

# PROJECT DEVELOPMENT GRANTS

*Guide for Applicants*

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THE ARCHITECTURAL  
HERITAGE FUND

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Checklist of tasks and responsibilities

# 1. Introduction

- 1.1 The Project Development Grant (PDG) scheme is intended to assist building preservation trusts (BPTs) to cover some of the costs of developing and co-ordinating a project and taking it towards the start of work on site after an options appraisal has established basic viability. Eligible items may include administration costs relevant to the project, non-recoverable professional fees, or a contribution towards the cost of employing a project organiser and in some cases mentoring support. Grants may be applied for in stages according to the needs of the project as it progresses.

## 2. Eligibility

- 2.1 Only BPTs are eligible, i.e. charities whose sole or main object is the preservation of historic buildings for the benefit of the public. The BPT will need to be on the Architectural Heritage Fund's (AHF) Register of revolving fund trusts or be members of the UK Association of Preservation Trusts (APT) Joint applications from more than one organisation will not be accepted. The key requirements are:

- ♦ A project must meet the AHF's eligibility criteria: i.e. the building(s) must be capable of beneficial re-use, be listed, scheduled, or in a Conservation Area and of architectural or historic merit and must involve a change of ownership and/or a change of use.
- ♦ The AHF must normally have seen and accepted an options appraisal report before offering a PDG. This will need to demonstrate that the scheme is financially viable. For a definition of what this must include, please see the AHF's publication *Options Appraisal Grants - A Guide for Applicants*.
- ♦ If the AHF has funded an options appraisal that has not been able to demonstrate fully that there is a viable scheme, further funding may be available to develop the project (see Section 7).
- ♦ A BPT must have formally resolved to take the project forward. The AHF will require a copy of the Minute of the relevant meeting at which the decision was taken.
- ♦ A BPT must be able to demonstrate that, on the basis that preliminary discussion has already taken place with the key funding bodies, there is no reason in principle why capital grant applications for a project should not succeed. The AHF will require information about when and with who discussions took place.
- ♦ If a project organiser is to be appointed the AHF must be satisfied that the appointment will make a difference to the BPT's ability to carry out the project and/or to the number of projects it can undertake.
- ♦ If a BPT already receives funding towards its costs in cash or kind, for example from a local authority, it will need to show that a PDG would be seen as match funding by the other funder(s) and will not prejudice the continuation of that other funding.
- ♦ Other funders may also be willing to contribute to fees and to the cost of employing a suitable person to develop a project to the point of application for grants. The AHF will wish to see that this possible additional source of funding for the development of the project has been fully explored and taken into account before confirming any offer.
- ♦ A BPT must provide copies of its latest audited accounts and an up-to-date financial statement. If the AHF considers that it possesses sufficient uncommitted cash reserves, this may be taken into account when assessing the application.

- 2.2 The BPT is required to state whether it intends to apply for an AHF loan and, if it does, the likely loan amount and how it will be secured.

### 3. Procedure and Timing

- 3.1 When submitting an application, please refer to this *Guide* and complete the list in the application form to ensure that all the information required has been provided. Any other information relevant to the application should also be included. The form must be completed and signed by a trustee or other authorised signatory of the applicant BPT. The AHF will not accept applications signed by an appointed professional nor from any person appointed as, or intended to become, the project organiser.
- 3.2 Applications may be submitted at any time but will be considered by the Council of Management, which meets quarterly in March, June, September and December. Applications to go to the Council of Management should be submitted **no later than six weeks before the date of the meeting**; the deadlines are published on the AHF's website: [www.ahfund.org.uk](http://www.ahfund.org.uk). Applicants will be informed in writing of the decision as soon as possible after the meeting has taken place.
- 3.3 The AHF will consider each application on the basis of the information provided. The decision as to whether or not the AHF will offer a PDG is final and there is no right of appeal.
- 3.4 The BPT will need to confirm in writing that it accepts the offer within three months.
- 3.5 If, having made an offer, the AHF discovers that information provided is inaccurate or misleading, the offer may be withdrawn. If the AHF has already released funds to the BPT, it may require some or all of them to be repaid immediately.

### 4. Professional Fees

- 4.1 The grant can contribute towards the cost of specific items such as:
- ♦ a measured survey and detailed scheme drawings
  - ♦ a fully costed schedule of works
  - ♦ a further valuation report
  - ♦ end-use market testing
  - ♦ business planning
  - ♦ conservation plans or statements
- to the extent that such items cannot be recovered from other funders.
- 4.2 The grant can cover up to 100% of the cost of such work, but it may also be used to match development funding provided by others.
- 4.3 BPTs with paid staff may claim for their own staff time and overheads to produce such items at cost (i.e. not at the trust's 'charge out' rate).
- 4.4 Payment will be made against a report provided by the professionals involved, or by the trust, supported by invoices.

## **5. The Project Organiser**

- 5.1** The project organiser should be someone appointed from outside for a fee (i.e. on a consultancy basis), or a temporary or permanent employee. The project organiser should be one person, although job-sharing will be considered, or for BPTs with paid staff, a team of appropriately qualified individuals. Each grant will always be specific to one project. If a project organiser leaves during the course of the project, the AHF is normally willing to continue the grant subject to prior approval of the replacement appointed.
- 5.2** Although the BPT may wish to retain the services of a project organiser throughout the construction period, the AHF regards such costs as part of the project costs and hence they should be met by the project's funders from the point at which work commences on site. Only work carried out before that point will therefore be considered as eligible for claims under the AHF's PDG scheme.
- 5.3** The project organiser represents a BPT's trustees, and has overall responsibility for taking a project towards a successful conclusion. This will normally be a part-time job. PDG claims are paid at an agreed hourly or daily rate and must represent good value for money; the contract should require the project organiser to report time worked on the project.
- 5.4** It is important to establish from the outset that the professional team reports to the project organiser, who in turn reports to the trustees. The BPT's formal agreement with the project organiser must include a clear division of responsibilities between the named individual and the trustees. The AHF must approve the proposed agreement. The model Checklist of Tasks and Responsibilities (see Appendix) may form the basis of the agreement. For BPTs adopting a team approach the AHF will need to approve an estimate of the time each individual expects to spend on the project together with a list of the tasks they will undertake.
- 5.5** The project organiser must possess the skills to co-ordinate the efforts of professionals and the BPT's trustees, and to control the project at all times. However, a professional qualification, or a specific knowledge of historic buildings, is not necessarily required. The model Checklist of Tasks and Responsibilities is useful in illustrating the range of skills likely to be needed.
- 5.6** The project organiser must stand apart from the professional team, so the BPT should not employ any member of it (for example the project architect) as the project organiser.
- 5.7** The project organiser should not be a trustee of the BPT. Subject to paragraph 5.9 below, if a BPT considers that one of its trustees would be an ideal candidate then it will need to take specialist charity law advice before proceeding. In most cases the trustee will be expected to resign for the duration of the appointment. The AHF will also need to be satisfied that the BPT has the necessary legal authority to appoint one of its trustees as project organiser.
- 5.8** It will be for a BPT to decide whom to employ, but the AHF or APT may be able to make suggestions.
- 5.9** Where a new appointment is being made the AHF must see a copy of the Minute of appointment. The BPT should have advertised on the 'open market' and interviewed at least two candidates. The applicant must seek 'value for money', i.e. the optimum combination of cost and quality, so it is not necessarily obliged to accept the lowest cost. An equal opportunities policy must also apply.

- 5.10 A BPT can apply for a PDG before it has made an appointment. The AHF will then be able to give guidance as to whether the project qualifies, but will not be able to confirm an offer until it has details of the proposed list of tasks and responsibilities.

***The AHF recommends that BPTs take independent expert advice when appointing a project organiser. The AHF will not be responsible for any loss by a trust caused as a result of it relying on this Guidance Note or any other guidance given by the AHF, whether verbally or in writing.***

## **6. Administration Costs**

- 6.1 Any reasonable administration costs relevant to the project may be claimed. These might include:
- ♦ legitimate out-of-pocket expenses incurred by trustees and their advisers
  - ♦ printing and copying costs
  - ♦ travel
  - ♦ photography
  - ♦ telephone
  - ♦ publicity material for the project
  - ♦ the cost of ad-hoc or part-time help for BPTs that have no paid employees

## **7. Post Options Appraisal Support**

- 7.1 If, after undertaking an options appraisal, the viability of the project is still in question, a small grant may be applied for towards additional professional input to bring a study to conclusion. In the case of BPTs with paid staff, an allowance could be made for staff time and overheads. BPTs in receipt of this stage of support will not be eligible to apply for future development funding (i.e. assistance towards professional fees or the employment of a project organiser) until the viability of the scheme has been determined.

## **8. Mentoring**

- 8.1 The AHF has compiled an expert panel of Mentors who can assist BPTs that are undertaking a first project or one that is large or exceptionally complex. The choice of Mentor and the amount of time allocated to mentoring support is at the AHF's discretion.
- 8.2 A Mentor can be recommended to assist a BPT prior to it undertaking an options appraisal or, post options appraisal, to progress a project to the point where it is possible to assess whether a potentially viable scheme exists.
- 8.3 Pre-options appraisal mentoring is only available to a new BPT or to one that has not undertaken a project for at least five years.
- 8.4 For BPTs undertaking a first project, especially if it is large or complex, further mentoring assistance may be available to help in developing a project to the point where it could be deemed potentially viable.

## 9. Amount of Grant

9.1 The maximum amount available per project from this grant scheme is £20,000 in total and could include, for example, a combination of the following:

- ♦ 100% of **non-recoverable professional fees** up to a limit of £7,500
- ♦ 75% of the cost of the **project organiser** up to a limit of £15,000 (though the AHF will consider 100% grants if an applicant is able to show that after approaching all other likely funding sources it has been unable to find any other funding)
- ♦ 100% of **administration costs** up to a limit of £1,000
- ♦ **Post-options appraisal support** up to a limit of £5,000 (only available if the viability of the project is still in question)
- ♦ **Pre-options appraisal mentoring support** up to a limit of £3,500 plus unrecoverable VAT if applicable and reasonable out of pocket expenses (only available to new BPTs or those undertaking a project after a gap of at least five years)
- ♦ **Post-options appraisal mentoring support** up to a limit of £7,500 plus unrecoverable VAT if applicable and reasonable out of pocket expenses (only available to BPTs undertaking a first project)

9.2 Claims may be spread over more than one year. The grant may not exceed the true cost to the BPT of the items claimed, or of the named project organiser's eligible work on the specified project. The AHF will not necessarily expect the BPT to be in a position to provide the full 25% match funding for the project organiser initially. A BPT should take a conservative view of the likely duration of a project, as the grant will not be increased if it over-runs.

9.3 The PDG can only cover costs relating to items eligible for an AHF loan (see *Architectural Heritage Fund Loans - Guide for Applicants*). This may exclude costs relating to certain types of new-build or fitting-out works.

## 10. Payment

10.1 The AHF will normally pay claims for non-recoverable fees upon receipt of invoice accompanied by evidence that the work has been satisfactorily carried out (e.g. a copy of any report that has been commissioned). BPTs that are able to reclaim VAT will need to ensure that this element is excluded. Project Organiser claims must be submitted quarterly on AHF claim forms accompanied by the supporting material specified in the grant offer letter. In exceptional cases the AHF may be able to pay monthly in arrears if quarterly payments would prove difficult for the applicant. All claims must include a brief report on the project's progress to date. The Administration Grant will be paid in one instalment when the offer is accepted.

10.2 If at any point it appears that a project no longer has a realistic prospect of success, the AHF may give notice that it will discontinue the grant.

## 11. Useful Advice and Contacts

- 7.1** BPT's applying for a PDG for the first time should contact the AHF if they require assistance with any aspect of the process. A member of the AHF's projects team will be happy to help.
- 7.2** Through its Practice Advisers Scheme, APT may be able, at no charge, to arrange for an experienced practitioner to help an inexperienced BPT that is a member with any stage of the project. Enquiries and applications for membership should be directed to APT's office (note that this scheme applies to members of APT only).
- 7.3** The Heritage Lottery Fund states that it will take into consideration any expenditure incurred up to a year before a grant application is submitted (known as 'sunk costs'). If you envisage applying for a Heritage Lottery Fund grant you should bear this in mind when planning the timetable of a project.
- 7.4** Some funding organisations attach a notional value to volunteer contributions and allow these to be counted as contributory partnership funding when assessing grant applications. The BPT should therefore keep a note of all its own expenditure and of the time and expenses of any volunteers before, during and after the application process. Volunteer time must be logged by name of individual and dates as well as hours worked.

### Organisations and addresses

#### **The Architectural Heritage Fund**

Alhambra House  
27-31 Charing Cross Road  
London WC2H 0AU  
Tel: 020 7925 0199  
Fax: 020 7930 0295  
E: ahf@ahfund.org.uk

#### **English Heritage**

1 Waterhouse Square  
138-142 Holborn  
London EC1N 2ST  
Tel: 020 7973 3000  
E: grants@english-heritage.org.uk

#### **Historic Scotland**

Longmore House  
Salisbury Place  
Edinburgh EH9 1SH  
Tel: 0131 668 8600  
E: hs.grants@historic-scotland.gov.uk

#### **UK Association of Preservation Trusts**

Alhambra House  
27-31 Charing Cross Road  
London WC2H 0AU  
Tel: 020 7930 1629  
Fax: 020 7930 0295  
E: apt@ahfund.org.uk

#### **Cadw: Welsh Historic Monuments**

Plas Carew  
Units 5/7 Cefn Coed  
Parc Nantgarw  
Cardiff CF15 7QQ  
Tel: 01443 33 6000  
E: cadw@wales.gsi.gov.uk

#### **Northern Ireland Environment Agency (NIEA)**

5-33 Hill Street  
Belfast BT1 2LA  
Tel: 028 9054 3145  
E: hb@doeni.gov.uk

## Websites

The Architectural Heritage Fund:  
[www.ahfund.org.uk](http://www.ahfund.org.uk)

English Heritage:  
[www.english-heritage.org.uk](http://www.english-heritage.org.uk)

Historic Scotland:  
[www.historic-scotland.gov.uk](http://www.historic-scotland.gov.uk)

The Heritage Lottery Fund:  
[www.hlf.org.uk](http://www.hlf.org.uk)

Royal Institution of Chartered Surveyors:  
[www.rics.org.uk](http://www.rics.org.uk)

UK Association of Preservation Trusts:  
[www.ukapt.org.uk](http://www.ukapt.org.uk)

Cadw:  
[www.cadw.wales.gov.uk](http://www.cadw.wales.gov.uk)

Northern Ireland Environment Agency:  
[www.ni-environment.gov.uk](http://www.ni-environment.gov.uk)

The Charity Commission:  
[www.charity-commission.gov.uk](http://www.charity-commission.gov.uk)

Royal Institute of British Architects:  
[www.architecture.com](http://www.architecture.com)

## Useful reading

***How to Rescue a Ruin - by setting up a local buildings preservation trust*** by Hilary Weir.  
Available from The Architectural Heritage Fund (price on application).

***Funds for Historic Buildings in England and Wales - A Directory of Sources.***  
Available free of charge as a searchable internet database ([www.ffhb.org.uk](http://www.ffhb.org.uk)).

***UK Association of Preservation Trusts - Guidance Notes***  
Available free to members of APT (price on application for non-members).

**All information is correct at the time of going to press.  
Further information about other assistance available from the AHF  
can be obtained from:**

**The Architectural Heritage Fund  
Alhambra House, 27-31 Charing Cross Road, London WC2H 0AU  
Tel: 020 7925 0199 Fax: 020 7930 0295  
email: [ahfund.org.uk](mailto:ahfund.org.uk) website: [www.ahfund.org.uk](http://www.ahfund.org.uk)**

# Appendix

## CHECKLIST OF TASKS AND RESPONSIBILITIES

### PROJECT ORGANISER FOR [NAME OF PROJECT]

In consultation with the Chairman and members of the governing body of [name of Trust], the project organiser will represent the Trust and ensure that the project is taken towards the start of work on site, and in accordance with the aims and objects of the Trust.

#### 1. **Develop the preferred option identified in the options appraisal and endorsed by the Trust at a meeting on [date]. This will involve some or all of the following tasks:**

##### 1.1 Dealing with professionals

1. Preparing briefs for the further professional work required, ensuring that these incorporate all the relevant requirements of, for example, statutory and funding bodies, and provision for disabled access.
2. Recommending professionals to be considered for appointment, including architects, quantity surveyors, engineers, valuers and estate agents and a planning supervisor (where required by CDM regulations).
3. Drawing up and distributing briefs, analysing the responses and arranging interviews with the professionals who have responded.
4. Advising the trustees on appointments.
5. Agreeing formal terms (including fees) for each professional appointed, and confirming professional indemnity insurance.
6. Liaising with the professional team throughout the development period.
7. Ensuring that the professional team aspires to appropriate conservation standards, as determined by [name of Trust] for [name of project].
8. Ensuring that the professional team observes the requirements of relevant statutory bodies.
9. After consulting the lead professional, advising the Trust on the employment of site staff (e.g. clerk of works, resident engineer) as appropriate.

##### 1.2 Grants and other funds

1. Confirming the project's eligibility in principle for all sources of funds identified in the options appraisal.
2. Identifying and exploring other possible sources, as necessary.

3. Ascertaining the timetables, terms and conditions of each source.
4. Completing application forms in draft, highlighting problems and engaging in exploratory talks with funders.
5. Preparing applications for signature by the Chairman or another designated trustee.

### **1.3 Keeping in touch with local and statutory authorities**

1. Initiating and maintaining contact with the local authority conservation officer and other relevant officers.
2. Establishing with the lead professional any need for archaeological investigations, and instructing the lead professional accordingly.
3. With the lead professional, ensuring timely submission of applications for planning permission, listed building consent and other statutory consents.

### **1.4 Acquisition**

1. Clarifying ownership issues.
2. Obtaining confirmation from a member of the Royal Institution of Chartered Surveyors, with the appropriate skills, of the current value of the property, and of the current estimated value of the property once repaired for re-use.
3. Negotiating with the owner or owner's agent, either directly or by instructing a professional.
4. Negotiating with the local authority over statutory action if required, with professional assistance if appropriate.

## **2. Oversee the tender process. This will involve some or all of the following:**

1. Identifying, with the professional team, a range of suitable contractors to invite to tender.
2. Agreeing the form of the contract and invitations to tender prepared by the professional team.
3. Receiving reports on tenders from the lead professional and quantity surveyor.
4. Presenting and commenting on the lead professional's recommendations to the Trust on which tender(s) to accept.

## **3. Oversee and co-ordinate all aspects of the project once the Trust has acquired the property up to the start of work on site, including:**

1. Arranging adequate building and public liability insurance, taking into account any requirements of funding bodies and the interests of the Trust. Reviewing insurance requirements as the project proceeds, and adjusting as necessary.

2. Ensuring site security etc. with the professional team, taking into account the insurer's requirements.
3. Advising the Trust on letting the contracts.
4. Liaising with the lead professional and, as necessary, with other members of the project team.
5. Arranging site visits for Trustees and others.
6. Helping Trustees to promote and publicise the project.
7. Advising the Trust on ways of making the project accessible to the public - through open days etc. and by disseminating information.
8. With the appropriate professionals, agreeing at an early date, a strategy for marketing, disposal, letting or management of the property once repaired.

**4. Oversee project finance, including:**

1. Preparing the budget and the cash flow forecast, and continually monitoring and revising them against actual income and expenditure.
2. Submitting regular financial reports to the Trust, advising on actual or potential shortfalls of income and of working capital, and liaising with the professional team to mitigate these.
3. Arranging, particularly with The Architectural Heritage Fund, adequate working capital to support the cash flow requirement.

**5. Keeping records**

1. Ensuring a full and complete record of the project at each stage, including dated photographs, before any work begins on site.
2. Ensuring that the professional team (or the contractor) is required to record the progress of the project, including photographs.

**This checklist is for guidance only and it is neither definitive nor exhaustive. Not every task listed here will be needed in every project, and some projects may require additional tasks not included here.**