



# **WINTERBOURNE MEDIEVAL BARN**

**HLF Bid Reference HG-15-04570**

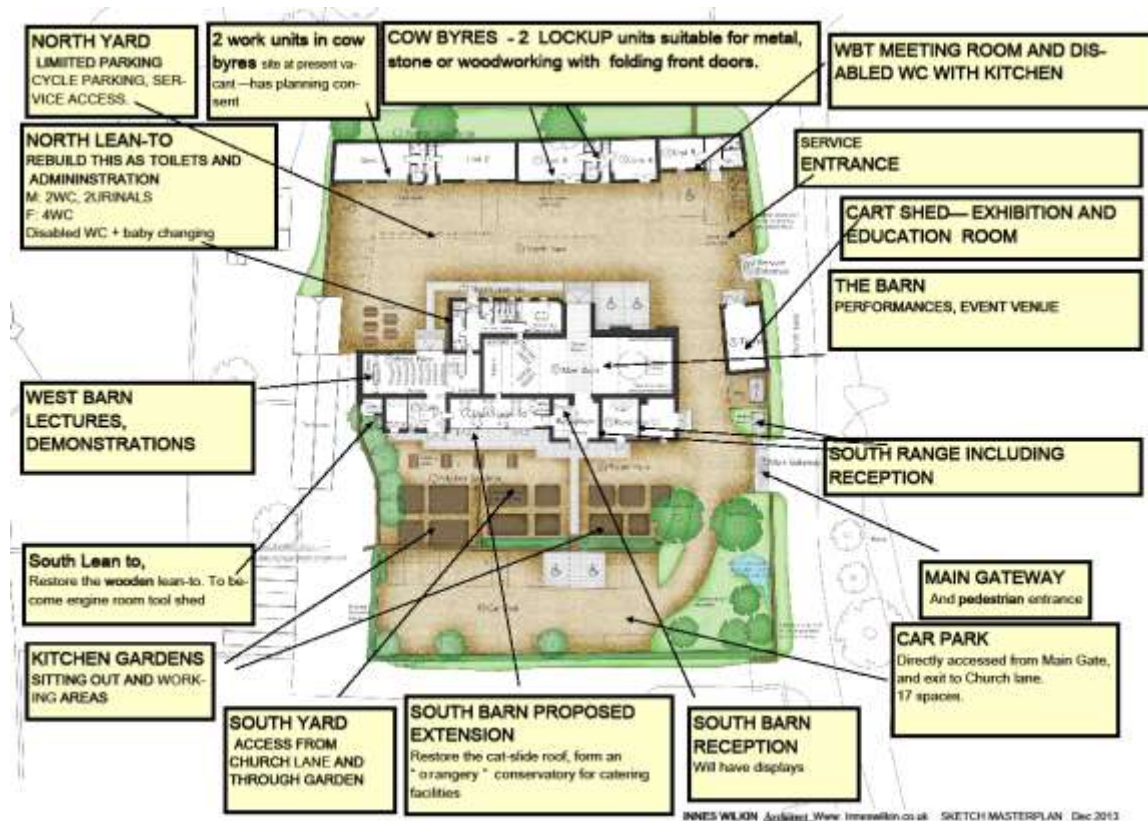
**Supporting Information**

**WMB3 – Detailed Proposals**



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### 3.1 Summary of Detailed Refurbishment Proposals



The overall project aims to restore and find viable new uses for the main Barn and out buildings, providing a centre for heritage education. It will bring together past and present to inform and inspire a wide range of users and reconnect our communities with food, place and landscape, whilst securing the long-term future of the Barn, preserving and providing learning and access to a building of unique historical and architectural significance

The intention is to refurbish/renovate the main Barn and out buildings in the curtilage to restore them to their former glory and provide flexible spaces for a variety of commercial, community and educational uses. In particular we need to stabilise the main Barn, restore the West barn, and North lean-to, rebuild the cow byres and provide full services and facilities to the site. Completion of the work will enable the range of activities at the Barn to be increased with a consequential improvement in learning opportunities for the wider community. It will also enable the Barn to become economically self-sufficient which will support the development of the overall vision. Detailed proposals are:

- Further improve the main Barn to provide a flexible and usable space. The Main Barn has been refurbished and can accommodate large scale activities. Some further refurbishment is now required and the intention is to retain the existing space, but enable it to be used for a wide variety of purposes throughout the year
- Restore and refurbish the South Range to complement the Main Barn. This will provide additional exhibition space to support the learning opportunities available. It will also provide recreational and catering areas, adjacent to the Main Barn.

- Rebuild the North Range. This will provide Office and Toilet Facilities to support the rest of the Complex. (Currently temporary Toilet Facilities are available, but these only have planning permission for 5 years)
- Refurbish the cow byres to provide facilities for rural crafts. In keeping with the overall vision to develop the Complex as a centre for rural heritage, there is an opportunity rent facilities to appropriate craftsmen. It will also improve existing buildings which have been badly refurbished in the past and are not in keeping with the rest of the Complex.
- Restore the West Barn to provide flexible space to complement the Main Barn and generate income for future maintenance. The West Barn is in a severely dilapidated state, as noted in the Condition Survey. Failure to carry out any work will result in further degradation. The proposal is to refurbish the West Barn to provide small Conference/Seminar rooms to support activities in the Main Barn.

To support the overall refurbishment and development there will be some external works to ensure that the site has adequate drainage. There have been previous flooding problems, and there is a need to provide appropriate drainage to ensure that building integrity can be maintained going forward.

A separate project is currently ongoing to refurbish the Cart Shed to provide a separate Education Centre. The Education Centre will provide facilities for working with school groups etc as part of a planned series of activities at the complex. This is not part of the HLF Project Submission.

Once completed the Barn will provide an integrated facility for various visitors, including educational groups, historical, architectural and archaeological societies and the local community. It will have scope to develop into a centre for rural heritage. In addition it will be able to provide commercial opportunities to support the annual maintenance costs, and provide funds for ongoing maintenance and repair.

To support the physical refurbishment and ensure that the overall vision can be achieved, a number of supporting activities will take place during the Development phase.

There will be a Market and Audience Research survey to confirm the potential for increased events and activities, as well as confirming the financial viability of the overall project. This research will also identify any additional opportunities. Some work has already been completed (WMB5A) and the results of this will be incorporated into the study. The consultant will work with volunteers to ensure that the Trust retain knowledge after completion of the study and give volunteers a chance to learn new skills.

The Development phase will also involve the production of a detailed Activity Plan to demonstrate how the anticipated increase in activities will be achieved. This will involve procurement of appropriate consultancy support, who will work with volunteers. The plan will take account of the current events and activities, output from the Market and Audience Research and review of potential of the improved facilities. Implementation of the plan will continue throughout the Delivery phase and will be completed some 18-24 months after completion of building refurbishment.

The enhanced facilities will require improved interpretation arrangements and production of appropriate educational and visitor information. The detailed proposals will be developed during the Development phase. They could include:

- Provision of Information Boards on the history of the complex – up to 5 boards
- Provision of Information Boards on the architecture of the complex – up to 5 boards covering the various parts of the complex
- Provision of Information Boards on the surrounding area eg history of the “Hatters” industry – up to 4 boards
- Provision of information designed to appeal to visitors of all ages and interests in various forms
- Provision of educational resources to support school visits

- Development of leaflets and guides for visitors
- Development of guides to the overall area, and its general history
- Review and upgrade of the website
- Consideration of alternative methods eg development of a mobile phone “App” to guide visitors around the barn and the area

Finally there will be a number of supporting studies to ensure that the asset can be maintained and the project outcomes can be assessed. These will include production of Conservation, Maintenance and Management and Evaluation plans with appropriate consultancy support

### 3.2 Project Costs

The detailed costs are shown below

Table	Cost Heading	Role	Description	Development Phase	Delivery Phase	Total	Comments
7a	Professional Fees	Architect	Development of Detailed Drawings	38,238	-	38,238	Estimate based on anticipated Construction costs
7a	Professional Fees	CDM Co-ordinators	Provision of H&S Support	533	-	533	Estimate based on anticipated Construction costs
7a	Professional Fees	Quantity Surveyors	Preparation of Cost Plan	4,799	-	4,799	Estimate based on anticipated Construction costs
7a	Professional Fees	Structural Engineers	Expert on restoration historic structures	5,834	-	5,834	Estimate based on anticipated Construction costs
7a	Professional Fees	Building Services Consultants	Advisors on Mechanical & Electrical engineering - historic buildings	10,153	-	10,153	Estimate based on anticipated Construction costs
7a	Professional Fees	Highway / Traffic Consultants	Advice on access issues - traffic movement - parking	7,465	-	7,465	Estimate based on anticipated Construction costs
7a	Professional Fees	Ecologist	Inspect property / site for protected species	2,133	-	2,133	Estimate based on anticipated Construction costs
7a	Professional Fees	Measured Survey	Topography survey, ground drainage percolation testing mortar & render analysis	3,306	-	3,306	Estimate based on anticipated Construction costs
		<b>Total Professional Fees</b>		<b>72,461</b>	<b>-</b>	<b>72,461</b>	
7a	New Staff Costs	Project Management Costs	Management of project	50,000	-	50,000	Estimate based on ~30 hours per week
		<b>Total New Staff Costs</b>		<b>50,000</b>	<b>-</b>	<b>50,000</b>	
7a	Other Costs	Market and Audience Research	Confirmation of potential market for activities	15,000	-	15,000	Estimate for external support. Additional volunteer resources will also be provided
7a	Other Costs	Interpretation	Development and installation of interpretation facilities	15,000	-	15,000	Estimate for development of detailed proposals
7a	Other Costs	Activity Development	Provision of support to obtain additional match funding	15,000	-	15,000	Estimate for development of detailed Activity Plan
		Funding Support	Provision of support to obtain additional match funding	20,000	-	20,000	Estimate for external support to work with Trustees
		Conservation Plan Support	Provision of Consultant to develop Conservation plan	4,000	-	4,000	Estimate for development of detailed proposals
		Management and Maintenance plan Support	Provision of Consultant to develop Management and Maintenance plan	3,000	-	3,000	Estimate for development of detailed proposals
		Evaluation Plan support	Provision of Consultant to develop Evaluation plan	3,000	-	3,000	Estimate for development of detailed proposals
		<b>Total Other Costs</b>		<b>75,000</b>	<b>-</b>	<b>75,000</b>	
7a	Contingency	Contingency	Estimate for non Construction Contingency	3,139	-	3,139	
		<b>Total Contingency</b>		<b>3,139</b>	<b>-</b>	<b>3,139</b>	
7a	Volunteer Time	Trustee/WMBT Volunteer Time in support of bid development	General support to bid development plus involvement in Market Research	35,000	-	35,000	Based on 100 days at HLF Professional Rate
		<b>Total Volunteer Time</b>		<b>35,000</b>	<b>-</b>	<b>35,000</b>	
<b>TOTAL TABLE 7a</b>				<b>235,600</b>		<b>235,600</b>	
7d	Repair and Conservation Work	Refurbishment Costs	Construction work required to refurbish the complex including provision of services	-	920,347	920,347	Based on initial costings for proposals excluding 10% Construction Contingency
		<b>Total Repair and Conservation Work</b>		<b>-</b>	<b>920,347</b>	<b>920,347</b>	
7d	Other Costs (Capital)	Project Manager	Management of project	-	50,000	50,000	Estimate based on ~30 hours per week
		<b>Total Other Costs (Capital)</b>		<b>-</b>	<b>50,000</b>	<b>50,000</b>	
7d	Professional Fees	Architect	Development of Detailed Drawings	-	55,221	55,221	Estimate based on anticipated Construction costs
7d	Professional Fees	CDM Co-ordinators	Provision of H&S Support	-	2,301	2,301	Estimate based on anticipated Construction costs
7d	Professional Fees	Quantity Surveyors	Preparation of Cost Plan	-	20,708	20,708	Estimate based on anticipated Construction costs
7d	Professional Fees	Structural Engineers	Expert on restoration historic structures	-	9,203	9,203	Estimate based on anticipated Construction costs
7d	Professional Fees	Building Services Consultants	Advisors on Mechanical & Electrical engineering - historic buildings	-	14,726	14,726	Estimate based on anticipated Construction costs
7d	Professional Fees	Highway / Traffic Consultants	Advice on access issues - traffic movement - parking	-	9,203	9,203	Estimate based on anticipated Construction costs
		<b>Total Professional Fees</b>		<b>-</b>	<b>111,362</b>	<b>111,362</b>	
<b>TOTAL TABLE 7d</b>				<b>-</b>	<b>1,081,798</b>	<b>1,081,798</b>	
7e	New Staff costs	Activity Development	Implementation of Activity Plan and provision of Development Support	-	35,000	35,000	Part time support post completion for implementation of Plan
		<b>Total New Staff Costs</b>		<b>-</b>	<b>35,000</b>	<b>35,000</b>	
7e	Training for Volunteers	Volunteer Training		-	6,000	6,000	
		<b>Total Volunteer Training Costs</b>		<b>-</b>	<b>6,000</b>	<b>6,000</b>	
7e	Travel for Staff	SGC Travel Costs	Travel costs required to progress the project	-	5,000	5,000	Estimate for potential Travel costs to be borne by SGC
		<b>Total Staff Travel Costs</b>		<b>-</b>	<b>5,000</b>	<b>5,000</b>	
7e	Travel and Expense for Volunteers	Miscellaneous Travel Costs	WMBT Travel Costs (including visits/research to support	-	5,000	5,000	Estimate for potential Travel costs to be borne by Trust
		<b>Total Volunteer Travel and Expense</b>		<b>-</b>	<b>5,000</b>	<b>5,000</b>	
7e	Equipment and Materials	Equipment and Materials		-	3,000	3,000	
		<b>Total Equipment and Materials</b>		<b>-</b>	<b>3,000</b>	<b>3,000</b>	
7e	Other Costs (Activity)	Interpretation	Installation of Interpretation Facilities and provision of educational material	-	50,000	50,000	Estimate - to be confirmed in Development Phase
		<b>Total Other Costs (Activity)</b>		<b>-</b>	<b>50,000</b>	<b>50,000</b>	
7e	Professional Fees	Evaluation Plan support	Provision of Consultant to implement Evaluation plan	-	3,000	3,000	
		<b>Total Professional Fees (Activity)</b>		<b>-</b>	<b>3,000</b>	<b>3,000</b>	
<b>Total Table 7e</b>				<b>-</b>	<b>107,000</b>	<b>107,000</b>	
7f	Contingency	Contingency	Estimate for non Construction Contingency	-	115,359	115,359	Estimate including 10% Construction Contingency
		<b>Total Contingency</b>		<b>-</b>	<b>115,359</b>	<b>115,359</b>	
7f	Inflation	Inflation	Costs based on June 2014 Money Values - escalation reflects anticipated changes	-	153,349	153,349	Based on 3% for 2014/15 and 3.5% for subsequent years
		<b>Total Inflation</b>		<b>-</b>	<b>153,349</b>	<b>153,349</b>	
7f	Increased management and maintenance costs (maximum five years)	Additional maintenance costs	Additional running costs to support additional activities	-	185,707	185,707	Estimated running costs post Phase 1 completion offset by current annual costs
		<b>Total Management Costs</b>		<b>-</b>	<b>185,707</b>	<b>185,707</b>	
7f	Volunteer Time	Trustee/WMBT Volunteer Time in support of bid development	General support to bid development plus involvement in Market and Audience Research	-	35,000	35,000	Based on 100 days at HLF Professional Rate
		<b>Total Volunteer Time</b>		<b>-</b>	<b>35,000</b>	<b>35,000</b>	
<b>Total Table 7f</b>				<b>-</b>	<b>489,415</b>	<b>489,415</b>	
<b>TOTAL</b>				<b>235,600</b>	<b>1,678,124</b>	<b>1,913,724</b>	

Note: Cash Items (excluding SGC/Volunteer Time) 200,600 1,444,417 1,645,017

Note: Construction Costs

<b>Construction</b>	
Main Barn (incl North and South Lean to's)	315,435
West Barn	263,820
Enterprise Units	100,000
External Works	64,400
	<b>743,655</b>
Preliminaries	141,294
Overhead & Profit	35,398
	<b>920,347</b>
Construction Contingency	92,035
<b>Total</b>	<b>1,012,382</b>

### 3.3 Timetable and Key Deliverables

Milestone	Date
<b>Development Phase</b>	
HLF Bid Part 1 Submission	November 2015
HLF Part 1 Decision	March 2016
Appoint Project Manager	June 2016
Project Manager in Post	July 2016
Appoint Conservation Architect	September 2016
Specialists for refurbishment work design in post	October 2016
Interpretation consultants in post	November 2016
Activity Development Consultant in post	October 2016
Market Research completed	May 2017
Detailed Plans and Costs complete	June 2017
Activity Plan completed	September 2017
Interpretation Plan completed	September 2017
HLF 2nd round bid submission	October 2017
HLF 2nd round decision	March 2018
<b>Delivery Phase</b>	
Tenders received for refurbishment	September 2018
Refurbishment programme starts	October 2018
Interpretation activities commence	October 2018
Activity Plan implementation commences	October 2018
Building Refurbishment complete	September 2019
Interpretation Installation complete	October 2019
Activity Plan implemented	March 2021

### 3.4 Detailed Project Plans

#### 3.4.1 Project Management

A Project Board will be formed chaired by SGC with WMBT Trustees as members. This will monitor and oversee the /project. Detailed work will be completed by a Project Manager, to be appointed as part of the Development phase. The Project Board will have regular progress meetings with the project Manager. As owners of the complex, SGC will have primary responsibility for the project. The development activity will benefit from the availability of specialist support within SGC.

	Activity	Current Status	Development Work to Phase 2	Responsibility
3.4.1.1	Project Manager	Brief prepared, with anticipated appointment in June 2016	<p>The Project Manager will be responsible for overall co-ordination of the detailed design development. Specifically:</p> <ul style="list-style-type: none"> <li>• Co-ordinate the production of all documentation, plans and information for preparation of the second round HLF bid</li> <li>• Prepare tender documentation for the appointment of other specialists</li> <li>• Oversee and manage the input of specialist consultants</li> <li>• Effectively manage and reconcile any potential conflicts between different professional disciplines and specialisms</li> <li>• Produce a detailed and fully costed business plan</li> <li>• Oversee and contribute to the production of a fully detailed Activity Plan</li> <li>• Maintain appropriate documents to support project and development of a detailed Part 2 Submission</li> </ul>	SGC
3.4.1.2	Project Management Meetings	Regular meetings held between SGC and WMBT	<ul style="list-style-type: none"> <li>• Arrange regular meetings to review project progress</li> <li>• Provide updated reports on the project, and identify any</li> </ul>	Project Board



			issues that need to be resolved	
3.4.1.3	Risk and Opportunities Management	High level risks identified and included in Business Plan	<ul style="list-style-type: none"> <li>• Produce detailed Risk and Opportunities Register covering Business Plan, Development phase activities and Implementation activities</li> <li>• Monitor Risk and Opportunities Register to identify mitigating activities and ensure that potential opportunities are considered and implemented where appropriate</li> <li>• Carry out regular risk and opportunity reviews with Project Board</li> </ul>	Project Manager
34.1.4	Project Evaluation	Initial proposals developed	<ul style="list-style-type: none"> <li>• Co-ordinate outputs from the various specialist consultants</li> <li>• Produce detailed proposals for inclusion in Part 2 Submission</li> <li>• Review and assess options for development and implementation</li> </ul>	Project Manager
3.4.1.5	Part 2 Submission		<ul style="list-style-type: none"> <li>• Produce detailed Activity Plans with associated costs for Part 2 Submission</li> <li>• Consolidate supporting material for Part 2 Submission</li> <li>• Complete application form plus any supporting schedules</li> </ul>	Project Manager

### 3.4.2 Building Refurbishment Design and Specification

The building refurbishment design and specification will be completed by an appropriately qualified Conservation Architect with experience of working on heritage buildings. The architect will be responsible for appointment of consultants required to ensure that the final proposals are appropriate and achievable. This will be carried out in conjunction with the Project Manager

	Activity	Current Status	Development Work to Phase 2	Responsibility
3.4.2.1	Produce detailed Tender specification for activities to be managed by Conservation Architect	Initial specification of required refurbishment produced	Tender document required to cover: <ul style="list-style-type: none"> <li>• Specification of detailed refurbishment proposals</li> <li>• Appointment of supporting Quantity Surveyors</li> <li>• Appointment of Structural Engineers</li> <li>• Appointment of CDM Co-ordinator</li> <li>• Appointment of Building Services Consultant</li> <li>• Appointment of Highways Consultant</li> <li>• Appointment of Ecologist</li> <li>• Appointment of Measured Survey Consultant</li> </ul>	Project Manager
3.4.2.2	Agree Tender list for Conservation Architects and request Tenders	List of potential firms available	Criteria for selection to be agreed as part of the tender specification. PM to assess tenders received against the pre agreed criteria and make recommendation for contract	PM/SGC
3.4.2.3	Place contract for Conservation Architects		Contract to be placed in line with HLF and SGC procurement processes	PM/SGC
3.4.2.4	Produce detailed specification and drawings for refurbishment proposals		Outline proposals to be converted into detailed costed plans appropriate for implementation	PM/Architect
3.4.2.5	Appoint supporting consultants		Detailed plans will require support from: <ul style="list-style-type: none"> <li>• Quantity Surveyors</li> <li>• Structural Engineers</li> <li>• CDM Consultants</li> <li>• Building Services Consultants</li> <li>• Highways Engineer</li> </ul>	PM/Architect

			<ul style="list-style-type: none"> <li>• Measured Survey Consultant</li> <li>• Ecology Consultant</li> </ul> <p>The contracts will be placed by SGC</p>	
3.4.2.6	Detailed plans and costs produced		Detailed costed plans will be provided to form the basis of the Part 2 Submission. These will be reviewed by the Project Board to ensure that the overall project objectives are achieved	Project Manager
3.4.2.7	Part 2 HLF Submission produced		The detailed proposal will contain an implementation plan for refurbishment of the complex	Project Manager

### 3.4.3 Market and Audience Research

The Business Plan assumes that the complex can be economically self sufficient with the development of additional activities. Part of the development phase will include some market research to ensure that the enhanced activities are achievable. This will be a combination of external consultancy support and investigation by Trustees/Volunteers. The Project Manager will co-ordinate the study and WMBT will work with the consultant to ensure that the information and results can be used to inform activities in future years

	Activity	Current Status	Development Work to Phase 2	Responsibility
3.4.3.1	Identify scope of research required	Future planned activities identified	Scope for study to be determined to include: <ul style="list-style-type: none"> <li>• Interest from potential educational establishments</li> <li>• Interest from local companies in potential meeting facilities</li> <li>• Interest from local community in craft courses etc</li> <li>• Potential interest for other events</li> </ul>	WMBT/ Project Manager
3.4.3.2	Identify how the scope of the study is to be carried out		Allocate activities between those to be completed by external consultant and those to be completed by Trust	WMBT/ Project Manager
3.4.3.3	Produce brief for appointment of external consultant, and make appointment	Draft available	Brief will include provision of advice on potential markets and best way of obtaining the required information	Project Manager
3.4.3.4	Produce detailed plan for activities to be carried out by Trustees/Volunteers		Activities to be allocated to those best placed to obtain the relevant information	Project Manager
4.4.3.5	Produce consolidated report on potential opportunities		The report will show heritage related, educational and income generating opportunities	Marketing Consultant
4.4.3.6	Review WMBT Business Plan		Business Plan to be updated to reflect the output from the Market Research	WMBT

Some research was carried out in July 2013 to identify potential Community uses for the complex. For it to generate sufficient income to become self-sufficient there needs to be an increase in income generating activities. It is anticipated that this would take the form of local business use for meetings and conferences, community weddings and parties and appropriate rural craft courses. The Business Plan contains assumptions about potential activity levels. Review of similar facilities elsewhere and

availability in the local area indicates that the basis of the current Business Plan is realistic. An essential element of the Development Phase is to confirm that the Business Plan is achievable. It will also help to identify additional opportunities available. This will be managed by targeted Market Research involving professional support from a Market Research specialist, backed up by Trust Volunteer Support who have detailed local knowledge.

The output from this exercise will be used to review the Business Plan prior to the Delivery Phase.

### 3.4.4 Production of Activity Plan

Overall the refurbishment will enable the range of activities at the complex to be increased. A financial plan based on the anticipated activities has been produced based on information available and surveys previously completed. However the plan represents a significant increase and a detailed Activity Plan will be produced during the development phase to identify the actions required to achieve the planned outcomes. Some professional support has been included in the Part 1 Submission plus further support for a period after capital refurbishment to implement the plan, and maximise the potential benefit

	Activity	Current Status	Development Work to Phase 2	Responsibility
3.4.4.1	Produce brief for Activity Plan Consultant		The brief will be used to produce a tender document for the appointment of a consultant to develop the Activity Plan. The consultant will take account of information and surveys already available, other potential sources of information and HLF Activity Plan Guidance. The consultant will also work with Trustees and Volunteers to maximise the benefit of available experience and expertise	Project Manager
3.4.4.2	Submit brief to potential Activity Plan Consultants		The brief will be used to appoint an appropriately qualified consultant.	Project Manager
3.4.4.3	Develop Activity Plan for Part 2 Submission		The draft will be produced by the appointed consultant and reviewed and agreed by the Project Board	Activity Plan Consultant
3.4.4.4	Appoint Activity Development Consultant for implementation of Activity Plan following capital refurbishment		The appointment will provide resources to manage the implementation of the Activity Plan produced in the development phase	WMBT/SGC
3.4.4.4	Implement Activity Plan to achieve desired outcomes		Detailed implementation proposals will be built into the Part 2 HLF Submission	WMBT

### 3.4.5 Interpretation Requirements

The Trust has the benefit of considerable research carried out in the past, as well as a number of Trustees with expert knowledge of medieval architecture and the history of the complex and its surroundings. There is a need to provide improved interpretation for visitors. This should take account of the anticipated activities at the complex, and the types of visitors expected. The Development Phase of the project requires production of detailed designs and a costed proposal for incorporation in the Part 2 Submission. This will then be developed into a detailed tender document in the Implementation phase.

	Activity	Current Status	Development Work to Phase 2	Responsibility
3.4.5.1	Produce brief for Interpretation Consultant		The brief will be used to produce a tender document in the Implementation phase. It needs to take account of: <ul style="list-style-type: none"> <li>• The availability of existing architectural and historical information</li> <li>• The anticipated uses for the refurbished complex</li> <li>• The anticipated visitor profile</li> <li>• The need for sustainable, cost effective interpretation for the future</li> </ul>	Project Manager
3.4.5.2	Submit brief to potential Interpretation Consultants		The brief will be used to obtain indicative proposals and costs to be built into the Implementation phase.	Project Manager
3.4.5.3	Review proposals received		The proposals will be assessed against the criteria established in advance to identify the preferred approach	Project Manager
3.4.5.4	Develop proposals for detailed implementation		Detailed implementation proposals will be built into the Part 2 HLF Submission	Project Manager

The Implementation proposals will need to cover a number of areas to ensure that they meet the needs of all potential visitors. Specific areas for consideration will be:

- Provision of Interpretation Boards covering:
  - The architecture of the Barn
  - The history of the complex
  - The role of the complex in the agricultural and horticultural landscape
  - Information on the history of the area eg Hatters Industry
- Development of the Website as a major information source
- Development of educational materials for all age groups levels of visitor
- Potential for development of a phone “App” to help visitors explore the complex and surrounding area
- Potential for audio visual and other displays

The final proposal needs to be cost effective and sustainable and take account of the anticipated future uses of the complex

### 3.4.6 Fund Raising

It is recognised that the proposed programme of work will require significant additional funding. South Gloucestershire Council have agreed to provide £200K. The identification of and approach to prospective donors for the remainder will be covered by a detailed fundraising plan to be developed during the Development phase. It will be managed by a Funding Manager who will work with the Trustees. It is anticipated that the sum required will need to be resourced from a number of donors who would be able to fund smaller values up to £50K. An initial list has been identified and further details are shown in WMB6. Further research will be carried out during the Development phase. There will also be an opportunity for the local community to contribute.

	Activity	Current Status	Development Work	Responsibility
3.4.6.1	Appoint Funding Manager	Brief for appointment produced	<ul style="list-style-type: none"> <li>Develop Funding proposals and manage implementation of plan</li> </ul>	SGC/WMBT
3.4.6.2	Develop detailed Fundraising Plan	Initial list of potential donors identified	<ul style="list-style-type: none"> <li>Carry out further research into potential donors</li> <li>Agree a target list</li> <li>Produce a detailed Fundraising Plan</li> <li>Produce a “Case for Support”</li> </ul>	WMBT/Funding Manager
3.4.6.3	Identify target donor list		Review potential donors and their aims and interests, to identify the most likely targets	WMBT/Funding Manager
3.4.6.4	Approach target donors to ascertain potential funds available		Various prospective donors to be allocated to Trustees for discussion	WMBT/Funding Manager
3.4.6.5	Work with potential donors to complete formal applications		WMBT Trustees to provide ongoing support	WMBT/Funding Manager



## 4.5 Development Timetables

### Project Management - Development

	2016												2017							
	March	April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sep	Oct
Appoint Project Manager																				
Appoint Architect and supporting Consultants																				
Produce detailed plans for refurbishment																				
Produce detailed costings for proposed refurbishment																				
Review detailed proposals and agree basis for Part 2 Submission																				
Prepare Part 2 HLF Submission																				

### Building Timetable - Development

	2016												2017										
	March	April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sep	Oct	Nov		
Appoint Conservation Architect																							
Appoint Supporting Consultants																							
Develop detail specification and drawings for refurbishment																							
Produce detailed costings for proposed refurbishment																							

## Engagement/Interpretation Timetable – Development Phase

	2016												2017										
	March	April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sep	Oct	Nov		
Produce Brief for Market Research requirements			█																				
Produce Brief for Interpretation requirements			█																				
Produce Brief for Activity Plan Consultant			█																				
Produce Tender document for Market Research consultants				█																			
Appoint Market Research consultants					█																		
Complete Market Research						█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█		
Produce Tender document for Activity Plan consultant				█																			
Appoint Activity Plan consultant					█																		
Develop Activity Plan						█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█		
Produce Tender document for Interpretation Consultants				█																			
Appoint Interpretation Consultants					█																		
Obtain detailed designs and costings for Interpretation						█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█		

**Detailed Timetables for the Delivery phase will be produced as part of the Development work**