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HOW TO?

Make Your Heritage
Project Happen



Supported by the National Lottery Heritage Fund, Hands-On Heritage NI is a project that combines traditional heritage engagement and outreach with the introduction of a range of new digital engagement technologies, better connecting people and communities with built heritage.



This is one of ten Heritage: How To? Guides, covering a broad spectrum of ideas in relation to Northern Ireland's historic environment.

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Historic buildings and monuments are time capsules which offer a tangible link to our past. They stand as witnesses to our history; teaching us how our towns, villages, and cities developed and, ultimately, how people once lived.

This is why it is so important for us to be active participants in the protection and promotion of our historic environment. As the titles of these How To? Guides suggest, this participation can take many forms, such as reading, researching, maintaining, and more.

Many heritage projects are physical, in that they seek to acquire, maintain, or restore a historic building. There is no understating the importance of these projects; they are perhaps the most direct way of preserving our history for future generations.

But physical projects are cost-intensive and time consuming. Many of us do not have the resources to be involved in one. However, heritage projects which focus on interpretation or education provide an opportunity to encourage people of all ages, backgrounds, and ability levels to engage with our historic environment.

This guide will outline some key considerations for the planning and delivery of such projects.

Throughout our Heritage: How To? Guides we refer to heritage assets as buildings and monuments.

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1 | Getting started

Do you have an idea for a heritage project, but don't know where to start?

Anyone can get involved in organising a heritage project. It doesn't matter if you are an individual, a community group, a social enterprise, or a charity.

But making your heritage project happen will require several key components, such as event organisers, event facilitators, partner organisations and, of course, participants.

Most importantly, to make your heritage project happen you will need a good idea to take forward. You may be part of an established and experienced heritage organisation that has organised a number of projects and, therefore, already have a bank of ideas, or you may just be starting out and need a little inspiration!



Some examples of what heritage projects can highlight:

- A specific architect
- Your local area
- A particular group of buildings
- The use of certain building materials
- Heritage skills and crafts
- Oral histories
- An architectural style
- An architectural period
- A heritage asset's rarity
- Heritage training

You must prioritise the impact of the project rather than its scale. The undertaking of a small but impactful project will enable you to gain vital contacts and working relationships with potential partners within Northern Ireland's heritage sector.

Always identify the salient goals, objectives, and outcomes of your project. These are related but distinct concepts:

GOALS	<i>General, but observable statements about what your heritage project intends to accomplish</i> For example: This project should teach young people about [your location's] architectural heritage
OBJECTIVES	<i>A specific result that you are trying to achieve within a particular timeframe</i> For example: Carry out 3 presentations on significant buildings in [your location] over the next three months
OUTCOMES	<i>Statements that outline what you hope the participants will gain from the project</i> For example: To inspire participants to appreciate significant architects who impacted [your location's] built environment

If you are struggling to identify project outcomes, it is useful to note that the National Lottery Heritage Fund (NLHF) prioritises heritage projects which meet these six outcomes:

- A wider range of people will be involved in heritage
- The funded organisation will be more resilient
- People will have greater wellbeing
- People will have developed skills
- The local area will be a better place to live, work or visit
- The local economy will be boosted

These might provide a starting point for you when planning your project. If you don't think you will be able to meet any of these outcomes, then it may be worth rethinking the project, and whether any allocated money might be better spent elsewhere.



2 | Audience

With online platforms increasingly being used to host events, it is now possible to attract participants from local, regional, national, and even international locations, giving you the opportunity to cater to a wider audience than ever before.

This being said, it is still vital to have a clear understanding of your target audience in order to achieve your identified goals, objectives, and outcomes. Your target audience will dictate how you approach the delivery of your project. For example, an event marketed towards heritage professionals will be too advanced for school children.

Below are some different factors which should be taken into consideration when identifying your audience:

AGE	INTERESTS	LOCATION	BACKGROUND/EDUCATION
Young children Older children Teenagers Young professionals Older professionals Retirees	Historic buildings Monuments and archaeology Industrial heritage Defence heritage Specific architects, styles, or periods	Specific cities Rural areas Community identities Further afield – Europe/rest of the World	Architecture background History background Conservation background Other educational backgrounds/ general interest

3 | Budget

Your budget will determine the financial limitations and boundaries of your heritage project. Its scale will vary depending on the project facilitator, project size, project type, and funding available.

In the early stages, planning ahead will enable you to estimate your predicted expenditure. This may include staff wages, venue hire, equipment purchases, external consultancy, staff training, and/or any necessary insurances required to undertake your project.

NOTE:

Contingency is also an important factor to consider when budgeting. Unforeseen circumstances may necessitate further spending, which is why it is important to have contingency built into your budget from the outset.

Does your heritage project require funding?

If you do not have the financial capability to undertake your heritage project, it may be possible to apply for funding from a government body, charity, or trust. An example of a notable funder of heritage projects is the National Lottery Heritage Fund (NLHF).

Project purpose, audience, budget, and your existing resources are factors that you need to outline clearly when approaching a funder and/or submitting a funding application. It is also important to note that some funders may require their funded projects to comply with agreed costs, timeframes, and objectives in line with their organisational ethos.

Funders may also require you to test your project ideas prior to awarding funding to ensure their viability. This may include pilot projects, feasibility studies, and/or external consultation.

For more information on budgets and funding, consult our **How To? Finance Your Heritage Project** Guide.

4 | Marketing and communications

The marketing, communication, and promotion of your heritage project is vital for attracting participants. Promotion and advertising can help your project gain traction, celebrate success, and generate vital funds and/or donations, whether it be at the beginning, middle, or end of your project. Good marketing and communication practices may even lead to an extension or follow-up project.

Ways to promote your project include:

Exhibitions (online and/or in person)	Film/Videos	Talks and presentations (online and/or in person)
Social media posts	Leaflets and publications (hard copy or online PDF)	A festival of events (one-off/annual)

Ulster Architectural Heritage loves to see project progression; remember to tag UAH and other heritage organisations in your project promotion so that we can all celebrate your success!

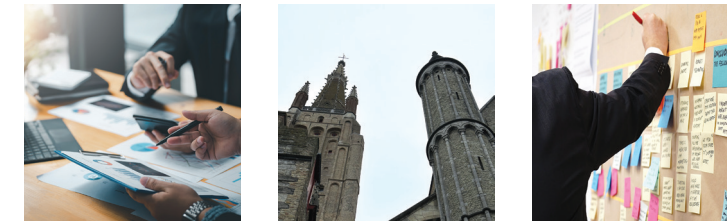
Communication Plans

A ‘Comms Plan’ is a long-term strategy outlining what you and your project are trying to say, and how and when it is best to say it.

Agreed organisational and/or project brand guidelines in the initial planning stages allow for consistent marketing. This can include the development of slogans, titles, and logos.

Currently, social media is the most effective marketing tool, with the ability to reach diverse and wide-ranging audiences. Regular posts about project events, publications, and outcomes enable social media users to follow and feel involved with your work.

Social media also allows the public to see mutual support from other heritage organisations and projects, something which is greatly valued, and allows the audiences of different organisations to expand their spheres of interest.



5 | Project schedule

Schedules help you organise and plan your project prior to the commencement of activities, factoring in all of the other topics discussed in this guide such as audience, budget, marketing, and communications.

Outlining key milestones (such as your objectives), your project schedule will enable you to factor in potential problems or issues that may arise prior to commencement. This includes contingency for staff or volunteer shortages, holidays, or problems with venue availability. A robust schedule will also give you the opportunity to promote or take advantage of concurrent external events. You could, for example, schedule an event to coincide with a significant anniversary related to a specific architect, building, or other historic event. Furthermore, you may be able to tie your project into cultural events that run throughout the year in Northern Ireland.

Below are some examples of such events:*

EVENT	WHEN	WHERE
St Patrick's Day	March	Parades and events across Northern Ireland
Cathedral Quarter Arts Festival	April/May	Cathedral Quarter, Belfast
Balmoral Show	May	Balmoral Park, Sprucefield
Twelfth of July	July	Events across Northern Ireland
Belfast Mela	August	Belfast
Féile an Phobail	August	West Belfast
Ould Lammas Fair	August	Ballycastle
European Heritage Open Days	September	Events across Europe
Halloween	October	Events across Northern Ireland; particularly large ones in Derry/Londonderry
SPAB National Maintenance Week	November	Events across the UK

**List not exhaustive*

To create a project schedule, you should:

1. Define the scope of your project
2. Identify your goals
3. List the project tasks
4. Identify task dependencies – tasks that can only begin on completion of an earlier one
5. Set project milestones
6. Delegate the tasks to the relevant members of your group
7. Evaluate and monitor the project schedule and adjust accordingly

There are many different ways that you can keep track of your project schedule. One of the most popular is a Gantt chart, a type of bar chart which illustrates the dependencies between tasks and allows easy monitoring of project progress.

ACTIVITY	START DATE	DURATION	END DATE	SEPT	OCT	
FIRST FLOOR						
1. TASK	2 SEPT	7 DAYS	9 SEPT			
2. TASK	10 SEPT	28 DAYS	8 OCT			
3. TASK	2 OCT	10 DAYS	12 OCT			



6 | Project evaluation

Throughout your project it is advisable to gather feedback where possible, even if this is not part of a funding requirement. Project feedback enables you as an organiser to see what people think of the project and evaluate what is working well and what is not. Feedback can be gathered from project participants, staff, volunteers, members of the community, and funders.

Ultimately this feedback is then used to evaluate the project upon completion. A realistic project evaluation will help you determine if:

- Goals, objectives, and outcomes were met
- The target audience was reached
- The project had a lasting effect
- The project could be repeated, reused, or expanded upon in the future

It is important, when possible, to have an external evaluation of your project carried out by a qualified professional.

The following heritage projects are two examples of how Ulster Architectural Heritage has engaged with different audiences.



7 | Case studies: Make Your Heritage Project Happen

Bake a Building: The Big Building Bake Off

GOAL	Use the unconventional medium of baking to encourage people of all ages to take a closer look at our architectural heritage
OBJECTIVE	Organise a baking challenge in a prominent, central location that would cater to a wide-ranging audience
OUTCOME	For participants to think more closely about the important architectural elements that comprise historic buildings
PROJECT DATE	29 October 2018
LOCATION	St. George's Market, Belfast
PROJECT TAGLINE	'A baking challenge like no other'
TARGET AUDIENCE	Amateur bakers, children, school groups
TASK	Choose your favourite historic building and bake it
KEY SELLING POINTS	An array of exciting prizes for first place and highly commended, an array of celebrity chef guest judges
PARTNERSHIPS	Food NI
FUNDERS	Belfast City Council



The Heritage Arts Challenge

GOAL	To inspire participants to celebrate their local heritage through the creative arts
OBJECTIVE	Facilitate a competition and showcase of art related to Northern Ireland's built heritage
OUTCOME	For people to engage with heritage in their local area, share local heritage with each other, and develop their artistic skills
PROJECT DATE	September 2021 – November 2021
LOCATION	Online & Heritage Angel Awards 2021
TARGET AUDIENCE	16 years up; artists of all abilities welcomed, from first-timers to professionals
TASK	Produce a piece of songwriting, poetry, prose, photography, or an illustration which celebrates and encapsulates Northern Ireland's built heritage
KEY SELLING POINTS	Selected entrants had the opportunity to work with specialist mentors who helped them develop their work for display or performance at the Heritage Angel Awards 2021. A number of prizes were also awarded to selected entries
PARTNERSHIPS	Heritage Angels Awards/Mentorships with the likes of Marcus Patton (Illustration), Jan Carson (Prose), and Brigid O'Neill (Songwriting)
FUNDERS	The Heritage Arts Challenge was supported by National Lottery Heritage Fund. The Heritage Angel Awards were supported by the Andrew Lloyd Webber Foundation and the Department for Communities



For more information on How To?
Make Your Heritage Project Happen
 visit the Hands-On Heritage website
www.handsonheritage-ni.org.uk
 where you can access related
 Heritage: How To? Guides.

Promotion – Protection – Conservation – **Regeneration**

Ulster Architectural Heritage (UAH) works to promote the historic built environment, its protection, conservation, and heritage-led regeneration, through advice and support, advocacy, publications, events, and project delivery. Since its formation in 1967, UAH has established itself as the lead independent voice for the historic built environment across the nine counties of Ulster, a fearless campaigner for historic buildings, a generous resource of information on local architecture, and a source of advice on conservation. UAH has had much success in influencing public opinion in favour of conservation of our historic built environment. UAH carries out reports, assessments, monitoring of the historic built environment, and makes representations relating to planning and policy. UAH educates, engages, and informs on built heritage through a wide range of events, publications, and projects.



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