



Turner & Townsend

IFE AGM

Heritage & Visitor Centre Focus

3 June 2026



The Institution
of Fire Engineers

We transform together.

Our experience

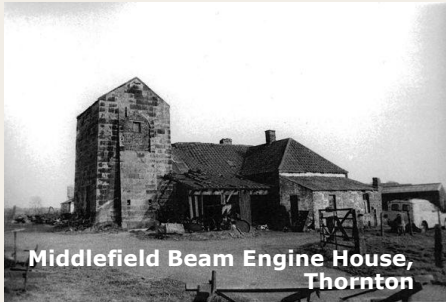


Turner & Townsend



Mark Bruce
Project Director

- Turner & Townsend for over 23 years
- Qualified bricklayer
- Delivered multiple cultural and heritage projects.



Middlefield Beam Engine House, Thornton



Turner & Townsend



Contents

1. What is a heritage project
2. Heritage Challenges
3. Case Study – The R&A Clubhouse
4. Case Study – Budongo
5. Close



Turner & Townsend

Our experience: BECO Building, Barclays Glasgow Campus

What is a “Heritage” Project

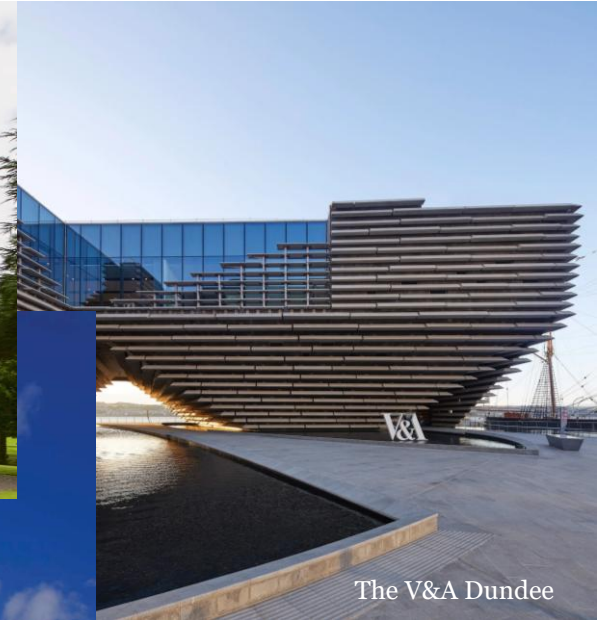


Romantic Castle or New-Build

- ☐ New-Build?
- ☐ Refurbishment?
- ☐ Re-purposing?
- ☐ Regeneration?
- ☐ Heritage Display?
- ☐ Landscaping?
- ☐ Listed Building?



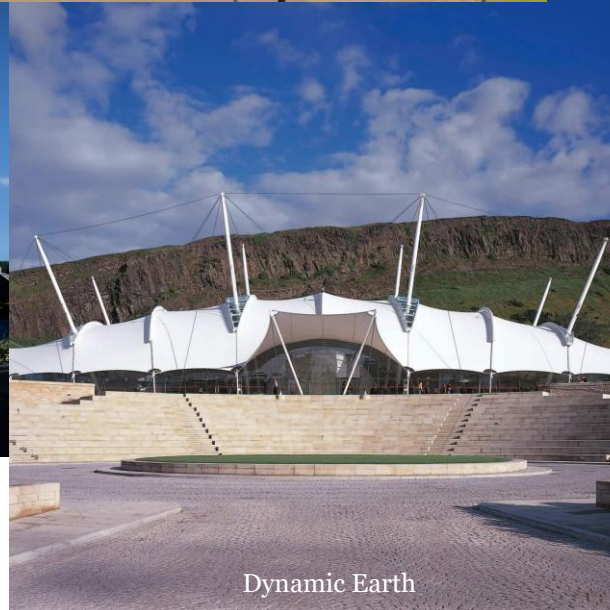
The Black Watch Castle & Museum



The V&A Dundee



The Great Tapestry, Galashiels



Dynamic Earth

Heritage Challenges – Listed Building

Joining Countries

- ❑ Oldest road going chain link bridge in the world
- ❑ Crossed River Tweed (salmon fishing area)
- ❑ Crossed Boundaries
- ❑ Undergone seventies refurbishment – poorer quality than original
- ❑ Local support



Cost & Funding

Skillset

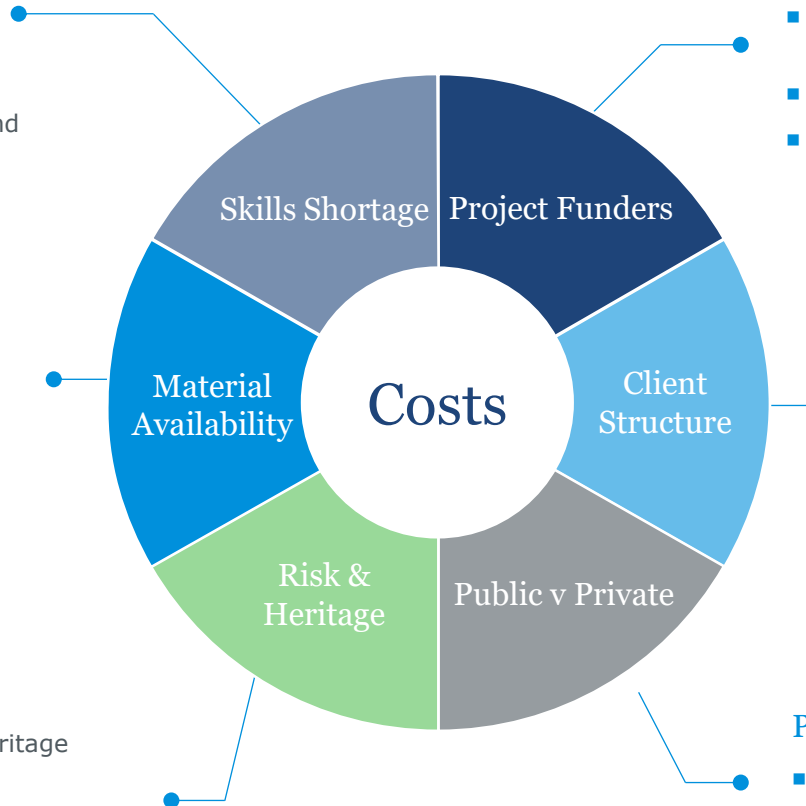
- Availability of traditional skills
- Quality of workmanship
- Size of sub-contractors with capacity and capability

Material Availability

- Higher cost to re-use
- Focus on reliance rather than re-use
- Lack of local quarries
- Importing costs and delays creating uncertainty and risk

Risk v Heritage

- Reduction of as-built materials in situ
- Integrating modern day standards in a heritage building
- Separating the structure when timber is a major structural component
- Preventing water damage/ingress/dampness within a building designed to breath and then hermetically sealing it
- Risk of fire at any point in the development process.



Project Funding Sources

- Specific reporting requirements
- Only funding specific aspects of the project, how do you separate costs?
- Tax relief for specific elements of the project
- Private market focussed on quality not race to the bottom

Client Type

- Charities have access to funds others do not, but they come with restrictions or compliance requirements.
- Clients often have multiple legal structures
- Procurement rules and regulations applied for publicly funded projects
- Private client = speed to market

Public v Private

- Ability to negotiate
- Not restricted to tenderers
- Contractor reviewing risk profile

Heritage Challenges – Listed Building



Examples



Royal High School, Edinburgh

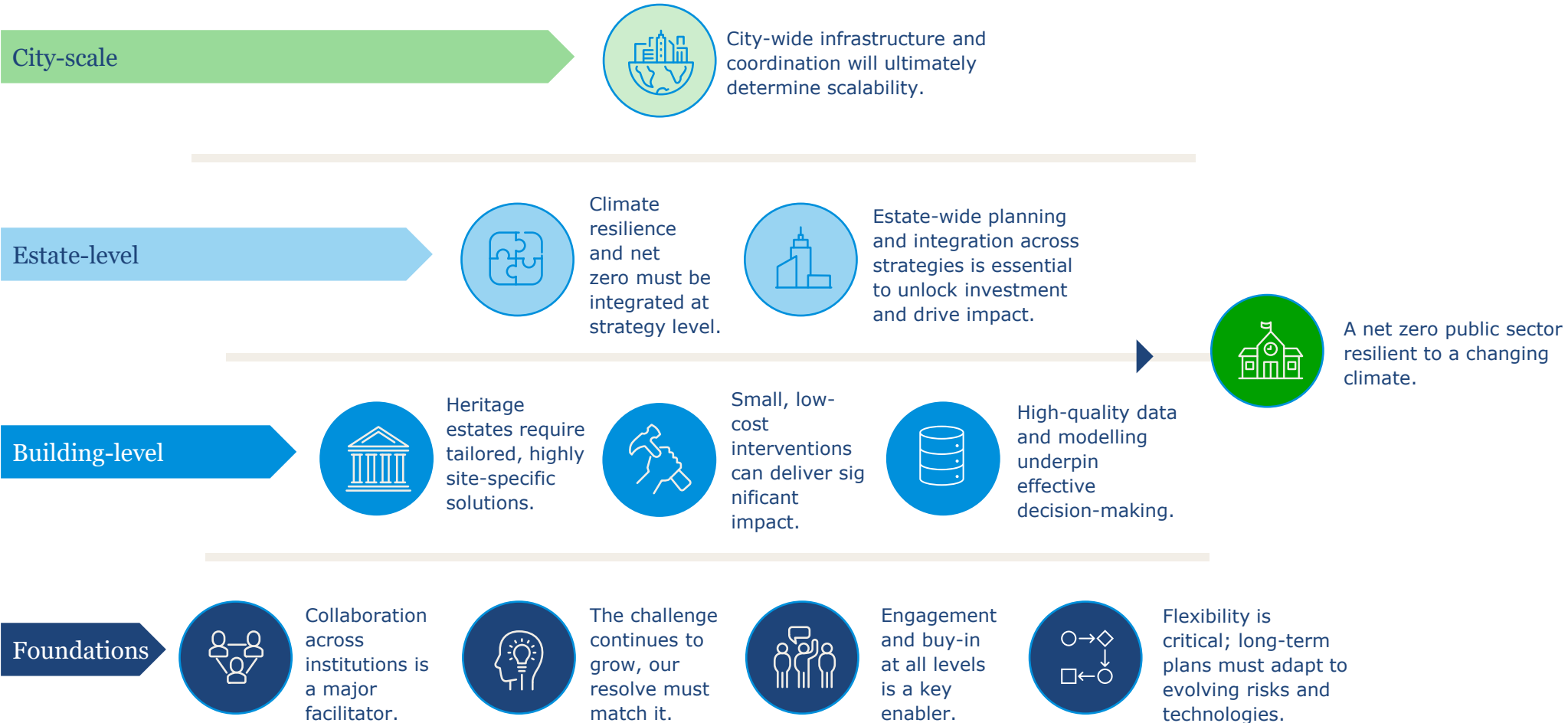
The R&A Clubhouse Reception

Heritage Challenges

Climate Adaptation & Decarbonisation



Turner & Townsend



Heritage Challenges – Case Study



The R&A Clubhouse

- ❑ Most iconic backdrop in world golf
- ❑ High quality refurb and basement extension
- ❑ Over 1,000 lights
- ❑ Noise sensitive neighbours
- ❑ Coordination with The Open, SALT, Dunhill Links and Womens Open
- ❑ Significant disruption to an already congested area
- ❑ Maintained internal building condition and continued testing regime with R&A facilities team.



Heritage Challenges – Case Study

Budongo Chimpanzee House

- ☐ How much do you know your end user?
- ☐ How does the building sit or function within its landscape?
- ☐ Is there something unique?
- ☐ Is compliance achievable?



Turner & Townsend



Thanks & Questions

Mark Bruce

Project Director | Project Management

Atria One
Level 2
144 Morrison Street
Edinburgh
EH3 8EX

e: mark.bruce@turntown.co.uk

www.turnerandtownsend.com

© Turner & Townsend Project Management Limited

This content is for general information purposes only and does not purport to constitute professional advice. We do not make any representation or give any warranty, express or implied, and shall not be liable for any losses or damages whatsoever, arising from reliance on information contained in this document.

It must not be made available or copied or otherwise quoted or referred to in whole or in part in any way, including orally, to any other party without our express written permission and we accept no liability of whatsoever nature for any use by any other party.