



# Recommendations for Sustainable Operation and Adaptive Re-use of Bayt al-Razzaz, Cairo

Developed on behalf of the  
Egyptian Heritage Rescue Foundation

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# Acknowledgements

We would like to thank the team from EHRF, on behalf of ourselves and the National Trust, for hosting our visit to historic Cairo, to meet with a wide range of professionals, passionate conservationists and craftspeople, who took time to speak with us, show us their work and accompany us around the historic places we visited.

In particular, we would like to thank Omniya Abdel Barr, Jane Smythe, Nesreen Sharara and Sahar el Sakkout for being so

generous with their time and answering our many questions during the visit, as well as showing us around a great number of places, providing the detail and bringing the buildings to life by demonstrating and interpreting a range of heritage skills and crafts within the city.

We would also like to thank Alex Lamont Bishop and Catherine Leonard from INTO who arranged the visit and sought involvement from our NT regional and national directorates.



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## 1. Background & Brief



## 1.1. Background of Visit & NT Brief

In March 2022, Jim Foy (Assistant Director, Operations), Alex Lamont Bishop (Deputy Secretary of International National Trust Organisation (INTO)) and Imogen Wood (Heritage & Climate Consultant) visited Historic Cairo to meet with the Egyptian Heritage Rescue Foundation (EHRF). The EHRF is a relatively young organisation, having existed for nine years. Its headquarters are located in Bayt al-Razzaz (BAR); a Mamluk building in a semi-derelict state in historic Cairo. BAR is a registered monument and therefore belongs to the Ministry of Antiquities.

The visit was designed to explore a sustainable operating model for BAR, which EHRF rents from the Ministry, initially on a multi-year lease and now on a rolling one-year lease. This situation is not suitable for long term planning, including seeking investment and so in order to move towards greater organisational sustainability, EHRF sought the support of the National Trust for England, Wales and Northern Ireland (NT) to better understand possible operating models.

This includes an understanding of the feasibility of potential new revenue streams, as well as proposals that would lead to greater public engagement. Information supplied will feed into ongoing discussions between EHRF and the relevant Egyptian ministries

to attempt to secure a longer-term management strategy for BAR, ideally on a long-term lease basis.

Outputs from the visit were to include: -

- an analysis of potential business models possible at BAR, including comments on feasibility
- an analysis of priority areas for capital investment
- an analysis of opportunities and challenges for BAR
- information about relevant case studies from the NT and beyond





## 2. Historic Cairo Visit Overview

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## 2.1. Setting & Heritage at Risk

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In considering the possible business models for BAR it is important to acknowledge the setting within which it sits, other similar sites, and the associated contextual threat to heritage. In visiting Historic Cairo for the first time, the team were struck by the patchwork demolition and dilapidation of historic buildings, often replaced with multi-floor housing blocks for dense residential use (for which there is a clear driver and need in this area).

Whilst the team can only respond to what is seen and understood at the time, the appearance was of heritage at risk (both built and cultural), and under significant threat with the principal threat coming from development, demolition and people, but further threats coming from climate change, impacts on setting and lack of viable use. It is easy to understand why value might not be ascribed to historic buildings given the challenges involved in protecting built heritage which has become run down and why the preference for a more modern and simpler construction might be made, particularly with the social needs evident upon visiting the city. However the principal vulnerability of the buildings appears to be lack of investment, finance for maintenance and protections /enforcement of protections, rather than inherent building defects or viable use.

Whilst the value of built heritage can be given different emphasis or appreciation between governments and peoples, for the purposes of this report we are asserting that the protection, preservation and retention of historic fabric is a 'good thing' that has the potential to bring benefit through a greater sense of cultural identity, as is recognised through a multitude of international studies by organisations such as UNESCO, ICON and national agencies and universities. It is also important to note that given the significance to the economy of tourism (though currently mainly Pharaonic), the loss of built heritage also damages the potential for the development of broader heritage-based tourism, whether domestic or international.



## 2.2. Comparable Sites

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Around historic Cairo there are plenty of examples of what others are doing in the field of historic fabric and building conservation.

It has been useful to look at these other examples to get a feel for what is possible, economically viable, desirable to the local and potential audiences, and what might be considered as a viable use for BAR.

Amongst the examples we viewed were a mixture of educational, commercial, residential and cultural options. They were all similar in that most places focus on a primary use or “unique selling point” which becomes their main source of income and their main draw for audiences/users. They also all represent the positive potential for historic spaces and effective application of adaptive re-use architectural conservation.

The examples showcased below bring a mix of opportunities to the potential options BAR could look to copy, support and connect with (as part of a wider mutually beneficial offer), but also (given the sheer scale of BAR) highlights the opportunity to utilise a wider mix of uses within the premises, to both diversify income and make the most of the spaces BAR has to offer (see Section 5, below).

It is important to highlight the difference in our perspective before listing these examples, as the National Trust view of historic building preservation is rooted in a culture which is markedly different from that of historic Cairo, where the drivers for change and legal frameworks for construction and town planning are both different.





## 2.3. Comparable Sites: Education & Residential

**Education** – The Arabic Oud House is a music school for the traditional Arabic lute called oud in Cairo, Egypt. Founded by Iraqi oud player Naseer Shamma, the Cairo based school has trained a new generation of oud players and subsequently opened branches in the United Arab Emirates, Iraq, Algeria and Sudan. The significance of this building which directly connects to an instrument which was the forerunner of the guitar is notable, and the public benefit of the opportunity to visit, alongside the further communal value of the building as a school for musicians complements the historic, architectural and archaeological interests of the site. The building also faces out onto a beautiful square with row of historic buildings and shops, however the setting of the building is severely impacted in the other direction where open-site landfill overwhelms the space between further high-rise concrete structure.

**Private residential investment** – Bayt Yakan – A historic palace located within Historic Cairo which is a privately-renovated 17th century house located in Darb el Labbana. It is now the headquarters of its renovator's Professional Practice (Turath Conservation Group) and NGO (Center for Revitalization of the City). It organizes events and workshops for the community which focus on heritage and art/culture. The upper floors of the building have also been converted for residential letting/short stay accommodation, diversifying the use further and continuing to add sustainable use to the business model to support maintenance and upkeep.





## 2.4. Comparable Sites: Commercial & Skills

**Commercial** - We saw first-hand the popularity of the Tent Makers' Market and the significant numbers of shoppers using the area to purchase clothing, food and decorations for Ramadan. Built in the 1600s, the Tent Makers' Market, the so-called El Khayameya, is Cairo's sole remaining medieval covered market which takes its name from the bright coloured fabrics, including appliqué works, cushions, covers, Egyptian cotton bed covers, wall hangings, car covers and traditional Egyptian galabeyas (floor length dress clothes.) The market is also famous for its coloured fabrics used for the large street tents set for funerals, weddings, shop openings and other gatherings. We were fortunate enough to attend an exhibition that displayed much of the modern appliqué works, also making use of an early 20<sup>th</sup> C historic building in historic Cairo. We saw and heard plans for the creation of a boutique hotel situated behind the Tent Makers' Market, though this area was a further example of buildings affected by the erosion of setting.

**Crafts & Skills** - In exploring the area of Historic Cairo around Bayt al-Razzaz it was evident that many active craftspeople are working and living in the area, particularly focussed on textile making and woodworking and by bringing these skills together in the restoration and creation of furniture. To have an agglomeration of such skill-types is clearly part of the current sense of place and identity of the area. Heritage is derived from people and their activity, and how this leaves an impression on the world around them. The complementary survival and existence of both crafts and historic fabric in the city can easily bolster one another and symbiotically sustain the area's cultural and tangible heritage significance and relevance to existing and potential audiences.



## 2.5. Comparable Sites: Museums & Access

**Museum** - The House of Egyptian Architecture is one of the Cultural Development Fund Creative Centres. It is a hub for architects and designers, students of architecture, and visitors. The house offers architects, architectural historians, practitioners and students a hub for education, practice and cultural happenings as well as housing a museum which covers the history of architecture in Egypt in a chronological order. Two special museums are dedicated to the great pioneers: Hassan Fathy and Ramses Wissa Wassef and include activities such as training, workshops and meetings, research, lectures and symposia, and cultural events. This site was a great example of a building complemented beautifully by setting, with a roof-top “wow-spot” during the golden hour, giving visitors the opportunity to see Cairo’s largest mosque and its skyline against the setting sun.

**Access** - A number of these venues also importantly included access to courtyards and outdoor spaces which were at a premium within the historic city. Views from rooftops, access to greenspace and places to sit, rest and reflect appeared limited in number and therefore of significant value within Historic Cairo. As well as reports demonstrating the value of cultural heritage to wellbeing, extensive research also exists on the value of access to greenspace, visibility of trees and this is very much the foundation of National Trust thinking. These spaces within Cairo were green oases amongst the busy city environment, and wherever they may offer residents of the city an opportunity for escape, tranquillity and calm, the indirect benefits are likely to be significant and worthy of investment.

**Community Schemes** - A number of projects are being funded and driven by Athar Lina; a community-led engagement initiative focusing on historic conservation realised through enhancing and realising the potential for a space and its value to the local community (e.g. as educational spaces, but also through preservation of socially valuable monuments).





### 3. Bayt al-Razzaz





### 3.1. Bayt al-Razzaz: Background

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BAR is a large late medieval palace in Historic Cairo, overlooking two iconic streets in Darb al-Ahmar: Suq al-Silah and Bab al-Wazir (historically known as al-Tibbana). It is located halfway between the Citadel and Bab Zuwayla. This three-story palace was originally two separate residences divided by an alley. The first house with the eastern courtyard was built in the late Mamluk period, during the reign of Sultan al-Ashraf Qaytbay. A doorway survives from this time bearing the royal blazon of the sultan.

The second house with the western courtyard and the ceremonial reception hall is dated to the late 18th century. However, the architecture and the scale of the building suggest that this part of the complex could also date to the Mamluk period.

This palace is today known by the name Bayt al-Razzaz, in reference to its former owner Ahmad Katkhuda Azaban al-Razzaz (d. 1833), who was a wealthy Ottoman rice merchant and created the complex by joining the two adjacent palaces.

BAR is an increasingly rare example of courtyard houses surviving in Cairo. This type of urban palace is characterised by the traditional architecture of the city. It continues to hold many spectacular interior spaces, with painted ceilings, glazed windows and mushrabiiyas.



### 3.2. Bayt al-Razzaz: Layout

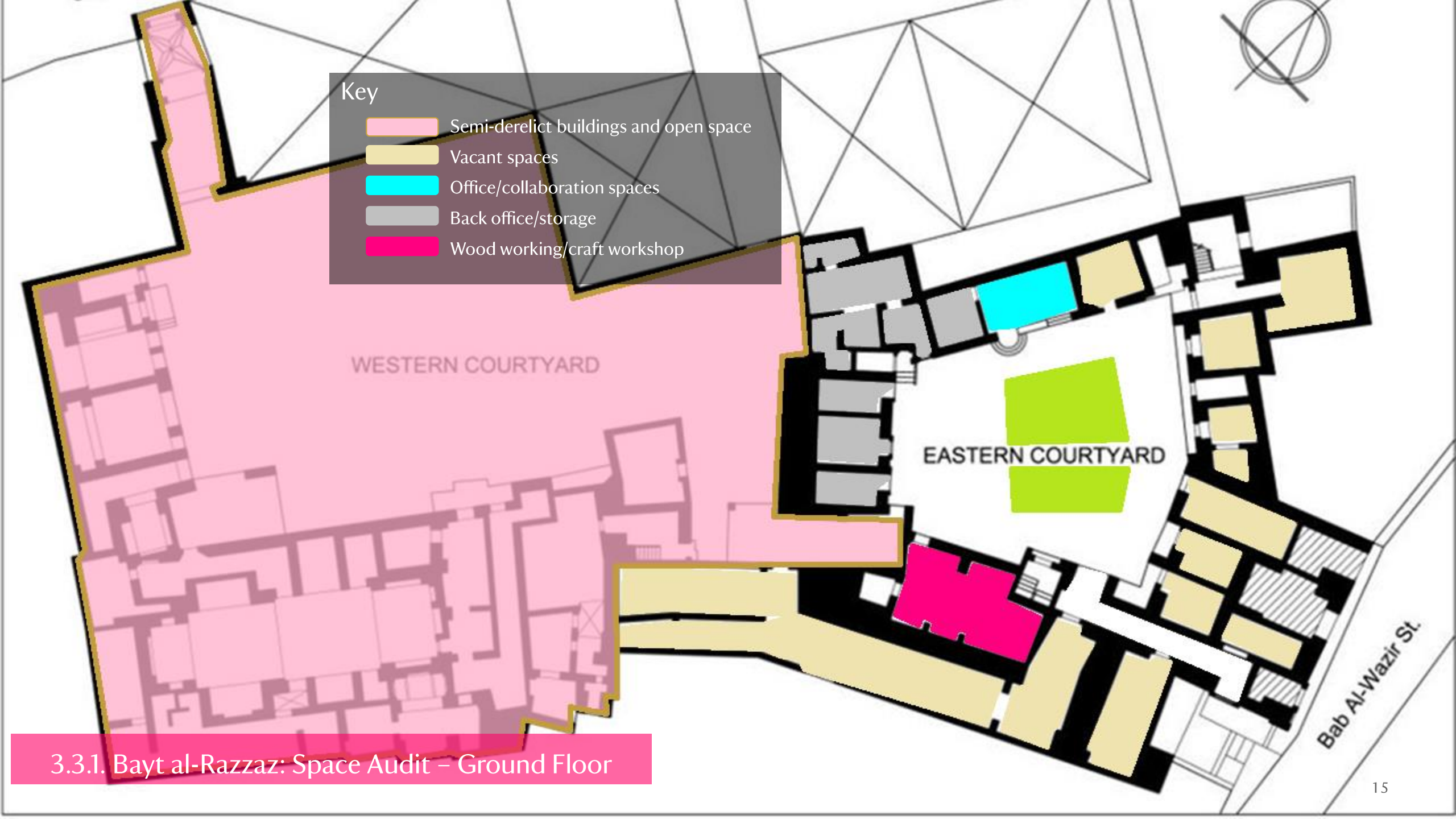
WESTERN COURTYARD



EASTERN COURTYARD

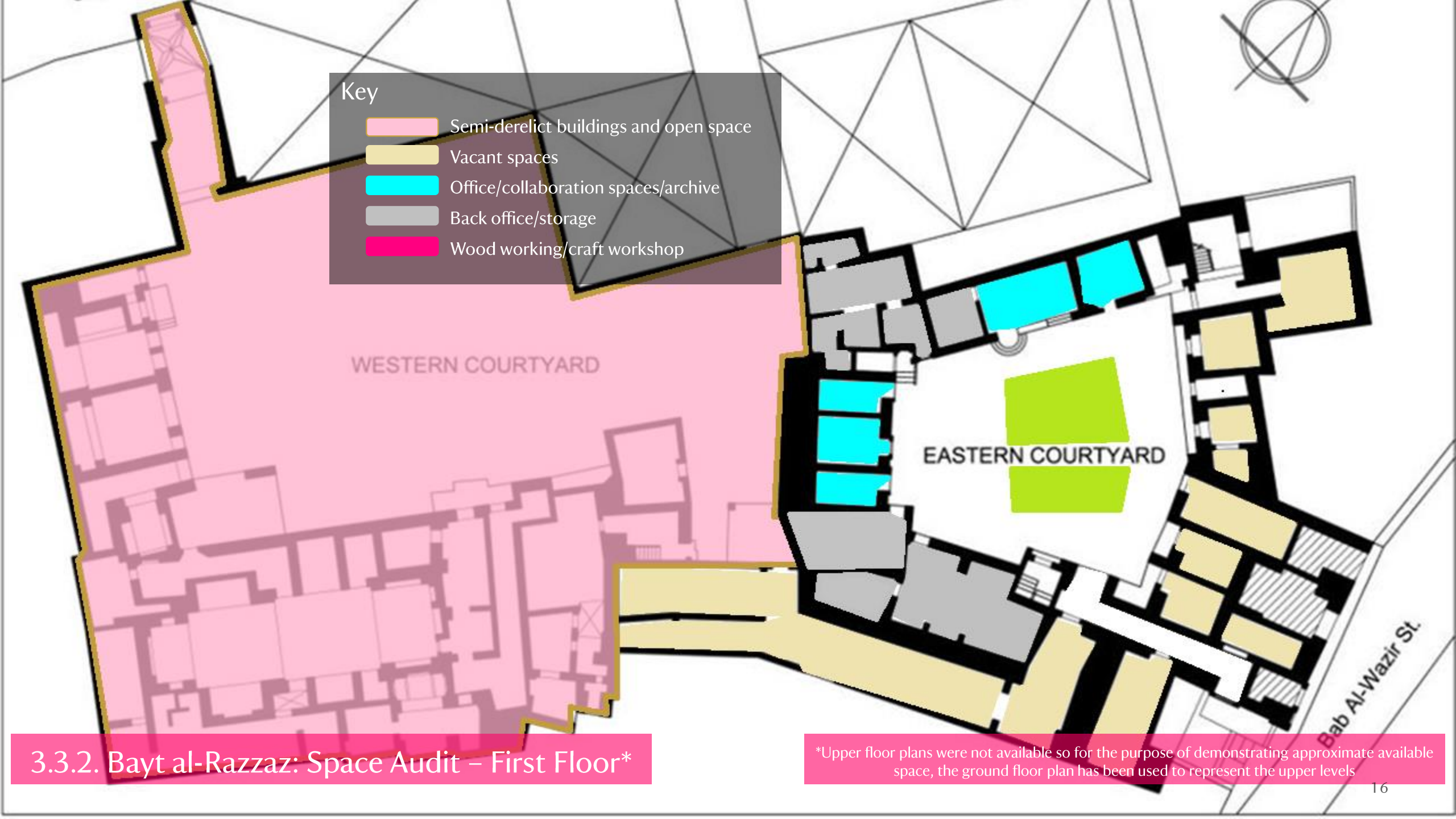
Bab Al-Wazir St.





3.3.1. Bayt al-Razzaz: Space Audit – Ground Floor





3.3.2. Bayt al-Razzaz: Space Audit – First Floor\*

\*Upper floor plans were not available so for the purpose of demonstrating approximate available space, the ground floor plan has been used to represent the upper levels



### 3.3.3. Bayt al-Razzaz: Space Audit – Second Floor\*

\*Upper floor plans were not available so for the purpose of demonstrating approximate available space, the ground floor plan has been used to represent the upper levels





### 3.3. Spatial Observations

- Over 50% of the complex is either semi-derelict or unusable open space.
- There are core elements to the architectural and archaeological values of the site which are at risk; the continued deterioration of these elements is **gradually eroding the significance of BAR**.
- While only the ground floor plan was available, the space audit above is roughly reflective of the vacant but usable space in the eastern part of the complex.
- Some areas are being put to active use as workshop and office spaces, as well as collaborative and interactive educational spaces, but there is high potential to expand these uses into additional unused spaces.
- The Eastern Courtyard is a valuable open space for connection, interaction, circulation and visibility within BAR.
- Some areas in use on the 1<sup>st</sup> floor of the eastern buildings are only partially in use as temporary storage and could provide additional benefit following an options review and feasibility study.

### 3.4. BAR - Previous Studies: Overall Potential Uses

A previous study conducted in October 2006 by Hossam Mahdy, Ph.D of the American Research Center in Egypt, explored a “re-use Program for Bayt al-Razzaz”.

This identified five possible re-use proposals:

1. A community centre for al-Darb al-Ahmar District
2. A cultural centre for the city of Cairo
3. An international training centre for conservation
4. **An arts and crafts centre for al-Darb al-Ahmar District**
5. A hotel of a special nature (boutique hotel)

Following Urban, Architectural, Heritage and Stakeholder analyses and a high-level SWOT (strengths, weaknesses, opportunities and threats) of each of the options, the report identified option 4 as the optimal future use for BAR; an **arts and crafts centre for al-Darb al-Ahmar district**. The report included a spatial assessment and set out a concept of how each of the rooms could be used.

While the study is now nearly 20 years old, and the list is not exhaustive, it forms a comprehensive assessment and can be built upon for further consideration of options and feasibility.



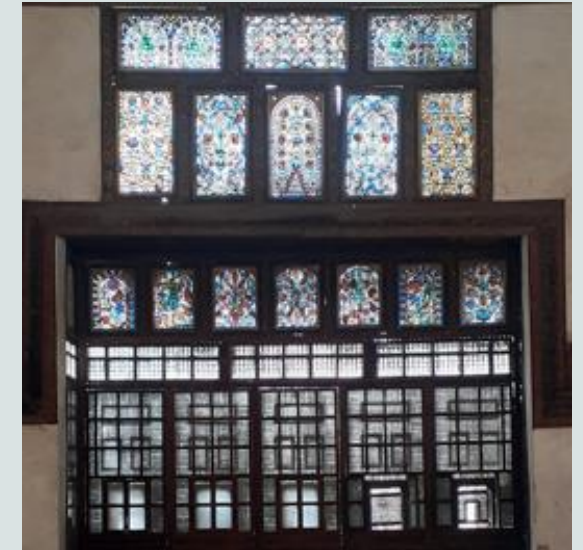


### 3.5. BAR - Previous Studies: Room by Room Use

The use of rooms within the proposal for an arts and crafts centre for al-Darb al-Ahmar District included the following potential functions:

- Documentation, library and archive on traditional arts and crafts
- Working in traditional arts and crafts
- Training in traditional arts and crafts
- Capacity building and mid-career training for craftsmen
- Exhibition of traditional arts and crafts
- Marketing of traditional arts and crafts
- [Knowledge] exchange of experts, craftsmen, artists and trainees
- Social services and support for craftsmen and trainees
- Storage facilities
- Administration

The above uses all represent low impact changes to existing spaces (or current uses) which could easily be implemented or maintained whilst respecting the built fabric, aesthetics and cultural values of the site's heritage. If uses are organisationally sustainable, these would represent positive adaptive re-use of the BAR complex.



## 3.7. BAR - Challenges & Opportunities

### Challenges

- Security of tenure and limitations on use of the site including times of day (most notably the short-term lease preventing long-term planning of maintenance and investment, as well as preventing ability to secure funding)
- Agreement with the ministry appears to limit commercial uses and ability to retain funds raised for further conservation
- Most rooms are relatively small in size
- There are significant access challenges across multiple floors with no available lift (although comparator sites viewed in the area provided examples of how lifts have been integrated into historic spaces to good effect)
- There appear to be irregular sources of income or public benefit
- Condition of the Western Courtyard is very poor and immediate capital works are necessary to stop deterioration and loss of fabric with high heritage value
- Services provision throughout the building is not consistent, limiting the uses that could be immediately brought forward
- Small museums are notoriously challenging to identify a sustainable financial model for, often relying on philanthropy, grants and fundraising to survive
- Transport links within the historic city are sporadic and challenging
- Potential for BAR to be viewed as “competition” to existing tourism markets (even if skewed towards national market)

### Opportunities

- Restoration of Eastern Courtyard gives mostly a series of blank spaces for multiple use possibilities across two ranges and outdoors (which comes at a premium in the city)
- The surviving vast cathedral-like space in the south range of the western courtyard, with its iwans and durqa’a, is a true “wow” space for visitors and any use should primarily focus on their survival and high heritage value, allowing the awe and beauty of this area to speak for itself and derive as much access and public benefit as possible.
- Excellent connections to communities and wider historic Cairo for promotion and partnership working
- Am Hassan’s workshop provides a connection to one of the last Arabic joinery practitioners in Cairo, which has an active and valued output (minbars restoration)
- Large open space in eastern and western courtyard is relatively unique within a crowded cityscape
- Excellent and committed staff and volunteers
- Educational uses are well established within the eastern courtyard
- Potential for craft links locally with tapestry and woodworking in particular
- Examples of successful adaptive re-use nearby for education, commercial, museum and residential uses
- Dense housing and commercial property surrounding the site giving access to a ready market, but also potential to widen sphere of influence across the city and beyond
- Restoration and re-use of historic Cairo feels like it has momentum and could create a network of visits for tourists, with similar places and potential to create a joined approach with owners and lease-holders of other historic places dating between 1000 CE and up to 100 years ago (the latter being in accordance with categorisation for designation under Egyptian Law 117)
- Pay for entry model to parks already established within the city so familiar precedent that lessons could be learned from





## 4. Initial Concept Ideas

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## 4.1. Complementary not Competitive

Any proposed model and attraction would benefit from complementing the offer run by the government where the primary reason for visiting is to see the Pharaonic heritage of Egypt (first tier tourist attractions); BAR and similar sites represent a different period of time, architecture, culture, religion and politics (second tier tourist attractions). The associated artistry and craft of the built remains and associated skills connect these places to the Pharaonic past, but do not attempt to override it, compete with it or supplant these sites as Egypt's primary tourist attractions.

The development/continuation of an Arts and crafts centre as the principal use of EHRF at BAR, taking the proposed uses from the PhD Re-use programme is the fundamental heart of the recommendations. From that central core a set of publicly visible and complementary uses radiate, including the development of an Arabic Woodworking school, the commercial letting of craft workshops for individual makers and the letting of a commercial, publicly available, F&B offer. This creates an holistic and coherent set of spaces that help to give BAR a unique identity within Historic Cairo.

It would be beneficial if proposed options for use complement both the existing and long-term proposed operation of the site, and look at the potential to connect and build upon similar sites within the city.

*"The primary role of cities is for the meeting of people." Richard Rogers*

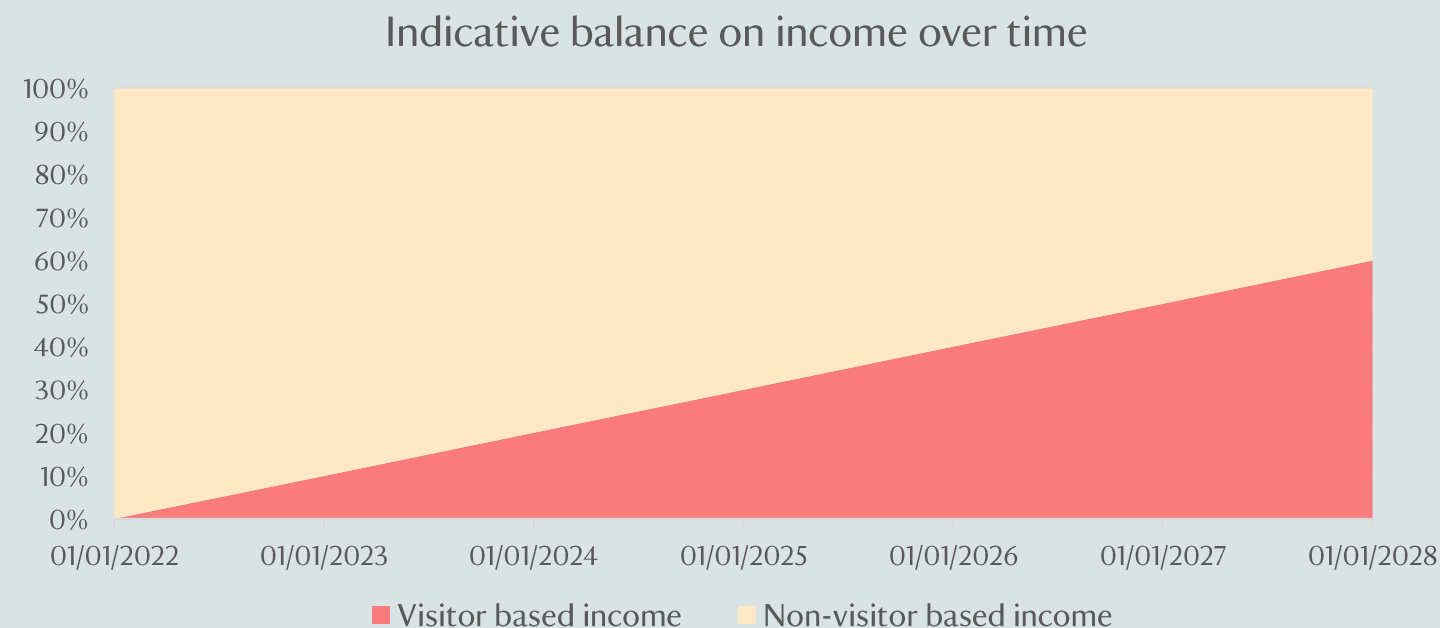
*'Hope in the future is rooted in the memory of the past, for without memory there is no history and no knowledge. No projection of the future can be formed without reference to the past. Past, present and future, memory and prophecy are woven together into one continuous whole. In a clear understanding of the past lies the hope of our future - Buckminster Fuller.*





## 4.2. Potential Business Models

BAR would benefit from a blended or hybrid operating model that enables diversified income to be introduced and increase, thereby helping to create some financial resilience. We do not believe that income will be driven by paying visitors or membership in the early stages, not least in the Eastern Courtyard but this feels more possible with the restoration of the Western Courtyard. Here the restoration of a showpiece heritage asset combined with the creation of a pay for entry public park would enable visitor charging to begin and would likely increase as a proportion of total income over time (see below).



### 4.3. Possible Hybrid Model – Education & Crafts

To help fund the restoration of the Western Courtyard and generate non-visitor related income, the hybrid model aims to respond to the conditions previously described in section 3 but in particular the large number of vacant rooms which are present in the complex. These rooms would be well suited to the following uses: -

#### Arts and craft centre

- The area is already a destination for furniture and textile making, commissions and direct retail.
- Implementing the recommendations from the previous study Section 3.5 for some of the first floor spaces would allow the endeavour to start small and grow
- The work of the ERHF to date gives credibility to the proposals to bring together craftspeople from the area and to support the development of skills and expertise
- The Knole Conservation studio in the UK has attracted significant funding and philanthropy as part of helping to both care for historic collections but importantly to showcase these to the public

#### Arabic woodworking school

- The work of EHRF in providing conservation and restoration to Minbars creates an authenticity to the establishment of a school to further the skills required to carry on this important craft
- The example of Te Puia in Rotorua, New Zealand shows how this can be developed on a significant scale, becoming the national maori carving school who respond to commercial commissions, all housed within a significant visitor attraction
- West Dean College in West Sussex also provides a good example of an education resource that is also acting as a visitor attraction (Weald and Downland Museum)
- It is very likely that grants and donations could be sought to begin to establish this and BAR has additional rooms within the complex which could be used for classroom study, archives and even additional workshop spaces.





## 4.4. Possible Hybrid Model – Business & Residential Lettings

To help fund the restoration of the Western Courtyard and generate non-visitor related income, the hybrid model aims to respond to the conditions previously described in section 3 but in particular the large number of vacant rooms which are present in the complex. These rooms would be well suited to the following uses: -

### Commercial letting - Individual craft workshops

- The letting of individual workshops to artisan makers for both the production and retail of their wares allows activity to be taking place within BAR creating multiple reasons to visit and a sense of atmosphere and interest. This provides one of several reasons to visit the complex
- It would also provide another source of income which could include a sales related rent/commission if desired. This would be preferable, and provide less cost risk than attempting to develop an in-house retail offer.
- It also complements the use of the site by EHRF as an arts and crafts centre and the establishment of an Arabic woodworking school
- NB It is advisable to keep lease agreements short in the early stages so as to allow time for testing



### Residential letting

- Suitable for inaccessible areas due to the lowest number of users and provides consistent and predictable income
- This model was used at many historic houses by the National Trust, particularly when membership was lower. This includes Hughenden Manor which, after its accession in 1947 was empty and only opened a small number of museum show rooms. 6 tenanted apartments were created throughout the rest of the mansion, the last of which was removed in 2019.
- NB Residential rents in the UK are relatively high and unregulated. If this is not suitable in Cairo then perhaps AirBnB or student accommodation could be considered as alternatives

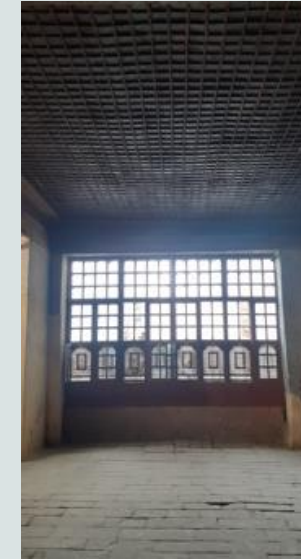
## 4.5. Possible Hybrid Model – Other Commercial Lettings & Events

If the site were to establish a regular craft market, this may help in attracting tenants for craft workshop spaces as well as a ready-made audience. This would be in keeping with the spirit of place for BAR and raise awareness of the workshops.

To help fund the restoration of the Western Courtyard and generate non-visitor related income, the hybrid model aims to respond to the conditions previously described in section 3 but in particular the large number of vacant rooms which are present in the complex. These rooms would be well suited to the following uses: -

### Commercial letting – Food and Beverage

- Suitable as a way of providing predictable income as well as a reason for people to visit BAR. A café is often seen as a primary reason to visit historic sites, with the heritage asset seen as a backdrop to meeting friends and family
- The letting of a concession could involve the expectation for fit out costs to the kitchen and toilets to be covered, depending on how any lease was structured.
- Almost all NT properties have a café within their historic buildings, most often within stable blocks or outbuildings
- NB It would be prudent to establish the ground floor café before considering any investment in a secondary terrace space on the first floor



### Private letting - Weddings and venue hire

- The historic rooms on the second and third floors provide a beautiful backdrop for weddings and events
- Developing a private hire offer which might include scaled services such as F&B would enable these spaces to be optimised
- Their second and third floor locations mean they have accessibility barriers and as such would suit infrequent use until services and accessibility could be overcome.
- Many historic houses offer their venues for private hire and examples of partnerships with service providers for F&B can be easily found



## 4.6. Concept Ideas - Western Courtyard

The Western Courtyard has the potential, following significant investment, to become a heritage tourist attraction in its own right, providing a unique setting and scale within Historic Cairo. The Western Courtyard can complement the activity within the Eastern Courtyard whilst maintaining a separate rhythm and income stream. The end vision could have three core components: -

### 1. Creation of new public realm greenspace within the city

Recently commissioned research in the UK has proven that for every £1 invested in public greenspace, Londoners derive £27 of benefit (Vivid Economics Report 2017). This is principally driven by improvements in physical and mental wellbeing. This natural capital account could be used as the foundation of a business case to attract investment into the creation of a new public 'pocket' park in Cairo.

### 2. Restoration of the heritage asset

The surviving vast cathedral-like space in the south range of the western courtyard, with its iwans and durqa'a, is a true “wow” space for visitors and any use should primarily focus on their survival and high heritage value, allowing the awe and beauty of this area to speak for itself and derive as much access and public benefit as possible.

### 3. Development of commercial outlets

Development of commercial outlets along the southern range of the park would allow for F&B and retail outlets to serve the park and its visitors. This could be complemented by a toilet block.



## 4.7. Indicative Use of Spaces

**Ground floor & Open spaces** - This is the highest value space in the property, providing easy access for customers to make use of commercial outlets and services. Priority should therefore be given to those functions which facilitate access to this space, conserve the most significant fabric, and generate income.

Possible uses:

Arabic joinery workshop

Café, kitchen and toilets

Retail space

Craft workshops + retail x 4 (Possibly short-term leases)

Storage (or heavy items)

Circulation, connection and reflective spaces (courtyard)

*NB – Consideration should be given to dedicating an individual user group to each of the 4 staircases, all of which have access from the Eastern Courtyard, so as to protect the integrity of each separate function.*

For the **western courtyard**, this space is a component in its own right and the long-term view for this area would ideally see it as a separate pay for entry space, appealing to both local and wider audiences as a tourist attraction. The vast space of the main house requires considerable investment and conservation work to stabilise it and bring it back to any aspect of a visitor journey, while supported in the short-term by the east courtyard, it would need to generate further income to support its visitation and attractiveness as a space worthy of visiting in its own right.

Proposed uses:

Principle heritage asset attraction

Creation/maintenance of high quality open greenspace

Possible café & retail space





## 4.8. Indicative Use of Spaces

**First floor** - These are the next most accessible spaces and include a well situated external terrace, overlooking the Eastern and Western Courtyard. They also include some larger rooms which could be utilised for meetings or classrooms. Priority should therefore be given to those functions which complement the functions on the ground floor.

Possible uses:

Premium F&B terrace available for private hire to complement Events and F&B

Classroom to complement the Arabic Joinery workshop

Archive/library to complement the Arabic joinery workshop

First floor (self contained) apartment

Security office

Administration, meeting rooms, offices and classrooms

*NB – Consideration should be given to dedicating an individual user group to each of the 4 staircases, all of which have access from the Eastern Courtyard, so as to protect the integrity of each separate function.*



## 4.9. Indicative Use of Spaces

**Second and third floors** - These are amongst the least accessible spaces. Priority should therefore be given to those functions which require the least number of people to access them or the most infrequent use. The rooms include some ornate ceilings and wonderful wooden window decorations.

Possible uses:



Residential letting

Events and venue hire (for weddings and celebrations) for example

Office space

Light storage





## 4.10. Potential Capital Investments to Consider

Stabilisation of Western Courtyard principal areas (hall roof in particular)

Enabling works for residential/commercial letting

Exploration of grants and market for Arabic joinery school

Enabling works for café and toilets

Vision for western courtyard

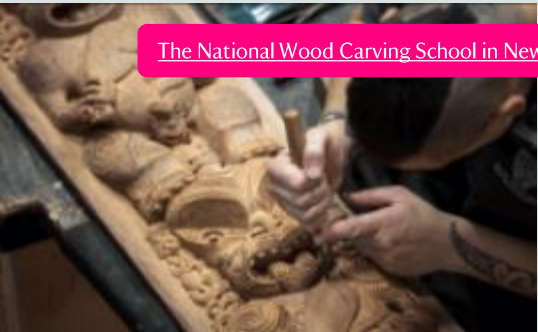
Development of accessible green space within western courtyard

Grant and fundraising to support commercial income

Craft workshop fit-out (potentially in conjunction with tenant to share costs)

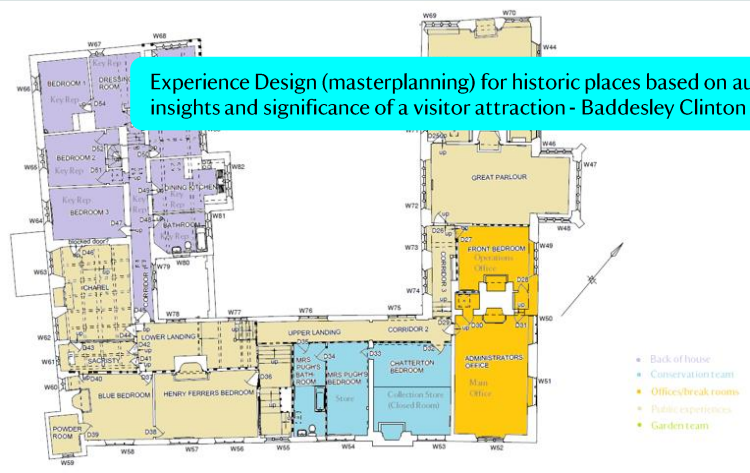


# 4.11. Relevant Case Studies



The National Wood Carving School in New Zealand

Picture: NT Images ©



Experience Design (masterplanning) for historic places based on audience insights and significance of a visitor attraction - Badlesley Clinton



Topophilia link to [575 Wandsworth Road](#)

Picture: NT Images ©



Knole conservation studio

Picture: NT Images ©



F&B and Retail into former stables - Attingham Park

Picture: NT Images ©



West Dean College

Picture: NT Images ©



Vivid economics benefits of greenspace



## 4.12. Benefits

- ❖ Realising the potential of an important historic building with currently no viable use (for the majority of its spaces)
- ❖ Allowing the rediscovery of lost spaces by releasing principal rooms and significant buildings to the visitor route and experience
- ❖ Safeguarding the future of historic fabric and important complex building for future generations to appreciate and enjoy
- ❖ Maintaining sense of place in historic Cairo; a large building complex contributing to a rapidly evolving urban environment
- ❖ Opportunity to increase income through building spaces more conducive to these offers and associated conversation
- ❖ Increased volunteer opportunities with new parts to play in the operation and day to day BAU
- ❖ Use of a traditional building sustains the vernacular benefits of such materials in the face of a changing climate, with cool rooms, air circulation and conservation and restoration of traditional building functions
- ❖ Decompression spaces for visitors on arrival – by opening the western courtyard to visitation, potentially from a street-facing access, pinch-points via the current corridor entrance can be avoided, and the two courtyards together will offer navigation points for the various uses around the complex
- ❖ The proposed use will provide much needed residential spaces, office spaces, workshop space for threatened specialist crafts and skills, as well as educational spaces
- ❖ Segmenting the offer by creating opportunities to disperse visitors from the outset, supporting both diversification of income and wider use of the buildings
- ❖ Consolidating staff work space, freeing up storage and visitor spaces and allowing interaction between building users throughout the day
- ❖ Designing in visitor/user infrastructure and access issues from the get-go, including much needed facilities and services for growing visitor numbers: namely toilets
- ❖ Restoring the setting and aesthetic significance of the eastern complex of buildings through conservation and access works to western courtyard
- ❖ By giving more of the building a viable and sustainable use, this will help secure its future as a heritage asset benefitting the city, the people and the culture in which it is located

A photograph of a dilapidated stone building, likely a historical structure. The building features a multi-paned window with a wooden frame. The stone walls are heavily eroded and crumbling, with some areas showing exposed brickwork. Below the window, there is a large, irregular opening in the wall. In the foreground, a wooden scaffolding structure is visible, consisting of vertical poles and horizontal beams, some of which are crossed to form an 'X' shape. The overall scene suggests a state of significant decay and the need for restoration or repair work.

## 5. Risks & Mitigations

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## 5.1. Table of Risks & Associated Mitigations

Risks	Mitigation
No ability to alter the lease	Negotiate with government to secure longer-term rolling lease
Limited uptake and customer/visitor awareness	Develop marketing and communications plan to advertise offer
Lack of interest/visitation/use	Develop audience insights to inform design ideas
Unable to get permissions for works/licences/use	Stakeholder management: liaise with relevant planning departments
Building/structural failures prior to work completed	Prioritise conservation works to secure asset
Building/structural failures during conservation repairs	Appoint competent contractors for specialist conservation works – comply with all H&S legislation
Public/commercial/other opposition to proposed uses	Stakeholder management; look at potential for community engagement across sectors and demographics
Cost of proposals is found to be prohibitive	Manage scope, time, & potentially cut deliverables to reduce outputs/end results – push across future years
No funding obtained to deliver urgent or enabling works	Potentially liaise with charities and governments to emergency fund-raise – look at wide range of options





## 6. Recommendations

## 6.1. Overarching Recommendations

- i. Drive forward priority investments to generate income (see 7.2. below) would fulfil short-term needs for BAR to pay for itself and build towards further options
- ii. Carrying out a full **space audit** of the complex would help to fully identify the current uses of all covered and open areas, potentially highlighting opportunities and what is working well already
- iii. **Visioning and spirit of place** workshop: this could help to develop a SoP and underpinning vision for how BAR looks and is used and valued by people in the future, driving goals and targeting fundraising
- iv. Developing the evidence base for conservation work (the suite of supporting documents where not already in existence such as topographic survey, building recording, condition survey), might look to include a **Statement of Significance** and a **Conservation Management Plan**
- v. **Understanding the audience** and potential for public benefit: by looking into access potential, opportunities for inclusivity and assessing the need and potential for this offer to link with other similar offers across the historic city could take advantage of the network of similar sites that complement one another in terms of the visitor offer (collaborative marketing and reasons to return)
- vi. **Stakeholder mapping** and management; by identifying key people with capability to bring BAR onto and along the sustainable operating model over time, personnel could target interactions effectively
- vii. An insight and significance led **options appraisal**, feasibility studies and masterplanning: similar to the NT's "Experience Design" process, could use the evidence base to map out, plan and even test the preferred changes desired at BAR by putting them into a **masterplan**, including a chart phasing projects across the coming years prioritised by urgency, income generation and public benefit
- viii. It is advisable to rule out all non-viable options (those not worth further exploration via feasibility)





## 6.2. Potential Next Steps

### Primary

- i. **Secure emergency funding** for urgent capital works to prevent deterioration of built fabric
- ii. Discussion around **terms of lease** and ability to retain funds
- iii. Explore feasibility and **develop residential letting & café**
- iv. Services review to **identify necessary enabling works** (power, drainage, etc.)

### Secondary

- v. **Visioning workshop** (including spirit of place)
- vi. **Commission a Statement of Significance** (or use guidance to develop one in house)
- vii. Use outputs of SoS/CMP to **inform prioritised works/need for funds**
- viii. **Explore grants** for Arabic joinery workshop and support for proposed building uses





## Recommendations for Sustainable Operation and Adaptive Re-use of **Bayt al-Razzaz, Cairo**

Developed on behalf of the  
Egyptian Heritage Rescue Foundation



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National Trust, April 2022





## Appendix - National Trust Approach

## A.1. National Trust Foundations

*“The need of quiet, the need of air, the need of exercise, the sight of sky and of things growing seem human needs...”*

The National Trust for Places of Historic Interest or Natural Beauty (formed as a company in 1895) was reconstituted by special act of Parliament in 1907, whereby it became a charity which looked after its places ‘inalienably’ on behalf of the nation. Along with Hardwicke Rawnsley and Octavia Hill (pictured), Robert Hunter began to discuss forming an organisation that could own land on behalf of the nation, thus saving it (forever) from the risk of development, and ensuring public access to it (for everyone). One founding principle was that green spaces could ‘be kept for the enjoyment, refreshment, and rest of those who have no country house’.

As its first chair, Robert navigated the legal minefield to allow the formation of the National Trust and gave the charity its unique breadth in caring for such a wide range of buildings and landscapes. He described the Trust as being ‘the friend alike of historian, painter and poet’. His biographer Ben Cowell wrote: ‘Where his co-founders provided much of the fire and passion that drove the movement in its earliest years, lawyer and solicitor Robert turned that energy into legal reality.’

Topophilia (*“A strong sense of place, which often becomes mixed with a sense of identity and an underlying sense of belonging”*) was coined by poet WH Auden who stressed that the term “has little in common with nature love” but depended upon a landscape infused with a sense of history. It literally describes the way people experience a strong **sense of place**, which often becomes mixed with their sense of identity and an underlying sense of belonging.

Topophilia underpins the modern operating model of the National Trust by providing access to places of historic interest and natural beauty as an antidote to the stresses of modern life. Through direct payment for access or membership providing annual (or lifetime) access, **members support the care of the places that are important to them**. The impact that places have on people’s lives is borne out through the growth of membership over the last 125 years

In its early life it was neither a national institution nor particularly concerned with being a membership organisation – in its first 40 years, membership was never more than 850 people in total - “...in the society of the late C19th it filled a necessary role. Individuals undertook a task that government would not shoulder and could not have attempted in the face of public indifference.” (The Continuing Purpose, Robin Fedden).

Membership has grown strongly in the last 70 years: -

- >10k members for the first time in 1947
- >100k members for the first time in 1961
- >1m members for the first time in 1981
- >2m members for the first time in 1990
- >5m members for the first time in 2017



Picture: NT Images ©



## A.2. Significance & Looking After

To fulfil its core purpose, it has always been essential for the National Trust to understand what it is we have got that warrants protection. How can we manage our places without first understanding what it is that makes them special? Historically, this has largely been based on the significance of places and their individual assets (landscapes, buildings, etc.). More recently, greater emphasis has been placed on how we manage our places to benefit people, recognising the value to them as groups, local communities, our members and other such aspects of connection between people and place. Because of **our laws** and **our relevance** as an organisation **in the UK**, we are continually adapting the way we look after our places to maintain our income and facilitate access to natural and historic settings, as per our original mandate.

Assessing significance can differ across interpretations, and the BAR complex already sits within a World Heritage Site, which has a well defined system referring to both relative significance, geographical value and outstanding universal values of a place.

At the National Trust, we often break down the significance of a building into four parts, plus the contribution made by setting (how an asset is experienced including sounds, smell and views). These can be surmised as per the following slide.

**Contribution made by setting:** The front street elevation of BAR is nestled in the bustling streets of historic Cairo. However a recent adjacent demolition not only caused structural damage to one of the exterior walls of BAR, but also considerably damaged the setting of the building. This has added in a cumulative manner to the impact experienced within the complex of high-rise unsightly development which immediately abuts the western courtyard to the north, and prevents the circulation of air and views of the city and previously interrelated assets of the same period.

**Evidential value:** Vast extant remains of historic fabric are present throughout the site. Considerable modern repairs in traditional techniques have been made to the Eastern Courtyard, and while authenticity of the western courtyard is very high, the unroofed areas and those currently propped with temporary structural measures are at risk.

**Aesthetic value:** The courtyard, stained glass, woodwork and cool interiors of the building in a warm climate all contribute to its sensory experience, as well as its overall beauty and notable craftsmanship, easily recognised throughout, though the condition of many areas is deteriorating at an accelerated rate where roof repairs are needed.

**Historical value:** The building here is representative of the end of an era of Egyptian late medieval history, and notable phasing within the building, including its namesake, relates to the C19<sup>th</sup> and more recent developments to use and fabric throughout.

**Value to people:** Demonstrative throughout our visit was the diverse cultural appreciation and use of the building; to local people, students, interest groups, craftspeople, conservationists and indeed to us as (effectively) tourists. Rooms within the site have become a cultural hub for particular methods, and now house the products of some of those almost unique practices as they become essentially at risk in their own right. The connection of use and place has added considerable heritage value to the complex. The extensive range of unused space (either usable now or in need of repair) represents vast untapped potential for the further heritage value of BAR.

While this light touch summary gives a brief overview of significance, a more detailed assessment will help inform designs for change, decisions around weighing harm against public benefit, and mitigating impacts on heritage values where necessary.

## Evidential Value

The **potential** or ability of a heritage asset to **yield information** about past human activity through physical and fabric remains or written records. **Facts** and **evidence** that may hold high significance could be uncovered through excavation, investigation, survey and analysis that may contribute to our understanding of science, culture or nature.

Further survey or investigation as part of any feasibility before change, should be considered in order to avoid harm and mitigate changes that may impact upon this potential.

*Related terms: archaeological value, research value, reference value, archival value*

## Value to People

**What people value** now, in the past and future; what an asset means to people or communities who relate to it (possibly through collective experience or memory); it may define part of their **identity**. This changes over time and can be different for people individually, collectively or as a group. Assets have commemorative, symbolic or memorial meanings through which people form a **connection** which is either: -

- a) **social** (a place where something has happened or people meet), or;
- b) **spiritual** (organised religion, places of worship or wild places, either through intangible values or traditional knowledge and practice).

Change might evoke a communal voice that recognises and defines what is special. Ensure we are thinking about the meanings of an asset for the people who relate to it, and that decisions take the value to people into account. This value is likely to change over time.

*Related terms: communal value, social value, identity value, religious value, spiritual value, symbolic value*

## Historical Value

The ways in which past people, events and aspects of life can be **connected** through an asset to the present: -

- a) through **association** with an individual, family, social group/movement/community or event, and the circumstances, location and any design intent/movement;
- b) or the way in which it **illustrates** a past event, way of life or activity that represents broader social and cultural history.

Recognising and defining the historical value can help inform decisions about how stories are told and physical change, and help articulate what might be important to different people. Significance is higher where links are still clearly visible.

*Related Terms: contextual value, ensemble value*

## Heritage Values

## Aesthetic Value

Embedded in the asset's craftsmanship, skill, **artistry** or technical accomplishment, value is derived from the design **intent** whereby we value the technical quality of the asset.

It is also valued through the sensory, emotional and intellectual **response stimulated** by the beauty and feel of it, which may derive from conscious design, or may be fortuitous from placement in the landscape, light, geology or other happy accident.

This doesn't necessarily require a deeper understanding of 'why' the asset makes a person feel this way.

Whether through materials, passing of time, smell, visual appreciation, interaction with nature, or design intent, understanding this value requires multiple views and input as it is subjective.

*Related terms: artistic value, architectural value, design value, decorative value*



## A.3. NT Approach: Vision & Core Purpose

**High level:** For the overarching work of the NT, our **core purpose** comes down to **conservation and access**. We are *not a preservationist charity* – we do not want our places to become museums that get dusty and eventually become irrelevant to the people whose histories they reflect and embody.

For us, *conservation* is all about maintaining what is special about a place/asset while facilitating and allowing change to happen. Nuanced to the needs of our audience, our places can remain relevant, in use and accessed by a broad range of members and visitors (reflected by increasing visitor numbers, and helped by a marketing and commercial department which is linked in to what our visitors want; we survey our visitors to learn where their visits could be improved and what else they would like to do and see at our places).

**Locally:** The NT model funds the localised and delegated management of our individual properties to give autonomy to build on what makes each place special. Managers create a vision for their site and target their funding and resources into the various elements of maintaining significance, facilitating access and curating and interpreting each environment and its heritage assets individually. **It is crucial therefore that our properties are able to retain control of the funding they generate, in order to invest it in their own conservation and further income-generating projects and initiatives.**

Much of our visioning comes from understanding the place in question, but also from understanding the audience; potential visitors and those who care about the future of each place, as well as those who may just visit for other benefits (access to green space, history, nature, a good café etc.).

**Evidence base:** In order to understand all of this and avoid decisions based on assumptions, we gather a number of underpinning surveys and documents that allow and facilitate business planning, conservation works and curation, as well as prioritisation for funding and resource deployment.



## A.4. NT Approach: Conservation

As with assessing significance, principles for conservation can often differ. Traditional conservation principles tend to follow along the lines of this example:

- **The historic environment is a shared resource**
- **Everyone should be able to participate in conserving the historic environment**
- **Understanding the significance of places is vital**
- **Significant places should be managed to sustain their heritage values**
- **Decisions about change should be reasonable, transparent and consistent**
- **Documenting and learning from decisions is essential**

*(Historic England Conservation Principles – 2008)*

At the NT, this is largely our approach, and while there is now higher emphasis on the public benefit weighting of decision making, and prioritisation for our funding of conservation work, alongside climate change and sustainability issues, we try to initially gain a good understanding of what it is we have been charged with conserving.

In considering future uses for historic buildings we would therefore begin by commissioning a series of reports: -

**Statement of Significance:** This describes the place/asset as a whole and under the values in section 4.2. above. We try to articulate this before any major works are undertaken through a small group of people and consultants with a deep understanding of different aspects of a site's importance (architecturally, to people etc.) so that all elements can be drawn out and then weighed to grasp relative significance of each space and, crucially, their **capacity for change** without causing harm.

This is explored extremely well in the ICOMOS heritage impact assessment guidance (as an appendix - Appendix 3A: Example Guide for assessing value of heritage assets<sup>1</sup>) and is also supported by the Historic England Good Practice Guide for assessing impacts on the setting of heritage assets<sup>2</sup>. There is a further piece of guidance produced for collections and interiors which goes into more detail and looks at provenance and geographical significance in a matrix approach for decision making<sup>3</sup>. The NT has also developed its own methodology for assessment which we would be happy to share if useful.

**Conservation Management Plan (CMP):** A conservation management plan sets out the significance of a heritage asset (usually encompassing a statement of significance), and how values will be retained in any future use, management, alteration or repair. It is based on a very simple thinking process which starts with describing what is there, why it matters, what is happening to it and the principles by which you will manage it and then sets more detailed work programmes for maintenance, management, access, use or other issues: management policies and management actions (often detailed as a masterplan). This helps care for a site by making sure it is understood what matters and why BEFORE taking major decisions. The approach can be used for any type of heritage asset, site or place, and the ICOMOS guide for this is also very useful<sup>4</sup>.

<sup>1</sup> [https://www.iccom.org/sites/default/files/2018-07/icomos\\_guidance\\_on\\_heritage\\_impact\\_assessments\\_for\\_cultural\\_world\\_heritage\\_properties.pdf](https://www.iccom.org/sites/default/files/2018-07/icomos_guidance_on_heritage_impact_assessments_for_cultural_world_heritage_properties.pdf)

<sup>2</sup> <https://historicengland.org.uk/images-books/publications/gpa3-setting-of-heritage-assets/>

<sup>3</sup> <https://gov.wales/sites/default/files/publications/2019-08/why-do-we-have-it-a-significance-process-and-template.pdf>

<sup>4</sup> [http://ip51.icomos.org/~fleblanc/documents/management/doc\\_ConservationManagementPlans-Guide.pdf](http://ip51.icomos.org/~fleblanc/documents/management/doc_ConservationManagementPlans-Guide.pdf)



## A.5. NT Approach: Audience & Access

**Audience Research & Understanding:** Audience and Market Insight is identified as another key input, alongside significance understanding and defining Spirit of Place (which refers to why a place is special – unique, distinctive and cherished). Our Statement of Significance gives us one perspective on this; but is ideally complemented by Audience & Market Insights to ensure we are building on why a site is unique, distinctive and cherished in the eyes of potential audiences, not just site owners/managers. This is derived from: -

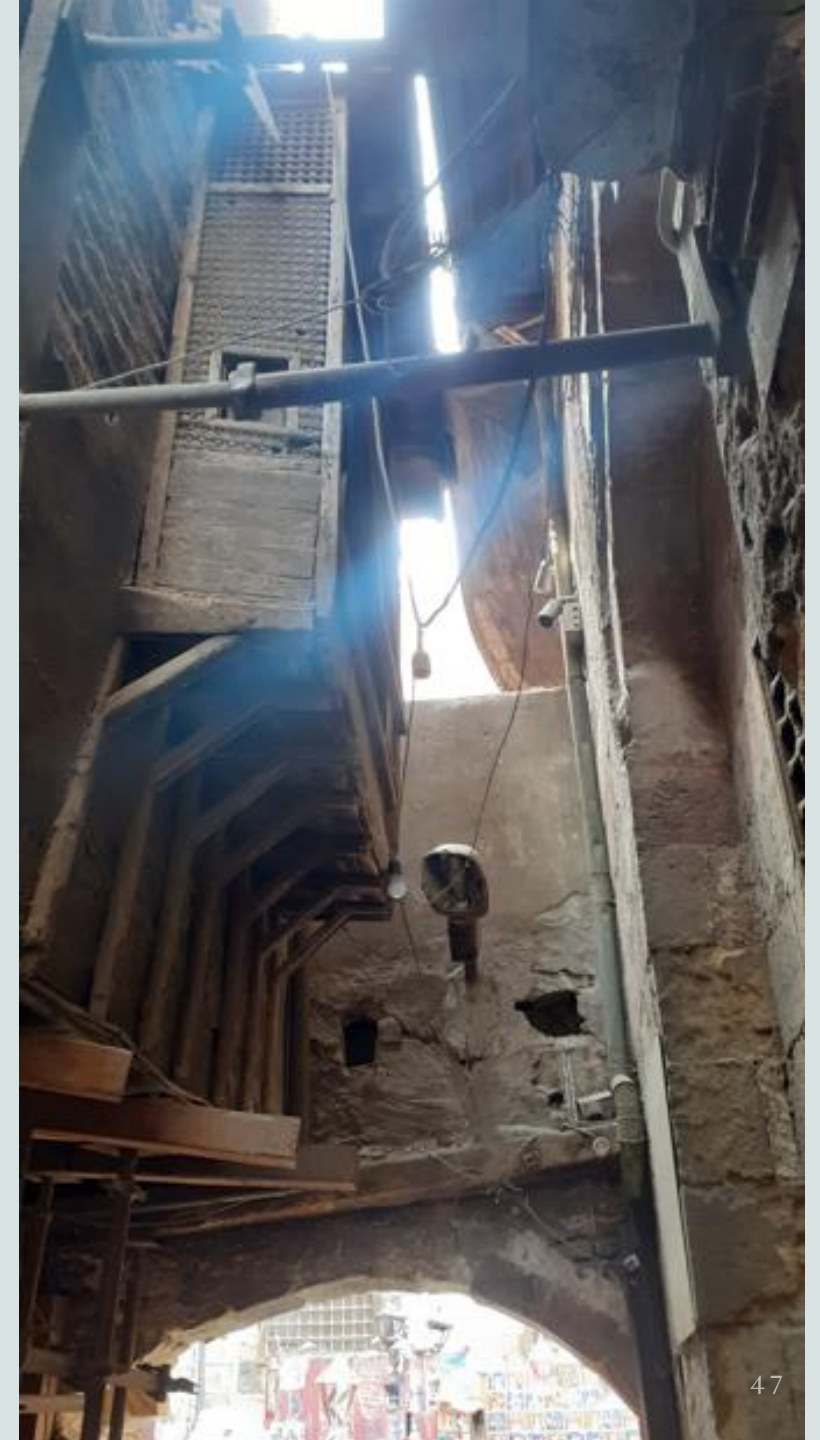
- Audiences** current and potential visitors, including the communities that surround a property.
- Market** the wider market context in which we operate; broader than people and including competition.
- Insight** information that gives greater understanding to underpin decisions; ensuring they are strategic/sound.

**Equality, Access & Inclusion:** In order to make the place or asset we are charged with conserving relevant and accessible to as many people as possible, we conduct an audit and visioning aspect to the operation of the space to allow us to understand which histories the place represents (partly draw from understanding significance), how these can and might be interpreted, and overlay this with an understanding of accessibility including the identification of inaccessible areas and how the primary offer can, if possible, be made accessible to most visitors.

**Spirit of Place:** “Spirit of place (or *genius loci*) refers to the unique, distinctive and cherished aspects of a place. It is as much in the invisible weave of culture (stories, art, memories, beliefs, histories, etc.) as it is the tangible physical aspects of a place (monuments, rivers, woods, architectural style, pathways, views, and so on) or its interpersonal aspects (the presence of family, friends and kindred spirits).”

(ICOMOS, *Quebec Declaration on the preservation of the spirit of place*, October 2008)

An example of Spirit of Place is given on the next page.





## A.6. NT Approach: Spirit of Place

**The following is an example of a Spirit of Place for a National Trust property, derived through a collaborative workshop with operations staff and consultants:**

Montacute House is a soaring cliff of glass and Ham stone, a glittering lantern of light. Like the man who built it, it is deeply rooted in its locality but impresses on a national level.

Built to flaunt both wealth and power, Montacute's setting demonstrates how an Elizabethan mansion was designed as a majestic, daunting and awe-inspiring place to see and be seen. It stands majestically in the ancient and evolving landscape, directing the eye to views both near and far.

Nearby Ham Hill yielded honey-coloured stone to build this architecturally daring mansion; the local architect-mason carved messages into the masonry, hidden signs for those who can decode the power on display.

Owned by the same family for more than 300 years, Montacute came within a whisker of being demolished but was saved for the nation (albeit shorn of family memorabilia). Today is a showcase for the generous spirit that infused the Trust's early days, a time when significant treasures were gifted and loaned, as well as still being a space that can display nationally important collections.

The immaculately formal framework of the Elizabethan garden embraced later designs and although altered, retains a coherence that gives the visitor a chance to walk in Elizabethan footsteps. Today, the house, garden and landscape create a relaxed and open setting, evoking a sense of privilege at being part of something that was once limited to the rich and powerful. It echoes the intention of the original owner: a local articulation of national ambition.

### Organising idea

An Elizabethan 'Great House', a lantern in the landscape, saved and revived by the generosity that infused the early days of the Trust. Encircled by a garden of beguiling change that stretches out into parkland whose untold stories are hidden in plain sight, it is architecturally daring and filled with messages that demonstrate wealth and power. Today, the whole showcases a cultural richness that would have delighted its original owner.



Picture: NT Images ©

## A.7. NT Approach: Condition & Need

**Condition Survey:** For complex and large historic buildings, one threat to the survival of historic fabric comes from lack of maintenance and inappropriate repair. A further threat is vacancy/redundancy. In order to understand priorities for capital works, a condition survey of the building fabric and services is carried out on a 5 year basis (a quinquennial). This can be drawn up as a prioritised schedule of works based on quick wins, urgency, significance and sustainability. It is also an indicator of conservation works costs of getting the building into good condition.

**Building Recording:** We often carry out a historic building recording investigation to a high standard of specification (level 3 or 4, in Historic England terms) to produce a baseline understanding of the built fabric, phasing, significance (in relation to architectural and historic interests) and to inform prioritisation for works. Survey methods might include photogrammetry, phasing sections and plans, topographic survey, and historical research/collation of research. If commissioned alongside a CMP or Statement of Significance, this can help identify capacity for change of building areas across a site, assigning value as part of the work. The survey creates a point in time baseline/reference before dramatic change occurs (at BAR, this might be useful for the western courtyard, given the extent of intervention required to make the building sound and accessible). Historic England's guidance on this is excellent<sup>2</sup>.

**Asset Management Plan:** Once good condition is reached, an asset management or maintenance document that fits in as part of a CMP informs short term maintenance works to be delivered on a rolling and cyclical basis, to avoid longer-term build up of

associated costs where general maintenance is not carried out. We refer to this as “stopping the rot” and an excellent policy piece was written by Historic England highlighting the need for drastic approaches where owners of listed buildings are allowing their assets to fall into disrepair<sup>1</sup>. The same agency also commissioned and funded a piece of research on places of worship which highlighted the true value of maintenance and how this saves money over time when repairing and maintaining historic buildings<sup>3</sup>.



<sup>1</sup> <https://historicengland.org.uk/images-books/publications/stoppingtherot/>

<sup>2</sup> <https://historicengland.org.uk/images-books/publications/understanding-historic-buildings/>

<sup>3</sup> <https://historicengland.org.uk/images-books/publications/value-of-maintenance/>

## A.8. NT approach: Operating Model Fundamentals

Further to the surveys and investigations to identify what maintenance investments are needed over time through a schedule of repair, capital project costs and maintenance costs are utilised by the NT and fed into a formula which also considers the operating costs of a site (which is partially dependent on the visitor/operating model).

Understanding the building cyclical costs provides us with a revenue income target to aim for, which is much more likely to be hit if its importance is understood.

Income targets can be set and monitored on an ongoing basis, allowing for entrepreneurial approaches that bring a diverse set of income. This is often supplemented by capital income-raising for large restoration projects.

In turn, this allows the site management and decision-makers to explore the staffing structure required to support an NT property's operation and conservation, and to ensure that the right skills are hired and present to drive the desired results (importantly, at the NT, much of our low-level skill base is built on **volunteers** who do conservation and maintenance work for their love of the site and interaction with visitors who also share a passion for such places).

In the C20<sup>th</sup> we began to take on more and more places, and in 1968 developed a formula to determine whether future acquisitions and donations could and would be accepted, ensuring the organisation could cope with the costs of getting a site into operation. While part of the reason for this was to inform an endowment request for any property taken on, it included an assessment of the expected high-level maintenance and repairs, likely revenues, workers' wages and other operational factors. It now forms an essential part of our understanding for how much income a site needs to generate over time to sustainably operate and maintain the heritage asset in which it operates.

*Report Pictures: Imogen Wood, Jim Foy (unless otherwise shown)*

