

EXERCISE

Understanding Programmes and Project Stages

To do:

1. Put the actions in the most appropriate order.
2. At what points would you consider viability/ Predevelopment, development, delivery and operational stages to start/finish?

Intended for: Groups, organisations, individuals at the start of a potential heritage project.

Aim: To help you better understand the sequencing of a heritage project.

1. Develop Scheme to RIBA 4 and Cost Review
2. Submit Expression of Interest to NLHF and receive feedback (if appropriate)
3. Consultation
4. Update Business Plan
5. Governance Review
6. Appoint staff
7. Continue Activity Programme
8. Approach and secure Round 1 funding (Development Stage) from NLHF (if appropriate)
9. Begin use (RIBA 7)
10. Consultation
11. Develop Activity Programme
12. Handover (RIBA 6)
13. Develop Scheme to RIBA 1 and Cost Review
14. Consultation
15. Apply for Pre Application Advice or equivalent and receive feedback
16. Appoint Project Manager
17. Deliver capital works (RIBA 5)
18. Write a project vision, aims and objectives
19. Apply to and secure Round 2 funding (Delivery Stage) from NLHF
20. Appoint Fundraiser and Business Planner
21. Secure initial support / advice on taking on heritage project
22. Consultation
23. Procure design team to deliver Feasibility Study or Options Appraisal
24. Secure remaining matchfunding
25. Consultation
26. Appoint Core Design Team (inc. Architect, Structural Engineer, Quantity Surveyor etc.)
27. Appoint Contractor
28. Commence Activity Programme
29. Secure viability funding
30. Develop Scheme to RIBA 2 and Cost Review
31. Form group of likeminded people
32. Ongoing Funder Reporting
33. Governance Review
34. Apply for and secure Planning permission or equivalent
35. Develop Scheme to RIBA 3 and Cost Review
36. Begin applying to match funders (capital works/activities) to secure remaining funding package
37. Ongoing Organisational review
38. Undertake detailed inspections/surveys
39. Undertake competitive contractor appointment process
40. Funder Reporting

EXERCISE

Understanding Programmes and Project Stages – example answers

Below is the typical sequencing and stages. Many of these actions will run concurrently within a Stage so it is not an exact order.

Viability / Pre-development Stage

1. Form group of likeminded people
2. Consultation
3. Secure initial support / advice on taking on heritage project
4. Write a project vision, aims and objectives
5. Governance Review
6. Secure viability funding
7. Procure design team to deliver Feasibility Study or Options

Appraisal

8. Consultation
9. Submit Expression of Interest to NLHF and receive feedback (if appropriate)
10. Develop Scheme to RIBA 1 and Cost Review
11. Appoint Fundraiser and Business Planner
12. Consultation
13. Apply for Pre Application Advice or equivalent and receive feedback
14. Approach and secure Round 1 funding (Development Stage) from NLHF (if appropriate)

Development Stage

15. Appoint Project Manager
16. Appoint Core Design Team (inc. Architect, Structural Engineer, Quantity Surveyor etc.)
17. Undertake detailed inspections/surveys
18. Develop Scheme to RIBA 2 and Cost Review
19. Consultation
20. Governance Review
21. Begin applying to match funders (capital works/activities) to secure remaining funding package
22. Develop Scheme to RIBA 3 and Cost Review
23. Consultation
24. Apply for and secure Planning permission or equivalent
25. Update Business Plan
26. Develop Activity Programme
27. Secure remaining matchfunding
28. Apply to and secure Round 2 funding (Delivery Stage) from NLHF

Delivery Stage

29. Develop Scheme to RIBA 4 and Cost Review
30. Undertake competitive contractor appointment process
31. Appoint Contractor
32. Commence Activity Programme
33. Deliver capital works (RIBA 5)
34. Funder Reporting
35. Appoint staff
36. Handover (RIBA 6)

Operational

37. Begin use (RIBA 7)
38. Ongoing Funder Reporting
39. Continue Activity Programme
40. Ongoing Organisational review