

HOW TO: Programme and Phase Projects

Rosie Fraser, Vice-Chair
London Historic Buildings Trust

John Bailey
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Made possible by



Historic England



About LHBT

- Charity, founded 30 years ago
- Only London-wide building preservation trust
- Focus on **Heritage at Risk**
- Small team: 1 full-time, 3 x part-time staff, 12 trustees
- 4 years ago – new vision, new strategy, new name
- Social impact at our heart
 - **'sustainable projects, innovative social solutions and cultural benefits'**
- Deliver:
 - **Heritage projects, both built and intangible**
 - **Sector Training – HOW TO; Building Futures**
 - **Community Group support**
 - **Consultancy**
- Currently funded in part by Historic England's Capacity Building grant programme



Introduction

- Who we are
 - Rosie Fraser - LHBT Vice Chair and Heritage Consultant
 - John Bailey – Thomas Ford and Partners, Conservation Architect
- Today's Session:
 - Purpose of a Programme
 - Case Study – Newport Minster
 - Example Phasing
 - Top Tips
 - Resources
 - Any Questions?



Purpose of a Programme

- Drives identification of key dates
 - RIBA Design Stages
 - Permissions / Faculty
 - Construction
- Supports key decision making
- Used to track budget / programme overruns
- Track NLHF funder requirements
 - Funding deadlines
 - Permissions to Start
 - Development Phase – Mid Stage Review
 - Delivery Phase

The image shows a detailed Gantt chart titled 'RIBA Plan of Work 2020'. The chart is organized into seven vertical columns representing design stages: 0 Strategic Definition, 1 Preparation and Briefing, 2 Concept Design, 3 Spatial Coordination, 4 Technical Design, 5 Manufacturing and Construction, 6 Handover, and 7 Use. Each column contains a list of tasks and their durations, indicated by horizontal bars. The tasks are color-coded to match the stage headers. The chart is a complex project management tool used to track the progress of a building project through various design and construction phases.

RIBA Plan of Work



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Heritage Fund

Major heritage project funder in the UK



Case Study: Newport Minster, Isle of Wight

- Grade 1 Listed church – £2.4m refurbishment project
- Two phases:
 - Repairs to historic fabric – Jan-June 2022
 - Internal reordering – Jan-Oct 2023
- Still on programme despite losing a major donor and re-design request







Case Study: Newport Minster Outline Programme

Separate Slide

Case Study: Newport Minster Detailed Programme

Separate Slide

Top Tips

- Allow a reasonable element of time as a buffer throughout the project.
- Identify key milestones for critical decision-making meetings and align programmes accordingly.
- Consider the impact of potential closure on the organisation.
- Make sure stay on programme – check with regular meetings and updates.

Links and Resources

- **Heritage Trust Network** (*free for Groups!*)
<https://www.heritagetrustnetwork.org.uk/>
- **RIBA Plan of Work**
<https://www.architecture.com/knowledge-and-resources/resources-landing-page/riba-plan-of-work>
- **National Lottery Heritage Fund** (Small grants)
<https://www.heritagefund.org.uk/funding/national-lottery-grants-heritage-3k-10k>
- **Architectural Heritage Fund** (Viability and Development Grants) <https://ahfund.org.uk/>
- **National Churches Trust** (various grants)
<https://www.nationalchurchestrust.org/>
- **LHBT Training Hub** (*free for all!*)
<https://londonhistoricbuildings.org.uk/index.php/services-assistance/training-resources-rs/>

TOOLKIT

Your digital guide through all stages of your project delivery including templates, best practice examples and signposting.

"The HTN toolkit really is a powerful tool for a small organisation like ours, which has limited resources and staff. As such, we find that it is a first port of call, offering great advice in so many areas, including how to manage risk, developing project briefs and understanding heritage legislation."

The Coffin Works, Birmingham Conservation Trust

PRESENTATIONS & VIDEOS

LONDON HISTORIC BUILDINGS TRUST

What is a Heritage Project?
by LHBT
LHBT's Chair of Trustees, Georgina Naylor, introduces heritage projects, providing a range of case studies.
Download the PDF [here](#)

Understanding a Heritage Project
by Greenwood Projects
What are the RIBA Stages? Who are the professionals involved? How long do heritage projects take? Hear from Greenwood's Associate Project Manager, Nicola Dyer and Director, Chris Goucher, and get to grips with the nuts and bolts of a typical heritage project.
Download the PDF [here](#)

Establishing a Vision
by LHBT
Learn from LHBT's Vice-Chair, Rosie Proser, on how to draft an impactful vision statement, and understand what outcomes, aims and objectives all mean.
Download the PDF [here](#)

Q&A

Get in Touch!

- LHBT can offer free advice to groups, trusts working on a heritage project in London
- Consultancy
 - Bespoke training and workshops
 - Specific project development support
- *HOW TO* Training – sign up



Transforming
places for
local
people.