

# Project Methodology

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The Project work programme followed three phases between 2014 and 2017

I shall go through each phase with you briefly identifying how we undertook to deliver the aims of this project

## **Project aims**

The aims of the project are:

- to secure the sustainable re-use of historic buildings in and around Portsmouth Harbour and, in doing so, to safeguard their long-term maintenance;
- to ensure that the re-use of these buildings brings economic benefits to the area by increasing / enhancing the visitor offer, supporting new business start-ups and creating jobs, and
- to maximise the social 'returns' of the project through high levels of community engagement and, where appropriate, the involvement of local community / social enterprises in securing the long-term future of the area's historic buildings.

Phase 1 - 2014/15 - a series of projects identified for consideration.

Phase 2 - 2015/16 - projects were worked up in more detail and action plans developed. At this stage funding applications were made to Historic England and other grant funding bodies to fund project officer posts, condition surveys and feasibility studies.

Phase 3 - to work with local authorities and stakeholders on detailed projects in order to bring schemes forward to secure sustainable use of buildings.

Appendix 1 includes a list of currently active projects

Phase 1

# Design, planning and feasibility

Phase 1 - 2014/15 - Design, planning and feasibility

AIM - identifying projects for consideration.

**Objective** - Agreement of a provisional shortlist of buildings to be progressed within the project.

**Largely desk-based**

# Identify the project scope

A 'long list' of historic buildings for possible consideration was collated



## **SLIDE 3 – Identify the Project scope**

### **METHOD**

1. - Identify a 'working' list of historic buildings for possible consideration

Collated from

- existing information / knowledge from the five LA partners – HERs, local lists, conservation officers, economic development officers.
- HE data – listings, Heritage at Risk (HAR) Register, site management,

### **List of 25 buildings initially identified**

- Alongside this we Commissioned a heritage narrative - 'story' spanning the wider PUSH area that could be used to inform the scope of the project and the buildings selected for inclusion. This narrative could also provide a foundation for future communications / marketing strategies and funding bids and community uses.

(more from Marion)

# Identify a project list

A 'short list' of buildings with potential to be progressed were identified



**Workshop held for partners in August 2014** to help further explore the 25 original sites for feasibility of taking forward projects

At the workshop we considered local knowledge of the long-list including:

- Ownership/contact details - single or multi-ownership – type of owner - MOD/private/LA or even unknown
- Current known condition and risks - identifying buildings at greatest risk, was it on the HAR Register;
- Those with particular importance to the community/interest group – is there an active group involved to champion the building and take forward a project

- Initial consideration of any planning issues and or other permissions and consents that might be required. – Listing grade/conservation area/SM

## **Narrowed down to 18 buildings**

In late 2014/15 we had initial **meetings with landowners/interest groups/stakeholders** to help understand aspirations and/or any future plans for buildings.

This enabled us to:

- Update our local knowledge and gain up-to-date information in relation to any plans affecting the buildings
- To assess/gain owner/stakeholder interest and commitment to re-use
- To understand better the timescales needed to secure sustainable and viable re-use for the building
- This also allowed us to consider the **availability of sites for regeneration within the timescale of this project** – particularly those in MOD ownership which have always been subject to dispersal timetable and others that may not be in the gift of the project to take forward at this time. In these cases, the PUSH project would remain engaged at a strategic level with those buildings with time-fixed availability and offer condition and management guidance when required. A strategy to secure the sustainable re-use of these historic buildings would remain an aim of this project.

**After considering all of the above AS WELL AS THE CAPACITY OF THE WORKING GROUP, the LONG list was narrowed down to a SHORTER LIST of around 12 buildings with realistic potential for project development within the PUSH programme timetable.**

**March 2015 – The Programme Board agreed a shortlist of buildings to move forward into Phase 2**

# Identify project support

- Project set-up
- Skills training
- Funding and fund-raising
- Project support network

Your invitation to join us in a free workshop

## The Portsmouth Harbour Project: funding and support for heritage at risk

Move your project to the next stage by:

- Exploring the funding and support available to repair / re-use heritage buildings
- Receiving targeted advice and support for your project
- Working alongside other local projects facing similar challenges



The workshop will be held on:  
Monday 15th December 2014  
9.30 am to 4.00 pm  
Groundlings Theatre (Beneficial  
Schools), Portsmouth

The Portsmouth Harbour Project would like to invite you to an exciting one day event, bringing together groups and organisations working to secure the future of the Harbour's historic environment. The aim of the day is to help you to develop your project and to discover what funding and support might be available to you. It will be an active day with plenty of opportunity for you to work on your project while sharing challenges and solutions with experts and local groups. There will also be a chance to hear from funders such as the HLF. Because of the interactive nature of the workshop we would encourage attendees to bring up to three members of their organisation in order to progress their project on the day.

**Booking**  
Lunch will be provided by English Heritage. Places are limited to book your space now by clicking here or email: [stephanie.dance@english-heritage.org.uk](mailto:stephanie.dance@english-heritage.org.uk)

### About us

The Portsmouth Harbour Project is an initiative supported by English Heritage and the Partnership for Urban South Hampshire (PUSH). It involves English Heritage, the five local councils surrounding Portsmouth Harbour and the Portsmouth Naval Base Property Trust working together to secure the future of historic buildings in the area, particularly those at risk.



At the same time, the initial feasibility meetings had also revealed that the many of the buildings on the list with potential for real progress were those that were being spear-headed by community groups and likely to be eligible for HLF funded repairs projects. It was also apparent that several of the groups were at a similar, early stage in project development and support for skills sharing and training as well as project networking might be a well-timed opportunity for the PUSH project to help with.

Therefore, a need for targeted support for community led Heritage projects to help groups progress to funding applications

was identified early and the PUSH project offered a **WORKSHOP in December 2014 - Funding and Support for HAR projects**

- Setting up community companies;
- applying for grant funding;
- fund-raising
- audience development

- Business planning

The workshop was attended by many of you in the audience today as well as representatives for the major Heritage funding organisations and other heritage professionals.

Phase 2

# Detailed survey work and Action Plans

## **Phase 2 - 2015/2016**

**Aim :** For those projects identified in Phase 1 would be worked up in more detail and action plans developed.

**Objective** – An Action Plan would be produced setting out strategies to take selected buildings through to end use.



## **Phase 2 –**

- **Beneficial School**
- **Bury House**
- **Hilsea Lines**
- **No 2 Battery**
- **Priddy's Hard**
- **Treadgolds**
- **Haslar Gunboat Yard Guardrooms**
- **Royal Clarence Yard**
- **Merchistoun Hall**
- **Hot Walls (point Battery) - support**
- **Fort Cumberland**
- **Wymering Manor**

**At this stage funding applications were made to Historic England and other grant funding bodies (Architectural Heritage Fund and Pilgrim's Trust) to fund project officer posts, condition surveys and feasibility studies.**

Work closely with landowners and project groups to:

- Carry out 'heritage at risk' (HAR) assessment of buildings consistent with English Heritage methodology - (where not available). Worked with the HE HAR Architect to consider current condition - MOD buildings (Old Naval Academy) - Beneficial School, Bury House, Merchistoun Hall; Treadgolfs; No2 Battery
- Identified the need for any detailed survey work to understand specific issues. Investigation of construction details, condition and repair requirements (Beneficial School) – This involved commissioning any additional surveys deemed necessary to identify work needed / costs involved in preventing further deterioration of buildings included in the project (Hilsea Lines) and any significant costs involved in bringing them into active use (e.g. land contamination) – Royal Clarence Yard
- Investigated requirements for consent and permissions – looked at planning context (policy and any constraints) - guidance given in relation to 'shortlisted' buildings; SMC and LBC requirements and conditions
- Looked at defining significance and identifying any constraints on physical alteration / re-use – The potential for acceptable change defined (worked with HE Listing Team (Gosport Defined Area Survey)
- Help and advice with applying for funding (Bury House, Merchistoun Hall, Wymering Manor)
- Advice and guidance support for project management, audience development; setting up community companies, registered charities, fund-raising etc. (working closely with Tessa Hilder at No2 Battery, Beneficial School, Wymering Manor, and others)
- EXAMPLES –

- **Beneficial School** – HE funded - completed investigations into roof repairs and in partnership with the AHF gave advice for setting up a community trust to take forward repairs identified in CMP
- **Bury House** – HE funded - completion of CMP to inform future use of building as part of a larger scheme
- **Hilsea Lines** – HE funding granted for a condition assessment and options appraisal; guidance given for safeguarding against criminal activities
- **Battery No 2** – Help with funding advice for start-up grant (Kevin Casey) AHF funding
- **Treadgolds** – HE funded condition survey and AHF – feasibility study- Options appraisal
- **Haslar Gunboat Yard Guardrooms** - HE funding for CMP - Hornet Sailing Club (Arty Shaw)
- **Merchistoun Hall** – Draft HLF bid advice
- **Wymering Manor** – help with applying for funding from AHF and the Pilgrims Trust for a project officer for an HLF bid
- **Fort Cumberland** – ongoing

**Project development work continues into and throughout Phase 3 of the PUSH Project**



## **2016 /2017**

**PHASE 3 AIM** - to work with local authorities and stakeholders on detailed projects in order to bring schemes forward to secure sustainable use of buildings.

**OBJECTIVE** - to develop detailed project plans to take each building through to end use.



2016/2017

For 'live projects' - We have been working with landowners, local authorities and other stakeholders to develop detailed project plans to take each building through to end use and beyond the life of the PUSH Project.

These plans might be informed by surveys currently being undertaken or completed in Phase 2 (Hilsea Lines)(Treadgolds).

Plans may involve:

- Tendering for the sale / lease / transfer of buildings to commercial / third parties.
- Or: Business planning for the operation of buildings and identifying operators.
- Identifying funding to undertake capital works and submitting funding bids.
- Appointing consultants to design and cost programmes of work to buildings (and subsequently to oversee the work).
- Securing necessary planning permissions, listed building and scheduled monument consents.

**In many cases involvement with the projects will continue with the HE HAR team. (Wymering, Hilsea, Haslar guardhouses, Fort Cumberland and potentially No2 Battery) where we will continue to give help and guidance to seek funding to secure maintenance of buildings in order to reduce their 'at risk' status.**