Group (*Pathways and Gateways* report). By introducing alternative routes to registration like apprenticeships, becoming an architect would be less expensive and more achievable for the majority of students.

LENGTH OF TIME TO QUALIFY AS AN ARCHITECT IN EUROPE (IN YEARS)



Note the lack of correlation between countries with perceived design quality and length of training.

Source: Architects' Council of Europe



2. Course content

In a meeting for the Farrell Review to discuss professional education, Sunand Prasad and Professor Alex Wright agreed that we need the market to work with courses that are attractive. They suggested that the RIBA draw up an “envelope” of course contents. The EU Professional Qualifications Directive (2005/36/EC), which came into force in 2007, is quite clear and thorough about course content, yet we set hurdles higher in the UK, which puts our students at a disadvantage compared to the 30% of students who register here but are trained in the EU.

According to Professor Wright, it is our interpretation and the reality in schools that differ, often being determined by the culture and ethos of individual schools. He pointed out, for example, that we are unique in the EU in having 50% of criteria as design based.

Different international standards are exported, such as China adopting more along the lines of the American Institute of Architects (AIA) curriculum and structure. The US system publishes grades relating to skill sets and specialisations such as design, history and project management, which is a good way of identifying strengths as it is uncommon for a strong designer to have equivalent project management skills.

History should be a living resource for architects, as Sunand Prasad and architect Robert Adam both stressed, and yet the ability to critique architecture before the 1940s has been diminished. Improved literacy and a better understanding of the relevance of the past are needed in this area.

With the unprecedented advances in computer technology, many advise that we should continually reappraise the effects of computer-aided design (CAD) and the digital revolution on professional training and education. Recommendations put forward during the Farrell Review included creating a standing education group to monitor, adjust and re-programme training. Digital technology has affected recent generations in a more radical and accelerating way than ever before, and we need to deliberately prepare for this continuing apace.

In terms of course content, most participants in the Education, Outreach & Skills Workshop and respondents to the Call for Evidence agreed we should educate to deal with the effects of global changes such as overseas markets, sustainability and resource depletion, placemaking, retrofit and heritage, climate change and new technologies.

Alison Brooks, Farrell Review Expert Panel member, recommended that the government support a new curriculum within built environment education that focuses on architectural economics. This would promote an understanding of the economic drivers behind development models, and analyses of the cultural and social value of the built environment. Many agreed that at the very least we should make sure architects have designed a building to a budget by the time they qualify.

Alison further argued that if architects are to be better connected to manufacturing and the construction industry, rather than mere “service providers”, there should be recommendations to integrate architectural education with construction industry education and training. As Alison said: “We should ensure construction trainees engage in architecture courses and vice versa. This will also raise the status of manual work, apprenticeships and craft along the lines of the widely admired economic and business model in Germany.”

Recommendation #14

Architecture schools should be better integrated with construction industry education and training to make stronger connections between architects as service providers and the manufacturing and construction industries. This could be achieved by agreed periods of exchange between students on architecture and construction courses.

As mentioned in the “Economic Benefits” section of this document (chapter 4), US architect Gene Kohn of Kohn Pedersen Fox (KPF) advocated following US experiments in collaboration between schools of business and architecture such as that at Harvard, to get business thinking into design schools (and vice versa). Architecture attracts some of the brightest students, according to the metrics, yet they lack the grounding in business, so money is often seen as a limit on imagination.

It was highlighted in the Sustainability Workshop that we are generally not training our students in any of the low-carbon design skills that will be in high demand by the time these students are graduating into a workplace. One obvious example of this, which is further discussed in the “Cultural Heritage” section of this document (chapter 3), is the amount of building stock that will need refurbishment. Simple business sense says that this will be one of the largest growing markets in the UK, and yet we won’t have the specialists to manage the workload. An architect can add value to retrofitting by making efficient and holistic decisions on any scale of project, while understanding the broader conservation issues.

Neither are we training our students in inclusive design skills – which will be increasingly important as the number of older people in the population goes up and they are able to retain independence and dignity, as well as if we want to demonstrate a lasting legacy for disabled people from the London 2012 Paralympics. The Queen Elizabeth Olympic Park proves what can be achieved in terms of true inclusivity when the principles of inclusive design are embedded into a project from the outset. These principles should be an integral and required part of an architect’s training so that all future architects have the skills, knowledge and attitude to achieve the highest standards of accessible and inclusive design.

3. Holistic thinking for our future built environment education

The RIBA is currently seen as an international standard-bearer, yet exchange is rapidly increasing between other countries as the world is converging. Building types are increasingly universal too. The Farrell Review Expert Panel agreed we need to ensure excellence without over-prescription, and the buck often stops with professional institutions. It could be argued that the current tripartite system prevents the RIBA from having a more definitive role.

The Review heard anecdotally that there are cultural differences in the US, where company boards are more likely to have architects represented. In the UK, boards tend to comprise surveyors and accountants who procure architectural services only when they are needed. Paradoxically, within the architectural community, values are the other way round and design skills prized over history, business or project management. These factors create a culture gap between clients and the profession which is possibly at the root of so much frustration and misunderstanding.

Professor Alex Wright, who has led much research and active engagement in this area, argued that the current system is over-prescriptive and over-regulated. The Architects Registration Board (ARB) and the RIBA each set 150 courses last year, yet only 800 students qualified, which is a disproportionate amount of regulation. We need to widen the base of education, as less than 1% of graduates study Architecture, and one third of those drop

out. Architect Alex Scott-Whitby, Director of StudioAR, suggested in a written submission to the Review that it would be better to position Architecture as a broad-based foundation degree and followed by a more vocational master’s degree, so that the first degree could compete with degrees such as Philosophy, Politics & Economics (PPE) as a basis for multiple career paths.

In doing so, we would stretch the top as product designers and graphic designers would initially train in Architecture. As Dr Charlie Smith of Liverpool John Moores University told the Review:

“Many students find out Architecture isn’t what they thought it would be, and we should allow more flexibility for students who want to diverge to other related disciplines.”

Dr Charlie Smith (Education, Outreach & Skills Workshop)

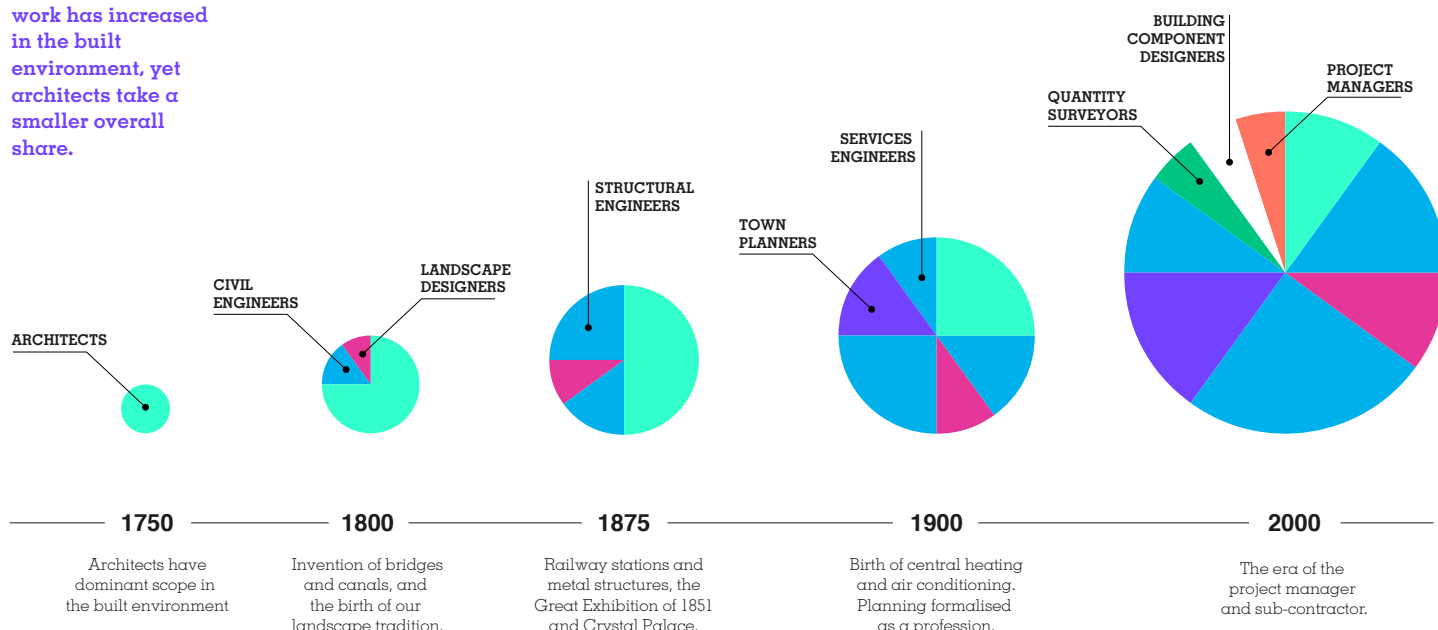
Recommendation #15

Schools of architecture should establish the undergraduate degree as one that opens up many career paths. Project-based learning and the ability to make both artistic and scientific decisions will be well received by employers at all levels and in all industries.

As the diagrams here show (see overleaf), the role of the architect has changed significantly and become increasingly specialised over the last 300 years. Sunand Prasad pointed out that even Christopher Wren’s official title was “Surveyor to the Fabric” rather than architect.

PEOPLE INVOLVED IN THE BUILT ENVIRONMENT

The volume of work has increased in the built environment, yet architects take a smaller overall share.



At the recent AGM for SCHOSA, the heads of schools agreed with Terry Farrell that the range is shrinking but at the same time the profession is growing in numbers and diversity. It is the increasing complexity and the ever-larger volume of work within the built environment that have made all this inevitable.

Helen Walker, a Built Environment Expert for Cabe at the Design Council, referred to a time when joint first years were operated between Planning and Architecture courses, which ensured spatial awareness and design literacy were present in both professions as well as a basic understanding of what the other did. In her view:

“What we now have is an erosion of the design component in other built environment professions. Architecture is the sole bastion of understanding what design in the built environment is all about. There used to be a broader understanding of why quality design matters. Today local authorities who judge planning applications don’t have the training, and lack design literacy.”

Helen Walker (Education, Outreach & Skills Workshop)

Throughout the workshops, other professions were perceived to have taken work away from architects. However, Professor Alan Penn had a different take on this:

“Architects are not very good at explaining why what they do matters. Surveyors and engineers are far better at staking their position on the ground. I don’t think an architectural degree should be about project management, just that architects need to be able to better justify their value as innovators and problem-solvers.”

Professor Alan Penn
(Education, Outreach & Skills Workshop)

Is the issue, then, one of communication and advocacy skills?

In the Government Officials Workshop, it was pointed out that architects are doing less and less actual “design” as most building components are pre-designed and manufactured. Relating architecture exclusively to design appears to be self-limiting as well as inaccurate in this context where advances in digital technology are accelerating standardisation. As many agreed throughout the country, there is a synthesis and integration job that needs to be done and architects could be among those uniquely placed to do this.

Big-picture thinking and proactive planning are not done in the same way as they were in the immediate post-war period, yet property and construction are much more complex and need joining up now more than ever. Architectural training often starts on a small

scale with housing design and then expands to cities, but Sunand Prasad argued in a Farrell Review Expert Panel meeting that this should be the other way round, to prepare students for the reality of the type of work they will be given when they start working, often with technical building studies. Transition to eventual work life is important.

At the same time, Terry Farrell among others stressed that we should drop barriers and break down silos by providing more breadth to training and qualification:

“The protection of title reinforces silos and architects are not accepted as always the sole leaders of projects any more. Like in law, engineering and surveying there are now many different specialist pathways. In architecture, the current RIBA Part 3 is no longer able to embrace all the specialist areas of being an ‘all-purpose’ architect, yet at local level in particular there is still the need for a generalist. There needs to be a scenario where being a ‘generalist’ can become a specialism, as is the case with local doctors (general practitioners) and local lawyers.”

Sir Terry Farrell CBE (Farrell Review Expert Panel meeting)

Peter Buchan of Ryder Architecture has been advocating that we shape a more holistic type of professional through the higher-education system. The Future of Built Environment Education (FBEE), led by Ryder has been exploring and setting up a new kind of framework. They shared with the Farrell Review their idea for a four-year undergraduate programme in the Built Environment, including one year in industry. Students would cover the following, with an emphasis on creative project-based learning:

1. Architecture, urban design and landscape

2. Environmental science and engineering

3. Structural and civil engineering

4. Construction

5. Economics, property development and planning

6. Property management

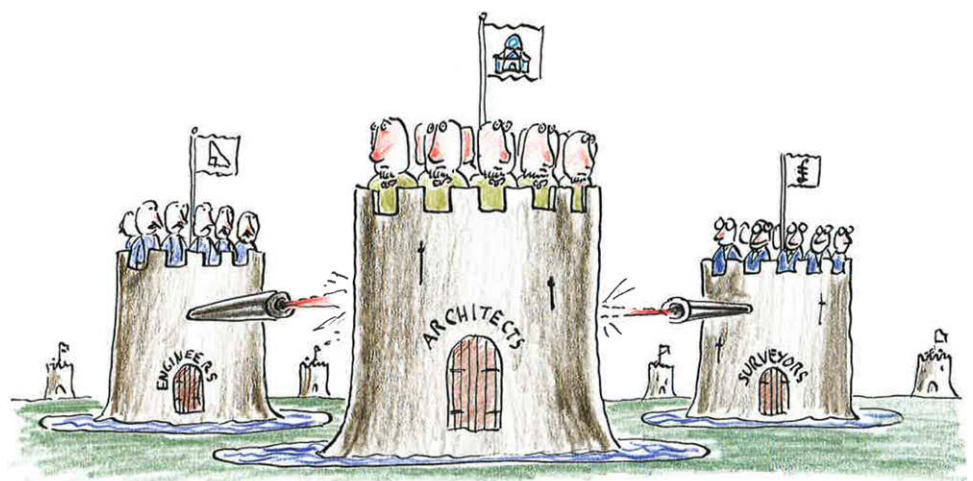
Topics such as leadership, project management, cost and risk management, sustainability and BIM/digital engineering would feature in all modules rather than being specialist bolt-ons. An awareness of topics such as legal issues, contracts and programming would also be provided. The model comprises a foundation year, where all aspects are covered, after which one or two subjects are dropped, the three remaining years thus being more specialised. The graduate could then go on to specialise further for a master’s degree and gain interview for chartered accreditation.

The industry support for this is broad, and it would help to create an interdisciplinary workforce, able to break through all the existing silos of working that are hindering our built environment today. The FBEE campaign offers a new type of holistic programme that will shape the all-important generalists of tomorrow, who have been lost by the over-specialisation of the workplace today.

Recommendation #16

Built environment courses should be linked with a common “foundation” course, and classes across disciplines should be introduced.

A Louis Hellman cartoon showing professional silos and the need for more joined-up thinking.
© Hellman



4. Remove the straightjacket

We are now living in a culture where the boundaries between art, architecture and technology are increasingly blurred. At the same time, what all parties frequently referred to as the different “silos” of professional expertise are becoming increasingly specialised. Many of the leading figures on the architectural scene are engaging with art and sculpture as practitioners used to in previous centuries. At the same time, many artists and non-architect creatives are becoming increasingly involved in making architecture and shaping the built environment. The big designer fashion labels, for example, design buildings as extensions of their brands, and digital artists can create real/virtual environments by projecting onto building facades.

Many of the Farrell Review participants believed that the evolution of digital technology and the broadening of education in the creative industries will inevitably lead to a breakdown of the professional silos. Engineers, planners, urban designers, landscape architects and sustainability and regeneration experts are all part of the design team, and architects are no longer the only shapers of buildings and environments. At the Design Quality Workshop, Kathryn Firth, Chief of Design at the London Legacy Development Corporation, stressed the importance of the multidisciplinary team as a successful way of assembling the right panel of professions. The RIBA recognises this evolution for its architects:

“The boundaries between architects, urban designers, landscape architects and other design professionals are changing and becoming more fluid. In 2011, The RIBA’s Building Futures report *The Future for Architects?* researched some of these changes, and the RIBA is currently reviewing membership categories to better reflect the changing nature of the profession.”

Royal Institute of British Architects
(Call for Evidence submission)

Terry Farrell calls for greater recognition of the fact that architecture is owned by everyone and created by many, not just architects. The success of Bernard Rudofsky’s book *Architecture Without Architects*, first published in 1964, is just as relevant today. Historically, architecture has been a one-way, top-down profession, but it is becoming increasingly democratised.

As George Jaycock, Senior Architect at AFLS+P Architects, explained to the Review:

“Historically the architectural profession has been devalued, such that today for major projects we become technicians for Design & Build contractors keen for ‘best value’ above all else. Routinely, ‘value engineering’ occurs to ‘simplify’ design. The complexity of demands to progress major projects has changed beyond all recognition over the last 35 years and the architect’s role dispersed; it sometimes seems like we always have the responsibility without necessarily the power to affect.”

George Jaycock (Call for Evidence submission)

The medical profession has been enhanced by others contributing and the boundaries becoming blurred. In recent times, healthcare has expanded to include physical fitness, diet and mental health, and increasingly we are self-monitoring and self-diagnosing, thanks to the Internet. It is no longer just the British Medical Association, Royal College of Physicians and Royal College of Surgeons that are involved in public health, and this is a signpost for the architectural profession. In his presentation to the SCHOSA AGM, Terry Farrell argued that architects should prepare for other professionals in urban planning, engineering, surveying and landscaping, as well as the general public, getting more involved in architecture:

“The medical professions have increasingly recognised the benefits of sharing what they do and learning from the public, not just prescribing what they think should happen, but listening to patients self-diagnosing and understanding their own bodies.”

Sir Terry Farrell CBE (Farrell Review Expert Panel meeting)

Some of the architects consulted for the Farrell Review pointed out that doctors now accept that the best way to improve public health is for individuals not to be ill in the first place – prevention rather than cure. It has been shown that the risk of obesity and heart disease can be dramatically reduced by individuals, and the government has promoted education and increased awareness among the public to enable this change. According to many participants in the Review’s workshops, if we want to improve architecture and the built environment then we should continue

to embrace the trend for increasing public participation and lose the “architects know best” image that is increasingly less relevant. Many of the newer, progressive small practices are innovating in the field of public participation.

If we seriously want to continue to blur the boundaries of who designs our buildings, then we have to ask why the current system of registration should be required for good design. Good design is good design. It is a farcical situation when some of the world’s leading designers of buildings (including ones with major international awards) are not allowed to call themselves architects in this country. If we genuinely want the UK to be a global centre for architecture, then we should question the rigid and often self-diminishing statutory protection of title: a rigidity that is not shared by “doctor” or “lawyer”, nor in any of the other building professions. As Peter Holgate, Director of Learning & Teaching in Northumbria University’s Department of Architecture and the Built Environment, pointed out at the Newcastle Workshop:

“In architecture in the UK, there is no protection of function, only protection of title. Therefore contractors, project managers, surveyors etc. are all entitled to design buildings driven by capital costs without full cognisance of the wider value of buildings. The rise of procurement methods such as PFI, Scape etc. has also led to cultures of risk-aversion and blame-management.”

Peter Holgate (Newcastle Workshop)

We have the strange situation in this country where the title “architect” is protected but the ability to carry out architectural work is not. In 2005, over 75% of countries protected the “function” of being an architect, preventing anyone carrying out architectural work without registration. In this country anyone can carry out this work as long as they don’t call themselves an

“architect”. Even if they were to call themselves an architect, the current protection is relatively toothless. The maximum fine is £2,500 and it is difficult to justify prosecution, as it requires proving it is in the public interest and has a reasonable chance of success. According to the Council for Healthcare Regulatory Excellence, which reviewed various industry practices with regards to protection of title, of 1,500 erroneous entries that the ARB found in a 2009 audit of business and communications directories, only three cases were prosecuted for title misuse – by its own admission, the ARB has limited resources to pursue these prosecutions.⁹

Abolishing statutory protection doesn’t mean that the profession will become completely unregulated. Engineers, surveyors and all other construction industry professions are able to regulate their professions and promote their members without statutory protection of title. Sunand Prasad suggested that the RIBA’s threshold of “Chartered Architect” would become more relevant if the protection of title were abolished. The RIBA could still prosecute those who misuse the title of “Chartered Architect”, as is the case with these other professions.

The abolition of the protected title has its supporters and detractors. The trend the Farrell Review has found is that small practices, usually outside of London, want to hold on to the protection, but it means much less to larger practices and “brand-name” architects. In the Building Futures report, however, the opposite was found: “A key issue for many of the sole practitioners and smaller practices was the inflexible nature of the label ‘architect’, with many expressing a view that the title held their practice back in terms of the type of work they were able to do.”¹⁰

Some advocated strengthening the current law. For example, Suzanne O’Donovan, RIBA Part 2 Architectural Assistant at Make Architects, argued:

“Even though the title ‘architect’ is protected by law, this is rather pointless as the profession itself – the practice of architecture – is not protected. Anyone can submit a planning application, which means that wider contextual considerations (i.e. beyond profit/cost) are often not considered. I believe that the law should be changed to stipulate that only a fully qualified architect may submit a planning application.”

Suzanne O’Donovan (Call for Evidence submission)

⁹ Council for Healthcare Regulatory Excellence, *Protecting the Public from Unregistered Practitioners: Tackling Misuse of Protected Title*, February 2010, www.professionalstandards.org.uk/docs/psa-library/protecting-the-public-from-unregistered-practitioners---good-practice-report.pdf?sfvrsn=0, p.12.

¹⁰ RIBA/Building Futures, *The Future for Architects?*, undated, www.buildingfutures.org.uk/assets/downloads/The_Future_for_Architects_Full_Report_2.pdf, p.10.

Peter Hansford, Chief Construction Adviser, pointed out, however, that such strengthening would only widen the gap between architects and other professions:

"Protection of title only reinforces the silos within the construction and built environment industry."

Peter Hansford (meeting with Terry Farrell)

Abolition implies repealing the Architects Act and abandoning protection of the architect's title. As architectural writer Sutherland Lyall points out:

"The arguments for abolition and repeal are based on the belief that ARB is a lame-dog policeman prone to too few and poor judgements (such as a recent demand that the architectural press stop describing internationally famous architects as architects because they were not on ARB's register) and the fact that its maximum fine is a risible £2,500 [v. ARB site Penalty orders summary offences, Level 4]. Supporters of repeal point to legally unprotected construction professionals such as engineers and surveyors who seem perfectly relaxed about their unprotected status and point to other countries where the respect for building design professionals is very high without having the same legal protections as we do. Others, often small provincial practices, believe their protected title is the last commercial defence against cheats who have not spent seven years learning their profession. Whatever these conflicts, a way or ways forward need to be found as the present situation is becoming dysfunctional – as it's increasingly out of step with the realities of today."

Sutherland Lyle (meeting with Terry Farrell)

Recommendation #17

The upcoming DCLG review of the Architects Registration Board is to be welcomed. The review should consider the implications of removing protection of title and the value of statutory protection for architects and consumers, and we would encourage as many people as possible to feed into this process. The review will be launched shortly as part of the Cabinet Office process for continued review of all remaining "arm's length bodies".

Recommendation #18

For as long as protection of title is retained, the Architects Act should be amended to make the RIBA the Registration Body with appropriate supervisory powers to ensure protection of the interests of consumers and non-member architects and to act as the Competent Authority under EU rules.

1C.1

Professional education for architects is based on a model that is fifty years old and must be radically rethought to adapt and prepare much better for the future. Education has to reflect the major shift towards two opposing tendencies – greater specialisation and diversified career paths on the one hand, and a greater need for integrating and joining things up on the other. This should be mirrored in education by a common foundation year, learning about all the built environment professions, followed by alternative pathways. All related courses should prepare for broader decision making, cross-disciplinary understanding and genuine leadership.

1C.2

The equation between cost of education and subsequent earnings for a career in architecture does not stack up unless the student has independent financial means. This lack of accessibility is unacceptable, and we need architects and design professionals who are able to relate to broader society. Everyone's house, street and school are designed by somebody, and we need designers and planners to understand the needs of all the diverse communities they are designing for and to be engaging with them more whilst studying. At the same time, we risk becoming primarily an exporter of educational services and losing the next generation of British architects and our world-ranking status which is so valuable to UK plc. To widen accessibility, we need a diverse range of different courses and training routes to be made available including apprenticeships and sandwich courses. The seven-year, three-part, "one size fits all" training is no longer appropriate and risks institutionalising students at a time when we need them to interact better with a rapidly changing world.

1C.3

In the UK, anyone can provide architectural services as long as they do not call themselves an architect. No other built environment professions have their title protected, relying rather on their Chartered status and code of professional ethics. The protection of title for architects while there is no protection of the function of architectural design is misguided. It has led to confusion in the public perception of the roles of the RIBA and the ARB and a subsequent split of responsibility for standards in architectural education which is counterproductive. The upcoming review of the ARB by the Department for Communities and Local Government (DCLG) is to be welcomed. The review should consider the implications of removing protection of title and the value of statutory protection for architects and consumers, and we would encourage as many people as possible to feed into this process. For as long as protection of title is retained, the Architects Act should be amended to make the RIBA the Registration Body with appropriate supervisory powers to ensure protection of the interests of consumers and non-member architects and to act as the Competent Authority under EU rules. There is much evidence that other countries, and other professions, do not suffer from combining registration with membership of a professional institution, and we will submit evidence for DCLG to consider as part of their review.

2. DESIGN QUALITY



The Farrell Review workshop on Design Quality, hosted by the NLA.

Clockwise from bottom left:

Sylvie Pierce; Rosemarie MacQueen; Richard Powell; David West; Finn Williams (hidden); Harry Rich; Sunand Prasad (hidden); Peter Bishop; Peter Murray (Chair); Charlie Peel; Max Farrell; Adrian Harvey; Sean Griffiths; Kathryn Firth; Michel Mossessian; Kathy MacEwan; Rupert Cook (hidden); Andy Sturgeon; Esther Kurland

The message from the majority of voices in the workshops and Call for Evidence responses and from the Farrell Review Expert Panel was that our built environment needs more care and sympathy, better design, and better management and stewardship. All around, we see an absence of this in our streets, suburbs and town centres.

At the Design Quality Workshop – which was hosted at New London Architecture and led by its chairman Peter Murray – Farrell Review Expert Panel member Professor Peter Bishop started the discussion by saying:

“Place yourself in almost any urban setting outside of central London or the historic cores of many cities today and spin through 360 degrees: taking in the paving, the landscape, buildings, materials, positioning, planning, street furniture, streetscape and so on. Ask yourself: is there anything at all that isn’t mediocre?”

Professor Peter Bishop (Design Quality Workshop)

It is important to improve the “everyday” quality of these places and not to focus solely on individual or exceptional buildings because, as Paul Finch, Programme Director of the World Architecture Festival, wrote (in an article in the *Architects’ Journal*): “Because design is so ubiquitous, you sometimes feel that politicians only think they have a responsibility when something is special, rather than everyday. But it is the everyday experience which, in aggregate, has the greatest effect on all our lives.”¹

When we talk about “design”, the majority of people who were consulted agreed that we must talk more about integrity and less about style. In other words, how well buildings suit their purpose and not what they look like. But it goes further than this into streets, parks, social and transport infrastructure and the entire package that makes up the built environment.

The integration of all the elements is the greatest challenge, according to most, and this is where the architect-generalist could play a key co-ordinating role.

This chapter on design quality has been divided into two sections. The first looks at “planning for the future” and addressing the planning system, Design Review and the everyday issues which affect the majority of our villages, towns and cities. The second looks at “making the ordinary better”, reinforcing the importance of landscape and infrastructure to our built environment and the role of government and individuals.

It is hoped that this Review will be the start of a big conversation about design quality. The following records the evidence that has been gathered over the past 12 months through hundreds of conversations and meetings, a themed workshop hosted by New London Architecture (London’s centre for the built environment), six Expert Panel meetings and the more than 200 responses to the Call for Evidence.

This is the longest chapter and reflects how passionate the sector is about design quality. The priorities expressed are summarised under the following headings:

A. Planning for the Future

1. The planning system
2. The housing crisis
3. The role of CABE
4. Design Review

B. Making the Ordinary Better

1. Urban design and landscape architecture
2. Infrastructure and placemaking
3. The role of government
4. The power of engagement

¹ Paul Finch, “Politicians should focus on the architecture of the everyday – and not on icons”, *Architects’ Journal*, 28 August 2013, www.architectsjournal.co.uk/comment/politicians-should-focus-on-the-architecture-of-the-everyday-and-not-on-icons/8652425.article.

2A. Planning for the Future

In the first instance, we need to do better at defining design. Everybody uses the word, but rarely do professionals share a common definition.

Clare Devine, Director of Architecture & the Built Environment at the Design Council, offered the following definition:

"By design quality we are talking about creating places that work well, not about architectural style. Design quality is fundamental to how places work: road layouts that prioritise pedestrians; public spaces that are safe and attractive; buildings that are an appropriate scale and density to support local services and business."

Clare Devine, Design Council (meeting with Terry Farrell)

Architects in particular are quick to assume their primary role is one of total design; however, this has changed and been eroded. Today, most architecture is subject to the design of components by others, as one individual pointed out at the Government Officials Workshop.

The trusses, cladding systems, windows and doors and the kitchens, wardrobes and bathroom elements all the way down to the door handles have already been "pre-designed", so what is it that the architect does? As Farrell Review Expert Panel member Sunand Prasad has said, the role of the architect today is increasingly about selecting, synthesising and integrating, and they are well placed to do this.

The discussions that follow range from the planning system and how the housing crisis can be addressed by creative and inclusive planning, through to "Design Review", and the way buildings are looked after and managed once they are occupied. In terms of the planning process, most people agreed that planning in this country needs to be more proactive, even visionary; we can certainly learn lessons from elsewhere in the world about planning ahead.

1. The planning system

We need to understand much better how the rest of the world "plans", comparing ourselves to and learning from other countries. The zoning system, as in New York for example, whatever its faults, is proactive and sets much up in advance, often with flexible and democratic ways of adjusting to suit the needs of communities and the wider marketplace. Our more "free-for-all" planning system means that everything is at stake each and every time a planning application is made. With applications large and small, on the table all at one time are land value increases, height, bulk, density, light angles and daylight, as well as housing occupation type through Section 106 agreements.

Under-resourced planning departments spend their time dealing with the raft of issues that are open to negotiation from the outset for every planning application. It is easy to see, under these circumstances, how design issues can become marginalised. Development Control (or development management as it is now called) has resulted in local authority planners often being little more than merely "traffic wardens" of the built environment.²

Those who were most familiar with this field acknowledged that the planning system in this country is unique and very different to other systems in other parts of the world. But whilst we have institutionalised at its core the freedom and ability to submit a planning application for anything, anywhere, we have also deprived society of the resources to deal with and manage this very labour-consuming approach.

² See "Why 'good design' doesn't equal good planning", in Terry Farrell, *The City as a Tangled Bank: Urban Design vs Urban Evolution*, John Wiley & Sons, Chichester, 2014, p.36.

Environmental designer and architect Peter Clegg of Fielden Clegg Bradley Studios raised these issues in the Bristol Workshop, saying:

"The professional capabilities of planning departments in local authorities [...] have been [...] decimated over my career, lifetime. [Given the overwhelming proportion of planning applications that are for house extensions] it's just no wonder [planners] have become experts at dealing with dormer windows. [But as a result of] spending vast amounts of time dealing with dormer windows, [they] don't know how to do community extension, city extension ... we need to do something about it."

Peter Clegg (Bristol Workshop)

Nor have we compensated by having any kind of meaningful vision or proactive masterplans for our towns and cities. A recent article discussing Sir Peter Hall's new book *Good Cities, Better Lives* summarises his argument as follows:

"Since those golden years of the late 1960s, we've progressively lost our ability to plan. We've demolished the regional planning structures that formed the base of the system, and have again left it to random private initiatives to shape the places in which we live. And the predictable result, just as half a century ago, is a huge mess. We are experiencing massive regional imbalance, whereby London and its surrounding region is detaching itself from the rest of the UK economy. We are building fewer new homes than in any peacetime year since the 1920s: just two in five of the new homes we need. And the physical result is dismal."³

Some planning authorities have demonstrated innovative thinking, and participants in workshops raised them as a model for other localities. For example, in the London Borough of Brent, there is a rolling programme of masterplans which have been tested for viability and present realistic financial propositions. The Council has acted in partnership with the private sector to repair and infill parts of the area, which has had a cumulative effect on property values throughout the Borough. Revenue has gone towards new schools and parks, so everyone has benefited from this visionary approach.

Croydon's Spatial Planning Service & Placemaking Team have demonstrated how proactive planning can help to stimulate and support social and economic activity (in this case Croydon Tech City, Matthews Yard, business associations and community associations), secure inward investment (in this case Croydon Partnership, Barratt Homes, Berkeley, Stanhope Schroders and Abstract) and win awards from built environment institutions. These are some of the conditions that have enabled proactive planning in Croydon to take the lead:

- **Corporate commitment to the importance of place, design and spatial planning at the highest levels over the past five years (politicians and senior officers including former Chief Executive Jon Rouse)**
- **A spatial approach to the highest-level corporate plans, from which all other strategies, programmes and projects flow**
- **Placemaking involvement in all Council initiatives and capital projects from plan making and development management, to education, estates strategies, housing delivery and highways projects**
- **Proactive planning through collaborative, delivery-focused masterplans and in-house design expertise to guide and advise Council-delivered capital projects from the brief writing and procurement stage**
- **Statutory weight and an integrated role for placemaking in the development management process where the early stages are led by placemaking**
- **Insourcing – an appetite for using in-house expertise for proactive planning where that expertise exists in-house, helping to build capacity and enable officers to learn from doing. Commissioning proactive planning from external consultants can lead to a lack of continuity, and result in the client side losing touch with practice**
- **Attracting and keeping the right people through investment and commitment to talented designers and spatial planners in house as part of a dedicated Spatial Planning Service & Placemaking Team**

³ "The angry young man returns", *Town and Country Planning*, September 2013, www.tcpa.org.uk/data/files/Journal_Blurb_Sample_Articles/Sept_2013_Sample.pdf, p.370.

- **Recognition of the importance of situated knowledge, continuity and commitment of a dedicated team over a long period of time**
- **A critical mass and a scale of team that can affect change and create a culture that supports proactive planning**
- **Sharing services across boundaries and providing pre-application expertise at cost to London Borough of Sutton**
- **Recognising specialisms with job descriptions and roles that recognise the importance of specific expertise such as urban design, architecture, landscape architecture and visual communications. Generic job descriptions and recruitment through internal redeployment can weaken skills over time**
- **Building relationships and improving communications with the development community, community groups, amenity groups, other local authorities, government, regional government and other public agencies**

Whatever limited reasons we use to justify our reactive planning system, it is only through proactive planning that we can shape our built environment in a big-picture way to meet the social, environmental and economic needs of future generations. As Colin Wilson, Senior Manager (Development and Projects) at the Greater London Authority (GLA), suggested to the Review team:

“Planning departments should do their own plans using in-house planning teams with a mix of planners, architects and urban designers. Some London boroughs manage this well, like Brent and Croydon, and are better equipped to communicate with the public, developers and their architects as a result. Planners who are confident enough to express what they want through writing and drawing lead to a quicker planning system and a greater engagement with the communities they serve. The case is sometimes made that there aren’t resources for planning authorities to do proactive planning themselves. On the contrary, by positive and assertive plan making you save an enormous amount of time otherwise wasted on negativity and criticism of developers who are unable to understand what planning authorities are asking for. When asked what towns they have

planned lately, it would be nice to give planners something to say.”

Colin Wilson (conversation with Farrell Review team)

The recent floods in the UK have raised awareness of the need to plan ahead and adapt to the potential of more extreme weather events as a result of climate change. In countries like Holland, water management and climate change adaptation have become part of a culture which embraces and understands the value of proactive planning. They have some of the world’s leading water engineers and managers and are exporting expertise and advising on water governance projects in China, Africa and Australia.

Nick Grayson, Climate Change and Sustainability Manager at Birmingham City Council, outlined the issue at the Birmingham Workshop:

“There is a real urgency required to address the dilemma of cities in the 21st century. They are unsustainable as individual systems and in terms of their global impact. Yet the urgency for action comes at a time when the flows of money have never been so reduced and unpredictable. It’s time to take stock and re-think. One of the most undervalued elements of all cities is their natural assets. Birmingham has taken this as its starting point; to undertake the only comprehensive ecosystems services assessment of a whole city, using the National Ecosystem Assessment methodology. To re-map the city on the basis of its population’s dependency on it – for all the services it offers.”

Nick Grayson (Birmingham Workshop)

Birmingham has been leading the way in this country and has created a proactive vision to help encourage and unlock development whilst taking a strategic social and environmental view. As Nick Grayson explained:

“Birmingham is exploring this approach with seven new overarching principles connecting these 21st-century conundrums and embedding them in the planning framework, supported by new tools such as the Natural Capital City Tool, for pre-assessing development sites from an ecosystems approach. The issues of climate change adaptation, urban water, public health, productive landscapes, connectivity and mobility and the value of the underlying ecosystem, all combine to inform Green Living Spaces. The City is seeking to develop this further this year, working alongside the Natural

Capital Committee, to convert all this new knowledge into a 25-year Natural Capital Plan for the city, another first. This would potentially provide a totally new funding mechanism for the future management of environments in cities; something that would attract national and international interest.”

Nick Grayson (Birmingham Workshop)

To be proactive in planning means setting out a vision for a place, not simply controlling development applications. To strategically inform decision making at the city-wide and metropolitan scale, all the existing and proposed developments, infrastructure, transport, energy and waste services could all be integrated into one model. This requires big leaps in the standardisation of different software platforms used: i.e. planners, landscape architects, architects, engineers and transport planners all use different software for their designs, but one integrated platform that will allow for these to come together will help join up thinking.

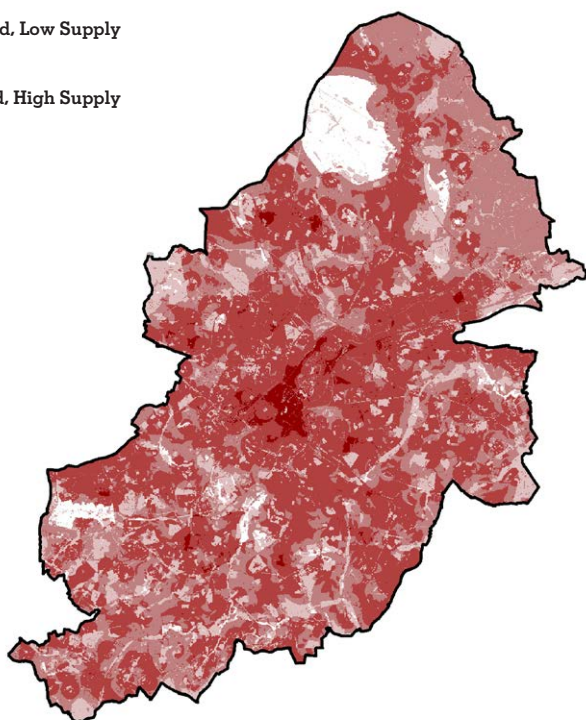
Good work is underway in both the public and private sectors towards “smart cities”, “intelligent cities” and “digital cities”, all of which refer broadly to the use of information technology to improve performance and efficiency of services and infrastructure within cities. The government initiative, Future Cities Catapult, is creating the conditions for entrepreneurs to accelerate this market in the UK and create tools and systems to collect and find innovative uses for the data that we as citizens create when using a city. The potential for this data is to improve decision making and to maximise the efficiency of resources, such as transport systems or green space.

As Farrell Review Expert Panel member Hank Dittmar commented, local authorities could set some parameters and ground rules for the kind of development to be encouraged at a neighbourhood level. This could be more than simply policies about converting shops into flats. They should understand the DNA of each place and how the component parts of housing, schools, hospitals, streets and public spaces all fit together. The Local Plan is the main existing model for this, yet it is a highly imperfect tool, and even in its own terms needs to be strengthened and resourced much better. Cabe at the Design Council runs Local Plan Panel Reviews that can improve and inject extra design thinking and expertise into the process, and there are examples of local authorities that are leading by example. It is worth considering Croydon as a case study for what can be achieved and what the conditions are for proactive planning.

The Royal Town Planning Institute (RTPI) suggested that national and local government objectives can work in unison to achieve higher design quality:

“There may be more value in setting down some core principles that underpin the design elements of the NPPF [National Planning Policy Framework] and provide a basis for locally sensitive design policies to be adopted within each Local Plan [...] Local authorities can still provide local leadership in design and promote debate and professional development, but their capacity to discharge their statutory duties is being tested. The requirement for simple Design and Access Statements to support planning applications should fulfil this role but is often disrespected and dismissed as ‘red tape’. More direct encouragement by professional bodies for such helpful tools to be better used could help. Many local authorities

■ High demand, Low Supply
■ Low demand, High Supply



Green Living Spaces Plan (2013); Multiple Challenge Map for Birmingham, a global first. A new map of Birmingham combining the complex science of 6 ecosystem assessments of 6 key urban issues but portrayed on a supply and demand basis; with the lighter areas depicting the current ability of the natural environment to meet population demands; with darker areas showing areas of need; by applying the “Lawton” principles you have a delivery mechanism and rationale for change, at a city scale. © Birmingham City Council

make design awards and this should be encouraged.”

Royal Town Planning Institute
(Call for Evidence submission)

The prevailing culture is one of development control, with Design Reviews triggered by planning applications. Some argued that we should strengthen design advice from the Department for Communities and Local Government (DCLG) by making design shortcomings grounds for refusal of planning permission. But overall this emphasises yet again the limitations of our “reactive” planning system. As Terry Farrell said in a meeting of the Expert Panel:

“We must reinforce again and again that being ‘reactive’ through our planning system is a very poor way of ensuring planning and design quality. The energy and thought should go into planning and design in the first place. To adjust and shape design after the basic decisions are made is very limiting, often futile but always energy-consuming.”

Sir Terry Farrell CBE (Farrell Review Expert Panel meeting)

Colin Wilson makes a convincing case for looser-fit frameworks as a middle ground:

“Nobody can predict the future, and planners need to recognise this and not try to determine it. Adopting a US system of planning would be entirely the wrong way to go. It gives the illusion of certainty, but you need to be careful what you wish for. The redevelopment of Midtown Manhattan has been locked up by a planning system that makes it unviable to redevelop sites and it’s a system that removes considered thought from the process. You don’t need rigid masterplans, you need looser-fit frameworks which are flexible and acknowledge that the future is uncertain. Something that provides a broad discipline in terms of open space, land use, height and development capacity but allows developers and their architects to bring their own ideas. These plans need to be informed by existing landownership, viability studies and transport and utility plans to avoid fantasy planning and become the basis for negotiating and achieving planning permissions.”

Colin Wilson (conversation with Farrell Review team)

Recommendation #19

The PLACE Leadership Council (PLC) outlined in the “Built Environment Policy” section of this document (chapter 5) should work with government and representatives across the industry to bring about a revolution in support of proactive planning in this country. For the sustainability of our villages, towns and cities we have to reduce our reliance on reactive planning which is characterised by the current system of development control (or development management as it is now called).

Attracting and retaining the best individuals for local authority planning departments was seen as key to enabling a culture change from reactive to proactive planning. As Finn Williams, Regeneration Area Manager at the GLA (formerly of London Borough of Croydon), wrote in his response to the Call for Evidence:

“Today, for people with an architectural education, going into public service is too often seen as a last resort – an admission of failure as a designer, or an abandonment of ambition and creativity.”

Finn Williams, Greater London Authority
(Call for Evidence submission)

Creating the right job conditions within local planning departments to attract the best people will be key, as good policies are meaningless without good people to implement them. Offering inspiring, experimental and socially minded roles would help get first-class architecture and built environment graduates into the public sector. As Finn continued:

“These people might be prepared to stay later, be flexible, less bureaucratic, more passionate. They are the people we want shaping our future built environment.”

Finn Williams, Greater London Authority
(Call for Evidence submission)

Finn’s argument that we should build up the capacity of planning departments to engage in discussions about proactive planning and design was convincingly put. If they are empowered to shape the vision, they will be empowered to drive forward the delivery. The key issue, as highlighted by Professor Peter Bishop among others, is that the funding available to Local Planning Authorities (LPAs) is not sufficient to allow them to achieve the goals of local planning, vision setting, and development control. Peter called for the increase of fees paid

by the development industry so that they truly cover the cost of the development control and Design Review parts of the planning process. Any such increases should be allocated directly to the planning departments, who could use the additional funding to recruit well-qualified and motivated staff, employing planners with an explicit design remit and building up placemaking and delivery teams in house. These teams could be shared across neighbouring authorities to reduce costs.

Finn has developed proposals to create a “Teach First”-style Graduate Placement Programme for local authorities in need of embedded expertise, which has widespread support. This would help bridge the growing divide between the skill sets of the private and public sectors.

But in the end it has to be a partnership of the public and private sectors; it is not either/or, it is not just one side that will best deliver our future built environment, and neither alone should have all the expertise or power to plan and design our cities. Some suggestions were put by architects and others, including Farrell Review Expert Panel member Alain de Botton, that bypassing normal planning controls and faster planning permission should be more readily granted to “good architects”, though this runs into several issues. How would the register of “good architects” be managed, and whose responsibility would it be to choose them? But the principle it underscores is a sound one. There is huge talent and good intentions in private-sector planning and design. How to harness and incentivise the best is a challenge that needs addressing; the mechanisms need to be found.

Recommendation #20

Local planning authorities could set out a plan for attracting and retaining the best individuals for planning departments. This could include the use of planning fees to recruit more design-literate planners for proactive placemaking teams whose skill sets could be shared by neighbouring authorities.

Proactive planning can only be successful if it engages the communities for whom planners are planning. Hank Dittmar suggested that there are available, cheap and easy-to-use technologies that could aid the planning process in revolutionary ways – giving local communities a voice and helping them to shape the future they want, and in particular by focusing on issues which will most significantly affect the majority of people:

“Planning officers should focus more on the ground plane and less on the heights of buildings. The ground plane is where the lives of their citizens are played out and this is where place-shaping has the greatest economic and social impact.”

Hank Dittmar (Farrell Review Expert Panel meeting)

Terry Farrell agreed in the Expert Panel meeting that we should strive to make planning as democratic as it can be in an age of pluralism and localism. We have the tools, skills and technology to do this today, as well as methodologies that are proven to work, such as the Prince’s Foundation’s “Enquiry by Design” process.

Technological changes of the 21st century are enabling a step change in collaboration and communication. These tools could be better harnessed, as the UK has a strong reputation for finding creative new uses for existing proven technologies. Government and industry should make better use of communications technologies to engage with the public on planning issues, including project websites, social media and online forums.

Recommendation #21

Local planning authorities should have interactive online forums for projects over a certain size, giving the public better access to planning debates about the future of their neighbourhoods.

2. The housing crisis

Housing was an issue voiced at the Design Quality Workshop and the four regional workshops, and it is easy to focus much of the debate about design quality on this building type and development market alone. This Review was not specifically tasked with tackling housing in detail; however, through the consultation exercise it became clear what a critical issue this is. At the same time, it is a political football, with all parties and local councils agreeing we need more housing, but disagreeing on where it should be, or on the levels of market-rate and affordable housing that are appropriate. There was a consensus that government needs to think of “places” over and above political boundaries and party politics. Decision making should be based on outcomes for quality of place, and holistic built environment benefits to everybody.

The industry is united in the belief that the current housing crisis will only be solved by thinking long term and through proactive planning. By setting out to create communities, rather than focusing on targets and housing numbers, we can meet these challenges by thinking creatively and collaboratively. Issues of growth can be turned into opportunities for placemaking if communities are involved in planning for the future. The contribution of built environment designers to improving our quality of housing, liveability of neighbourhoods and health and wellbeing are fundamental to solving the housing crisis and regaining the public’s trust in the planning process.

Design can help unify all the parties involved, including local communities, as the Local Government Association highlighted:

“Design can play an important role to mitigate some of the often legitimate concerns of residents and engage them in the planning process in a constructive way. Our work with councillors has shown that 42% of councillors thought that local residents were generally opposed to housing development in their local area, but this proportion fell to 11% if the development was designed to high standards and met local needs.”

Local Government Association
(Call for Evidence submission)

Lucy Musgrave, Farrell Review Expert Panel member, argued that we need to take more risks:

“Experimental programmes like the IBA [International Bauausstellung – International Building Exhibition] in Hamburg would allow for innovation in the housing market while providing contemporary solutions. This would be a progressive part of the solution to the housing crisis.”

Lucy Musgrave (Farrell Review Expert Panel meeting)

Positive change is happening. Housing design and manufacture is becoming more like the car industry, with elements prefabricated off-site to drive efficiencies. Registered Social Landlords are progressively becoming developers with an interest in long-term stewardship, and many are looking at innovative retrofitting of their current estates.

At one of the discussions forming The Big Think – a series of industry events organised by law firm Mishcon de Reya and consultants Central in collaboration with Property Week, and this time focusing on the Farrell Review – Darryl Flay, Chief Executive of residential developer Essential Living, argued that the growth of the private-rented sector, brought about by the inability of younger generations to afford to buy, would inevitably lift design standards. “I’ve gone through a major conversion since my time as a pure house builder,” he said. “When you are building to sell, you don’t care as much about design, because as soon as you are done, you are trying to get rid of it – it needs to be just about good enough to sell, and no better. When you are building something to be rented, then design inherently becomes more important as you are holding the product for a longer period. You might need to let an apartment time and time again, and communal areas and the overall product become more important. The private-rented sector will inherently raise design standards.”

Properties will be treated less as commodities to be traded and more as assets to be cared for and nurtured. The model of London’s Great Estates (for instance the Bedford Estate, the Crown Estate, Peabody and the Portman Estate) is increasingly seen as one that is good for profitability as well as placemaking. This long-term thinking has much more to offer

communities than the “cut-and-run” model generally adopted, favoured by many mass house builders.

As with the public sector, many of the workshop attendees agreed that quality design should become an accepted part of the process for developers and house builders. The government can influence this process through leadership and innovative policies, learning from elsewhere.

The Royal Institute of British Architects (RIBA) supports the Housing Standards Review as a welcome means of government setting standards for the private sector. At the meeting of leaders of ongoing government-commissioned reviews, Andy von Bradsky, Chairman of PRP Architects and leader of the Housing Standards Review Challenge Panel, commented:

“There is no question that the government needs a simpler regulatory framework. The bigger question, however, is what is the proper role for regulation and how does it or can it play a part in achieving design quality?”

Andy von Bradsky (Linking Up the Reviews meeting)

While this was applauded by many of the voices engaged in the Farrell Review, the RIBA and the Design Council were quick to point out that a large gap is emerging between these standards and the National Planning Policy Guidance. In the words of Clare Devine:

“The Housing Standards Review doesn’t just offer an opportunity to simplify an existing framework; it offers us a chance to deliver the homes we need whilst improving quality to create better and more successful neighbourhoods. The Housing Standards Review does not cover the environment in which housing is built. It is essential that considerations outside the front door are picked up in planning policy and/or guidance to guarantee the delivery of successful housing developments and neighbourhoods across the country.”

Clare Devine, Design Council (meeting with Terry Farrell)

Another limitation of our system of development control is that the detailed planning consents that follow are often made meaningless as the developer or contractor can change the designer and make significant amendments to the design without having to go back to a planning committee. To prevent this from happening, there should be a much better way of ensuring design

quality and intent is carried through to what is then built. Pattern books were widely used by the Victorians and Georgians to design our towns and cities with quality and consistency. As Nicholas Boys Smith, Director of Create Streets, described in a meeting with the Review team:

“The NPFF’s partial support for design codes is very welcome. So is RIBA’s active support for their use. Design codes are precise and technical instructions on how to construct buildings in a certain area. They typically set out buildings’ required size, proportions and design detail as appropriate to their location. For example in London, the Acts of 1667, 1707 and 1774 set out requirements for proportions, height, window design and overall size so as to control against fire and to ensure elegant proportions. Historically, design codes have often been supplemented by pattern books explaining to small firms and speculators how to build elegant houses economically, efficiently and within the rules. For several hundred years pattern books such as Peter Nicholson’s *The Carpenter’s New Guide* (1792) or *The Builder and Workman’s New Director* (1822) handed down the Palladian rules of classical architecture to self-taught builders, developers and joiners. There were no formally qualified architects. And yet, reading their guides, the SMEs [(small and medium enterprises)] of 200 years ago somehow seemed to turn out houses and streets with an elegance and harmony that many commercial house builders do not seem to be able to achieve today. The advantage of an approach to planning led by design codes and pattern books is that by ensuring that all buildings complement the existing character of a neighbourhood, they boost a sense of place. This often helps win local support. Not surprisingly, this allows for quicker (and thus more profitable) development. Everyone wins. But design codes must be local or regional. National prescriptions should be abolished to clear the way for local people to set design codes on the issues that really matter to them through neighbourhood planning. Design codes are now used extensively in Germany, the Netherlands, Scandinavia, Paris and the USA. RIBA actively supports their greater use in the UK. This must be right. Local or regional design codes, supported by pattern books would permit faster development, more popular new buildings, more new houses and (ultimately) a more profitable development model for developers.”

Nicholas Boys Smith (meeting with Farrell Review team)

In an Expert Panel meeting, Terry Farrell suggested that pattern books should be looked at again by this generation of built environment designers, to produce world-class pattern books that carry weight within the planning system, rather than reinventing the wheel every time a building is commissioned. Local authorities could be incentivised to use local development orders, neighbourhood development orders and design codes to deliver this. Others including

Professor Peter Bishop from the Farrell Review Expert Panel warned against pattern books which could be used by developers to produce “potato print” housing and buildings and that the design debate is best held on a bespoke scheme-specific basis. Others acknowledged that pattern books were used successfully by 18th- and 19th-century volume builders, but the vernacular and the context were very different from those of today.

3. The role of CABA

The Commission for Architecture and the Built Environment (CABA) was set up in 1999, replacing the Royal Fine Arts Commission in the wake of the Urban Task Force. In 2011, CABA merged with the Design Council to form Caba at the Design Council, and the brief was shifted to central design issues alone, primarily Design Review (see sub-section of this chapter on “Design Review”, below). Professor Peter Bishop articulated how the new Caba should move forwards:

“Caba at the Design Council, in addition to serving as the government’s principal adviser on design issues, should become the facilitator of a nationally networked system of design support. Partnering with local actors, such as local authorities and developers, Caba could encourage the delivery of good design nationwide. It is critical that Design Review become a more accessible and decentralised process.”

Professor Peter Bishop
(Farrell Review Expert Panel meeting)

The work of CABA and its successor, Caba at the Design Council, has been recognised internationally and has an important role to play here in the UK. Many observed that in the absence of an architectural policy in England,

CABA acted as a champion for design quality in the built environment. As Professor Bishop explained in the 2011 Bishop Review: “As a public body, CABA grew in response to demand, offering Design Review for significant schemes, establishing an enabling programme that supported public sector clients to procure better design and creating a research programme to underpin and disseminate knowledge among stakeholders. CABA also acted as an advisor to government, ensuring that emerging policy reflected a commitment to design quality, and campaigned to ensure that the benefits of a well-designed built environment were understood across the industry.”⁴

In the Design Quality Workshop, Sunand Prasad referred to CABA’s role in creating a “cloud of policy” as opposed to a formal and prescriptive architectural policy.

A common critique of CABA was that the organisation became overly bureaucratic and it became hard to justify the cost to the public purse, particularly when the most valuable and indeed the most expensive resource – the experts on Design Review Panels – gave their time free of charge.

However, if we look at the involvements and objectives of the reformed Caba at the Design Council, they are not dissimilar to those of a Local Enterprise Partnership (LEP): in essence, both are about harnessing private-sector expertise in furtherance of recognisable public improvement. Farrell Review Expert Panel member Nigel Hugill questioned whether government should unilaterally reject models enjoying evident industry support, which have proven capable of encouraging a strong private-

⁴ Peter Bishop, *The Bishop Review: The Future of Design in the Built Environment*, Caba at the Design Council, 2011, p.10.

sector contribution of both time and resources for the public good of economic growth within an improved environment. Nigel argued that, as with LEPs, CAbE had been able to call upon business expertise to help make a genuine difference. Significant recent progress has been made to make its successor more self-sufficient, and further work to create a "Utility CAbE" was to be absolutely welcomed.

It must be stated that attendees at every one of the Farrell Review regional workshops and 50% of Call for Evidence respondents bemoaned CAbE's diminished status. However, respondents were pragmatic and understood that government was not pro-spending in an era of recession. But nor should we plan on a like-for-like return in better economic times. It is now seen in retrospect as a great catalyst effecting change; its diaspora effect of local Design Reviews is welcome. Its pioneering role is over; it was felt that it shouldn't return to what it was.

As well as Design Review, CAbE at the Design Council provides support for projects in their early stages and training for local authorities and built environment professionals. It has the capacity to influence projects at all stages of development, yet tends to focus on schemes that are being submitted for planning and are at an advanced stage of design development. A considerable number of Farrell Review participants voiced the opinion that the CAbE Design Review should happen earlier (RIBA Stage 0 – a pre-design phase in which the client's main aims and strategy are assessed). For instance, planning and development consultant Ian Graham, Principal of Benign Design, suggested at the Newcastle Workshop that "the Design Review should be before the design team is put together to help craft a commissioning vision. You've got to get the people who drive the [project] forward making the right decisions at the outset."

CAbE at the Design Council plays an important role, giving support to local authorities and developers and helping to interpret ever-changing policy. With the radical changes to the planning system in recent times, this kind of support is needed to further strengthen the statement on design in the NPPF and guidance from the Taylor Review. This, many believed, will be critical for local and neighbourhood plans. "Building for Life", the national standard for well-designed homes and neighbourhoods,

is a good example of the research, policy and advocacy work that the entire industry supported and of which it understood the value. With CAbE's reduced resources, it was suggested at several Farrell Review workshops around the country that some public funding to subsidise this support work would be well received by both the private and public sectors working in the built environment. CAbE could play an important role connecting dots within government and aligning the thinking of Ministers and officials within the numerous departments involved.

Research and monitoring outcomes were pointed to as an important part of CAbE's role. CAbE successfully persuaded the industry that good design pays with its report *Physical Capital: How Great Places Boost Public Value* (2005), yet the value of good design is still misunderstood and the argument has yet to be won. However much the architectural community are convinced, government and developers have yet to be persuaded that good design makes a difference.

The Mossbourne Community Academy in Hackney is a good example of a new-build project having a transformative effect on education. Yet there has been little research done by the public sector to try to understand these outcomes. Post-occupancy studies to understand what has worked in exemplary schools and hospitals (such as the "Soft Landings" process) would enable cross-fertilisation of ideas and knowledge transfer within local and national government. CAbE at the Design Council could play a key role in understanding these issues.

Government should support the research function of CAbE at the Design Council by commissioning reports such as post-occupancy analysis. This would assist government to implement, monitor and review "Soft Landings" on every public project, as advised by the Construction Industry Strategy, and disseminate best practice. Like all pioneers, CAbE was a force for change that has an ever important role to play in its future as part of the Design Council. Moving forwards, government should make a strong statement of support for its Design Review as well as for the enabling and research functions that have been cut back. There is no doubt that CAbE at the Design Council could play an important part in keeping the spirit and principles of the Farrell Review alive by connecting with the Review's legacy.

4. Design Review

Design Review as defined by the Design Council is “an independent and impartial evaluation process in which a panel of experts on the built environment assess the design of a proposal”.

There was consensus among all the voices heard by the Farrell Review that Design Review is a good mechanism for improving the quality of place, but that it can still be improved. John Letherland, Partner at Farrells and a Cabe Built Environment Expert, feels that:

“Design Review should be about more than just ‘design’ and should be more than a ‘review’. Getting the terminology right would help with this, but the key thing is that the process is more collaborative and enabling and less prescriptive. A wider range of skills need to be involved – planners, urban designers, engineers, developers and landscape architects, as well as architects – to broaden the focus away from the design of individual buildings and onto the whole of the urban environment.”

John Letherland (conversation with Farrell Review team)

Among the 12 leading and respected developers who participated in the Property Developers Workshop, there was an overwhelming consensus that Design Review sharpened the product and was ultimately a good thing. Local authorities and built environment professionals who engaged with the Farrell Review agreed that Design Review improves outcomes. Local councils are supported in an area where they have less resources and experience:

“Over 80% of all local authorities have used the Design Council’s Design Review service. Our advice is usually taken because it is helpful and adds value, and 81% of local authorities that have used Design Review have changed the way they worked as a result of Design Review.”

Design Council (Call for Evidence submission)

However, there was widespread agreement that the approach and methodology could be improved. John Turner, Director of Town Planning for the Ballymore Group, expressed this view:

“We have generally found the interface with Cabe at the Design Council helpful. Many local authorities constitute Local Design Review panels but these can on occasion tend to duplicate the work of Cabe’s Design Review

(and assume the role of unelected planning committees). We consider that the Design Review Panel at the Design Council must as a group visit the site at least once during the Review process.”

John Turner (Property Developers Workshop)

Inconsistency has also been a source of criticism, and the outcome is largely perceived to be determined by the legitimacy of the panel itself. Those carrying out Design Review need to know and understand their function, as well as the site and local context, in order to play a constructive role. Several of the Farrell Review workshops saw the suggestion that a site visit be compulsory, and also that councillors – who ultimately make the planning decisions – could benefit greatly from attending these sessions. The local franchising of Design Review was seen as fundamental in helping ground the process in neighbourhood knowledge. Farrell Review Expert Panel member Nigel Hugill argued that such reviews represented a free capture of volunteer expertise and were typically welcomed by applicants as adding value and conviction. This should be supported, but Cabe at the Design Council should remain the co-ordinator, setting a robust standard. *Design Review: Principles and Practice* (2013) – put together by Cabe at the Design Council, the Landscape Institute, the RTPI and the RIBA – gives helpful guidelines for a holistic approach to Design Review.

When successful, this process involves a multidisciplinary group who are engaged in a constructive dialogue at an early stage. There were criticisms that Design Review could turn into a critique of a well-developed scheme, predominantly by architects, issuing a letter after the event which is made public. It is encouraging that the Cabe team at the Design Council are leading a cultural change in the way Design Review is carried out so that Design Review Panels become more enabling and less judgemental.

It is equally important that planners, urban designers, architects, engineers, heritage experts, landscape architects and public art professionals are involved in the Design Review process, and the cross-disciplinary make-up of Cabe’s Built Environment Experts is a good model to follow.

Recommendation #22

Design Review Panels should become PLACE Review Panels (Planning, Landscape, Architecture, Conservation and Engineering) and include professionals from each of these fields. The “Design Review: Principles and Practice” guidance produced by the Royal Institute of British Architects (RIBA), Cabe at the Design Council, the Royal Town Planning Institute (RTPI) and the Landscape Institute (LI) makes the case for panels to be cross-professional and underlines the importance of best practice. This guidance should be adopted by all PLACE Review Panels used by local planning authorities. At the same time, they should become less like a crit at architecture school with peers passing judgement, and more enabling and collaborative.

Organisations like Urban Design London have shown how to increase accountability through private dialogue, which is constructive rather than confrontational and is a recommended model to follow. In the Design Quality Workshop, Esther Kurland of Urban Design London advocated reforms of Design Review, saying:

“I’d like to see Design Review-type activities as a part of the design process, not as a decision-making process. They could provide different forms of support and I’d like to see that expanded.”

Esther Kurland (Design Quality Workshop)

Design Review has been successful when there have been close partnerships with local authorities and architecture and built environment centres. Examples of this include the South East Panel developed and managed by Design South East (formerly Kent Architecture Centre), whose Director, Chris Lamb, commented:

“We believe our model of Design Review works because it is based on an expert, impartial, constructive dialogue. Whilst maintaining the integrity of the service and the independence of the Panel, we have developed the practice of Design Review and new models of operation. For example our Design Review service is

always proportionate and responsive to the scale, type and location of a project. We are also helping local authorities respond to the challenge of implementing local Design Review arrangements under the NPPF by developing a new model of local Design Review, essentially local branches of the South East Panel. We are finding that the clarity and consistency of the ‘voice’ of the Panel is valued equally by the public and private sectors, and Design Review is increasingly seen as a welcome part of the planning process because it offers a genuine opportunity for collaboration between applicant and planning authority, and increasingly, with communities.”

Chris Lamb (meeting with Max Farrell)

Professor Peter Bishop suggested that:

“All significant government or government-funded projects should be subject to Design Review. This includes any new building works by NHS Trusts, universities, Housing Association or HCA [Homes & Communities Agency] funded projects. But Design Review is not a substitution for a poorly resourced planning department.”

Professor Peter Bishop
(Farrell Review Expert Panel meeting)

Recommendation #23

All publicly funded bodies that procure built environment design should have access to independent PLACE Review Panels, and their results should be published online. Panels should conform to the Design Review Principles and Practice guidance produced by Cabe at the Design Council, the RIBA, the RTPI and the LI.

Recommendation #24

There should be PLACE Reviews of new developments in the public sector that are not subject to normal planning, such as national infrastructure applications subject to the Planning Act 2008 and other significant rail, aviation and road improvements.

Recommendation #25

There should be PLACE Reviews of existing places such as high streets, hospitals and housing estates.

2A.1

We must be more proactive when planning the future shape and form of our villages, towns and cities and the government, institutions and professions should lead a revolution to make this happen. We need a radical step change in collective expectations and actions to improve standards within the everyday built environment. Our planning system has become too reactive and relies on development control, which forces local authority planners to spend their time firefighting rather than thinking creatively about the future shape and form of villages, towns and cities. Everything is open to negotiation for every planning application and, as a result, huge amounts of time and resources are spent on issues that could have been predetermined by a collective vision shaped in collaboration with local communities, neighbourhood forums and PLACE Review Panels. Proactive planning would free up valuable time for local authority planners to develop masterplans and design codes which are supported by local communities, whilst reinvigorating the planning profession and its public perception.

2A.2

So who is doing the visionary thinking in this country and how is it being resourced? There are good examples of proactive planning happening in areas like Brent, Croydon, Birmingham and Manchester, and this is very often down to strong leadership and the right skills within local authorities. With strong leadership, proactive planning can be done at many different levels by local enterprise partnerships, city authorities, local authorities and neighbourhood forums without adding layers of policies. We should look to other countries like France, Sweden, Denmark and the US (particularly New York) where guidance is given on the shape and form of the built environment in advance, often with the help of private-sector professionals, and it is not limited to land use. This would place

less pressure on dwindling resources within planning departments, give more certainty from the outset to developers and creating better-quality places for us all. The lack of proactive planning has a major impact on the housing crisis, too, as in a democratic society such as ours, the only way of persuading those already housed of the benefits of more housing is by presenting a credible vision of the future. Our lack of proactive planning has also been exposed by the recent floods where prevention through adaptation, as they do in countries like Holland, would have been far more effective than control through mitigation. One outcome of the flooding crisis was the clamour for “more planning” in communities and a culture previously hostile to the very nature of planning. We are realising that freedom and planning are not opposed and that more proactive planning would indeed liberate us.

2A.3

Design Reviews, where professionals join Panels to review projects and help create better outcomes and better places, should become part of our everyday culture. Places are shaped by many different forces and we have responded by developing a number of different specialisms. For that reason, we should usher in a new era of PLACE Review (Planning, Landscape, Architecture, Conservation and Engineering). By replacing Design Review Panels with PLACE Review Panels, we can ensure that all aspects of the built environment are given equal consideration. We should use information and communications technology to make better use of time for PLACE Review Panels and spread the benefits more widely. At the same time, the culture of these reviews must change and become more collaborative and less judgemental. Issues of taste and style should be much more open, tolerant and diverse given that it is not “either/or” any more between the historical and the modern, and the style wars are a thing of the past.

2A.4

At the present time, Design Reviews tend to be triggered by new planning applications, the majority of which are made by the private sector. Every public body should have access to an independent PLACE Review Panel, with their results published online, and they should operate at a more strategic level. PLACE Reviews should be radically extended to what is already there, including existing high streets, hospitals and housing estates. Unlike many other parts of the world, we live in a country where 80% of the buildings we will have in the year 2050 are already built, so let's collectively re-imagine their future. There are examples of good placemaking with effective partnerships between public, private and third sectors. The Homes and Communities Agency "Place Spotlight" identifies case studies from around the country and helpfully sets out eight components of great places. Places will only become great if there is civic leadership, whether it's from politicians, community groups or built environment professionals. It is individuals that make the difference, not policies, and we need more leaders to step forward who truly care about their built environment.

2A.5

We must recognise the many skills of a private sector hugely experienced here and overseas in planning projects of all scales and all types from infrastructure to housing. The culture of development control often paints the private sector as not being in the public interest, but London's Great Estates were laid out and still are managed with stewardship that is world renowned. In recent times, developers have opened up docks and riverbanks and built new places like Brindleyplace in Birmingham, Manchester's Spinningfields district and London's King's Cross. It's not "either/or" any more for the public and private sectors, and we must strive to get the best of both, working together, as one can't act without the other.

2B. Making the Ordinary Better

In order to create the kind of high-quality places we all want, a major cultural change is needed where the focus of everyone involved moves towards the wider context of what is already there and its all-important setting and context. Liveable cities are only ever successful when they are well planned with high-quality public realm where the pedestrian is king. Landscape is the primary infrastructure and ordinary everyday buildings are the ones that deserve more attention. This requires a change in values and a change in mindset as it is all too easy to focus on the kinds of “one-off” new buildings which are reported about in the trade media and recognised with awards.

Many of those consulted for the Farrell Review recognised the importance of “stretching the top” and capitalising on the fact that some of the best architects in the world were born here or trained here. The overwhelming majority lamented the fact that this success had not translated into our towns and cities. This section is about “widening the base” and how we can improve the everyday experience of the built environment for the majority of the population.

In order to bring about the revolution that is needed, government should become a more enlightened client through procurement of its own buildings, and built environment professionals should engage in built environment issues and the everyday in a more meaningful way. Clare Pillman, Director at the Department for Culture, Media & Sport (DCMS), set the scene at the Government Officials Workshop she hosted by reflecting on the huge increase in awareness of, and interest in, contemporary art and architecture over the last twenty years, and the role that institutions such as Tate Modern in London and BALTIC in Newcastle have played, as well as the transforming effect of additional National Lottery funding. This was echoed by Sean Griffiths, former Director of architecture practice FAT, who pointed out in the Design Quality Workshop:

“25 years ago, no normal person had any interest in art. Tate Modern is one of the most fantastically successful institutions, which has revolutionised people’s appreciation of art. Is there something we can learn from that?”

Sean Griffiths (Design Quality Workshop)

Similarly, our nation’s attitude towards food has been transformed in recent times and our willingness to eat substandard food has eventually diminished. The government has played an important role by backing projects like Tate Modern and ensuring the right information is given to the public about what they are eating. But importantly: individuals, including artists and chefs have been just as influential in bringing about these shifts. The same has happened with health, as leading athletes and media stars have helped to transform our view of health and fitness.

By making the public better informed, with a better understanding of what modern art and “good food” are, mindsets have changed and the markets have followed. Cultural changes like these are hard to bring about but can be extremely profound – changing what we value most and what we care about and talk about as a society. This was a central and repeated message in the Design Quality Workshop, attended by 21 of the leading figures from industry, and the message came up time and again as the Review team toured the country hosting further workshops.

1. Urban design and landscape architecture

At a focused workshop hosted and chaired by Martin Kelly of property and infrastructure specialists Capita Symonds, a holistic view of placemaking was shared, bringing in voices from all the related professions. Sue Illman, President of the Landscape Institute, opened the discussion:

"There must be a focus on 'liveability' when discussing cities. Landscape and urban design should be fundamental issues in terms of what makes a good city and why people want to live there. Not just the spaces between buildings, but how it all comes together, how grey and green infrastructure is integrated, how built form and spaces relate, and how people will be proud of their cities."

Sue Illman (Urban Design & Landscape Architecture Workshop)

Landscape should be seen as the primary infrastructure which creates value directly and indirectly. Government and built environment professionals need to reprioritise the importance of its role and perception in placemaking. This applies at all scales, from streets to parks to regional planning.

Recommendation #26

Local planning authorities should follow examples of best practice, where wider contextual plans and appropriate funding for landscape and public art are required from developers.

In a meeting with the Department for Transport, Terry Farrell argued that transport planners should work with architects to avoid endless railings and the clutter of signage and street furniture, which effectively devalue "place" at great public expense. "They act as barriers to a properly planned pedestrian public realm and invariably lead to incoherent places," Terry suggested.

Peter Jones, Professor of Transport & Sustainable Development at University College London (UCL), highlighted at the Workshop that streets are about much more than the movement of motor vehicles, and we need to plan for street activity and placemaking:

"80% of the spaces in cities are roads and streets, and these areas are run by traffic engineers. Traffic engineers must have more

The Farrell Review workshop on Urban Design & Landscape Architecture hosted by Capita Symonds.

Clockwise from bottom left: Paul Lincoln; Colin Goodrum; Paul Reynolds; Brian Webb (hidden); Chris Brown; Nick Grayson; Andrew Whitaker; Sue James (hidden); Martin Kelly (Chair); Sue Illman; Robert Huxford; Peter Jones; Kelvin Campbell; Peter Frackiewicz; Lucy Musgrave; Peter Karpinski; Johanna Gibbons; Max Farrell



engagement with the three-dimensional city: i.e. streets are not just for movement but they are places too. The 'Manual for Streets' and the 'London Roads Task Force' are steps in the right direction, but they need stronger implementation."

Peter Jones (Urban Design & Landscape Architecture Workshop)

Professor Peter Bishop put this in context by comparing our approach to highway schemes to those of other countries:

"Transport budgets from government are huge and we spend an incredible amount on motorway safety improvements in this country. The rationale of five deaths on the M1 having a human value of £X million, therefore justifying the spend on upgrade, is totally false and wrong. If the government were to value the benefits on health and wellbeing for the whole built environment if we were to do away with them, it would be in the billions. But this is not quantified, much to our detriment, and so it is ignored unlike the easier-to-quantify costs of highway fatalities which are used to justify our over-engineered roads. On larger highways schemes, it is always a struggle to have design reviews set up, yet their impact is always more significant than many housing or commercial developments. With smaller schemes, money is wasted on specifying fussy and inappropriate materials, often by a junior designer, and not on the fundamental design itself. We need to look to countries like Sweden and Denmark.

They don't worry about yellow lines and a sign to explain everything because you can't challenge a parking ticket like you can in the UK. It is the driver's responsibility and not the city government's. As a result, the built environment is less cluttered and the public realm is generally of a far higher quality."

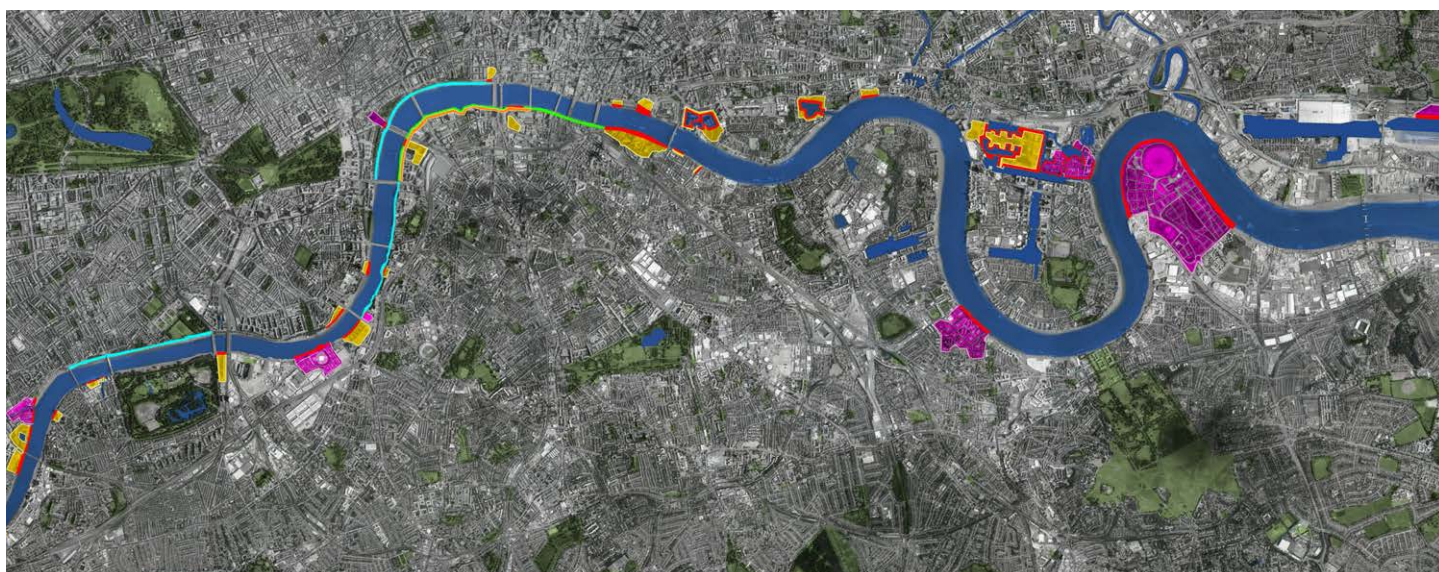
Professor Peter Bishop
(Farrell Review Expert Panel meeting)

Recommendation #27

There should be major reviews of highway regulations and specifications and the design education of highway professionals. All highway schemes could be subject to a credible system of PLACE Review and local authorities should take a lead on implementing these.

Business Improvement Districts (BIDs) can play a key role in unlocking community engagement and financial support. Engaging with local artists brings buy-in and interest from local communities, who take pride in their neighbourhood being different to others. In a meeting with the Expert Panel, Terry Farrell stressed that there should be more recognition of the value of public-realm improvements created by private-sector developments such as access to docks, rivers and canals.

Many contributors to the Farrell Review stressed the role of the arts and artists in improving our everyday places. From the workshops, three clear messages emerged confirming the importance of public art:



A Farrells diagram looking at the stretches of the River Thames waterfront opened up to the public through development.

- **Contributing design and placemaking skills to architecture and the public realm**
- **Animating public space and creating a sense of place through permanent and temporary art, performance and street arts**
- **Engaging people of all ages and backgrounds in debating, conceiving, planning, designing and vitalising the public realm.**

In an Expert Panel meeting, the Panel underlined the importance of no longer considering the “human habitat” in isolation; rather, it must all be part of the same overall ecosystem. Birmingham is a good example of one of the most progressive and committed planning authorities, with its Green Living Spaces Plan. The whole city has been colour-coded to produce a carbon road map for a green economy, and there is recognition within local government that ecosystem services provide multiple benefits.

Nick Grayson, Climate Change & Sustainability Manager at Birmingham City Council, argued at the Birmingham Workshop for the principles of biophilic cities to be adopted and provide high-level guidance for local action:

“Nowhere else in the world understands ecosystems the way that we do in the UK. Birmingham is the first city in the country to map its ecosystems and the impact that is having on the economy. It fundamentally shifts your view of the city and it also shifts your view of what needs to be changed.”

Nick Grayson (Birmingham Workshop)

In the Urban Design & Landscape Architecture Workshop, this approach was applauded. Workshop participants proposed that exemplars like Birmingham should share their knowledge and experience with other cities. Working with natural systems can be beneficial for all parties, including adding value for the developer, and creating better environments for all species to coexist. Martin Kelly, Chair of the Trees & Design Action Group and Land Planning Director of Capita Property & Infrastructure, cited the i-Tree assessment tool developed by the US Forest Service as a good example to follow. As he explained, it has provided an evidence base for the wide benefits that trees can bring:

“i-Tree Eco is a powerful tool that demonstrates the economic and environmental benefits of trees in our urban environments, thereby informing sustainable design and development decisions. It is an example of how the application of technology to urban ecology will help achieve long-term resilience for our towns and cities.”

Martin Kelly (Urban Design & Landscape Architecture Workshop)

In terms of stewardship, there was agreement at the Urban Design & Landscape Architecture Workshop that it is important to learn from what has worked with government-funded buildings, through post-occupancy analysis. Under the project gateway system that government should operate, a review should take place. It is also important to understand who is responsible for designing and looking after our town centres. Appointing a town centre manager, according to the Department for Business, Innovation & Skills report *Understanding High Street Performance* (2011), is a decision made by each individual council. This means it is dependent on whether it is a council priority and whether the council has the financial resources. While Business Improvement Districts can fill this gap, they require large and established business communities; so many town centres have no design leadership in place. Architects can fill this gap and are poised to work in town centres of all sizes, political orientations and economic situations.

“Where there is nobody to undertake that Town Centre Management role, community groups run out of steam,” Martin Blackwell, CEO of the Association of Town & City Management, said at the Urban Design & Landscape Architecture Workshop. Leadership is critical to ensuring the success of public spaces and private commercial enterprises, and Martin described the role of town centre manager as **“a translation service between the public sector, private sector and third [voluntary] sector”** – a co-ordinating role that architects often play in individual projects and are therefore well placed to play on a larger scale.

2. Infrastructure and placemaking

The Armit Review of long-term infrastructure planning (2013), whilst comprehensive and forward thinking, had no design professionals on the panel and showed once again that there is little connection made between infrastructure and placemaking in this country. When we as a nation invest in infrastructure projects like high-speed rail or new road systems, many of the workshop attendees argued that we should think holistically and have a plan to capitalise on the connectivity they bring. Government and the construction industry should recognise that transport is a subset of placemaking and reverse the culture of transport thinking dominating policymaking.

Recommendation #28

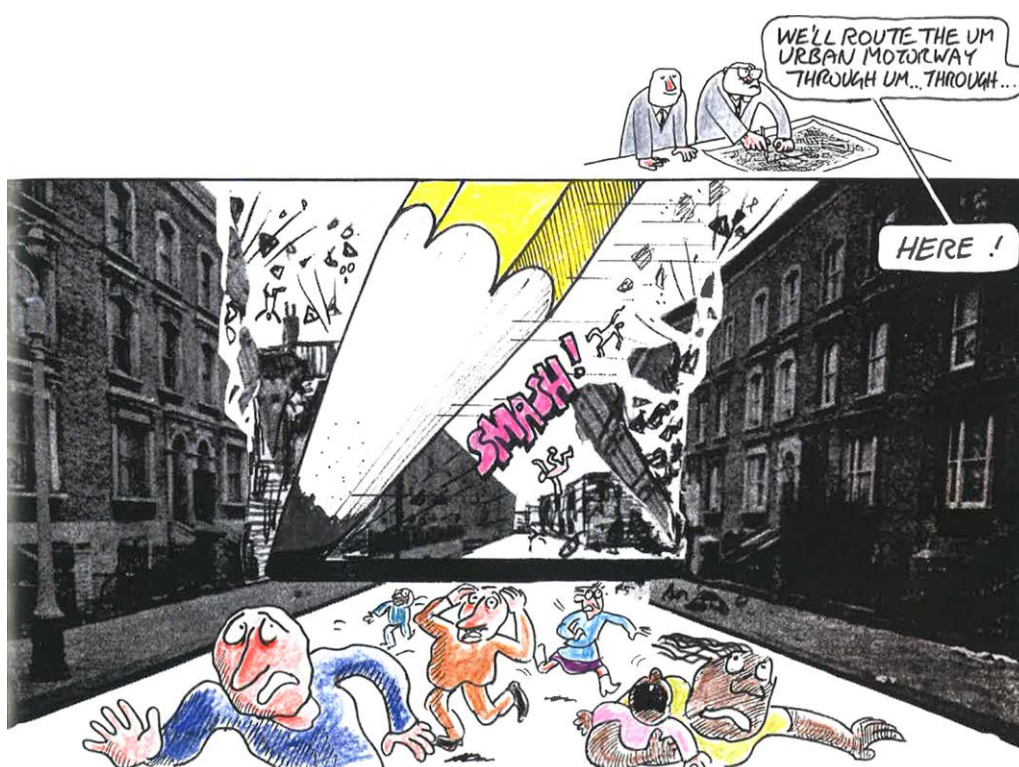
All government reviews and decision-making panels for major infrastructure proposals should have planning and design professionals represented.

In Terry Farrell's view, transport planning should be about creating great cities and not just getting people from A to B. The debate about HS2 for example concentrates too much on the lines, to the detriment of focusing on the stations which will be huge catalysts for change and regeneration.

Cities like Hong Kong and Singapore have been pioneering in the way they integrate transport and city making, and it is no coincidence that the Mass Transit Rail Corporation is one of the most successful property developers in Hong Kong. Subsequently transport costs to the travelling public and public capital costs are much reduced.

A model of continuity and high-quality design was demonstrated on the London Underground's Jubilee line, and in the London-based Farrell Review workshop on Design Quality, architect Roland Paoletti was put forth as a "design champion", an evaluation that was borne out in the architectural press following his passing in November 2013. As Amanda Baillieu, Editor-in-Chief of *Building Design* magazine, put it: "Roland Paoletti [...] was one of the most significant patrons of post-war architecture in the most unlikely of circumstances. [...] [F]or Londoners, the Underground is a fact of life but he turned [the Jubilee Line Extension] into a source of national pride."⁵

⁵ Amanda Baillieu, "The man who kept architects on the right track", *Building Design*, 20 November 2013, www.bdonline.co.uk/the-man-who-kept-architects-on-the-right-track/5063742.article.



A Louis Hellman cartoon showing the heavy hand of top-down highway "improvements".
© Hellman

Many agreed that the placemaking opportunities of infrastructure projects are enormous, and have significant impacts for those who live or work nearby as well as for the overall city economy. Arriving at a destination and walking out of a train station is a key moment in judging the entire place, based on the experience of the public realm outside the station. The redevelopment of the King's Cross forecourt, for example, has been vital in creating a front door for this gateway to London from Europe and the North. But more importantly increased connectivity creates demand, value, activity and urban intensity.

As Steve Gooding, Director General of the Roads, Traffic & Local Group at the Department for Transport, commented:

"Design is an important consideration for all transport infrastructure, be that a railway station, a road scheme or remodelling city-centre streetscape. As with any building, transport infrastructure has to be thought about in context, for example – how it will fit with its surroundings, how it will be accessed, and how it will integrate with the wider transport network. A Design Review can be a helpful way to look at projects in the round, considering the whole design envelope of a scheme, particularly for new infrastructure."

Steve Gooding (meeting with Terry Farrell)

Recommendation #29

Department for Transport funds for built environment projects could be conditional on those bidding producing a masterplan, instigating early PLACE Review and agreeing the three-dimensional "design envelope" for the built environment – particularly for the public realm affected by new or changed infrastructure.

3. The role of government

The UK government has a £370 billion property portfolio, which is owned by all of us, and it is the government's responsibility to ensure that investments are made for the long term. Government is both a client commissioning buildings as well as a steward in this context. National and local government build schools and hospitals as well as roads and stations.

Many of the policies introduced for the London 2012 Olympics were forward-thinking and well respected by the development and design community. This should form a template, a methodological exemplar of how to do things properly – its true legacy is more than place based, it is also process based.

The Landscape Institute's response to the Call for Evidence noted:

"The success of the Olympic Park is a timely example of why any review of architecture and the built environment needs to go beyond an analysis of the design of buildings. The creation of this new part of east London has demonstrated the success of masterplanning, landscape engineering, urban design, horticulture and landscape architecture. The legacy and the massively increased value created by the site are testament to the power of a well-designed landscape in which the management of water, ecology and architecture have combined to create a superb new part of the city."

Landscape Institute (Call for Evidence submission)

Built into the planning and design of the Olympics was a commitment to creating sustainable places for people; it is a model of accessible design and of ways to join up all built environment sectors. According to Andrew Honeyman, Head of Paralympic, Sport & Communities Legacy in the Cabinet Office's Olympic & Paralympic Legacy Unit:

"The accessibility of the Olympic and Paralympic venues and park showed what can be achieved when accessibility is a fundamental part of the built environment's design. The government and the Greater London Authority have been working with the support of our Paralympic Legacy Advisory Group to ensure that the distinction of being 'the most inclusive Games ever' will have a

tangible legacy benefit. As part of this we recently launched, with strong support from professional institutions, the Built Environment Professional Education Project to put inclusive design at the heart of the education and training of all built environment professionals."

Andrew Honeyman (Government Officials Workshop)

These achievements should be learnt from and adopted by government for everyday projects to ensure the intellectual capital is not lost. This was a common theme heard by the Review team, and made explicit in the Birmingham Workshop, where evidence was heard of the loss of many connections and much knowledge of best practice following the abolition of the Regional Development Agency. As Will Cousins, Chairman of town planning and urban design firm David Lock Associates, explained:

"We need to think about regional development. Larger than local is where many of the economic benefits of design are created. In terms of giving evidence and recognising the value of design and the creative process, that used to happen through regional policy and regional activities with regional funding."

Will Cousins (Birmingham Workshop)

An end-of-year report on built environment projects could highlight successes and failures and potentially give awards to examples of best practice, as Lord Taylor, Chair of the DCLG Planning Practice Guidance Review, suggested at the round-table discussion of leaders of government-commissioned reviews.

Recommendation #30

PLACE institutions could publish an end-of-year report on publicly funded built environment projects, highlighting successes and failures. This report could be combined with the Prime Minister's Better Public Building Awards, providing in-depth research through case studies in order to disseminate best practice. An award for design quality could be voted for by the public in an online poll.

Government has led by example in recent times with systems and protocols like Building Information Modelling (BIM) and the Code for Sustainable Homes, and the private sector has followed. The feedback the Farrell Review received showed that there was a trend of concerns about recent policy being implemented or abolished. One of these was regarding the role of Design and Access Statements. The Landscape Institute's view was that:

"Recent proposals to raise the threshold for developments requiring Design and Access Statements (DAS) will have a negative impact on design quality. The preparation of a DAS can be of substantial value to the applicant/developer, providing an opportunity for some rigorous evaluation of design options and choices which should inform all types and scales of development."

Landscape Institute (Call for Evidence submission)

However, the regional workshops offered a very different view. In Bristol, Professor John Punter from Cardiff University's School of Planning & Geography and the Design Commission for Wales, offered a contrasting opinion:

"Design and Access Statements were supposed to give architects the opportunity to explain their design decisions, and they do, but somehow they've turned into 100-page documents that are the consultant's dream but a development manager's/design reviewer's nightmare, obscuring the essential rationale."

Professor John Punter (Bristol Workshop)

Hank Dittmar suggested in a meeting of the Farrell Review Expert Panel that ground rules must be attached to the disposal of public land following community consultation, and set out a vision through neighbourhood plans. This would remove uncertainty from the outset. It would encourage similar models of development learned from the Olympics, and national and local government could create approved and "shovel-ready" schemes adhering to clear design standards, for which developers could submit bids.

The way that government procures design is a contentious area. Whilst procurement has been reviewed in the recent Construction Industry Strategy and it is not specifically within the Farrell Review's terms of reference, the vast majority of consultees believe that the current system is in need of serious reform.

One of the phrases repeated throughout the consultation was that "you can't procure buildings like you procure paper clips". As Jenny Gillatt, Director of Mosedale Gillatt Architects, pointed out in the Newcastle Workshop: "The people who are putting out things like PQQs [Pre-Qualification Questionnaires], people at the end of the day who are responsible for procurement, need to understand the documents that they're putting out." Jenny was concerned that there is a lack of understanding about what the terms in PQQs mean practically and, with the strong support of other workshop attendees, noted that "you can have policy as much as you want, but if it doesn't filter down", then the policy

The Farrell Review Workshop in Bristol, hosted by The Architecture Centre Bristol. The many attendees of the Bristol workshop, chaired by David Mellor and attended by Expert Panel Member Victoria Thornton.



is ineffective and it allows construction to drive design rather than design driving construction.

The many individuals consulted felt that more weighting should be given to design in the procurement process and a more consistent and streamlined method should be adopted. It is interesting to learn from Walter Menteth's report *Pathways Towards Achieving Construction Procurement Reform and Intelligent Commissioning* (2012) that the UK applies the process and timescales of tendering through the *Official Journal of the European Union* (OJEU) more consistently and rigidly than any other EU country and that procurement is 20% more expensive here. Martin Sutcliffe, Chairman of the Bristol office of international architecture practice BDP, expressed a sentiment commonly held among workshop attendees across the country:

"I find the slavish adherence to the OJEU process, which we follow in this country, just ridiculous ... the RIBA Roadshow came round and demonstrated nobody else in Europe is actually following it to anything like the same degree. [Other European countries] have a lot more competitions [and] I think that's fair, as they can help to bring through young talent [...] and raise the design quality of public buildings."

Martin Sutcliffe (Bristol Workshop)

The RIBA makes some sensible recommendations in *Building Ladders of Opportunity: How reforming construction procurement can drive growth in the UK economy* (2012). The document argues that the answer lies in shortening and streamlining timescales and processes and rebalancing weighting in favour of design, with a focus on value rather than cost. Recommendations were focused around increasing access to frameworks for small and medium enterprises (SMEs) and hence growing the competition within this market, with a view that outcomes (the built product) would be improved.

The Construction Industry Council's Design Quality Indicator (DQI) team offered evidence for the benefits of their methodology that is simple to incorporate into all common forms of procurement.

Many recommended that a central government department such as the Department for Business, Innovation & Skills (BIS) or the Cabinet Office should have a unit charged with assisting and educating public-sector clients on procurement. National Procurement Guidance could be set up as an online resource to provide consistency and speed up, simplify and improve outcomes. And the OJEU framework could be clarified, as the UK possibly puts more projects through this than necessary.

Paul Finch advocated the Heritage Lottery Fund (HLF) as a good model, and at the Birmingham Workshop Les Sparks – Chairman of the HLF's West Midlands Committee – explained how this worked. Many industry figures believe that this model should be used to set design standards for publicly funded projects. There should be a litmus test and scoring proposals to determine if quality is sufficient in different areas such as sustainability and flexibility to release funding.

Several Farrell Review participants proposed that design competitions be used more often for public procurement, in particular to invite more creative responses and widen the market. It was especially recommended that significant schemes go to competition in this way.

Recommendation #31

Government should review public building procurement policy to clarify the regulations of the Official Journal of the European Union (OJEU) as well as giving sufficient prominence to design criteria. Industry should produce best-practice guidance to reduce the reliance on frameworks and to ensure that design expertise is embedded in the process and that competitions are held for significant projects.

4. The power of engagement

The UK has one of the largest and most vibrant creative industry sectors in the world. In respect of architecture and built environment design, we punch above our weight. Many of the world's leading architects, engineers and landscape designers either were born here, were educated here or choose to work here, and London is considered to be the global capital for architecture and design.

As Professor Peter Bishop said at the Design Quality Workshop:

"We have an industry that successfully trades all over the globe. Our government recognises the creative industries as one of the sources of future growth in this country. This success is being jeopardised by the erosion of an internal (UK) market for architectural services. The government should champion and promote architecture, especially young and emerging practices, in the UK through enlightened procurement and strengthening the importance of design in the planning process."

Professor Peter Bishop (Design Quality Workshop)

So how do we capitalise on this success and make the most of the exceptional talent we have here? There is a good case for government to champion built environment design nationally and globally and thereby to improve the market for design excellence, but much can be done by built environment professionals too, and the very best should lead by example and kick-start a culture change. As Professor Bishop went on to say:

"The really interesting issue for me that has come up from this discussion is the essential role of the individual. The emphasis of quite a few people around this table is of having individuals who can champion and promote, at the national and local levels. How do we create an environment and culture where those people emerge and are supported?"

Professor Peter Bishop (Design Quality Workshop)

The first step is to engage the public, and the high profile of many built environment professionals can help with this. The next task of these professionals is to do everything they can to actually improve the everyday outcomes built on the ground.

Throughout the workshops, many agreed that we should build on the success of our architects and designers, some of whom are household names. We have powerful brand names associated with global excellence, yet the reality of the built environment we see every day in our towns and cities paints a very different picture. As Greg Clark MP (former Minister for Planning) argues in the opening pages of the *National Planning Policy Framework*: "Our standards of design can be so much higher. We are a nation renowned worldwide for creative excellence, yet, at home, confidence in development itself has been eroded by the too frequent experience of mediocrity."⁶

Overseas and in our own national prestigious projects, work by many UK architects is of a global standard of achievement. At the local level so important to everyday experience, there is all too frequently a dramatic difference in quality. The gap between an opera house or gallery by one of our leading architects sometimes on the other side of the world, and what you see on streets and in suburbs from Streatham to Sunderland, is huge.

As Vicky Richardson – Director of Architecture, Design & Fashion at the British Council – highlighted to the Farrell Review:

"Architecture is one of the areas of greatest potential in the UK, yet our contemporary buildings (the majority of which are not even designed by architects, but by contractors) do not reflect the talent of our professionals, the richness of our heritage and culture or the strength of our schools of architecture."

Vicky Richardson (submission to the Farrell Review)

During the workshops, it was pointed out that in other design sectors this is far from being the case. In the fashion industry, for example, haute couture is better connected to the retail market than ever before. Stores like Debenhams and Top Shop readily interpret high-end fashion and make it accessible and affordable, with stars like Kate Moss and designers like Jasper Conran

⁶ Greg Clark MP, "Ministerial foreword", Department for Communities and Local Government, *National Planning Policy Framework*, March 2012, www.gov.uk/government/uploads/system/uploads/attachment_data/file/60772/16950.pdf, p.1.

“reaching down”. These high standards extend from clothing like t-shirts, jeans and shoes of a good standard through to advertising, Internet marketing, and the design of stores themselves.

However, this culture of the “celebrity” is not without problems, as noted by some Review participants such as the City of London Corporation, whose response to the Call for Evidence observed: “there are issues within the industry – an emphasis on ‘celebrity architects’ and a risk-averse approach, which leaves little room for smaller and more innovative architectural practices.”

In the Design Quality Workshop, as well as the Education, Outreach & Skills Workshop, there was a sense that we need visionary leadership in respect of placemaking and urban design, promoting the everyday experience of architecture and the built environment. It was suggested that the role of individuals and leading figures can make the biggest impact, as with the food industry, where top chefs like Jamie Oliver have campaigned for better food in schools. As Farrell Review Expert Panel member Alain de Botton argued:

“We need a Jamie Oliver of architecture because architecture is now where food was 20 years ago: in desperate need of improvement, which will happen when people grow fussier about being served substandard stuff.”

Alain de Botton (Farrell Review Expert Panel meeting)

In a meeting with the Expert Panel, Terry Farrell suggested that built environment professionals should engage the public more so they can understand how good design improves lives, health and social relations:

“Built environment professionals need to lead on changing the culture, as leading figures do in so many other creative industries. Musicians have Live Aid, comedians have Comic Relief, in sports there is Sport Relief and there are celebrity chefs who are all much better connected to popular causes. Architects who design homes for the mega-rich and celebrity landmark projects like opera houses have operated somewhat remotely from popular culture, and there is a perception of elitism within architecture that we need to challenge. For example, there is a public perception that Maggie’s Centres are designed by celebrity architects, and the adjacent mega-hospitals by commercial firms are then

altered, maintained and managed at a much lower level of standards and expectations. There are underlying cultural and historical reasons for this as we have a more divided and class-based society than other European countries. We have a lot of work to do to get the best linked to the everyday and we need to address the root causes such as social mobility, educational hierarchies and housing stratification – which is often at the root of urban disaggregation.”

Sir Terry Farrell CBE (Farrell Review Expert Panel meeting)

Recommendation #32

The trade media could publish a list of the UK’s most influential built environment professionals along with commitments from each of them to improving everyday places, through education and outreach. These commitments could be reviewed annually, with professionals having an ongoing dialogue with the public about the big issues through social media.

Leading architects should raise awareness of built environment issues and the importance of good design – particularly for everyday buildings and public spaces. This initiative could begin with mass housing, the cause of much resentment and ill feeling towards the profession, even though in reality many new estates have had minimal input from architects and designers, particularly over the years on adaptation and refurbishment, with resultant incoherence, muddle and decline. Exemplar projects attracting the best talents for new housing estate layouts and low-energy, prefabricated yet personalised housing could make a huge difference but so could work to existing estates, most of which will be with us a very long time.

George Clarke, architect and TV presenter, put this bluntly:

“Rather than the ‘everyday’ housing being pastiche Noddy Boxes, densely packed in a sea of tarmac and block paving, there needs to be a revolution in the way architects and developers work together to create 21st-century house types, masterplans and estates that truly create positive communities. Architects are good at creating the ‘extraordinary’, but they aren’t involved in making mass ‘ordinary’ housing really good!”

George Clarke (meeting with Terry Farrell)

Conservation Officer Paul Dadson wrote in Mid Devon District Council's response to the Call for Evidence:

"Developers of mass housing do not wish to experiment with quality design as they are afraid that they will lose competitive advantage – especially when the public are not so discerning anyway."

Paul Dadson, Mid Devon District Council
(Call for Evidence submission)

Throughout the consultation, many believed that built environment professionals should do more to engage the public in the everyday issues of our built environment including housing, sustainability and retrofitting and that leading architects could contribute much more to the debate.

Many were quick to point out that it's not just the design of everyday buildings that our leading architects should engage with in a more public way. Other countries put a higher value on things we appear to neglect, including urban design and the contribution it can make to improve the public realm. Denmark, the Netherlands, Germany and many other European nations lead the world in creating environments with shared space for pedestrians, cyclists and motorists, aided by a proactive planning system. As Lord Taylor commented on the integration of architecture within the planning system in the UK, at the meeting of those involved in significant ongoing reviews that was organised at DCMS as part of the Farrell Review:

"We need a language that captures and explains to the wider world what good design is – not design by numbers."

Lord Taylor (Linking Up the Reviews meeting)

Our leading architects can help develop that language and encourage the public to expect more from those who are responsible for shaping our surroundings. After all, the public already engages with good design via objects like smartphones, bicycles, cars and social media networks, and often they identify these with leading design figures.

The success of the Open House programme proves that there is a strong desire among the public to understand their built environment better. Architecture centres and their programmes are fundamental to providing a platform for the popular architecture figures to engage with the public, through talks and walks and so on. Further popularising architecture, making it easier to understand and relate to, would go a long way to increase the demands and expectations of those who are ultimately the end users, but this bottom-up movement could do with a lot more input from the industry. According to Terry Farrell:

"There needs to be a cultural shift in the mindset of the profession so that the protection of members and their livelihood is not seen to always take precedence. I do not subscribe to the idea that giving advice for free is somehow undermining. That is a bit like doctors frowning on diet and fitness as it reduces demand for curative medical treatment. All professionals

**The Farrell
Review Property
Developers
Workshop, hosted
by DCMS.**

Clockwise from
bottom left:
**Peter Karpinski;
Ron German;
Chris Strickland;
Ian Hawke; Liz
Warren; Liz
Peace (hidden);
Irvine Sellar; Phil
Barnes; Clive
Fenton; Emma
Cariaga; Jonathan
Falkingham;
Stephen Stone;
Rob Perrins; John
Turner; Chris
Rumfitt; Max
Farrell (hidden); Ed
Vaizey MP (Chair);
Sir Terry Farrell**



need to see that there is everything to gain by helping and volunteering in raising the expectations and demands of the general public for better buildings and a better built environment.”

Sir Terry Farrell CBE (Farrell Review Expert Panel meeting)

Popular media figures have increasingly brought architecture and urbanism into the public domain in recent years, as Richard Powell, then Director of Planning and Development at property company Capital & Counties (Capco), pointed out in the Design Quality Workshop:

“[Raising] the awareness of the general public is really profoundly important. Kevin McCloud has primetime TV [...] I think there’s something in that, in getting into the general consciousness awareness of what is good architecture.”

Richard Powell (Design Quality Workshop)

Architecture- and design-specialist television personalities like Kevin McCloud, Dan Cruickshank and George Clarke have already produced more of a culture shift than Whitehall could hope to, and many workshop attendees argued that we should continue to embrace popular media in order to communicate important messages to the widest possible audience. TV programmes such as *Grand Designs* and *Restoration Man* have raised awareness of the outcomes of design decisions and of important issues like homelessness and the reuse of empty buildings. The popular appeal of *Grand Designs* has led to architectural exhibitions attended by hundreds of thousands of visitors, while some authors have brought architecture to the bestseller lists.

At many of the Farrell Review workshops, a recurring idea was to have programmes and events about the “Not-so-Grand” designs of our high streets and public spaces. This idea came up again in a meeting of the Review Expert Panel, which highlighted *Big Town Plan*, a television programme about transforming a small Yorkshire town that was facing a challenging economic situation. In its commitment to chronicle attempts to regenerate Castleford, *Big Town Plan* was a one-of-a-kind programme that distinguished itself from other design-oriented programmes by focusing on everyday design – a park, a playground, the town, infrastructure – not on the exclusive design of penthouse apartments or seaside homes.

As happened at Castleford, leading architects could explore ideas and design solutions for less glamorous areas and show how much can be achieved with minimal interventions. Removing gyratory systems, creating new pedestrian crossings or bridges, improving lighting and street furniture and introducing public art can all add up to an immeasurably better experience for all of us.

Recommendation #33

A panel of high-profile media figures and broadcasters could work with the PLACE institutions and built environment professionals to explore ways of popularising and communicating good design, so that it becomes an assumed but inspiring part of our everyday lives.

The overall aim is to further draw attention to the poor quality of everyday environments, which most people live in. Given that participants in a summertime poll (run by *Crap Towns* and covered nationally in the media) nominated architects as the people most responsible for the poor quality of their built environment, the architectural and built environment professions have a long way to go to persuade the general public that they are the ones to trust to lead or help lead, in rehabilitating and achieving design quality in their local areas.

This may be partly due to our planning system, which is reactive and therefore confrontational. Built environment professionals and their clients are seen as “applicants” in this system rather than enablers for positive change, and usually linked to negatives like densification, increased traffic congestion, private profit, and reduction in quality of life. In art, food and health the “creatives” are not seen as the enemies. There are already media champions in the field of the built environment; we need to back them and expand their influence. Art Everywhere is a crowd-funded charity which does this very successfully and might serve as an example for designers to follow.

More recently, Jonathan Glancey’s BBC Radio 4 series on *The Politics of Architecture* started to put across the fundamental messages of how our spatial environment is shaped by many forces to a wider audience than simply the industry itself. It contained several key voices from the industry and from Westminster talking about the “anywhere architecture” of mass housing. This trend and the involvement of the UK’s best

architects and built environment professionals must aim to make our environment one of the biggest public issues through the use of the media.

Sunand Prasad added to this in his closing statement from the Workshop:

“Speculating, in a fantasy world, a government would have few essential policies but every time an individual popped up and did something good there would be a mechanism in place that 100% supported them. You would create a virtuous system where success is rewarded: instantly and quickly. With that would come more innovative people.”

Sunand Prasad (Design Quality Workshop)

Conclusions

2B.1

The greatest failure of focusing on development control is the quality of the public realm, and we must strengthen the critical contribution of landscape, urban design and public art in making great places. Appropriate funding for landscape and public art should be demanded from developers by local authorities requiring wider contextual plans and financial commitments. Public health can be enormously improved by investing in cycling infrastructure and creating human-scale, pedestrian-friendly spaces. We should look to examples nationally and internationally of high-quality public realm and share the lessons learned, as the RTPI and the Academy of Urbanism do with their awards programmes. There should be reviews of highway regulations and specifications and more focus on design literacy for highway professionals. Some of the worst design impacts over the past fifty years have been from road schemes, with over-engineered junctions and intrusive signage ignoring the context of streets where public life is played out.

2B.2

All government decision-making panels for major infrastructure reviews should have design and planning professionals represented. Infrastructure crucially and permanently shapes places, and transport projects must have planners and designers involved from the outset. All government-funded infrastructure projects, whether adapting or building new, must have a masterplan and should instigate early and ongoing PLACE Review. The “design envelope” for the built environment should be agreed in advance, particularly for the public realm affected by new or changed infrastructure.

2B.3

Whilst not covered by the terms of reference for this Review, the way government procures the built environment was a major issue throughout the consultation. The public have a right to better design quality and the procurement system must ensure their taxes are spent in the best possible way. There are good examples where procurement has worked well, like the Olympics, but these are the exception and should be studied and applied more consistently. Government should show leadership by promoting the value of design quality as an important criterion when procuring buildings. Housing standards are also not included in the terms of reference for this Review, and we welcome the aims and objectives of the Housing Standards Review.

2B.4

Leadership should come from within the industry, and built environment professionals could connect much more to everyday places and in a more meaningful way. This could begin with industry leaders engaging and empowering the public through education and outreach and contributing more to the debate. We should learn from other creative industries like music, fashion, art and film where there is less separation between the everyday and the elite. Built environment professionals have much to gain from increased public interest in the big issues such as the public realm, sustainability and retrofitting and helping to bring about the culture change that is needed.

3. CULTURAL HERITAGE



The Farrell Review Workshop on Cultural Heritage, hosted by Alan Baxter Associates.

Clockwise from bottom left:

Alireza Sagharchi; Clem Cecil; Robert Tavernor; Paul Bristow; Victoria Perry; Steve McAdam; Mark Elton; Nigel Barker; Lucy Musgrave; Sir Terry Farrell; Charlie Peel; Max Farrell; Dan Cruickshank; Barnaby Collins (hidden); David Waterhouse; Mike Brown; Mhora Samuel; Alan Baxter (Chair); Cordula Zeidler

Our built environment shapes our identity collectively as unique communities and as individuals. As Winston Churchill said, “We shape our buildings, and afterwards our buildings shape us.”¹ It is the everyday places in which we all live that link our culture and identity.

One of the key aims of this chapter is to redefine “heritage”, as it was felt by many to be too limiting a term as it is now understood within the professional worlds of architecture and planning. There was overwhelming agreement that we should broaden our definition of heritage to include the built environment as a physical, almost ecological, resource and sustainable phenomenon.

This chapter has two sections: “It’s Not ‘Either/Or’ Any More” and “Future Heritage”. The first is broadly about better integrating the past into the present, and the second about how the present determines the future.

In the first section we strive to bring to fruition a process that has been taking place over the past decades: namely, the reintegration of heritage into the mainstream, so that it is no longer seen as a specialist-sector term or confined by the arbitrary distinction between the value of old and new that grew out of the “style wars” of the 1980s. Planning and development adviser Steven Bee of Steven Bee Urban Counsel commented on the unhelpfulness of the latter notion and is one of the growing body of professionals who are seeking to place history and heritage as a continuum:

“The distinction between historical and recent is redundant. All that is past is our history. That which is most ancient is likely to be valued more highly because of its rarity, and because less is recorded. Our recent history may prove to be enormously important to future generations so we should attempt at least to anticipate this.”

Steven Bee (conversation with Farrell Review team)

The second section looks at what we have now and considers how we might move forwards. Our existing building stock needs to be retrofitted for purpose, and our new stock needs to be adaptable to change, heeding the now common adage coined in 1972 by architect and RIBA president, Alex Gordon: “long life, loose fit, low energy”.

The breakdown of these themes falls into the following parts:

A. It’s Not “Either/Or” Any More

1. Redefining heritage
2. Aligning the agencies
3. Heritage and planning

B. Future Heritage

1. Long life, loose fit, low energy
2. Buildings as a resource
3. Heritage and tourism

¹ Winston Churchill, 28 October 1943, in a meeting of the House of Commons held in the House of Lords after the Commons had been bombed; see www.winstonchurchill.org/learn/speeches/quotations.

3A. It's Not "Either/Or" Any More

Two separate conversations have been instrumental in pushing forward the Farrell Review's thinking on the question of "cultural heritage" – arguably an issue that has gone round and round for years and, as many have suggested, got a bit stuck in recent times.

The first of these was between Terry Farrell and Simon Thurley, English Heritage's Chief Executive; they both agreed that heritage has come such a long way from the "style wars" of the 1980s. Then Terry later met with John Mathers, the Design Council's new CEO, whose remit includes the work of Cobe at the Design Council. Both were again in agreement that much good work has been done over the years to integrate heritage into the mainstream of architecture. It was suggested that the battle in which contemporary freedom of expression and modernism were set up in opposition to heritage has culminated in victory all round, now that "it's not either/or any more". Farrell Review Expert Panel member Lucy Musgrave underscored how critical it is that we should change our definition of "heritage":

"We are quick to cherish and protect one-off historic buildings, yet loath to take the trouble to find the value that exists in every neighbourhood; that shapes the experience and lifts the spirits of people that live and work there; that defines the quality and character of day-to-day life. 'New' and 'old' need not compete."

Lucy Musgrave (Farrell Review Expert Panel meeting)

1. Redefining heritage

Hank Dittmar made the observation at a Farrell Review Expert Panel meeting that "History is not defined by the 'discrete projects' (one-off buildings such as stately homes or castles) but is continuous." This is part of the reconceptualisation of built heritage that needs to happen. Our cultural identity has to be shaped by our past, present and what we would like to be in the future, and our heritage needs to become more inclusive and flexible to suit our changing needs. The London 2012 Olympics opening ceremony brilliantly expressed this narrative of change over time to the rest of the world. Now we need to express it to ourselves.

We have taken significant strides in the past century towards improving how we define and celebrate "heritage". 75 years ago there were no listed buildings, while today England has over 375,000 listed buildings. We should continue to recognise and applaud that we have an enviable reputation for preservation and conservation in this country. According to the English Heritage report *Power of Place: The Future of the Historic Environment* (2000), 87% of people think that heritage plays an important part in our cultural life, 85% think it plays an important role in the regeneration of our towns and cities, and 98% think that it is important to teach children about their past.²

This shift is best exemplified in increasing awards for "both/and" schemes that combine old and new in one creative endeavour. These include the majestic former Bankside Power

² English Heritage, *Power of Place: The Future of the Historic Environment*, 2000, <http://www.english-heritage.org.uk/publications/power-of-place/>, p.4.

Station which as “Tate Modern” has become the most-visited modern art gallery in the world; the complete revamp of St Pancras Station to accommodate High Speed Rail to become – in the widely reported words of Guillaume Pepy, Chief Executive of the French state-owned railway company SNCF – “the finest station in the world, bar none”; and the 2013 Stirling Prize winner, Astley Castle by Witherford Watson Mann Architects. It is important that we continue to advance our appreciation of our built heritage. As Alan Baxter of Alan Baxter & Associates, who chaired and hosted the Cultural Heritage Workshop, said at the workshop:

“The built environment, along with cultural elements, create our society and provide us with roots both as individual humans and in our collective identity. Without memory and values, society withers away like an unfortunate individual suffering from Alzheimer’s. Britain, in its growing role as a sought-after country for inward investment and interest, stands out in a world of increasing homogeneity as a country with an immensely strong and diverse cultural identity and memory expressed in its built and natural environment to which we all, whether natives or newcomers, residents or visitors, poor or rich, can relate. It is a truly democratic country, as expressed in its care for the whole environment, with a life and energy and breadth of imagination that is forward looking and based on its solid foundations. It is those foundations of identity and memory that provide Britain with its successful future in a competitive and fast-changing world.”

Alan Baxter (Cultural Heritage Workshop)

The Review’s consultation on the subject of heritage asked respondents not just to reflect on the UK’s progress, but also to consider what work lies ahead. While the response was overwhelmingly positive regarding the value of our built heritage, it was decidedly mixed in its evaluation of the job we are doing at present. There was widespread concern that our heritage work has stalled. For example, of the 376,198 buildings listed at present, approximately 90% were listed over 25 years ago.³ Sara Crofts, Deputy Director of the Society for the Protection of Ancient Buildings, exemplifies this enthusiasm for cultural heritage, matched by frustration that more has not been done:

“We would like to reiterate the point that our historic built environment has huge cultural, social and economic value and we ask that this be recognised and endorsed by the government. We do not believe that the value of the historic environment is currently appreciated as fully as it should be.”

Sara Crofts, Society for the Protection of Ancient Buildings (Call for Evidence submission)

The overriding challenge today – according to individual respondents in the consultation, the Review’s Expert Panel, and conversations with organisations directly involved – is to diversify our approach to heritage and broaden our definition of the term. If our understanding of heritage fails to evolve, we risk eroding public interest and investment in cultural heritage.

³ Information supplied by English Heritage.



Cultural Heritage Workshop.

Left to right:
Alan Baxter (Chair); Cordula Zeidler;
Alireza Sagharchi; Clem Cecil;
Robert Tavernor



Clockwise from left:
David Waterhouse; Mike Brown; Mhora
Samuel; Alan Baxter (Chair); Cordula
Zeidler; Paul Bristow

The consultation around the theme of cultural heritage revealed three major desired changes.

First, as the Conservation Course Directors Forum (CCDF) highlighted in their response to the Review's Call for Evidence, "poster British heritage" sites such as castles and museums are concentrated in the South of England, so we must extend our concept of heritage to include, for example, the industrial experience of the North. Failing to acknowledge value beyond the "poster" experience could turn away large areas of the country from the heritage discussion and unfairly suggest that their built environments are generally of lesser value. As Henry Russell, Tutor in Building Conservation at the College of Estate Management in Reading, Berkshire and a member of the CCDF, wrote in the latter's Call for Evidence submission: "In some parts of the country [heritage] is struggling to survive – despite the passion of its volunteers. What is needed is a more equitable promotion strategy that makes clear the breadth and richness of the UK's historic built environment, bringing tourists to areas that need them."

Secondly, in addition to the geographic differences, there is a risk of heritage becoming an "elitist term". Robert Tavernor, Emeritus Professor at the London School of Economics and Principal of the Tavernor Consultancy, cautioned against this in the Review's Cultural Heritage Workshop. If only those with the means to live in or around listed properties come to dominate the heritage discussion, this could unfairly skew what we perceive to be of value. Dr Nigel Barker, Director of Planning & Conservation at English Heritage, cited the Southbank skate park as an example of how communal heritage values can emerge and become as powerful as more formal architectural or historic ones. The community values the skate park enormously and the park represents an important cultural tradition associated with a particular place; but its preservation was largely ignored until the community campaign took to social media and the park began to win recognition as a heritage site worth saving. Decisions about what is listed or designated as a conservation area should be made accountable through democratic processes. Adam Sharr, Professor of Architecture at Newcastle University and Principal of Adam Sharr Architects, echoed this concern:

"There is a sense that the only architectural heritage that matters is that [...] of listed buildings and buildings in conservation areas,

which are often located in the most expensive parts of the country. There is much more architectural heritage than that – the good careful architectures of historic or more recent pasts which exist in every town and community. Local authorities, however, tend to direct their attentions to a few places and let the rest go. Care needs to be taken that architectural heritage does not just become a commodity available in a few rich enclaves."

Professor Adam Sharr, Newcastle University/Adam Sharr Architects (Call for Evidence submission)

To guard against this, the Heritage Lottery Fund (HLF) has advocated identifying, protecting and investing in heritage sites:

"The issue is not whether heritage is valued, but whether people are sufficiently empowered to state what heritage they value and what should happen to it in the future."

Heritage Lottery Fund (Call for Evidence submission)

As part of its efforts, HLF has extended access to its funds to unlisted buildings, in the hope of encouraging people to define "national heritage" more broadly. As explained in the body's response to the Farrell Review Call for Evidence, HLF believes it is essential "that local communities are given a voice to tell us what they value about their heritage and how they want it to be looked after". This process has received extensive praise, and cultural historian Robert Hewison wrote that:

"HLF has shifted the idea of the value and importance of heritage away from being something that is exclusively determined by experts on behalf of society, to one that recognises the importance of widespread participation in identifying and caring for what is valued collectively. The work of HLF has broadened the social base for the enjoyment of heritage so that there is now an acknowledged diversity of contributions to the national story."

Robert Hewison (Call for Evidence submission)

To encourage greater neighbourhood-level appreciation of heritage in its broadest sense, it was suggested at the Cultural Heritage Workshop that neighbourhood forums could work towards a statement of significance for their local areas. These statements could take the National Trust's "statements of significance" for their properties as a model and seek, like the Trust, to encourage appreciation of the built environment beyond mere architectural features.

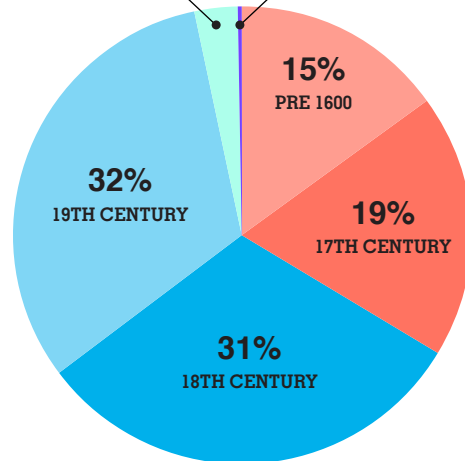
AGE RANGE OF LISTED BUILDINGS, 2013

We are not always listing the buildings people want and like, but rather on an academic method of evaluating. Most of these are from the 18th and 19th centuries, with barely any from the 20th century.

Source: English Heritage Designation Department

2.8%
1900–1944

0.2%
POST 1945



This could be especially critical for places which have a history that they would rather forget. At the Birmingham Workshop, Larry Priest, Director of BPN Architects, described just such a situation in the Black Country, an area he knows well. For many years “a lot of the community wanted to get rid of [reminders of the] glass industry [because] it was an awful business that killed whole sections of the community”. However, with time and the distance of a generation, a new more meaningful and relevant idea of the glass industry emerged. As Larry observed, “The passage of time can be quite important to reintroducing” heritage built environment in a more positive light.

Finally, there is concern that public understanding of heritage is overly focused on the country’s pre-19th-century built environment. As Sarah Wigglesworth, Professor of Practice-Based Architecture at the University of Sheffield and Director of Sarah Wigglesworth Architects, wrote:

“Our historic environment is often misinterpreted and misrepresented. Too little focus is placed on our more recent heritage, with most post-war development and industrial

heritage being eradicated from our towns and cities. Industrial heritage has an important role to play in terms of understanding the economic development of our country as well as forming part of the collective memory of the people and cities who contributed to this. Too often development pressures lead to demolition of important parts of our recent history as it is less valued than anything pre-war; this can have the effect of a loss of identity or sense of place and often leads to the ‘Anytown UK’ type of homogenisation.”

Sarah Wigglesworth (Call for Evidence submission)

Currently, buildings from the 17th to 19th centuries make up over 80% of the listed buildings register, with an additional 15% comprising pre-1600 structures. Buildings from 1900 to 1944 make up only 3% of our listings, and only 0.2% of post-war buildings classify as part of our heritage.⁴ Sarah is among several people who have argued that the term “heritage” has become too closely associated with the distant past.

Recommendation #34

English Heritage should review and assess the value of heritage assets in a more geographically, socially and historically equitable way. The process of listing buildings should be more democratic and transparent, particularly for listings of local significance. PLACE Review Panels within each local authority could help identify what is important locally.

⁴ Information supplied by English Heritage.

2. Aligning the agencies

To allow for growth whilst cherishing the best of the past, we must align the agencies that advise on our heritage and development. Co-ordinating the agencies responding to plans would help streamline the process and keep us from having to choose between development and heritage. As Terry Farrell suggested in the Cultural Heritage Workshop:

"We must co-ordinate and integrate the contributions of CABE, which traditionally promoted the new, and English Heritage, which traditionally protected the old. It can't be acceptable, in a more enlightened age, that they report to our planning bodies and public enquiries separately and often with diametrically opposing views. There should be alignment to converge the common ground shared by Cabe at the Design Council and the new English Heritage Protection Service; not necessarily their entire identities, but a convergence that recognises that their views are less conflicting. Moving forwards, there will be more that unites them than separates them."

Sir Terry Farrell CBE (Cultural Heritage Workshop)

This idea has been raised in several meetings over the past months, offering potentially affected agencies, namely the Cabe team at the Design Council and English Heritage, the opportunity to respond. It is important to note that both of these organisations acknowledged they are working much more closely together and that this is welcomed by both. They work together on the London Advisory Panel and have published joint guidance on tall buildings and building in context in recent years. However, they each expressed reservations about providing a single co-ordinated response, highlighting their different statuses and functions and the need for debate to be had by elected representatives when their advice is conflicting.

Our planning system is distinguished from that of other countries in its openness. Without zoning laws to determine land uses, each planning application becomes a much more involved and negotiated process. Design quality is often marginalised by the labour-intensive work of development control with which planners have to contend. In order to make Design Review more efficient, a number of consultees suggested that we should align the work of Cabe at the Design Council and English Heritage. In the

spirit of collaboration, the agencies responsible for advising government could act with one voice and streamline the process to prevent good development stalling, as Rob Perrins, Executive Director of Berkeley Group, said in the Property Developers Workshop:

"Time is the biggest issue. It's not the policy framework. It's the efficiency of the process, the willingness of councillors to engage, and the ability of officers to manage each application like a project with serious commercial and social implications."

Rob Perrins (Property Developers Workshop)

This process will be made easier by the recent division of English Heritage into two separate organisations, one comprising the statutory and heritage advisory service and the other a new charity managing their historic properties. The responsibility associated with being the government's only remaining statutory adviser on planning issues will arguably lead to a focus on legal planning issues rather than the kind of qualitative advice offered by the Cabe team at the Design Council through Design Review. Since the Design Council is a registered charity, Design Review has the advantage of not being subject to the Freedom of Information Act, allowing early dialogue with developers before planning applications are made.

The Expert Panel emphasised that we should be mindful that these organisations have very different cultures and look for a solution that allows for diversity of opinion as well as the efficiency that comes from better co-ordination between the two.

Recommendation #35

An English Heritage advisory arm should be represented on all PLACE Review Panels where heritage is involved, and PLACE Review Panellists should be involved in English Heritage consultation. After each review, English Heritage and PLACE Review Panels should provide a single co-ordinated response to local planning authorities within an agreed timeframe.

3. Heritage and planning

Among the Farrell Review's contributors, it was commonly acknowledged that local planning authorities are at the forefront of efforts to protect and promote cultural heritage. As the section of this Report on "Design Quality" (chapter 2) discussed, respondents advocated that planning must become more than a reactionary process. A significant obstacle to planning departments becoming more proactive is the downsizing of staffing levels and elimination of key positions, such as conservation officers and urban designers. Woking Borough Council attributes communities' low valuation of cultural heritage to their lack of knowledgeable conservation-focused staff who can help raise awareness.

English Heritage's (EH) Historic Environment Local Management survey shows a drop of 25% in archaeological and conservation expertise between 2006 and 2012⁵ which, according to the Heritage Alliance's response to the Farrell Review Call for Evidence, will inevitably "lead to a dearth of expert advice on development impact". If architects were more generalist and multidisciplinary PLACE Review Panels offered more strategic support, then arguably there would be less need for expertise within local authorities.

In addition to bolstering the existing staff skill sets with dedicated conservation expertise, it was also widely felt that planners require supplementary conservation training.

In EH's estimation, as expressed in their Call for Evidence submission, "all those working in the built environment [...] need to have the skills to understand the historical contexts and significance of places and the ability to ensure that new architecture and development acknowledges these successfully". Training in these aspects should begin while still in school (before the age of 16), and EH recommends that "[a]rchitectural history and heritage issues need to be covered in architecture, surveying and planning courses and not just in building conservation courses".

The Heritage Alliance is concerned that, although the "National Planning Policy Framework (NPPF) and Conservation Area legislation both stress the importance of considering the impact of development on historic assets and their settings, [...] these concerns can be all-too-easily overlooked". While EH has drawn up guidelines to development in historic areas, the Heritage Alliance points out that their guidelines "are not enforceable and the NPPF statement places the onus of judgement on the planning authorities without any explicit mention of access to case studies or consultation with experts".

⁵ English Heritage, the Association of Local Government Archaeological Officers and the Institute of Historic Building Conservation, *A fourth report on Local Authority Staff Resources*, www.helm.org.uk/guidance-library/fourth-report-la-staff-resources/4th-report-LASaff/, p.1.

The Farrell Review Workshop in Birmingham, hosted by MADE.

Left to right:
David Tittle
(Chair); Sue
McGlynn; Max
Farrell; Will
Cousins; Prof
Kathryn Moore;
Rob Groves;
Larry Priest; Peter
Karpinski; Nick
Grayson



This decrease in in-house expertise was also linked in the Review workshops to an outsourcing of conservation responsibilities, which prompted concern, as Les Sparks commented on during the workshop in Birmingham:

"One of the things that concerns me at the moment is the local authorities offloading difficult historic buildings in their ownership onto unsuspecting but well-meaning local organisations. [...] I would advise all local authorities in disposing of their historic buildings to require the purchaser of that building to provide a business plan: [...] how they are going to deal with [the building] [...], where they think they are going to get sources of money from and how they're going to sustain their investment, and only on the basis of there being a satisfactory business plan should that disposal be permitted."

Les Sparks (Birmingham Workshop)

Another focal point in conversations about planning was the designation of conservation areas, of which there are now over 8,000 in the UK. When this designation was first introduced in 1967, its aim was to protect the ordinary, and it was an effective tool to ensure good contemporary architecture. The concern in many of the workshops was that conservation areas now tend to be in wealthy localities, and the designation of new ones depends on the amount of money and resources of local authorities. Workshop participants felt that a more equitable process for establishing conservation areas is needed – a process that is not dependent on the local authority's wealth.

The proliferation of conservation areas and lack of any mechanisms for reviewing them was also a concern, particularly in dynamic cities like London, which is constantly remaking itself. The popular understanding of the heritage sector is that it is inflexible and that these specially designated areas can be challenging when they no longer have community values attached to them. It was suggested that DCLG should review, publish and implement more holistic criteria and processes for the assessment of new conservation areas and the ongoing reassessment of existing conservation areas to strengthen the protection of "place" and our built environment.

When buildings are listed, a hugely detailed range of issues has to be addressed; however, there should be another set of criteria for those that are not listed. As Hank Dittmar, Farrell Review Expert Panel member, explained:

"Buildings that aren't listed should still be addressed in terms of their impact on the public realm. We should be less precious about the backs of buildings and think more about their fronts in terms of their contribution to the streetscape."

Hank Dittmar (Farrell Review Expert Panel meeting)

At the same time, we should recognise that the context and settings of listed buildings are about much more than protecting the buildings. It is about the past integrating with the present and the future and buildings integrating with wider ecosystems. For these reasons, many argued that the settings of listed buildings should be reviewed by multidisciplinary experts when advising local authorities as part of the statutory planning process. As English Heritage's submission to the Review explained:

"The vast majority of buildings that will exist in 2050 are already in existence. As a result, architecture and new design will almost never happen in isolation – there will almost always be an existing context within which it will be inserted. All those working in the built environment therefore need to have the skills to understand the historical contexts and significance of places and the ability to ensure that new architecture and development acknowledge these successfully."

English Heritage (Call for Evidence submission)

Recommendation #36

PLACE Review Panels should offer strategic advice to local authorities on Conservation Areas. English Heritage should consult with PLACE Review Panels when advising on the settings of listed buildings as part of the statutory planning process.

3A.1

The separation of traditional vs modern does not exist for this generation in the same way it did throughout the 20th century. Our culture has slowly but radically shifted to one now that understands and sees the potential in what is already there, the value of place, identity and sustainability, and the recognition of this most importantly leads to a completely different mindset. It's not "either/or" any more, and we must address what this means going forwards. Our institutions, which are already working more closely together, should be even more aligned so that English Heritage and Cabi at the Design Council speak with one voice, whilst retaining their own identities. Working together on PLACE Reviews to express a single viewpoint would represent the successful reconciliation of heritage and modernity in this country. We must finish what the heritage debate started over thirty years ago, now there is widespread recognition that preserving the old is no longer at odds with designing the new.

3A.2

When advising on the settings of listed buildings as part of the statutory planning process, English Heritage should consult with PLACE Review Panels. With this new and broader definition of heritage as a sustainable and shared resource, the advice given to decision makers should be cross-disciplinary when considering the context of protected buildings. The process through which buildings are listed should be made less academic and more open, transparent and democratic. The value of our building stock is no longer just historical or architectural, it makes a major contribution to our collective memory and we should all have a say in what is listed, using information and communications technology.

3B. Future Heritage

In 1976 Terry Farrell wrote an extended essay in the *RIBA Journal*: “Buildings as a Resource”.⁶ Emerging from a recession, the “three-day week” and the oil crisis, it made sense to look at how to use what we have more effectively. As he argued in the opening sentences of that piece: “Buildings are a resource which should not be destroyed, even if they are to be replaced by a ‘masterpiece’. It requires as much design ingenuity to spatially re-organise existing buildings, adding services and equipment, as it does to design new buildings.”⁷ And he went on to point out: “The best new buildings are those that add to our resources because they have a range of possible uses to which they can be easily adapted.”⁸

Nearly 40 years on, the same argument is more alive than ever. Our buildings are an economic and ecological resource. We can retrofit the stock we have, and we have the technologies and the expertise to do so. The key lessons that emerged from the Farrell Review conversations were that in future we will need to develop a more adaptable and low-carbon building stock, and to create places and buildings that we can be proud of and embrace as our cultural heritage for generations to come. Many warned that much of what is built today will not be valued and cared for and will not last long.

While our historic buildings have attracted a large percentage of the tourist trade in the UK, there is a newer trend of architectural tourism that is drawn equally to new buildings as to old ones. We should capitalise on this, skilling up the planning departments who are currently lacking resources to manage conservation and heritage issues.

This section is divided into three main topics. The first – in a sub-section entitled “Long life, loose fit, low energy” – covers future heritage and adaptability, which is, simply put, about getting the new stuff right. The second looks at buildings as a resource and suggests how to get the existing stock fit for purpose. We then look at heritage and tourism, as a significant asset bringing people in.

⁶ Terry Farrell, “Buildings as a Resource”, *RIBA Journal*, May 1976, pp 171–81.

⁷ *Ibid.*, p.171.

⁸ *Ibid.*, p.172.

1. Long life, loose fit, low energy

Today we are building the environment that will shape us in the future. Many felt that our successful adaptation of the UK's historic built environment for continued commercial, residential and other uses should inspire architects, planners, policymakers and the general public to ensure that future as well as contemporary needs are considered when designing current buildings. There was general enthusiasm in a working session of the Farrell Review Expert Panel on Cultural Heritage that the term "future heritage" could help change understandings of heritage as simply relating to historic buildings, and that this new terminology would be useful in thinking about heritage differently.

This focus on "future heritage" stems from recommendations from a range of sources, including the private development sector, architects, designers, public policymakers and the environmentally conscious – adaptability being key to sustainability in the built environment. The general consensus at the Cultural Heritage Workshop was that with a broader definition of heritage we can build a planning system that works with the whole grain of the existing built environment, not just the listed buildings.

To ensure that new buildings are designed for long lifespans, we need leadership and involvement from the top. Leading architects must serve as civic champions. At the same time more effective PLACE Review and streamlined, proactive planning can ensure that a wider base of our buildings are well designed. Some recommended that local authorities should have rules about longevity of buildings that would force developers and house builders to think differently about long-term value. Engaging with the wider public about what they value and the kind of heritage they want to hand down to the next generation is much easier to do now, with communications technology, and it is the responsibility of the built environment community to do so with conviction.

The attraction of traditional properties over new build in this country is a widespread phenomenon that needs to be better understood, particularly if we are to address the housing crisis. We must identify the qualities that are enduringly attractive, such as the amount of space and light or the sense of character, and seek to replicate these in new buildings to ensure that they can become part of our future heritage.

As Jim Eyre, Farrell Review Expert Panel member, noted, we are not giving enough thought to how new construction will remain integrated into our fabric:

"What are we designing and building today that we will cherish in a hundred years' time? Funders of buildings need to invest in long-term value."

Jim Eyre OBE (Farrell Review Expert Panel meeting)

The physical past can often exist in the present with a sense of discontinuity in terms of the pace and changes of contemporary society. With the global transformation of cities happening at a spectacular pace and investment from overseas increasing, neighbourhoods can be transformed within a relatively short period of time. So what are we building now, and how will it age?

Solid I, the Baumschlager Eberle-designed building in the Netherlands, offers a valuable model for new development. Pointed to by several Expert Panel members, the building combines a traditional external treatment with a highly flexible and adaptable interior and no internal zoning, so uses can be mixed. It is also built to last 200 years. The project was pioneering in many respects including its sales and marketing process: rather than a traditional unit-based sales model, units were auctioned in a computerised model similar to eBay. They sold at an astonishing rate, literally overnight. This type of real-estate model would, in our development-control-dominated planning culture, be a great success to see emerging in our UK cities. However, some modifications would be needed to ensure that, in central town locations, the likely higher residential bids would not push out any other uses. As Terry Farrell said at the Cultural Heritage Workshop:

“Design of the built environment needs to consider costs of management, repair and life-cycle costs. This is a national and generational issue, our new buildings need to avoid being a financial penalty for our grandchildren. ‘Place’ is everything and our heritage narrative is a really big one, not just the building at the end of the street but the landscape and central to all this – the people.”

Sir Terry Farrell CBE (Cultural Heritage Workshop)

Recommendation #37

Local government could introduce policies and incentives for the adaptability and durability of buildings which would reduce carbon emissions and improve the quality of our future heritage. There should be incentives for minimum lifespans of 60 years (unless there are clear reasons for not doing so), which particularly relates to housing.

Recommendation #38

Local government could introduce policies whereby planning applications over a certain size require an analysis of operational and embedded carbon over a building’s lifetime, and building regulations should be updated accordingly.

The Farrell Review workshop on Sustainability hosted at Farrells.

Clockwise from bottom left: Charlie Peel; Richard Saxon; Jonathan Smales; Bill Gething; Sir Terry Farrell; Simon Sturgis; Alan Yates; Alan Shingler



2. Buildings as a resource

Future heritage is not just about new buildings. With 80% of the building stock we will have in 2050 already here today, we must recognise our existing buildings as a major resource. To preserve and extract maximum value from this resource, it is important to stimulate sustainable reuse in preference to needless demolition. As the RIBA pointed out:

"VAT can be a powerful tool to incentivise both the private sector and the sustainability agenda. Currently, VAT rates favour new build (such as a 0% rate on new residential) over renovation and repair (currently subject to a standard 20% VAT charge)."

Royal Institute of British Architects
(Call for Evidence submission)

Other recommendations and reviews have advanced similar observations and then recommended reform of VAT. For instance, equalising VAT for new build and rebuild was the second recommendation of the English Heritage *Power of Place* report.⁹ Individual respondents to the Farrell Review who voiced concerns over this area included David Tittle – Chief Executive of MADE, a Birmingham organisation committed to improving the quality of our towns, cities and villages – who wrote that addressing the current tax system must be a priority because:

"[The current VAT structure] is damaging the quality of place, taking value out of sites and discouraging the most innovative and committed practitioners."

David Tittle, MADE (Call for Evidence submission)

Updating our attitude towards cultural heritage – as respondents to the Review's Call for Evidence, Expert Panel members and others have advocated – could have particular significance for our sustainability efforts. Cultural Heritage Workshop participant Dan Cruickshank commented that maintaining our current building stock would be key to ensuring a sustainable lifestyle:

"Advancing the sustainability agenda requires that we re-invest in existing buildings and creatively adapt this stock rather than unnecessarily destroy and wastefully replace."

Dan Cruickshank (Cultural Heritage Workshop)

Recommendation #39

Government should reduce VAT rates on renovation and repair to 5% for private dwellings (excluding materials). This would incentivise maintaining and repairing well-designed buildings rather than the current situation which encourages demolition and new build (currently zero-rated VAT).

Once the discrepancies in taxation have been resolved, it will be necessary to research and promote the new technologies that will be essential to effectively refurbish and reuse our existing building stock. Recent research by the Sustainable Traditional Buildings Alliance (STBA) has revealed how traditional structures perform on energy efficiency and helped promote a better understanding of how these buildings might be most effectively and least intrusively updated for contemporary use. As English Heritage (EH) wrote in their submission, more research of this type is necessary so that our building stock can function as a resource.

At the Review's Birmingham Workshop, Les Sparks – Chairman of the Heritage Lottery Fund's West Midlands Committee – offered the example of the Archbishops' Council's "Shrinking the Footprint" campaign, a Church of England initiative which researched church energy usage in order to guide churches in designing energy-efficient operating strategies. Les noted that this initiative is "hugely important" because it shows that "historic buildings and new technology can go together to reduce the carbon footprint of old buildings and reduce their running costs through good energy management". With the proper research, "we can make our churches more comfortable and can open them up to the community for longer hours", increasing their potential benefit.

EH recommends that the Sustainable Traditional Buildings Alliance produce further reports to persuade the Department of Energy and Climate Change (DECC) to change the energy assessment for traditional buildings, and that DECC review the Green Deal (a government

⁹ English Heritage, *Power of Place: The Future of the Historic Environment*, 2000, www.english-heritage.org.uk/publications/power-of-place/, p.11.

tool to finance energy-saving devices, such as loft insulation to domestic dwellings) to ensure it accommodates traditional buildings. For example, EH recommends that DECC should support the use of thermal upgrading techniques for traditional buildings as part of the Green Deal. As the Institute of Historic Building Conservation (IHBC) wrote:

"Old buildings can be extremely adaptable and 'green' if handled in the right way, [but the challenge is that] buildings of traditional construction are too often compromised by being treated to standard building industry techniques."

Institute of Historic Building Conservation
(Call for Evidence submission)

In the IHBC's opinion, the Green Deal adopts a "one-size-fits-all approach" that should be of great concern.

In order to ensure that there are trained practitioners who can implement researched and approved technologies, EH recommended that academic institutions educate students on energy performance improvements for traditional buildings. Workshop participant Mark Elton of design studio Sustainable BY Design echoed these comments, saying:

"Educational institutions must ensure that students are trained in improving the energy

performance of traditional buildings in order for us to meet our carbon targets. As demand for this work grows in coming years, why are we not skilling up the workforce to take it on?"

Mark Elton (Cultural Heritage Workshop)

In addition to preparing future practitioners, it will be important to train current practising architects. As the Conference on Training in Architectural Conservation noted in their Call for Evidence submission, a "greater level of professional knowledge and understanding is urgently required if we are to appropriately repair, maintain, conserve and restore [our built heritage]".

Since the 1950s, architecture schools have been perceived to take an adversarial stance towards historical context, although this is changing. Many consider that we should put more emphasis on the tools available to repair and modify our current stock of buildings and make retrofitting desirable and fashionable as it is in countries like Germany.

Recommendation #40
Architecture schools should include refurbishment and low-carbon retrofitting of old buildings in their curriculum and project work and conservation and heritage issues in course content.

BUILDINGS AS A RESOURCE

A time of severe recession is a good time to take stock of resources. Our existing buildings should be regarded as a valuable resource to be more fully used. We should design our new buildings so that they add to this resource.

This article expands on a recent lecture by Terence Farrell and Nick Grimshaw of the Farrell Grimshaw Partnership given at the Architectural Association.

TERENCE FARRELL: CONVERSION AND REHABILITATION OF HOUSING

Now is the time to ask if we actually need any new housing in this country. Buildings are a resource which should not be destroyed, even if they are to be replaced by a 'masterpiece'. It requires as much design ingenuity to spatially re-organise existing buildings, adding services and equipment, as it does to design new buildings.

NICK GRIMSHAW: FLEXIBILITY IN INDUSTRIAL BUILDINGS

Today's enclosures must allow for the ebb and flow of new products and processes. They must also encourage a high level of user manipulation of the interior and exterior of the building. We are against custom-built monuments.

Our existing buildings are a valuable resource like coal in the ground or oil under the sea.

Comparative advantages of rehabilitation over redevelopment

TIME COMPARISON				COST COMPARISON			
Activity	Rehabilitation	Redevelopment	Activity	Rehabilitation	Redevelopment	Activity	Rehabilitation
Decision to implement scheme	254 Days	New site 130 Days	Estimated building cost at 10% interest at 10%	254 Days	130 Days	Estimated building cost at 10% interest at 10%	254 Days
New site acquired	Feb 1979	Feb 1979	Additional costs	2,625,000	1,875,000	Additional costs	2,625,000
Design, approvals, tendering	Sept 1978	Feb 1979	Home loan payment	46,500	45,000	Home loan payment	46,500
Start on site	Oct 1978	Feb 1979	Distribution and discretionary payment	18,000	17,000	Distribution and discretionary payment	18,000
New site Design, approvals, tendering	Feb 1977	Feb 1979	Loss of cost	24,500	23,000	Loss of cost	24,500
Start on site	Mar 1977	Feb 1979		3,512,000	2,714,000		3,512,000
Contract completion	Oct 1979	Mar 1979					
Design, approvals, tendering		Mar 1979					
Decommissioning existing site to new development		Apr 1979					
Start on site		Apr 1979					
Contract completion		Oct 1980					
	Sept 1979						

Examples taken from a Westminster City Council report: Case Study.

Terry Farrell, "Buildings as a Resource", RIBA Journal (1976)

3. Heritage and tourism

Beyond serving as a physical resource, our cultural heritage also stimulates social activity and generates economic benefits, especially in the form of tourism. The Ministerial Advisory Group for Architecture and the Built Environment of Northern Ireland recognised the added value of our historic built environment when it wrote that:

"Cultural heritage is not just buildings and places. It is activities (as pointed out in HM Treasury Green Book). It is short- and long-term cultural heritage. It is about how we use places as much as what we build."

Ministerial Advisory Group for Architecture
& the Built Environment of Northern Ireland
(Call for Evidence submission)

There was widespread interest among the Review's contributors in fostering growth in this sector, which means ensuring proper preservation of historic assets and also updating our definition of heritage to include architectural achievements since the Second World War. English Heritage (EH) stressed its intention to promote post-war heritage and pointed to a current collaboration with the Twentieth Century Society as a positive first step in this direction.

As the Historic Royal Palaces expressed in their response to the Call for Evidence, our built heritage "has economic value that goes beyond the measurable spending by tourists".

Nevertheless, measurable spending does begin to indicate the high value of heritage: according to new research by the Heritage Lottery Fund, heritage-based tourism is worth £26.4 billion to the UK economy each year.¹⁰ To sustain this and encourage further growth, English Heritage recommends that "heritage continue to be promoted in overseas markets by Visit Britain given it is a key factor attracting overseas visitors to the UK". Recognising the expected growth of the tourist population from emerging economies, EH believes that "tourism promotion should focus in particular on these markets".

Visit Britain was cited as playing a key role in promoting our built heritage to overseas markets in recognition of its direct and indirect benefits to the UK economy which are increasing year on year. Domestic tourists also actively engage with the UK's built cultural heritage: according to EH's annual *Heritage Counts* report, 74% of adults visited historic sites in 2011–12,¹¹ the highest recorded level since the Department for Culture, Media & Sport's "Taking Part" survey began in 2005. Investing in cultural heritage benefits UK citizens, not just as providers of tourism services, but also as consumers.

¹⁰ Kareen El Beyrouty and Andrew Tessler (Oxford Economics), *The Economic Impact of the UK Heritage Tourism Economy*, May 2013, www.hlf.org.uk/aboutus/howwework/Documents/EcoImpactHeritageTourism2013.pdf, p.20.

¹¹ English Heritage, *Heritage Counts: England – Tenth Anniversary Edition*, 2012, 2012, <http://hc.english-heritage.org.uk/content/pub/2012/hc-2012-england.pdf>, p.22.

The Farrell
Review Workshop
in Newcastle,
hosted by
Northern
Architecture.

The many
attendees of
the Newcastle
workshop, chaired
by Robert Powell



To ensure the historic built environment's continued economic viability will require, according to EH, "ongoing investment" so that the built environment "can play its full role in supporting economic activity, and encouraging businesses and highly skilled individuals to locate in the UK. This investment will often come from the private sector, but [...] there is also a role for the Lottery and other public funds, and for government to consider the eligibility of heritage projects for growth funds."

Through its work with local councils, the Local Government Association (LGA) has shared examples of the positive results of investing in cultural heritage. According to the LGA, cultural heritage helps "unlock and drive growth locally by creating attractive places that encourage visitors and businesses; creating jobs at heritage attractions and in the wider economy, boosting footfall in city and town centres and revitalising rural communities". EH's 2010 *Heritage Counts* report calculated that every £1 invested in the historic environment yields a return of £1.60.¹²

Many Farrell Review contributors recommended that future investment in cultural heritage should capitalise on advances in technology. Digital technology and virtual reality could be significant to heritage and conservation, as well as teaching. There have been fantastic examples of preserving architectural works in

digital archives, so that they may live on for future generations to inspect and learn from. The creation of digital archives, such as that of Louis Kahn's built and unbuilt projects, offers unlimited possibilities for new methods of preserving buildings and places as memories which can be enjoyed by future generations.

This form of "virtual preservation" should only be considered where no other means of preservation are viable. This is not an argument that real heritage can be destroyed in the physical world because it can live on forever in the digital. Rather, the resource and facility to experience past built environments (or even ones never created) should be seen as a tool for learning, ensuring the cultural contributions of significant buildings live on.

This form of "virtual preservation" should only be considered where no other means of preservation are viable. This is not an argument that real heritage can be destroyed in the physical world because it can live on forever in the digital. Rather, the resource and facility to experience past built environments (or even ones never created) should be seen as a tool for learning, ensuring the cultural contributions of significant buildings live on.

¹² English Heritage, *Heritage Counts 2010 England*, 2010, <http://hc.english-heritage.org.uk/content/pub/HC-Eng-2010>, p.1.

Conclusions

3B.1

What we build today will be our future heritage. It must be a sustainable and resilient resource that stands the test of time, as much of our past heritage has proven to be. "Long life, loose fit, low energy" should be the guiding principle when designing our future built heritage. For "long life", a minimum life expectancy of 60 years is not unreasonable for new buildings, particularly housing, and architects, developers and planning policy should expect this. For "loose fit", the planning system should have greater flexibility for use classes; and for "low energy", carbon emissions should be considered over whole lifespans of buildings. Our existing places and buildings have a critical role to play in the sustainability of our towns and cities, and we must think similarly long term when designing our future heritage.

3B.2

Our existing buildings are a valuable resource, and retrofitting should lead the carbon emissions and climate change agenda. Government should legislate to address the disproportionate VAT on retrofit and redistribute it to new build if necessary. Recent research from the Cut the VAT coalition has demonstrated that while there might be a short-term impact in VAT terms, it would provide much greater fiscal stimulus overall by increasing demand and boosting the construction industry through supply chains and increasing workforce. Architecture schools should include refurbishment and low-carbon retrofitting of old buildings in their curriculum and conservation and heritage issues in course content. This is an emerging and high-value market, and these skills are increasingly sought after, so they should be developed early and then with Continuing Professional Development (CPD) whilst in practice.

4. ECONOMIC BENEFITS



The Farrell Review workshop on Economic Benefits, hosted at the London School of Economics and Political Sciences (LSE).

Clockwise from left:

Charlie Peel; Nigel Hugill; Robert Adam; Caroline Cole; Dr. Gabriel Ahlfeldt; Liz Peace; Sarah Gaventa; Chris Brown; Rebecca Roberts-Hughes; Tom Bolton; Martha Schwartz; Peter Oborn; Alison Brooks; Dr Frances Holliss; Max Farrell; Philipp Rode (Chair)

This chapter on the economic benefits of architecture and the built environment is divided into two themes – opportunities worldwide, and those specifically in the UK.

This Review is not interested simply in imports and exports, but in the global exchange of knowledge and know-how. It is incumbent upon the UK, as a nation that continues to punch above our international weight, to examine how we trade with the world's new and emerging economic powers and to recognise that which differentiates us. Everyone – including the government, the institutions and the professions – has a role to play. As Farrell Review Expert Panel member Nigel Hugill observed:

“We have world-leading expertise in the UK; ‘planet London’ is both a rich advertisement and an unmatched shopping ground for a full suite of professional services. Our reputation for architects, planners, landscapers, engineers, surveyors and project managers brings greater value to UK PLC than simply the fees alone. We are exporting place-shaping expertise and confidence that is integral to our international cultural brand.”

Nigel Hugill (Farrell Review Expert Panel meeting)

Looking through the other end of the telescope, the UK must also undergo some self-examination to understand what changes need to be made to ensure we are able to adapt to the major global shifts, meet the challenges of climate change and be prepared for what the future holds. As Philipp Rode, Executive Director of LSE Cities at the London School of Economics & Political Science (LSE), explained when he chaired the Review's Economic Benefits Workshop:

“At LSE Cities we monitor the macro, global shifts that drive urban change: through economy, climate, migration, technologies, and so on. And again how urban change conversely drives these global shifts. In the UK we have to recognise first that our cities are economic powerhouses as well as places to live. Second, that the metropolitan scale of governance is the most appropriate at tackling many planning issues in the most effective way: road congestion, lack of affordable housing, urban sprawl, flood management, air pollution and waste management.”

Philipp Rode (Economic Benefits Workshop)

Getting our own cities and towns right in the UK is critical to our whole economic growth agenda, heavily supported by inward global flows of capital and people. Climate change is a global issue that needs local solutions, but is also an opportunity for cities to lead the green economy, as LSE Cities' *Going Green* report (June 2013) demonstrates. This trickles down to the scale of buildings and the landscape in which they sit. The benefits of good design bring added value to the development, repeatedly demonstrated as economic, social or environmental gains.

In this chapter the key themes that emerged are related under the following headings:

A. Global Opportunities

1. Urban explosion and new world order
2. Global exchange
3. Strengthen the offer
4. The soft power of architecture
5. Architecture is manufacturing expertise
6. Spotlight on the UK

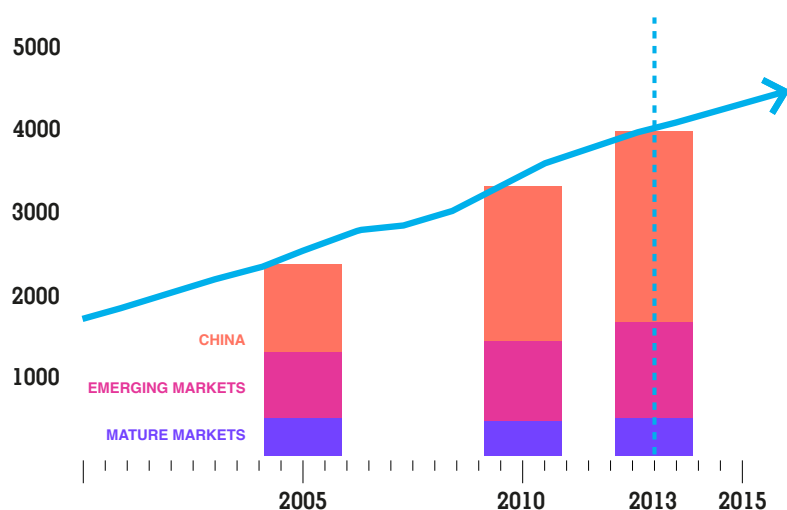
B. The UK's Potential

1. Setting the sustainability agenda
2. Global interest in Brand UK
3. The value of good design
4. Market failure
5. Adjusting to commercial realities

4A. Global Opportunities

A very significant aspect of this Review is to recognise the 21st-century global shifts that will change the nature of the UK and its relationship with the rest of the world. As Bruce Katz has written in his book *The Metropolitan Revolution*: “The rise of nations and the revolution in urban growth and trade are fundamentally interwoven with the explosion of urbanization. People are on the move and metros are on the rise at a scale and speed unprecedented in human history.”¹

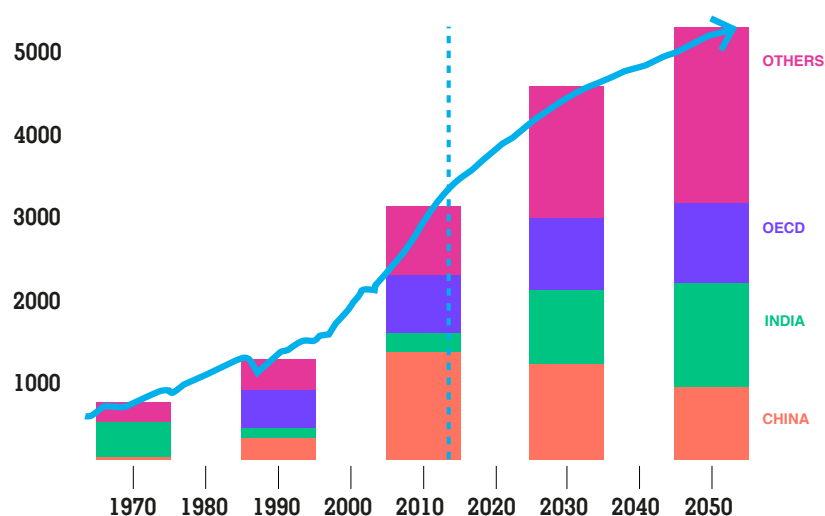
It is well documented that the global population is set to rise from 7.1 billion today to over 9.5 billion in 2050.² What is less well understood is the critical role that urban planners, urban designers and architects have to play. In the UK, we are uniquely well placed and highly respected for our achievements in these areas and should strengthen this recognition of expertise overseas.



PAST AND PREDICTED CEMENT PRODUCTION

¹ Bruce Katz and Jennifer Bradley, *The Metropolitan Revolution: How Cities and Metros Are Fixing Our Broken Politics and Fragile Economy*, The Brookings Institution, Washington DC, 2013, Kindle file, p.46.

² Population Division of the Department of Economic and Social Affairs of the United Nations Secretariat, *World Population Prospects: The 2012 Revision*, esa.un.org/unpd/wpp/index.htm.



PAST AND PREDICTED CONSTRUCTION STEEL PRODUCTION

IN 2013 AN
EQUIVALENT OF
7,276
SHARDS WERE BUILT
EVERY MONTH
AROUND THE WORLD

1. Urban explosion and new world order

In the Review workshop hosted by LSE Cities on the theme of Economic Benefits, Terry Farrell set the scene by outlining the dramatic rise in population growth, which is almost exclusively a question of urban growth. As Terry said:

"The world is in the biggest building boom in history, with worldwide construction forecast to grow by more than 70% by 2025, giving a total value of \$15 trillion.³ Across the globe, we need to build a city the size of Birmingham every week for the next 20 years to accommodate this growth.⁴ A hundred years ago, London was the most populous city on earth; a hundred years from now it won't even be in the top 100,⁵ and it's not even in the top 10 now.⁶ It's a changing century, of a vast order. Exporting architectural and built environment work, in this context, should be central to the UK's growth agenda."

Sir Terry Farrell CBE (Economic Benefits Workshop)

Robert Huxford, Director of the Urban Design Group, who attended the Urban Design & Landscape Architecture Workshop, highlighted that we in the UK have gained valuable experience over centuries:

"The understanding of the long-term urbanisation process in the UK could be a valuable case study for the industrialising world: from uncontrolled development during early industrialisation, problems of sanitation

and congestion, and the engineering response together with the problems that brings, to the introduction of planning systems and the consequences of over-regulation and under-regulation. The growth in awareness of sustainability will shape what we do in the 21st century."

Robert Huxford (Urban Design & Landscape Architecture Workshop)

If, as predicted, almost 70% of the world's population will be living in cities by 2050⁷ then the UK Trade & Investment (UKTI) department of the government needs a dedicated strategy for positioning the architectural and built environment industry to take advantage of this building boom.

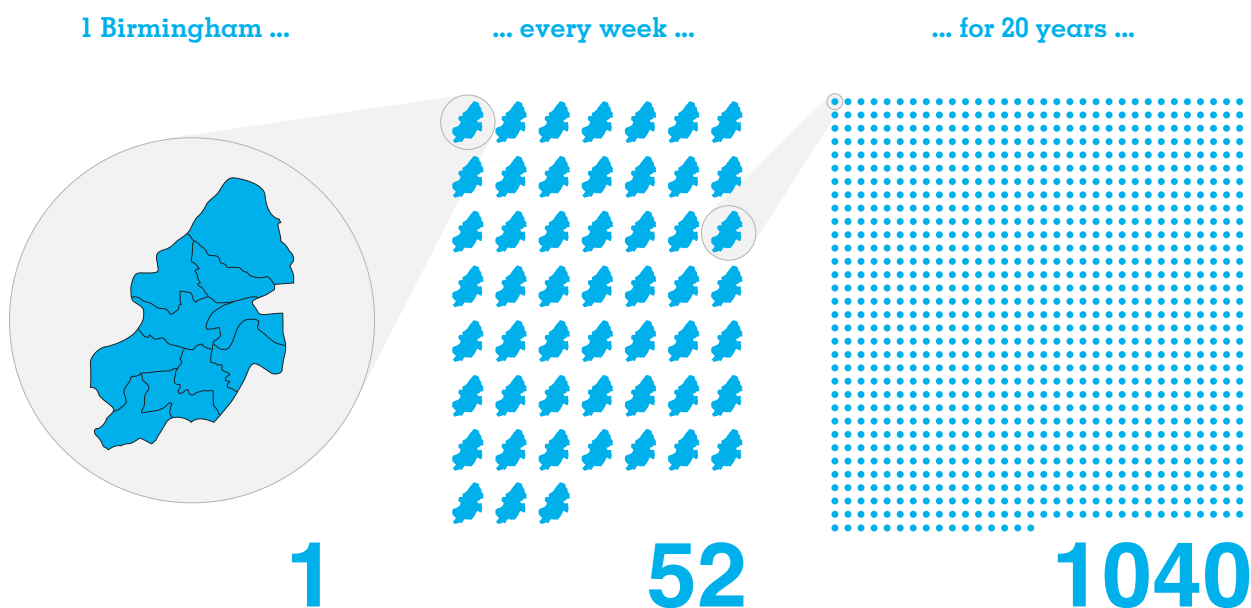
³ UK Department of Business, Innovation & Skills, July 2013, *UK Construction: An economic analysis of the sector*, www.gov.uk/government/publications/uk-construction-economic-analysis.

⁴ Based on population and urbanisation projections by the UN and the current population of Birmingham's Metropolitan Borough.

⁵ Based on a projected annual growth rate of 0.6% as estimated by the London Plan 2011, www.london.gov.uk/shaping-london/london-plan/docs/chapter1.pdf.

⁶ United Nations, Department of Economic and Social Affairs, Population Division, *World Urbanization Prospects: The 2009 Revision*, esa.un.org/unup/CD-ROM/Urban-Agglomerations.htm.

⁷ Population Division of the Department of Economic and Social Affairs of the United Nations Secretariat, *World Urbanization Prospects: The 2011 Revision*, esa.un.org/unpd/wpp/index.htm.



We need to build the equivalent of one Birmingham a week around the globe for the next 20 years if we are to house the growing urban economies and populations.

We cannot afford to take our success in this area for granted. As Robert Adam, Director of ADAM Architecture, warned in his submission to the Review:

"Although Britain does have a number of important and commercially astute designers and architectural brands, the country's position is also a product of a series of other factors: the legacy of internationalism and influence from our Empire; the international dominance of the English language; our close association with the USA since the Second World War; and the geographical position and financial status of London. As the economy and eventually the balance of power move away from the North Atlantic, the peculiar advantages for UK architectural practice are bound to diminish."

Robert Adam (Call for Evidence submission)

As the world industrialises and new economies emerge and grow, the population is largely better off but at the same time the gap between rich and poor is ever increasing. There are huge issues to grapple with for the millions who live below sea level in Bangladesh and the sprawling slums in Mumbai, Rio and Johannesburg, for example. Farrell Review Expert Panel member Hank Dittmar suggested that our unique expertise lies in city making, sustainability, engineering and planning, and this knowledge is in high demand in the emerging nations.

The Landscape Institute (LI) highlighted some specific specialisms – beyond simply architecture – in which the UK excels:

"Our ability to integrate grey and green infrastructure and to set well-designed buildings within well-conceived settings and to plan for long-term sustainability is indeed a key asset for UK plc. For some reason, we do not seem to be selling it."

Landscape Institute (Call for Evidence submission)

Cities themselves are increasingly bypassing national and local government as they relate to other cities, and lessons can be learned and reapplied to other contexts. London's congestion charge, for example, has been used as a model overseas. Copenhagen's recent transformations in public realm and cycling provision are being reinterpreted in cities in the UK and USA. The UK also leads the way in urban design of streets, as urban designer and movement specialist

Ben Hamilton-Baillie pointed out in the Bristol Workshop:

"Ten years ago in the field of street design and traffic engineering, the UK was seen as a laughing stock, we were so far behind mainland Europe. Now we are being inundated with requests for study tours and visits from Denmark, Sweden, Germany, France, Switzerland, Austria, all pouring into this country to have a look at Exhibition Road, Poynton, Ashford, New Road Brighton. [...] We now appear to be able to export an expertise on integrating the built environment."

Ben Hamilton-Baillie (Bristol Workshop)

Currently, countries in Europe and North America dominate the UK's foreign trade, but the areas with the most dynamic growth and greatest potential for future economic and urban expansion are the developing regions of South America, Africa and Asia. According to research by the Institut National d'Études Démographiques (INED), a specialised population research institute, Africa will be home to a quarter of the world's population in 2050 with 2.4 billion people, more than double the current level of 1.1 billion.⁸ The population of China and India combined will be almost a third of the world's population at 3 billion.⁹ It is important that UK organisations broaden their focus from the US and EU to these developing regions.

The Office for National Statistics (ONS) further points out: "There was a notable increase in net investment to Asia and the Middle East, in particular India, rising from £1.9 billion in 2010 to £7.1 billion in 2011. In 2011 a number of European economies were still struggling to realise an assured recovery from the financial crisis, while India was projected by the IMF to have a 2013 GDP growth of 6%. This may indicate the beginning of a more prolonged trend towards Asian investment."¹⁰

⁸ INED, "The population of the world (2013)", *Population & Societies*, no.503, September 2013, www.ined.fr/fichier/t_publication/1653/publi_pdf2_population_societes_2013_503_world_population.pdf, p.2.

⁹ Ibid., p.4.

¹⁰ Office for National Statistics, *Statistical Bulletin*, 7 February 2013, www.ons.gov.uk/ons/dcp171778_299174.pdf, p.7.

China, India and the US are together expected to deliver 60% of global construction growth over the period to 2025 while Vietnam, the Philippines and Indonesia will represent a \$350 billion construction market with a growth rate of more than 6% a year.¹¹ In contrast, Western Europe's construction market is expected to be 5% smaller in 2025 than at its pre-recession peak in 2007,¹² so there is a risk to the UK economy if we don't broaden our outlook. The built environment professions should turn their attention towards developing economies in Asia, the Middle East, Africa and South America in order to capitalise on the building boom in these growth markets.

Recommendation #41

The Department for International Development (DFID) could focus its support on the effects of urbanisation and the skill sets UK professionals have to solve problems like climate change and to develop water, waste, energy and transport infrastructure. We should be cultural leaders on the effects of global urbanisation, helping local governments and communities to help themselves.

¹¹ Global Construction Perspectives and Oxford Economics, *Global Construction 2025*, July 2013, <http://www.globalconstruction2025.com/>.

¹² Ibid.

2. Global exchange

Throughout the Review workshops, there was broad agreement that our institutions must exchange, educate and interact with the cities and nations that will become the predominant forces in the 21st century. The Royal Institute of British Architects (RIBA), Royal Institution of Chartered Surveyors (RICS) and Royal Town Planning Institute (RTPI) have successfully begun to engage an international audience, by founding chapters in other nations, integrating the work of members abroad, accrediting courses at foreign universities, liaising with organisational counterparts internationally and generally embracing the new globalised market for architecture and built environment services. This is positive growth in the right direction and must continue and expand to other professional organisations associated with the sector.

The expertise available extends beyond the professional organisations to include cultural institutions and initiatives that can serve as viable models and provide valuable assistance to countries to promote their domestic achievements.

As developing countries struggle to manage their rapid growth and the associated growth of their architectural and built environment sectors, UK organisations can offer valuable insight and assistance into how to manage certification and continued professional development, uphold professional standards, and generally ensure the sustained vibrancy of the profession. Just as the Design Council's Design Review process is serving as a model in South Korea, so too could other guidelines and initiatives.

Institutions and bodies like the RTPI, RICS, RIBA, Landscape Institute, Design Museum, Royal Academy, Architecture Foundation, Cabi at the Design Council, English Heritage, Arts Council England and Open-City should convene a one-off conference, to share know-how, develop a strategy and combine efforts. Thereafter, an annual conference could be held to discuss progress and review the strategy moving forwards.

Architectural and built environment professionals can contribute to UK objectives for foreign policy, especially with issues like climate change and international aid and development. In a meeting of the Expert Panel, Terry Farrell proposed that the Foreign Office should identify

occasions for UK professionals to participate in these debates, creating new opportunities for UK firms abroad and helping advance the Foreign Office agenda. He also suggested that the Foreign Office and UKTI should help UK professional organisations to connect with their counterparts abroad. Professional exchange can serve as a valuable diplomatic tool and can help advance UK foreign policy. UKTI had some specific asks from the architecture and design industry, namely better self-reporting and tracking of work abroad.

In addition, workshop attendees suggested that UK representatives abroad could explore the possibility of professional exchange as part of ongoing or new bilateral talks with existing and prospective trade partners. Similarly, practices working with foreign partners should encourage them to receive and engage with UK organisations.

Since the notion of "reaching out" discussed at the Economic Benefits Workshop was set around exchange and not simply exports, it was agreed that the ways to learn lessons from abroad need to be made clearer. As explained in the Landscape Institute's submission to the Review:

"It is an unfortunate British habit that we like to congratulate ourselves on how world class we are, instead of making the effort to learn lessons from other countries which are sometimes far ahead of us in their thinking. Singapore is already well ahead of the UK in BIM adoption, so it is already reaping the benefits of reduced costs and integrated decision making in the construction sector. At the same time, it is ahead of most countries in its thought leadership on the liveability agenda and has turned itself into the greenest and most attractive place in Southeast Asia. South Korea has much to teach us on smart cities, and Australia is investing millions of dollars into research and design of water-sensitive cities. If we think there is brand value in these things we need to catch up with these countries, not pretend we are ahead of them."

Landscape Institute (Call for Evidence submission)

Institutions will inevitably have to adapt and, Britain being a former global power, respect historical attitudes to the UK and its legacy. They should represent the UK with due respect and

humility, as we have a lot to learn from others, and be prepared to face the effects of these global changes upon our own world standing.

Our model for a thriving civic and third-sector economy can equally be exported and learned from overseas. Victoria Thornton, Farrell Review Expert Panel member, told the Review how Open-City exports the Open House Weekend to 20 cities around the world. She proposed that the network of architecture centres should export their model too: their work adds huge value to planning and community engagement at very low cost.

The UK has many leading charities tackling climate change and urban development, among them Forum for the Future, which is a model for joined-up thinking between the US and the UK. Workshop attendees argued that we need similar links to other countries such as India, China, Brazil and Russia.

British universities can also spread their messages onto a global platform. LSE Cities has led the way in this, partnering with Deutsche Bank's Alfred Herrhausen Society to run the global Urban Age Conferences in all the major and emerging cities of the world. They are now a leading brand worldwide on urban issues. In his response to the Farrell Review's Call for Evidence, Barry Murphy of Triangle Architects called for broader and higher-level involvement in such initiatives:

"The UK is already well placed globally to export its expertise, but it can't rest on its laurels. Government and the RIBA need to continue to promote this expertise. Individual universities have already realised this, such as the University of Liverpool linking up with another university in China. This sort of link should be applauded, but it needs to be replicated at government and RIBA level."

Barry Murphy, Triangle Architects
(Call for Evidence submission)

University research and innovation in architecture, engineering, materials, planning, urban socioeconomics, transport and movement, and – most importantly – sustainable development should be supported to maintain a competitive UK market, it was argued in a meeting of the Expert Panel. Industry relations should be brokered in these fields to bring private capital into these programmes. All of our universities and educational institutions should recognise the value of exporting built environment education and the huge demand overseas, particularly in developing economies in Asia, the Middle East, Africa and South America.

At the same time, technological improvements have improved global communications and can facilitate sharing and exchange of data, lessons and case studies much more efficiently. These advances have also allowed for more and more digital communications to be available free of charge and readily accessible across the globe. Members of the Expert Panel suggested exporting urban innovations such as mobile applications on transport or cycling and integrated modelling for planners. We can help world cities as well as sell them a service or tool. First we need to create the cluster and ecosystem of tech start-ups in one place, and the Future Cities Catapult is taking up this mantle through its Cities Lab project.

Recommendation #42

PLACE institutions and built environment agencies should promote their successful methods to overseas counterparts who could benefit from their expertise and experience. Government should take a positive lead in promoting their work through diplomatic institutions, embassies and consulates.

3. Strengthen the offer

Many architectural, heritage and other professional and advocacy organisations in the UK have long been pioneers in their field and have much to offer. We learned the lessons of rapid industrialisation and urbanisation in the 18th and 19th centuries and this knowledge and experience is now of great value to others. This position was outlined in a detailed submission to the Review by Peter Oborn, Vice President International of the RIBA, and echoed in his attendance at the Economic Benefits Workshop:

“UK-trained architects enjoy a particularly strong international reputation for professionalism, integrity and design flair. This reputation derives from a combination of factors including a tightly regulated profession together with high standards of education which encourage creativity and innovation. They have a sophisticated understanding of issues such as density, identity and character together with the need for projects to achieve sustainable social, economic and environmental value. They work effectively as part of an integrated supply chain. These are among the skills that are in demand in a rapidly urbanising world.”

Peter Oborn (Economic Benefits Workshop)

So how can we best support them? To determine how to invest their resources abroad, built environment professionals require up-to-date profiles of foreign countries customised for

their use. These profiles should include the latest political and economic information, complete with projections for market growth, focused on the industries that present the best prospects such as projected infrastructure investment and housing needs.

UKTI and the Foreign & Commonwealth Office should collaborate to produce these market profiles and work with the RIBA, Cabi at the Design Council and other professional organisations to make them freely and publicly available to the widest possible audience of practitioners.

It was suggested by members of professional organisations that they should document the challenges their members face, from the logistics of travel, accommodation and health insurance, to questions of certification and licensing required in foreign countries, payment practices, fee standards and taxation. Bodies such as the RIBA, LI, RTPI and RICS can serve as repositories of information and a valuable resource for their members hoping to expand their practices abroad.

In a meeting with the Expert Panel, Terry Farrell pointed to the RIBA International Relations programme, collaborating with UKTI to organise trade missions for architects, as a model for how the industry should be adjusting to capitalise on the growth of new markets. Building on UKTI's

The Farrell Review workshop on Economic Benefits hosted by LSE Cities.

Clockwise from bottom left: Liz Peace; Sarah Gaventa; Tom Bolton; Martha Schwartz; Peter Oborn; Alison Brooks; Dr Frances Holliss; Max Farrell; Philipp Rode (Chair); Charlie Peel; Nigel Hugill; Robert Adam (hidden); Caroline Cole (hidden); Dr Gabriel Ahlfeldt



network of contacts, professional organisations can collaborate with each other and the government to market UK expertise abroad. UKTI's current GREAT Weeks campaign – focused on creating opportunities abroad for UK businesses involved in the creative industries, retail, luxury, and food and drink – is a good example of this type of collaboration, but it should be expanded to include architecture and built environment professionals.

To make the offer easier to capitalise on, for external clients or domestic professionals, recommendations about gathering information were made to the Review by many of its participants, and are summarised here:

- **Our institutions should collect information on which members are working abroad, in which cities and countries they are working, where they might like to work, and what percentage of their income derives from work abroad.**
- **UKTI should create a database of architectural firms listing company skills in order to match them with overseas opportunities.**
- **Our institutions should create and share a database of high-quality visual material, without copyright or publication restrictions, to promote UK architecture abroad.**
- **Practices in the private sector should work with UKTI to co-ordinate trade missions to countries identified as potential high-value work sites.**
- **The UKTI GREAT Weeks campaign should be expanded to include a wider representation of architecture and built environment professionals such as urban designers, planners, landscape architects, engineers and surveyors.**

UKTI and the PLACE institutions have done good work, and many feel this can only get stronger. One of those holding this opinion was Dr Deb Upadhyaya, Spatial Planning Manager in the Homes & Communities Agency's Advisory Team for Large Applications, who wrote in response to the Farrell Review's Call for Evidence:

"Well for a start we need to have the right offer in place (based on collaboration, collective benefit sharing and consensus through relationship building). There is no doubt that there is a big market out there to be tapped and to a certain extent agencies such as UKTI are good in promoting this. But it needs to go beyond that – showcasing, promoting and actively pursuing leads are important, having said that it needs to be embedded in reciprocal trade and bilateral agreements. There are many stages to it, but we can move from baby steps to the big bang."

Dr Deb Upadhyaya, Homes & Communities Agency
(Call for Evidence submission)

Many, including the PLACE institutions themselves, recognised the importance of working with the UKTI to gather market intelligence, broker relationships and maintain a database of information on the built environment professions to strengthen the offer of UK firms working abroad. This would ideally be a freely accessible and regularly updated resource online.

4. The soft power of architecture

In the government's recently published strategy for professional and business services entitled *Growth is Our Business* (2013), it is recognised that professional services play a key role as "enablers" in the economy: "Through its advice, networks and capabilities, the sector can facilitate growth in other businesses, large and small, across the UK. [...] The sector is a major exporter in its own right as well as being at the forefront of helping other UK businesses to export. [...] The Professional and Business Services sector also has a key role to play in boosting UK exports (in the sector and more widely) and supporting inward investment."¹³

According to the 2012–2013 RIBA Business Benchmarking Survey, 20% of the total UK fee income was earned abroad.¹⁴ UK architects who do work abroad tend to form high-level relationships on significant international projects like Olympic buildings or opera houses. As Nick Baird, former CEO of UKTI, wrote in his submission to the Review:

"UK architects play a key role in the UK's cultural relations around the world. There is an increasing move away from mere cultural 'projection' to working more closely in partnership in order to effect social and economic change. The work of British architects plays a leading role in the UK's soft power. The delivery of projects in the built environment to successfully benefit overseas societies and communities is a key driver of building trust between people which in turn impacts positively not only on trade but also on tourism."

Nick Baird, UKTI (Call for Evidence submission)

We cannot underestimate the value of this kind of "soft power" and diplomacy, which raises the profile of the UK abroad. International placemaking carries in tow all the benefits of exchanging knowledge, culture and experience, not simply attracting capital and selling services. As Nigel Hugill said:

"A defining characteristic of international landmark buildings is that the nature of their creation typically carries a very high level of corporate involvement; Chairs and Chief Executives of the respective commissioning clients are invariably involved in the detail of the deliberation process. A good example

recently was Simon Allford of AHMM travelling to the US to spend the entire afternoon with Larry Page discussing the new Google European headquarters at King's Cross. Nobody normally gets to spend the entire afternoon with Larry Page! Needless to say, the proposed building is now being completely redesigned following his captured input. The interrelationship with very senior decision makers across the world is an integral element of what we might call the soft power of the UK, those incremental exports, very hard to measure, but absolutely contributing to international thought leadership, as well as to substantial amounts of investment coming back to the UK as a result."

Nigel Hugill (Farrell Review Expert Panel meeting)

Design and construction projects overseas often have a leverage or multiplier effect, yet Terry Farrell's own experience, as outlined in the Introduction to the Review, suggests government and institutions do not always do all they can to support the efforts of those leading from the front.

Recommendation #43

Ministers and government officials should provide official endorsement to built environment professionals working on projects and competitions overseas. Often very high-level relationships are brokered with political and business leaders around the world, and our government must recognise the "soft power" this brings.

¹³ HM Government, *Growth is Our Business: A Strategy for Professional and Business Services*, July 2013, www.gov.uk/government/uploads/system/uploads/attachment_data/file/211842/bis-13-922-growth-is-our-business-professional-and-business-services-strategy.pdf, pp 3, 5 and 10.

¹⁴ Colander on behalf of RIBA, *RIBA Business Benchmarking: 2012/13 Executive Summary*, 2013, www.architecture.com/Files/RIBAProfessionalServices/Practice/Benchmarking/RIBABusinessBenchmarkingExecutiveSummary201213.pdf (unnumbered pages).

5. Architecture is manufacturing expertise

In its recently published strategy *Construction 2025* (October 2013), the Department for Business, Innovation & Skills (BIS) notes that “exports in construction contracting have been growing steadily to give a net trade surplus of £590 million in 2011. We are similarly strong in architecture and surveying services, where we have a net trade surplus of about £530 million. In construction products the picture is less positive, with almost £6 billion of exports vastly outweighed by the £12 billion we import annually.”¹⁵

One of the principal objectives of the strategy is to achieve a 50% reduction in the gap between imports and exports by 2025 and a reduction in the trade deficit by £3 billion over the next 12 years. The profession of architecture is well placed to support this initiative, as many of the workshop attendees pointed out.

Currently, UKTI promotes architecture as a creative industry and treats it separately from construction, engineering and other related sectors. This limits the potential for exploring multi-sector collaborations and creating new opportunities that provide new work all along the design–construction–delivery pipeline. Architect Caroline Cole, founder and Director of Colander Associates, echoed the views of many in the Review workshops:

“British design must be linked with big infrastructure and engineering companies at the early stages of projects.”

Caroline Cole (Economic Benefits Workshop)

Peter Oborn suggested that a Built Environment Forum could be created to bring a focus to the efforts of UKTI, professional institutions and built environment agencies:

“The challenges of the built environment in the 21st century are complex, requiring integrated multidisciplinary responses. Something we in the UK can do well but only if we work as a team. A Built Environment Forum bringing together UKTI and relevant institutions would allow UK plc to develop a much more coherent narrative around its offering. The UK’s professional institutes are world class and part of our national USP, but they lack the funds to exploit the myriad of opportunities available and would be more effective if they

were to align their activities and engage more effectively with UKTI as a group. This would allow them to engage their memberships in turn, creating a multiplier effect. A Built Environment Forum would create a focus on the markets, sectors and themes which are likely to generate work in the short, medium and long term. Such a forum could enable us to become more innovative in the way in which we ‘sell’ our services in the built environment, promoting architectural diplomacy and built environment policy advice for example.”

Peter Oborn (Economic Benefits Workshop)

The definition of architecture as a service that is unrelated to engineering or construction also extends to how we measure exports. In 2011, the ONS found that the total international trade in architectural services was £286 million in 2009, £354 million in 2010 and £339 million in 2011.¹⁶ Meanwhile earnings from engineering were at £3,741 million in 2009, £3,727 million in 2010 and £4,296 million in 2011.¹⁷

According to Farrell Review Expert Panel member Nigel Hugill:

“British architecture/design/engineering practices working abroad can be legitimately regarded as a UK manufacturing export. They are indisputably heading up a creative and value-adding process that is different in kind from what are essentially risk and monetary transfers inherent in much of banking and insurance services. Theirs is actual, not financial, engineering. Why would we not see British place-shapers creating a new building in Mumbai as of equivalent standing and importance to exporting Jaguar cars to

¹⁵ HM Government, *Construction 2025*, July 2013, www.gov.uk/government/uploads/system/uploads/attachment_data/file/210099/bis-13-955-construction-2025-industrial-strategy.pdf, p.37.

¹⁶ ONS, *International Trade in Services 2011*, February 2013, http://www.ons.gov.uk/ons/dcp171778_301979.pdf, reference table C1.

¹⁷ Ibid.

India? Just as James Dyson designs products in Malmesbury, Wiltshire which are then manufactured in Malaysia, UK architects conceive buildings for construction in Kuala Lumpur or elsewhere, often using British engineers and contractors. If there is seen to be a requirement to rebalance the UK economy, I am all for encouraging place-shaping exports still further. It is not clear to me why they should be viewed as structurally different, other than perhaps that the buildings stay put, whereas Dyson cleaners imported back for domestic consumption contribute to our maintaining current account deficit.”

Nigel Hugill (Farrell Review Expert Panel meeting)

On that basis, the established political convention of the need to rebalance the economy away from services and in favour of manufacturing should be set aside, at least as far as architecture and related design is concerned. Rather, built environment services should be seen as central to the UK growth

agenda. Nigel argued that the government should not distinguish the export of architecture as simply “services” (which dilutes on paper the industry’s achievements in practice), but instead as “manufacturing”.

Recommendation #44

The Treasury should recognise building design as closely connected to manufacturing, like product design, and acknowledge its true value for exports. An updated survey of the value of exports by the Construction Industry Council would help reinforce this.

Recommendation #45

UKTI should represent the built environment professions as one industry to meet the global challenges of sustainable urbanisation rather than separating them into creative industries and construction. It could organise a “Global Built Environment Forum” with representatives from the PLACE institutions and built environment agencies to jointly identify markets, sectors and themes.

6. Spotlight on the UK

While this Review champions the everyday above the one-off, this should not in any way stifle aspirations at the top for outstanding architecture and design. Whether libraries, museums or affordable housing, there is room for outstanding beauty, design and placemaking. As Sarah Gaventa of architecture practice Rogers Stirk Harbour + Partners pointed out in one workshop:

“The big names and practices are building overseas mainly as the work is there and so is the demand for a high-quality product.”

Sarah Gaventa (Economic Benefits Workshop)

The Farrell Review witnessed an overwhelming response to the positive impact of the London 2012 Olympics. The games and the park turned the world’s attention towards the capital, which is now seen more than ever before as the global capital of culture and one of the best places in which to invest. So why do people want to invest, live, work and play in London? What is the value of our capital city, and how can we make the most of its status as a global hub for architecture and design?

At the heart of London’s value is a combination of economic success and social character. London attracts and combines talent from all over the world because of its stable political system, liberal democracy, international language, global position between time zones, access to highly skilled labour markets, world-class education and transport system which continually evolves.

At a meeting with the Expert Panel, Terry Farrell suggested that the time is right to put the spotlight on London and recognise its central place as a global design hub and centre of excellence. As Deyan Sudjic, architecture critic and Director of the Design Museum, told the Review:

“Britain as a whole, and London in particular, has a remarkable place on the international landscape of contemporary architecture and design. London has been the global centre for architectural education and debate, attracting students, critics and academics from around the world. It has been generous and welcoming to talent from around the world. Let’s make the most of that energy and creativity. Let’s create an international platform that showcases new

thinking and emerging talent. It's an idea that the Design Museum – which moves to its new and expanded home at the end of 2015 – will do everything it can to make a reality.”

Deyan Sudjic (meeting with Terry Farrell)

To use the analogy with fashion again – London has a strong presence and the industry has a loud voice on the international scene with London Fashion Week. Yet with fashion we are one of a number of leaders on the global stage. In architecture and design, we are indisputably world leaders and should capitalise upon this extraordinary achievement for a so-called “small island that nobody listens to any more”!¹⁸ But the success of global super-regions like the megacities of London, New York, Tokyo and Shanghai can disseminate wealth nationally beyond the megacities themselves, and although Mr Putin can deride Britain's lower status since its days of Empire, there is nowhere in Russia or indeed Europe that compares or competes at all levels with the UK's own global metropolis.

An International Festival of Architecture in London could become the most significant event on the world stage – like the Venice Biennale, the MIPIM property show in Cannes and the World Architecture Festival all rolled into one, celebrating everything the capital has to offer as the pre-eminent centre for design. This would be the number one, the “world event” for built environment design. The biggest global industry in the 21st century is city making and beyond that it will be the culture of city stewardship.

The World Architecture Festival's Programme Director, Paul Finch, supported this in a meeting

with the Review team saying: “Putting our best designers on the international stage will start to gather the support and momentum for better design quality in the everyday places back home.” An international festival in London could be replicated in cities throughout the UK at the same time, celebrating urban life in a similar way to the UK City of Culture initiative but more widespread.

With the support and endorsement of our leading architects and institutions like the Design Museum, the impact could be similar to that of Live Aid for the built environment – using high-profile celebrities to attract attention and stimulate debate.

The Farrell Review has initiated conversations with key players to try to kick-start this festival into reality. John Mathers, Chief Executive of the Design Council, lent his broad support to this idea and believes it could do much to “regain the higher ground!”.

Recommendation #46

Government, professional and cultural institutions and agencies should join forces to create an International Forum to open the London Festival of Architecture and reinforce its status as the global capital of built environment design. This should be led by the sector and supported by Ministers and the Mayor to help showcase this country's built environment professions to an international audience. Other UK cities could replicate the festival at the same time and benefit from the global attention this would bring.

¹⁸ This description of Britain by Dmitry Peskov, Russian President Vladimir Putin's official spokesman, at the G20 Summit in St Petersburg on 5 September 2013 caused great diplomatic embarrassment and was widely reported in the British press.

A huge audience turn out to hear the panel debate on the Farrell Review for the launch of the London Festival of Architecture 2013 hosted at the RIBA.
© Agnese Sanvito



4A.1

This is the century of city making on a scale never seen before. Global urbanisation is such that an amount of development equivalent to a city the size of Birmingham will be built approximately every week to accommodate the growing urban population, and we must position ourselves to capitalise on this extraordinary building boom. We are world leaders in sustainable city making and we should do more to promote our built environment professions globally, particularly as most of the dramatic growth and change taking place in the 21st century will be focused on the urban environment. Many things flow from the relationships that are formed as a result of high-profile built environment projects and competitions, including the “soft power” and influence that comes from international engagement at the highest level. Ministers should provide official endorsements for built environment professionals working on high-profile projects overseas and recognise the soft power it brings. Relationships are formed with chief executives and city leaders, and our government and Ministers should support these efforts more.

4A.2

Building design should be recognised by government as closely connected to manufacturing in order to acknowledge the export value to UK plc. It is more than just a transactional service like finance or insurance as it leads to engineering, construction and “making things” in the same way as product design. In the same spirit of connectedness as new and old in the heritage debate, design and construction are not “either/or” any more. The government’s UK Trade & Investment department (UKTI) should restructure the way it supports the built environment professions so they are not separated into creative industries and construction. UKTI could organise a “Global Built Environment Forum” with representatives from the PLACE institutions and built environment agencies to jointly identify markets, sectors and themes.

4A.3

PLACE institutions and built environment agencies should greatly intensify the promotion of their successful methods to overseas counterparts who could benefit from their long-established expertise and experience. We also have much to learn from other countries who are leading on sustainable city making. A new era of professional, intellectual and cultural exchange between cities is emerging and our world-renowned institutions and agencies should be at the forefront of this, whilst recognising we have much to learn from others.

4A.4

We should celebrate the very significant success of built environment design in this country and secure London’s role as the global capital of architecture for the long term whilst spreading the benefits to other cities. An International Festival of Architecture, led by the sector and supported by Ministers and the Mayor, would showcase the UK’s built environment professions to an international audience in the same way the Olympics drew attention to our sporting achievements. Leading international practitioners, academics, planners, policymakers and city leaders could be invited for a two- to three-day forum with a programme of discussions and debates, plenary sessions, networking events, tours and workshops. This should be set in the wider context of sustainable city making, underpinning quality of life and enabling predicted demographic and economic growth to happen in a more sustainable and people-focused way. Other UK cities could replicate this with their own festivals celebrating urban life and built environment design.

4B. The UK's Potential

The built environment sector will be central to economic growth in this country, and there was broad consensus in the Farrell Review workshops that we should continually adapt and learn from what is happening around the world to improve the situation here. It is hard to quantify the economic benefits of architecture, and even more so the social and environmental benefits, but we should attempt to do so in order to maximise the UK's growth potential and address major issues like climate change and population growth. The global shifts referred to in the previous section will inevitably change architecture and the built environment in this country in a radical and irreversible way.

The contribution of placemaking to the UK economy cannot be measured in terms of direct economic benefit alone, as it also generates considerable indirect benefits – social, cultural and environmental. Architecture contributes directly through the earnings it generates, the people it employs and the work it creates for fellow built environment professionals. In 2012–2013 the total fee income of UK architects was £1.58 billion, 80% of which was earned within the UK.¹⁹ It is also important to recognise that architecture contributes directly to the construction sector, one of the UK's largest economic sectors.

According to the BIS paper *UK Construction: An Economic Analysis of the Sector* (2013), construction services like architecture, are “key to the sector's performance and generate substantial economic benefits. In 2011 some 16,000 UK-based firms alone, specialising in architecture and quantity surveying services, accounted for about £4.2 billion in gross value added”.²⁰ Overall, in 2011, the construction sector accounted for almost £90 billion GVA, 280,000 businesses and some 2.93 million jobs (approximately 10% of total UK employment).²¹

2012–13
**ARCHITECTURE
FEES IN THE UK
£1.58BN**

**80%
EARNED AT
HOME**

2011
**CONSTRUCTION
ACCOUNTED FOR
£90BN_{GVA}**

**10%
OF UK
EMPLOYMENT**

¹⁹ Colander on behalf of RIBA, *RIBA Business Benchmarking: 2012/13 Executive Summary*, 2013, www.architecture.com/Files/RIBAProfessionalServices/Practice/Benchmarking/RIBABusinessBenchmarkingExecutiveSummary201213.pdf (unnumbered pages).

²⁰ ONS Annual Business Survey; 2011 provisional results, cited in *UK Construction: An economic analysis of the sector*, July 2013, www.gov.uk/government/uploads/system/uploads/attachment_data/file/210060/bis-13-958-uk-construction-an-economic-analysis-of-sector.pdf, p.2.

²¹ *Ibid.*, p.v.

1. Setting the sustainability agenda

At the Economic Benefits Workshop and subsequently at “The Green Rethink 2013”, a major industry conference on sustainability organised by the *Architects’ Journal*, it was emphasised that global industrialisation and population growth will impact our environment in the UK in ways we are powerless to prevent:

“Climate change, sea-level rise, pollution, and population shifts will inevitably make this country a different place by 2100. Our physical urban environment and the professions that deal with it will have to change dramatically as a result. We must prepare for this, through education, planning and leadership, in the same way that figures like Ebenezer Howard led town planning at the turn of the century with visions for Garden Cities which were highly respected throughout the world at the time.”

Sir Terry Farrell CBE (*Architects’ Journal* “The Green Rethink 2013” conference)

Climate change is a global problem, and it was broadly agreed both at the Sustainability Workshop and among participants across the Review’s consultation process that the UK should take a lead, setting the agenda for transitioning to a green economy. Global warming, the depletion of energy sources and energy security all combine to make our own position increasingly threatened, which gives us all the more reason to address these issues and become leading experts with the skills and technologies that the rest of the world will need.

“This Review is framed in a totally new context [of] a globalised world [...] dealing with the massive factor of climate change,” reminded Rob Groves, Senior Projects Director of Argent (Property Development) Services LLP, at the Birmingham Workshop. “We have to completely and utterly reconceive the state of cities in terms of how they operate and how they function and the ability to adapt for future demands. The planning and investment of the infrastructure that supports the City and the built environment need to go beyond the short-term political changes that occur at a local and a national level. There should be long-term, well-planned strategies and supporting policies which need to be adaptable to support future demands and to ensure the sustainable economic health of our cities and towns.”

Government, institutions and the built environment professions should all recognise that sustainable

city making skills will increasingly be in demand, and make this a unique selling point of UK plc.

Our existing buildings are a major resource and it is important to recognise that 80% of today’s buildings will still be with us in 2050.²² Other countries have made huge strides in retrofitting their existing building stock, often with low-tech solutions like improved insulation. Germany is one of a number of countries that are embracing new technologies like solar power as well as the low-tech solutions such as insulation, while setting very ambitious standards and investing in achieving those goals.

In 2011, the RIBA produced a report entitled *Good design – it all adds up* reflecting some of the above themes, and two years later the World Green Building Council published *The Business Case for Green Building* setting out the economic benefits of a sustainable design approach. Whilst it can be demonstrated that high standards of architectural and built environment design add value, the reverse is also true and poor standards of design have a significant social, economic and environmental cost.

Recent studies on building performance have made the case for a more sophisticated definition of “value” based upon costs over the entire lifespans of buildings and consideration of their performance. Simon Sturgis, Managing Director of Sturgis Carbon Profiling explained this concept at the Sustainability Workshop. “Sustainability does not need to cost money and can actually reduce costs and increase value,” he claimed, before describing sustainability legislation as “increasingly out of date and [...] therefore missing out on easily achievable wins”. He went on to specify: “The current ‘zero’-carbon targets by 2016/19 have become counterproductive to the goal of maximising emissions reduction in line with the Low Carbon Transition Plan. This is because they only concentrate on part of the problem, i.e. operational energy use. Further reductions are increasingly expensive, whereas significant embodied emissions savings can be made for zero cost.” In summary, he said:

²² Brenda Boardman *et al.*, *40% House*, Environmental Change Institute, University of Oxford, February 2005, www.eci.ox.ac.uk/research/energy/40house.php.

“Sustainability makes economic sense but you have to take a holistic and not a narrow view of emissions sources. Whole Life Carbon assessments are therefore essential. We should educate professionals in effective sustainability and make carbon assessments clear to the public. The carbon cost of renewables should be set against the carbon benefit. The reuse of existing buildings and materials is carbon-efficient, so architects need to think and design differently. Buildings should be designed to look after themselves as an aid to longevity. Beautiful, well-designed buildings are inherently carbon-efficient as they don’t fall apart, and people like to keep them.”

Simon Sturgis (Sustainability Workshop)

This follows a similar point made in the “Cultural Heritage” section of this Review (chapter 3) and the recommendation that planning policies should require whole-life carbon assessments and take a more holistic view of carbon reduction targets.

Also at the Sustainability Workshop, Alan Shingler – Chair of the RIBA Sustainable Futures Group and Head of Sustainability at Sheppard Robson – pointed to CarbonBuzz, an initiative supported by the RIBA, Chartered Institute of Building Engineers (CIBSE) and University College London (UCL) among others to enable the collection of energy data in buildings. The data collected have demonstrated the difference between design predictions and the reality of operational performance. A recent analysis by the UCL Energy Institute confirmed that the performance gap in office and educational buildings

ranges from a factor of 1.48 to 1.90,²³ producing significant implications in terms of operational costs, energy consumption and the production of CO₂. CarbonBuzz is the first application to enable the collection of such data in a structured and systematic way. The Workshop attendees recommended that government should require the submission of energy consumption data from all publicly procured projects as part of the “Soft Landings” process, in order to help build a more effective evidence base.

The Smart Cities lobby stresses how the potential for technology to increase efficiencies and reduce carbon in towns and cities is huge. This will rely on the capture and feedback of data. One such example is traffic flow, where live feedback loops that inform computer models how to optimise traffic signals for both pedestrians and vehicles could reduce journey times and carbon emissions significantly.

The main thing we need to acknowledge to ourselves, according to many of the consultees, is that we can still play a major role in shaping the world through thought-leadership, research and education, not through economic might or political power. The best way of showing this is by having a positive vision for improving our towns and cities through sustainable city making and the desire to make them more walkable, greener and with less traffic.

²³ UCL Energy Institute and CarbonBuzz, *Summary of Audits Performed on CarbonBuzz by the UCL Energy Institute*, June 2013, www.carbonbuzz.org/downloads/PerformanceGap.pdf.

The Farrell Review workshop on Sustainability hosted at Farrells.

Clockwise from bottom left: Richard Saxon; Jonathan Smales; Bill Gething; Sir Terry Farrell; Simon Sturgis; Alan Yates; Alan Shingler; Charlie Peel



In the Economic Benefits Workshop, there was broad agreement about the importance of joined-up thinking for our built environment industries to remain central to UK growth. The government can play a key role and help maximise the economic benefits in a number of ways, not least through leadership on sustainability. As the most important stakeholder associated with the design and procurement of buildings, they should demonstrate leadership in this area if standards are to be raised, behaviours changed and our commitment to an 80% reduction in greenhouse gas emissions from 1990 levels by 2050 is to be met.

The *National Planning Policy Framework* (2012) makes a number of recommendations regarding the use of Design Codes and Design Review to ensure design quality. If design quality is considered to have real value, then the government should consider a range of incentives and learn from policies that have worked elsewhere – such as in Singapore, where up to 2% additional gross floor area is permitted to encourage buildings that achieve a higher sustainability rating.²⁴ In Sydney they have gone further and published a proposal that would allow an additional 10% height or floor-space, to encourage design excellence.²⁵

Recommendation #47

The Department for Communities and Local Government (DCLG) and local authorities could review policy incentives for developers to achieve higher standards of sustainability such as additional gross floor area and greater density/plot ratios for developments which achieve the highest environmental or energy ratings. This would follow similar successful models in Singapore and Sydney.

The planning, regeneration and education partnership Urban Vision North Staffordshire supported this view, stating in a response to the Farrell Review's Call for Evidence:

“There is a need to recognise that public money should go into research and development of built environment design. There is a need for more binding requirements to meet ever higher standards of environmental performance in built environment design. There is a need for fiscal incentives to encourage the application of design to achieve sustainable development solutions.”

Urban Vision North Staffordshire (Call for Evidence submission)

Other measures might include tax credits for built environment professionals engaged in research in order to drive innovation. Through supporting research in this way and increasing public awareness through campaigns, national government can play a pivotal role.

Organisations like urban policy research unit Centre for Cities and LSE Cities in the UK argue that cities need to make their own decisions too in order to function more effectively and show leadership, and that metropolitan regions are the best scale of governance for delivering “green goals”. The major challenges we face today such as road congestion, lack of affordable housing, urban sprawl, flood management, air pollution and waste management are all best tackled at the metropolitan scale for the most efficient outcomes. By working together, cities can also benefit from economies of scale and effort. As Tom Bolton of Centre for Cities said during the workshop at LSE:

“Good design can advance economic development and generate growth, so cities need to integrate design considerations as part of their economic plans. Design shouldn't ‘float in isolation’. Cities need to make their own decisions to function more effectively, which requires leadership.”

Tom Bolton (Economic Benefits Workshop)

At the *Architects' Journal's* “Green Rethink” conference, Terry Farrell stated his belief that we should empower and resource the most appropriate governance structures, including mayors, to deliver the most effective leadership. The mayoral model has proved itself to work globally in cities like London, New York, Bogota and Barcelona and others can replicate this, even if the title “Mayor” is not used.

The concept of mayors as a strong, central executive has proven unpopular and controversial in England, much to the disappointment of both Labour and Conservative governments. The powers of an elected mayor are not greater than those of a council leader, but the key advantages are in mayors' soft powers as a result of their independent standing and the perceived strength of their office. These powers are particularly effective when championing good architecture and a quality built environment.

²⁴ Building & Construction Authority, *2nd Green Building Masterplan*, Singapore, undated (2009?), www.bca.gov.sg/greenMark/others/gbmp2.pdf (unnumbered pages).

²⁵ Clause 6.21 of the Sydney Local Environment Plan 2012.

2. Global interest in Brand UK

The UK as a global brand will attract very different and major interests from a world that will increasingly have the means to visit, learn and invest here. Our architecture and built environment schools and institutions and our heritage offer will be radically affected by government policies on access visas and on tourist and educational facilities.

As English Heritage stated in their Call for Evidence submission, "Britain is ranked 4th out of 50 nations by the [Anholt-GfK] Nation Brands Index (NBI) for its built heritage." Others stressed in both the Economic Benefits and Cultural Heritage workshops that our tourism industry hinges on our built environment and quality of place. Our heritage buildings, as well as iconic modern buildings, are hugely popular overseas to the extent that "architectural tourism" is a very real phenomenon. As the Heritage Alliance stated in its submission to the Review:

"On an economic level, the historic built environment is our single biggest national asset. Millions flock from around the world to see our quintessentially British style and some of the most famous buildings in the world. Heritage Lottery Fund figures show the heritage-based tourism economy supports nearly 750,000 jobs across the country and provides £26.37 billion to the economy, through tourism revenue, repairs and maintenance work for the construction sector and specialist services to heritage properties."

Heritage Alliance (Call for Evidence submission)

Several key voices responding to the Call for Evidence pointed to the figures and core value of our tourism economy, and its heavy reliance on heritage. Among those to respond, English Heritage wrote in a comprehensive contribution to the Review:

"Heritage Tourism alone is estimated at £5.1bn (Oxford Economics 2013) ... In terms of economic output heritage tourism was in 2011 a larger sector in the UK economy than the manufacture of beer (£1.7bn), paper and paper products manufacturing (£3.9bn) and the construction of roads and railways (£2.8bn)."

English Heritage (Call for Evidence submission)

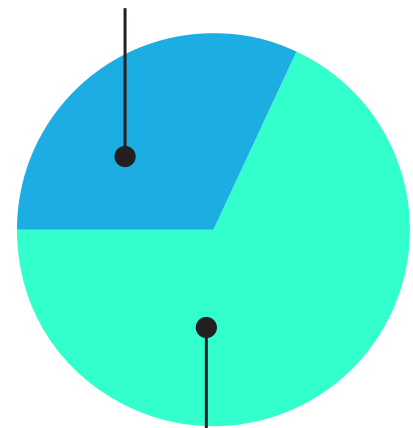
Tourism is expected to grow at a faster rate than the economy as a whole over the next decade.

HERITAGE BASED TOURISM
750,000 JOBS
£26BN REVENUE

**FOR EVERY £1 SPENT
ON HERITAGE TOURISM**

32p

IS ON THE ATTRACTION



68p

ON LOCAL ECONOMY

English Heritage and others noted that our brand is strong, but warn it is perhaps slipping:

“Research has shown that heritage is a key attractor of international tourists, but the UK’s share of the European destination tourism market has been slipping in recent years down from 6.8% in 2005 to 5.8% in 2011 (World Tourism Organization). Heritage should continue to be promoted in overseas markets by Visit Britain given it is a key factor attracting overseas visitors to the UK. Future tourism growth is expected to come increasingly from the BRIC [i.e. Brazil, Russia, India and China] and other emerging economies. Hence tourism promotion should focus in particular on these markets.”

English Heritage (Call for Evidence submission)

English Heritage went on to state that of every £1 spent on a heritage visit, just 32p is spent on the site and the remaining 68p is spent in other parts of the local economy including restaurants, cafés, hotels and shops. It is easy to see, under these circumstances, how investing in our historic built environment will help unlock economic growth.

Conversations with Simon Thurley, Chief Executive of English Heritage, served as a reminder that there have been some particular periods of note for which Britain’s built heritage stands out around the world. For example, the unique period in our history from 1815 to 1930, when the UK was the pre-eminent global power, brought about so many changes that were ahead of their time and not replicated in the same way anywhere else. The Northern cities forged in the Industrial Revolution and the English country houses and castles are all products of an era that will never be repeated. In this context it is perfectly legitimate to refer to our heritage buildings as “assets”, as they have real value the world over. The London 2012 Olympics opening ceremony was a brilliant way of telling this story to a global audience, and now they are even hungrier to see it for themselves.

As a rare survivor of a system of monarchy, our royalty will increasingly be bigger business too – particularly Royal palaces and Royal Parks. English Heritage’s Call for Evidence submission noted that in 2011, 35% of overseas visitors to the UK visited castles, churches and historic houses; and between 2010 and 2011 the number of overseas visitors going to these buildings rose at more than double the rate of visitor numbers overall.

It has been widely reported in the media that the Chinese have recently become the world’s

most numerous tourists; and this is only the beginning, as it still represents a tiny fraction of their population. Visitors from India, Brazil and other leading economies will follow suit and they will overtake the Americans to become the most travelled and “culture hungry” global tourists. So what are we doing to prepare ourselves for this massive increase and attention from foreign visitors?

City leaders need to face up to and plan for the challenges increased visitor numbers from around the world will bring. The tourism, heritage and conservation sectors should work together to help inform the local authority in its decision making. Local authorities and the tourism, heritage and conservation sectors should prepare for much increased interest from a more varied cross-section of the population. This will have an effect on national and local transport, access to places of interest and communications. In some instances, massive demand may become an issue for maintenance of buildings and the liveability of historic centres which, paradoxically, is what makes them attractive to visitors.

Recommendation #48

PLACE institutions and built environment agencies could open up more heritage assets to the public, and government should help identify sources of funding. Local authorities, tourism, heritage and conservation sectors should proactively plan for increasing visitor numbers from all over the world, which will affect transport, public realm and communications.

Our museums are globally renowned and play a vital role in attracting tourists from around the world as well as within the UK. They can do so much to inform and engage a wide audience about the history of city making in this country.

Our reputation for higher education in the built environment sector is also globally respected. Architectural education will be in greater and greater demand here in the UK, as recent trends and growing numbers of overseas students have shown. However, there is a very real threat that we will soon be exporting architectural education in far greater numbers than we are teaching the next generation of British built environment experts.

In the UCL Bartlett course in Urban Design last year there was an increase in the overall number of students from 60 to 92 and a decrease in UK students from five to just one. Of the remaining students, 65 were from China and the other 26

from overseas. This is a pattern that is repeating itself in architectural schools throughout the country and it could have an impact on our future competitiveness. Do we really want a situation where the architectural profession becomes like the Premier League in football – the best in the world but almost exclusively made up of foreign talent, and our national team arguably poorer by contrast? Many of the workshop attendees argued that this can't be sustainable in the long run and we must address critical issues like accessibility and flexibility for those who want to become world leaders in city making.

Reforms to the education system, as outlined in the "Education, Outreach and Skills" section of this Report (chapter 1), will help ensure that the UK doesn't end up exporting all of its training and expertise to the detriment of its home-grown talent – particularly at a time when courses are hugely expensive and the salaries, once qualified, make it virtually impossible to pay off the costs of education. Reforms to the education system will have a major impact on UK built environment professionals remaining competitive in the global marketplace.

There are a number of reasons why the UK is so attractive to foreign investors. Our English-speaking heritage gives us instant access to the world's international language and our place in Europe provides easy access to labour markets of 500 million people. Our constitution ensures fundamental respect for property rights, liberal democracy, freedom of the press and free markets, all of which are vital to our position in the world.

London's unique quality is that it has never shied from its international role as a centre for trade and its willingness to look outwards. London is clearly in a major surge upwards, with €72 billion of sales activity from 2006 to 2011 attracting more inward investment than any other city including New York, Paris (€43 billion) and Frankfurt (€11 billion).²⁶ Investors from over 30 different countries acquired real estate in central London in 2012, injecting £10.5 billion of foreign capital.²⁷ London is truly leading the way among city states like New York, Shanghai, Hong Kong and Singapore that will form the future of international trade. Increasing investment from overseas will mean that global players will change our culture in a profound and irreversible way. Clients, developers and investors will increasingly be international and will bring their values with them. We will have to change to suit and accommodate them whilst maintaining our own values.

The City of London Corporation is clearly aware of the value of the built environment and heritage in securing investment from overseas, as expressed in its submission to the Farrell Review:

"The City of London has a unique and distinctive built environment which reflects its long economic and trading history and its modern role as a world-leading financial and business centre. The juxtaposition of modern buildings with historic buildings and areas creates a varied, attractive and lively environment which attracts both companies and visitors to the Square Mile. The City's heritage, expressed through its 600 listed buildings, 26 conservation areas and 48 scheduled ancient monuments and the historic medieval street pattern, is a critical part of its commercial success. The City's development, particularly over the last 25 years, demonstrates how it is possible to deliver modern, award-winning buildings, whilst preserving and enhancing the City's heritage."

City of London Corporation (Call for Evidence submission)

The opening up of the Chinese banking system and London's designation as a trading centre for Chinese currency will lead to a dramatic increase in demand from that part of the world for commercial space. The country's first government-bond-style financing scheme compliant with sharia law and Islamic market index at the Stock Exchange will also bring cultural considerations for which we must prepare. In this context, built environment professions should recognise the potential for growth that foreign investment brings, particularly for traditional development sectors of offices, retail and residential, and adapt accordingly.

²⁶ Development Securities PLC, *Who Owns the City? An analysis of Office Ownership and Global Investment in the City of London*, 2011, www.developmentsecurities.com/devsecplc/dlibrary/documents/WhoOwnstheCity-FINALTABBED.pdf, p.3

²⁷ CBRE, *EMEA ViewPoint*, June 2013, www.cbre.eu/portal/pls/portal/res_rep.show_report?report_id=2994, p.1 (unnumbered).

According to members of the Farrell Review Expert Panel, these trends mean that built environment professionals would be wise to take a fresh look at their fee scales, appointment systems and viability, as foreign clients can just as easily bring these services with them if they don't like the offer here. This will require a cultural change for ways of doing business and increased internationalisation of outlook and benchmarking against global competitors. In other words, it won't just be the hardware of buildings and infrastructure that are affected, it will be the software of professional services and institutions too. Our universities will receive donations and curriculums will change to appeal to the wider world, and we should predict and prepare for the changes that foreign investment and globalisation will bring.

As Andy von Bradsky, Chairman of PRP Architects and leader of the Housing Standards Review Challenge Panel, suggested in his submission to the Review:

"Cricket, rugby, football were all established in the UK and we are no longer world leaders: the same could happen to our consultancy and construction unless we continue to learn from overseas markets. Financing infrastructure, simplifying and rationalising our regulatory regime, investing in manufacturing of components, encouraging the creative industries are some of the areas where more could be done to learn from overseas markets."

Andy von Bradsky (Call for Evidence submission)

Recommendation #49

PLACE institutions could carry out research benchmarking UK practices against their international competitors – in particular business methodologies, standards and fee levels – to help UK practices remain competitive in a global marketplace.

Much tabloid press, as well as anecdotal evidence put to the Review, was on the subject of the "super-rich global elites" who are buying up "all of London's property", and a cause for pricing others out of central London. The data reveals that actually the majority of overseas homebuyers in London match the rising figures of overseas employees. The overwhelming majority of buyers are buying to live and work here, and stories of the super-rich skewing the market with trophy homes or empty investments are exaggerated.

Yolande Barnes, Director of Savills World Research at the international real estate adviser Savills, informed the Review:

"Foreign buyers have been a critical part of London's economy for decades. Already in 1990, 38% of buyers in prime London were from overseas. Today, the funds that overseas buyers are investing continue to fuel our economy and the growth of affordable housing. Furthermore, these buyers have strong roots in London: 93% of prime resale buyers work or have business in the UK."

Yolande Barnes (conversation with Farrell Review team)

Yolande went on to specify that the housing stock in prime areas of central London is split between new build and resale, with the 54% of buyers who are based in the UK tending to purchase resale, while the 46% of overseas purchasers tend more towards new build; and that Savills' research reveals the whole prime (central) London housing market to be split as follows: 14% Western Europe and Nordic; 7% Hong Kong and China; 6% Pacific and North Asia; 5% Middle East and Northern Africa; 5% Russia and Eastern Europe; 3% India, Bangladesh and Nepal; 3% North America; 2% Africa; less than 1% Latin America.

Overseas corporations are investing in our cities more heavily than ever seen before and already own much of our transport and energy infrastructure. The *Infrastructure Journal*, recently cited by the *Financial Times*, noted that foreign investors played major roles in financing almost a third of projects that received funding from January 2012 to November 2013, including several railway projects and offshore wind farms.²⁸

²⁸ Gill Plimmer, "UK construction revival stuck at first base", *Financial Times*, 19 November 2013, www.ft.com/intl/cms/s/0/f8089242-4ad2-11e3-ac3d-00144feabdc0.html#axzz2nvZ6KLbA.

3. The value of good design

The added value of good design is an argument many have attempted to demonstrate in recent decades. Throughout the Farrell Review workshops, participants emphasised that the research is out there but that the difficulty lies in getting decision makers in government and the development community to listen. As Paul Morrell, the government's former Chief Construction Adviser, told the Review team:

"Clients are often offered an apparent choice between initial capital cost and whole-life value, but it is frequently a false choice as there is so little demonstrated correlation between higher cost and higher value. Government benchmarking, for example, shows that we were simultaneously building some schools at twice the price of others, but I doubt this was buying better value. In fact, I'd place a bet that schools that cost twice as much to build will also cost twice as much to run, and my conviction remains that we can get better whole-life value at lower capital cost. We need to get this equation right: an industry that doesn't know the value of its own product has a problem. So we have a problem; and ultimately this is a design problem – and therefore also a design opportunity."

Paul Morrell (meeting with Farrell Review team)

In 2005–6 the Design Council undertook a National Survey of Firms, which was followed in 2007 by their "Value Added Research" study to establish the value of design for practitioners across a broad range of sectors. The findings of these two initiatives, published as *The Value of Design Factfinder* report, revealed that two thirds of UK businesses believe design is integral to future economic performance and that for every £100 a business spends on design, it increases turnover by £225.²⁹

Numerous studies exist which demonstrate the way in which design adds economic value to the built environment, including the following publications by the former CABI that were recommended to the Review by Peter Oborn and others:

- 2001, *The Value of Urban Design* shows how good urban design adds economic value by producing high returns on investments, delivering more lettable area and reducing the cost to the public purse of rectifying mistakes. It also adds social and environmental value by creating well-connected, inclusive and accessible new places, delivering mixed-use environments with a broad range of facilities and amenities, returning inaccessible or run-down areas and amenities to beneficial public use, boosting civic pride and enhancing civic image, creating more energy-efficient and less polluting development and revitalising urban heritage.
- 2002, *The Value of Good Design* draws together key research to show how investment in good design generates economic and social value in the areas of healthcare, education, housing, business, civic society and crime prevention.
- 2004, *The Impact of Office Design on Business Performance* demonstrates the link between good office design and business performance.
- 2005, *Buildings and Spaces: Why Design Matters* highlights the importance of design in the context of public procurement and particularly in the fields of health, education and housing.
- 2005, *Does Money Grow on Trees?* produces evidence to demonstrate the value of well-designed urban parks and green spaces.
- 2005, *Physical Capital: How Great Places Boost Public Value* discusses how a well-designed environment can: enhance public-service delivery by means of increased productivity; support the public health agenda; reduce crime; improve environmental standards; support the regeneration of communities; and deliver improved economic performance.
- 2006, *The Cost of Bad Design* identifies the economic and social costs associated with bad design such as restricting investment opportunity, reducing the speed at which regenerative effects are achieved, and the failure to deliver well-integrated places thereby imposing downstream costs to be met by others.

²⁹ Design Council, *The Value of Design Factfinder* report, 2007, www.designcouncil.org.uk/Documents/Documents/Publications/Research/TheValueOfDesignFactfinder_Design_Council.pdf, p.8.

- 2007, *Paved with Gold: The Real Value of Good Street Design* demonstrates direct links between street quality and retail and residential values.

The problem, then, is not a lack of research. The problem appears to be getting the messages across to the people that matter. There are good examples of towns and cities that have used high-quality urban design and architecture to regenerate an area, attract businesses, improve tourism and create employment opportunities. In the Farrell Review's regional workshops, many pointed to places like the Northern Quarter in Manchester or Brindleyplace in Birmingham as great examples, and we should look to what has worked in these areas to guide us. Conversely, Dr Ralf Speth, CEO of Jaguar Land Rover, recently warned: "If you think good designing is expensive, you should look at the real costs of bad design and these costs cannot be underestimated."³⁰

The way in which we value our properties was a source of concern within the architectural community and was seen by many at the Review workshops to be a major obstacle to incentivising good design. As architect Alison Brooks, member of the Farrell Review Expert Panel, put it:

"In the current UK property market, industry standards for defining, measuring and valuing quality of architecture or quality of place do not exist. The lack of clearly defined criteria for 'quality' in the built environment discourages investment in urban and architectural excellence, innovation in construction and environmental sustainability. A laissez-faire attitude to the concepts of 'value' and 'quality' permeates the built environment industry and the professions around it. This has resulted in a short-sighted, box-ticking approach to 'quality' and 'value for money' by developers and commissioning bodies. This approach is clearly not delivering the high-quality buildings and environments that will enable Britain's communities to prosper into the future. This failure of delivering long-term quality and value is particularly acute in the housing industry."

Alison Brooks (Farrell Review Expert Panel meeting)

³⁰ Dr Ralf Speth speaking at the Design Council's 2011 Design Summit, titled "Design for Growth", www.designcouncil.org.uk/our-work/insight/design-for-growth/summit11/webcast/dr-ralf-speth/.

The RICS-accredited professionals including property agents, finance directors and mortgage assessors are in the position of valuing almost all new developments in the UK. Yet they operate without a comprehensive set of criteria for measuring value and design quality. The only method they have to value properties and produce development appraisals is the RICS Comparative Method, which compares generic property categories against current market values for similar properties in the area.

At the Farrell Review's Birmingham Workshop, Atam Verdi, Director of property regeneration consultants AspinallVerdi, was keen for this agenda to be taken forwards:

"Various studies have been undertaken that make this assertion. As a RICS Registered Valuer I am of the opinion that good design can add value – often significant – however the measurement of such value is problematic, as one cannot isolate a single factor in a 'noisy' environment. Longitudinal studies are needed – not just on property values but also on use/occupancy. Well-designed places tend to be places which adapt well to varying economic circumstances and continue to be well utilised – look at the experience of Georgian squares, for instance."

Atam Verdi (Birmingham Workshop)

There is no accepted means of evaluating the particular qualities or performance of a building in its particular context. A new set of quantitative criteria could produce metrics accepted by all bodies in the property and construction industry. Some suggested criteria might include outdoor private and community amenity space, storage, ceiling heights, levels of daylight and sunlight, adaptability, sustainability features and energy consumption. Alison Brooks and others at the Economic Benefits workshop proposed that the government should build a national statistical evidence base, including relative costs of energy bills, to provide the RICS with statistical proof to change its surveying method and help educate the public. As the Standing Conference of Heads of Schools of Architecture's (SCHOSA) submission to the Review argued:

"Good-quality, academically sound research is able to provide the sort of secure evidence base which is required to develop an informed assessment of the economic value of high-quality architectural and built environment design. Without an established methodology,

it is not possible to frame qualitative criteria adequately for the creation of policy.”

Standing Conference of Heads of Schools of Architecture
(Call for Evidence submission)

Such an evidence base would not only provide more accurate property valuations reflecting design quality but also enable architects, landscape architects, property professionals, developers and commissioning bodies to fully understand the potential added value of quality design and engage in an ongoing dialogue.

Recommendation #50

The RICS, the Construction Industry Council and PLACE institutions should work together to define a universally adopted set of definitions and criteria for assessing property values to include measurable space standards and design quality. The RICS is already leading some international work in this area and the institutions should join forces to take this forward in the UK.

There is a danger of good design being only financially appraised, however. As Caroline Cole suggested at the workshop hosted at LSE:

“If you only define the value of architecture in financial terms then you will be missing a trick. I have been one of the strongest advocates of proving that good design can and should affect the bottom line, but please don’t forget that it can, and must, do so much more. I believe that the rise and rise of the tick-box mentality that is destroying our built environment has partly come about because those in positions of power lack the confidence to make value judgments that go beyond finances and other readily measured metrics. So, a final recommendation is that government should invest in a training programme (entitled something like ‘How to be a Great Client’) for everyone who is involved in procuring public architecture.”

Caroline Cole (Economic Benefits Workshop)

Well-designed places can have profound effects on the health and wellbeing of inhabitants, which will ultimately provide cost savings for the National Health Service. As Peter Holgate, Director of Learning & Teaching in Northumbria University’s Department of Architecture and the Built Environment, pointed out:

“We need spaces that will improve rather than exacerbate a patient’s condition. This will produce wider economic benefits. If we use purely cost-driven procurement methods, that’s

not going to help the health and wellbeing of the nation.”

Peter Holgate (Newcastle Workshop)

Others recommended that the Treasury Green Book should be updated so that design quality and sustainability considerations are taken into account when measuring the value of public spending.

Recommendation #51

The Treasury Green Book should be updated to mandate that design quality and sustainability considerations are taken into account when measuring the value of public spending. This could be achieved by amending the Social Value (Public Services) Act to incorporate public works and the disposal of public-sector land.

Engaging the wider public in debates about their built environment would help to put pressure on developers and house builders to raise standards and better appreciate the value that good design can bring. As architect Jonathan Falkingham of Urban Splash said at the Property Developers Workshop:

“In the same way that ‘traffic light’ information is now displayed on food packaging – similar information comparing new and historic housing, on energy efficiency for example, would lead to a much better-informed public.”

Jonathan Falkingham (Property Developers Workshop)

Yolande Barnes of Savills is clear that most value is created by the “totality of the place itself” and its correlating desirability. This drives the demand to want to live or work in an area, which in turn translates into higher land and property values. As Nigel Hugill explained:

“What creates value in contemporary development is complex. Residents and businesses help direct the environments that they inhabit. They are more or less active participants in an evolving urban geography that demonstrates an ever-increasing recognition of the importance of context. The totality of a place; management of the public realm; ease and safety of movement; and an evident commitment to continued investment, are all positives that tend to find direct reciprocation. Thoughtful urban and landscape design has come rightfully to be regarded as at least as fundamental as the buildings as objects in themselves.”

Nigel Hugill (Farrell Review Expert Panel meeting)

4. Market failure

There are huge opportunities for placemaking as a result of investment in infrastructure, but as a society we have been unable to find a way to collectively pay for improvements to our public realm. This market failure has not been clearly articulated before, and the problem appears to lie with those who benefit from, but do not pay for, improvements to their surrounding built environment.

In this “free-rider” scenario outlined at the Economic Benefits Workshop, the incentive is to develop last and thereby gain as much added value as possible to your site before selling, developing or improving it. If the improvement is, say, a new Tube station then the people who pay for it cannot capture the value of the neighbouring land that increases as a direct result. Conversely, the people who do ultimately benefit through increase in land and property values do not pay for it.

Dr Gabriel Ahlfeldt, Associate Professor of Urban Economics & Land Development at LSE, put this into the language of an economist:

“From a welfare economics perspective, the evidence in support of external effects (impact of the design of a building on the value of surrounding properties) indicates a ‘market failure’. There is no market on which these externalities can be traded. Since the externalities are not pecuniary they will not be taken into account by developers. Instead the rationale is to ‘free ride’ on the effects of positive developments in the neighbourhood and to avoid making your own investments into better design. It would be more rational, however, to undertake common efforts to improve the design value of the area since the value then capitalises into prices and rents. This is a standard co-ordination problem of a free market that can rationalise the creation of incentives and regulation to help internalise external effects.”

Dr Gabriel Ahlfeldt (Economic Benefits Workshop)

Tom Bolton mentioned at the Workshop that according to the “HM Treasury test”, if there is demonstrable market failure in economic terms, then there is a role for policy and/or legislation. An incentive-based model, similar to Building for Life 12 – the government-endorsed industry standard for well-designed homes and neighbourhoods, launched as a partnership between the Design Council, the Home Builders Federation and Design for Homes – would entice local landowners to share in the cost of placemaking improvements and would have positive results for everyone involved, acting as a catalyst for change. Land values would increase by an even greater margin, and this mechanism would bring private-sector investment into public programmes. A similar approach of sharing benefits between private- and public-sector stakeholders has worked well with Business Improvement Districts (BIDs).

The role of the architect as a visionary, champion and urban activist would help break down the financial silos of separate parcels of land by providing a shared vision for all to buy into, it was argued at the Economic Benefits Workshop. The parcelling of land into different ownerships can lead to a stalemate where the first to develop does not capture as much value as the next, which is perhaps less of a problem in London than it is elsewhere.

If the architect can create the vision, and bring clients together to move projects forwards strategically and comprehensively, then everyone including the public would gain from this. John Letherland, Partner at Farrells, pointed to his experience with the Marylebone Euston Road and the Thames Gateway, both of which showed that this approach can work in practice.

Recommendation #52

Government could explore policies to incentivise private-sector contributions to public-realm and infrastructure improvements and address the perceived “market failure” whereby landowners who benefit financially from improvements are not always the ones to pay for them. Business Improvement Districts (BIDs) are a good model to follow.

5. Adjusting to commercial realities

Many of the individuals consulted felt that practices and businesses in all of the built environment fields will have to adapt and continuously retrain in order to build here in the UK and relate to a global marketplace. UK practices need to show more business acumen, and research shows this is not necessarily the case at the present time. Caroline Cole's work shows that 62% of architectural practices admit to not having a business plan.³¹ Many of the non-architects who were engaged in the Farrell Review said that remedying this would help counter the perceptions within the construction industry that architects lack commercial awareness and an understanding of their clients' business-driven needs.

A repeated theme was that architects would be strengthened in their role of turning ideas into reality and taking the broad overview, rather than increasingly marginalising themselves as "design specialists", if they were to improve their understanding of commercial realities. Professionals in new fields of digital technology and multimedia see the business side as completely integral to what they do, and flourish.

When the Farrell Review and the Department for Culture, Media & Sport (DCMS) hosted 12 of the development community's leaders at the Treasury Building for the Property Developers Workshop with Culture Minister, Ed Vaizey, the role of the architect was discussed. There is very little in architectural training that prepares architects for what the market is, where the demand is and who the consumers are. As Terry Farrell suggested at this workshop:

"In some respects the architect is trained to be above the market and to determine the way people should live rather than the way they want to live. Architects can have a culture shock when faced with planning and design quality being part of a democratic process whereby the market is created by the forces of democracy and capitalism. The shock to an architect who qualifies in the West and increasingly the rest of the world is that the consumer and the democratic market processes are becoming a major part of how the built environment is delivered."

Sir Terry Farrell CBE (Property Developers Workshop)

In response to another issue raised at the Property Developers Workshop, Terry Farrell remarked:

"Markets have changed dramatically in recent times. 75 years ago a socialist government meant the graduates of the AA and Cambridge sought to work inside government offices. Leslie Martin and Robert Matthew were both heads of the LCC [i.e. London County Council] that went on to become professors of architecture at Cambridge and Edinburgh. If we wind forward 50 to 70 years, it's astonishing how much it has changed and how skilled architects in other countries have become."

Sir Terry Farrell CBE (Property Developers Workshop)

³¹ Colander on behalf of the RIBA, *RIBA Business Benchmarking – 2012/13 Executive Summary*, 2013, www.architecture.com/Files/RIBAProfessionalServices/Practice/Benchmarking/RIBABusinessBenchmarkingExecutiveSummary201213.pdf (unnumbered).

The Farrell Review Property Developers Workshop, hosted by DCMS, chaired by Ed Vaizey MP with several of the country's leading property developers and house builders.



It is true to say that the phenomenon of “starchitects” designing cultural centres, opera houses and prime buildings throughout the world, rather like fashion brands, did not exist 50 years ago. Equally, conservation architects and urban designers did not exist then, so understanding and anticipating where the markets will be for architects’ services in the future will be key to architectural education and the expectation of the public in years ahead.

A lot of concern about the diminishing role of the architect was expressed in the Farrell Review workshops. Architects were seen to have given up aspects of their role now carried out by quantity surveyors and project managers. The protection of title, which is challenged in the “Education, Outreach and Skills” section of this document (chapter 1), is relevant here. As Terry Farrell said at the 2013 SCHOSA annual general meeting: “By differentiating architecture, it becomes an increasingly narrow definition in terms of the things that only an architect can do. Architects are in effect backing themselves into a corner and ever smaller areas of expertise which they feel they then defend.”

At the Economic Benefits Workshop, the idea of architects acting as investors in kind on projects was suggested, to help drive a high-quality product and capture some of the value from a return on their investment in the development process. Architects can influence developers and house builders from inside client organisations too. The culture of clients as patrons and promoters of good design is important, and we should encourage design champion placement within client teams. Participating in the Architectural Policy Workshop, Kevin Murray – Director of the Academy of Urbanism – was not alone in pointing out that companies which have architects on their boards, like Argent and Countryside Properties, arguably produce a better place product because it is a stronger part of their culture. Architects have an opportunity to influence from the inside as well as lobby from the outside of organisations that are funding and developing the built environment.

Gene Kohn of international architecture practice Kohn Pedersen Fox Associates (KPF) pointed the Review team to design thinking being incorporated into some US business schools. He particularly cited Harvard, where two student-run groups – the Design Club at the Business School, and the Design Thinking Group at the Graduate School of Design – collaborated to organise

Harvard’s first university-wide design conference, “xDesign”, in late January 2013, attended by high-profile figures from the fields of both business and design.³² Terry Farrell agreed with Gene Kohn that this sort of cross-disciplinary communication is a good model to follow. At the same time, the RIBA should support a new addition to the curriculum within built environment education that focuses on Architectural Economics and an understanding of the economic drivers behind development.

Recommendation #53

Architecture schools should include development economics and business planning in course content and the RIBA should help facilitate this.

Recommendation #54

Business schools could include built environment design in course content to ensure that future clients and decision makers understand the value of good design.

³² See “Dispatches: The Business of Design Thinking”, *Harvard Magazine*, 29 January 2013, harvardmagazine.com/2013/01/the-business-of-design-thinking.

4B.1

The biggest issue we are facing is climate change. Whilst not everyone agrees on the cause, virtually everyone agrees that demand for precious resources, pollution, urbanisation and population growth on an unprecedented scale require us to skill up and recalibrate our thinking. The future has to be a sustainable one and the built environment professions are central to this. Government and the industry must show leadership on the sustainability agenda and the critical proactive planning that is required as a result of climate change. Sustainable design should be incentivised and the right kind of leadership at city level should be championed. It is not just environmental forces at work that we should be better prepared for. Massively increased interest from countries with more disposable income and freedom of movement will have significant implications for investment, tourism, heritage and education here in the UK.

4B.2

The value of our cultural heritage for tourism, one of the fastest-growing sectors, cannot be underestimated. Our built environment assets are world renowned. London is one of the most visited cities in the world, and the world's first industrial revolution took place in the North of England. Government and institutions should maximise the significant economic benefits of our heritage by opening up even more of our heritage assets to the public and preparing for massively increased tourism from the world's emerging economic powers. Great work is already being done by the heritage sector and Visit Britain, but the future impact

of globalisation will create a step change in demand from overseas visitors beyond any current predictions or expectations. We must ensure that our towns and cities are accessible and legible to prepare for huge visitor numbers from many different parts of the world.

4B.3

The value of good design is recognised inconsistently within government and this needs to change, as design and creative planning are increasingly central to our economic wellbeing and to the future sustainability of our towns and cities. Government should demonstrate its commitment to the value of good design by making strong public statements and exploring policy measures which are supportive of long-term value as well as initial capital cost when procuring buildings. The Royal Institution of Chartered Surveyors (RICS), the Construction Industry Council and PLACE institutions should work together to establish industry standards for defining, measuring and valuing the quality of architecture and place, informing a new method of property valuation that is fit for purpose.

4B.4

Business and finance should be taught as standard within architecture schools so it becomes a more integral part of what architects do, helping them to compete in a global marketplace. At the same time, the value of good design should be taught in business schools to educate future clients and decision makers.

5. BUILT ENVIRONMENT POLICY



Sir Terry Farrell and Ed Vaizey engage a public audience in the debate around the role for an architectural policy at the RIBA. © Agnese Sanvito

The thousands of stakeholders who were engaged in the Review process all agreed that the way in which the government connects to the community of professionals and public will be a key to this Review's success. National and local government have a crucial role to play, both in achieving design quality as a client and in promoting design quality by acting in an exemplary way, setting policy and regulating.

However, government is not at all the sole focus of this Review. The PLACE institutions, agencies and professions and the development community all have a major part to play in the built environment. There is always a debate to be had as to whether government should lead and when individuals, industry and voluntary groups can improve outcomes without government leadership or involvement.

This chapter is shorter than the previous chapters, as built environment policy was not a theme covered by the terms of reference for the Review. However, it is critical to ensuring that the work of the Review is carried forward in a purposeful and effective way.

The first section looks at how the built environment has been led within government, its constant flux and disaggregation amongst different departments, and how this might inform the way forward. The second looks at the current situation within government departments that have the built environment within their portfolio, which is the majority.

The headings under which these subjects are examined are:

- A. The Role of Government**
- B. Policies within Government**

The Farrell Review workshop on Built Environment Policy, hosted at Farrells.

Clockwise from bottom left: Peter Karpinski; Charlie Peel; Kevin Murray; Ian Gilzean; Max Farrell; Angela Brady; Sir Terry Farrell; Henk Bouwman; John Worthington



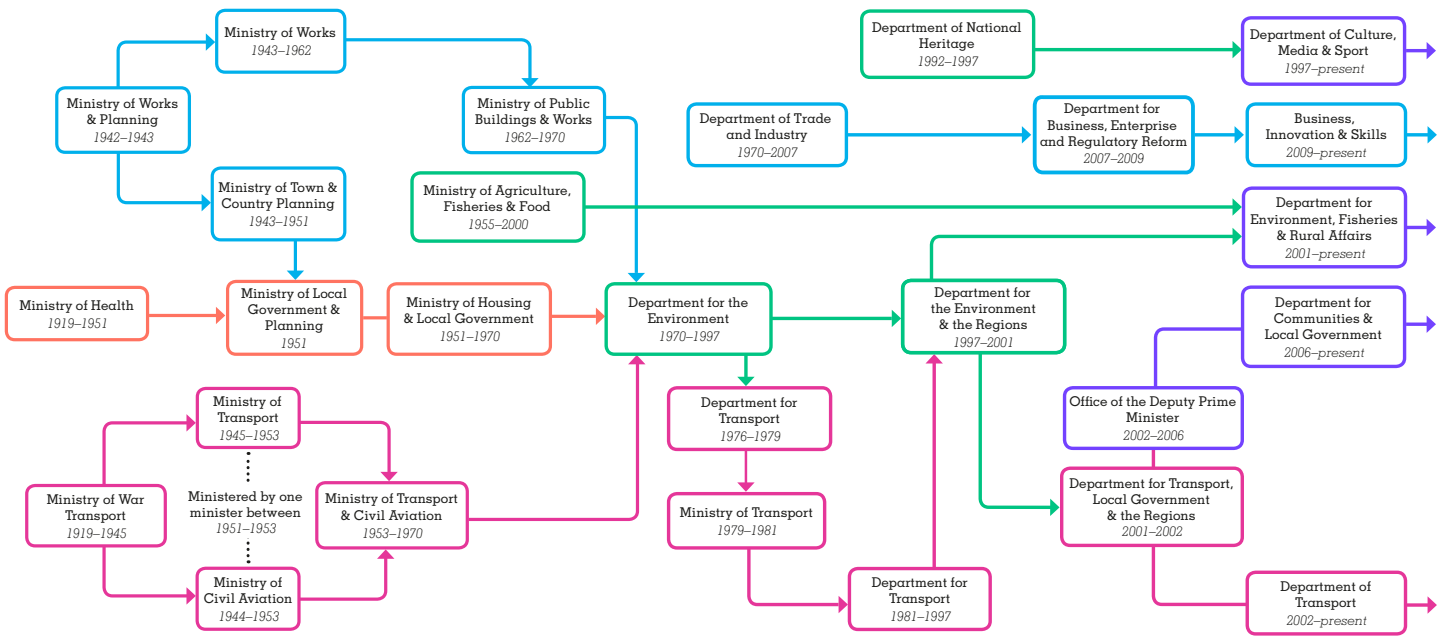
5A. The Role of Government

Throughout the workshops, the professional community expressed the view that the built environment is marginalised within government. Government pigeonholes architecture within its portfolio as a subset of Heritage, within the Department for Culture, Media & Sport (DCMS). Yet our built environment permeates every department.

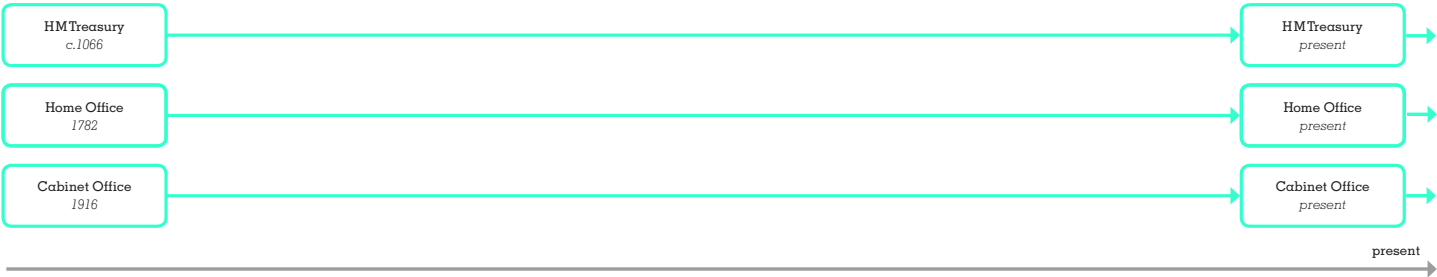
The Royal Institute of British Architects (RIBA) and the Design Council, among others responding to the Farrell Review, have lobbied for a Minister for the Built Environment to be appointed and sit within the Cabinet Office, monitoring and disseminating best practice. As the RIBA argued:

“Responsibility for architecture should be removed from the Department for Culture, Media & Sport. A Minister with a cross-cutting role to promote quality in the built environment and implement the Built Environment Design Policy across government should sit within the Cabinet Office.”
Royal Institute of British Architects
(Call for Evidence submission)

The built environment has continuously been divided between government departments



Other government departments have long-standing continuity



Others feel that this is an unlikely ask, and worse still a hostage to fortune in the form of reshuffles of Ministers and posts in this and any future general elections.

The other point made against the notion of a specially appointed Minister for the Built Environment was that, since there is already a Chief Planner and a Chief Construction Adviser, such an additional post would appear to be unnecessary. The Farrell Review heard this view from the current Chief Construction Adviser Peter Hansford when meeting the leaders of significant ongoing reviews such as the Construction Industry Strategy.

In a further discussion with Peter, Terry Farrell concluded that a leadership body or council with private-sector representation and representation from DCMS and the Department for Communities & Local Government (DCLG) would follow a similar model to the Construction Leadership Council and could relate well to it.

Recommendation #55

R55. Government should establish a PLACE Leadership Council, with ministerial representation from DCMS and DCLG, Chief PLACE Advisers and equal public- and private-sector representation.

Recommendation #56

The PLACE Leadership Council should produce a strategy and action plan for improving design quality within the everyday built environment in the first six months. This should include proposals to create a more proactive planning system and new place-based policies.

There is a real opportunity for the government to take a lead on the importance of placemaking and design quality. Individuals within the public sector who champion architecture and the built environment have made a real difference, although they are few and far between. At the workshop in Bristol, urban designer and movement specialist Ben Hamilton-Baillie of Hamilton-Baillie Associates raised the importance of political leadership on design issues:

“Most of us would probably count on one hand those outstanding political leaders who have taken a clear position on design. [...] Daniel Moylan in Kensington and Chelsea said what he wanted his design codes to be and everyone understood that and delivered it. In my field, every so often you find a little spark of leadership in design terms. But it’s immensely fragile, and I don’t see any mechanism in place from the government or from any of the other institutions that support political leadership in design.”

Ben Hamilton-Baillie (Bristol Workshop)

Twenty years ago, Michael Heseltine was instrumental in leading the Thames Gateway regeneration project; and the current Mayor of Bristol has the built environment and design firmly at the core of his agenda. In other countries it is more common for political figures to act as champions for the built environment. In New York City Amanda Burden, Director of the Department of City Planning, regularly communicates with developers and can strongly influence urban design; and in Copenhagen the City Architect, Tina Saaby, organises regular city-wide breakfast talks with the development community. In his early article for the Farrell Review blog, Sunand Prasad wrote:

“It is people that make the difference not policy. Crudely put, good people can work round bad policies but good policies cannot work round bad people.”

Sunand Prasad (Farrell Review blog)

Recommendation #57

Government should appoint a Chief Architect reporting to DCMS and DCLG at the highest level. This role should be similar to the Chief Planner and Chief Construction Adviser, connecting up government departments and maintaining high standards and consistency of approach.

Recommendation #58

PLACE institutions and think tanks should undertake research on the value of independent, place-based leadership, such as mayors, to the public. In the UK where we have them, and in other countries, city leaders are proven to be the most successful drivers of sustainable and strategic urban planning.

5A.1

The built environment has seen enormous flux within government over the years, moving between many different departments often with little added gain. For this reason, and in recognition of the energetic engagement of everyone involved with this independent Review, policies should be developed which are enabled by government but led independently by the industry. The focus of these policies should begin with the core “places” of villages, towns and cities. Very often political boundaries which are electorally defined do not coincide with place boundaries which are geographically defined. The stewardship, long-term planning and identity of real places should be a fundamental part of built environment policies. The future lies in empowering cities and localities, with central government increasingly taking on an enabling role.

5A.2

These policies should be developed and monitored by a newly formed PLACE Leadership Council (PLC), following the emerging model of the Construction Leadership Council. There should be an equal balance of private-sector representation from the built environment professions and public-sector representation from the Chief PLACE Advisers and Ministers from the Department for Communities and Local Government (DCLG) and the Department for Culture, Media & Sport (DCMS). Central government should recognise that cities and metropolitan regions are proving to be a successful scale for proactive planning. The built environment is complex and we must recognise this through a combination of “top-down” and “bottom-up” approaches, enabling different networks and places, each with their own challenges, to function properly.

5A.3

The government has a Chief Medical Officer, a Chief Veterinary Officer, a Chief Procurement Officer, a Chief Technology Officer and a Chief Operating Officer, and every Department has its own Chief Scientific Adviser. For the built environment there is a Chief Planner and a Chief Construction Adviser, so there is scope for a Chief Architect to ensure that the built environment professions are better represented. These advisers should sit on the PLACE Leadership Council together with representatives of the private sector.

5B. Policies within Government

The Farrell Review team assembled an almost unprecedented meeting of over 20 senior civil servants from every government department involved in creating our built environment. It emerged that almost every department has some policy on design and that it is better co-ordination that is needed. This meeting led to the conclusion that a much stronger network within government would be more effective than a singular, top-down built environment policy.

Peter Hansford pointed to the government's Construction Board as an effective example of cross-cutting governance, where eight different government departments are represented, all of whom commission construction projects whether they are hospitals, prisons, schools or roads. In Peter's view "there is good reason for this. The key is to create strong links and ensure consistency across government clients."

Northern Ireland's Ministerial Advisory Group for Architecture and the Built Environment, which falls under the auspices of the Department of Culture, Arts & Leisure, offered the following advice:

"Use 'collegiality' which acknowledges and respects the independence of everybody and also the benefits of collaboration as appropriate in leadership and in support. The

migrating flock of geese travels in V-formation across vast oceans. Each bird is independent but they all want to go to the same place. There is always a leader, but it is not always the same one; it changes organically according to circumstances. The leader cannot fly without the support of the others and the birds, flying together are a measured 70% more efficient using the collegiate model than flying alone. Flying alone, they just wouldn't make it across."

Ministerial Advisory Group for Architecture and the Built Environment, Northern Ireland
(Call for Evidence submission)

There are cross-cutting issues across all departments with design and built environment responsibilities and it was strongly felt by workshop participants that design policies should be consistent when addressing these.

The Farrell Review Government Officials Workshop, hosted at DCMS. Chaired by Paul Finch and attended by 16 government departments with a built environment portfolio.



Recommendation #59

All government departments and government-funded bodies should sign up to an agreed set of principles and produce a joined-up design policy statement. This statement should set out how they intend to co-ordinate the design quality of their respective built environment ambitions, activities and responsibilities.

Recommendation #60

Design policies should be consistent on cross-cutting issues such as procurement (of services and products), accessibility, sustainability, information and communications technology, maintenance and stewardship and the public realm.

Conclusions

5B.1

Government should adopt a range of policies within and for each of the departments that have the built environment within their portfolio. These policies should be consistent when addressing the big issues like procurement, sustainability, accessibility, information and communications technology, maintenance and stewardship and the public realm.

5B.2

The newly formed PLACE Leadership Council should advise and help co-ordinate policies and programmes across government in order to support the delivery of better places. The Chief PLACE Advisers should monitor and co-ordinate the activities of these departments. Government can take the lead by setting high standards and bringing about the major cultural change that is needed to make proactive planning and high-quality design a normal and accepted part of our society.

Acknowledgements

Our extended thanks to all those whose voices and input have shaped this Review. Together we are all a part of ensuring its legacy and making the needed change happen.

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Led by

Sir Terry Farrell CBE

with:

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Charlie Peel, Project Co-ordinator

The Panel

Peter Bishop

Alison Brooks

Alain de Botton

Hank Dittmar

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With support from

Academy for Urbanism

Alan Baxter & Associates

The Architecture Centre Bristol

Berkeley Group

Bruntwood

Capita Symonds

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MADE

New London Architecture

Northern Architecture

Royal Institute of British Architects

Royal Town Planning Institute

University College London

Urban Design Group

Urban Design London

URBED



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Workshops

Education, Outreach & Skills

Prof Alan Penn, The Bartlett, UCL (Chair)
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Victoria Thornton, Open-City (Panel)
Matthew Bell, Berkeley Group
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Christine Murray, The Architects' Journal
Sue Vincent, Urban Design London
Helen Walker, Cabe at the Design Council, BEE

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Peter Bishop, Allies and Morrison Urban Practitioners (Panel)
Sunand Prasad, Penoyre & Prasad (Panel)
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Harry Rich, RIBA
Andy Sturgeon, Andy Sturgeon Landscape
David Taylor, New London Quarterly
Andy von Bradsky, PRP Architects
David West, Studio Egret West
Debbie Whitfield, NLA
Finn Williams, GLA

Cultural Heritage

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Lucy Musgrave, Publica (Panel)
Nigel Barker, English Heritage
Paul Bristow, Arts Council
Clem Cecil, SAVE
Barnaby Collins, DP9
Ben Cowell, National Trust and Heritage Alliance
Mike Brown, Institute of Historic Building Conservation
Dan Cruickshank, Broadcaster
Mark Elton, Sustainable by Design
Steve McAdam, Soundings

Victoria Perry, Donald Insall Associates
Alireza Sagharchi, Stanhope Gate
Mhora Samuel, Theatres Trust
Robert Tavernor, Tavernor Consultancy
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Cordula Zeidler, A10 | Donald Insall Associates

Economic Benefits

Philipp Rode, LSE Cities (Chair)
Alison Brooks, Alison Brooks Architects (Panel)
Nigel Hugill, Urban&Civic (Panel)
Robert Adam, ADAM Architecture
Dr Gabriel Ahlfeldt, LSE
Tom Bolton, Centre for Cities
Chris Brown, Igloo Regeneration
Caroline Cole, Colander Associates
Sarah Gaventa, Rogers Stirk Harbour + Partners
Dr Frances Holliss, London Metropolitan University
Peter Oborn, RIBA Vice President International
Liz Peace, British Property Federation
Rebecca Roberts-Hughes, RIBA
Martha Schwartz, Martha Schwartz Partners

Urban Design & Landscape Architecture

Martin Kelly, Capita Symonds (Chair)
Lucy Musgrave, Publica (Panel)
Martin Blackwell, Association of Town & City Management
Chris Brown, Igloo Regeneration
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Steve Cole, Neighbourhoods Green | National Housing Federation
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Nick Grayson, Birmingham City Council
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Sue Illman, Landscape Institute
Sue James, Trees and Design Action Group
Peter Jones, UCL
Paul Lincoln, Landscape Institute
Dennis Moynihan, Institute for Sustainability
Paul Reynolds, Atkins
Brian Webb, University of Manchester
Andrew Whitaker, Home Builders Federation

Sustainability

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Richard Saxon, Consultancy for the Built Environment
Alan Shingler, Sheppard Robson
Jonathan Smales, Beyond Green
Simon Sturgis, Sturgis Carbon Profiling
Alan Yates, BRE

Architectural Policy

Angela Brady, RIBA
Henk Bouwman, Urban-imPulse
Bill Gething, Sustainability + Architecture
Ian Gilzean, Chief Architect for Scotland
Kevin Murray, The Academy of Urbanism
John Worthington, The Academy of Urbanism

Property Developers

Ed Vaizey MP, DCMS (Chair)
Phil Barnes, Barratt
Emma Cariaga, Land Securities
Jonathan Falkingham, Urban Splash
Clive Fenton, Mount Anvil
Ron German, Stanhope
Ian Hawksworth, Capital & Counties (Capco)
Liz Peace, British Property Federation
Rob Perrins, Berkeley Group
Irvine Sellar, Sellar Property Group
Stephen Stone, Crest Nicholson
Chris Strickland, CORE
John Turner, Ballymore

Government Officials

Paul Finch (Chair)
Jane Briginshaw, HCA
Francesca Conlon, DCMS
Richard Harral, DCLG
Phil Heenan, Cabinet Office
John Higgins, Home Office
Liz Hobman, DCLG
Andrew Honeyman, Cabinet Office
Mairi Johnson, DfE
Kate Jones, Cabi at the Design Council
Carol Larkin, Home Office
Richard Mabbitt, Defra
Selina Mason, London Legacy Development Corporation
Tony Mulcahy, BIS
Lisa Ollerhead, Cabinet Office
Elizabeth Osgood, DCLG
Clare Pillman, DCMS
Menaka Sahai, HCA
John Wallsgrove, Ministry of Justice

Birmingham

David Tittle, MADE (Chair)
Rob Annable, Axis Design Architects
Will Cousins, David Lock Associates
Meredith Evans, MADE
Nick Grayson, Birmingham City Council
Rob Groves, Argent
Stephen Hill, ATLAS
Phil Jones, Phil Jones Associates
Sue McGlynn, TransForm Places
Prof Kathryn Moore, Birmingham City University
Larry Priest, BPN Architects
Les Sparks, Heritage Lottery Fund
Julie Tanner, OPUN

Bristol

David Mellor, Alec French Architects (Chair)
Victoria Thornton, Open-City (Panel)
Isabel Allen, Hab Housing
Nick Childs, Childs & Sulzmann Architects
Peter Clegg, Feilden Clegg Bradley Studios
Christine Davis, The Architecture Centre Bristol
Nigel Dyke, Alec French Architects
Shankari Edgar, Nudge Group
George Grace, TownCentred
Rob Gregory, The Architecture Centre Bristol
Ben Hamilton-Baillie, Hamilton-Baillie Associates
Geoff Haslam, Chair of Bristol Urban Design Forum
Amy Harrison, The Architecture Centre Bristol
Peter Jones, Homes & Communities Agency
Ben Linscott, Planning Inspectorate
Rob Mitchell, Mitchell Taylor Workshop Architects
Mark Pearson, Architecture Centre Devon & Cornwall
Prof John Punter, Urban Design Cardiff University
Sandra Stancliffe, English Heritage
Martin Sutcliffe, BDP
John Waldron, Places and Spaces
Dr Mike Wells, Biodiversity by Design
Charles Wilson, Independent Architecture & Planning Consultant
Prof Alex Wright, University of Bath

Manchester

Robert Powell, Beam (Chair)
David Caulfield, Sheffield City Council
Prof Rachel Cooper, Lancaster Institute for the Contemporary Arts
Stephen Feber, Independent Consultant
Jaimie Ferguson, Turley Associates
Francis Glare, BDP
Simon Green, Sheffield City Council
Neil Harris, Arts Council England
Terry Hodgkinson, Terry Hodgkinson Ltd
Derek Latham, Latham Architects
Richard Motley, Integreat Plus
Charlotte Myhrum, Places Matter!
John Orrell, DLA Design Group
Prof Charles Quick, University of Central Lancashire
Alan Simpson, IBI Taylor Young
Martin Stockley, Stockley Urban Engineering
Ernst ter Horst
Atam Verdi, AspinallVerdi

Newcastle

Robert Powell, Beam (Chair)
Nick Deeming, Faulkner Browns
Mike Foggon, Faithful+Gould
Jenny Gillatt, Mosedale Gillatt Architects
Tina Gough, Spence & Dower
Ian Graham, Independent Consultant
Colin Haylock, Haylock Planning and Design
Michael Henning, Summers Inman
Peter Holgate, Northumbria University
David Hosken, Aura
Toby Hyam, Creative Space Management
Matthew Jarratt, Arts Council England
Prof Paul Jones, Northumbria University

Dan Kerr, Mawson Kerr
John Lee, Your Homes Newcastle
Matthew Margetts, Newcastle University
Tim Mosedale, Mosedale Gillatt Architects
Rhona Pringle, Accend
David Roberts, Igloo Regeneration
Dhruv Sookhoo, Home Group
John Thorp, Leeds City Council
Craig van Bedaf, Pod Architecture
Matt Verlander, Arup
Alan Wann, Independent Strategic Advisor
Nicky Watson, JDDK
Tony Wyatt, +Plus UD

Call for Evidence responses

Institutions and associations

Association for Consultancy and Engineering
Association of Consultant Architects
Campaign to Protect Rural England
Centre for Accessible Environments
Changing Places Consortium
Chartered Institute of Architectural Technologists (CIAT)
Chartered Institution of Highways and Transportation
College of Occupational Therapists, Specialist Section in Housing
CPRE London
Design Network
Ghislaine Trehearne
The Hammersmith Society
Historic Houses Association
Historic Towns Forum
Institute for Archaeologists (IfA)
Institute of Historic Building Conservation (IHBC)
Joint Committee of the National Amenity Societies
Landscape Institute
London Forum of Amenity and Civic Societies
Ministerial Advisory Group on Architecture and the Built Environment – Department of Culture, Arts and Leisure (Northern Ireland)
National Housing Federation
New Urbanisms, New Citizens Project
Planning Officers Society
Research Councils UK
Royal Institute of British Architects (RIBA)
Royal Town Planning Institute (RTPI)
The Theatres Trust
Town and Country Planning Association (TCPA)
Urban Design Group
Woodland Trust
Worshipful Company of Chartered Architects

Councils and public bodies

Built Environment, Westminster City Council
Cabe at the Design Council
City of London Corporation
City Development, Leeds City Council
English Heritage
Historic Royal Palaces
Local Government Association
Mid Devon District Council
Woking Borough Council

Companies and non-profits

andrew mulroy architects ltd
Architectural Co-operative
The Architectural Review
AspinallVerdi
Barton Willmore
The Berkeley Group plc
BGS Building Stones Team (Minerals & Waste Science Area)
Biodiversity by Design Ltd
BRE Global
BrightSpace Architects
The Churches Conservation Trust
The College of Estate Management
Design Quality Indicator (DQI)
Donald Insall Associates
Enterprise and Development, Home Group Ltd
Fundamental Architectural Inclusion
Gerry Lytle Associates Architects
The Glass-House Community Led Design
The Heritage Alliance
Heritage Lottery Fund
Heritage Skills HUB
Hive Architects Studio Ltd
Ian Harvey

Integreat Plus
 ixia public art think tank
 keith williams architects
 Kernel UK Ltd
 Living Streets Make
 Mend (London) Ltd
 OPUN Architecture East Midlands Ltd
 Oxford Preservation Trust
 The Prince's Regeneration Trust
 Riley and Revell Ltd
 Sarah Wigglesworth Architects
 The Society for the Protection of Ancient Buildings
 Spence & Dower LLP Architects
 Stefan Kruczkowski Urban Design
 Steven Bee Urban Counsel
 Tibbalds Planning and Urban Design
 TROLLEY studio LLP
 Turley Associates, Urban Designers
 The Twentieth Century Society
 Urbanist Hotels Ltd and Urbanist Group

Self-organised groups

AHRC Cultural Value of Architecture research group
 Conference on Training in Architectural Conservation
 Conservation Course Directors Forum
 Faringdon Area Project
 GeoConservationUK
 Greenwich Society
 A Group of Architects Based in Surrey
 Look! St Albans ... Inspired by the past. Picture your future!
 Standing Conference of Heads of Schools of Architecture
 The Highgate Society
 Urban Vision North Staffordshire

Individuals

Robert Adam	Peter Coe	Marc Lane	Santa Raymond
Ben Adams	Alison Cookson-Hall	Ranald Lawrence	Willi Richards
Robert Aspey	Francesca Dance	Dan Lincoln	Richard Riley
Nancy Astley	Gillian Darley	Tom Lonsdale	Daniel Scharf
Phil Baker	Mary Dejevsky	Patrick Lynch	Henrik Schoenefeldt
Ghazaleh Banani	Roger Estop	Alan MacDonald	Adam Sharr
Justin Bannister	John Ferguson	Geoffrey Makstutis	David Sibbald
Jeff Barker	Simon James Gallagher	Andrew Matheson	Richard Simmons
Abigail Batchelor	Andrew Giaquinto	Gabriela Mirescu	Joe Smith
Trevor Bendell	Verina Glaessner	Janet Morris	Ziona Strelitz
Oliver Bennett	Carolyn Gohler	David Morrissey	Joseph Tabone
Timothy Bennett	Alan Goodearl	Barry Murphy	Michael Timpson
Jasdeep Bhalla	Gary Grant	Alan Murphy	Peter Tompkins
Philip Bisatt	Michael Hamilton	Charlotte Myhrum	Chiara Trecchi
Richard Black	Mark Hancock	Suzanne O'Donovan	Gerry Turner
Jonathan Braddick	Richard Harbord	Saif Osmani	Deb Upadhyaya
Ruth Brennan	John Harding	Noel Painting	Hannah Vowles
Joyce Bridges	Stephen Hewitt	Natalya Palit	Alan Warren
Patricia Brown	Peter Holgate	Richard Parnaby	Gene Webb
Terence Brown	George Jaycock	Alison Peters	Joanne Whitehead
David Callin	Victoria Johnston-Messore	David Porter	Bill Wicksteed
Stuart Carter	Irving Jones	John Preston	Mark Stephen Wildish
Tim Carter	Mike Kelly	Jeff Prior	Donna Woodward
Ruth Chambers	Levent Kerimol	Oriel Prizeman	
Sabine Coady Schaebitz	Chris Lamb	John Punter	

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