

CHAPTER

# 15

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## THE FINAL STAGES

CLAIMING MONEY, CELEBRATING,  
IMPACT AND EVALUATION

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### TEAM PRAYER

Loving God, We give thanks and rejoice in the hard work, fun, and fellowship that our Team of Volunteers have played in making our event a wonderful experience for all. May we find gladness and satisfaction in all of our successes, and even in our challenges and lessons. May this experience of teamwork and sacrifice strengthen our bond as a staff and deepen our commitment to our mission to serve others. Grant us all rest and renewal in the coming days so that we may continue to serve you faithfully and without ceasing. We ask this in the name of your Son, Jesus the Christ. Amen



“I think that, whether or not, one attends all the church services, we are all grateful as villagers for the continuance of this valuable social hub. Thanks are due to the people who work so hard to keep it going as All Saints provides us with so much.

I particularly value it as an oasis of calm; a place for us all to come together at important moments; a host to excellent social events and a chronicler of the village’s social history.

Well done all.”

(Village newsletter June 2016: an unsolicited article recording the re-dedication of a parish church following a HLF-funded roof project)



“Our village church has been given a new lease of life. Prior to the conversion it was half a story as it was just a church with the ability to run one or two minor village events; now it has developed to become a focus of the community.”

Chairman of a project which repaired the roof and adapted the interior of a village church to open up for wider community use.



**As you approach the completion of the development part of your project, there will be several actions that you still need to do.**

## CLAIMING MONEY, SUBMITTING REPORTS

Some funders will release funding in instalments, or upon receipt of paid invoices. The final claim may be a little different. When your project is complete, funders will expect to see a report. This is usually in the format of a question and answer form, and it's a simple procedure. Now's the time for your 'after' photos demonstrating what has been achieved. So tell the funder what you've done and remember what you said you were going to do in your application.

- Explain what happened, including what went well and what didn't go as planned. Funders like to know this – it may help them advise another project in the future.
- State which of your objectives and outputs you met. **Be honest.** If you exceeded them great! If you didn't, tell them what you have achieved and why the figures differ from your application. And if you are going to be able to meet them in the near future then explain how.
- Clarify how much your total project actually cost and how this has been funded, from all of your funders.
- Tell funders how your project will now progress in the future.

Some funders will hold back the final instalment of the grant money until they receive this final report. We've already mentioned exit strategies in the planning stage, but a funder may want to know whether your plans for 'life after funding' are the same or whether they have changed. Completion of the project may open up other opportunities that you hadn't considered.

## CASE STUDY

### ST MARY THE VIRGIN, CHALGROVE, DIOCESE OF OXFORD, COFE

[www.chalgrovechurch.org](http://www.chalgrovechurch.org)

The website provides a very detailed story of the restoration of this church including videos.

[www.chalgrovechurch.org/360](http://www.chalgrovechurch.org/360)

Population: 2,830 (2011 Census)

**Chalgrove is a large rural village in South Oxfordshire which supports six shops, including a post office, and three pubs. St Mary the Virgin, listed Grade 1, dates from the twelfth century. It is thought to remain substantially as it was in 1500 but had minor alterations in the C18th. The chancel contains a nearly complete set of nationally important medieval wall paintings dedicated to St Mary the Virgin which are believed to have been painted around 1320.**

Canon Ian Cohen arrived in 1988 and felt that the first important thing was to renovate and modernise the Red Lion pub and the three cottages which were vested in the Trustees of the Church Estate. He and the Trustees ensured they were renovated and rented out and the pub was a viable operation so proving that the church was a responsible and effective landlord.

In 2000 the John Hampden Hall, the church hall, was fully modernised and refurbished to provide small offices and meeting rooms. Run by the John Hampden Trust which is made up of volunteers, it is a facility for the whole community, is available for hire and manages to pay for itself.

The main priority at St Mary's was to ensure its fabric was in good repair. There was a serious damp problem to be dealt with and in 2003 repair works were carried out, culminating in re-roofing in 2005.

The next priorities were identified as the need for a new bell chamber and facilities to be installed inside the church. As there was an existing, if old, heating system, toilets were identified as a higher priority to encourage more activities in the church.

In 2007 a servery and two toilets, one fully accessible, were installed at the base of the west tower, providing a new floor to the ringing chamber above. A new spiral staircase was also designed for the new bell chamber and cupboard space was provided for flower arrangers' requirements. This was all hidden behind an existing Victorian wooden screen.

A small viewing window was installed above the screen so that the bell-ringers can see down the nave. The pews have been movable for over twenty-five years, and have been retained. They can be placed at an angle which enables everyone to see during services. The facilities and flexibility of the pews – they can even be moved outside – has increased the number and type of events able to be held in the church. Banquets, barn dances and Parties-in-the-Pews have all been held and the church is now used four to five times a month – much more than previously. Since then it has completed a half million pound project of conservation and refurbishment focusing on the nave and chancel. This has included new heating, lighting and sound systems as well as complete internal redecoration. Charles Baker, the project manager says that they deliberately phased the project as it had been important to gradually build up trust that the PCC is looking after the church responsibly. At every stage, they have held Open Days and consulted. The aim has been to show that it will still be very recognisable as the church as fears had been expressed that it was in danger of becoming too like a village hall.



## MARKETING OF YOUR PROJECT

Once your project is ready to start, you will need to promote it. Once you are sure everything is on target is a good time to think about this. This might take the form of mailings, articles in the local press, interviews on radio, leaflets, posters or a regular newsletter. Make sure your website is up to date and makes clear what new facilities you are offering and how people can make use of them e.g. what are the opening hours, what are the charges?

One way to get good publicity is to plan a special launch event.

## THE LAUNCH

This is another milestone in the life of your project. Make sure you celebrate your achievements. You will have worked hard to realise your activity or project. It is also a perfect excuse to communicate your success to the local community. Organise a launch or an official opening ceremony. Get someone to cut a ribbon and make sure the local press is there to record the event.

- Invite the funders and those who donated to your project. Offer them the opportunity to come and look at what you have done with their money.
- Invite local dignitaries. They're always available for drinks and nibbles. You could also invite your MP. They are always glad to support local projects.
- Invite everyone who volunteered or offered 'in-kind' support on the project to say 'thank you'.
- Remember to take photographs of the event.
- Invite the press. Liaise with your Diocesan Director or Communication Adviser for help with drafting a press release.
- Invite your Bishop and Archdeacon or other relevant people from your denomination.

## IMPACT AND EVALUATION

How will you know when you have succeeded?' It may be that simply by there being a toilet where there was none before, your project is deemed successful. However, funders will be looking for other ways to judge success e.g. the number of people who can now use the building, the increase in events, an increase in income.

Finding an effective way to evaluate the success of your project can also help you to persuade those who weren't originally keen and prove to supporters that their involvement was worthwhile.

And for the future, it will show funders that you can manage a successful project and help you when you are seeking funding for your next one.

For some projects the final report will be the time when a community group can step back and consider whether their project has achieved what it set out to achieve. For others, it may not be possible to do this for a year or longer. If your project aimed to get more people using a church building during the first year, then you won't know whether you have succeeded until a year later.

Part of the evaluation will be recording facts i.e. how many events, how many individuals attended the coffee mornings, how many hirings per month are now happening.

This is why it is important to have your original data from the start. You need to know how many people used the building originally, so that you have something to compare it against.

The National Lottery Community Fund provides useful guidance on evaluation [www.tnlcommunityfund.org.uk/media/documents/self\\_evaluation\\_guidance.pdf](http://www.tnlcommunityfund.org.uk/media/documents/self_evaluation_guidance.pdf)

And there is guidance from the National Lottery Heritage Fund here [www.heritagefund.org.uk/publications/evaluation-guidance](http://www.heritagefund.org.uk/publications/evaluation-guidance)

Part of the evaluation may include consulting the community again. There are some results of a project that cannot be easily quantified. For example, following the completion of your project, is the community happier and more vibrant now there is more going on? The only way to find out is to ask them if they feel happier. You may obtain some good quotes which (with permission) can be used to bring your report to life.

Evaluation is important because it's a chance to measure the success of the project. Money is a limited resource, and funders are keen to ensure that the funds they have are used to best effect. If your project has a huge impact, perhaps other communities up and down the country can consider following in your footsteps?

You could call this working out the project's legacy. These can cover a wide spectrum and be tangible and non-tangible. Tangible outcomes will be immediately obvious e.g. the building's fabric is in good condition, there is a new toilet, improved accessibility so everyone can come in through the main door. It will also be longer-term outcomes e.g. the church is now open 6 days a week and is being used by 300 people a week, the older people in the village now have a social lunch session every week.

Intangible outcomes can include examples like new networks that have been formed such as a support network for older people in the village through the weekly lunch, and the congregation supported by the new Friends Group has a new confidence and feel more positive about their building. They also have a new set of skills and feel empowered to go onto bigger and greater things and already have plans!

## ENTER YOUR PROJECT FOR A COMPETITION

It may be worth considering entering your project for an award that can provide you with some well-deserved kudos as well as enabling other churches to learn from your experience. Current award schemes include:

*The Marsh Award for Innovative Projects* run in partnership with the National Churches Trust recognises a congregation running an innovative community project in a church building.

[www.marshchristiantrust.org/default.asp?V\\_ITEM\\_ID=1246](http://www.marshchristiantrust.org/default.asp?V_ITEM_ID=1246)

SPAB's *John Betjeman Award* is given to celebrate excellence in the conservation and repair of places of worship of any faith in England and Wales.

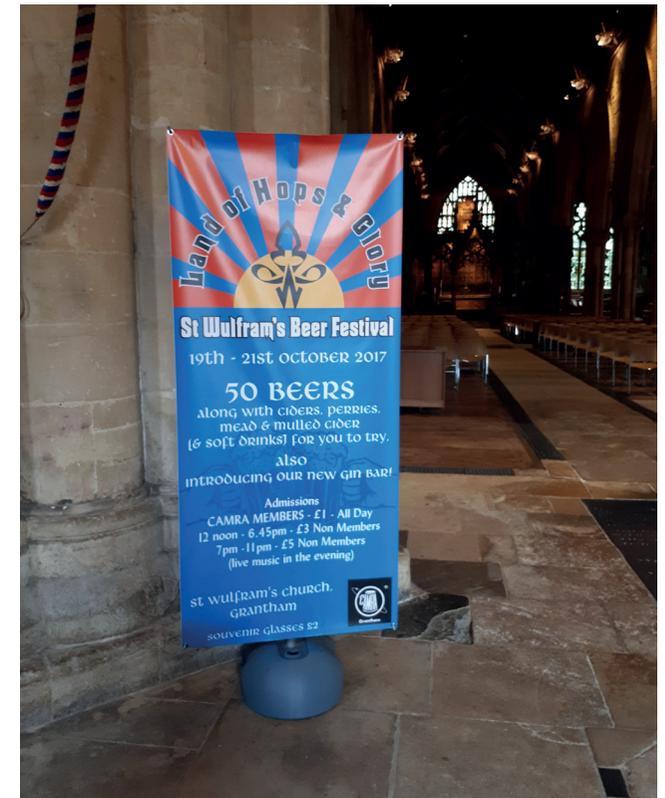
[www.spab.org.uk/spab-events-awards/john-betjeman-award](http://www.spab.org.uk/spab-events-awards/john-betjeman-award)

*The Church Architecture Awards* are run by the National Churches Trust and the Ecclesiastical Architects and Surveyors Association. The Presidents' Award is for new church buildings and new designs in church re-ordering, alterations and extensions. The King of Prussia Gold Medal is for innovative, high quality church conservation or repair work projects.

[www.nationalchurchestrust.org/how-we-help/2017-architecture-awards](http://www.nationalchurchestrust.org/how-we-help/2017-architecture-awards)

Each year, the **Christian Funders' Forum** holds an award ceremony to celebrate the outstanding work that is being done by churches, charities and volunteer groups across the UK and beyond.

<http://christianfund.wpengine.com/our-annual-awards>



## CASE STUDY

# ST MICHAEL'S AND ALL ANGELS CHURCH, SPENCERS WOOD, DIOCESE OF OXFORD, COFE

[www.loddonreach.org.uk/our-churches/st-michael-and-all-angels-spencers-wood](http://www.loddonreach.org.uk/our-churches/st-michael-and-all-angels-spencers-wood)

[www.loddonreach.org.uk/st-michael-and-all-angels-caf-active](http://www.loddonreach.org.uk/st-michael-and-all-angels-caf-active)

Population: 4,019 (2011 Census)

**St Michael's and All Angels church in Spencers Wood, to the south of Reading, set up Caf'Active in the back of the church in May 2010.**

Open six days a week from 9.30 until 14.00 (with slightly later openings on Tuesday and Saturday) it's a great and very busy success.

It was opened to help put the church – built in 1908 - back at the centre of the community, enable the church building to be used for more than a few hours a week and to raise much-needed funds for the church. And it's succeeding on all fronts.

The café is used by the whole community, not just by the congregation. It is a meeting point for parents with young children, pensioners and locals both living and working in the area and it can also be hired out of hours. Its Lunch Special - two courses for £5 was 'back by popular demand' all week from 12.30pm, plus there's a meal deal of £2.50 for all school age children and the venue hosts Bistro themed nights. It's run by a paid manager who is assisted by a number of volunteers.

Manager Debbie Johnson writes a news update on the church's website which illustrates just how much the venue means to locals and how her team of volunteers keep an eye on their regular customers, arranging 'birthday' treats and providing sociability.

Local groups can use the mezzanine floor (the Gallery) for meetings, even when the café is open and also out of hours by arrangement. It has a modular conference table which seats up to 24 people and offers Wi-Fi access. There is also a Christian Library in the gallery.

The church is now also open seven days a week for those who want it for a time of prayers and reflection.

## CASE STUDY

### ST LUKE'S, OXFORD, DIOCESE OF OXFORD, COFE

[www.stlukesoxford.org.uk](http://www.stlukesoxford.org.uk)

[www.stlukesoxford.org.uk/the-big-project](http://www.stlukesoxford.org.uk/the-big-project)

**Known as St Luke's Canning Crescent, this unlisted church was founded in 1933 as a mission hall in Cold Harbour, South Oxford.**

The daughter church of nearby St Matthew's, its Big Project – to extend and refurbish the existing church building - was the vision of Canon Stather-Hunt and the money was raised by the parish with the involvement of local council tenants.

As the only community facility in a fairly deprived area of the City of Oxford, the church has always reached out to its community and hosts a variety of activities for all ages. St Luke's Big Project took place after years of planning and consultation with the local community. Driven by a group of young people – who were particularly involved in the design and in fundraising, the Big Project was launched in 2009.

Fundraising efforts included a talent show in November 2010, a Christmas Fair in December 2011 and a Paintathon in September 2012 that raised over £2000 through Justgiving.

A steering committee of local talents managed to raise the required £500,000 a few months after the building works started in February 2013. They needed a further £50,000 for furniture, equipment and start-up costs for new youth and community projects.

Among the chief objectives were the Chill-Out Room and a much better-equipped kitchen.

The Big Project used the existing foundations and timber frame of the church which were found to be in good condition, while removing the asbestos panelling and creating better insulation. Facilities include a new, fully equipped kitchen, better disabled access, increased office space and additional storage and the building is now fully insulated.

The aim was to improve the quality of what was already on offer. And as evidence of their long-term commitment to the community the PCC negotiated a lease of 125 years and a lower rent with the council which owns the land.

Works started in early 2013 and a community survey was also carried out to involve the

community in how they wanted to use the new building.

While the works were going on the church was hosted by the Salvation Army and the South Oxford Christian Centre but was back home by November 2013.

The rooms in the newly refurbished building – now offering far more disabled access - were available for hire from January 2014 and its Main Hall is used for a range of activities from Keep-Fit to birthday parties and has a serving hatch to the kitchen. The 'chill-out'/ meeting room which can be used for one-to-one sessions or quieter events has a separate entrance and a kitchenette for making tea and coffee and the building is accessible for wheelchairs and has toilets with baby changing facilities. There are also discounts for community use, regular hirers and full day events.

IT access and the improved kitchen facilities have encouraged young people who love to cook to experiment and learn new skills.

## PROJECT MANAGEMENT TO LONG-TERM SUSTAINABILITY

Remember, your business plan is a **living document**. Keep referring to it and making any required changes as your project progresses. If your costs change, look through your business plan to see what impact this will have elsewhere on your project. You will need to regularly check that you are still financially viable.

Before, during and after the development and realisation of your project you need to keep both your business plan and budget up-to-date. It may be useful to schedule a review of these documents at regular intervals to keep your project on track. Maintaining a business-like approach is vital.

### LOOKING FORWARD

In terms of sustainability, two areas worth reviewing are your maintenance practice and the current opening hours of your church building.

## MAINTENANCE

Preventative maintenance keeps up a building's appearance and extends its life. It also prevents the loss of original fabric, as less material is lost in regular, minimal and small-scale work than in extensive restoration projects. Preventative maintenance makes economic sense as it may reduce or potentially eliminate the need for, and the extent of, major repair projects.

If you don't already have one, create a maintenance plan and assign a realistic annual budget to it. Your diocese may have a maintenance scheme which is designed to make it easier to identify a local reliable contractor.

**MaintenanceBooker** is a service available, to churches and chapels throughout England and Wales, developed by the **National Churches Trust**. It makes it easier for places of worship to book maintenance services using professional and experienced contractors. Services available include gutter clearance and repairs, lightning protection inspections, tree surveys and maintenance as well as asbestos surveys and removal. More Services are to be added soon. There are also grants available. [www.maintenancebooker.org.uk](http://www.maintenancebooker.org.uk)

Between 2007 and 2017, funded by the Heritage Lottery Fund and Historic England, the **Society for the Preservation of Ancient Buildings** (SPAB) ran the **Faith in Maintenance Project** (FiM) offering free training to church volunteers followed by the **Maintenance Co-operatives Project** (MCP) which developed and tested the concept of Maintenance Co-operatives and encouraging groups of churches to work together to create working parties who would undertake regular maintenance across a number of buildings.

SPAB have now put together a practical toolkit containing information and resources drawn from the FiM and MCP projects to help you take care of your place of worship and set up your own Maintenance Co-operative.

[www.spab.org.uk/campaigning/maintenance-co-operatives-project/mcp-fim-resources](http://www.spab.org.uk/campaigning/maintenance-co-operatives-project/mcp-fim-resources)



## OPENING AND WELCOMING

Opening the doors and encouraging people to come in and giving them a warm welcome.

There are two national initiatives that you can take part in and benefit from the overall publicity and guidance.

**Heritage Open Days** is England's largest festival of history and culture, bringing together over 2,500 organisations, 5,000 events and 40,000 volunteers. Every year for four days in September, places across the country throw open their doors to celebrate their heritage, community and history. Your church could be one of them.

[www.heritageopendays.org.uk/organising](http://www.heritageopendays.org.uk/organising)

**Ride+Stride** is a sponsored bike ride or walk when people all over England walk or cycle between churches, exploring and enjoying the countryside from Cornwall to Northumberland. The money they raise helps to save historic churches, chapels and meeting houses for future generations by helping to fund urgent repairs and the installation of modern facilities.

[www.rideandstrideuk.org](http://www.rideandstrideuk.org)

You can find guidance on best practice and useful ideas on how to open/open more often on the following websites:

**The Churches Visitor and Tourism Association's** website offers a wealth of resources to support churches in opening for visitors.

[www.cvta.org.uk](http://www.cvta.org.uk)

**The Revd Nigel Lacey** has been visiting churches on his motorbike across England and reporting back on what sort of welcome he finds.

[www.churchtourismstudy.com/about](http://www.churchtourismstudy.com/about)

**NADFAS** can help churches design church trails for children.

[www.nadfas.org.uk/what-we-do/nadfas-church-trails](http://www.nadfas.org.uk/what-we-do/nadfas-church-trails)



**You can also promote your church via these websites:**

**Methodist Heritage** is there to promote Methodist Heritage across the UK.

[www.methodistheritage.org.uk](http://www.methodistheritage.org.uk)

**ExploreChurches** – *'the website for those who love churches'* - is a high quality resource for visitors and churches, supporting and promoting churches of all denominations as fascinating places to visit. Churches can promote their church nationally on the website. From 2018, this website will incorporate information previously available on Church Days.

[www.nationalchurchestrust.org/explore-churches](http://www.nationalchurchestrust.org/explore-churches)

## CASE STUDY

### THE LEWIS CARROLL CENTRE AT ALL SAINTS CHURCH, DARESBUURY, DIOCESE OF CHESTER, COFE

[www.daresburycofe.org.uk](http://www.daresburycofe.org.uk)

[www.lewiscarrollcentre.org.uk](http://www.lewiscarrollcentre.org.uk)

Population: 4,501 (2011 Census)

**Daresbury, a small village in Cheshire, is the birthplace of Alice's Adventures in Wonderland author Lewis Carroll (real name Revd Charles Lutwidge Dodgson). He lived there for the first 11 years of his life, from 1832 to 1843 with his father, also Revd Charles Dodgson, being the much-loved local vicar for 16 years, from 1827 to 1843.**



All Saints, Daresbury's new learning centre  
©Daresbury Church

Visitors come from all over the world to see the famous Lewis Carroll window put up in the church in 1932 to mark the centenary of Carroll's birth.

The idea of establishing a Lewis Carroll Centre at Daresbury was discussed for at least 20 years. Finally, with the help of national, regional and local funding bodies, the All Saints Lewis Carroll centre, Daresbury, began to take shape in late 2009. The PCC wanted to enhance the visitor experience for those interested in Lewis Carroll and the history of Daresbury but was also keen to ensure that village life was not disturbed too much.

The centre opened as a small extension to the Grade II\* church in March 2012. The project cost over £700,000 of which £370k came from the Heritage Lottery Fund and £212k from the NWDA Rural Development Programme.

There are also audio programs to provide the context for a visit to All Saints. To meet the needs of future events, church services and education and visitor groups, the church was also given new, sophisticated lighting and sound systems. A small shop sells books, souvenirs (including the new Wonderland game), as well as Christian items and booklets on the church's history and the famous Lewis Carroll window.

The centre is open all year from 10am till late Monday to Saturday and from 2pm on Sundays while for church visits it is advised that visitors to the church check the website for the times of services, weddings, funerals etc.

## TOP TIPS



- Invite the funders to your launch.
- Issue a press release to announce the completion of your project, or to publicise your big reveal. Remember to name all the funders in your press release and any publicity you do. It will be a requirement of most funder's offer letters.
- Don't forget to invite a representative from the Diocese and your denomination.
- Take photographs during the launch. They will be useful for more press releases and exhibitions. Put them up on the website to illustrate the new facilities.
- Keep an evidence file for your achieved outputs. If future evaluation of your project is required, make a note of when you need to complete it by.
- Provide feedback to community members unable to make your celebrations about what you have achieved.
- How long do you need to keep the paperwork for? Check with funders. Publicly- funded grant schemes (such as those run by councils, Europe, Government, lottery) may need to be audited at some point, so auditors may wish to have a look at your paperwork.
- Don't forget – now's the time to publicise your new community facility. Encourage community groups to **book it** and **use it!** Put it on the church and community websites, the parish newsletter and noticeboard, and contact any groups you consulted with.
- Finally, remember to enjoy your new facility. Be proud of what you have achieved!

CHAPTER 15 CHECKLIST 

Are you clear how you will evaluate the impact of your project, once it is complete?

Have you claimed all the outputs and outcomes you declared on your original application form?

Have you answered all the questions the funders have asked in their report form?

Have you explained what went well with your project and what didn't?

Have you held a launch event to publicise your project's completion to the world?

Have you invited all of the funders, the Archdeacon, Bishop, the people from your denomination, the press and all the volunteers who helped you?

Do you need to consult your community once again to collect their views and opinions on your completed project as part of your evaluation process?

What systems and procedures have you established to manage the new facility that your project has created?