

## 5 DEMONSTRATION POTENTIAL

The location of 73-77 Trongate, at the heart of Glasgow's Merchant City Townscape Heritage Initiative, is in a rapidly regenerating neighbourhood of high visibility and increasing desirability. As such, it is in a powerful position to demonstrate to the enthusiast and the mainstream the normality, the practicality and the commerciality of a sustainable approach to regeneration.

Demonstrating sustainability in the completed building is difficult because many of the ideas and changes that will have been made are integrated into the structure and not immediately obvious. It is likely that the best way of demonstrating the principles would be to have an audio visual presentation that could be accessed by the public both in the building, as part of a display area, but also on a website.

Diagrammatic graphic presentations and more technical explanations could also be available. For people visiting the building in order to find out more about the approach, a small guided tour could be arranged, giving access to features such as a cut-away wall section showing the insulation build-up, a cut-away roof section showing the roof build-up, a feedback temperature gauge showing energy gained from solar ventilation and solar panel installations, a feedback monitor showing energy use in the offices and a breakdown of CO2 emissions, viewable access to the water recycling tank and filters with meters showing water use, different samples of stone showing one cleaned by conventional grit blasting, another by chemicals and a further by laser, and a shopfront display of any special products used with leaflets and contacts available.

The extent of access to these features would depend on the end user – full access as part of Doors Open Day is a possibility - but a ground floor display area could easily show examples of sustainability in action, what people are doing to reduce waste and to save energy. Such a display could remain visible outwith the normal opening hours of the building, so contributing to footfall in the area, and could also provide the degree of privacy to the ground floor office spaces which may be desirable.

### 5.1 Identifying the Key Values of the Project

As business and organisational values come under closer scrutiny, awareness as to public expectation and that from our bodies of governance has increased dramatically. This is highlighted by the launch of the FTSE4Good Index of company performance and the Dow Jones Sustainability Group Index. Both of these indexes run alongside their better known relatives, and are increasingly acting as benchmarks for business standards and performance indicators to investors. In 2001-02, UK Environment Minister Michael Meecher 'requested' that all FTSE 100 companies submit reports on their environmental and social

policies and performance to the Ministry. In 2003 this will expand to the FTSE 350.

Values and corresponding activities will vary from organisation to organisation, but by and large they fall under the following key themes:

- Creating jobs
- Transferring technology
- Expanding local infrastructure
- Building economic networks
- Stakeholder engagement
- Investing in human capital
- Alleviating poverty
- Improving quality of life
- Building trust
- Minimising conflict
- Supporting social entrepreneurs
- Provision of local training
- Encouraging cultural diversity
- Building learning networks
- Supporting social services
- Investing in the community
- Investing in cleaner production
- Life-time product stewardship
- Sharing best practice
- Environmentally sound products and services
- Promoting resource efficiency
- Full and proactive compliance

Forward-thinking companies will find a balance between these drivers which reflect their own capabilities and opportunities but will remain mindful of constant review and the actions of their competitors. The standards of expectation are quickly changing across the market place and companies that fail to keep up will run into increasing and expensive obstacles in the future.

## **5.2 Key Values and the Client**

For the purposes of this project Glasgow Building Preservation Trust (GBPT) and Forward Scotland have acted as a joint proxy client group. In this relationship, GBPT has acted primarily as the developer, Forward Scotland as the proactive long-term tenant. As such, both have a direct

interest in the quality of the asset, its durability and performance as well as how it reflects and supports organisational values.

### **5.2.1 Key Values and Glasgow Building Preservation Trust**

GBPT is the oldest building preservation trust in the UK based on active community involvement. A charitable company, limited by guarantee, the Trust's core remit is to sensitively develop and restore buildings of "listed importance and immense social significance,,,to vibrant modern usage" considered uneconomic by commercial developers. Although a Trust, the company must meet practical financial constraints if it is to maintain its revolving funds for continued work. Projects aim to get in early and participate actively in core regeneration areas. The Trust therefore acts as a catalyst for significant environmental, economic and social improvements to communities in the short, medium and longer terms.

Specifically, the Trust's named principles are:

- Charitable aims.
- Architectural conservation and heritage concerns.
- Social and cultural objectives – to promote a "sense of place".
- Desire to empower communities to affect their environment for the better.
- Economic regeneration of the skilled construction and craft industries.
- Urban renewal of areas of the modern city that have lost their original function.
- Encouragement of bold design-led architectural solutions to historic decay.
- Holistic approaches towards urban regeneration recognising the contribution that historic buildings and townscape play when linked to robust and viable end-uses.

It is the Trust's desire to more closely examine and more proactively introduce the sustainable building and design principles to project work. In these interests, this study has progressed and GBPT has taken an active and committed role.

### **5.2.2 Key Values and Forward Scotland**

Founded in 1996, Forward Scotland is a limited company expressly committed to supporting, enhancing and promoting sustainable development policies and practices. As such, Forward Scotland is built on four guiding principles that inform all the organisation's activities. As stated on their web site and corporate materials:

1) Seeking Partnership

Forward Scotland is committed to the principle of partnership working. The organisation believes that only through the combined abilities and experience of different bodies working together towards the same ends can significant change be achieved.

2) Working to Empower

Forward Scotland works with communities, voluntary organisations, local authorities, central government, academic institutions, trade unions and the private sector. It seeks not only to achieve mutual goals, but also to influence the priorities, programmes, policies and budgets of these organisations through a working partnership.

Sustainable development must be made relevant to people in Scotland.

The participation of communities at all stages of practical action and decision making helps to ensure that their priorities are met.

Empowering communities is about enabling their active participation to change and influence.

3) Integration

The problems which are faced today do not have one simple cause or one simple solution. They are the result of the interplay of a wide range of factors.

Forward Scotland seeks to integrate social, economic and environmental issues in its project and policy work, and to encourage others to do the same.

At its most basic level, this type of integration adds value. When it is applied more widely, it offers better solutions to complex problems.

4) Equity

Sustainable development is not just about protecting the environment or providing a stable economy. It is also about creating sustainable communities where the problems of social exclusion do not harm the well being of the people living in them.

These values are inherent in management, strategic and financial planning decisions taken by the company. Forward Scotland's participation as a full member of the project team acknowledges not only the tenant's responsibility to define their needs and raise their expectations of quality from the marketplace but how in contributing to the design brief an output can come to be imbued with the values of the potential user group. While some may argue that early tenant participation is the exception rather than the rule, it well reflects the opportunities inherent in PFIs, PPPs and long-term lease agreements in which assets are produced on behalf of, although not owned by, a long-

term occupant. The model has become as much about expressing outwardly the best practice and best process as about finding the most appropriate solutions to particular building problems.

In all aspects of considering the macro and micro issues of the project, an integrated assessment of social, economic and environmental issues has taken place. Financial planning, while as important to Forward Scotland as any commercial client, has been informed by the fiscal, operational, risk, opportunity and productivity costs inherent in determining energy planning, material selection, healthy building design, resilience to severe weather events, accessibility, flexibility, etc.

As with other strategic companies, the decision to examine a site in Glasgow's regenerating Merchant City, in support of the Townscape Heritage Initiative, reflects a commitment to work with the broader community, reinvesting the benefits of growth in an undervalued urban centre. It is when companies are willing to look to the future to consider how their presence in under-developed areas may open the doors for other smaller businesses and the existing community that whole areas begin their resurgence and areas/infrastructure under excessive pressure find relief.

### **5.3 Key Values and British Council for Offices**

BCO Guide to Best Practice in the Specification of Offices.

It is of great significance to the development of the market place, both for the developer and the consumer, that the recently published BCO standards are built around the following core values:

- 1) Sustainability and sustainable development:  
The BCO has been at the forefront in ensuring that the membership, and a wider audience, is made aware of the implications of the 1997 Kyoto Protocol.
- 2) Recognising the role of the occupier:  
The end user: a deliberate effort has been made to approach the procurement of commercial workspace with the end user in mind.
- 3) New ideas and new methods:  
In 1998, the Egan Report "Rethinking Construction" sought to create a new mindset for the whole industry on what might be achievable in terms of unit cost, construction time and construction quality.
- 4) Productivity  
It is a statement of the obvious that contented staff make a difference to bottom line business performance. But with staff costs representing as much as 75-80% of operational costs, it is not

surprising that business is increasingly focusing on the importance of maximising staff productivity.

Each of these values specifically reflects the core drivers of this feasibility study and we believe that its outputs will be of direct relevance and interest to BCO and its membership.

## 5.4 Quantifying Quality

An initial conservation study which had been prepared for 73-77 Trongate had examined the viability and costs associated with restoring the building as a wind and watertight shell using funds available from Historic Scotland and Merchant City THI. Thereafter, it had been anticipated that a retailer would complete the fit-out of the building in a manner appropriate to its specific end use. For the purposes of this present study, the costs for this basic scheme were re-visited and updated (for an office scenario), with the costs associated with an improved specification driven by environmental and sustainability considerations extracted and priced separately.

Appendix E comprises a cost comparison between a basic project and one which incorporates the recommendations made as part of this study. For ease of comparison, costs identified by the study team as being of value to the demonstration potential of the building are highlighted in red. These include sorting out waste from the site clearances as part of a recycling strategy, setting aside brickwork for re-use, carrying out treatment works to eradicate dry rot in line with the Danish procedures discussed in the study, using re-cycled hardcore in the concrete for new floors, using reclaimed flooring where possible, upgrading the insulation specification to the roof and external walls, cleaning the paint from the front façade by laser, applying lime harling to new brick external walls, installing secondary glazing, using plywood veneer from a sustainable source, using floor finishes from a source recommended as part of the study, altering the decoration specification, installing sanitary fittings recommended as part of the study, using HDPE pipework, and, finally, installing solar thermal water heating, a displacement ventilation system and photovoltaic panels.

It is estimated that the incorporation of the elements identified above would result in an additional cost to a standard refurbishment strategy of £152,000, this being 15.74% of the standard office option costs. Not all of this increase can be attributed to the promotion of the principles of sustainability; some of it is associated with best practice procedures, such as sorting waste for recycling, heat treatment of rot and laser cleaning of the paint from the front façade. Together, they account for approximately £33,000 of the additional costs, although this has to be seen against a background of innovation and a degree of experimentation which it would be hoped would lead to a reduction in