

# Building projects

Your role in achieving quality and value



cabe

 Heritage  
Lottery Fund

# Introduction

‘Heritage’ can describe many things that have been, and can be, passed from one generation to another. It includes historic buildings and sites, objects and archives, and natural and designed landscapes.

This booklet is a starting point if you are thinking of applying to us at the Heritage Lottery Fund, possibly for the first time, for a grant towards a project that involves building work. We support a wide variety of building projects, ranging from conserving and adapting historic buildings to creating new facilities for heritage sites and collections.

We support projects that:

- encourage more people to be involved in and make decisions about their heritage;
- conserve and improve the UK’s unique and diverse heritage; and
- make sure that everyone can learn about, have access to and enjoy their heritage.

We have consulted the Commission for Architecture and the Built Environment (CABE) and other agencies in preparing this booklet. It offers guidance on how to plan your building project – from the initial preparation to the final end use and beyond – helping you to achieve the quality and value that we expect of the projects we fund.

Front cover:  
The Ruskin  
Library in  
Lancaster.  
Photo by Richard  
Bryant/Arcaid  
Architect: MacCormac,  
Jamieson and Prichard

Value means that your building design takes account of long-term running and maintenance costs as well as the cost of the building work needed to complete the project. You can achieve value through design quality, which includes making sure that your project protects and improves (and does not damage) the heritage that you are working with. You can assess design quality in ways that do not rely simply on personal opinion. CABE’s Design Review (available at [www.cabe.org.uk](http://www.cabe.org.uk)) and the Design Quality Indicator (available at [www.dqi.org.uk](http://www.dqi.org.uk)) help define what good design means for your project and provide ways to check that you are getting it. This booklet also points you to other publications that may help you with your project.

Whether a project involves carefully conserving or adapting a historic building, or creating an entirely new building, it can be broken down into four linked stages:

- prepare;
- design and develop;
- construct; and
- use.

This booklet helps you understand your role during these four stages. It also suggests ten keys to success to help you meet the challenges of a building project and achieve quality and value in your project. Some of the words we have used are explained in the glossary at the back of this booklet.



Above: Young people getting involved with the built environment at the Building Exploratory project in Hackney, London.  
Photo by The Building Exploratory

Below: A new bridge and visitor centre complement the historic landscape of Painshill Park in Surrey.

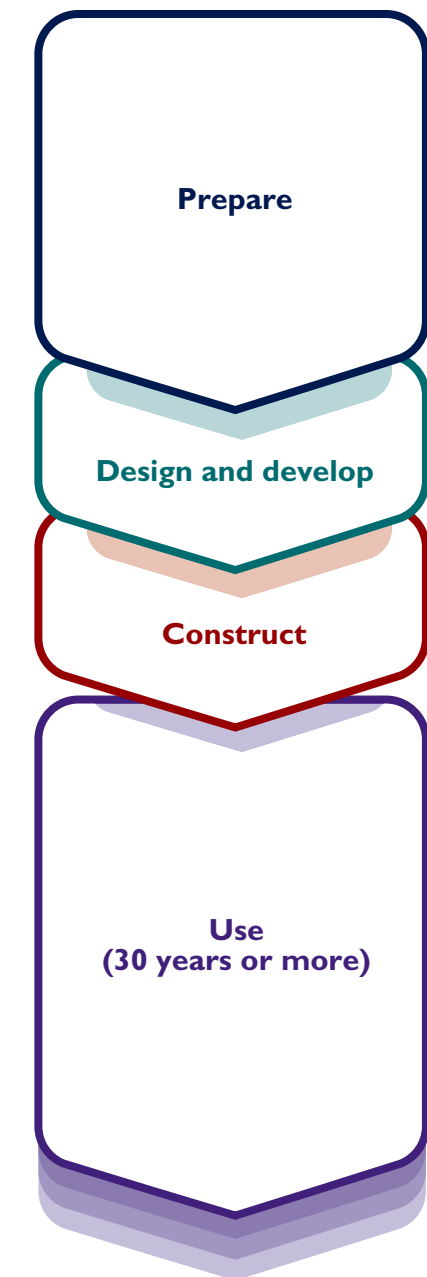
Bottom: Access improvements at the Discovery Museum in Newcastle include ramps and lifts, as well as contrasting colours to help the visually impaired.



# Project stages

A building project is a big commitment for any organisation and will need attention above and beyond your organisation’s day-to-day business.

To achieve design quality and value, and meet our priorities and your organisation’s long-term needs, you will need to play a major role throughout each of the four stages.



# I Prepare

The decisions you make before you develop a design will have important effects on your project over its whole life. There are many things to do here, but a vision for your project, a clear brief and great team are essential at the start.

## Things to do

- Identify your aims and the needs of the heritage.
- Learn as much as you can about the heritage you are dealing with and why it is important.
- Begin consulting stakeholders and think of opportunities for involving them in the project.
- Appoint a champion within your organisation to sign off project stages and designs on behalf of your organisation, and act as your representative for the project to stakeholders.
- Build a project team that has the right experience for the job (you should choose them through competitive tender).
- Get specialist advice from consultants if you do not have all the skills available within your organisation.
- Carry out specialist studies (see the insert opposite).
- Communicate your aims and the needs of the heritage to the project team, including how you will use and maintain the building in the long term.
- Work with your project team to develop a shared vision for the project.
- Find out about the approvals you will need and your duties and obligations, including those under the CDM regulations and the DDA.
- Find out about the conditions that funders (including us) may set for your project and the likely effect these will have on your dealings with contractors.
- Prepare a feasibility study and explore options for meeting your needs (perhaps your aims could be broken up into a number of smaller projects that you could cope with, or afford, more easily).
- Decide how you will competitively tender for your contractors, whether you will include them at the design and develop stage, and what type of building contract you will use.
- Work out the possible risks associated with your building project and plan how to manage and control them.
- Set a budget and timetable and prepare a cash flow for your project (include a suitable contingency budget for any unexpected events).
- Develop and sign off your brief. Make sure it meets your vision for the project and move on to the design and develop stage.



Left and below: A strong vision was needed at St Patrick's School in Belfast to repair a derelict building and return it to public use.

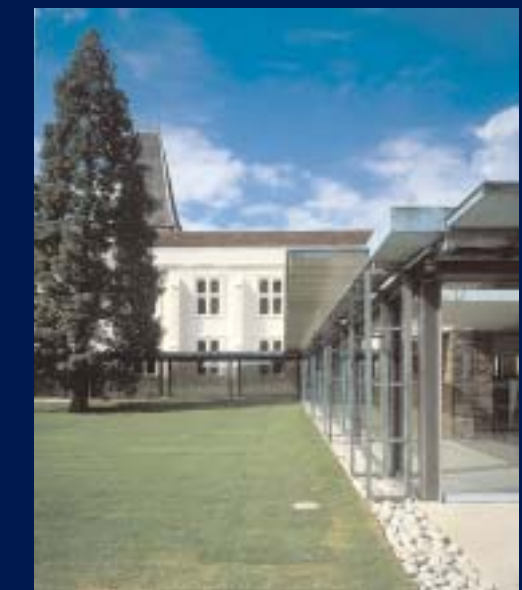
Below photo by Chris Hill



## Specialist studies you may need

- A conservation management plan or statement
- Building condition and measured surveys (these may include, for example, ecological or archaeological surveys)
- A maintenance plan
- An access plan
- Cost estimates and timetables
- A business plan
- A training plan

A range of our publications offer guidance on how to carry out specialist studies.

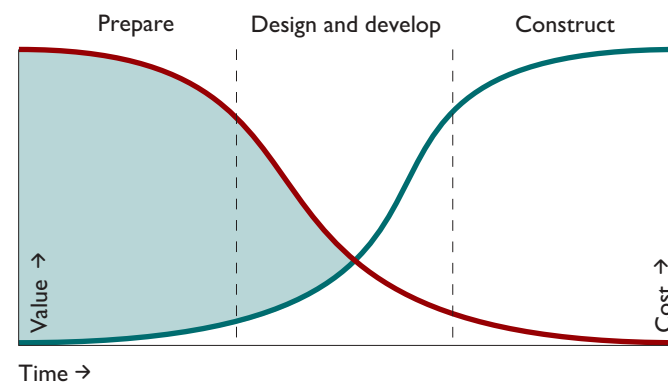


Left: The extension at Dulwich Picture Gallery in London provides much needed education and visitor facilities, and fits in with its historic setting.

Photo by Rick Mather Architects.

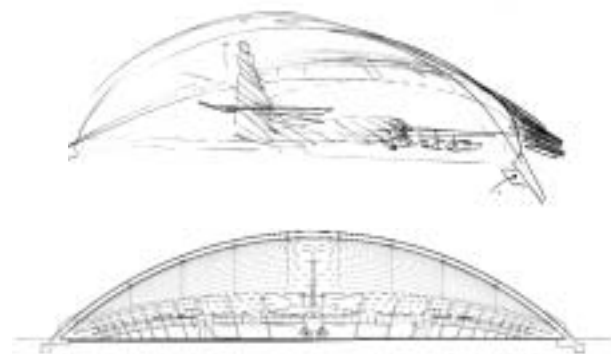
## 2 Design and develop

Your project team will use the brief and specialist studies from the prepare stage to develop your project and to meet your overall vision. First, they will produce outline designs, which you need to sign off. Then your team can develop these into detailed designs, which will include plans, drawings and specifications. The costs of changes after you have signed off the final design will increase significantly.



Above: Illustration showing the cost of change at various stages.

Below: From initial sketches, the American Air Museum in Duxford in Cambridgeshire has been developed into a major visitor attraction. Drawings by Foster Associates



- Opportunity to increase value before the costs of change rise too high
- Opportunities to define requirements and influence design
- Cost of change

### Things to do

- Ask your project team to explain their designs and make sure you fully understand them.
- Think about how you will run the building after it is finished.
- Make sure you have applied for the necessary approvals.
- Keep up to date with project costs and schedules.
- Consult stakeholders and specialist advisers.
- For building conservation or repair projects, carry out an impact assessment.
- Check the designs against your brief, budget and timetable (and your overall vision).
- Sign off the final project designs and move on to the construct stage.

## 3 Construct

At this stage, your contractor (or contractors) will start to construct your design on site. Work will move ahead quickly, you will need to make large payments, and any changes become very expensive. The result of this stage is that the finished project is passed to you with a formal handover, which you will sign off when you are sure it meets the final design.



Left and middle: The Great Dunmow Maltings have been transformed from a state of disrepair into a visitor attraction, museum and community centre.



Left: The construction of the Museum of Scotland in Edinburgh's busy city centre required careful planning. Photo by Glyn Satterley

### Things to do

- Make sure your contractor has the right experience for the job before you appoint them, especially if you are working on a sensitive heritage site.
- Understand your building contract and your responsibilities (get specialist advice if you or your project team are not sure).
- Keep up to date with project costs, timetables and risks.
- Make sure you have funds available to pay consultants and contractors on time.
- Be available to sign-off decisions quickly if there are unexpected events (get advice from your project team first).
- Avoid changing the design unless absolutely necessary.
- Take opportunities to show the benefits of your project to stakeholders.
- Work with your staff to prepare for the handover.
- Make sure that building work matches the final designs.
- Sign-off the handover and move on to the use stage.

## 4 Use

After you sign-off the handover, the building or space is yours to run. This is a good time to review the success of the building and that you have achieved your vision. The Design Quality Indicator can also help you review the quality of the project's design.



Above: A local community group enjoying well-designed facilities at the Summerfield Community Centre in Birmingham.

Photo by Steve Forrest

Above Right: The D Shed Maritime Warehouse makes an important contribution to city life in Cardiff.

Photo by Matthew Hazzard



### Things to do

- Run and maintain your building regularly in line with the plans you developed during the prepare stage, such as the conservation management, business and maintenance plans (review and update them regularly).
- Get feedback from staff and users and respond appropriately.
- Show your funders that you have successfully met your aims.
- Evaluate and communicate the benefits your project brings to the local community, including things such as improved access to their heritage and employment opportunities.



Above: The restored glasshouses at Sheffield Botanical Gardens are now home to over 1,000 exotic plants, and are a huge draw for visitors.

Photo by Meg Jullien

## Ten keys to success

The following ten keys to success are important during all four project stages.

- 1 Be a strong leader for your project**  
Develop and communicate a clear vision to your project team and stay focused and committed to achieving your aims throughout each of the four stages.
- 2 Understand your project and its context**  
You need to understand the heritage you are working with, the relevant laws or regulations and your users and stakeholders, to meet your and our aims.
- 3 Build relationships between consultants and contractors**  
Bring contractors into the project team as early as you can to gain from their construction expertise. Make sure your project team understand how you want to use your finished project throughout all four stages.
- 4 Learn from other projects**  
Look at similar projects and talk to other clients, funders, project teams and users. The best decisions are always based on thorough research.
- 5 Prepare a clear brief and stick to it**  
A clear brief is essential and sets out your project aims. You can use it to explain your aims to your project team and stakeholders.
- 6 Be realistic about the project costs from the start**  
Carefully plan your finances and cash flow, including future running costs. Restoration and conservation projects need special materials, equipment and skills.
- 7 Give enough time at the right time**  
With the help of your project team, prepare a realistic timetable for each of the project stages. Allow enough time during the prepare stage and include the time your funders will need to assess your project and to give you permission to start on site.
- 8 Find the right people for the job**  
Success depends on having a good project team, including your project champion, project manager, consultants and contractors. You must put all jobs and services to competitive tender using a brief which explains what you want.
- 9 Consider the effect of your project on the environment**  
Emphasise sustainability in your project brief to reduce long-term running costs and pressure on the environment. For example, get advice about energy efficiency, green and renewable materials, and how the building can be adapted for different uses. Aim to repair rather than replace features when you are dealing with historic buildings.
- 10 Understand your responsibilities as a client**  
Sign-off every stage in the project so that the project progresses on a firm basis. Make sure you understand all information given to you and ask for explanations if you need them.

# Glossary

## Approvals

Under the laws relating to building work, you often need to apply for and gain permission for the work you are proposing. This includes planning permission for new buildings or extensions, or consents for any building work that affects historic buildings and sites.

## Brief

This is a description of your aims, the needs of the heritage you are working with and the quality and value you expect. It must also set out the time and cost limits for the project to your team. Your champion should sign this off as your project team will use it to develop the final project design.

## Building contract

This is a legal agreement between you and your contractor (or contractors) to carry out the building work. There are a number of building contracts that suit different types of projects. Your project team can help decide what is best for you.

## Building work

This term covers all the work carried out in relation to a project. It covers repairing or altering an existing building, as well as creating and fitting out new ones. Building work is also often called 'construction work'.

## Cash flow

This is a plan to make sure you have enough money throughout the project to pay consultants, contractors and other professionals when their payments are due.

## CDM Regulations

Construction (Design and Management) Regulations 1994.

## Champion

A person with authority and responsibility for promoting quality and value through all four stages of the project. The champion will also represent your project to stakeholders and answer to the senior management of your organisation.

## Competitive tender

For all work associated with your project we expect you to get at least three quotes through open competition, which should be assessed on quality and price. In certain circumstances, you may have to follow European Union regulations. If that is the case, make sure you get legal advice.

## Consultants

A wide range of specialist professions are available to help you make decisions and achieve the finished project. They include architects, landscape architects, quantity surveyors, engineers, project managers, planning supervisors and heritage specialists.

## Contingency budget

This is money set aside for unexpected events during project development and construction. Ask your project team to pick out and cost possible risks to set this budget. Your project team should not spend this money unless you have agreed it.

## Contractor

This is an organisation you have appointed to carry out building work. For heritage projects, you will need to choose contractors with the right skills and experience. They may also be called a 'constructor' or a 'builder'.

## DDA

Disability Discrimination Act 1995.

## Design

This is the process in which your project team use your brief and specialist studies to prepare detailed instructions for your contractor (or contractors). These instructions include plans, drawings and specifications which, together, are referred to as the project design.

## Feasibility study

This is an exercise confirming the effect of the cost and timescale of your project and the disruption it may cause to your organisation. You will use it to decide whether your organisation can take on and afford the project you have in mind in the short and long term.

## Handover

This is the moment at which responsibility for the finished building (including insuring and managing it) is passed from the contractor to you. You need to carry out a full check to make sure that everything set out in the contract has been completed. Handover is also called 'practical completion'.

# Publications

## Our publications

- *Broadening the Horizons of Heritage*, Strategic Plan 2002-2007
- *Access plans: helping your application*, 2002
- *Business Plans: helping your application*, 2002
- *Training Plans: helping your application*, 2003
- *Conservation Management Plans: helping your application*, 2004

## CABE publications

- *Building in Context – New development in historic areas*, English Heritage and CABE, 2001
- *Creating Excellent Buildings: a guide for clients*, 2003
- *Design Review*, 2002
- *Digital Library* ([www.cabe.org.uk/library](http://www.cabe.org.uk/library))
- *Improving Standards of Design in the Procurement of Public Buildings*, CABE and Office of Government Commerce, 2002

## Further reading

- British Standards ([www.bsi.org.uk/index.xalte](http://www.bsi.org.uk/index.xalte))
- Chartered Institute of Building, *Code of Practice for Project Management for Construction and Development*, Longman, 1996
- Clark, K. *Informed Conservation*, English Heritage, 2001
- Construction Industry Council (CIC), *Design Quality Indicator – The Shape of Things to Come*, CIC, London, 2002
- *Construction Best Practice – Building Success – Lessons from clients who got it right*, 2002
- Leading Edge Management Consultancy Ltd
- Department for Culture, Media and Sport, *Better Public Buildings – a proud legacy for the future*, Her Majesty's Stationery Office, London, October 2000
- Historic Scotland, *Passed to the Future*, 2003
- Office of Government Commerce, *Successful delivery toolkit* [www.ogc.gov.uk](http://www.ogc.gov.uk), 2003
- Office of the Deputy Prime Minister (ODPM), *Planning Policy Guidance 15 (PPG 15) Planning and the Historic Environment (England)*
- ODPM, *Planning Policy Guidance 16 (PPG 16) Archaeology and Planning (England)*
- The Scottish Office, *National Planning Policy Guideline 18 Planning and the Historic Environment*, 1999 (Scotland)
- National Assembly for Wales, *Planning Policy Wales, 2002* (Wales)
- Department of the Environment for Northern Ireland, *Planning Policy Statement 6: Planning, Archaeology and the Built Heritage* (Northern Ireland)
- Royal Institute of British Architects (RIBA), *Client's Guide to Engaging an Architect – including guidance on fees*, RIBA, London, updated April 2000

## More information

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E-mail us at [enquire@hlf.org.uk](mailto:enquire@hlf.org.uk)  
Textphone (for minicom users only) 020 7591 6255

This booklet is also available in Welsh.

## Impact assessment

This is the process of assessing whether a project will have a negative effect on the heritage importance of a site. If it does, the assessment will suggest ways of reducing or avoiding that effect.

## Project team

This is the team of people you have chosen to work on your project. They will include your champion, consultants and contractors once you have appointed them.

## Sign-off

This is the process of formally recording your approval of the main stages and designs.

## Specifications

This is a fully written description of everything that is needed to construct the project. It includes details of the types and amount of materials needed for the building work.

## Stakeholders

These are the people and organisations who have an interest in or are affected by your project. They include government organisations, interest groups, users, funders and the local community.

## Sustainability

Meeting current needs without reducing the quality of life of future generations.



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